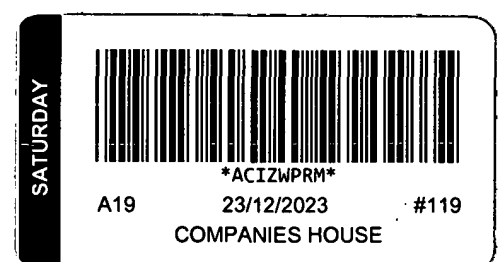


Registered Number 05770579

**Angard Staffing Solutions Limited**  
**Annual Report and Financial Statements**  
**For the 52 weeks ended 26 March 2023**



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## Strategic report

### Principal activities

The principal activity of Angard Staffing Solutions Limited ('the Company') is the provision of temporary labour to the Royal Mail Group.

### Results and dividends

Revenue has decreased by £34 million to £95 million (2021-22: £28 million decrease to £129 million) due to reduced volumes and therefore reduced staff hours. Total people and other operating costs for the period have decreased by £34 million to £95 million (2021-22: £28 million decrease to £129 million) due to reduced volumes, offset in part by 6% year on year increase in people costs per hour as result of the pay award and an increased pay incentive over the industrial action period. The profit before tax was £54,000 (2021-22: £98,000). The Directors do not recommend a dividend (2021-22: £nil).

### Review of the business and future developments

The Company which provides temporary labour to Royal Mail, was able to respond at pace and support in staffing up for higher levels of work which followed the industrial action days in the 2022-23 reporting year. This resulted in a higher than usual use of temporary labour during this time which is not being planned for in the next reporting year 2023-24. Overall, in 2022-23 staff hours were lower than in 2021-22.

As Royal Mail continues to automate its letters service and expand its parcel business the Company has begun to respond by remodelling its services to support delivery offices where temporary labour is required but where mail volumes are reducing, including in mail hubs. During the year the Company's services were impacted by a longer, but shallower peak during the Christmas buying season, reflecting the change in shopping habits, but also due to improved automation in processing. Looking forward, the Company will further remodel its service focus to gain greater capture of a broader range of contingent labour to drive further savings for Royal Mail.

### Key Performance Indicators (KPIs)

The Directors consider a number of financial and non-financial KPIs in monitoring the performance of the Company, as follows:

- Percentage of Royal Mail business for temporary labour;
- Customer Satisfaction;
- Employee Satisfaction; and
- Health and Safety for employees.

The Directors are satisfied that the Company has met its expectations with respect to the KPIs in this reporting period.

### Principal risk and uncertainties

#### Business risk

The Company is the preferred supplier of temporary staff to Royal Mail and has no other customers. The Company is therefore susceptible to any change in approach by Royal Mail that would lead to either a reduction in the use of temporary staff or a change to the preferred supplier.

#### Economic and political environment

Macro-economic conditions and/or the political environment may adversely affect Royal Mail's ability to maintain and grow revenue by reducing volumes or driving customers to adopt cheaper products or formats for sending letters and parcels.

The medium-term outlook is highly uncertain and is dependent on the global economy's recovery post-pandemic which has been slowed due to high inflation and the effects of the ongoing war in Ukraine. An economic downturn, as well as potential industrial action, could increase Royal Mail's costs or impact revenue and volumes.

Such a reduction in Royal Mail's revenue and volumes would have a resulting impact on its requirement for temporary staffing, and therefore the Company's revenue. However, Royal Mail is executing a five-point plan and efficiency programme to stabilise the Royal Mail business and build resilience into its operating model and implementing sustainable pricing/surcharge opportunities across Royal Mail that do not inhibit value growth. It is also reviewing the liquidity position on a regular basis, implementing short-term measures to conserve cash including capex reduction and raising cash through asset disposals/leasing arrangements. Ongoing monitoring of the political landscape and regular engagement with politicians and policy makers, as appropriate, is also undertaken.

## Strategic report (continued)

### Section 172 statement

The Companies (Miscellaneous Reporting) Regulations 2018 require Directors to explain how they considered and had regard to the interests of key stakeholders and the broader matters set out in Section 172(1) (a-f) of the Companies Act 2006 ("S172") when performing their duty to promote the success of the Company. Section 172 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- a. the likely consequences of any decisions in the long term;
- b. the interests of the Company's employees;
- c. the need to foster the Company's business relationships with suppliers, customers and others;
- d. the impact of the Company's operations on the community and environment;
- e. the desirability of the Company maintaining a reputation for high standards of business conduct; and
- f. the need to act fairly as between members of the Company.

The Directors of the Company consider, both individually and collectively, that they have acted in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have had regard to the matters set out in S172, in the decisions taken during the reporting period.

The Company is a member of the International Distributions Services plc Group and has adopted all applicable Group policies and procedures, including the Royal Mail Business Code of Conduct, Corporate Responsibility Policy and the Equality and Fairness Policy.

The Company ensures that the requirements of S172 are met and that the interests of its stakeholder groups are considered through a combination of the following:

- Standing agenda items presented at each Board meeting, including updates on operations, financial performance, compliance and development, and health and safety.

- Regular engagement with our stakeholders, including, but not limited to, suppliers, customers and employees. For example, the Company requests regular feedback on the quality of its service from its employees.

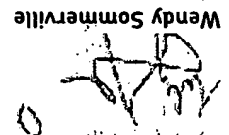
- Consideration of the impact of the Company's operations on the community and the environment, and how this can be improved. For example, the Company works with 'welfare-to-work' providers in each area to engage the unemployed in those communities and undertakes paperless and remote candidate registration to reduce its carbon footprint.

As the Company forms part of the wider Group, stakeholder engagement also took place at Group level. You can read more about how the International Distributions Services plc Group Board engaged with stakeholders during the reporting period in its Annual Report and Accounts for the financial year ended 26 March 2023, which can be found at [www.internationaldistributionservices.com](http://www.internationaldistributionservices.com).

### Corporate responsibility

The Company is committed to carrying out its activities in a socially responsible manner in respect of the environment, employees, customers and local communities. International Distributions Services plc Group Board publishes details of its activities in its Annual Report and Financial Statements.

By Order of the Board

  
Wendy Sommerville  
Director

Angard Staffing Solutions Limited  
Registered Number: 05770579

Registered Office: 185 Farringdon Road, London, EC1A 1AA

3 July 2023

## Directors' report

The Directors present the Annual Report and Financial Statements for the Company. These financial statements relate to the 52 weeks ended 26 March 2023 (2021-22: 52 weeks ended 27 March 2022).

### Directors and their interests

The following have served as Directors of the Company during the period ended 26 March 2023 and up to the date of approval of these financial statements unless otherwise stated:

Reed Specialist Recruitment Limited  
Wendy Sommerville  
Zareena Brown

No Director has a beneficial interest in the share capital of the Company.

### Research and development

Expenditure in the period amounted to £nil (2021-22: £nil).

### Political donations

There were no political donations made in the period (2021-22: £nil).

### Audit information

The Directors confirm that, so far as they are aware, there is no relevant audit information of which the auditor is unaware and that each Director has taken all reasonable steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Indemnity of Directors

To the extent permitted by the Companies Act 2006, the Company may indemnify any Director or former Director of the Company or any associated company against any liability. The ultimate parent undertaking, International Distributions Services plc holds a Directors' and Officers' liability insurance policy covering the Directors and Officers or former Directors of its subsidiary undertakings against any liability.

### Cautionary statement regarding forward-looking information

Where this review contains forward-looking statements, these are made by the Directors in good faith based on the information available to them at the time of their approval of this Report. These statements should be treated with caution due to the inherent risks and uncertainties underlying any such forward-looking information. A number of important factors, including those in this document, could cause actual results to differ materially from those contained in any forward-looking statement.

### Going concern

The Company had net assets of £1,035,000 as at 26 March 2023 (2021-22: £980,000) and net current assets of £1,029,000 (2021-22: £974,000). The Directors are of the view that the Company has sufficient resources to enable it to meet its obligations as they fall due for a period of at least 12 months from the date of signing of these financial statements. Accordingly, the Directors consider that it is appropriate to prepare these financial statements on a going concern basis. See Note 1 for more details.

### Statement of Corporate Governance Arrangements

In accordance with the Companies (Miscellaneous Reporting) Regulations 2018, Angard Staffing Solutions Limited (the Company) has, as part of the wider International Distributions Services plc Group ('the Group'), applied the principles of the UK Corporate Governance Code 2018 (the Code) for the financial year ended 26 March 2023.

The Group places a high value on good governance and promotes the highest levels of governance throughout the organisation. Full details of how the Group applied the Code can be found in the Group Annual Report and Accounts for the financial year ended 26 March 2023, which are available on the International Distributions Services plc Group website.

### Statement of employee engagement

Whilst the Company is the employing entity, the principal route by which the Directors of the Company effect engagement of the Company are the processes and practices of the ultimate parent Company, International Distributions Services plc Group. Below is a summary of the employee-related initiatives that were in place during the 2022-23 financial year.

## **Directors' report (continued)**

- The annual Big Trust survey, regular pulse surveys, Employee Voice Forums and People Panels.
- Two-way dialogue with employees through the Workplace platform, which was extended to all employees in 2021 to enhance the effectiveness of employee engagement.
- Face-to-face programmes to enhance colleagues' understanding of our strategy.

Royal Mail's aim to own 'Trust at the Doorstep' by being brilliant for customers and establishing trusted relationships everywhere, including with its employees, faced a number of challenges in 2022-23. Industrial action has significantly impacted the business and it has not always provided the service its customers and society need and expect.

Ongoing dialogue with colleagues across the Royal Mail business has been more important than ever and employee trust check-in surveys have continued to be conducted on a monthly basis. In total, over 47,000 colleagues have participated in these surveys and provided valuable feedback on a range of issues.

To date Royal Mail's annual Big Trust Survey has not yet opened. The results of the survey will be published on the Group website when available.

### **Auditor**

Cooper Parry Group Limited is deemed to be reappointed under section 487(2) of the Companies Act 2006.

### **Employees**

The Company depends on the skills and commitment of its employees in order to achieve its objectives. Employee satisfaction is one of the key drivers in our business success and is included as a KPI. Our Employee Surveys help us identify the areas where we are doing well and those we need to improve.

The Company will not discriminate against employees on the grounds of race, colour, ethnic or national origin, nationality, disability, marital or civil partner status, sexual orientation, pregnancy or maternity, age, religion or belief (including political opinion in Northern Ireland), sex and gender reassignment.

The Company is committed to promoting fair participation and equality of opportunity for all our employees and job applicants. We aim to create an environment in which all individuals are able to make best use of their skills, free from discrimination or harassment. The Company's policy is to provide opportunities based on an employee's performance and skills.

The Company had 6,732 employees on average during the 52 weeks ended 26 March 2023 (2021-22: 9,175).

### **Disabled employees**

The Company gives full consideration to applications for employment from disabled persons where the candidates' particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available to disabled employees for training, career development and promotion.

### **Strategic report**

In accordance with s414c(ii) of the Companies Act, the Company has set out certain information in its Strategic report that is otherwise required to be disclosed in the Directors' report. This includes information regarding results and activities, dividends and a description of the principal risks and uncertainties facing the Company.

### **Streamlined Energy and Carbon Reporting (SECR)**

Information regarding SECR can be found in the Strategic Report section of the International Distributions Services plc Group Annual Report and Financial Statements which are available as noted in note 10.

### **Statement of Directors' responsibilities in respect of the financial statements**

The Directors are responsible for preparing the Strategic report, the 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 they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 Reduced Disclosure Framework.

## Directors' report (continued)

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 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;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations or have no realistic alternative but to do so.

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 responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

### By Order of the Board



**Wendy Sommerville**  
**Director**

Angard Staffing Solutions Limited

Registered Number: 05770579

Registered Office: 185 Farringdon Road, London, EC1A 1AA

3 July 2023

# Independent Auditor's Report to the members of Angard Staffing Solutions Limited

## Opinion

We have audited the financial statements of Angard Staffing Solutions Limited (the 'Company') for the period ended 26 March 2023, which comprise the income statement, the balance sheet, the statement of changes in equity and the related notes, 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 101 'Reduced Disclosure Framework' (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 26 March 2023 and of its profit for the period 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 Auditor's 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 United Kingdom, including the Financial Reporting Council'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.

## Material uncertainty related to going concern

We draw attention to note 1 in the financial statements which indicates that the Company's ability to continue as a going concern is reliant upon the ongoing provision of temporary resource to its immediate parent company, Royal Mail Group Limited, which in turn is reliant upon the intent of the ultimate parent undertaking, International Distributions Services plc. These events and conditions, as fully explained in note 1 give rise to a material uncertainty in relation to the Company's ability to continue as a going concern.

Our opinion is not modified in respect of this matter.

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. We concur with the Directors' statement in note 1 that the current position of Royal Mail Group Limited gives rise to a material uncertainty in relation to the Company's ability to continue as a going concern and consider the disclosure made in note 1 to be appropriate.

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 other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. 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. 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 course of 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.

## Opinion 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 Directors' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

## 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 Directors' report.



## **Independent Auditor's Report to the members of Angard Staffing Solutions Limited (continued)**

We have nothing to report in respect of the following matters in relation to which 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.
- The Directors were not entitled to take advantage of the small companies' exemptions in preparing the Director's report and from the requirement to prepare a Strategic report.

### **Responsibilities of the Directors**

As explained more fully in the directors' responsibilities statement set out on page 5, 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 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.

### **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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focused on key laws and regulations the Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included, but were not limited to, compliance with the Companies Act 2006, United Kingdom Generally Accepted Accounting Practice and relevant tax legislation.

We are not responsible for preventing irregularities. Our approach to detect irregularity included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the entity and how the entity is complying with that framework, including a review of legal and professional nominal codes and board minutes in the year and post year end;
- obtaining an understanding of the entity's policies and procedures and how the entity has complied with these, through discussions and walkthroughs;
- designing our audit procedures to respond to our risk assessment;
- performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business; and
- challenging the assumptions and judgements made by management within significant accounting estimates.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquires of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

## **Independent Auditor's Report to the members of Angard Staffing Solutions Limited (continued)**

In response to the risk of irregularities in relation to non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing correspondence with HMRC and associated parties.

Whilst considering how our audit work addressed the detection of irregularities, we also consider the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 auditor's report.

### **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 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.

### **Neil Calder (Senior Statutory Auditor)**

*Neil Calder*

**for and on behalf of  
Cooper Parry Group Limited**

### **Statutory Auditor**

Sky View  
Argosy Road  
East Midlands Airport  
Castle Donington  
Derby  
DE74 2SA

10 July 2023

# Angard Staffing Solutions Limited

## Income statement for the 52 weeks ended 26 March 2023

	Notes	2023 £000	2022 £000
<b>Continuing operations</b>			
<b>Revenue</b>		<b>94,781</b>	128,564
People costs	2	(87,728)	(121,099)
Other operating costs	4	(7,002)	(7,367)
<b>Profit before interest and tax</b>		<b>51</b>	98
Finance income		3	-
<b>Profit before tax</b>		<b>54</b>	98
Tax credit/(charge)	5	1	(9)
<b>Profit for the period</b>		<b>55</b>	89

## Statement of comprehensive income for the 52 weeks ended 26 March 2023

There is no comprehensive income other than the profit attributable to the Company of £55,000 (2021-22: £89,000).

## Statement of changes in equity for the 52 weeks ended 26 March 2023

	Share Capital £000	Retained earnings £000	Total equity £000
Balance at 28 March 2021	-	891	891
Profit for the period	-	89	89
Balance at 27 March 2022	-	980	980
<b>Profit for the period</b>	-	<b>55</b>	<b>55</b>
<b>Balance at 26 March 2023</b>	-	<b>1,035</b>	<b>1,035</b>

# Angard Staffing Solutions Limited

## Balance sheet at 26 March 2023

	Notes	2023 £000	2022 £000
<b>Non-current assets</b>			
Deferred tax asset	5	6	6
<b>Current assets</b>			
Trade and other receivables	6	3,275	4,285
Cash and cash equivalents		1,171	1,465
		<b>4,452</b>	5,756
<b>Current liabilities</b>			
Trade and other payables	7	(3,417)	(4,776)
<b>Net assets</b>		<b>1,035</b>	980
<b>Equity</b>			
Share capital	8	-	-
Retained earnings		1,035	980
<b>Total equity</b>		<b>1,035</b>	980

The financial statements on pages 10 to 16 were approved by the Board of Directors on 3 July 2023 and were signed on its behalf by:



**Wendy Sommerville**  
**Director**

Angard Staffing Solutions Limited  
Registered Number: 05770579  
Registered Office: 185 Farringdon Road, London, EC1A 1AA  
3 July 2023

# Angard Staffing Solutions Limited

## Notes to the financial statements

### 1. Basis of preparation and accounting policies

The following accounting policies apply throughout the Company:

#### Accounting reference date

The financial period ends on the last Sunday in March and accordingly, these financial statements are made up to the 52 weeks ended 26 March 2023 (2021-22: 52 weeks ended 27 March 2022).

#### Authorisation of financial statements and statement of compliance with FRS 101

The financial statements of the Company for the period ended 26 March 2023 were authorised for issue by the board of Directors on 3 July 2023. The Company is incorporated and domiciled in England and Wales.

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101) and in accordance with applicable accounting standards. The amendments to FRS 101 to reflect changes in UK company law following the UK's exit from the European Union that come into effect for accounting periods beginning on or after 1 January 2021 have been applied.

#### Basis of preparation

The Company has applied FRS 101 for all periods presented. The accounting policies which follow set out those policies which apply in preparing the financial statements for the period ended 26 March 2023.

The Company has taken advantage of the following disclosure exemptions under FRS 101:

- (a) the requirements of IFRS 7 *Financial Instruments: Disclosures*<sup>1</sup>;
- (b) the requirements of paragraphs 91-99 of IFRS 13 *Fair Value Measurement* (disclosure of valuation techniques and inputs used for fair value measurements of assets and liabilities)<sup>1</sup>;
- (c) the requirement in paragraph 38 of IAS 1 *Presentation of Financial Statements* to present comparative information in respect of:
  - (i) paragraph 79(a)(iv) of IAS 1 (reconciliation of shares outstanding);
- (d) the requirements of paragraphs 10(d), 10(f), 16, 38A, 38B-D, 40A-D, 111 and 134-136 of IAS 1 *Presentation of Financial Statements*;
- (e) the requirements of IAS 7 *Statement of Cash Flows*;
- (f) the requirements of paragraphs 30 and 31 of IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* (information when an entity has not applied a new IFRS that has been issued but is not yet effective);
- (g) the requirements of paragraph 17 and 18(a) of IAS 24 *Related Party Disclosures* (key management compensation and related party transaction amounts); and
- (h) the requirements in IAS 24 *Related Party Disclosures* to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member.

<sup>1</sup> Exemption taken as equivalent disclosures are included in the consolidated financial statements of International Distributions Services plc.

#### Going concern

The Company had net assets of £1,035,000 at 26 March 2023 (2021-22: £980,000) and net current assets of £1,029,000 (2021-22: £974,000). The Company has a dependency on its immediate parent company, Royal Mail Group Limited, for the provision of temporary resource for use in the UK operation. The following statement was made by Royal Mail Group Limited in its Annual Report and Financial Statements, signed on 23 June 2023:

*The Financial Statements have been prepared on a going concern basis. As support from IDS Plc is not guaranteed as it is subject to progress against the business plan, this represents a material uncertainty at 23 June 2023 that could cast significant doubt upon the Company's ability to continue as a going concern.*

On the basis of the above, the Directors, having made their own assessment have a reasonable expectation that the Company will continue to operate for at least 12 months from the date of approval of the financial statements and have therefore prepared the financial statements on a going concern basis.

As set out above there is material uncertainty as to the ability of Royal Mail Group Limited to continue as a going concern and consequently there is also a material uncertainty as to the ability of the Company to continue as a going concern. Further details can be found in the Royal Mail Group Limited 2022-23 Annual Report and Financial Statements.

# Angard Staffing Solutions Limited

## 1. Basis of preparation and accounting policies (continued)

### Changes in accounting policy

The accounting policies applied in the preparation of these financial statements are consistent with those for the year ended 27 March 2022.

### Accounting standards issued but not yet applied

The following new and amended accounting standards are relevant to the Company and are in issue but were not effective at the balance sheet date:

Annual improvements to IFRS 2018-20

IAS 1 (Amended) – Disclosure of Accounting Policies

IAS 8 (Amended) – Definition of Accounting Estimates

The Directors do not expect that the adoption of the amendments, interpretations and annual improvements listed above (which the Company does not expect to early adopt) will have a material impact on the financial performance or position of the Company in future periods.

### Key sources of estimation uncertainty and critical accounting judgements

Due to the relatively straightforward nature of the Company and its operations there are not believed to be any significant estimates or accounting judgements applied in the preparation of these financial statements.

### Pension costs

The Company makes contributions to a defined contribution scheme. These contributions are charged to operating profit within people costs in the year to which the contributions relate.

### Intercompany transactions

The Company makes use of the services of other companies within Royal Mail Group in order to take advantage of Group synergies, having regard to the mutual dependencies that exist. The intercompany transactions recognise these dependencies and are reached through negotiation between the respective companies.

### Revenue recognition

All revenue comprises reimbursement of people costs and administrative charges incurred by the Company in performing its principal activity of providing temporary resource to Royal Mail Group. Revenue is recognised at the point when contractual obligations are met.

### Income tax and deferred tax

Current tax is based on the results for the reporting period as adjusted for items that are non-assessable or disallowed. It is calculated using rates that have been substantively enacted at the balance sheet date.

Deferred income tax assets and liabilities are recognised for all taxable and deductible temporary differences and unused tax assets and losses except:

- Initial recognition of goodwill;
- The initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit and loss; and
- Taxable temporary differences associated with investments in subsidiaries, associates and interest in joint ventures, where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised only to the extent that it is probable that taxable profit will be available against which they can be utilised. The carrying amount of deferred tax assets is reviewed at each balance sheet date and increased or reduced to the extent that it is probable that sufficient taxable profit will be available to allow them to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the tax asset is realised or the liability is settled, based on tax rates (and tax laws) that have been substantively enacted at the balance sheet date. Deferred tax balances are not discounted.

Current and deferred tax is charged or credited directly to equity if they relate to items that are credited or charged directly to equity, otherwise it is recognised in the income statement.

## Angard Staffing Solutions Limited

### 2. People costs and numbers

The Company meets the full costs of employment for its members of staff. The following information is provided about these people:

	52 weeks 2023 £000	52 weeks 2022 £000
Wages and salaries	(81,514)	(111,556)
Social security costs	(5,312)	(8,189)
Pension costs	(902)	(1,354)
<b>Total</b>	<b>(87,728)</b>	<b>(121,099)</b>

Staff numbers, calculated on a headcount basis and including part-time employees were:

	Period end employees		Average employees	
	52 weeks 2023	52 weeks 2022	52 weeks 2023	52 weeks 2022
Total employees	6,500	8,733	6,732	9,175

### 3. Directors' remuneration

The Directors, excluding Reed Specialist Recruitment Limited, are employees of other undertakings within the Royal Mail Group and did not perform substantive services for the Company during the period, therefore the Directors did not receive any remuneration from the Company during the period (2021-22: £nil). There are no pension contributions to Directors in respect of qualifying services.

### 4. Other operating costs

Profit before interest and tax from continuing operations is stated after charging:

	52 weeks 2023 £000	52 weeks 2022 £000
Management fees	(200)	(200)
Reed Specialist Recruitment Ltd costs	(6,332)	(6,137)

Auditor's remuneration amounted to £10,500 (2021-22: £10,000) for the audit of the statutory financial statements and was met by the immediate parent company, Royal Mail Group Limited. The auditor did not provide any non-audit services for the periods ended 26 March 2023 and 27 March 2022.

### 5. Taxation

(a) Tax credit/(charge) recognised in the period	52 weeks 2023 £000	52 weeks 2022 £000
<b>Tax charged in the income statement</b>		
<b>Current income tax:</b>		
Current UK income tax charge	-	-
<b>Deferred tax:</b>		
Effect of change in tax rates	-	1
Origination and reversal of timing differences	1	(10)
<b>Total deferred income tax credit/(charge)</b>	<b>1</b>	<b>(9)</b>
<b>Tax credit/(charge) in the income statement</b>	<b>1</b>	<b>(9)</b>

# Angard Staffing Solutions Limited

## 5. Taxation (continued)

### (b) Reconciliation of the total tax credit/(charge)

The tax assessed for the period differs from the statutory rate of corporation tax in the UK of 19% (2021-22: 19%). The differences are explained below:

	52 weeks 2023 £000	52 weeks 2022 £000
Profit before tax	54	98
Profit multiplied by the statutory rate of corporation tax in the UK of 19% (2021-22: 19%)	(10)	(19)
Transfer pricing income adjustment	(3)	(1)
Effect of group relief surrenders from other companies for no payment	14	10
Effect of change in tax rates	-	1
<b>Tax credit/(charge) in the income statement</b>	<b>1</b>	<b>(9)</b>

### (c) Deferred tax

	At 26 March 2023 £000	At 27 March 2022 £000
Short-term timing differences	6	6
<b>Total</b>	<b>6</b>	<b>6</b>

The movement on deferred tax is shown below:

	£000
Deferred tax asset at 27 March 2022	6
Total deferred income tax credit	-
<b>Deferred tax asset at 26 March 2023</b>	<b>6</b>

### (d) Factors that may affect future tax charges

The UK corporation tax rate is 19%. The UK Government has announced that the corporation tax rate will rise to 25% from April 2023. In accordance with accounting standards, the deferred tax balances in these Financial Statements have been adjusted to effect this change.

## 6. Trade and other receivables

	At 26 March 2023 £000	At 27 March 2022 £000
Trade and other receivables	85	-
Amount due from parent company	3,190	4,285
<b>Total</b>	<b>3,275</b>	<b>4,285</b>



# Angard Staffing Solutions Limited

## 7. Trade and other payables

	At 26 March 2023 £000	At 27 March 2022 £000
Trade creditors and accruals	(2,695)	(3,689)
Social security	(722)	(1,087)
<b>Total</b>	<b>(3,417)</b>	<b>(4,776)</b>

## 8. Issued share capital

	At 26 March 2023 £	At 27 March 2022 £
<b>Authorised and issued</b>		
One ordinary share of £1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>

## 9. Related party information

The Company has taken advantage of two of the exemptions conferred by FRS 101.8, whereby certain details regarding transactions with 100% owned subsidiaries within the same group do not have to be disclosed where group financial statements are publicly available and disclosures relating to key management personnel compensation are not required.

	Purchases/ recharges from related party		Sales/ recharges to related party		Amounts owed to related party including outstanding loans		Amounts owed by related party including outstanding loans	
	52 weeks 2023 £000	52 weeks 2022 £000	52 weeks 2023 £000	52 weeks 2022 £000	At 26 March 2023 £000	At 27 March 2022 £000	At 26 March 2023 £000	At 27 March 2022 £000
Reed Specialist Recruitment Limited	(6,332)	(6,137)	-	-	(894)	(895)	-	-

Reed Specialist Recruitment Limited is a Director of the Company. The £6,332,000 (2021-22: £6,137,000) purchases relate to administrative fees for recruitment functions.

The sales to and purchases from related parties are made at market prices. Balances outstanding at the period end are unsecured, interest free and settlement is made by cash.

## 10. Immediate and ultimate parent company

At 26 March 2023, Royal Mail Group Limited is the immediate parent company and International Distributions Services plc is the ultimate parent company. The results of the Company are included in the International Distributions Services plc Annual Report and Financial Statements, which are available from the Company Secretary, 185 Farringdon Road, London, EC1A 1AA or at [www.internationaldistributionsservices.com](http://www.internationaldistributionsservices.com).