

Randstad Sourceright Limited

Strategic report For the year ended 31 December 2019

Introduction

The directors present their strategic report on the company for the year ended 31 December 2019.

Principal activities

The company's principal activity continues to be that of an employment business hiring out temporary and permanent staff for clients.

Review of the business

As shown in the company's statement of comprehensive income on page 12, the company's revenue and gross profit has decreased from 2018. This has been driven by changes in client mix where we have had clients exit and new ones come on-board. The company achieved a gross profit of £19,839,000 (2018 - £20,481,000) and a loss before taxation of £990,000 (2018 - profit of £143,000). The loss, compared to the profit in prior year is due to the one off provision caused by a break of lease for one property which is partly offset by improvements in productivity.

Position of the business

The company's net liabilities and shareholder's deficit were £11,162,000 at the end of the year (2018 - £10,588,000). The loss for the financial year was £688,000 (2018 - profit of £217,000).

Key performance indicators

Progress of the business is assessed via the growth in revenue compared to the prior year. Performance is shown below with prior year comparatives expressed as percentages.

	2019	2018
Revenue movement	(4.9)%	10.6%

Please see above, review of the business section, for additional analysis of year on year movement.

The directors do not believe any further analysis would aid the users' understanding of the performance of the company.

Principal risks and uncertainties

The global recession which appears inevitable in the wake of the Covid-19 pandemic poses an economy-wide threat to the vast majority of UK businesses. This in turn will cause businesses, including Randstad, to look at workforce costs, structures and locations, which presents opportunities as well as threats. Technological disruption continues to threaten traditional staffing business models, and may accelerate as pressures on costs increase. Innovative business models continue to emerge. Uncertainty from Brexit and the form it may take impacts client demand and long-term may lead to candidate scarcity in several markets in which Randstad Sourceright operates. In addition, the temporary delay in the implementation of changes to IR35 in the private sector has only postponed the impact. The cost of compliance continues to present a challenge for the organisation, and in particular the application of the Government's Coronavirus Job Retention Scheme during Q2 2020 and the changes relating to IR35 scheduled for April 2021.

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Strategic report (continued) For the year ended 31 December 2019

Principal risks and uncertainties (continued)

A description of the key risks, and mitigating action taken to protect the company against them are as follows:

Covid-19

The global Coronavirus pandemic during H1 2020 has caused material disruption to the UK economy, and in particular the recruitment and staffing demands from clients. As this is a live and evolving situation, the short, medium and long term impacts are difficult to quantify, and the ability of the UK to recover quickly from the H1 disruption will depend on factors beyond our control such as development of a vaccine and social behaviour to minimise the ongoing spread of the virus. We have furloughed a number of corporate staff and temporary workers, where we will need to recover those costs under the Coronavirus Job Retention Scheme - we are reliant on HMRC approving our claims under that scheme in order to recover those staffing costs.

We have a Coronavirus project team focused on the practical impacts on our workforce (remote working etc.). We have taken advantage of the Coronavirus Job Retention Scheme for corporate staff and will look to manage headcount costs accordingly in response to business needs and opportunities. A team from finance and legal is engaged full time on the application and administration of the Coronavirus Job Retention Scheme to the temporary workforce.

The Randstad UK business is diversified across multiple sectors. It is weighted towards temporary recruitment which appears to be more resilient than permanent recruitment in the short term.

Technological Disruption

New business models continue to emerge that threaten to disrupt parts of the client and candidate match process. Emerging models threaten specific parts of the process e.g. candidate screening rather than presenting a complete risk of disintermediation.

Globally, Randstad continues to invest in early-stage startups through the Randstad Innovation Fund. Locally, we continue to adapt our business models to incorporate appropriate technological solutions to enhance value to clients and candidates.

Brexit

The company's exposure to risk from Brexit is driven principally by its effect on client demand and macro-economic shift. Longer term, several sectors in which the company operates rely heavily on migrant labour and the proposed immigration model could have a longer term effect on candidate availability.

Diversification of services provided to our clients to include a broader HR offering protects against shifts in client demand. We continue to actively lobby on broadening the application of apprenticeship levy funds to offer skills training and ensure future flow of candidates.

Pace of regulatory change

The past four years have seen significant regulatory change both in terms of "soft" regulation, such as Gender Pay Gap Reporting or "hard" regulation such as that relating to IR35 or umbrella companies. In many cases, regulation is influenced by traditional employment models and can often be inappropriate for modern, flexible employment models requiring significant internal commitment to ensure continued compliance. UK political polarisation and instability add to the risk profile.

We continue to work both directly, with the Government and indirectly with industry bodies to influence the shape of future legislation and ensure that it is appropriate for the modern workplace. We have retained our focus on internal governance to ensure compliance to these requirements. The establishment of a Strategic Project Management Office in 2020 within Randstad UK will provide a robust project management framework for implementing regulatory changes consistently across all UK operating companies.

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Principal risks and uncertainties (continued)

IR35 in Private Sector

The government has announced that in April 2021 (postponed from April 2020 due to Coronavirus), engagers of PSCs (personal service companies) will be responsible for determining the application of IR35 and making appropriate tax and national insurance deductions from payments to contractors. When launched in the public sector, there was a noticeable reduction in candidate availability and client demand. The exclusion of small companies from the legislation presents enhanced risk around candidate availability.

We are identifying alternative business models that will mitigate our exposure to the changes and working closely with affected clients to ensure appropriate due diligence is conducted on their workforce. There may be increased political pressure for a wider reform of worker status and engagement models in the meantime.

Directors' statement of compliance with section 172(1)

The directors of the company act in good faith, to promote the success of the company for the benefits of its stakeholders as a whole, in line with one of our Group's core values, "the simultaneous promotion of all interests". The Annual statement of our ultimate shareholding company, Randstad NV, sets out in detail how we operate to provide value for clients, talent, employees, investors, and society. Specifically, the directors of this subsidiary have regards for the following matters:

- a) The likely consequences of any decision in the long term:
 - The Directors have set out a clear strategy for the business over the medium and long term for creating value and growth, which has been shared with staff and shareholders, the key pillars of which are set out below, under the name, "human forward":
 - Technology - investing in new technologies, in order to better connect clients and candidates, by making processes smart, simple, and efficient; and
 - Humanity - being passionate about supporting people and organisations and by creating an HR experience that is more human, creating that personal connection.
 - All significant decisions are agreed by the board within the context of the strategic plan.
- b) The interests of the company's employees are recognised and valued by the directors through a variety of mechanisms, including;
 - Regular Leadership team webinars, team and department meetings, and conferences
 - Actively seek employee feedback through Q&A sessions, an open culture, and a regular anonymous survey which allows all issues to be raised and tracks employee engagement across a number of key factors; and
 - The provision of learning and development opportunities for staff, covering hard and soft skills, as well as management training and mental health.
- c) The need to foster the company's business relationships with suppliers, customers and others by ensuring all stakeholders are treated within the spirit and detail of the Randstad Group ethics policies and the core values.
- d) The impact of the company's operations on the community and the environment, including consideration of climate change through supporting appropriate Energy Savings Opportunities Scheme recommendations, CO2 caps on our car fleet (and supporting Electric Vehicles where appropriate), supporting a wide variety of charities, the Randstad with Heart initiative, and the Randstad Group VSO scheme. The company has also published a social responsibility statement, available on its website.

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Directors' statement of compliance with section 172(1) (continued)

- e) The desirability of the company maintaining a reputation for high standards of business conduct, through the organisation's values, culture and ethical standards, set out in the company's business principles, which are published on its website. Our core values represent the foundation of our culture: to know, to serve, to trust, striving for perfection, and simultaneous promotion of all interests. They help us develop, grow and better serve our clients, talent and other stakeholders.
- f) Since the company is a wholly owned (indirect) subsidiary of Randstad NV, it only has one shareholder; accordingly, the need to act fairly between shareholders is not applicable for the company, although Randstad NV's annual report does set out how it engages with key stakeholder groups, including shareholders, in its "Key Material Topics" section.

Going concern

The company is a subsidiary of Randstad Group UK, which is the parent company of the UK subgroup of Randstad NV, the ultimate parent company.

The UK subgroup ("Randstad UK") has intercompany financing in place, which principally comprises the following:

- A long term intercompany loan, for an amount of £217.8m, repayable in January 2023.
- An intercompany overdraft facility, for an amount of £65.5m, that is provided by the wider Randstad NV group, under a group wide cash pooling arrangement, which is used to finance Randstad UK's day-to-day trading activities and which the Company participates in; this is headed by Randstad Group UK.

The directors of Randstad Group UK have prepared a forecast for the period ending 31 December 2021, for the wider Randstad Group UK sub-group, which shows that the UK sub-group will remain within its current intercompany overdraft facilities throughout the forecast period. This includes a number of assumptions, including an improvement in the trading performance, from FY20 actuals, as the business recovers from the COVID-19 pandemic, although the directors do not anticipate a return to pre-COVID levels until FY22.

The nature of Randstad UK's business is such that, during periods of revenue growth, there is an adverse impact on the group's working capital, which is required to fund that growth, whereby cash is required to fund the resultant increase in debtors. Conversely, if revenues are declining, then the working capital unwinds, resulting in cash being released.

Given the ongoing uncertainties, particularly as a result of COVID-19, but also because of Brexit, management has carried out what it considers to be reasonably possible downside scenarios, including: a 20% reduction in revenues, which actually leads to an increase in the level of headroom; a 10% increase in revenues; and a 10% deterioration in debtor days. Randstad UK maintained positive headroom under all these scenarios.

As at November 2020, the UK sub-group had a substantial level of available headroom, whereby it had positive cash of £14.4m and had not drawn on the available overdraft facility, giving headroom of £79.9m.

Notwithstanding the above, we note that the Company had net current liabilities, which includes amounts owed to Randstad Group UK; accordingly, the directors have obtained confirmation from the directors of Randstad Group UK that they will not request repayment of any outstanding amounts, for a period of at least 12 months from the approval of these accounts, unless the Company is in a position to do so.

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Strategic report (continued)
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Going concern (continued)

Taking all of the above into account, the directors do not consider that there are any material uncertainties, in relation to the company's ability to continue as a going concern, and are satisfied that the company will continue to meet its obligations, as they fall due, for a period of at least 12 months from the date of approval of these financial statements. Accordingly, they have prepared these financial statements on a going concern basis.

Approved by the Board and signed on its behalf by:



D Bruce
Director

Date: 17th December 2020