



Capital investment

Mark Harvey on EY's office of the future



State of Scotland Survey results

Brighter prospects for the year ahead



Regional review Ayrshire

Waves of change boost county

insider.co.uk

business insider



insider TOP500

in association with  DLA PIPER

SCOTTISH COMPANIES BOUNCING BACK

Scottish Widows, oil and gas players head the turnaround

Vol 35 No.1 Jan/Feb 2018 £4.00



PLUS SHOULD THERE BE A TOURIST TAX ON VISITORS ARRIVING ON SCOTTISH ISLANDS?

Just Rock Up

The Scottish Event Campus just got a wee bit better.



Meeting Academy

A new contemporary space to host your meetings at Scotland's national event destination.

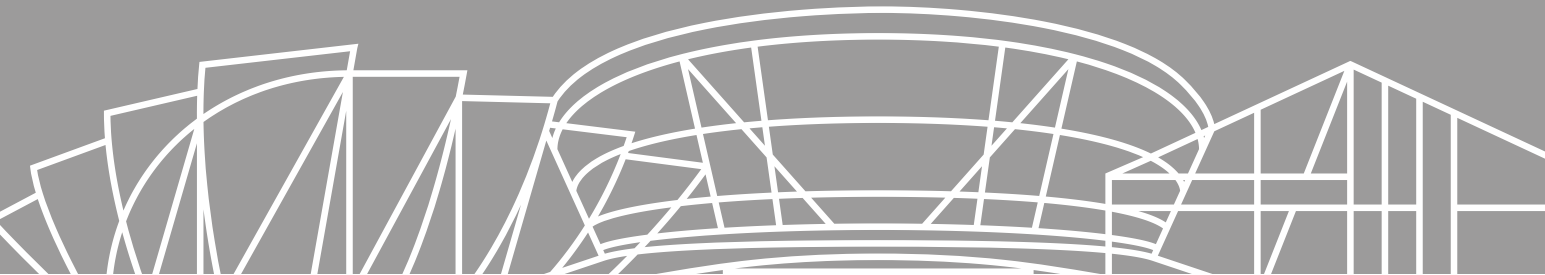
A bright, modern space, creating the perfect environment to educate and share.

State of the art technology, nourishing food, all the benefits of an experienced event team, and situated in the heart of Glasgow.

All you need to do is turn up.

To find out more about how to host a hassle free meeting for 100 – 300 delegates, please drop us a line. Alternatively, you can pop in for a site visit. The kettle is always on.

+44 (0)141 275 6232
secmeetingacademy@sec.co.uk
sec.co.uk/secmeetingacademy



NEW YEAR OPTIMISM FOR THE ECONOMY AS POLITICS REBALANCES

Ken Symon's regular view on business



WELCOME to our first edition of 2018, which features both our annual listing of our best performing companies and the results of our State of Scotland survey which tests the 'temperature' of the Scottish business community.

Together they are a useful guide to the markets in which we operate as we ramp up our activities again for the New Year.

The Top 500 charts the rebounding of the fortunes of many of our leading oil and gas sector companies as they get to grips with the challenges presented by the low oil price.

The State of Scotland survey quizzes not just those

2017 was one of only seven times in the past 30 years that every economy in the G20 has grown

Top 500 but also businesses from the SME 300 listing, so taken together they give a broad picture of the Scottish business community – and the picture they present is generally a positive one.

The business community is generally more confident about the year ahead than the one just past and most respondents to the survey expect profits to be on a par with or better this year compared to last.

This is a helpful message and useful to bear in mind as we 'gird our loins' and go again to deal with the challenges that this year will present.

Looking to the even bigger picture, and as UBS in its House View Year Ahead 2018 says, global economic performance looks to have been the best since 2011. Growth accelerated in the US, China, Japan, Russia and Brazil pushing world GDP up to 3.8 per cent from 3.1 per cent in 2016.

It was, as UBS points out, one of only seven times in the past 30 years that every economy in the G20 has grown.

Of course one collective economy that I deliberately missed out in the list above was the eurozone which has seen growth accelerating just as the UK is negotiating in earnest its exit from the EU.

There are two points that can be taken from this – firstly, if you are going to take a major economic step like Brexit doing so as an open, trading economy just as all the major economic blocks are in growth mode is probably the best time to do it.

That is on the plus side the second, on the minus side, is the suggestion from the Rand Corporation, the influential US think tank, that under almost all possible post-Brexit trading relationships between the UK and the EU, the British economy will be worse off.

Another interesting perspective from the UBS House View is that "economics, usually trumps politics".

UBS believes that while politics will again dominate the headlines in 2018 "we expect its global market impact to be limited".

Events that perhaps give backing to this overall view of the world are the recent (as I write) developments on both Brexit and Trump – the two shock political stories of the last two years.

The first development was that, despite loud predictions from many quarters that it would fail, phase one of the UK-EU Brexit negotiations made enough progress to proceed on to phase two and hopefully to begin to get somewhere on the real meaty issues of transition and trade.

The second development came courtesy of the voters of Alabama. The election of Democrat Doug Jones to the state's Senate seat in place of the controversial Republican Roy Moore, who had been backed by the US President, is the start of the paring away of Donald Trump's political power.

Taken together they might suggest that political considerations will work their way through to a successful conclusion and that businesses should keep their focus on the economics rather than be too obsessed by the political ups and downs. ■

contents



COMMENT

- 3 **Agenda:** Ken Symon on optimism for the economy in 2018
- 53 **In My View:** Brian Aitken of Nevis Capital on investing
- 61 **Ian Ritchie:** On the need to tame the wild worldwide web

REPORTS

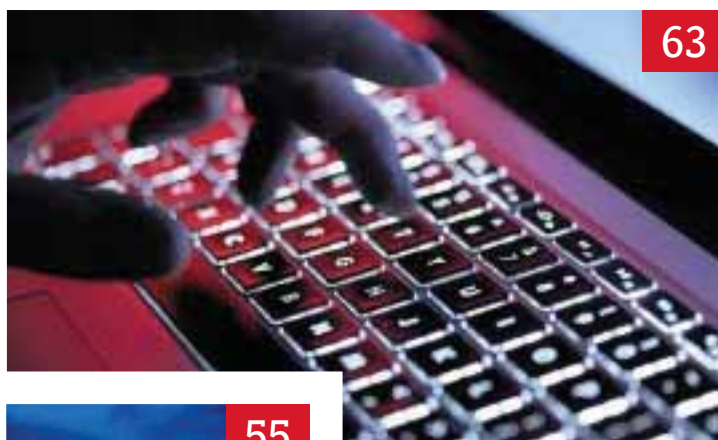
- 20 **Big Profile:** Mark Harvey, EY's senior partner, Scotland
- 27 **Top 500:** Many of Scotland's biggest companies have bounced back this year **32** Insider's exclusive listings **48** Index **50** Notes
- 55 **State of Scotland Survey:** Scottish business leaders' outspoken views on the Scottish Government, Brexit and the prospects for the year ahead
- 63 **Business Insurance:** The changes sweeping the sector from cyber crime to Brexit
- 67 **Real Estate Special:** Confidence growing as Brexit worries ease
- 71 **Recruitment Review:** Skills shortage means opportunity for sector businesses
- 77 **Regional Report – Ayrshire:** Aspirational county with growing ambitions
- 85 **Independent Schools:** Holding their own against increased challenges
- 91 **Secrets of Leadership:** Engaging hearts and minds to make a difference

REGULARS

- 9 **Briefing:** News and business book review
- 12 **Quoted Companies:** How Scotland's market listed companies are performing



27



63



55



91



77



- 16 **Creative:** Lessons from the iProspect Future Focus event
- 18 **Burning Question:** Should there be a tourist tax on visitors arriving on Scottish islands?
- 24 **Letter To My Younger Self:** Wisdom from Gerard Eadie, CR Smith Ltd
- 98 **International:** Targeting Africa's fast-growing economies
- 100 **IT Matters:** The looming issue of new data protection rules
- 105 **Property Feature:** The dark shadow of Black Friday on retail outlets
- 106 **Property Awards:** The runners and riders in the Scottish Property Awards
- 109 **Property News:** Updates on hotels, sales and relocations
- 116 **Wealth:** Would you put your hard-earned pennies into robots?
- 118 **Appointments:** Who's moving and shaking?
- 119 **Personnel:** The hidden cost of contract workers' holiday pay
- 120 **Slainte:** People, events and parties
- 122 **Ten Minute Interview:** John Perry, chief financial officer at Aberdeen Considine

EVENTS

- 110 **SME Conference:** Report on Insider's historic first conference focusing on SME growth
- 111 **SME Awards:** Introducing our 2018 hostess TV presenter Sarah Heaney
- 112 **Deals Business Breakfast:** Changing fortunes highlights at this year's event
- 113 **Made in Scotland Awards:** Case study of one entrant for this year's Inventor of the Year Award



100



New plans for Insider in 2018 as evolution continues

IN MARCH 2017 *Scottish Business Insider* launched its own stand-alone website, insider.co.uk.

Investing in new journalists, it provides a fresh up-to-the-minute commentary on the day's big business news in Scotland, the UK and internationally throughout the working week.

It was a groundbreaking change for Insider, which has been providing in-depth analysis of the Scottish business scene since 1984.

Now, as part of the evolution of the brand, we are revamping our publications in 2018.

Next year we will publish six issues - of which this January edition is the first.

Each issue will be larger, allowing us to cover the biggest names in Scottish business and the most pressing issues in more depth. There will also be the opportunity to tackle certain sectors in greater depth, providing supplements and more special reports which are a trademark of the *Scottish Business Insider* brand.

This begins with our Property Supplement which will be published along with our March-April issue.

One thing that will not change will be our commitment to providing the best news and analysis of the Scottish business scene.

Here's to a fantastic 2018.

The publication dates for the remainder of 2018 are:

March/April issue:
6th March.

The Property Supplement will be published with this issue.

May/June issue:
8th May

July/August issue:
2nd July

September/October issue:
5 September.

The Deals and Dealmakers Yearbook will be published along with this issue.

November/December:
2 November.

The Insider Gift Guide will be published along with this issue.



Ken Symon
Editor,
Scottish Business Insider,
insider.co.uk



businessinsider

SCOTTISH BUSINESS INSIDER

One Central Quay,
Glasgow G3 8DA

Switchboard: 07795 364732

Fax: 0141 309 3545 ISSN: 0952-1488

Publisher
Allan Rennie
Tel: 0141 309 3413

Director – events & business
Michele Aaen
Tel: 07769 935583
E-mail: maaen@insider.co.uk

Editorial
Editor
Ken Symon
Tel: 0141 309 3339/07769 164698
E-mail: editor@insider.co.uk/
k.symon@insider.co.uk

Reporter
Kristy Dorsey
Tel: 0141 3093065/ 07717 680386
E-mail: k.dorsey@insider.co.uk

Sub-editor
Mark Lane
Tel: 07841 285529
E: mark.lane@insider.co.uk

Insider business bulletin
Scott McCulloch
Tel: 07789 397551
E: scott.mcculloch01@trinitymirror.com

Researcher
Steven Wilson
Tel: 0141 309 3338
E: s.wilson@insider.co.uk

Design & production
Ewan Lauder
Tel: 0141 309 3673

Advertising
Head - advertising
Eleanor Hunt
Tel: 07788 168 576
E: ehunt@insider.co.uk

Field sales executive
Steve Georgiou
Tel: 07825 853232
E: s.georgiou@insider.co.uk

Events
Events operations manager
Lisa Lynas
Tel: 0141 309 3095
l.lynas@insider.co.uk

Key account manager – Events
Aileen Turnbull
Tel: 0141 309 4909
E: aileen.turnbull@insider.co.uk

Head of new business sales – Events
Caroline Miller
Tel: 0141 309 3133
E: caroline.miller@insider.co.uk

Total Circulation 11,394 Average net circulation: 7,394 (July 1, 2016-June 30, 2017)
Plus other bulk distribution: 3000 copies to selected UK first class rail lounges. 1000 copies to selected UK airport lounges. 3200 downloads of the Insider App product (Android and Apple stores).

Subscriptions 1yr: £32 2yr: £64 3yr: £92
Overseas yr: £58 (Airmail Europe) £65 (Airmail USA)

Enquiries on subscriptions/back issues Tel: 0141 309 3693
E-mail: customerservices@insider.co.uk

Enquiries on Top500 and SME300 databases Tel: 07795 364732
E-mail: sme300@insider.co.uk/top500@insider.co.uk

© Insider Publications Ltd. No reproduction is permitted in whole or part without the express consent of Insider Publications Ltd.



SUBSCRIBE TO SCOTLAND'S LEADING BUSINESS MAGAZINE

Since 1984, *Insider* has been publishing in depth business information.

To keep yourself up to date with the latest business intelligence for only £32.00 per year contact us on 0141 309 4906 or fill in the form below and send it to us at:

Insider, 1 Central Quay, Glasgow, G3 8DA

Name

Title

Company

Address

Postcode Tel

Enclose cheque for £32 (tick box) or invoice my company

BE PREPARED FOR TAXING TIMES AHEAD IN 2018



SCOTLAND'S devolved tax journey will continue apace in 2018, bringing with it greater divergence from the rest of the UK.

When it comes to tax, the Scottish Parliament has never been more powerful than it is now. However, it must exercise that responsibility with caution, as the fact remains that its ability to set and raise taxes remains constrained by tax policy decisions taken at a UK level.

While Holyrood can set the rates and bands of income tax for non-savings and non-dividend income such as rental profits, pensions or salaries, it has no control over income tax on savings income or dividends, nor does it decide who and what can be taxed (the tax base) or set the tax-free personal allowance. Similarly, taxes such as National Insurance, capital gains tax and corporation tax, are fully reserved to the UK Parliament.

These constraints are likely to become apparent in the debate on the future of Scottish income tax and should give our decision-makers pause for thought, regardless of the final outcome.

In particular, the government faces the challenge of balancing its desire for a more progressive system against other factors such as complexity and efficiency, not to mention the continued interactions with the wider UK tax regime.

A markedly different tax regime north of the border may, for example, prompt an increase in incorporation among small business owners, who may legitimately shift their liabilities to lower



Moira Kelly, Chair, Scottish Technical Committee

rates of UK corporation tax. Relief on pension contributions and eligibility for marriage allowance may also be impacted by proposed changes, dependent as they are on the basic rate of income tax.

By the time this magazine goes to print, we will have a clearer understanding of just how the Scottish Government plans to address the income tax conundrum, with a restructuring of rates and bands the focus of debate.

Another area of contention has been land and buildings transaction tax (LBTT). Philip Hammond's decision to axe stamp duty land tax (SDLT) for some first-time house buyers in England has prompted debate over whether similar moves would support the Scottish market. That said, the focus north of

the border appears to be on policy actions to boost activity at the higher end of the property market.

Moreover, businesses are seeking clarity on the status of LBTT group relief on the transfer of Scottish property by a parent company to a subsidiary where shares are involved, that particular relief being available in England and Wales but not Scotland.

Recent history has shown a high degree of back and forth between LBTT and SDLT policy decisions, with the UK following the Scottish Government's lead on the removal of the slab system and Scotland following the introduction across the UK of the additional dwelling supplement, but it remains to be seen whether the Scottish Government will follow the UK's example in 2018 in respect of these current LBTT issues.

The fanfare that accompanied the proposed devolution and 50% reduction of Air Departure Tax has subsided now that it has been revealed that this devolution has been put on hold for at least the next year pending a solution to the issue of whether the Highlands and Islands exemption breaches EU state aid rules. And on the subject of Europe, it is to be hoped that the Brexit negotiations will begin to deliver at least a modicum of clarity on our future arrangements in areas like VAT and customs duties. 2018 won't be a quiet year, that's for sure.



Chartered
Institute of
Taxation
Excellence in Taxation

Moira Kelly is Chair of the Chartered Institute of Taxation's Scottish Technical Committee and Senior Tax Manager with Anderson, Anderson and Brown LLP. Visit www.tax.org.uk @CIOTNews

News and quotes compiled by Ken Symon and Scott McCulloch

IN BRIEF

Carnoustie prepares for Open

Preparations are well under way for The Open Championship at Carnoustie in July following the success of the 2017 event at Royal Birkdale, which set a new economic impact benchmark of £140m.

More than 235,000 attended the event at Royal Birkdale in Merseyside – the golf event’s biggest attendance outwith St Andrews. The Open, now in its 147th year, may be a four-day festival for the world’s top golfers but for the R&A it is a 365-days-a-year project.

When you add practice rounds and Championship days it is a week-long event which adds a significant economic fillip to the area in which it is held, with benefits including the creation of jobs, contract hire and business sponsorship and engagement.

Johnnie Cole-Hamilton, the executive director of the R&A, said: “Hosting The Open is a



Jordan Spieth with the Claret Jug

chance to see one of the world’s greatest sporting events return to the country where it all started, highlighting the huge economic benefit that bringing home such a prestigious championship has for Scotland.

“However, it’s much more wide-ranging than that - it showcases Scotland’s ability to host world class events, it has benefits for local businesses and hotels - and it also inspires the next generation of players.”

The standard of the competition is a key drive with Jordan Spieth having cemented his place as one of the world’s best golfers with an epic finale at Royal Birkdale, where he became the youngest winner of the Claret Jug trophy since Seve Ballesteros.

Sir Tom Hunter sounds AI warning

SIR TOM Hunter has warned that there is a real danger that not enough is being done to meet the challenges presented by Artificial Intelligence and other new technologies.

And he said that he did not believe that the Scottish Government understood the importance of the issue.

The warnings came in a speech at the Platinum Anniversary dinner of Ayrshire Chamber of Commerce in late November.

He said: “The largest threat is that we don’t have the skills to make the most of AI.”

And he said there was a real danger that other countries such as South Korea would overtake Scotland.

“The Scottish Government – I don’t think they’re giving it the importance it needs,” he added.



Sir Tom Hunter

The remarks came in answer to questions from the floor at the end of Sir Tom’s talk in his native Ayrshire. In an inspiring and closely listened talk in the striking setting of Dumfries House, Cumnock Sir Tom recalled his early days as a young

entrepreneur in Ayrshire, driving hundreds of miles in a van to sell training shoes to shops.

From those early days Sir Tom built up a retail empire, which he sold in a deal which he said “gave me a cheque for £260m as a 37-year-old”.

SCC president cautions against tax rises

TIM Allan, the president of the Scottish Chambers of Commerce has warned that widely predicted income tax rises in the Draft Budget announcement risk long-term damage to Scotland’s international investment profile.

He cautioned the administration against careering towards tax rises in the absence of independent economic impact assessments.

The comments came in Mr Allan’s first Annual Address as president at an event attended by First Minister Nicola Sturgeon.

Mr Allan said: “Our concern is that, at a time of sluggish growth and faltering business investment, a competitive Scotland cannot afford to be associated with higher taxes than elsewhere in the UK. A high tax Scotland would be easy to achieve but the damage could take years to repair.”

He continued: “Unless tax revenues were ring-fenced to drive growth and job creation, the cost for a small nation in terms of lost investment is incalculable. We want a level



playing field on tax throughout the UK to keep Scotland competitive.”

On Air Departure Tax, he said: “We can’t hide our disappointment that the pledge to reduce and eliminate Air Passenger Duty in Scotland has been postponed, due to legal technicalities. The economic case has been made, accepted by Government, so let’s get on with it and remove this growth

inhibitor to trade.”

On the continued negotiations between UK Government and the EU, he said: “Business is clear that our priorities are to keep trading costs to a minimum, secure continuation of existing free trade areas and agree an acceptable transition period for business.

“With the continued delay in securing an outcome, many businesses are already implementing contingency plans and we impress upon our political leaders to work with energy, focus and momentum in securing a deal which is good for business and the economy.”

Continuing, he said: “Every sector in Scotland needs to retain the immense talent we have from the EU and across the world. Businesses also need to plan and invest in our future talent pipeline and we need Scottish and UK Governments working together to devise a policy framework which enables us to attract and retain talent from around the globe and enable growth in Scotland’s economy.”



MAKE IT EDINBURGH

Come and experience our Open Night and Mini Masterclass to see how our Executive MBA can accelerate your career.

New Venture Creation Mini Masterclass 27 March at 6pm

Do you want to know what it takes to get ahead in today's competitive world?

Then join us for a special evening to find out how our part-time Executive MBA can help you become a strategic and innovative leader that today's businesses need.

Delivered by an internationally renowned faculty over two years, our triple-accredited programme combines advanced academic theory and practical application, with one-to-one coaching in small but diverse classes.

You can get a taste of the programme with a specialist talk from MBA course lecturer, Advisory Board member and start-up specialist Joanna Young.

Whether you're interested in developing new business opportunities, or you want to know more about the life of an entrepreneur, this free event will inspire you to take your ideas to the next level and will introduce you to the key concepts underpinning entrepreneurship, idea innovation and new ventures.

To attend this free evening register now at edinburgh.mba/executive



EDINBURGH
UNIVERSITY OF EDINBURGH
Business School

The University of Edinburgh is an equal opportunity institution. All rights reserved. ©2014



Spectacular makeover at Balmoral Hotel

THE BALMORAL Hotel in Edinburgh has undergone a multi-million pound refurbishment, extending its main event spaces and its Castle view bedrooms.

The programme marked the Rocco Forte Hotels 20th anniversary, with the company beginning with the acquisition of the Balmoral in 1997.

Olga Polizzi, Rocco Forte Hotels' director of building and design and sister to Sir Rocco Forte, led the modernisation project.

The hotel with the address 1 Princes Street is one of Scotland's most recognisable landmarks with a clock tower that dominates the city centre skyline.

With views of Edinburgh Castle, the hotel's three main function rooms - Sir Walter Scott, Princes and Holyrood



Suites - have undergone a restyle in a bid to attract banquets, weddings, showcases, training and conferences.

When embarking on the redesign, Olga Polizzi said her main purpose was to enhance and emphasise the grandeur and large proportions of the rooms, highlighting their

neo-Renaissance architectural detailing such as the original corning, high ceilings and windows.

Each aims for a botanical and organic feel courtesy of the wallpapers and carpets used throughout; each element selected to reflect the Scottish landscape.

IN BRIEF

Move to tackle defamation laws

The Scottish Law Commission has proposed radical changes to the law of defamation to modernise the law for the internet and social media age.

The move follows a three-year study by the SLC into the legislation, which has not been revised for over two decades.

The commission has published a draft bill, containing 49 recommendations, which it says is the most substantial proposed reform of defamation law in Scottish legal history.

Defamation law allows an individual to protect their reputation from being unfairly damaged.

Scottish Law Commission chairman Lord Pentland said: "Defamation law potentially affects everyone and getting it right is crucial for the type of society we want to live in.

"With the phenomenal growth in use of the internet and social media it is possible for everyone to communicate far more easily and more widely than was the case in the past.

"But faster and easier ways of communicating have thrown up new challenges for the law."

Cost of traffic congestion keeps on rising

NEW RESEARCH suggests that traffic congestion is costing Edinburgh businesses about £15.44m a year in lost productivity, up from £13.338m in last year's study.

Traffic in Edinburgh increases the time each vehicle spends on the road by an average of 165 hours a year (up from 158), according to the research by TomTom, which means an average commercial vehicle

driver wastes more than 21 working days while sat in traffic.

This is part of a wider nationwide problem, with the cost to businesses in the UK's 25 most congested cities and towns standing at £915,239,520.

The traffic situation across the UK has been getting continuously worse over the past six years, with an average journey in 2016 taking 30 per cent longer than it would in free-flowing

conditions, up from a 25 per cent delay in 2010.

Beverly Wise, director UK & Ireland for TomTom Telematics, said: "Traffic remains a serious issue for business and the resulting delays have potential implications for productivity, customer service standards and even employee wellbeing.

"Unfortunately, congestion levels continue to rise and the UK economy is paying the price."

New distillery opens in Dingwall

A 100 per cent community-owned distillery in Dingwall has celebrated its official opening on St Andrew's Day.

The GlenWyvis Distillery - which is also 100 per cent powered by renewable energy - opens its doors after two hugely successful crowdfunding campaigns and a two-year push to build it.

The community opening was attended by some of the more than 3,000 GlenWyvis Distillery Community Benefit Society stakeholders.

The completion of the £3.8m project brings whisky distilling back to the area around 90 years after the last local distillery closed.

It is the culmination of a plan spearheaded by John McKenzie, which began in 2015.

QUOTE UNQUOTE

"Complexity is the price Scots will pay for exercising our devolved powers over income tax"

Molly Kelly, technical committee chair, Chartered Institute of Taxation

Book Review

Title: *The Startup Way*
Writer: Eric Ries
Publisher: Penguin Random House
Price: £20

This book sets out an approach that "combines the rigour of general management with the highly iterative nature of startups". It is an approach that contains continuous innovation - finding new breakthroughs, creating internal startups - teams that can experiment; managing these teams in an entrepreneurial way; the 'second

founding' of a business - making such radical changes to organisational structure that is like founding the company over again and continuous transformation. If this all sounds messy and even potentially dangerous then the bulk and strength of the book is the tools for making it work and recent examples of where it has been done.



Rating out of five: ★★★★★

With the newly opened M8 motorway,
all roads lead to Maxim.

maxim
OFFICE PARK
BURNHILL

Glasgow M8

Stirling M8/M73/M90

Edinburgh M8

Carlisle M8/M74

With great connectivity and no queues,
Maxim is only 25 minutes from Glasgow and 30 minutes from Edinburgh.

[MAXIMPARK.COM](http://maximpark.com) | 01896 782 222

Concern as fallers outnumber risers by a clear margin

Ken Symon's regular digest of Scottish stock performance

THERE was very limited sign of festive cheer in the final quoted companies figures of the year with fallers outnumbering risers by a clear margin. A total of 24 businesses saw their share prices fall in the month to mid December while 15 businesses finished on the upside over the time.

On the main market shares going down edged those on the rise with eight and seven respectively but it was the Alternative Investment Market that was in negative territory with fallers outnumbering risers by 14 to eight. There were two main market companies that saw their share prices unchanged and five on Aim. But as reported last month there is a new Scottish entry to the market – **Beeks Financial Cloud Group Plc** listed on the Alternative Investment Market with an IPO that raised £7m. The Paisley-based company provides a cloud computing based trading platform that serves financial markets worldwide.

Gordon McArthur, the company's CEO said: "It was time to go public. The growth of the company has been monumental and in order to continue our expansion this was the next step."

Beeks will use the funding to expand its locations worldwide particularly in the Asian market with the aim of expanding its client base.

After a dry spell there have been four listings of Scottish-based companies in slightly over a year, with Beeks having added to **Springfield Properties** which joined Aim in October, fashion business **Quiz** in September and Edinburgh-based **FreeAgent** in November 2016.

The biggest faller was **IndigoVision** whose shares saw a near 27 per cent slump in value following its reporting of increased operating losses after it ramped up its expansion into the US market. The Edinburgh-based company, which makes CCTV systems used by banks, casinos and airports, had announced a fall in revenue of 6.4 per cent to \$20.4m (£15m). The company, now chaired by George Elliot following Hamish Grossart's retirement from the board, said that it had sold more camera systems but the selling price was still lower on average than previously.

Temporary power supplier **Aggreko** was the

Biggest risers

NAME	% CHANGE 1 MTH
FRONTIER IP GROUP PLC	24.49
BRAVEHEART INVESTMENT GROUP PLC	13.33
STAGECOACH GROUP PLC	9.09
IOMART GROUP PLC	5.93
SIGMA CAPITAL GROUP PLC	4.76
ELAND OIL & GAS	4.69
MURGITROYD GROUP PLC	3.83
CLYDESDALE BANK (CYBG)	2.91
MACFARLANE GROUP PLC	2.67
QUIZ PLC	1.93

Biggest fallers

NAME	% CHANGE 1 MTH
INDIGOVISION GROUP PLC	-26.75
AGGREKO PLC	-17.40
JOHNSTON PRESS PLC	-13.33
SPACEANDPEOPLE PLC	-12.50
GOALS SOCCER CENTRES PLC	-7.69
SCOTGOLD RESOURCES LIMITED	-7.41
FAROE PETROLEUM PLC	-6.67
SMART METERING SYSTEMS PLC	-6.56
BOWLEVEN PLC	-6.45
PLEXUS HOLDINGS PLC	-6.25

second biggest faller, with its shares down by more than 17 per cent after it announced that it was facing contract "repricing" in Argentina and payment problems in Africa.

The repricing of off-hire contracts had led to a 15 per cent drop in revenue in the Glasgow-based group's Power Solutions Utility division. Aggreko said that stripping out the repricing revenues from the division were still down seven per cent. Aggreko had said in a statement that the Argentinian situation aside it still expected to show growth this year.

The third biggest faller was **Johnston Press**, the Edinburgh-based newspaper publisher which saw a 13 per cent plus fall in its share price.

The continued fall saw the Johnston Press board's rejection of a call for a special meeting of shareholders from the Custos Group, led by Scandinavian media investor Christen Ager-Hanssen, to further their aim of removing company interim chair Camilla Rhodes and non-executive director Michael Butterworth and instal former First Minister Alex Salmond as chair instead. Ashley Highfield, the Johnston Press chief executive, said that the boardroom battle has left the publisher struggling to recruit new journalists and reassure readers, advertisers and staff over its future.

The biggest riser over the month was AIM-listed **Frontier IP Group** which saw its shares rise in value by nearly a quarter. The Edinburgh-based company, which specialises in the commercialisation of intellectual property mainly from universities, held its agm in December where it reported on some positive news. One of its portfolio of companies, Pulsiv Solar Limited, had been granted two hard-to-get US patents to protect its intellectual property. Another portfolio company Exscientia, had previously announced investment and an emerging biotech company award.

At year end trading in **Energy Assets** shares are still suspended.

The Livingston-based smart metering business agreed a £198m takeover of the business by Alinda Capital Partners in April 2016. ■

.....
The biggest riser over the month was AIM-listed Frontier IP Group which saw its shares rise in value by nearly a quarter. The company held its agm in December where it reported on some positive news

Main Market

	LIST DATE	MARKET* VALUE (£m)	SECTOR	5 YEARS AGO	1 YEAR AGO	SHARE PRICES		% CHANGE
						LAST MONTH	THIS MONTH	
A.G. BARR PLC	2/4/1970	720.76	SOFT DRINKS	495.00	502.00	620.00	621.00	0.16
AGGREKO PLC	29/9/1997	2060.51	BUSINESS SUPPORT SERVICES	1828.00	918.00	954.00	788.00	-17.40
ALLIANCE TRUST PLC	17/7/1947	2560.37	INVESTMENT TRUSTS	375.00	638.00	741.00	728.00	-1.75
CAIRN ENERGY PLC	22/12/1988	1233.54	EXPLORATION AND PROD.	265.00	236.00	219.00	210.00	-4.11
CLYDESDALE BANK (CYBG)	3/2/2016	2912.36	BANKS	N/A	280.30	312.50	321.60	2.91
DEVRO PLC	30/6/1993	375.64	FOOD PRODUCTS	309.00	190.00	233.00	224.00	-3.86
ENERGY ASSETS GROUP PLC	22/3/2012	203.03	BUSINESS SUPPORT SERVICES	228.00	N/A	N/A	N/A	N/A
EXOVA GROUP PLC	11/4/2014	597.42	BUSINESS SUPPORT SERVICES	N/A	190.00	238.00	238.00	0.00
FIRSTGROUP PLC	16/6/1995	1309.53	TRAVEL AND TOURISM	209.00	104.00	109.00	106.00	-2.75
J SMART & CO (CONTRACTORS) PLC	25/3/1973	48.15	REAL ESTATE HOLD, DEV	77.00	106.00	106.00	108.00	1.89
JOHN MENZIES PLC	3/10/1962	570.24	BUSINESS SUPPORT SERVICES	642.00	596.00	702.00	684.00	-2.56
JOHN WOOD GROUP PLC	5/6/2002	4621.86	OIL EQUIP. & SERVICES	727.00	876.00	727.00	682.00	-6.19
JOHNSTON PRESS PLC	29/4/1988	13.76	PUBLISHING	650.00	13.00	15.00	13.00	-13.33
MACFARLANE GROUP PLC	20/6/1973	120.52	BUSINESS SUPPORT SERVICES	28.00	61.00	75.00	77.00	2.67
ROYAL BANK OF SCOTLAND GROUP PLC	10/7/1968	33614.05	BANKS	325.00	225.00	274.00	275.00	0.36
SSE PLC	18/6/1991	13430.17	ELECTRICITY	1418.00	1553.00	1394.00	1327.00	-4.81
STAGECOACH GROUP PLC	19/10/1998	974.68	TRAVEL AND TOURISM	307.00	216.00	165.00	180.00	9.09
STANDARD LIFE ABERDEEN PLC	10/7/2006	12463.58	LIFE INSURANCE	406.00	372.00	413.00	413.00	0.00
STV GROUP PLC	25/3/1973	126.60	BROADCAST AND ENTERTAIN	100.00	359.00	329.00	325.00	-1.22
WEIR GROUP PLC	25/1/1946	4551.61	INDUSTRIAL MACHINERY	1879.00	1890.00	1981.00	2004.00	1.16

Alternative Investment Market

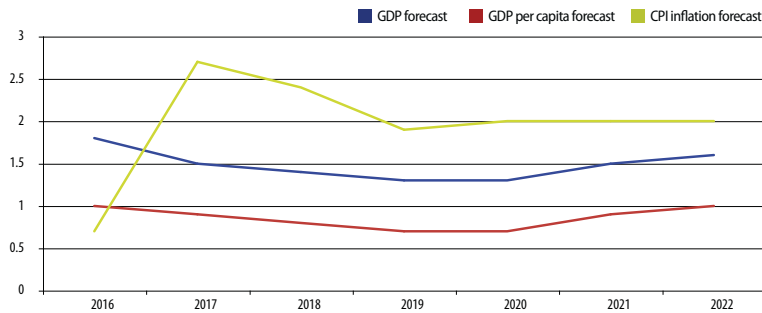
	LIST DATE	MARKET* VALUE (£m)	SECTOR	5 YEARS AGO	1 YEAR AGO	SHARE PRICES		% CHANGE
						LAST MONTH	THIS MONTH	
BEEKS FINANCIAL CLOUD GROUP PLC	27/11/2017	21.07	COMPUTER SERVICES	N/A	N/A	N/A	44.50	N/A
BOWLEVEN PLC	7/12/2004	94.61	EXPLORATION AND PRODUCTION	66.00	24.00	31.00	29.00	-6.45
BRAVEHEART INVESTMENT GROUP PLC	30/3/2007	4.88	EQUITY INVESTMENT INSTRUMENTS	14.00	10.00	15.00	17.00	13.33
CALEDONIAN TRUST PLC	29/9/1995	17.68	REAL ESTATE HOLD, DEV	70.00	93.00	148.00	150.00	1.35
IDE GROUP HOLDINGS PLC	30/6/2010	57.71	INDIVIDUAL AND FAMILY SOCIAL SERVICES	N/A	32.00	30.00	29.50	-1.67
CELTIC PLC	22/12/2005	121.77	RECREATIONAL SERVICES	50.00	71.00	131.00	130.00	-0.76
CRANWARE PLC	13/9/2007	392.29	SOFTWARE	408.00	1325.00	1485.00	1455.00	-2.02
ELAND OIL & GAS	3/9/2012	148.61	OIL AND GAS PRODUCERS	116.00	40.00	64.00	67.00	4.69
FAROE PETROLEUM PLC	27/6/2003	351.98	EXPLORATION AND PRODUCTION	138.00	104.00	105.00	98.00	-6.67
FREEAGENT HOLDINGS PLC	16/11/2016	30.54	ACCOUNTING SOFTWARE PROVIDER	N/A	90.70	77.50	77.50	0.00
FRONTIER IP GROUP PLC	31/1/2011	23.16	SUPPORT SERVICES	14.00	39.00	49.00	61.00	24.49
GOALS SOCCER CENTRES PLC	7/12/2004	62.81	RECREATIONAL SERVICES	126.00	101.00	91.00	84.00	-7.69
HAVELOCK EUROPA PLC	1/10/1987	2.50	FURNISHINGS	13.00	9.00	6.00	6.00	0.00
INDIGOVISION GROUP PLC	2/8/2000	8.60	COMPUTER SERVICES	366.00	166.00	157.00	115.00	-26.75
IOMART GROUP PLC	19/4/2000	407.03	INTERNET	200.00	305.00	354.00	375.00	5.93
LANSDOWNE OIL & GAS PLC	21/4/2006	4.72	EXPLORATION AND PRODUCTION	57.00	1.00	1.00	1.00	0.00
MINOAN GROUP PLC	18/10/2011	15.65	TRAVEL AND LEISURE	7.00	7.00	7.00	7.00	0.00
MURGITROYD GROUP PLC	30/11/2001	43.86	BUSINESS SUPPORT SERVICES	455.00	535.00	470.00	488.00	3.83
OMEGA DIAGNOSTICS GROUP PLC	18/3/2004	26.66	MEDICAL SUPPLIES	16.00	18.00	20.00	20.00	0.00
PARKMEAD GROUP PLC	13/3/2000	34.13	EXPLORATION AND PRODUCTION	210.00	56.00	37.00	35.00	-5.41
PLEXUS HOLDINGS PLC	9/12/2005	63.10	OIL EQUIPMENT AND SERVICES	265.00	75.00	64.00	60.00	-6.25
PRODUCE INVESTMENTS PLC	18/10/2010	44.77	FOOD PRODUCERS	146.00	175.00	181.00	173.00	-4.42
QUIZ PLC	28/7/2017	198.77	FAST FASHION BRAND	N/A	N/A	161.63	164.75	1.93
SCOTGOLD RESOURCES LIMITED	15/1/2008	6.64	PRECIOUS METALS AND MINERALS	350.00	52.49	27.00	25.00	-7.41
SIGMA CAPITAL GROUP PLC	27/4/2000	77.63	ASSET MANAGERS	6.00	82.00	84.00	88.00	4.76
SMART METERING SYSTEMS PLC	8/7/2011	688.96	BUSINESS SUPPORT SERVICES	238.00	541.00	808.00	755.00	-6.56
SPACEANDPEOPLE PLC	31/12/2004	5.37	MEDIA AGENCIES	77.00	23.00	32.00	28.00	-12.50
SPRINGFIELD PROPERTIES	16/10/2017	89.88	HOME CONSTRUCTION	N/A	N/A	112.50	111.00	-1.33

*Figures to close of market Thursday, December 7, 2017 Note: Cortex Holdings changed name to IDE Group Holdings on November 30

VITAL STATISTICS

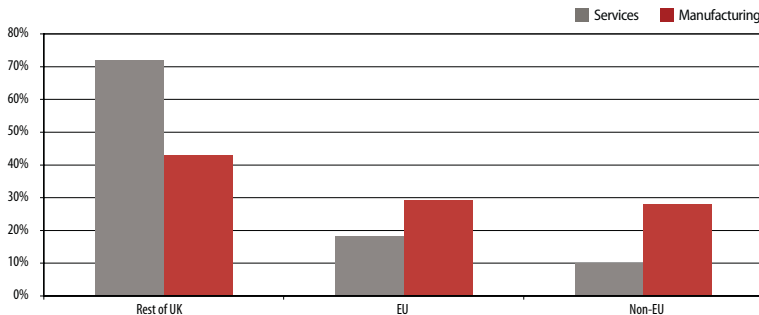
Business statistics in Scotland compiled by Steven Wilson

UK Autumn Budget



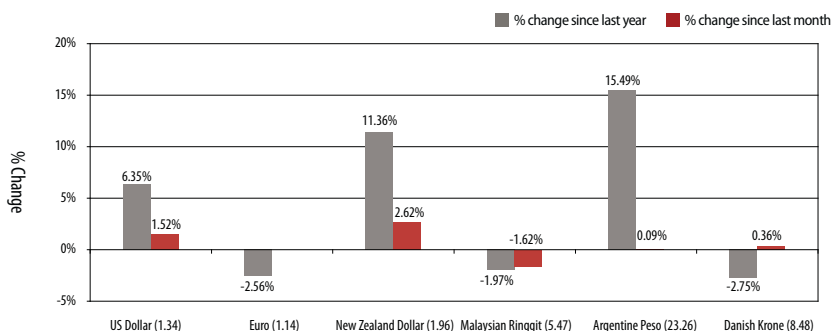
The Chancellor of the Exchequer Philip Hammond outlined his UK budget plans in November. Some of the key points included an application of the Barnett Formula, which will result in an extra £2bn of spending power to Scotland, and tax changes being introduced in order to encourage more investment in offshore oil and gas fields. Brexit, as expected, played a role in the announcement, with a further £3bn being set aside to cover the ongoing costs of the negotiations, on top of the £700m already spent on preparation. The level at which small businesses must pay VAT remains unchanged, despite being one of the highest in Europe, whilst economic growth has been revised down from 2% to 1.5% for the current year. *Source: UK Government*

Share of Scottish exports to the EU



Around 134,000 jobs in Scotland are linked with European Union trade routes, research from the Fraser of Allander Institute says. The figure is based on £12.3bn in 2015 exports into other parts of the EU. The trade union claims the figures show the UK Government needs to publish its own Brexit impact assessments. The study found that more jobs are already linked with exports to other parts of the world which Theresa May's government hopes Britain can forge new post-Brexit trade deals with. One in four Scots jobs - around 560,000 - are directly or indirectly supported by UK sales. *Source: Fraser of Allander*

EXCHANGE RATES VS STERLING – % Change



This month's exchange rates recorded on 7 December, 2017

IN FOCUS

Top companies in Ayrshire

Ranked by employee numbers

Name	Total Employees	Postcode
Spirit AeroSystems (Europe) Ltd	892	KA9 2RW
GE Caledonian Ltd	556	KA9 2RX
Buzzworks Holdings Ltd	387	KA9 1PB
Maxi Caledonian Ltd	356	KA12 8TG
McConechy Holdings Ltd	345	KA7 2AX
Costley & Costley		
Hoteliers Ltd	316	KA10 7EN
Glasgow Prestwick Airport Ltd	293	KA9 2PL
Rohr Aero Services Ltd	292	KA9 2SA
James Frew Ltd	283	KA20 3HD
Barony Universal Products Plc	206	KA18 2BL



£1bn

The amount that nuclear power contributed to the Scottish Economy in 2016

Scottish football ticket pricing

Average season ticket prices have risen in three of the four divisions in Scottish football for 2017-18. The cheapest and most expensive season tickets are, on average, up in every league except the Championship. However, across all 42 clubs in Scotland, 63.5% of tickets in six price categories have been frozen or cut. In the Scottish Premiership, the average cheapest season ticket is now around £302, up from 2016, with seven clubs raising their prices and only Ross County lowering theirs. *Source: BBC Price of Football*

	Cheapest season ticket 2017	Cheapest season ticket 2016	% Change
Aberdeen	£330	£319	3.45%
Celtic	£376	£337	11.57%
Dundee	£340	£340	0%
Hamilton	£180	£150	20%
Hearts	£300	£280	7.14%
Hibernian	£335	£335	0%
Kilmarnock	£300	£280	7.14%
Motherwell	£310	£310	0%
Partick Thistle	£308	£308	0%
Rangers	£335	£295	13.56%
Ross County	£200	£300	-33.33%
St Johnstone	£315	£310	1.61%
Average	£302	£297	1.82%

IN FOCUS

Technology sector

Edinburgh was the UK's fastest growing tech hub in 2017. The Scottish capital's developer population grew 8% in the second half of 2017, bringing the total developer population to nearly 20,000, or seven developers per 100 people in the labour force. But data scientists were the real story this year, says developer platform Stack Overflow. The number working in Edinburgh grew 19% over the same period, a sign that Scottish institutions such as The Data Lab are succeeding in their push to drive more participation in Scotland's burgeoning data science sector. This chimes with Edinburgh's growing status as a major European tech hub. According to Tech City UK's 2017 Tech Nation report, Edinburgh is the second strongest tech hub in the UK. In 2016, it secured £159m of investment, more than any other tech cluster outside London. London remains home to the UK's biggest developer population: with over 300,000 developers. Birmingham and Manchester have the UK's highest developer populations outside London, at 40,300 and 39,000 respectively. Glasgow trails behind with approximately 16,500 developers, or six developers per 100 people in the labour force. Source: FutureScot/Stack Overflow

City	Developers
Edinburgh	19,838
Glasgow	16,582
Birmingham	40,385
Manchester	39,073
Dublin	62,799

£2.7bn

The worth of the pharmaceutical sectors to the Scottish Economy

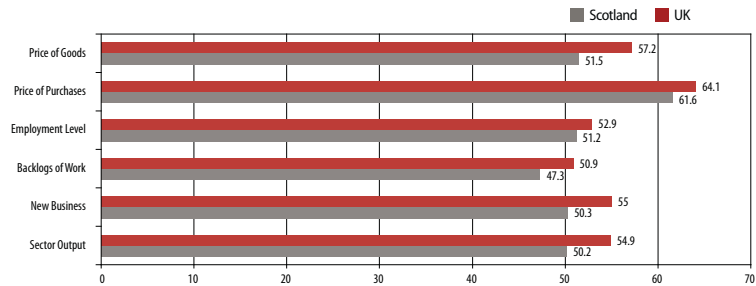
Income tax

Scots willing to pay more tax in order to improve public services or tackle inequality

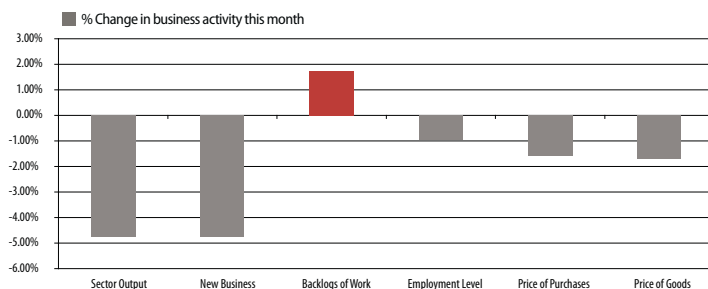
Strongly agree	27.40%
Somewhat agree	33.20%
Neither Agree or disagree	19.90%
Somewhat disagree	7.30%
Strongly disagree	8.10%
Don't know	4.10%

Six out of ten Scots say they would be prepared to pay more in tax if the cash raised went on improving public services or tackling inequality. Research by polling company Survation found 60 per cent said they would "personally be willing to pay more tax" - with only 15% opposed. Survation's research showed 61% are in favour of proposals which could raise £200m by raising taxes on higher earners, at the same cutting the amount paid by lower-paid Scots. Source: Survation

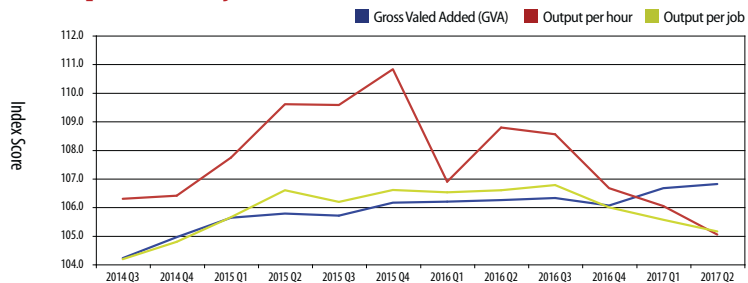
BUSINESS ACTIVITY SCOTLAND - NOVEMBER 2017



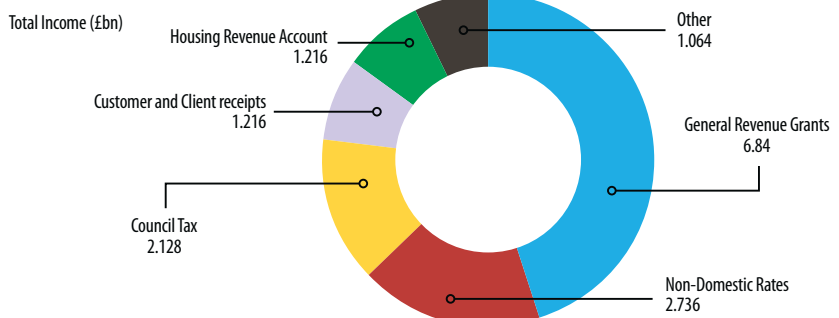
Output in the Scottish private sector increased in November, albeit at the softest pace since March. Sector level data signalled a mild contraction in service sector activity, while manufacturing output expanded solidly. Weak activity growth coincided with a softer rise in new business. That said, businesses increased employment in line with a stronger degree of confidence regarding future output. Despite weaker demand growth, firms increased selling prices amid sharp input price inflation. Source: Bank of Scotland PMI/IHS Markit.



Labour productivity Scotland



Council revenue income



Some councils in Scotland could see their cash reserves run out in two to three years, a report has claimed. The Accounts Commission said 2016-17 had been a "challenging" year for local government, with many finding financial pressures "increasingly difficult to manage". It said the amount of cash councils received from the Scottish Government was down by 7.6% in real terms from 2010-11. In 2016-17 a total of 19 councils used cash from their revenue reserves - up from the eight authorities in 2015-16. And over the course of the year the overall amount held in council revenue reserves, described as their "rainy day funds", fell by £32m. The Accounts Commission's financial overview of local government showed councils' net debt increased by £836m in 2016-17, with authorities spending on average almost 10% of their budget for day-to-day running costs on servicing this. Source: Accounts Commission Audit Scotland

Insider's regular focus on Scotland's creative sector by Ken Symon

IN BRIEF

BIG secures over £600k in new work

BIG Partnership, the marketing and PR agency, has announced that it has secured more than £600,000 of new business since the start of its financial year in June.

It has worked on several high profile campaigns including the Aberdeen Football Clyb AURORA campaign for its planned new stadium and for Park Quadrant Residence, a luxury housing development from the Ambassador Group.

In addition, BIG has secured new business across a range of sectors, including food and drink, sport, and energy, including new assignments for First Group, luxury ice cream brand Equi's and decommissioning start-up Well-Safe Solutions.

Zoe Ogilvie, a BIG director, said: "The last few months have been among the strongest in our history."



Zoe Ogilvie

Connect lands three major contracts

CONNECT Communications, the Paisley-based contract publisher, has won contracts to publish magazines for three public bodies.

It has added Scottish Water, Road Safety Scotland and Historic Environment Scotland to its list of clients.

For Scottish Water Connect will be publishing a monthly employee magazine.

It will produce the bi-annual Direction magazine for Road Safety Scotland which helps to promote road safety across the country.

For Historic Environment Scotland Connect will publish Historic Times, a regular publication distributed to employees across Scotland.

A crystal ball for business-consumer interaction

BUSINESSES in future will need to follow their audience or consumers wherever they want to interact rather than focusing on particular channels to market.

That was the message from a session called Practical Applications for Your Future Strategy at the iProspect Future Focus event in Edinburgh in November.

"If you think about it, in two or three years time where will our users be? How will they be consuming sports, sports content? That's how we're thinking of making the bets," said Karol Corcoran, senior director of FanDuel.

"Will it be on Facebook Games, will it be via voice – some of our competitors are looking at Alexa. It's difficult to choose channels without figuring out where our users will be."

Another theme discussed at the future-facing event was businesses moving their focus from acquiring customers to developing loyal customers who would remain as customers and spend money.

Corcoran said: "Historically we've been very focused acquiring customers and really focused on



A panel discussion at the iProspect Future Focus event in Edinburgh

performance marketing to get them in efficiently.

"But a lot of times they weren't sticking around and we weren't spending enough time on giving them the right personalised experience, ensuring that they're having an enjoyable or successful experience so we can retain them. We were very focused on the first

acquisition metric rather than a more longer-term value metric."

James Lodge, director of mobile at mobile marketing agency Fetch, said: "Business have transformed fairly significantly in the last five years; we've seen the explosion of the smartphone and that led to application strategies, be them for IT reasons or business objective

CREATIVE VIEW: Anneli Ritari-Stewart

Hearing the voice of the market

THE ADOPTION of voice-enabled search is on the rise and brands will need to evolve how they converse as consumer expectations and behaviours shift.

There has been a significant increase in voice search over the last 12 months, driven by development of more voice-enabled devices, smarter AI and better speech recognition software. By 2020 it is expected that half of all online searches will be generated by voice (source: ComScore) and businesses will need to adapt if they want to stay relevant.

So, how can you be prepared?

The year of voice has not quite arrived, but developing a voice-optimised keyword strategy through understanding the questions consumers are asking, whilst considering how voice search

supports omni-channel journeys will set brands up for longer-term success and maximising short-term performance from search.

Typing into a search engine will continue to be something that your customers do, but with the rise of voice search businesses will need a whole new way of organising their information online to ensure products and services get to the right customer in the way they expect to find them.

iProspect recently surveyed 1,181 UK consumers around the adoption of voice search in the UK and the purchase intent behind voice behaviour. The research shows that already 15 per cent of the UK adult population are using voice to search or interact with devices. Most of these are looking for information, but at least 25 per cent of voice queries have



Anneli Ritari-Stewart

purchase intent, be that finding a store location, purchasing, or researching a purchase. Also perhaps unexpectedly our research shows that voice is not just a trend for millennials, with 35-54 year olds using voice search as much



reasons. "For example companies saying 'we want an application because our competitor's got an application, not necessarily because it's the right thing for the consumer and we're having conversations even now, talking to customers about what is the right mobile strategy?'"

He said typically to launch an application properly the marketing

budget had to be one to two times what it cost to build the application. "And that is never thought about," he said.

He said the business objective had to be aligned. "What we are not about is getting new customer installs, it's about getting new customers spending. We have to align our objectives all the way down the funnel.

"If we develop an application but we don't have the marketing budget and then it dies, and we don't invest any further because it doesn't work then it probably wasn't the right thing in the first place."

In an earlier session, Lodge had said that today's consumers are hyper connected, hyper informed and hyper empowered.

He highlighted major changes in the way that companies are interacting with consumers, with more and more doing so via third party platforms. For example KLM, the Dutch airline, sends out its updates to passengers via Facebook Messenger.

He said that businesses need to be prepared for this mobile revolution and he highlighted three questions that business should be able to answer:

- Does your business have the right assets to engage today's mobile behaviour?
- Are you measuring mobile in the right way to determine success?
- Is your business looking to how technology evolution will impact your ability to trade as consumer interaction shifts?

Shenda Loughnane, global strategy director of **iProspect**, highlighted the sheer scale of digital connections today by pointing out that in any 24-hour period 1.37 billion people connect to Facebook and there are 1.6 billion swipes on Tinder.

And she highlighted research that showed said that a large percentage of people say they will switch business to a rival if they have one or two bad experiences.

But she warned that companies going into these areas and investing in new technologies should make sure it was all thought through and aligned to the business's strategy.

She said later: "Often I think what happens is that we get excited about the shiny new things without thinking, what is the knitting, what are the basics that we have to cover?" ■

as 18-24 year olds and 11 per cent of those 65+ using their voice for search.

Voice search is easy - the average human can speak 150 words per minute, whereas they can only type 40 words in that time. If your hands are also on the wheel while you are on the move, voice search will be the main way of asking 'where is the closest pizza restaurant' or 'where can I buy a Power Rangers Megazord'.

VR has also improved immeasurably in a very short time. Who can forget comedic videos of Glaswegians trying to make themselves understood to the VR engine in a lift? Sadly, for comedians, this is largely a problem of the past - today, the average speech recognition error rate is around eight per cent even taking in strong dialects.

So what does this mean for your website? Business owners from the largest travel agencies to a locksmith in Portobello will need to ensure their

websites are ready to respond to voice search.

The biggest change will require search terms to match more closely to spoken language. A verbal query has more words, whilst text queries are much more concentrated - usually around one to three words. So rather than typing in "live Edinburgh departures" the voice query will be more like "when does flight BA 1009 take off?" Adopting a "longtail" strategy that leverages the nuances of voice search, considers the increase in queries formed as questions and implements a "smart match" is the key.

Of course, a voice search for 'what's the best hybrid car?' is not the same for a family of six doing the school run as it is for a single business commuter. Increasingly, personalisation is key to cut through the noise and target only those for whom the products have relevance. Marketers will need to use

first party data to deliver tailored, relevant experiences for consumers.

For those who roll their eyes upward in despair that everything regarding their online marketing is changing again, well, that is how the digital cookie crumbles. First there was the need to go digital and ensure a brand's presence online. Then there was the pressing need to market brands via social. There are still many brands that are now just getting to grips with ensuring they are adapted to mobile. Now voice search is expanding the parameters again.

But all of this change has come about because that is where the customer is and how they interact with brands. We are now entering the age of conversation with the machine. In the long run, it will continue to grow in importance. And brands that adapt will find they achieve competitive advantage.

ON THE MOVE

The **Association for Scottish Public Affairs** has appointed a new convener. **Callum Chomczuk** takes over from **Alastair Ross**, who stepped down at ASPA's December meeting after serving in the role for seven years.

Sue Evans is to be the new director of communications at **Abellio ScotRail**, replacing **Rob Shorthouse**. Evans was previously a director of consultancy **Foss Communications** and prior to that was communications director of **First Great Western**.

Gaynor Duthie



Marketing agency **Genoa Black** has promoted **Gaynor Duthie** from senior marketing manager to client services director.

DC Thomson Media has promoted **Dawn Harrison** to the role of head of news at the **Dundee Evening Telegraph**.

Beattie, the communications agency, has appointed a new head of its Midlands operation. **Luke Bull**, who was formerly business-to-business director at Birmingham agency **WPR**, started with Beattie in January.

Danny Law is to be the new sports editor of **The Press and Journal**, taking over from **Alex Martin**.

Ian Johnston has been appointed as comment editor of **The Scotsman** and **Edinburgh Evening News**. He was previously environment and science editor at **The Independent**.

Ian Marland has joined the 'I' newspaper as a news feature writer. Marland will work alongside **Chris Green** on improving its Scottish edition.



The **burning question**

Q Should there be a tourist tax on visitors arriving on Scottish islands?

NO



Roland Smyth
head of Scottish hotel and leisure group CMS

Tourism is a vital sector for Scotland's islands. A blanket tax could send the wrong message to potential visitors. Local authority and central Scottish Government must invest in facilities that will enhance tourism and deliver a return on investment through further job creation.

Increasing pressure on infrastructure also opens up opportunities for business to develop new monetised facilities, such as toilets and other amenities, to reflect the high quality experience tourists now expect when visiting these areas of natural beauty.

NO



Jonathan Hinkles
managing director Loganair

Demand from visitors to the Scottish Islands is an integral part of supporting regional air services - vital for both residents and tourists alike. Scotland is competing against other destinations far and wide to attract people from all over the world, bringing with them huge financial benefits.

Any move to deter tourists or increase costs would potentially prevent travel to these unique areas, which will ultimately have a damaging effect on their economies.

NO



Tricia Fox
MD Volpa

Remote areas of Scotland have fought hard to attract visitors, all of whom contribute to the positive health of the local economy.

To charge them a tax for the delivery of public services such as road upkeep is simply not on. Such a move would result in decreased visitors and would impact on employment. These areas should be recognised for their hard work in increasing tourism trade and be supported by public authorities appropriately.

NO



Gary Voy
managing director Timberbrush Tours

Given the economic contribution of businesses and employees providing goods and services to tourism on the islands, it seems entirely reasonable for local authorities to be given government support in delivering much needed infrastructure improvements.

I believe that a broader 'tourism tax' would be both unwelcoming to visitors and counterproductive to organisations such as VisitScotland, who, like us, are standard bearers for the promotion of our country as a destination of choice.

NO



Chris Torres
director Senshi Digital

Taxing travellers who visit your destination, I feel, sends the wrong message. Yes, I understand that we need to pay for and maintain the facilities and infrastructure they use but to me this is the wrong approach.

Our customers are being penalised for the cuts made to our local governments' public spending, causing the issues this tax supposedly solves. These are valued customers who spend money with us already so they should not have to pay twice.

NO



Kirsteen Stewart
owner Mixer Maxter Knitwear

We want to encourage visitors to our islands, and for them to spend money when they are here, particularly with our small local businesses. Applying a visitors tax can only discourage tourists.

We in Orkney have already had high transport costs which have been seen as a deterrent to people visiting and this will in part be addressed through the introduction of Road Equivalent Tax.

By making it more costly to visit our islands, we are compromising future visitors to our shores and future trade.

 If you would like to contribute to the Burning Question or suggest topics please email editor@insider.co.uk



BUSINESS FIVES SET TO KICK OFF FOR NEW WINTER SEASON TOURNAMENT

The five-a-side event for footie-loving firms, which runs through January and February, culminates in finals day at the state-of-the-art SoccerWorld venue in Glasgow.

What do you get when you merge five-a-side football and business? You get Business Fives.

The tournament, which encourages firms across Scotland to enter a five-a-side team in both a winter and summer event, is entering its fourth season.

And entries are now being taken for the forthcoming winter season with heats throughout Scotland in Edinburgh, Glasgow, Dundee and Aberdeen and culminating in the national final in Glasgow on March 14th.

So far more than 300 companies have taken part in the events which offer a mix of teambuilding and networking - and last year saw AC Whyte & Co crowned the summer and RBS the winter champs.

It's even had some famous ex-players and sporting celebrities taking part as ambassadors including ex-Hearts star Gary MacKay and Hibs legend Pat Stanton along with Sky Sports presenter David Tanner.

Tournament founder and Business Fives managing director John McClarey - who also organised a highly-successful inaugural Business Fours golf tournament - says it's a great opportunity for businesses to bond with colleagues outside of

the office, get fit and raise money for charity.

This winter Business Fives is continuing to allow companies to play for their chosen charity over with the winning company taking its company commitment to donate 10 per cent of everything to their cause this winter.

Previously it elected a sole charity partner, but now firms who take part can elect their own chosen charity with the destination of the final donation being decided by the overall champions.

John said: "By allowing companies to play for their chosen charity we have made a much bigger overall impact to charity.

"The summer season saw us almost double our original target of £10,000 and raise £19,600 which was a brilliant achievement from everyone involved."



Dates for your Diary

Edinburgh Events

Construction, Housing & Property Heat - Tuesday 23rd January, World of Football, Edinburgh

Professional Services Heat - Thursday 1st February, World of Football, Edinburgh

Food, Drink & Hospitality Heat - Thursday 8th February, World of Football, Edinburgh

Glasgow Events

Construction, Housing & Property Heat - Tuesday 30th January, SoccerWorld, Glasgow

Professional Services Glasgow Heat - Tuesday 6th February, SoccerWorld, Glasgow

Aberdeen Event

Energy Heat, Friday 16th February, Strikers Football, Aberdeen

Dundee Event

Dundee Professionals Heat - Tuesday 20th February, SoccerWorld, Dundee



The tournament is now open for entries and to register a team go to businessfives.co.uk/winter-2018

THE BIG PROFILE: MARK HARVEY, EY



SENIOR PARTNER SETS OUT VISION AS EY MAKES MAJOR INVESTMENT IN EDINBURGH

By KEN SYMON

MARK HARVEY, the senior partner for EY in Scotland, is speaking enthusiastically about one of the big guns that the firm is rolling out in the battle for talent: an impressive new state-of-the-art office in Edinburgh.

He says: "We're investing in the business in Scotland and we're growing but one of the key things is how do we attract and keep the best people? So I am really excited about the client space and what we can do and the technology – that's all great."

"But actually I think the most important thing for us in what it is going to do to our ability to attract people, our ability to retain people and whenever they're here, how they work together, and how they can come and collaborate with each other – just a space they want to work in."

Insider was allowed an exclusive not to be repeated tour of the normally off limits staff parts of the whole third floor space at the Atria One building, neighbouring the EICC in Morrison Street in Edinburgh's financial district.

And it is impressive with a whole range of flexible ultra modern work spaces that allow teams and groups of any size to work together on projects big and small.

In a gentle burr that retains the flavour of his native Belfast, Harvey says: "It's a market where we have to fight for the best people from graduates right through to higher level we want to have a good space that people want to come and spend time in."

And it is that what the senior

www.insider.co.uk

partner says has many advantages over EY's former Edinburgh base in George Street. A key factor of the move is having all of EY's 450 Edinburgh-based staff on the one floor rather than being split between three as it was in its previous offices. It is also an office with plenty of scope to grow with a capacity of up to 625.

He says: "Our business becomes more about how you can get people to work together as our business becomes more complex."

"It does sound silly but having people on different floors, who you don't bump into at the coffee machine, you just don't know them."

.....
When you move into a leadership position, to have credibility with our own people, to have credibility with the market you need to work with clients

People who were sitting on the fifth floor at George Street just don't know some of the people on the third floor, whereas here it will be much easier to make that work."

Harvey reflects: "The Scottish market for us works very much like that. In other parts of the UK you can slice and dice the business into industries or into different specialisms." But he says that it is really important for the firm to be able to move people from different specialisms within EY together to serve particular clients that cross sectors.

It also means that EY is in the

flow of the capital's new financial district with easy access both to the conference centre and to Haymarket rail station. But it does mean that the firm is sharing a building with other businesses that they could find themselves on the opposite sides of a business deal.

"That ability to manage conflicts, it's always been there," he says. "We spent the last five years in a building with Standard Life so our people are well versed in it – you don't talk in the lifts – you just need to be careful."

The partners have specific desks in the Edinburgh office but for everyone else there is the discipline of 'hot desking'. "It's a clear your desk every night policy which, whenever you bring it in at the start is pretty painful if you're used to have a picture of your kid on your desk and your papers sitting there."

But he says that many of the firm's accountants may be doing work that's confidential and that's ring fenced from other parts of the business. He says: "We just don't leave papers on the desk overnight. It's a pretty good discipline once you get into it; it stops you hoarding stuff that you don't need. You need to file stuff that you need to file. So, a clear desk policy works and I actually like hot desking. Partners don't have offices; it keeps you in the middle of the teams."

"I've never had an office as a partner and I've been a partner for 11 years. That's just the way we work. Our UK chairman doesn't have an office in London, he sits open plan as well – that's just sort of the culture of the organisation."

The EY At Work programme

► involves the firm rolling out this cutting edge type of office in different places around the world. It is something that is continually being updated so the Edinburgh office has features that its Manchester office, which only opened six months ago, does not.

The office location means that it is pretty handy for the conference centre, which every second year hosts the Scottish Financial Enterprise Awards that EY sponsors.

Harvey heads the leadership team of EY in Scotland, a role he has held since 2015. He explains: "I'm responsible for EY in Scotland, being responsible for all of our people and what we do from a market perspective. I work very closely alongside Sue Dawe, head of the Edinburgh office and of Financial Services."

Dawe is one of four team heads along with Ally Scott on corporate finance or transactions services as EY calls it; Annie Graham who heads up the assurance or audit business, Laura Mair on tax and Neil MacLean on advisory.

Harvey says: "My role is to oversee that and, frankly, make sure it's all joined up."

"I came from assurance and you've witnessed I still deal with clients." This was a reference to the fact that our interview was delayed by his having to take a call to discuss an urgent client issue.

"When you move into a leadership position, to have credibility with our own people, to have credibility with the market you need to work with clients," Harvey stresses.

"And actually that's the bit that's really good fun. I think that if anybody works in professional services and doesn't work with clients, I think you lose touch with reality and you can't actually lead your people because they come to you and say 'this is difficult or that's difficult' or 'wouldn't it be better if we did this?'"

"If you're not in the trenches periodically you lose touch with what's really going on. So I would never not want to work with clients."

He reflects: "Our job is in many ways really privileged, genuinely really privileged, in that, because of our brand I get the opportunity to go and meet all of the best business leaders in Scotland; you can generally get a meeting."

Harvey reckons he spends about



We're quite fortunate in that the universities are producing really high calibre graduates in a number of areas that I think are going to be really important for the future of Scotland

70 per cent of his time with clients, depending on the time of year. He works with some clients directly and some he visits "because I want to see how are we doing, could we do better, that kind of client care type role".

He says: "It's important that we get round our clients with people who are independent of the day-to-day delivery team – just to go and make sure that we're doing what we need to do, because at the end of the day we're in the service business just like everybody else. We need to be on the front foot and understand that we're dealing with clients well."

I ask him what he is hearing from clients and whether Brexit is at the

top of everybody's agenda. "I don't think Brexit is the number one thing right now. We had a session yesterday where we had about 70 representatives from the public and private sectors on innovation and digital disruption and that is going to have a massive impact on almost all companies in Scotland – how they go to market, how they connect with the rest of the world, how they run their back office, what competitors that are coming into their space that weren't there five years ago."

Harvey refers to EYX, the programme set up by the firm to develop new innovations to shake up the world of accountancy. "Its like one of these venture capital-backed start-ups and they sit in an area outside our normal office and it's a bit of incubator in effect.

"These guys are wired differently or are thinking differently, have got different aspirations and in reality a number of will fail. But a number of them will come in and they will significantly disrupt what larger corporate clients are doing. The reason we are doing this is partly so we can run the incubators but also to bring them together with our larger corporate clients or with government to actually share that knowledge.

"What do large corporates want? In many ways they're looking for innovation. What do small, innovative companies want? Sometimes you need a large corporate or somebody with infrastructure to get them to market. Sometimes they have a great idea but they just don't have the scale to get it to market. So, how can we put those two together?"

"I think the number one agenda for many of our clients just now is how are business models changing, might change, could change? And how they respond to that. I also think it's a challenge for businesses out there to get the right skills to help them to do that. There's a lot of media coverage on the skills gap and I think it's really real in terms of, it isn't just about numbers of people, its about getting the right skills into your organisation.

"We're quite fortunate in Scotland in that the universities are producing really high calibre graduates in a number of areas that I think are going to be really important for the future of Scotland.

"I was with somebody yesterday who was describing how the calibre

IN FOCUS: Mark Harvey CV

Mark Harvey came to Scotland from Northern Ireland in 1999 and worked on secondment as 'bag carrier' to Robert Crawford, who later left the firm to become chief executive of Scottish Enterprise, the economic development agency. "It was him who motivated me, encouraged me to go to the States," he says. Harvey went to Santa Fe and worked in Silicon Valley from 2000 to 2002. "That was when you had the real dotcom boom and bust," he says.

He came back in 2002 and has been in Scotland ever since. Mark Harvey and his wife Karen have two children, Sophie and Jack who are both at Dollar Academy.

He did an MSC in Accounting at Queen's University in Belfast.

of people they could get out of the informatics school at Edinburgh university is frankly significantly better than what they get elsewhere in the UK and elsewhere in the world at a more effective cost. Which I think is a nice way of saying its cheaper here than it is in London to get a really, really high calibre of people who are really well trained.

“We’ve got corporates telling us that; some of whom are based here, so they might be a bit biased, but also others that aren’t based here. If you look at our attractiveness survey of organisations that are investing in Scotland; that is the area that they are coming to invest in. How do we get those skills, and those people and that capability that’s going to fundamentally change their business?”

It is into this complex picture on the future of business and the battle for talent that the, as yet uncharted, effects of Brexit will play. Harvey says: “Most corporates I talk to talk about the skills gap. Some also talk about how I am going to get the right calibre of people in the future because we don’t know how it’s going to pan out.

“In reality, around Brexit, there are some no regrets planning that people are doing because they just need to make certain plans. You can see almost certainly what will happen in certain regards. Some industries... if they need to have an aeroplane licence in Europe then you need to get a base there to go and do it.

“So there is planning that some organisations are doing but in reality we don’t know what’s going to happen yet and I don’t see too many who are wanting to make really big bets around what the outcome’s going to be, because they don’t know yet how it’s going to land.

“But the one thing they are all or most challenged around is how do we get the right calibre of people in our business in the future.” And Brexit only adds to that challenge.

“We are coming to a real crunch time for a number of businesses - Christmas is important. Last year for one of our clients, a number of their people went home for Christmas who didn’t come back. If you think it through from their perspective, there’s the whole geopolitical do they feel comfortable here any more?”

“The reality is also that many people were here to send money back home to other parts of Europe. Now if the currency is ten or 12 per cent

less valuable than it was 17 months ago, then that might change some of their thoughts.”

How many business leaders have spared an anxious thought or two over the festive period wondering if some of their team members from other EU countries who are key to the operation of their business were going to come back to work or to hand in their notice shortly after they had done so.

Within professional services itself the pattern of work is changing. EY has responded to that by launching Gig Now – a website that allows you to upload your CV, your expertise, the times of year you might want to work, the types of projects you might want to work on and the locations where you are willing to work. He says: “In future an EY-type organisation will always have its base level of resource but will staff up and down for projects to bring in real skills.”

He explains: “You have a skill and you’re willing to work anywhere in the UK. I have a client that needs exactly that skill set so I’ll pay you a premium to come and work for me for three months and once the project’s over, you’re no longer needed and you go and do something

.....
Many people were here to send money back home to other parts of Europe. Now if the currency is 12 per cent less valuable than it was, then that might change some of their thoughts



else. For many people, that’s the way they increasingly want to work. So we have got that facility called Gig Now and that’s a model a lot of clients will start to operate as well.”

Another change, and one that is growing more imminent, is the introduction of the EU General Data Protection Regulation, which comes in in May. “We’re working with a number of clients to support them in that. The fine is a pretty scary number when you’re talking about four per cent of your turnover. It sort of focuses the mind now. A number of clients have had to spend quite a lot of time and money, frankly, to make sure that they are prepared for the legislation. We’re now five months away so that’s when the rubber hits the road.”

It is interesting to note that Mark Harvey came from the audit side of the firm, as did two of the three heads of the other Big Four firms in Scotland – Catherine Burnet at KPMG and Lindsay Gardiner at PwC.

Harvey says: “I think it helps being in the business for a long time to really understand the culture of how it works and how EY works. All of the Big Four in many ways are very similar but were culturally different and I think it’s important to understand that culture. I think what the audit background gives me if that I’ve spent lots of time with lots of clients round Scotland. I’ve actually got out and met lots of clients.”

He says this is key in understanding what the market needs and what the teams in EY need to do to meet those needs.

A key part of that knowledge of the market, Mark Harvey says, is EY’s Entrepreneur of the Year Awards. “I think that’s more important than ever. This is the 20th year of Entrepreneur of the Year and if you look at the people that have come through it over the years, there are some phenomenal Scottish success stories.

“For us, being connected into that community is fundamental for our business in Scotland full stop. If you look at the Scottish economy you’ve got a small number of large players and you’ve got a large number of family-owned businesses and entrepreneurial businesses and some start-ups and some scale-ups and that’s our market. If we want to be effective, if we want to be growing, that’s where we need to play.” ■

Letter to my Younger Self



Gerard Eadie

Gerard Eadie CBE is executive chairman of CR Smith Ltd, a company he bought as a 22-year-old businessman.

Having left school at sixteen to start a glazing apprenticeship, Eadie was running his own successful business at the age of twenty.

The purchase of CR Smith with its 60-year heritage two years on was the first major step in a business career that has seen him create Scotland's leading windows and conservatories company and one of Scotland's best known 'home-grown' businesses and brands.

Here, he pens some advice to his younger self...

Dear Ger

AT 20, you think that working for yourself is just a great way to earn money so that you can go cycling across Europe.

However, you quickly realise that the buzz of winning business to fix people's windows gets the adrenaline pumping far more than the competition of road racing. Within two years, you will buy Bert Smith's window company, CR Smith, so that you can tell everyone your business has a local history and so miles better than any other glazier in Fife; you'll latch upon the new craze for double glazing and be defying all expectations for someone from Cowdenbeath's mining community.

You'll have that same business 40 years later, still selling windows but also selling something called orangeries as well. Times change. The good thing is that sense of excitement never leaves you, but you'll have to learn a lot along the way.

You might have left school without any qualifications, but your mother's belief in you is justified. You got an apprenticeship and that time learning a trade has given you much more than you realise now.

You'll know what it's like to get all the worst jobs, and that when you're right someone will always think you're wrong, but the work ethic and the grounding that a trade gives is a blessing when the world of business gets hard. You can tough it out because you still know how to roll up your sleeves and get on with whatever's in front of you.

Right now, you also know you are only as good as your last job. Don't lose that sense of perspective.

And never stop asking people questions, especially about running a business. For the next twenty years you'll learn much from those who are older than you and have been in business some time. For the twenty years after, focus on people younger than yourself. They are the ones who will have all the new ideas to keep you in business for as long as

you want.

By now you will have taken on your own apprentice and will have felt the weight of responsibility for earning enough to keep him in work.

At one stage in your career you will employ over 1,500 people.

You'll also work with your brothers, sons and nephew but my advice is never to see yourself as a family firm. Everyone in the organisation has a value, otherwise why would you work with them?

When you become a father, you'll be asked constantly if your sons are going to follow you into the firm. But ask yourself: Are they good enough? Or are they too good and you would stifle their potential? And you never

.....
What makes you different or better than any other business is the reason people want to buy from you and the reason why people want to work for you
.....

want to fall out with them, so think carefully about what it means to be badged "a family business".

Interestingly, though, you'll find that it is the people that you don't take on that bother you most.

One in particular comes in for a job and you know he's not going to get a job with you or anyone else. It feels like a waste and as an employer you could change things. It drives you to support many projects from The Airborne Initiative for young ex-convicts and The Prince's Trust through to setting



up your own Hand Picked academies to help young people understand what employers want in a new recruit.

The other challenge you will continue to face – and perhaps the most important – is getting the message right. What makes you and your business different is not just a message for your customers, it is also for the people you work with. What makes you different or better than any other business is the reason people want to buy from you and the reason why people want to work for you.

When you eventually get to my age, people will be constantly asking if and when you will retire. Well, I still enjoy my working life and being an active part of the business. Best of all I can choose what I want to do, because I've surrounded myself with ambitious younger people. So why stop when life is still stimulating and still throwing up interesting new things?

Finally, I'm delighted to tell you that people soon stop using 'Ger' and everyone calls you Gerard, making your mother very happy.

Yours Gerard



**RARE,
EXPENSIVE,
HANDMADE.
AND THAT'S
JUST THE
CASKS.**



**THAT'S THE
GLENGOYNE WAY.**

glengoyne.com

www.glengoyne.com

businessinsider
TOP500

in association with



SCOTTISH WIDOWS LEADS TOP500'S BIGGEST REBOUNDERS



By KEN SYMON

IT WAS a year of rebounds for some of Scotland's top companies with a number that had fallen from grace projecting themselves back into the top ranks.

The major top ten rebounder in this year's Top500 was **Scottish Widows** which leapt from 279th last time around to take the third spot.

The change displayed the first fruits of a major reorganisation of the group which had seen the Edinburgh-based financial giant notch up a profit of £346m compared to a £4.36bn loss the year before.

Scottish Widows, which is a key part of the insurance division of Lloyds Banking Group, achieved the biggest level of turnover growth in the index, boosting its previous turnover of £6.36bn to £24.41bn.

Widows was one of only two companies in the top turnarounds this year not completely or substantially in the oil and gas sector. One of the rising oil and gas

businesses has seen such a rise that the performance over the past period has seen it being included in the Top500 index this year after its performance saw it fall out of the index completely last year. Achieving the second biggest turnaround story this year was **Enquest Plc**, which was ranked at number 18. The petroleum

.....
Scottish Widows was one of only two companies in the top turnarounds this year not completely or substantially in the oil and gas sector
.....

exploration and production company turned round a near £902m loss last time around to etch up a £176m profit - a swing in value of more than a billion pounds.

But Enquest was not alone with the other notable turnarounds being **Subsea 7**, **Apache North Sea Ltd**, **GE Oil & Gas UK Ltd**, **Weatherford UK**,

Above: Scottish Widows is on a steep upward curve

Oceaneering International Services Ltd and **Bluewater Scotland**.

The other most notable blooming improver was **Dobbies Garden Centres Ltd** which was ranked at number 63 after turning a £48m plus loss previously into £14.5m profit - a performance that saw it rise up the Top 500 from 350 the previous year. A group of investors, led by Midlothian Capital Partners and Hattington Capital bought the green-fingered retail chain from Tesco in July 2016.

These rebounding business fortunes amounted to a much more positive picture for top corporates in Scotland. A total of 288 companies (57.6 per cent) showed a growth in profits over the year while 211 (42.2 per cent) showed a profits slump. One company - **United Wholesale Scotland** saw its profits unchanged at £2.01m.

A total of 35 companies - or seven per cent - of companies have gone from loss to profit in the latest year, while 21 (4.2 per cent) went from



Global Reach

4,000+ lawyers in 40+ countries across the Americas, EMEA and Asia Pacific
(www.dlapiper.com)

► profit to being lossmaking.

Excluding **Bank of Scotland** and **Royal Bank of Scotland**, the remaining 498 companies saw a more than 22 per cent increase in combined turnover to nearly £175bn from £143.2bn last time around. There was a much better picture on combined profits from the largely oil price produced slump of the year before – combined profits rose by 257 per cent to £4.14bn from a loss of £2.64bn previously.

Excluding the big two banks, the total number of employees amounted to 556,842 in the period in question, amounting to a 4.24 per cent fall from the 581,492 the previous year. The overall improvement in fortunes coupled with the falling numbers meant that profit per employee went up by 264 per cent – swinging from a loss per employee of £4,537 to a profit of £7,440.

The biggest ‘newcomer’ was **Standard Life Aberdeen**, which was ranked at second place, replacing its two constituent companies, Standard Life which was fourth last year and Aberdeen Asset Management which was in seventh place. The combined turnover of £19.74bn and profits of £1.01bn saw it edge a rejuvenated Scottish Widows into third place.

The performance of the two big banks was as divergent as last year with Bank of Scotland dropping down two to fourth place with profits of £3.4bn (£2.65bn last time) on slightly reduced turnover of £7.25bn (£7.28bn). But the Mound-headquartered business was still streets ahead of its Edinburgh banking revival.

Royal Bank of Scotland was ranked at 271 (273) with slightly reduced turnover of £12.59bn (£12.92bn) but losses that slumped to £4.08bn compared to £2.70bn losses last time around. It was the business that has shed the most employees over the year cutting 10,800 jobs or more than 12 per cent of its workforce with its headcount falling from 87,800 to 77,000. It is a process that is continuing with further shedding of employees and branches since the cut off date for the figures.

The list of companies that leapt up the league was headed by **Celtic plc**, which rose by 323 places to



Thornton's Law, led by joint managing partners Craig Nicol (left) and Scott Milne, has further expanded by buying Fife-based law firm Pagan Osborne

Weir Group, the Glasgow-based engineer saw a remarkable rise of 255 places to 21 in this year's Top 500 from 276 previously

its current rank of 141 from 464 previously. The football club saw its profits rise to £6.9m from £460,000 on the back of turnover increasing from £52.01m to £90.64m, boosted by a run in the UEFA Champions

League. The second biggest riser in the rankings was **Plexus Corp (UK) Ltd**, the Kelso-based electronics developer and manufacturer which rose 317 places to 172 from 489 after boosting its turnover from £45.27m to nearly £53m, while seeing profit swing to £11.4m from a loss of nearly £5.4m the previous year.

Weir Group, the Glasgow-based engineer also saw a remarkable rise of 255 places to 21 in this year's Top 500 from 276 previously. In what was also a notable turnaround story, Weir turned its previous near £200m loss into a profit of nearly £43m on slightly reduced turnover of £1.84bn down from £1.92bn last time.

Power giant **SSE** retained its top spot for the third year running with a boost in performance right across the board. The Perth-based utility boosted its profit to £1.77bn from £593.3m previously on turnover up to £29.03bn from £28.78bn last time around.

The group also slightly increased its employee numbers by 0.2 per cent to 21,157 but also increased its profit per employee figure by nearly 199 per cent to £83,972.

There is a chance that the SSE business could grow even more with talks taking place between the Perth

Biggest climbers

	Risen by (places)	Present rank	Old rank
Celtic Plc	323	141	464
Plexus Corp (UK) Ltd	317	172	489
Dobbies Garden Centres Ltd	287	63	350
Scottish Widows Limited	276	3	279
Weir Group PLC	255	21	276

Top five oldest companies

Name	Date established
Clydeport Operations Ltd	1674
Royal Bank of Scotland Group Plc	1727
Tennent Caledonian Breweries UK Ltd	1740
Johnston Press Plc	1767
Beam Santori Ltd	1779

group and Npower about combining their operations to create a new company in the UK.

Under the proposals, the combined group would contain SSE's and Innogy's household energy supply and services business in Britain. It would add SSE's customer base of 7.77 million households to Npower's 4.8 million.

The talks came as SSE prepared for regulatory changes that could have a significant effect on its business after the UK Government announced a price cap on poor value energy tariffs.

The other major utility company **ScottishPower** is in fifth place, down from third last year with the combined Standard Life Aberdeen and the energised Scottish Widows moving ahead of it. The Glasgow-based multi-utility business saw a fall back in its profits to £624.7m from nearly £705m on turnover which was reduced from £6.59bn to £5.42bn. The Glasgow-based power company also cut its number of employees



by 4.8 per cent to 6,205 and despite the falling numbers, the profit per employee fell by nearly seven per cent to nearly £101,000.

Rising to number six in the Top 500 listing from its previous ninth place was **First Group**, the Aberdeen-based passenger transport

Above: The biggest 'newcomer' in the Top 500 was Standard Life Aberdeen, which was ranked at second place

business, notching up rising profits, up from £113.5m to £152.6m on the back of turnover increased from £5.22bn to £5.65bn.

Making up the top ten companies are three financial services companies, two utilities, two transport/automotive companies, two drinks companies and temporary power company **Aggreko**.

This compares to two years ago when there were five financial services businesses, two energy businesses (**John Wood Group** and **Subsea 7**), one utility (SSE), with engineering represented by **Weir Group** and temporary power company **Aggreko**.

A notable new entrant is **Thornton's Law**, the Dundee-based legal services business that topped the Insider SME300 index in 2016. Its financial performance saw its turnover rise from just under the Top500 threshold of £20m to nearly £23m with profits rising from £4.01m to £4.3m. The firm also boosted its profit per employee figure by more than 30 per cent to £12,169. Since the figures were reported Thornton's Law, led by joint managing partners Craig Nicol and Scott Milne, has further expanded by buying Fife-based law firm Pagan Osborne, which had gone into administration.

There were three companies that were in the Insider SME300 index in 2017 which have seen a rapid promotion to the Top 500 this time around.

The highest ranked of these is **Campion Homes Ltd**, the Dumfermline-based family-owned housebuilding business which has received a £3m investment from BGF, the business growth fund. Campion, which was number 150 in the SME 300 last year entered the Top 500 rankings at 358.

Professional Beauty Systems (Holdings) Ltd, the Inchinnan-based manufacturer and supplier of hair and beauty products, entered the index at 391, having been number four in the SME 300 in 2017.

The third promoted company was **Craig of Campbeltown Ltd** which entered the index at 473. The business, owned by the Craig family, runs West Coast Motors, the bus and ferry business operating from the

Top500 annual comparison

Taken from each year's published Top500	Turnover £bn	Profit £bn	Employees	Profit per employee
2000	85.9	8.6	594,950	£14,455
2001	94.7	9.8	644,311	£15,225
2002	108	12.3	726,162	£16,938
2003	109.5	12.4	779,611	£15,913
2004	113.1	10.8	793,491	£13,597
2005	121.4	17.7	806,826	£21,962
2006	131.1	18.5	770,749	£23,999
2007	160.9	23.5	759,554	£30,947
2008	174.7	28.8	774,827	£37,402
2009	179.7	28.2	793,870	£35,476
2010	180.9	-22.9	874,076	-£26,244
2011	202.1	5.9	831,803	£7,144
2012 RBS & HBOS	202.48	10.98	778,609	£14,105
2013 RBS only	176.51	10.15	721,848	£14,061
2014 RBS & BoS	180.07	3.6	760,976	£4,731
2015 RBS & BoS	189.99	2.1	731,627	£2,843
2016 RBS & BoS	184.61	13.35	623,779	£21,402
2017 RBS & BoS	153.09	-0.22	621,550	-£353
2018 RBS & Bos	194.81	3.46	674,994	£5,120
<i>HBOS tracked from 2003 to 2012. Prior to 2003 Insider tracked Bank of Scotland plc. In 2013 HBOS nor Bank of Scotland were included. In 2014 Bank of Scotland is tracked. The 2013 employee number would have been 770,414 if Bank of Scotland had been included</i>				
Without RBS, HBOS or BOS				
2010	151.24	11.98	602,300	£19,951
2011	137.3	9.67	574,501	£16,831
2012	146.85	13.43	568,687	£23,619
2013	147.57	10.92	577,548	£18,907
2014	154.79	10.09	595,851	£16,933
2015	162.51	8.9	573,311	£15,471
2016	158.81	7.38	571,631	£12,910
2017	132.88	-0.17	573,199	-£297
2018	174.97	4.14	556,842	£7,440

► Argyll town.

This year's loss leader was **Johnston Press**, the newspaper publisher, which saw its previous profit of £2.89m slump to a loss of £300.26m. The Edinburgh-based group, which was at 325 in the rankings compared to last year's 124th place, saw its turnover fall from £245.09m to £243m over the period in question.

Concerns over the performance of the group which publishes *The Scotsman*, the *T* newspaper and the *Yorkshire Post*, has led to Christen-Ager Hanssen's Custos Group seeking to replace the chair and members of the board.

The second biggest loss leader and the biggest faller in the rankings was **Bibby Offshore Ltd**, the Aberdeen-based offshore services group, whose performance slumped to a loss of £35.89m compared to a profit of £28.55m last time around – a change of nearly £65m.

The swing from profit to loss saw it fall in the rankings from 40 last time around to 350 this time, a fall of 310 places.

Texas Instruments Ltd, the Greenock-based semiconductor business, slumped to a loss of £26.4m from a profit of £10.6m previously. The change in performance saw it

Sector breakdown

	Latest Turnover £m	Turnover Change %	Latest Employees	Employees Change %
Banking & Finance	22589.14	-0.59%	125226	-6.51%
Construction	4252.59	15.39%	15315	7.84%
Distribution & Wholesale	6036.61	-0.80%	39573	5.56%
Drinks (+soft)	3914.374	7.75%	10158	3.19%
Electronics	2379.1	33.07%	6666	4.19%
Engineering	5247.02	1.08%	27730	-12.30%
Food & Farming	3913.82	3.43%	20527	1.25%
Hotels & Leisure	827.02	9.01%	10663	0.71%
Industrial & Manufacturing	9343.97	3.29%	41239	-6.09%
Life & Insurance	52455.04	143.03%	15970	26.78%
Marketing & Media	1869.64	36.17%	15712	10.41%
Motor	7579.57	8.22%	19319	12.33%
Offshore	19646.69	-9.18%	77276	-5.31%
Offshore Engineering	3033.01	-19.29%	14120	-2.33%
Offshore Equip Supply	969.81	-20.97%	6784	-5.93%
Offshore Exploration	5638.18	-6.04%	3951	-6.00%
Offshore Gen Service/People	10174.95	-6.39%	53405	-6.19%
Paper & Packaging	442.67	0.24%	974	-37.00%
Property Investor/Developer	349.7	7.29%	1183	-3.11%
Retail	3058.21	0.01%	25541	-20.06%
Services & Utilities	47290.8	-0.57%	134962	-1.42%
Textiles	59.76	0.08%	463	1.09%
Transport	11230.42	4.75%	151022	-4.93%

Note: Some companies fall into more than one sector. Turnover and Profit figures in £m.



Royal Bank of Scotland (pictured here, the company's HQ in London) was ranked at 271 with slightly reduced turnover of £12.95bn but losses that slumped to £4.08bn

Stewart Milne Group Ltd saw its previous profit of just under £5m go into the red to the tune of nearly £27m

drop 294 places in the Top500, going down from 133 to 427 this year.

Stewart Milne Group Ltd, the Aberdeen-based housebuilder, saw its previous profit of just under £5m go into the red to the tune

of nearly £27m, a swing of nearly £32m. The change in the company's fortunes, which followed the slump in the economy of the north-east of Scotland saw the company, founded and led by the Aberdeen Football Club chairman Stewart Milne, fall 231 places in the rankings to 324 from 93.

Family businesses, of which there were 159 in the Top500, etched up an improvement in turnover and profits over the year. Combined pre-tax profits rose to £1.17bn from £1.08bn, a rise of nearly eight per cent, on the back of turnover that increased by nearly five per cent from £21.77bn to £22.83bn.

They were outperformed this year by non-family businesses, which saw a rise of nearly 180 per cent in pre-tax profits to £2.98bn from a loss last time around of £3.72bn. This was achieved on turnover increased by more than 25 per cent from £121.43bn to £152.13bn.

Employee numbers in family firms rose by just over 2.3 per cent from 134,787 to 137,924 and profits per employee also was up by more than five per cent from £8,044 to £8,464.

But employee numbers in non-family firms fell by more than six per cent from 466,705 last time to 418,918.

The movement heralded a change in profit per employee up by 185 per cent from minus £8,334 last time to £7,102 in positive territory this time around. ■



Volume of M&A Deals in the UK

(Mergermarket, 11-time winner between 2016 – 2005)

LOOKING FORWARD TO THE CHALLENGES IN THE YEAR AHEAD



LLM that was among America's most successful small-business in January based on unemployment levels and the year just past and forecast success for the top 100 of the year ahead—just with a couple of heads of typical success stories to help you understand the forecast.

And perhaps the most interesting success story is the forecast for the year ahead—success stories of the past year. The top 100 of the year and there were three small businesses in 2013. The top 100 of the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.



Ryan Smith

forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014. The forecast for the year ahead is 2014.

INSIDER TOP500: 1-50

RANK	COMPANY NAME	ACTIVITY	LOCATION	COUNTRY OF OWNERSHIP	TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
1-25													
1	1	SSE	Perth	Sco	29,037.90	28,780.30	1,776.60	593.30	21,157	0.2	83,972	198.9	Mar-17
2*	4	Standard Life Aberdeen	Edinburgh	Sco	19,736.10	8,892.00	1,010.90	549.00	9,114	41.7	110,917	29.9	Dec-16
3*	279	Scottish Widows	Edinburgh	UK	24,413.00	6,360.00	346.00	-4,360.00	2,692	-6.0	128,529	n/a	Dec-16
4*	2	Bank of Scotland	Edinburgh	UK	7,254.00	7,285.00	3,395.00	2,653.00	35,752	-1.6	94,960	30.1	Dec-16
5*	3	Scottish Power	Glasgow	Spain	5,422.50	6,590.40	624.70	704.90	6,205	-4.8	100,677	-6.9	Dec-16
6	9	FirstGroup	Aberdeen	Sco	5,653.30	5,218.10	152.60	113.50	100,891	-7.1	1,513	44.8	Mar-17
7	10	Arnold Clark Automobiles	Glasgow	Sco	3,662.46	3,353.52	125.35	110.39	10,672	16.2	11,746	-2.3	Dec-16
8	13	William Grant & Sons Holdings	Motherwell	Sco	1,061.67	882.54	260.21	177.21	1,904	0.0	136,665	46.8	Dec-16
9	6	Aggreko	Glasgow	Sco	1,515.00	1,561.00	172.00	226.00	6,090	-27.8	28,243	5.4	Dec-16
10	11	Chivas Brothers	Paisley	Fr	927.54	916.45	284.20	365.47	1,660	3.2	171,205	-24.6	Jun-16
11	15	Technip UK	Aberdeen	Fr	1,356.88	1,321.54	120.10	89.46	899	-12.0	133,593	52.6	Dec-16
12	14	Scottish Water	Dunfermline	Sco	1,196.80	1,187.40	106.20	110.70	3,823	3.8	27,779	-7.6	Mar-16
13*	18	Life Technologies	Paisley	USA	859.54	727.67	186.17	211.71	871	7.8	213,743	-18.4	Dec-16
14*	264	Subsea 7	Aberdeen	Lux	798.43	940.39	251.62	-5.89	n/a	n/a	n/a	n/a	Dec-16
15	12	John Wood Group	Aberdeen	Sco	3,339.45	3,378.05	53.49	93.63	29,000	2.9	1,844	-44.5	Dec-16
16*	20	Edrington	Glasgow	Sco	701.30	574.60	189.00	144.80	2,282	-1.8	82,822	33.0	Mar-17
17*	17	Tesco Bank/Tesco Personal Finance	Edinburgh	UK	812.40	772.60	110.10	187.90	3,878	6.8	28,391	-45.1	Feb-17
18	New	Enquest	Aberdeen	UK	646.82	616.25	176.06	-901.82	477	0.4	369,099	n/a	Dec-16
19*	272	GE Oil & Gas UK	Bridge of Don	USA	889.78	968.26	77.83	-19.12	3,018	-10.0	25,789	n/a	Dec-16
20*	19	Sky Subscribers Services	Dunfermline	UK	893.40	957.22	72.67	60.12	8,592	6.9	8,458	13.1	Jun-16
21	276	Weir Group	Glasgow	Sco	1,844.90	1,917.70	42.80	-199.80	13,206	-11.0	3,241	n/a	Dec-16
22*	23	Chevron North Sea	Aberdeen	USA	662.90	636.10	64.80	57.40	n/a	n/a	n/a	n/a	Dec-16
23	25	Edinburgh Woollen Mill (Group)	Langholm	Sco	576.31	562.60	89.79	91.20	4,991	-51.5	17,990	103.0	Feb-16
24*	28	The Miller Homes Group (UK)	Edinburgh	Sco	565.30	525.60	85.60	56.40	740	2.5	115,676	48.1	Dec-16
25*	16	Cirrus Logic International (UK)	Edinburgh	USA	1,236.75	800.71	25.10	167.62	126	20.0	199,206	-87.5	Mar-17
26-50													
26	27	Cala Group	Edinburgh	Sco	587.09	436.62	50.31	39.35	769	17.4	65,423	8.9	Jun-16
27*	31	GE Caledonian	Prestwick	USA	640.06	465.26	42.03	29.90	556	-17.3	75,594	69.9	Dec-16
28	26	John Menzies	Edinburgh	Sco	1,981.60	1,899.20	19.80	18.20	27,176	8.0	729	0.7	Dec-16
29	8	Stagecoach Group	Perth	Sco	3,941.20	3,871.10	17.90	104.40	39,723	-1.2	451	-82.6	Apr-17
30*	24	Johnson & Johnson Medical	Livingston	USA	579.00	549.30	32.03	107.37	1,802	-1.8	17,775	-69.6	Jan-17
31	30	Alexander Dennis	Falkirk	Sco	601.24	601.91	23.73	23.00	2,365	2.2	10,034	1.0	Dec-16
32	44	Halliburton Manufacturing & Services	Dyce	USA	478.04	621.03	27.11	12.98	1,793	-22.6	15,120	169.9	Dec-16
33	37	Exova Group	Newbridge	USA	328.60	296.50	36.60	23.20	4,150	-4.9	8,819	65.9	Dec-16
34	33	Walter Scott & Partners	Edinburgh	USA	215.22	207.83	149.39	142.73	127	13.4	1,176,299	-7.7	Dec-16
35	34	AG Barr	Cumbernauld	Sco	257.10	258.60	43.10	41.30	1,001	11.1	43,057	-6.1	Jan-17
36	New	Wood Mackenzie	Edinburgh	USA	226.57	166.47	55.23	213.26	892	57.0	61,917	-83.5	Dec-16
37	35	Robertson Group (Holdings)	Elgin	Sco	438.00	288.37	21.40	11.97	1,637	23.3	13,073	45.0	Mar-16
38	39	Forth Ports	Edinburgh	Lux	214.40	202.90	58.00	87.00	1,090	1.8	53,211	-34.5	Dec-16
39	45	City Refrigeration Holdings (UK)	Glasgow	Sco	617.74	463.12	15.66	13.50	11,844	-1.7	1,322	17.9	Dec-16
40	42	Park's of Hamilton (Holdings)	Hamilton	Sco	551.15	448.02	16.97	16.05	1,809	42.8	9,381	-25.9	Mar-16
41	38	DC Thomson & Co	Dundee	Sco	275.37	244.84	24.22	30.06	2,093	112.9	11,572	-62.2	Mar-16
42	22	National Oilwell Varco UK	Aberdeen	USA	285.01	396.42	21.93	237.26	1,553	410.9	14,121	-98.2	Dec-16
43	New	Marine Harvest (Scotland)	Rosyth	Nor	225.11	196.69	37.30	17.65	619	-5.8	60,258	124.3	Dec-16
44*	41	Babcock Int'l Group	Dunfermline	UK	551.13	533.83	14.32	14.40	1,610	-47.5	8,894	89.4	Mar-16
45	47	Schuh	Livingston	USA	280.94	266.81	15.80	14.33	1,761	-4.4	8,972	15.4	Jan-17
46	48	Edinburgh Airport	Edinburgh	Sco	164.13	145.46	47.62	70.62	602	9.1	79,103	-38.2	Dec-16
47	29	Farmfoods	Cumbernauld	Sco	669.20	694.39	9.24	20.04	4,099	-5.1	2,254	-51.4	Jan-17
48	58	Peter Vardy Holdings	Glasgow	Sco	438.36	437.27	10.06	9.23	799	2.8	12,591	6.0	Dec-16
49	105	Scottish Sea Farms	Stirling	Nor	154.40	120.21	40.83	8.54	403	-6.1	101,315	408.9	Dec-16
50	57	Eastern Holdings	Broxburn	Sco	549.97	508.38	9.55	8.94	1,129	7.6	8,459	-0.7	Dec-16

INSIDER TOP500 2017



UK M&A Legal Adviser of the Year

(Mergermarket – 2017)

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP.£		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
51-75													
51*	51 John Clark (Holdings)	Motor dealer; garage proprietor	Aberdeen	Sco	702.78	667.20	8.24	9.11	1,206	5.9	6,833	-14.6	Dec-16
52*	90 RJ McLeod (Contractors)	Civil engineering; building	Glasgow	Sco	180.72	116.30	19.60	12.33	459	8.0	42,709	47.2	Oct-16
53	62 Babcock Rail	Multi-disciplinary rail infrastructure	Blantyre	UK	251.05	222.61	12.20	11.45	1,113	4.3	10,961	2.1	Mar-17
54*	300 Apache North Sea	Oil and gas exploration	Aberdeen	USA	530.27	607.15	9.16	-231.10	n/a	n/a	n/a	n/a	Dec-16
55	New UPM-Kymmene (UK)	Paper, timber and plywood products	Irvine	Fin	262.90	272.49	10.76	5.01	179	-77.6	60,112	857.5	Dec-16
56*	53 LifeScan Scotland	Medical diagnostic devices	Inverness	USA	134.63	130.82	51.57	60.81	1,048	-5.8	49,208	-9.9	Jan-17
57	60 M-I Drilling Fluids UK	Oil rig drilling services	Aberdeen	USA	144.41	180.50	32.19	13.89	437	-31.6	73,661	238.9	Dec-16
58	70 Mitsubishi Electric Air Con Systems	Air conditioning systems manufacturer	Livingston	Jap	164.42	147.15	20.22	17.77	882	2.0	22,925	11.6	Mar-17
59	61 James Jones & Sons	Sawmilling; timber engineering	Larbert	Sco	141.28	132.84	34.15	28.52	653	18.5	52,297	1.0	Dec-16
60	199 Scottish Friendly Assurance Society	Life assurance	Glasgow	Sco	248.35	81.28	10.55	2.66	96	0.0	109,896	296.6	Dec-16
61*	71 WebhelpTSC/Telecom Service Centres	Call centre operator	Falkirk	Fr	170.75	137.89	16.83	13.87	7,374	4.4	2,282	16.1	Dec-16
62	55 Balmoral Group Holdings	Offshore/environmental equipment	Aberdeen	Sco	134.45	136.39	41.00	29.80	576	3.4	71,181	33.0	Mar-16
63*	350 Dobbies Garden Centres	Garden centres	Lasswade	UK	167.71	141.15	15.84	-44.65	1,882	182.2	8,417	n/a	Feb-16
64	64 GAP Group	Plant and tool hire	Glasgow	Sco	174.65	157.30	15.01	14.40	1,566	7.7	9,585	-3.2	Mar-17
65	82 Ingenico UK	Electronic banking terminals	Dalgety Bay	Fr	137.60	105.80	23.96	16.48	338	3.4	70,888	40.7	Dec-16
66*	69 Breedon Northern	Quarrying; road surfacing	Monifieth	UK	155.59	145.12	17.67	13.60	676	2.9	26,139	26.3	Dec-16
67	72 Glasgow Airport	Airport operators	Paisley	UK	112.46	103.81	59.03	34.68	472	-4.5	125,064	78.1	Dec-16
68	89 Cruden Investments	Construction; property development	Edinburgh	Sco	200.64	169.60	10.39	7.45	624	7.2	16,651	30.1	Mar-17
69*	80 Scottish Midland Co-operative Society	Retail stores	Edinburgh	Sco	376.17	370.62	7.62	5.45	4,274	-3.3	1,783	44.5	Jan-17
70	56 J&J Denholm	Shipping/logistics/seafoods/industrial	Glasgow	Sco	217.59	329.98	9.25	10.10	925	-76.0	10,000	281.0	Dec-16
71	65 JR Dalziel (Holdings)	Meat supplier	Bellshill	Sco	164.85	163.03	12.68	14.29	586	8.1	21,638	-17.9	Sep-16
72*	87 Lothian Buses	Local transport service	Edinburgh	Sco	146.92	142.45	14.00	8.96	2,232	0.0	6,272	56.3	Dec-16
73	New Oceaneering International Services	Services/equipment to energy industry	Aberdeen	USA	247.42	282.51	7.73	-33.02	2,333	8.4	3,313	n/a	Dec-16
74*	139 Gates (UK)	Power supplies	Dumfries	USA	124.31	108.31	20.77	18.07	484	-2.0	42,915	17.3	Dec-16
75	50 Craig Group	Shipping; energy services	Aberdeen	Sco	163.88	185.17	10.63	18.36	1,136	2.3	9,357	-43.4	Apr-16
76-100													
76	108 Shin-Etsu Handotai Europe	Silicon wafers manufacturer	Livingston	Jap	155.58	129.53	11.21	7.59	414	1.5	27,077	45.6	Dec-16
77*	36 Alliance Trust	Investment trust	Dundee	Sco	84.79	114.39	74.23	65.95	272	0.0	272,904	12.6	Dec-16
78	81 James Walker (Leith)	Timber; construction; property	Livingston	Sco	151.21	144.94	11.02	9.56	600	0.5	18,367	14.7	Mar-16
79	74 Walkers Shortbread	Shortbread/biscuits/bakery products	Aberlour on Spey	Sco	138.74	139.36	12.89	11.93	1,459	-0.3	8,835	8.4	Dec-16
80	73 Peoples	Motor dealer	Falkirk	Sco	276.57	260.70	6.17	6.84	411	1.5	15,012	-11.1	Jul-17
81	77 Malcolm Group	Distribution; construction	Linwood	Sco	212.10	215.80	7.57	7.36	2,087	8.6	3,627	-5.3	Jan-16
82*	170 Urban & Civic	Commercial property dev/investment	Glasgow	Sco	95.17	55.48	25.86	7.04	66	32.0	391,818	178.3	Sep-16
83	New Oil States Industries (UK)	Connectors for oil industry	Aberdeen	USA	83.58	123.96	46.91	35.53	291	-15.4	161,203	56.1	Dec-16
84	76 WL Gore & Associates (UK)	Technology-driven solutions	Livingston	USA	98.80	112.01	21.67	16.53	300	-21.1	72,233	66.1	Mar-17
85	277 JW Galloway	Production/sale of beef and lamb	Bridge of Allan	Sco	311.07	307.82	5.60	4.40	967	0.3	5,791	26.9	Mar-16
86*	New Maxxium UK	Alcoholic drinks wholesaler	Stirling	Sco	198.61	203.72	7.50	4.82	197	-11.3	38,071	75.3	Mar-16
87	New STV Group	Media communications	Glasgow	Sco	120.40	116.50	15.70	9.80	508	2.4	30,906	56.4	Dec-16
88	75 John Dewar & Sons	Whisky distiller, blender and bottler	Glasgow	Berm	109.91	104.25	19.54	20.55	291	-2.0	67,148	-3.0	Mar-16
89	49 Devro	Casings for the food industry	Glasgow	Sco	241.10	230.20	6.20	15.10	2,265	4.2	2,737	-60.6	Dec-16
90	96 Macfarlane Group	Packaging/distribution/warehousing	Glasgow	Sco	179.77	169.13	7.81	6.77	795	6.3	9,824	8.5	Dec-16
91*	78 Forth Holdings	Electrical/mechanical installations	Stirling	Sco	185.98	204.06	6.74	7.54	1,903	-0.1	3,542	-10.5	Aug-16
92	63 Bilfinger Salamis UK	Multi-discipline offshore services	Aberdeen	Ger	139.04	181.55	9.26	13.11	1,629	-15.3	5,684	-16.6	Dec-16
93	New Emtelle UK	Ducting; blown fibre solutions	Jedburgh	NL	93.44	83.61	19.14	14.50	251	1.6	76,255	29.9	Dec-16
94	118 Lunar Fishing Co	Fishing and storage	Peterhead	Sco	81.97	74.83	23.23	9.62	283	0.4	82,085	140.6	Dec-16
95	59 Archer (UK)	Offshore personnel and equipment	Aberdeen	Berm	125.84	150.11	10.04	17.54	715	-13.8	14,042	-33.6	Dec-16
96*	117 Castle View Ventures	Catering; facilities management	Stirling	Sco	137.09	120.22	9.09	5.58	4,746	-8.2	1,915	77.5	Mar-16
97*	46 Turner & Co (Glasgow)	Diesel equipment/facilities management	Glasgow	Sco	190.66	298.37	5.82	14.26	1,429	-27.2	4,073	-43.9	Mar-16
98	101 Advance Construction Group	Property devt; civil engineering	Bellshill	Sco	154.74	133.45	7.62	7.94	1,134	8.3	6,720	-11.4	Mar-16
99*	100 CAN (Holdings)	Asset integrity service provider	Aberdeen	UK	91.94	82.24	16.53	16.12	613	8.3	26,966	-5.3	Dec-16
100	85 Skyscanner	Online travel search engine	Edinburgh	Sco	158.34	119.70	7.32	12.90	511	-31.9	14,325	-16.7	Dec-16

15/05/2018 09:50:00 AM


European Mid-Market Legal Adviser of the Year

(FT/Mergermarket European M&A Awards, 6-time winner between 2016 - 2007)

INSIDER TOP500: 101-150

RANK	COMPANY NAME	ACTIVITY	LOCATION	COUNTRY OF OWNERSHIP	TURNOVER £M PRESENT	TURNOVER £M PREVIOUS	PROFIT £M PRESENT	PROFIT £M PREVIOUS	EMPLOYEES No. PRESENT	EMPLOYEES No. CHANGE%	PROFIT PER EMP £ PRESENT	PROFIT PER EMP £ CHANGE%	YEAR END
101*	66 John Madean & Son Electrical (Dingwall)	Wholesale electrical supplier	Dingwall	SCO	119.89	139.17	9.51	11.43	213	n/a	44,648	n/a	Dec-16
102	114 James Donaldson & Sons	Timber engineering, sawmilling	Glenrothes	SCO	136.55	127.05	7.76	5.92	694	2.1	11,182	28.4	Mar-17
103*	107 Ogilvie Group	Construction; housing developer	Stirling	SCO	207.00	209.00	4.60	4.80	461	1.5	9,978	-5.6	Jun-16
104	68 Sodexo Remote Sites Scotland	Offshore/onshore facilities management	Aberdeen	FR	108.09	137.13	9.95	14.86	1,459	-19.3	6,820	-17.0	Aug-16
105	106 Scottish Leather Group	Leather manufacturing	Bridge of Weir	SCO	128.64	140.23	7.75	2.61	599	3.8	12,938	186.0	Mar-16
106*	239 Munro Healthcare Group	Pharmaceutical wholesaler	East Kilbride	SCO	120.65	82.52	8.81	1.46	198	12.5	44,495	436.4	Mar-16
107	104 Gray & Adams Holdings	Refrigerated trailers	Fraserburgh	SCO	124.91	124.73	8.08	6.63	682	0.4	11,848	21.3	Apr-16
108	86 Browns Food Group	Quality cooked meats, salmon	Sanquhar	SCO	151.23	169.07	6.07	7.69	1,244	2.9	4,879	-23.3	Dec-16
109	94 Dingbro	Motor component distributor	Aberdeen	SCO	132.53	136.35	7.19	8.14	1,286	0.4	5,591	-12.0	Sep-16
110*	103 Brodies	Legal services	Edinburgh	SCO	65.10	57.94	30.90	27.10	693	9.8	44,589	3.8	Apr-16
111	91 CCG (Holdings)	Building contractor and services	Glasgow	SCO	135.81	119.69	6.39	1.82	571	0.0	11,191	251.1	Mar-17
112*	159 Macdonald Hotels	Hotel operator	Bathgate	SCO	154.17	178.29	5.61	68.07	3,555	-1.0	1,578	-91.7	Mar-17
113*	New EWOS	Fish feed manufacture	Bathgate	USA	116.04	131.02	8.00	9.33	72	2.9	111,078	-16.7	May-16
114*	New GEG (Holdings)	Maintenance and construction	Inverness	SCO	292.38	375.77	3.13	21.88	3,590	-13.6	872	-83.4	Mar-16
115	110 Iomart Group	Cloud computing/managed hosting	Glasgow	SCO	76.28	65.80	13.02	10.79	376	12.6	34,628	7.2	Mar-16
116	99 Search Consultancy	Recruitment	Glasgow	UK	178.82	173.64	4.29	6.48	634	1.9	6,767	-35.0	Jan-17
117	120 Charles River Laboratories Pre Services	Scientific research	Tranent	USA	70.81	63.31	14.32	13.70	890	143.8	16,090	-57.1	Dec-16
118	125 Smart Metering Systems	Gas connects; metering systems	Glasgow	SCO	67.19	53.95	18.24	17.47	714	130.3	25,546	-54.7	Dec-16
119*	132 Tennent Caledonian Breweries	Wine, beer and spirits wholesaler	Glasgow	EIRE	84.04	94.60	9.67	6.21	175	-42.6	55,257	171.5	Feb-16
120*	334 Bluewater Scotland	Operation of offshore facilities	Aberdeen	NL Ant	135.12	177.97	5.69	-28.32	88	114.6	64,659	n/a	Dec-16
121*	New Tilhill Forestry	Forestry management	Stirling	UK	117.94	125.33	6.55	41.29	190	-1.0	34,484	-84.0	Mar-16
122*	97 Media Scotland	Newspaper publisher	Glasgow	UK	69.50	80.41	13.15	16.54	430	-4.9	30,590	-16.4	Jan-17
123	84 Tennent Caledonian Breweries UK	Brewery	Glasgow	UK	91.04	113.28	8.90	13.74	305	-3.2	29,180	-33.1	Feb-16
124	126 Whyte and Mackay Group	Whisky distiller	Glasgow	Phil	125.74	146.29	5.78	3.79	489	0.0	11,820	52.5	Dec-16
125*	New Macrae & Dick	Motor dealer	Inverness	SCO	181.91	194.05	3.63	2.69	430	-5.7	8,447	43.2	Mar-16
126-150													
126	144 Springfield Properties	Housebuilder/property developer	Elgin	SCO	110.59	90.78	6.69	5.10	479	6.7	13,967	23.0	May-17
127	New Pipeline Technique	Pipeline/riser welding contractor	Huntly	NL	67.30	28.56	14.48	-0.37	188	17.5	77,021	n/a	Dec-16
128	127 Scott Group Investments	Pallets and crates	Dunfermline	SCO	128.31	116.99	5.25	4.99	997	14.3	5,266	-8.0	Dec-16
129*	152 Vasutek	Vascular prosthesis	Inchinnan	JAP	66.26	59.58	14.67	8.00	786	7.4	18,664	70.8	Mar-17
130*	88 Produce Investments	Potato farming	Duns	UK	185.10	178.44	3.50	7.26	1,254	-10.0	2,791	-46.5	Jun-16
131	160 TOM Vehicle Rental	Vehicle fleet management and hire	Airdrie	SCO	161.23	213.23	3.83	3.64	569	-0.7	6,731	5.9	Mar-17
132	135 Ethigen	Pharmaceuticals distribution	East Kilbride	SCO	176.60	154.55	3.55	3.30	261	24.9	13,602	-13.9	May-16
133*	112 Beam Santori	Whisky distiller	Glasgow	JAP	58.85	58.75	20.60	25.36	184	-6.1	111,957	-13.5	Dec-16
134*	54 Petrolneous Manufacturing Scotland	Oil refiners	Grangemouth	UK	250.68	288.72	2.52	11.66	493	10.3	5,112	-80.4	Dec-16
135	166 BioReliance	Biotech and evaluation services	Glasgow	USA	56.03	43.79	23.40	14.10	308	6.9	75,974	55.2	Dec-16
136	198 R&A Trust Company (No.1)	Golf promotion/management	St Andrews	SCO	73.02	68.76	9.17	3.40	160	8.8	57,313	147.8	Dec-16
137	145 Leiths (Scotland)	Quarrying; civil engineering	Aberdeen	SCO	71.66	67.99	9.28	7.45	562	2.4	16,512	21.7	Dec-16
138*	129 Rohr Aero Services	Aircraft components maintenance	Prestwick	USA	62.57	60.02	13.45	12.61	292	0.3	46,062	6.3	Dec-16
139*	186 M & Co/Mackays Stores Group	Clothing retailer	Inchinnan	SCO	165.61	163.18	3.32	1.51	1,523	-56.5	2,180	405.8	Feb-17
140*	123 Burness Paull	Legal services	Edinburgh	SCO	53.32	51.30	22.53	23.20	394	-4.8	57,183	2.0	Jul-16
141	464 Celtic	Football club management	Glasgow	SCO	90.64	52.01	6.90	0.46	465	0.0	14,839	1400.4	Jun-17
142	149 QTS Group	Rail infrastructure, engineering	Strathaven	SCO	71.87	70.89	8.80	5.31	311	2.0	28,296	62.5	Mar-17
143	136 Ian Macleod Distillers	Whisky blending	Broxburn	SCO	64.75	60.51	11.53	10.53	118	6.3	97,712	3.0	Sep-16
144*	146 JFD	Diving equipment	Aberdeen	UK	82.20	56.13	6.97	10.36	390	102.1	17,872	-66.7	Dec-16
145*	98 McLaughlin & Harvey Construction	Construction	Paisley	UK	179.87	200.88	2.79	5.54	376	13.3	7,420	-55.5	Dec-16
146	111 Glen Turner Company	Whisky bottling and maturation	Bathgate	FR	70.08	73.28	8.92	12.99	123	6.0	72,520	-35.2	Dec-16
147	325 Arthur J Gallagher Insurance Brokers	Insurance brokerage	Glasgow	UK	180.94	154.80	2.75	-3.72	1,491	81.2	1,844	n/a	Dec-16
148*	138 Shepherd & Wedderburn	Legal services	Edinburgh	SCO	52.97	48.05	21.50	18.00	460	7.0	46,739	11.7	Apr-16
149	119 Braid Group (Holdings)	Shipping/forwarding agent	Renfrew	SCO	117.50	122.94	4.60	5.47	214	7.0	21,495	-21.4	Jun-16
150	167 Spark Energy	Energy supplier	Selkirk	SCO	126.32	118.55	4.09	2.92	308	n/a	13,279	n/a	Jun-16

15-55 Insider Top 500 2018



Global Real Estate Firm of the Year

(The International Who's Who of Business Lawyers 2016 - 2005)

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP.£		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
151	142 VELUX Company	Roof windows and accessories	Glenrothes	Den	154.34	140.80	3.42	3.33	252	22.3	13,571	-16.0	Dec-16
152	188 Hunter Boot	Wellington boot manufacturer	Edinburgh	UK	102.91	113.75	4.88	2.21	234	4.9	20,855	110.4	Dec-16
153	158 Biomar	Fish feed supplier	Grangemouth	Den	99.34	83.62	5.01	4.24	57	9.6	87,895	7.8	Dec-16
154	148 Highland Spring	Bottled water producer	Auchterarder	Liecht	100.02	103.04	4.92	4.32	481	2.8	10,229	10.8	Dec-16
155	134 Mactaggart & Mickel Group	Housebuilder and contractor	Glasgow	SCO	65.10	67.96	9.80	10.40	263	12.4	37,262	-16.2	Apr-16
156*	121 Distell International	Whisky distiller	East Kilbride	SA	69.70	73.18	7.88	9.14	285	12.6	27,649	-23.5	Jun-16
157	192 Apex Hotels	Hotelier	Edinburgh	SCO	61.28	57.25	10.29	4.66	790	5.1	13,025	110.2	Apr-16
158	143 Scot.JCB (Holdings)	Machinery distributor	Glasgow	SCO	119.12	124.55	4.14	3.78	240	3.9	17,250	5.4	Dec-16
159	172 Richard Austin Alloys	Non-ferrous metal stockholder	Glasgow	SCO	116.77	105.99	4.10	3.05	237	19.7	17,300	12.3	Mar-17
160*	204 Trespass/Jacobs & Turner	Clothing manufacturer	Glasgow	SCO	95.16	87.92	4.66	2.32	1,590	2.8	2,931	95.4	Jun-16
161*	New United Closures & Plastics	Bottle tops and closures	Stirling	Fr	90.86	93.06	5.06	5.93	580	4.7	8,731	-18.4	Mar-16
162	259 I&H Brown	Plant hire, mining, civil engineering	Perth	SCO	72.54	54.62	6.49	2.06	205	10.2	31,659	185.9	Aug-16
163	109 Aberdeen International Airport	Airport management	Aberdeen	UK	55.90	63.42	12.81	28.88	265	-6.4	48,340	-52.6	Dec-16
164	153 United Wholesale (Scotland)	Cash and carry	Glasgow	SCO	234.06	227.26	2.01	2.01	282	11.5	7,128	-10.3	Dec-16
165*	130 Inver House Distillers	Whisky distiller	Airdrie	Thai	63.99	67.23	9.00	9.47	212	2.9	42,453	-7.7	Sep-16
166*	225 Gleneagles Hotels	Hotel and spa operator	Auchterarder	UK	55.28	46.72	12.50	3.69	883	-2.2	14,156	246.5	Dec-16
167*	147 Allied Vehicles	Manufacturer of adapted vehicles	Glasgow	SCO	119.57	105.94	3.73	4.03	545	15.0	6,844	-19.5	Apr-16
168	211 Argent Energy (UK)	Manu/sale of bio diesel from waste oil	Motherwell	UK	164.00	51.25	2.39	4.47	68	17.2	35,147	-54.4	Dec-16
169	197 QED International (UK)	Project management services	Aberdeen	UK	97.33	76.30	4.32	3.01	66	8.2	65,455	32.7	Dec-16
170	155 Franklin Templeton Global Investors	Financial services	Edinburgh	USA	40.99	41.18	44.15	28.08	266	-4.3	165,977	64.3	Sep-16
171	329 Weatherford UK	Oilfield personnel; equipment supply	Altens	Swi	126.29	206.83	3.24	-63.72	913	-14.5	3,549	n/a	Dec-16
172*	489 Plexus Corp (UK)	Electronics design/manufacture	Kelso	USA	52.99	45.27	11.40	-5.37	506	7.0	22,530	n/a	Oct-16
173	150 G1 Group Holdings	Entertainment, leisure, property	Glasgow	SCO	69.59	69.68	6.12	8.40	1,360	13.8	4,500	-36.0	Mar-16
174*	141 Johnstons of Elgin	Woollen goods	Elgin	SCO	68.84	66.67	6.24	7.84	989	4.9	6,309	-24.1	Dec-16
175	131 William Wilson	Plumber's merchants	Aberdeen	UK	60.89	65.77	8.14	9.88	245	-2.4	33,224	-15.6	Jul-16
176-200													
176	New Spirit AeroSystems (Europe)	Airframes; wing structures	Prestwick	USA	488.72	450.02	1.23	46.95	892	-0.1	1,379	-97.4	Dec-16
177	156 Petroleum Experts	Petroleum engineering software	Edinburgh	UK	39.23	39.96	32.35	32.16	65	0.0	497,692	0.6	Sep-16
178*	52 Barrhead Travel 2007(Group)	Travel agents; tour operators	Glasgow	SCO	124.46	115.10	2.79	3.15	n/a	n/a	n/a	n/a	Dec-16
179	182 The Harbro Group	Animal feed	Turriff	SCO	100.37	101.35	3.49	2.80	427	3.9	8,173	20.0	Jun-16
180	122 Loganair	Flight services	Paisley	SCO	95.31	93.62	3.62	7.20	575	5.1	6,296	-52.2	Mar-16
181*	157 The Anderson Group	Vehicle franchise; haulage; property	Newhouse	SCO	239.72	241.95	1.60	1.87	566	5.4	2,827	-18.8	Dec-16
182*	116 Lomond Motors	Motor dealer	Glasgow	UK	224.47	218.87	1.63	3.52	366	11.2	4,454	-58.4	Dec-16
183*	151 William Tracey	Recycling and resource management	Paisley	SCO	70.21	62.95	5.04	5.40	451	7.6	11,175	-13.3	Mar-16
184	206 Farne Salmon & Trout	Fish processing	Duns	Fr	97.57	78.68	3.28	2.52	797	8.1	4,115	20.4	Jun-16
185	102 Kent Foods	Food wholesaler	Renfrew	SCO	169.88	135.41	1.88	7.70	143	33.6	13,147	-81.7	Dec-16
186	165 Maclay Murray & Spens	Legal services	Glasgow	SCO	44.80	43.54	13.10	14.56	405	28.2	32,346	-29.8	May-16
187*	215 Score Group	Engineering materials and labour	Peterhead	SCO	186.45	174.00	1.65	1.02	1,732	-0.5	951	62.3	Sep-16
188	115 Clydeport Operations	Port administration	Glasgow	UK	42.20	57.30	15.60	20.60	207	-5.9	75,362	-19.5	Mar-16
189	220 Coilcraft Europe	Electronic components	Glasgow	USA	41.00	33.95	16.90	10.95	48	0.0	352,083	54.3	Dec-16
190	207 Muir Group	Contractor; private housing; golf club	Inverkeithing	SCO	74.71	53.78	4.01	4.38	276	2.2	14,529	-10.5	Feb-17
191	176 Energy Assets Group	Gas metering services	Livingston	UK	45.27	36.21	10.50	9.32	262	44.8	40,076	-22.2	Mar-16
192	185 Highland Fuels	Fuel distribution	Inverness	SCO	172.50	175.85	1.70	1.47	206	2.5	8,252	12.8	Dec-16
193	217 NCR Financial Solutions Group	R&D of self service solutions	Dundee	USA	58.77	47.35	6.20	4.63	627	4.0	9,888	28.8	Dec-16
194	169 Glenrath Farms	Egg production	Peebles	SCO	51.72	52.34	8.19	7.83	207	-1.9	39,565	6.6	May-16
195	163 Albert Bartlett & Sons (Airdrie)	Fresh foods supplier	Airdrie	SCO	123.87	117.37	2.24	3.16	774	5.6	2,894	-32.9	May-16
196*	162 Orion Group/Orion Engineering Services	Engineering recruitment agency	Inverness	SCO	293.46	339.28	0.96	1.48	326	-18.5	2,945	-20.4	Dec-16
197	209 Kettle Produce	Vegetable production	Cupar	SCO	113.57	100.89	2.37	2.09	1,021	9.3	2,321	3.7	May-16
198*	202 Holland & Sherry/Venlaw Road	Cloth merchant	Peebles	USA	60.82	54.25	5.73	4.44	290	-1.0	19,759	30.4	Dec-16
199*	212 Vroon Offshore UK	Offshore rescue vessels	Aberdeen	NL	92.49	103.31	2.97	1.92	1,178	-16.0	2,521	84.1	Dec-16
200	251 Brewdog	Brewers; pub operators	Ellon	SCO	71.85	44.73	3.76	3.48	593	47.1	6,341	-26.6	Dec-16

15 of 500 total entries



Largest Dedicated Disputes Practice Globally
(The Lawyer)

Corporate, commercial, capable.



Recent Deals:

- Advising Lathington Leisure (Paradise Island Adventure Golf) on a £10.5 million sale to The Brighton Pier Group Plc
- Advising The GlenAlachia Distillers Co Limited on a £1.6m inventory & receivables facility with Clydesdale Bank PLC
- Advising Old College Capital (Edinburgh University) on investments in Shetoscope Technologies, Kojako, Duximo, Auris Tech and Particle Analytics
- Advising the all-female management team in the MBO of Executive Benefit Services
- Advising the shareholders on the sale of Cabot's Water to Castle Water
- Advising Atlas Blue on the acquisition of Protoport, a provider of engineering support services to wind, wider energy & industrial markets
- Advising the employee ownership trust on the buyout of Pierston Engineering



Best of the Best - Law Firm of the Year 2014

Legal 100 - Commercial Lawyer 2017

Legal 100 - Leading Firm 2017



Macdonald Henderson

SOLICITORS

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR EN7
			PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%			
201-225													
201	444 SGL Carbon Fibers	Carbon & oxidised fibre	Muir of Ord	Ger	61.77	51.56	4.99	-1.22	250	0.0	19,960	n/a	Dec-16
202	178 Don & Low	Industrial textiles manufacturer	Forfar	Gre	59.76	59.71	5.68	5.28	463	1.1	12,268	6.4	Dec-16
203	175 Thomas Tunnock	Bakery and biscuit manufacturer	Uddingston	SCO	53.08	51.26	7.16	7.59	509	7.2	14,067	-12.0	Feb-16
204	164 Johnston Fuels	Fuel distribution	Bathgate	SCO	150.94	150.39	1.74	2.15	169	0.0	10,296	-19.1	Dec-16
205*	177 Briggs Commercial	Offshore engineering; fabrication	Burntisland	SCO	65.65	61.77	4.32	5.01	599	-0.2	7,212	-13.6	Mar-16
206	194 Brand-Rex	Structured cabling systems	Glenrothes	SCO	66.60	67.38	4.16	3.54	308	0.3	13,506	17.1	Dec-16
207*	187 Johnston Carmichael	Accountants and business advisors	Aberdeen	SCO	40.80	39.60	11.83	11.29	642	5.9	18,427	-1.1	May-16
208*	205 Cameron Group (Perth)	Motor dealer	Perth	SCO	92.83	89.34	2.22	2.41	n/a	n/a	n/a	n/a	May-17
209	201 Bell Group UK	Comm/industrial painting contractor	Airdrie	SCO	70.02	65.37	3.23	1.05	1,119	-5.4	2,887	225.1	Mar-16
210	317 Forsyths	Oil & gas and distillation equipment	Rothies	SCO	52.23	37.62	5.71	2.53	380	12.8	15,026	100.2	Oct-16
211	174 Everwarm	Wall insulation	Edinburgh	UK	58.59	55.62	4.33	6.50	314	0.6	13,790	-33.8	Sep-16
212*	195 CJ Lang & Son	Food wholesale and retail	Dundee	SCO	194.61	196.05	0.91	1.27	2,069	-0.6	440	-27.9	Apr-16
213	191 John Lawrie (Aberdeen)	Scrap metal; steel supply	Aberdeen	SCO	56.16	63.89	4.57	4.00	65	-1.5	70,308	16.0	Dec-16
214	224 Glenalmond Group	Turnkey solutions to offshore industry	East Kilbride	SCO	47.78	54.53	6.17	3.41	314	-20.5	19,650	127.6	Mar-16
215	296 Axle Group Holdings	Tyres and parts retailer	Glasgow	SCO	160.27	156.20	1.17	-0.10	1,435	-1.2	815	n/a	Dec-16
216	189 Patersons Quarries	Quarrying; landfill; engineering	Coatbridge	SCO	69.08	70.89	3.07	3.52	942	4.0	3,259	-16.1	Nov-16
217	229 Burntisland Fabrications	Steel fabrication; pipes & modules	Burntisland	SWE	61.25	59.26	3.83	2.76	4	-98.4	957,500	8469.0	Dec-16
218*	282 Craneware	Software consultancy and supply	Edinburgh	SCO	37.22	28.50	10.40	7.50	230	13.9	45,217	21.8	Jun-16
219*	230 Lightbody of Hamilton	Bakery products	Hamilton	UK	74.55	72.56	2.43	2.05	1,035	2.7	2,346	15.3	Jul-16
220*	140 Tulloch Homes Group	Construction; housebuilding	Inverness	SCO	45.02	55.86	6.77	11.76	154	-1.3	43,961	-41.7	Jun-16
221	184 Strachans	Distributor of food and chandlery	Peterhead	Den	62.77	67.16	3.58	3.88	166	-17.0	21,566	11.2	Dec-16
222*	293 Walker Holdings (Scotland)	Building and property developer	Livingston	SCO	37.07	28.35	10.32	7.11	51	0.0	202,353	45.1	Sep-16
223*	New Terex Equipment	Earthmoving equipment	Motherwell	USA	58.28	84.97	4.06	4.35	304	-14.1	13,355	8.7	Dec-16
224	210 Enterprise Foods	Food industry supply chain solutions	East Kilbride	UK	65.55	62.54	3.01	3.34	47	6.8	64,043	-15.6	Jun-16
225*	283 Klondyke Group	Garden centres	Falkirk	UK	48.95	48.08	4.81	2.00	883	-0.1	5,447	140.8	Sep-16
226-250													
226	313 George Leslie	Civil engineering	Glasgow	SCO	68.67	44.78	2.61	1.83	229	18.7	11,397	20.2	Mar-17
227*	221 Babcock Mission Critical Services	Helicopter operator	Aberdeen	UK	133.94	146.86	1.22	5.22	542	6.9	2,251	-78.2	Mar-16
228*	137 Blackrock International	Investment management	Edinburgh	USA	37.98	47.87	8.53	19.65	19	-9.5	448,947	-52.0	Dec-16
229*	266 Scottish Investment Trust	Investment trust	Edinburgh	SCO	28.44	24.06	23.50	18.07	10	-37.5	2,350,000	108.1	Oct-16
230	New Future Technology Devices International	USB device solutions	Glasgow	UK	43.82	31.79	6.15	2.78	101	-21.1	60,891	180.4	Dec-16
231	214 McAlpine & Co	Plumbing products	Glasgow	SCO	60.11	56.12	3.46	3.57	751	3.2	4,607	-6.1	Dec-16
232	238 Grayloc Products	Offshore connectors	Aberdeen	USA	28.87	29.80	21.12	12.15	38	-28.3	555,789	142.4	Dec-16
233	240 Macphie of Glenbervie	Manufacture of food ingredients	Stonehaven	SCO	47.62	44.64	4.66	3.73	300	10.7	15,533	12.9	Mar-16
234	200 WN Lindsay	Grain merchant, agri, warehousing	Tranent	SCO	81.14	92.51	1.98	2.40	46	-2.1	43,043	-15.7	May-16
235*	270 Tillicoultry Quarries	Quarrying; asphalt; concrete	Kincardine-on-Forth	SCO	48.42	50.07	4.50	2.06	134	4.7	33,582	108.7	Mar-16
236*	265 BHC	Structural steel fabricators, erectors	Carnwath	UK	53.12	43.13	3.88	3.08	342	12.9	11,345	11.6	Mar-17
237*	223 Maxi Caledonian	Haulage/construction/storage	Irvine	SCO	65.17	73.88	2.59	2.12	356	2.9	7,275	18.7	Sep-16
238*	New Avant Homes	Private housing developer	Stirling	UK	68.71	20.36	2.27	-13.98	110	-20.9	20,636	n/a	Apr-17
239*	222 John G Russell (Transport)	Road/rail freight transport	Glasgow	SCO	61.07	62.57	2.91	2.70	621	11.9	4,686	-3.7	Mar-16
240*	227 TWMA Group	Drilling waste mgmt; enviro services	Bridge of Don	SCO	49.25	49.07	4.17	3.82	312	0.3	13,365	8.8	Dec-16
241	242 Caledonian Heritable	Pub operator; plant hire	Edinburgh	SCO	38.86	34.52	7.34	7.04	815	14.6	9,006	-9.0	Oct-16
242*	New Newsquest (Herald & Times)	Newspaper publisher	Glasgow	USA	44.73	51.73	4.88	8.74	392	-12.3	12,449	-36.3	Dec-16
243	235 JW Filshill	Wholesale food and drink	Glasgow	SCO	141.91	142.55	0.89	0.88	192	-2.0	4,635	3.2	Jan-17
244	180 Edinburgh Partners	Investment management; admin services	Edinburgh	SCO	28.44	34.41	15.98	17.39	60	-1.6	266,333	-6.6	Feb-17
245	234 Euroforest	Timber harvesting	Huntly	SWE	76.81	77.99	1.84	1.71	51	0.0	36,078	7.6	Dec-16
246	326 Odfjell Drilling (UK)	Drilling contractors	Aberdeen	NOR	39.26	45.04	5.92	1.49	261	214.5	22,682	26.3	Dec-16
247*	255 Baxters Food Group	Scottish food products	Fochabers	SCO	271.24	226.35	0.19	0.16	1,539	-3.8	121	21.0	Apr-16
248	311 Hillhouse Estates	Quarry Materials; Farming	Troon	SCO	42.10	36.32	4.59	3.04	170	-0.6	27,000	51.9	Mar-16
249	231 Grahams the Family Dairy Group	Milk processor/distributor	Bridge of Allan	SCO	83.69	86.46	1.43	1.62	590	23.4	2,424	-28.5	Mar-16
250	236 Scottish Citylink Coaches	Coach operator	Glasgow	UK	39.46	40.82	5.32	4.91	102	4.1	52,157	4.1	Dec-16



Outsourcing Law Firm of the Year

(Global Sourcing Association Awards 2017)

INSIDER TOP500: 251-300

RANK	COMPANY NAME	ACTIVITY	LOCATION	COUNTRY OF OWNERSHIP	TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
251*	246 United Holdings UK	Wholesale grocers; property rental	Glasgow	SCO	124.37	128.63	0.85	0.81	150	-2.6	5,667	7.7	Dec-16
252	254 Emtec Group	Building services	Uddingston	SCO	50.74	46.15	3.12	3.05	388	24.8	8,041	-18.0	May-16
253*	252 Murgitroyd Group	European patent/trade mark attorneys	Glasgow	SCO	42.23	39.82	4.29	4.16	234	-6.4	18,333	10.2	May-16
254	258 Alexander Inglis & Son	Grain and agricultural merchant	Ormiston	SCO	67.37	68.51	1.91	1.47	42	-6.7	45,476	39.2	Dec-16
255	336 Wemyss Development Co	Property; wine and tea estates	Edinburgh	SCO	31.42	26.41	8.57	4.90	2,206	-0.1	3,885	75.1	Mar-16
256*	256 Wright Health Group	Dental supply company	Dundee	SCO	66.79	59.13	1.88	1.87	373	1.9	5,040	-1.4	Dec-16
257	249 Benkert UK	Cigarette paper manufacturer	Alva	GER	43.28	40.21	4.01	4.12	242	-4.7	16,570	2.2	Dec-16
258	245 Sterling Furniture Group	Furniture retailer	Tillicoultry	SCO	53.19	50.08	2.49	2.06	626	17.0	3,978	3.3	Feb-16
259	319 Luddon Construction	Construction	Glasgow	SCO	68.92	58.37	1.68	1.05	413	6.2	4,068	50.7	Aug-16
260	253 Prosource.IT (UK)	IT project delivery; managed services	Aberdeen	SCO	38.49	39.75	4.45	4.13	276	-9.8	16,123	19.5	Jun-16
261*	315 Fraser Hart	Retail jeweller	Glasgow	EIRE	76.36	72.71	1.25	0.67	453	1.6	2,759	84.5	Jun-16
262	403 Konecranes UK	Cranes; material handling equipment	East Kilbride	FIN	58.91	55.72	2.05	-0.19	459	-0.6	4,466	n/a	Dec-16
263	237 Zonal Retail Data Systems	EPOS systems manufacturer	Edinburgh	SCO	45.06	59.62	3.27	2.31	379	13.1	8,628	25.1	Jun-16
264*	354 McTaggart Group	Construction	Dalry	SCO	47.06	40.03	2.89	1.43	180	9.8	16,056	84.1	Sep-16
265	New McCurrach UK	Food and sales marketing	Glasgow	SCO	56.50	43.56	2.06	7.36	1,368	24.8	1,506	-77.6	Jun-16
266	305 Di Maggio's Group	Restaurants	Glasgow	SCO	33.80	30.07	5.77	4.73	784	13.6	7,360	7.4	May-16
267*	392 Dover Fueling Solutions UK	Electronic equipment	Dundee	FR	77.13	80.88	1.07	22.31	387	-18.0	2,765	-94.1	Dec-16
268*	5 AEGON UK	Pensions/protection/investment/dist	Edinburgh	NL	8,125.00	6,177.00	-868.00	-361.00	2,673	7.9	n/a	n/a	Dec-16
269	274 KCA Deutag	Drilling and engineering contractor	Aberdeen	UK	1,014.82	1,093.70	-32.50	-57.60	6,532	-13.8	n/a	n/a	Dec-16
270	295 Scottish Woodlands	Timber and forestry management	Edinburgh	SCO	70.36	69.46	1.18	0.99	143	1.4	8,252	17.5	Sep-16
271*	273 Royal Bank of Scotland Group	Banking and financial services	Edinburgh	SCO	12,590.00	12,923.00	-4,082.00	-2,703.00	77,000	-12.3	n/a	n/a	Dec-16
272	304 First Milk	Milk and cheese supplier	Paisley	SCO	291.45	442.19	-3.44	-24.94	366	-43.6	n/a	n/a	Mar-16
273	226 Campbells Prime Meat	Fresh meat, fish and delicatessen	Linlithgow	SCO	52.67	56.34	2.15	3.10	314	-3.7	6,847	-28.0	Dec-16
274*	308 Lothian Electric Machines	Electric motors; stairlift carriages	Haddington	SCO	40.82	38.29	3.52	2.65	239	-14.9	14,740	56.3	Sep-16
275	233 Morris & Spottiswood	Fit out; social housing; construction	Glasgow	SCO	67.86	88.20	1.31	1.51	386	13.5	3,394	-23.6	Dec-16
276-300													
276*	285 Quiz Clothing/Kast Retail	Clothing retailer	Glasgow	SCO	49.80	45.98	2.18	2.10	654	-3.0	3,333	7.0	Mar-16
277*	284 Harper Macleod	Legal services	Glasgow	SCO	26.81	25.98	9.76	9.29	308	-4.0	31,688	9.5	Mar-17
278	216 Kirkwood Homes	Builder	Inverurie	SCO	41.62	42.67	3.21	6.59	127	-3.1	25,276	-49.8	Mar-16
279*	287 Clydesdale Bank	Banking and financial services	Glasgow	AUS	998.00	1,004.00	-352.00	-308.00	6,718	45.5	n/a	n/a	Sep-16
280	281 Maersk Oil North Sea UK	Oil exploration	Aberdeen	DEN	879.39	806.03	-70.81	-63.51	630	-18.4	n/a	n/a	Dec-16
281	328 Meallmore	Nursing home operator	Inverness	SCO	39.94	36.50	3.28	2.26	1,447	4.4	2,267	39.0	Mar-16
282*	278 Digby Brown	Legal services (litigation)	Glasgow	SCO	27.30	24.60	8.60	7.76	220	14.0	39,091	-2.8	Mar-16
283*	286 Total Upstream UK	Oil and gas exploration	Aberdeen	FR	912.30	1,064.00	-940.44	-684.00	652	-9.8	n/a	n/a	Dec-16
284*	386 George Sharkey & Sons	Interior fit out contractor	Musselburgh	SCO	60.47	42.48	1.53	0.87	82	10.8	18,659	58.7	Mar-16
285	338 Angus Soft Fruits	Fruit/vegetable distribution	Arbroath	SCO	95.10	73.94	0.53	0.30	128	17.4	4,141	50.5	Apr-16
286*	183 Transocean Drilling UK	Offshore contract drilling services	Aberdeen	SWI	326.36	570.51	-9.47	0.96	17	-46.9	n/a	n/a	Dec-16
287	349 Axis-Shield Diagnostics	In vitro diagnostics development	Dundee	USA	23.96	21.59	12.89	7.71	137	-1.4	94,088	69.6	Dec-16
288*	301 Petrofac Scotland	Engineering and construction	Aberdeen	UK	563.90	592.78	-35.71	-210.26	2,500	-4.4	n/a	n/a	Dec-16
289	321 Dolphin Drilling	Oil & gas drilling contractor	Aberdeen	NOR	379.93	295.47	-15.39	-193.81	90	-31.8	n/a	n/a	Dec-16
290*	241 John Davidson (Pipes)	Pipe distributor	Inverness	BELG	57.59	51.86	1.54	2.75	232	10.0	6,638	-49.1	Dec-16
291	263 Thistle Seafoods	Fish processor and wholesaler	Peterhead	SCO	79.30	75.38	0.67	1.18	398	16.4	1,683	-51.2	Dec-16
292	67 BSW Timber	Sawmilling	Earlston	SCO	245.08	209.66	-5.55	9.24	1,237	18.7	n/a	n/a	Mar-16
293*	New Repsol Sinopec Resources UK	Oil and gas exploration	Aberdeen	CAN/CH	614.38	553.10	-1,177.49	-558.14	965	5.0	n/a	n/a	Dec-16
294	337 John R Adam & Sons	Metal recycling	Glasgow	SCO	49.04	45.35	1.90	1.34	59	-11.9	32,203	61.0	Dec-16
295	294 Aquascot	Salmon farming	Alness	SCO	45.88	45.54	2.06	2.46	178	-1.1	11,573	-15.3	Jan-16
296	369 Morris Leslie	Equipment wholesaler; auctioneer	Perth	SCO	40.06	34.31	2.72	1.64	207	3.0	13,140	61.0	Apr-16
297	343 Vets Now Emergency	Out of hours emergency veterinary care	Dunfermline	SCO	31.69	28.61	4.35	3.69	986	5.3	4,412	11.9	Mar-16
298	297 TAQA Bratani	Oil exploration	Westhill	UAE	570.92	783.78	-695.41	-1,121.89	527	-3.8	n/a	n/a	Dec-16
299*	303 ASCO Group	Int'l offshore logistics and services	Dyce	SCO	454.85	540.97	-41.75	-63.82	1,608	-19.7	n/a	n/a	Dec-16
300*	244 Granfit Holdings	Bathroom equipment; shopfitters	Edinburgh	SCO	35.48	36.01	3.57	5.79	226	9.2	15,796	-43.5	Dec-16

155 salin no sapur aky



Global Law Firm of the Year

(Law Awards of Scotland 2016, 2014)

Our adverts are normally based on the cover...

...because this is what our clients value the most, when it comes to ensuring their insurance policy cover is fit for purpose.

Please get in touch if you'd like us to carry out a complimentary health check of your insurance policies.

Business Insurance | Credit Insurance | Risk Management | Personal Insurance

www.tldallas.com

TLDallas & Co. Ltd. Registered in England No: 02068999
Registered Office: Dallas House, Lion Walk, Bedford MK42 0JG
Incorporated and regulated by the Financial Conduct Authority

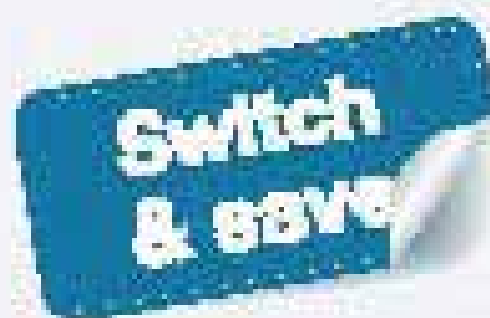


TLDallas
INSURANCE SINCE 1988

Save on your business water

switch@castlewater.co.uk

- ✓ Cut your costs
- ✓ Excellent customer service
- ✓ Professional advice
- ✓ Billing audits
- ✓ A Scottish company serving customers UK-wide



Contact us now

01292 231 620

www.castlewater.co.uk

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
301-325													
301*	307 City Building (Glasgow)	Construction; repair; maintenance	Glasgow	Sco	272.66	291.36	-11.17	-4.06	2,269	-0.6	n/a	n/a	Mar-16
302	92 Edgen Murray Europe	Steel stockholder/distributor	Newbridge	Jap	190.96	264.08	-3.69	4.93	304	-7.0	n/a	n/a	Mar-16
303	260 TUV Sud	Technical consultants	East Kilbride	Ger	56.08	53.26	1.49	2.12	565	4.8	2,637	-33.0	Dec-16
304	291 BARNETTS Motor Group	Motor dealer	Dundee	Sco	62.84	63.07	1.07	1.19	150	3.4	7,133	-13.1	Dec-16
305	450 Hewlett-Packard Manufacturing	Portable and desktop computers	Bishopton	USA	28.15	35.57	5.92	0.58	240	-16.1	24,667	1116.3	Oct-16
306*	299 Insights Group	People development	Dundee	Sco	28.75	28.10	5.60	4.78	292	21.7	19,178	-3.7	Mar-16
307	310 Dana Petroleum	Oil and gas exploration	Aberdeen	KorRep	435.45	549.23	-137.66	-259.99	279	-18.7	n/a	n/a	Dec-16
308*	314 Gleaner Oils	Fuel distribution	Elgin	Sco	105.00	115.07	0.31	-0.43	185	2.8	1,676	n/a	Jun-16
309*	351 Clark Contracts	Construction; refurbish/maintenance	Paisley	Sco	56.24	46.31	1.36	1.01	217	10.7	6,267	21.6	Oct-16
310*	320 David MacBrayne	Ferry operator	Gourock	Sco	190.17	171.95	-4.81	-2.63	1,568	5.8	n/a	n/a	Mar-16
311	New Goals Soccer Centres	Sports arenas; leisure activities	East Kilbride	Sco	33.53	33.01	3.66	-6.18	746	-1.6	4,906	n/a	Dec-16
312	309 Matthew Algje & Co	Tea and coffee supplier	Glasgow	Sco	37.38	35.79	2.72	3.23	225	5.1	12,089	-19.9	Dec-16
313	232 Barclay & Mathieson	Steel stockholder	Glasgow	Sco	53.14	59.39	1.47	2.56	228	4.1	6,447	-44.8	Dec-16
314	324 Phoenix Car Company	Motor dealer	Paisley	Sco	124.97	134.53	0.10	0.12	308	-5.2	325	-11.9	Jan-17
315*	173 Teledyne	Manufacture/repair of avionics systems	Cumbernauld	USA	61.80	61.52	1.02	5.28	453	-2.6	2,252	-80.2	Dec-16
316	271 Klondyke Fishing Co	Fishing and fish selling	Fraserburgh	Sco	22.05	25.10	14.09	13.39	10	-9.1	1,409,000	15.8	Jun-16
317	374 Whitelink Seafoods	Seafood wholesaler	Fraserburgh	Sco	62.18	52.90	0.98	0.40	167	1.2	5,868	142.1	Jun-16
318	322 CNR International (UK)	North Sea oil and gas exploration	Aberdeen	Can	290.97	271.72	-274.88	-186.86	353	-0.8	n/a	n/a	Dec-16
319	113 FMC Technologies	Subsea systems design/manufacture	Dunfermline	USA	199.29	313.66	-10.53	3.27	1,003	-12.2	n/a	n/a	Dec-16
320	364 Speirs & Jeffrey	Private client stockbroker/investment	Glasgow	Sco	23.96	21.40	9.10	7.20	136	3.8	66,912	21.7	May-16
321*	361 Compello Staffing Group	Recruitment outsourcing	Glasgow	Sco	64.47	68.16	0.89	0.13	165	-8.8	5,394	651.3	May-16
322*	381 Walter Davidson & Sons	Retail chemist; vet products	Blairgowrie	Sco	37.05	34.84	2.51	2.02	345	6.8	7,275	16.3	Jan-17
323*	288 Carat Scotland/Dentsu Aegis Edinburgh	Advertising/media specialist	Edinburgh	Sco	46.26	47.42	1.70	2.04	66	13.8	25,758	-26.8	Dec-16
324	93 Stewart Milne Group	Construction and development	Westhill	Sco	209.23	252.69	-26.09	4.99	816	2.9	n/a	n/a	Jun-16
325*	124 Johnston Press	Newspaper publisher	Edinburgh	Sco	242.95	245.09	-327.56	2.89	2,494	-2.6	n/a	n/a	Dec-16
326-350													
326	New Worldmark UK	Product ident/decoration technology	East Kilbride	UK	30.07	32.97	3.78	-2.18	152	-41.8	24,868	n/a	Dec-16
327*	243 Adria Group	Industrial waste management	Aberdeen	Sco	27.84	28.67	4.73	12.45	129	2.4	36,667	-62.9	Oct-16
328*	257 Polymer Holdings	Rubber and plastic coatings	Stonehaven	Sco	24.69	29.84	7.32	8.25	60	-17.8	122,000	8.0	Jun-16
329*	316 Braemar Investments	Motor dealer	Melrose	Sco	68.56	64.64	0.60	0.93	221	7.3	2,715	-39.9	Dec-16
330	352 Oticon	Hearing aids manufacturer	Hamilton	Den	47.13	41.34	1.53	1.32	100	1.0	15,300	14.8	Dec-16
331	218 Peterson (UK)	Offshore logistics services	Aberdeen	NL	98.23	102.31	0.10	1.71	615	18.3	163	-95.0	Dec-16
332	267 Cordia Services	Home care and facilities management	Glasgow	Sco	144.20	142.57	-3.78	-7.03	4,044	-14.7	n/a	n/a	Mar-17
333*	340 Chisholm Hunter	Retail jeweller	Glasgow	Sco	32.93	29.57	3.03	3.45	276	24.9	10,978	-29.7	Mar-16
334	345 CMS Enviro Systems	Manufacturer of UPVC & aluminium doors	Cumbernauld	Sco	35.30	32.03	2.39	1.57	259	15.1	9,228	32.2	Mar-17
335	437 J Smart & Co (Contractors)	Building and civil engineering	Edinburgh	Sco	29.03	20.82	3.75	3.54	298	21.1	12,584	-12.6	Jul-16
336*	362 Speymalt Whisky Distributors	Scotch whisky distiller/merchant	Elgin	Sco	28.30	25.54	4.03	3.95	156	7.6	25,833	-5.2	Feb-17
337*	79 Wyman-Gordon	Metal forger	Livingston	USA	71.42	62.58	0.39	-0.14	235	6.8	1,660	n/a	Dec-16
338	485 Scientific Drilling Controls	Offshore directional surveys	Aberdeen	USA	45.89	44.11	1.42	-2.81	370	-5.1	3,838	n/a	Dec-16
339	393 AB 2000	Plant and machinery hire	Glasgow	Sco	29.52	23.63	3.55	3.60	306	31.3	11,601	-24.9	Jan-17
340	387 Entier	Offshore catering and support services	Aberdeen	Sco	44.87	39.67	1.49	1.03	411	-2.4	3,625	48.1	Sep-16
341*	New Addleshaw Goddard (Scotland)	Legal services	Edinburgh	UK	21.60	19.74	9.93	6.38	201	3.6	49,403	50.2	Apr-16
342	168 Speyside Cooperage	Coopers and cask makers	Aberlour	Fr	37.00	51.22	2.12	8.68	79	0.0	26,835	-75.6	Apr-16
343	348 Mentholatum Co	Pharmaceuticals	East Kilbride	Jap	32.35	31.40	2.63	2.70	108	1.9	24,352	-4.4	Feb-16
344*	312 AM Phillip	Commercial vehicle retailer	Forfar	Sco	77.29	72.27	0.22	0.71	345	-5.0	638	-67.4	Dec-16
345	327 Avondale Environmental	Landfill site operator	Falkirk	UK	30.93	32.43	2.90	3.29	23	-4.2	126,087	-8.0	Mar-16
346*	95 CHC Scotia	Helicopter operation, engineering	Aberdeen	Can	140.98	171.71	-8.10	6.70	413	-11.8	n/a	n/a	Apr-16
347*	New Teekay Offshore/Golar-Nor (UK)	Floating production vessel operator	Westhill	Can	77.06	65.32	0.19	-4.39	n/a	n/a	n/a	n/a	Dec-16
348	New Stena Drilling	Drilling rig owners/managers	Aberdeen	Swe	57.58	49.37	0.75	0.83	118	-5.6	6,356	-4.3	Dec-16
349	261 RigNet UK	Offshore services; communications	Westhill	USA	34.80	36.80	2.17	4.35	71	0.0	30,563	-50.1	Dec-16
350	40 Bibby Offshore	Offshore core services	Westhill	UK	154.90	231.99	-35.89	28.55	278	-11.5	n/a	n/a	Dec-16



Over 1,000 lawyers and practices ranked among the best in their fields

(www.dlapiper.com)

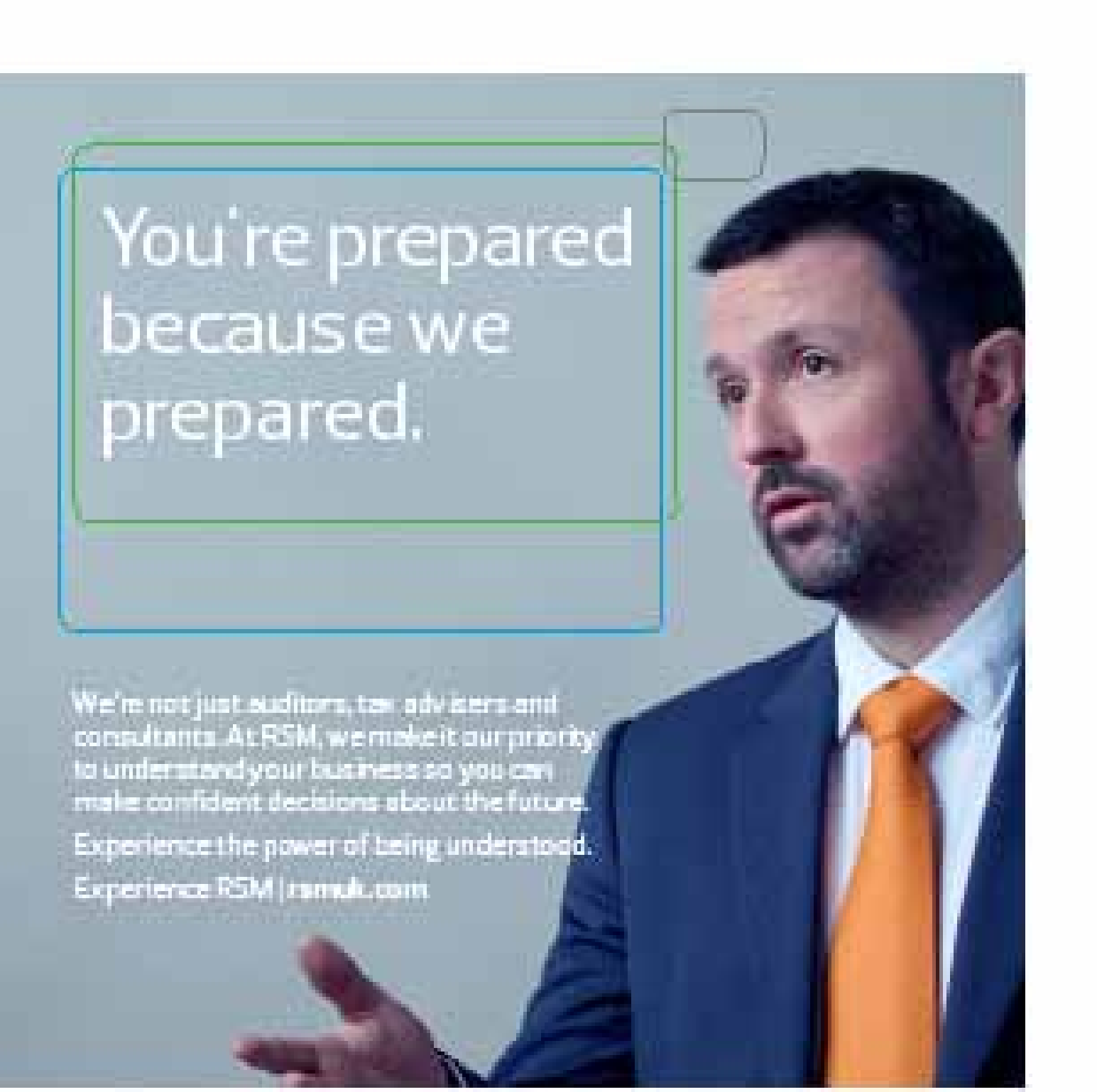
INSIDER TOP500: 351-400

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%	
351	409 Ashleigh (Scotland)	Builder	Dumfries	SCO	41.89	36.17	1.32	1.30	113	17.7	11,681	-13.7	Mar-17
352*	389 Optical Express/DCM (Optical Holdings)	Optician	Cumbernauld	SCO	94.55	100.44	-1.07	-14.86	991	-13.6	n/a	n/a	Dec-16
353	330 Sparrows Offshore Group	Cranes and offshore services	Aberdeen	SCO	150.66	200.48	-46.87	-30.90	1,582	-20.3	n/a	n/a	Dec-16
354*	358 BAM FM	Facilities management	Glasgow	NL	47.18	39.77	0.94	1.45	38	n/a	24,737	n/a	Dec-16
355*	269 McGill's Bus Service	Bus services	Greenock	SCO	36.49	38.34	1.87	3.59	831	1.8	2,255	-48.8	Jan-17
356	412 Nobel NC Europe	Industrial nitrocellulose manufacturer	Irvine	THAI	32.25	31.11	2.19	1.36	11	0.0	199,091	61.0	Dec-16
357	83 Hydrasun	O&G fluid transfer; process controls	Aberdeen	SCO	77.66	110.41	-0.05	14.51	525	-17.1	n/a	n/a	Mar-16
358	New Champion Homes	Housebuilder	Dunfermline	SCO	30.39	14.58	2.33	0.56	109	38.0	21,376	201.5	Jun-17
359*	347 Scotframe Timber Engineering	Timber frame manufacturers	Inverurie	SCO	29.62	35.71	2.44	2.04	162	-8.0	15,062	29.9	Apr-17
360*	466 Scottish Event Campus	Exhibition, conference and event venue	Glasgow	SCO	28.81	29.43	2.74	1.00	255	5.4	10,745	160.0	Mar-17
361*	346 Border Cars Group	Motor dealer	Dumfries	SCO	80.74	103.91	-0.38	-0.19	327	3.5	n/a	n/a	Aug-16
362	New Clark Commercials (Aberdeen)	Motor dealer	Aberdeen	SCO	79.23	54.38	-0.19	-0.22	158	53.4	n/a	n/a	Dec-16
363	344 Caledonian Plywood Company	Timber merchant	Glasgow	SCO	51.33	50.69	0.68	0.87	70	1.4	9,714	-23.0	May-17
364*	New Marine Harvest VAP UK	Fish merchants	Edinburgh	NOR	124.09	44.80	-10.61	-12.84	379	178.7	n/a	n/a	Dec-16
365	323 ARR Craib Transport	Haulage contractor; logistics	Dyce	SCO	43.49	48.15	1.05	1.39	380	-8.0	2,763	-17.9	Mar-16
366	394 Havelock Europa	Educational furniture; shopfitter	Kirkcaldy	SCO	60.81	73.13	0.36	-2.68	414	-20.7	870	n/a	Dec-16
367	359 Scottish Salmon Company, The	Salmon farming	Edinburgh	UK	109.92	100.36	-7.54	-0.60	480	-1.8	n/a	n/a	Dec-16
368*	203 Howco Group	Metal & processing services	Glasgow	JAP	91.60	101.87	-2.72	2.15	459	-17.6	n/a	n/a	Apr-17
369	331 Thomas Johnstone (Holdings)	Shopfitting contractor	Renfrew	SCO	55.03	51.12	0.45	1.10	268	1.1	1,679	-59.6	Dec-16
370*	New Richard Irvin & Sons	Mechanical & electrical services	Aberdeen	SCO	45.14	31.46	0.85	0.02	447	7.5	1,902	3862.5	Dec-16
371	370 Hawco & Sons	Motor dealer	Inverness	SCO	77.57	77.40	-1.10	-1.11	194	-0.5	n/a	n/a	Dec-16
372*	171 Carron Phoenix/Franke UK Holding	Sink manufacturer	Falkirk	SWI	69.08	66.88	0.07	4.69	259	-3.0	270	-98.5	Dec-16
373	430 LFF (Scotland)	Offshore fittings and flanges	Aberdeen	UK	29.80	27.10	2.20	1.73	30	-23.1	73,333	65.3	Dec-16
374	289 Freeworld Trading	Dried fruit, nuts and seeds importer	Edinburgh	SCO	66.59	79.68	0.16	0.80	17	-10.5	9,412	-77.6	Jun-16
375	367 Veitchi (Holdings)	Construction subcontractor	Glasgow	SCO	38.86	36.83	1.24	1.42	332	4.7	3,735	-16.6	Nov-16
376	New Shell Shared Service Centre Glasgow	Accounting & finance centre	Glasgow	NL	43.14	28.54	0.94	-0.28	412	-7.4	2,282	n/a	Dec-16
377	484 HF Group	Electrical engineering	Glasgow	SCO	39.13	29.34	1.22	0.72	300	3.8	4,067	63.3	Mar-16
378	355 Anderson Strathern	Legal services	Edinburgh	SCO	21.03	21.74	6.44	7.40	208	-2.3	30,962	-10.9	Aug-16
379	494 Andrew Cowie Construction	Building contractor	Inverurie	SCO	37.65	25.16	1.27	1.10	83	7.8	15,301	7.1	Mar-16
380	435 Thornbridge Sawmills	Timber importer; sawmills	Grangemouth	SCO	33.60	32.39	1.71	1.02	144	9.1	11,875	53.7	Dec-16
381*	467 McGhee Group	Bakers	Glasgow	SCO	29.36	24.61	2.16	1.66	275	3.8	7,855	25.4	Jul-16
382	376 Flexible Manufacturing Group	Precision engineering	Livingston	SCO	23.00	23.78	4.58	5.09	254	-2.3	18,031	-7.9	May-16
383	375 McConochy Holdings	Tyres and motor accessories	Ayr	SCO	37.00	37.52	1.30	0.38	345	1.2	3,768	238.2	Apr-16
384	441 ECG Facilities Services	Building maintenance	Blantyre	SCO	35.68	30.83	1.39	1.12	298	8.8	4,664	14.1	Dec-16
385	360 House of Bruar	Clothing/country living goods retailer	Pitlochry	SCO	24.42	23.76	3.65	5.00	223	4.2	16,368	-29.9	Jan-16
386	379 Southeast Traders	Delivered wholesaler	Cumbernauld	SCO	39.83	42.15	0.99	0.95	20	5.3	49,500	-1.0	Oct-16
387*	208 PD&MS Group (Aberdeen)	Offshore services provider	Aberdeen	SCO	35.52	48.15	1.37	5.28	73	-1.4	18,767	-73.7	Jun-16
388*	New Thorntons Law	Legal services	Dundee	SCO	22.83	19.99	4.32	4.01	355	-17.4	12,169	30.5	May-16
389	371 Scotch Frost of Glasgow	Frozen food distribution	Glasgow	SCO	54.29	54.49	0.36	0.38	178	12.7	2,022	-15.9	May-16
390	New Balhousie Holdings	Care homes operator	Perth	SCO	33.09	31.01	1.63	-0.55	1,250	0.0	1,304	n/a	Sep-16
391	New Professional Beauty Systems (Holdings)	Professional hair products manufacturer	Renfrew	SCO	23.06	17.40	4.28	7.26	153	16.8	27,974	-49.5	Sep-16
392*	456 Scottish Rugby Union	Rugby sport governing body	Edinburgh	SCO	43.78	44.24	0.78	0.02	356	3.2	2,204	3700.0	May-16
393*	342 McPherson	Bulk spirit transportation	Aberlour	SCO	29.38	32.82	1.98	2.55	360	0.0	5,500	-22.3	Jul-16
394	486 Star Refrigeration	Industrial refrigeration	Glasgow	SCO	40.28	37.96	0.90	0.01	319	-1.2	2,821	9000.0	Dec-16
395	408 Head Resourcing	Recruitment consultancy	Edinburgh	SCO	44.64	43.31	0.60	0.43	81	3.8	7,407	34.4	Dec-16
396	390 Ithaca Energy (UK)	Offshore services	Aberdeen	CAN	99.29	105.82	-75.31	-148.55	36	-12.2	n/a	n/a	Dec-16
397	411 Simpson Oils	Fuel merchant	Wick	SCO	37.74	41.03	0.98	0.49	n/a	n/a	n/a	n/a	Oct-16
398	356 Sykes Global Services	Assembly and fulfilment services	Galashiels	USA	28.33	32.78	2.04	2.21	860	-5.1	2,372	-2.7	Dec-16
399*	447 Lindsay & Gilmour/Raimes Clark & Co	Retail chemists	Edinburgh	SCO	28.10	26.15	2.07	1.68	255	3.7	8,118	18.9	Dec-16
400	443 Norscot Truck & Van/G Barrack	Truck retail and truck and van repair	Aberdeen	SCO	34.31	29.48	1.29	1.27	134	3.9	9,627	-2.2	Dec-16

15 of 155

Corporate Social Responsibility/Diversity Initiative of the Year

(British Legal Awards 2017)



You're prepared
because we
prepared.

We're not just auditors, tax advisers and consultants. At RSM, we make it our priority to understand your business so you can make confident decisions about the future. Experience the power of being understood. Experience RSM | rsmuk.com

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING



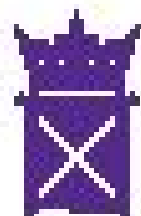
The UK group of companies of the RSM network is a member of the RSM network of member firms that are being governed by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm each of which operates in its own right. The RSM network and each member operates legally under its own national law jurisdiction. The RSM network is administered by RSM International Limited, a company registered in England and Wales (company number 3244088) whose registered office is at 25 Cannon Street, London EC4A 3DF. The brand and trademarks RSM and other intellectual property rights used by members of the network are owned by RSM International, a company registered in England and Wales (company number 3244088) and are used by members of the network under license.

For greater
openness,
face-to-face
lobbying
must be
registered.



If you lobby MSPs, members of the Scottish Government, Special Advisers or Permanent Secretary then you need to know more before 12 March 2018.

LOBBYING REGISTER | CLÀR-COITEACHAIDH
www.lobbying.scot



The Scottish Parliament
Pàrlamaid na h-Alba

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END	
					PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%		
401-425														
401	384	Faro Petroleum	Oil and gas exploration	Aberdeen	Sco	94.78	112.98	-61.50	-122.30	68	1.5	n/a	n/a	Dec-16
402	339	Vallourec Oil & Gas UK	Offshore tubular goods	Bellshill	Fr	85.39	125.20	-20.22	-2.02	288	0.3	n/a	n/a	Dec-16
403	427	Rembrand Timber	Timber merchant	Dundee	Sco	35.40	33.80	1.08	0.99	202	6.9	5,347	2.1	Sep-16
404*	385	Portakabin (Scotland)	Modular buildings supplier	Hamilton	UK	22.72	23.58	3.77	3.95	125	0.8	30,160	-5.4	Dec-16
405	219	Westcrowns	Glass processor; flooring contractor	Rutherglen	Sco	35.24	34.34	1.08	10.76	396	4.5	2,727	-90.4	Mar-16
406	432	Trac International	Engineering products and services	Aberdeen	Sco	47.89	48.78	0.34	-0.12	497	5.5	684	n/a	Mar-16
407	473	Marshall Construction	Builder and contractor	Alloa	Sco	49.51	33.18	0.31	0.44	289	9.5	1,073	-35.6	Jul-16
408*	445	Clyde Travel	Corporate travel	Glasgow	Sco	41.11	40.94	0.62	0.31	65	0.0	9,495	99.1	Dec-16
409	446	Mackenzie Construction	Construction; civil engineering	Glasgow	Sco	30.76	28.67	1.54	1.41	203	3.6	7,586	5.4	Mar-17
410	365	Fugro Subsea Services	ROV provision and operation	Aberdeen	NL	82.37	118.06	-20.40	-17.81	468	0.0	n/a	n/a	Dec-16
411	423	Vetcel	Consultant buying facilities for vets	Kincardine	Sco	53.91	44.27	0.17	0.30	12	9.1	14,167	-48.1	Apr-16
412	455	CBC Construction & Property Group	Construction; property development	Glasgow	Sco	43.89	41.57	0.44	0.17	217	3.8	2,028	149.4	Sep-16
413*	333	Dron & Dickson	Hazardous area electrical equipment	Stirling	Sco	36.88	42.87	0.89	1.54	139	-14.2	6,403	-32.6	May-16
414	275	Usha Martin International	Wire rope manu./oil & gas services	Clydebank	Ind	34.51	34.58	1.02	4.24	200	-4.8	5,100	-74.7	Mar-16
415	407	Nairn's Oatcakes	Biscuits/oatcakes manufacturer	Edinburgh	Sco	25.30	24.41	2.21	2.75	252	0.0	8,770	-19.6	May-16
416	366	Helix Well Ops (UK)	Subsea intervention services	Dyce	USA	72.30	111.07	-12.85	-6.76	70	-30.0	n/a	n/a	Dec-16
417*	New	A&J Stephen (Holdings)	Building contractor	Perth	Sco	24.93	17.72	2.31	1.07	85	7.6	27,176	100.6	Mar-16
418	459	Ingram Motoring Group	Motor dealer	Ayr	Sco	47.72	42.65	0.27	0.06	107	4.9	2,523	329.1	Dec-16
419*	New	Oracle Scotland	Computer contract manufacturer	Linlithgow	USA	35.00	16.04	0.93	0.18	484	126.2	1,921	128.4	May-16
420*	363	FLB Holdings	Diary/organiser manufacturer	Dalkeith	Sco	31.72	34.31	1.19	1.83	306	-6.7	3,889	-30.3	Apr-16
421	335	Guala Closures UK	Bottle closures	Glasgow	It	44.03	42.06	0.39	1.57	185	-6.6	2,108	-73.4	Dec-16
422	New	Spencer Coatings Group	Industrial and specialist coatings	Aberdeen	Sco	24.48	17.64	2.39	1.24	162	24.6	14,753	54.7	Sep-16
423*	472	Coherent Scotland	Laser systems manufacture	Glasgow	USA	29.17	26.03	1.47	1.28	111	4.7	13,243	9.4	Oct-16
424	399	Mulholland Holdings	Civil engineering contractor	West Calder	Sco	34.91	36.12	0.90	1.05	367	0.3	2,452	-14.5	Jul-16
425*	480	Strata International Group	Laminated products; cubicles	Perth	Sco	21.77	20.41	3.54	2.40	137	4.6	25,839	41.0	Dec-16
426-450														
426	418	Robertson Metals Recycling	Scrap metal processor/exporter	Inverkeithing	Sco	26.43	35.51	1.98	1.14	35	6.1	56,571	63.8	Jan-16
427	133	Texas Instruments (UK)	Micro-electronics	Greenock	USA	71.61	63.83	-26.35	10.56	332	-4.3	n/a	n/a	Dec-16
428	436	United Auctions	Livestock auctioneer	Stirling	Sco	24.97	24.37	2.17	2.22	55	1.9	39,455	-4.0	Dec-16
429*	380	IFC Holdings	Holding company for fish processors	Fraserburgh	Sco	38.35	40.20	0.54	1.02	459	-15.9	1,176	-37.0	Mar-17
430*	434	Houston (Holdings)	Biscuit manufacturer	Livingston	Sco	25.18	23.76	2.09	2.47	204	6.8	10,245	-20.8	Dec-16
431	395	DigitasLbi	Marketing and technology agency	Edinburgh	Fr	69.30	76.46	-18.74	-4.81	594	-16.5	n/a	n/a	Dec-16
432*	New	NWH Group	Construction; recycling; plant hire	Dalkeith	Sco	25.42	20.67	2.00	0.88	217	15.4	9,217	96.9	Sep-16
433	419	Scottish Football Association	Football administration	Glasgow	Sco	35.80	32.72	0.71	1.10	183	4.6	3,880	-38.3	Dec-16
434*	429	John Martin Holdings	Motor dealer	Edinburgh	Sco	54.71	52.67	-0.83	-0.44	205	3.5	n/a	n/a	Dec-16
435	463	RM Easdale & Co	Non-ferrous metal processor	Glasgow	Sco	43.82	44.50	0.30	-0.18	60	1.7	5,000	n/a	Dec-16
436	341	Clariant Oil Services UK	Chemicals/services for oil industry	Aberdeen	Swi	21.90	27.68	3.07	4.03	58	-9.4	52,931	-15.9	Dec-16
437	391	Emergency One UK	Vehicle body building/repair	Cumnock	Sco	24.62	25.31	2.11	3.19	161	4.5	13,106	-36.7	Dec-16
438*	New	Bancon Developments Holdings	Property developer and manager	Banchory	Sco	55.03	82.63	-1.22	-3.62	267	-25.2	n/a	n/a	Mar-17
439*	New	Crown Worldwide	International removals, storage	Livingston	HK	30.11	27.36	1.04	-1.83	207	3.0	5,024	n/a	Dec-16
440	New	Intelligent Office UK	Managed office services provider	Alloa	Sco	27.85	21.64	1.43	1.25	781	19.1	1,831	-3.9	Sep-16
441*	New	Pat Munro (Alness)	Quarrying; construction; waste service	Alness	Sco	22.17	17.68	2.78	2.47	165	14.6	16,848	-1.8	Mar-16
442*	New	BUPA Care Homes (Carrick)	Nursing homes operator	Glasgow	UK	23.35	21.40	2.29	-3.06	768	-2.8	2,982	n/a	Dec-16
443*	449	Caledonian Maritime Assets	Holding company for ferry operations	Port Glasgow	Sco	33.55	29.85	0.81	-6.67	27	0.0	30,000	n/a	Mar-16
444	451	Front Line Construction	Civil engineering and construction	Bathgate	Sco	23.38	20.84	2.25	3.39	154	-1.3	14,610	-32.8	Jan-16
445	402	Currie International Holdings	Transport, warehousing, logistics	Dumfries	Sco	47.87	47.01	-0.10	0.37	334	5.4	n/a	n/a	Dec-16
446	493	Terasaki Electric Europe	Circuit breaker manufacture	Glasgow	Jap	25.17	26.65	1.88	0.95	144	0.0	13,056	97.9	Mar-16
447	448	G101 Off Sales	Off licences; convenience stores	Glasgow	Sco	47.35	47.90	-0.02	-0.19	406	-5.1	n/a	n/a	May-16
448	440	Brightwork	Recruitment agency	Glasgow	Sco	36.10	34.87	0.47	0.77	72	12.5	6,528	-45.7	Dec-16
449	439	Guitar Guitar	Musical equipment retailer	Glasgow	Sco	24.75	24.65	1.97	2.12	116	11.5	16,983	-16.7	May-16
450	378	Vaughan Engineering	Mechanical and electrical engineering	Broxburn	Eire	50.02	46.89	-0.81	0.61	207	3.5	n/a	n/a	Mar-16

INSIDER TOP500: 451-500

RANK	COMPANY NAME	ACTIVITY	LOCATION COUNTRY OF OWNERSHIP		TURNOVER £M		PROFIT £M		EMPLOYEES No.		PROFIT PER EMP £		YEAR END
			PRESENT	PREVIOUS	PRESENT	PREVIOUS	PRESENT	CHANGE%	PRESENT	CHANGE%			
451-475													
451*	490 JC Peacock & Co	Salt import and distribution	Ayr	SCO	24.29	22.25	2.03	1.69	57	14.0	35,614	5.4	Apr-16
452	479 Endura	Cycle wear/gear manufacturer	Livingston	SCO	25.12	22.72	1.85	-0.49	128	-3.8	14,453	n/a	Apr-17
453	495 JF Hillebrand Scotland	Transport/logistics of beverages	Glasgow	GER	25.24	24.83	1.74	1.12	41	0.0	42,439	55.4	Dec-16
454	179 Dawnfresh Seafoods	Fresh & frozen fish and seafoods	Uddingston	SCO	60.31	54.83	-8.12	5.85	557	12.3	n/a	n/a	Mar-16
455	New Claymore Homes	Housebuilder; timber frame kits	Peterhead	SCO	24.02	20.60	2.03	1.79	91	78.4	22,308	-36.4	Jan-16
456*	483 Ahlstrom Chimside	Specialist materials manufacture	Duns	FIN	50.39	47.64	-1.64	-9.27	167	2.5	n/a	n/a	Dec-16
457*	New Energetics Design & Build	Multi utility solutions provider	Hamilton	SCO	57.97	38.17	-7.08	0.16	446	77.0	n/a	n/a	Mar-16
458*	471 McGill & Co	Building services	Dundee	SCO	41.23	32.97	0.17	0.50	422	6.8	395	-68.8	Sep-16
459	405 TPS Healthcare Group	Medical products; logistical services	Cumbernauld	EIRE	46.89	48.36	-0.76	0.19	88	15.8	n/a	n/a	Mar-17
460	New GHI Contracts	Office refurbishment	Bellshill	SCO	30.11	19.80	0.81	0.51	65	14.0	12,462	39.3	Aug-16
461	453 Scotia Homes	Construction; land development	Ellon	SCO	58.00	41.04	-12.12	0.24	230	9.5	n/a	n/a	Apr-16
462	377 MB Aerospace	Aerospace design/manufacture	Motherwell	UK	21.65	25.01	2.31	3.69	131	-10.9	17,634	-29.8	Dec-16
463*	New Tarak Retail	Clothing retailer	Glasgow	SCO	21.67	18.64	2.24	1.80	480	22.8	4,667	1.4	Mar-16
464*	New Alistair Fleming	Kitchen cabinetry	Airdrie	SCO	34.27	19.69	0.42	-0.16	63	-3.1	6,667	n/a	Mar-16
465*	438 Highland Industrial Supplies	Industrial and agri equipment supplier	Inverness	SCO	40.38	38.75	0.10	0.46	236	0.4	424	-78.3	Jan-17
466*	460 Tough Civil Engineering	Civil engineering	Glasgow	SCO	32.99	33.34	0.47	0.63	314	5.7	1,497	-29.4	Jul-16
467*	New Hamilton Ross Holdings	Machinery wholesaler; motor dealer	Lanark	SCO	32.17	28.77	0.52	0.43	116	5.5	4,483	14.7	Feb-16
468	470 Mono Global Group	Telephone masts	Glasgow	SCO	44.15	38.87	-0.79	0.07	226	-2.2	n/a	n/a	Aug-16
469*	492 Scobie & Junor (Holdings)	Food casings and packaging	East Kilbride	SCO	27.23	27.54	1.06	0.83	141	1.4	7,518	25.9	Jun-16
470*	New Billy Bowie Special Projects	Tanker hire; waste disposal	Kilmarnock	SCO	20.25	19.18	2.40	1.98	191	18.6	12,565	2.2	Apr-16
471*	400 Simpac (Holdings)	Packaging manufacture and import	Glasgow	SCO	25.33	29.51	1.25	1.78	118	0.0	10,593	-29.8	Aug-16
472	New Empteezy	Waste handling and drum storage equipm	Livingston	SCO	24.09	20.39	1.60	0.71	197	4.2	8,122	116.2	Oct-16
473*	New Craig of Campbeltown	Bus and coach operator	Campbeltown	SCO	21.47	17.55	2.18	1.65	428	35.4	5,093	-2.5	Dec-16
474	New A Proctor Group	Roof and wall insulation	Blairgowrie	SCO	23.40	22.64	1.71	1.88	128	4.1	13,359	-12.6	Dec-16
475	New Wireless Infrastructure Group	Telecommunications solutions	Bellshill	USA	36.27	30.66	0.23	-1.92	44	4.8	5,227	n/a	Dec-16
476-500													
476*	New Canvas Holidays	Camping and holiday facilities	Dunfermline	USA	21.54	25.67	2.09	1.52	156	-25.0	13,397	82.8	Oct-16
477	New Beatsons Building Supplies	Builders' merchant	Alloa	SCO	23.49	21.66	1.60	0.70	122	6.1	13,115	115.5	Jul-16
478	477 JBT Distribution	Haulage contractor	Bathgate	SCO	22.72	22.39	1.76	0.93	278	4.5	6,331	81.1	Mar-16
479	404 Morrison Motors (Turriff)	Motor dealer	Turriff	SCO	26.79	30.04	0.92	1.51	37	0.0	24,865	-39.1	Jul-16
480	481 Macduff Shipyards	Shipbuilder; repairs and fittings	Macduff	SCO	22.30	20.16	1.81	1.84	179	13.3	10,112	-13.2	Feb-16
481	New Oregon Timber Frame	Timber frame design/manufacture	Selkirk	SCO	21.66	20.21	1.94	1.96	128	15.3	15,156	-14.2	Dec-16
482	New IndigoVision Group	Software/hardware development	Edinburgh	SCO	37.22	31.81	0.05	-0.51	103	-13.4	485	n/a	Dec-16
483	458 Recruitment Zone	Recruitment agency	Edinburgh	SCO	30.63	34.42	0.40	0.56	60	20.0	6,667	-40.5	Dec-16
484	New HRN Tractors	Agricultural equipment	Insch	SCO	28.17	25.57	0.61	0.53	86	1.2	7,093	13.8	Sep-16
485	497 Morrisons (Land Rover)	Motor dealer	Stirling	SCO	27.91	22.73	0.67	0.39	38	0.0	17,632	71.8	Jan-16
486	452 Fugro Survey	Offshore surveying	Aberdeen	NL	45.12	53.14	-6.75	-3.16	420	0.0	n/a	n/a	Dec-16
487*	New Pertemps (Scotland)	Recruitment agency	Glasgow	UK	32.39	27.90	0.30	0.04	42	n/a	7,143	n/a	Dec-16
488*	475 Garriock Bros	Contracting; civil eng; plant hire	Lerwick	SCO	22.82	23.85	1.56	1.61	159	-2.5	9,811	-0.7	Mar-16
489	373 Jabil Circuit	Printed circuit boards	Livingston	USA	47.84	35.47	-16.40	1.49	257	19.0	n/a	n/a	Aug-16
490	New Flexcon Europe	Commercial labels and tags	Glenrothes	USA	25.53	23.36	0.93	0.15	117	0.0	7,949	520.0	Sep-16
491	New Honeywell Security UK	Alarm detection equipment	Motherwell	USA	44.11	48.32	-5.34	2.88	133	-5.7	n/a	n/a	Dec-16
492	New Barony Universal Products	Aerosol manufacture	Cumnock	SCO	41.38	24.12	-3.06	-2.04	206	38.3	n/a	n/a	Dec-16
493	New Nolan Seafoods (UK)	Smoked salmon supplier	Aberdeen	EIRE	26.85	31.64	0.81	1.05	205	-18.7	3,951	-5.2	Mar-17
494	469 Alliance Wine Company	Wine importer and wholesaler	Beith	SCO	25.11	25.86	0.99	1.41	67	4.7	14,776	-32.9	May-16
495*	New G&A Barnie Group	Plumbing and heating	Inverness	SCO	21.54	17.23	1.87	0.33	216	0.0	8,657	466.6	Apr-16
496*	454 Viju	Video communications	Livingston	NOR	37.16	33.81	-0.26	0.71	144	7.5	n/a	n/a	Dec-16
497	478 Taylor & Fraser	Heating and ventilation	Paisley	SCO	27.52	31.67	0.63	0.51	77	-2.5	8,182	26.7	Jun-16
498	New Alex F Noble & Son	Motor dealer	Loanhead	SCO	32.06	29.03	0.28	0.25	49	6.5	5,714	5.1	Mar-17
499	417 MacGregor Industrial Supplies	Industrial tools and equipment	Inverness	SCO	28.54	28.62	0.44	1.54	246	6.5	1,789	-73.2	Mar-16
500	383 Donald Russell	Meat, game and poultry supplier	Inverurie	UK	35.82	36.97	0.01	1.26	251	-8.4	40	-99.1	Dec-16

15-05-sahid/insider08g*

Global Reach

4,000+ lawyers in 40+ countries across the Americas, EMEA and Asia Pacific
(www.dlapiper.com)

A² + B.

**CHARTERED
ACCOUNTANTS
+ BUSINESS
ADVISORS**

ADDING VALUE THROUGH THE PLUS FACTOR

At A&B our business is focused on providing the services that you need, when you need them, to help you grow and improve your business. It's not about us - it's about you. You'll receive a personalised service geared to your business and delivered by a team of professionals seeking to add value. It's what we call 'the Plus factor'.



AUDIT & ACCOUNTING - TAXATION - CORPORATE FINANCE - PAYROLL & EMPLOYMENT TAXES
CONSULTING - OUTSOURCING - GLOBAL MOBILITY - WEALTH MANAGEMENT



ANDERSON ANDERSON & BROWN LLP
CHARTERED ACCOUNTANTS + BUSINESS ADVISORS
accountants@aabuk | www.aabuk
ABERDEEN - EDINBURGH - LONDON

IT ALL ADDS UP TO A MORE POSITIVE SERVICE

Petrolneous Manufacturing Scotland Ltd (134): Previously known as Ineos Manufacturing Scotland Ltd.

Plexus Corp (UK) Ltd (172): Previously known as Keltec Holdings. Present period 13 months.

Polymer Holdings Ltd (328): Trading as Tubetec.

Portakabin (Scotland) Ltd (404): Previously known as Paton Plant Ltd. Previous period 18 months.

Produce Investments Plc (130): Trading as Greenvale AP.

Quiz Clothing/Kast Retail Ltd (276): Actual company tracked is Kast Retail Ltd.

Repsol Sinopec Resources UK Limited (293): Previously known as Talisman Sinopec Energy (UK) Ltd.

Richard Irvin & Sons Ltd (370): Trading as Richard Irvin Services Group.

RJ McLeod (Contractors) Ltd (52): Present period 11 months.

Rohr Aero Services Ltd (138): Trading as UTS Aerospace Systems.

Royal Bank of Scotland Group Plc (271): Turnover is the total income. Employee numbers are for full time staff in continuing operations.

Scobie & Junor (Holdings) Ltd (469): Trading as Scobies Direct; Foodmaker.

Score Group Plc (187): Present period 11 months.

Scotframe Timber Engineering Ltd (359): Trading as Scot Frame Timber Engineering. Previously known as Scotframe Ltd.

Scottish Event Campus Limited (360): Previously known as Scottish Exhibition Centre Ltd.

Scottish Investment Trust Plc (229): Figures are taken from the revenue account with turnover being income.

Scottish Midland Co-operative Society Ltd (69): Trading as Scotmid Co-op.

Scottish Power Ltd (5): Previously known as Scottish Power plc.

Scottish Rugby Union Plc (392): Present period 13 months.

Scottish Widows Limited (3): Trading as Scottish Widows. Previously known as Scottish Widows Plc.

Shepherd & Wedderburn LLP (148): Profit is before tax, members' remuneration and profit shares.

Simpac (Holdings) Ltd (471): Trading as James P Sim & Co; Simpac.

Sky Subscribers Services Ltd (20): Previous period 5 months. Previously tracked consolidation of Sky Subscriber Services and Sky In-Home as Sky (Scotland).

Speymalt Whisky Distributors Ltd (336): Trading as Gordon MacPhail.

Standard Life Aberdeen PLC (2): Previously known as Standard Life PLC. Standard Life and Aberdeen Asset Management merged in August 2016 to form Standard Life Aberdeen. 2016 figure is combined figures for both previous entities, company no longer reports EEV profit and PVNBP as they are not core measures.

Strata International Group Ltd (425): Trading as Shore Laminates; Mermaid Panels; Thrislington Cubicles.

Subsea 7 (14): Some employees are outsourced.

Tarak Retail Ltd (463): Trading as Quiz.

Teekay Offshore/Golar-Nor (UK) Ltd (347): Previously known as Teekay Petrojarl Aberdeen/Golar-Nor (UK) Ltd. Actual company tracked is Golar-Nor UK Ltd which trades as Teekay Petrojarl.

Teledyne Ltd (315): Trading as Teledyne Controls.

Tennent Caledonian Breweries Wholesale Ltd (119): Previous period 11 months.

Terex Equipment Ltd (223): Trading as Terex Trucks.

Tesco Bank/Tesco Personal Finance Plc (17): Actual company tracked is Tesco Personal Finance plc, trading as Tesco Bank. Turnover is calculated as total income.

The Anderson Group Ltd (181): Previously known as SAH Ltd.

The Miller Homes Group (UK) Ltd (24): Previously known as The Miller Group(UK) Limited.

Thorntons Law LLP (388): Profit is before tax, members' remuneration and profit shares.

Tilhill Forestry Ltd (121): Present period 15 months.

Tillicoultry Quarries Ltd (235): Activities also include the manufacture of building products.

Total Upstream UK Ltd (283): Trading as Total E&P. The figures comprise Total Upstream UK Limited along with its subsidiaries including Total E&P UK Limited and E.F. Oil & Gas Limited.

Tough Civil Engineering Ltd (466): Trading as Tough Construction Ltd.

Transocean Drilling UK Ltd (286): Trading as Transocean.

Trespass/Jacobs & Turner Ltd (160): Actual company tracked is parent Jacobs & Turner Ltd.

Tulloch Homes Group Ltd (220): Previous period 6 months. Bought out previous company in March 2015 in an MBO.

Turner & Co (Glasgow) Ltd (97): Activities also include service of aviation equipment; vehicle hire; access equipment manufacture, hire and sale.

TWMA Group Ltd (240): Activities also include environmental services and offshore welding/fabrication services.

United Closures & Plastics Ltd (161): Trading as GCS. Present period 15 months.

United Holdings UK Ltd (251): Trading as United Wholesale Grocers; United Polmadie.

Urban & Civic Plc (82): Previously known as Terrace Hill Group Plc.

Vascutek Ltd (129): Trading as Vascutek, a Terumo Company.

Viju Ltd (496): Trading as CityIS. Previously known as City Information Services Ltd.

Vroon Offshore UK Ltd (199): Trading as Vroon Offshore Services.

Walker Holdings (Scotland) Ltd (222): Trading as Walker Group.

Walter Davidson & Sons Ltd (322): Trading as Davidson Chemist.

WebhelpTSC/Telecom Service Centres Ltd (61): Trading as Webhelp UK. Actual company tracked is Telecom Service Centres Ltd, trading as Webhelp UK.

William Tracey Ltd (183): Trading as William Tracey Group.

Wright Health Group Ltd (256): Trading as Wright Cottrell.

Wyman-Gordon Ltd (337): Present period 8 months. Previous period 13 months.

Drop outs

No figures available at time

Aker Solutions
ATR Offshore Holdings Ltd

BenRiach Distillery Co Ltd
British Polythene Industries Limited

Dril-Quip (Europe) Ltd

ECS Europe Limited

Eden Springs UK Ltd

Leidos Innovations UK Ltd

Macduff Shellfish (Scotland) Ltd

Peak Scientific Holdings Ltd

Redeem Ltd

Servest Arthur McKay Limited

Wilson Imports Ltd

Yaskawa Electric UK Ltd

No longer trading

Keltec People Ltd
Land Engineering Group/Gardrum Investments Ltd

Outwith Insider Criteria

Aiken Group Ltd
Alba Power Ltd
Axis Well Technology Ltd
Champion Technologies Ltd
Compass Building & Construction Services Ltd
Dales Marine Services Ltd
East Kilbride Engineering Services Ltd
Electro-Flow Controls Ltd
FTV Proclad International Ltd
Gyrodatta Ltd
Henry Abram & Sons Ltd
ICR Integrity Ltd
Lees Foods Ltd
Lend Lease Construction (Scotland) Ltd
LHD Ltd
Malcolm Allan Housebuilders Ltd
McCurach Group Ltd
Plexus Holdings Plc
Presentation Products Scotland Ltd
Proclad Group (Scotland)
Serimax Ltd
Strategic Resources European Recruitment Consultants Ltd
Tube Developments Ltd
Tulloch Recruitment (Aberdeen) Ltd

Slipped in rankings

Akela Group Ltd
ASA International Ltd
Avanteq Ltd
Chap (Holdings) Ltd
Chrystal Petroleum Co Ltd
Clyde Union Ltd
Concept Group Ltd
DF Concerts Ltd
Farmfoods Distribution Ltd
Fire Creamery Ltd
Hunting Energy Services (UK) Ltd
James Frew Ltd
Mactaggart, Scott & Co Ltd
MF Wells (Hotels) Ltd
Motherwell Bridge Ltd
Oki (UK) Ltd
Pelagia Shetland Limited
Raeburn Group Ltd
RAGM Plc
Saltire Energy Ltd
Space Solutions (Scotland) Ltd
Streamline Shipping Group Ltd
W M Donald Ltd
Zenith Oilfield Technology Ltd

Other

Aberdeen Asset Management – Merged with Standard Life in August 2016 to form Standard Life Aberdeen.
Central Building Contractors (Glasgow) Ltd – Figures part of CBC Construction & Property Group.
Fergusson Group Ltd – Bought out of administration by CPL Fuels Ltd in November 2016. Head office no longer in Scotland.

New additions

Figures not available last year

Avant Homes (238)
Bancon Developments Holdings Ltd (438)
Clark Commercials (Aberdeen) Ltd (362)
Emtelle UK Ltd (93)
Energetics Design & Build Ltd (457)

Enquest Plc (18)
EWOS Ltd (113)
Future Technology Devices International Ltd (230)
GEG (Holdings) Ltd (114)
Honeywell Security UK Ltd (491)
IndigoVision Group Plc (482)
Macrae & Dick Ltd (125)
Marine Harvest (Scotland) Ltd (43)
Marine Harvest VAP UK Ltd (364)
Maxxium UK Limited (86)
Newsquest (Herald & Times) Ltd (242)
Oceanering International Services Ltd (73)
Oil States Industries (UK) Ltd (83)
Repsol Sinopec Resources UK Limited (293)
Spirit AeroSystems (Europe) Ltd (176)
Stena Drilling Ltd (348)
STV Group Plc (87)
Teekay Offshore/Golar-Nor (UK) Ltd (347)
Terex Equipment Ltd (223)
Tilhill Forestry Ltd (121)
United Closures & Plastics Ltd (161)
UPM-Kymmene (UK) Ltd (55)
Wireless Infrastructure Group Ltd (475)
Wood Mackenzie Ltd (36)

Moved up ranking

Alex F Noble & Son Ltd (498)
Alistair Fleming Limited (464)
Balhousie Holdings Ltd (390)
Barony Universal Products Plc (492)
Beatsons Building Supplies Ltd (477)
BUPA Care Homes (Carrick) Ltd (442)
Canvas Holidays Ltd (476)
Claymore Homes Ltd (455)
Crown Worldwide Ltd (439)
Empteezy Ltd (472)
Flexcon Europe Ltd (490)
Goals Soccer Centres plc (311)
Hamilton Ross Holdings Ltd (467)
HRN Tractors Ltd (484)
Intelligent Office UK Ltd (440)
Nolan Seafoods (UK) Ltd (493)
NWH Group Ltd (432)
Oregon Timber Frame Ltd (481)
Pertemps (Scotland) Ltd (487)
Pipeline Technique Ltd (127)
Richard Irvin & Sons Ltd (370)
Shell Shared Service Centre Glasgow Ltd (376)
Worldmark UK Ltd (326)

Newly Tracked

A Proctor Group Ltd (474)

Previously outwith criteria

A&J Stephen (Holdings) Ltd (417)
Addleshaw Goddard (Scotland) LLP (341)
Billy Bowie Special Projects Ltd (470)
Campion Homes Ltd (358)
Craig of Campbeltown Ltd (473)
G&A Barrie Group Ltd (495)
GHI Contracts Ltd (460)
Oracle Scotland Ltd (419)
Pat Munro (Alness) Ltd (441)
Professional Beauty Systems (Holdings) Ltd (391)
Spencer Coatings Group Ltd (422)
Tarak Retail Ltd (463)
Thorntons Law LLP (388)

Other

McCurach UK Ltd (265) - Previously tracked.
McCurach Group



ALIGNED WITH YOU

YOUR OBJECTIVES | OUR PRIORITY

Sponsors of Business Insider Top 500

Simon Rae, Managing Partner (Scotland)

DLA Piper LLP | simon.rae@dlapiper.com | +44 (0)131 242 5085

www.dlapiper.com

10 YEARS OF LESSONS FROM AN INVESTMENT BUSINESS



Make time for the big decisions

Something I see repeatedly is how easy it is to get bogged down in day-to-day detail and ignore the bigger picture. Strategic questions tend not to be easy, binary choices. They need time and detailed consideration, often from different angles, and it can feel uncomfortable to spend time “thinking” rather than “doing” when we’re all so busy. However, there will be one or two big decisions a year that can really make a difference – good or bad – to the business’s future.

Get a map

The last 10 years work with SMEs have shown me that while there can be great value in strategy workshops, the most important part is deciding how you are going to get there. As a long-term owner of companies, our strategy is often a five-year-plus goal and in isolation it can be daunting. That’s why we break down the strategy into a series of 12-month plans. Together with the management teams, we decide on key steps to ensure that we are on track to achieve the longer-term objective. Then we allocate responsibilities and check regularly for progress.

.....
In examining opportunities, I am continually reminded of the power of accurate, timely data on which to form opinions

Keep it simple and direct

One of the first things I learnt from my partners at Nevis is the value of simple operating procedures throughout a business. While it may seem unnecessary or bureaucratic, documenting and monitoring best practice makes a business both repeatable and scalable.

Two and two can be five

Two of our core skills at Nevis are acquiring businesses and putting together a plan for their integration with the existing portfolio. In nearly all of our investments we have grown through acquisition with resulting great benefits. Such deals provide us with access to new markets and customers and increase capacity
Management, management, management

At Nevis, we operate differently from other investment or private equity companies because we are happy to buy businesses outright rather than looking for traditional management buy-outs. In fact, the majority of our deals have come from situations where one or more shareholder is looking to retire. Given that most

of our opportunities come from owner-managed businesses (and the owner is usually leaving) it may seem contradictory to say management is the most important thing!

However, in our experience it is true and it isn’t necessarily about skills and competencies – it’s more often than not about attitude and character.

Opinions v Facts

In examining opportunities, I am continually reminded of the power of accurate, timely data on which to form opinions. For example, small businesses often fail to understand the profitability of individual jobs or customers because they don’t invest the time and money required to capture the information. That leads to decisions about work to chase being made based on “gut feel” or opinion. Gathering the “facts” has often challenged these preconceptions and allowed us to move away from unprofitable work and to focus sales efforts in the right areas.

Partners not investors

We have learnt that we don’t want to just be “investors” in a business – kept at arms-length and provided with financial information at a monthly board meeting. We want a much closer working relationship where we partner with the management team.

Build it and they will come

As an owner manager it is often difficult to take on cost in advance of winning the sales you need to support it. In our experience, however, you need to create operational capacity first if you want to deliver high quality customer service.

Our word is our bond

Trust is just about the most important thing in business. This is especially true when it comes to acquiring someone’s shares. That’s why we are straightforward and honest in our approach. We know that nobody likes late surprises in this game so we’ve never “chipped” the price once it’s been agreed – we always deliver what we say we will and because we only invest our own money we always will.

Focus on the long-term

When we first established Nevis, we set out to run a “traditional private equity” model of investing in companies with a short-term time horizon of 3-5 years. Over the last ten years, we’ve learnt that this just isn’t us. We want to build long-term, sustainable businesses and are happy to hold our investments in order to do that. ■

Brian Aitken is a partner of Nevis Capital.



COLLECTIVELY DISTINGUISHED. INDIVIDUALLY UNIQUE.



www.edinburghgin.com

State of Scotland Survey

in association with



RESEARCH PAINTS POSITIVE PICTURE FOR OUR BUSINESSES

By KEN SYMON

THE PICTURE of an increasingly confident business community despite the wider challenges emerges from this year's Insider State of Scotland survey conducted in association with law firm Brodies and Barclays Bank.

On the key question of confidence about the year ahead, a total of nearly 62 per cent of respondents said they were much more confident (24 per cent) or marginally more confident (38 per cent) about their business prospects over the next 12 months compared to the last.

No respondents said they were much less confident than last year and slightly less than 10 per cent said they were marginally less so.

It was a sort of 'steady as she goes' picture on profitability expectations that emerged from this year's survey with nearly 48 per cent of respondents saying they expected it to be on a par with last year. Almost 29 per cent

A significant majority said they planned to invest in new equipment and technology in the next 12 months

thought profitability would be better this year than last while nearly 24 per cent thought it would be worse.

One notable finding is that a majority of businesses are planning to make a significant investment to enhance their digital offering or way of operating over the next year. More

than 57 per cent of businesses said they were going to do so while 38 per cent said they did not plan to do this, with nearly five per cent saying it was a possibility. This is significantly up on the responses last year with 44 per cent saying they planned such investment and 43 per cent saying they did not.

In a picture that was similar to last year, a very significant majority of those that responded said they planned to invest in new equipment and technology in the next 12 months. Nearly 81 per cent did plan to invest while less than 10 per cent said they didn't plan to do so and a similar percentage of respondees said they might do.

However more business respondents did not expect to invest in new premises – whether offices, ▶



Proud to support businesses across Scotland.

Visit barclayscorporate.com to find out how we can support your business.



Jamie Grant

Head of Corporate Banking for Barclays in Scotland

www.barclayscorporate.com

Scottish business confidence remains strong

OVERALL the State of Scotland report provides some heartening indications of expansion and investment. Profitability is on par or better than the previous 12 months but it is clear cost pressures are the biggest stumbling block when it comes to driving up margins. With inflation currently at a six year high this only looks set to continue.

Banks remain the major source of funding and it's positive to see that the majority of those requiring support found their funders accessible. For a country renowned for its start-up culture, venture capital and private equity is low, reflecting the findings of our recent Entrepreneurs Index. It's vital there is sufficient access to VC investment for start-up and high growth businesses to support their scale up journey.

Brexit is clearly near the top of any business's priority list and one of the most immediate effects was the devaluation of Sterling. This should provide opportunities for Scottish businesses given that over 70% of respondents are currently exporting. On closer examination, however, the vast majority continue to rely on domestic demand with overseas sales making up less than 10% of their business so the volume just isn't there to reap the benefits. As a consequence, it's not really surprising that more than half said the devaluation negatively affected their performance.

The results also highlight the importance of embracing digital technology with 57% intending to spend significantly on this. It is now an intrinsic part of the way we live and do business and we've made it a priority at Barclays, from creating platforms like our Smart Business Dashboard to make it easier for customers to manage their finances to our Digital Eagles who work with business and communities to improve their digital skills.

Despite cost pressures and uncertainty, business confidence across Scotland remains strong. The challenge is ensuring that this positive feeling is being translated into productivity and profitability.



Insider State of Scotland survey results 2017

If profitability on par or better what has your company done, or is currently doing, to put you in this position? *Several replies gave more than one answer

Increased sales performance	17.46%
Investment in workforce (recruitment, training)	14.29%
Efficiencies and cost controls	20.63%
Increased productivity	11.11%
Investments in product development	14.29%
More effective market targeting	9.52%
Investment in IT	7.94%
Reduced workforce	4.76%
Other	0%

What has most impacted your company's profitability? *

Customers cutting costs	16.95%
Market confidence	13.56%
Drop in demand	8.47%
Competition	20.34%
Political risk/uncertainty	8.47%
Increased costs	20.34%
Compliance with regulations	6.78%
Scottish Government spending cuts	0%
UK Government spending cuts	1.69%
Lack of investment/reduced funding	3.39%

Would you say reductions in public sector spending have impacted on your business's turnover over the last two years?

Yes	19.05%
No	66.67%
Don't know	14.29%

How reliable is your funder when it comes to supporting you and financing your business growth plans?

Very accessible	50%
Accessible	10%
Quite accessible	5%
Extra support not required in 2017	35%

What is your level of confidence about your business prospects over the next 12 months compared to 12 months ago?

Same as last year	28.57%
Much more confident	23.81%
Marginally more confident	38.1%
Marginally less confident	9.52%
Much less confident	0%

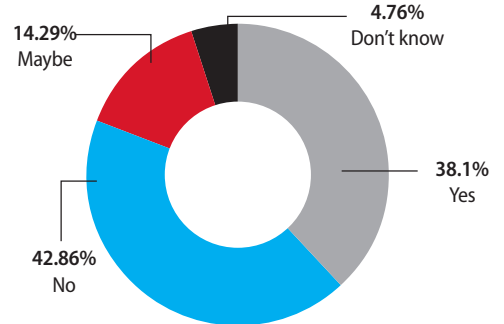
What sources of finance have you successfully engaged with in the last year? *

Successfully engaged with current bank	48.28%
Changing banks	0%
Asset or lease finance	10.34%
None	20.69%
Grants	13.79%
Existing external shareholders	3.45%
Capital markets	0%
Venture capital/private equity	3.45%
Crowdfunding	0%

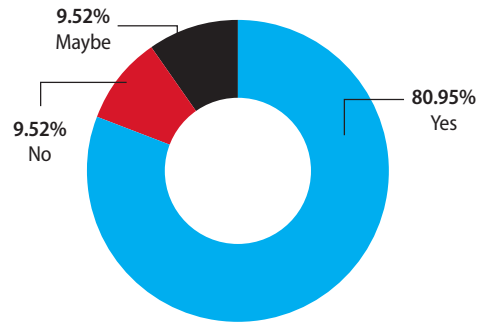
What do you see as being the opportunities for growth of your business over the next 12 months?*

Attracting new clients	30.51%
New product being launched	13.56%

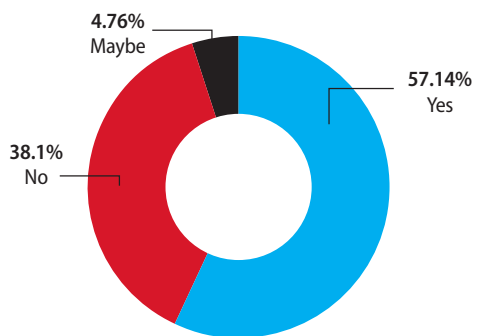
Do you plan to open new premises (offices, factories, warehouse) in the next 12 months?



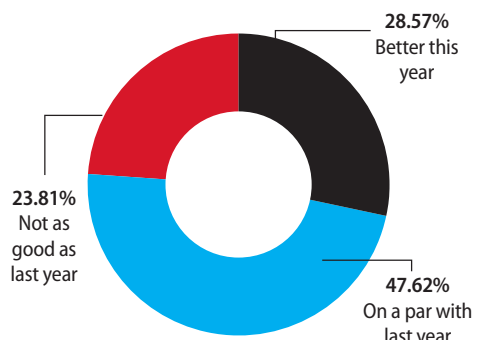
Do you plan to invest in new equipment and technology in the next 12 months?



Are you planning to make a significant investment to enhance your digital offering or way operating in the next 12 months?



Compared with your previous financial year would you say your business's profitability is:



Improving economy	10.17%
Growing international markets	13.56%
Improved quality of your products or services	16.95%
Weaker competition	5.08%
Selling through the internet/ Digital markets	3.39%
Acquisitions/Moving into export markets	5.08%
Legislation changes	1.69%
Crowdfunding campaign	0%

Does your company export goods or services?

Yes	71.43%
No	28.57%

a) If yes where does the majority of your exports go?*

Rest of UK	21.43%
Europe	21.43%
Middle East	17.86%
Asia	17.86%
US	14.29%
BRIC	7.14%

b) If yes what proportion of your revenues comes from export sales?

<10%	73.33%
11-20%	0%
21-30%	6.67%
31-50%	20%
>50%	0%

c) If no, do you think your company has future potential to export in goods and services?

Yes 16.67% No 50% Possibly 33.33%

d) Do you know where to get export support?

Yes 83.33% No 11.11% Don't know 5.56%

Has Brexit effected your business in the last year?

Yes	52.38%
No	23.81%
Maybe	14.29%
Don't know	9.52%

If yes or maybe, are those effects?

Positive	23.08%
Negative	53.85%
Mixed	23.08%

Do you think Brexit should go ahead?

Yes	35%
No	60%
Maybe	5%
Don't know	0%

Are you happy with the way the UK Government are handling Brexit?

Yes	20%
No	50%
Maybe	10%
Don't know	20%

Are you satisfied with the way the Scottish Government are dealing with Brexit?

Yes	5.26%
No	84.21%
Maybe	5.26%
Don't know	5.26%

Is the current level of oil price positive or negative for your business?

Positive 25% Negative 45% Not sure 5%
Neutral 25%

What impact has the post-Brexit vote devaluation of Sterling had on your business?

Positive	33.33%
Negative	52.38%
Not sure	4.76%
Neutral	9.52%

Does your organisation employ non-UK EU nationals in the UK and/or UK nationals in the rest of the EU?

Yes	57.14%
No	42.86%

If yes, please rate the expected impact of an end to the free movement of people between the UK and the EU on your business, assuming current employees are able to stay where they are and future EU migration to the UK (and vice versa) is not ended but is significantly reduced, where 1 is no impact and 5 is very significant.

1	8.33%
2	16.67%
3	25%
4	25%
5	25%

If the UK and the EU fail to reach a free trade agreement and revert to trading on World Trade Organisation terms what impact would this have on your business?

Very positive	5%
Positive	10%
No impact	5%
Negative	30%
Very negative	20%
Don't know	30%

A second independence referendum now appears less likely in the near future following the UK general election. From the perspective of your business, how would you rate this development?

Very positive	47.62%
Positive	9.52%
No impact	14.29%
Negative	4.76%
Very negative	19.05%
Don't know	4.76%

Which of the following types of business do you consider your company is in?

Food and drink	9.68%
Professional services	9.68%
Manufacturing	19.35%
Oil and Gas	19.35%
Distribution	6.45%
Financial Services	3.23%
Retailing	6.45%
Construction	6.45%
Technology/Infrastructure	6.45%
Asset management	0%
Engineering	3.23%
Other	9.68%
<i>Of the other sectors – Medical Equipment 33.33%, Veterinary 33.33%, Rail 33.33%</i>	



Doug Crawford

Head of Private Equity
Brodies LLP

E: doug.crawford@brodies.com
W: www.brodies.com

Time will tell if 2018 provides opportunities for business

HEADLINES in the media have indicated that the Scottish economy is performing poorly. Derek Mackay's Scottish Budget in December was accompanied by the first economic estimates from the new Scottish Fiscal Commission, which said the country is facing "subdued" growth over the next five years. According to the State of Scotland survey only 60% of businesses feel profitability in this financial year has been the same (or better) than the previous one. 60% also have more confidence in their business for the 12 months ahead.

While those surveyed are broadly split on the effects of Brexit in the last 12 months (if there has been an effect, it tends to have been negative), businesses remain resilient in the face of challenge. Deals continue to be done and we have seen indications of a rising confidence in the North-east of Scotland that the year ahead will be better for deals activity. We recently acted on two of the first major M&A and buyout transactions to be completed since the oil price downturn; the MBO of John Lawrie Group, and the sale of Craig Group (North Star Shipping). Both were acquired by private equity-backed vehicles, demonstrating the resilience and attractiveness of the North-east and oil field services market to investors.

Regardless of all current political issues, where will business find new profitability and growth? According to the survey's respondents, it is via familiar routes; 30% are looking to attract new clients and 20% will control costs and create efficiencies. Productivity remains a challenge with only 11% seeing it as a way to improve profitability. Only 5% saw opportunity in acquisition or moving into exports. That is perhaps a reminder that it may be private equity or those outside Scotland that see opportunity in backing our homegrown businesses. There have been many examples in 2017; recently we acted (alongside Teeple Hall of San Diego) for AbacusNext in the acquisition of Edinburgh's HotDocs Ltd. Only time will tell if 2018 holds similar opportunities for business.



► factories or warehouses – than did in the coming year. Nearly 43 per cent did not plan to invest while 38 per cent said they would and almost five per cent said they didn't know.

Asked about the barriers preventing their businesses from accessing opportunities, business leaders cited a number of factors. These included “cost and overhead management”, “the surfeit of low cost borrowing available to our corporate competitors”, “the speed of planning” and “margins under pressure”.

One business leader responded: “New legislation is forcing changes on the market which means clients are restricting access on some levels.”

Like last year there were strong opinions on the major factors affecting the economy and how government at different levels is handling them.

One significant finding is that sentiment has hardened against Brexit in the Scottish business community. When asked whether Brexit should go ahead 60 per cent said ‘No’ - a rise from 47 per cent last year, with only 35 per cent saying ‘Yes’ compared to nearly 38 per cent last time.

What has also strengthened is Scottish business community disapproval with the way that the Scottish Government is dealing with Brexit. More than 84 per cent of those surveyed when asked ‘if they were satisfied with the way the Scottish Government is handling Brexit?’ answered No with five per cent saying Yes. This was the largest response to any answer in this year's State of Scotland survey.

This compares with last year when the survey asked ‘Are you confident the Scottish Government has a good plan to deal with Brexit?’ and 80 per cent said No and just six per cent saying Yes with other respondents opting for Don't know (9 per cent) and Maybe (4.55 per cent).

On the other hand Scottish business community disapproval of the UK Government's approach to Brexit has lessened. Asked if they were happy with the way the UK Government is handling Brexit 50 per cent said No – a fall from 61 per cent last time around with 20 per cent saying Yes, a rise from just over 12 per cent last time.



Asked what the Scottish Government should prioritise over the next 12 months, the most repeated response was “education”

It is also interesting to note that the vast majority of the responses were received before the announcement of the agreement on the first phase of Brexit talks between the EU and UK Government.

One business leader respondent in response to a question on what the UK Government should do over the next year said: “Pulling out of Brexit or at least being absolutely sure they stay as part of the market. Failure to do so will be catastrophic for small business and ordinary taxpayers.”

Another said: “Cancelling Brexit, focus on making sure the UK is a good place to do business.”

A further business leader said: “Encouraging and supporting employers to continue to invest.”

A fourth urged them to concentrate on: “Clarity on Brexit's trade and labour impact and restoring confidence in the long-term economic outlook for the UK.”

A new question in the survey introduced this year asked: “What impact has the post-Brexit devaluation of Sterling had on your business” with a third saying it had it had been positive, 52 per cent negative, 10 per cent saying it

had been neutral and five per cent answering ‘not sure’.

There was a spread of responses to a new question on the impact on businesses of the expected end to the free movement of people between the UK and the EU. A total of 50 per cent indicated the development would have a very significant or significant impact on their businesses.

A further 50 per cent of business leaders responding to the survey indicated that a failure between the EU and UK to reach an agreement and the introduction of World Trade Organisation tariffs would have a negative (30 per cent) or very negative (20 per cent) impact on their business.

Another new question asked how respondents viewed about the lesser likelihood of a Scottish independence referendum following the result of the UK General Election from the perspective of their business. Nearly 48 per cent said this was very positive, a further 10 per cent positive while 19 per cent said very negative and nearly five per cent negative. Slightly more than 14 per cent said it would have no impact and there were nearly five per cent don't knows.

Asked what the Scottish Government should prioritise over the next 12 months, the most repeated response was “education”.

A higher proportion of this year's respondents export goods or services than previous years with more than 71 per cent doing so while nearly 29 per cent did not. This year the destinations of the goods and services going forth of Scotland were equally split between the rest of the UK and Europe on more than 21 per cent in each case, while nearly 18 per cent were exporting to the Middle East and a similar percentage to Asia.

Finance from the business's current bank was clearly the most used avenue for funding by this year's respondents with more than 48 per cent saying they had employed this (compared to 37 per cent plus last year).

A fifth of businesses said they had no sources of finance this year, higher than last year's almost 16 per cent. Grants as a source of financing at nearly 14 per cent was slightly less than last year (nearly 16 per cent). ■



Whether it's great customer experience, convenience, flexibility, reliability, accuracy, even as dynamic managers we believe all of these elements are important. It's about how to combine them in the best way, and we have been helping our business for decades and only provide support when all the best routes travel through our hands, efficient and accurate service we have gained in a position throughout. From data collection and analysis to customer service, but also through our hard-working and dedicated staff to make themselves available as part of your experience, working like clockwork.



**Clyde Travel
Management**

www.clydetravel.com



**ACCURACY
IS AT THE
HEART OF
EVERYTHING
WE DO.**

Gayle Gordon
Sales Manager

Boost your business



Information is key to running a successful business.

The National Library of Scotland has a wealth of company and market data - as well as information on virtually every subject - to help your business. You can access this from home, work or on our premises and all of it is totally free to use. Find out more at www.nls.uk/business

Locations: George IV Bridge, Edinburgh and Kelvin Hall, Glasgow

WE HAVE THE POWER TO CONTROL THE ONLINE 'WILD WEST'



EARLIER this year I took part in a two-day 'summit' meeting at an historic Scottish country house during a rare burst of spectacular summer weather.

Others attending this meeting included senior individuals from 10 Downing Street, the Police cybercrime team, BBC News, the Foreign Office, GCHQ, a former national newspaper editor, a former leader of NATO, and was chaired by a former senior executive from Facebook.

The subject under discussion was the impact of social media in the modern world on security, defence and democracy and the delegates discussed how we might effectively improve the interaction between what they called 'soft power' and 'hard power'.

.....
In a famous cartoon two dogs sit at a computer, as one explains to the other "On the Internet, nobody knows you're a dog"

I was the only person in the room with a background in software engineering and, as these discussions progressed, I began to realise that all the other delegates regarded the internet and the world wide web almost as if they were uncontrollable laws of nature – like gravity, or the weather.

But they are absolutely not – they are man made technologies which were invented for a very different purpose than the one for which they are now used.

The fact is that when the internet was created in the late 1960s and the world wide web in 1990 they were both designed only to be used by a restricted group of trusted public servants such as scientific researchers, government officials and defence workers.

They were never ever designed to do what they are called upon to do today – supporting the communication and commercial loads of the modern global economy.

Back in the early 90s, individuals used

multinational networking providers such as CompuServe and America Online (AOL) for their communications and information. It was only around 1993 that the internet was opened up to commercial use and soon all of the other networks found that their users demanded connection to it.

But unlike customers of CompuServe or AOL, individual users on the internet can hide. In a famous cartoon published in New Yorker magazine in July 1993 two dogs sit at a computer, as one explains to the other "On the Internet, nobody knows you're a dog".

And it is this ability to hide that is at the heart of all the internet misuse – from North Korea shutting down NHS computers, Russians influencing western democratic elections, or Macedonian teenagers spreading 'clickbait'. You have no real idea whether you are dealing with an honest individual – or a 'dog'.

We are living in an online 'wild west' where crooks and conmen can get away with fraud without much chance of ever being caught.

But it need not be that way. What has been invented can always be re-invented. It is perfectly possible for technology to be developed that could reliably confirm the identity of an individual and, while the current internet could continue as at present, I suspect many would chose to adopt a new 'protected' internet area where you can be sure that people are actually who they say they are, especially when you are transacting any business with them.

The inventor of the World Wide Web, Tim Berners-Lee, has recently gone public on his concerns about the widespread misuse of his invention: "It has taken all of us to build the web we have, and now it is up to all of us to build the web we want – for everyone."

After all, the real wild west was eventually tamed, and its various transactions brought under the rule of law. There is absolutely no reason why the Web cannot do the same. ■

Ian Ritchie is a leading businessman who advises start-up technology companies.



GALLAGHER — THE COMMUNITY INSURANCE BROKER WITH GLOBAL REACH

GALLAGHER's reputation for risk management and environmental insurance solutions will be highlighted by the successful 2017 by helping our clients manage risk through its focused throughout 2017 to ensure the performance of our operations. Industry and development of our strategic goals.

With just over 100 people, Gallagher already has a wide geographic footprint and has been able to attract the right talent to drive our growth. Our operations are focused on the United States, Europe, Asia, and Latin America. Our clients are primarily in the insurance industry, and we have a strong track record of providing solutions to our clients. Our clients are primarily in the insurance industry, and we have a strong track record of providing solutions to our clients.

2017 was the best of times for our operations. We have a strong track record of providing solutions to our clients. Our clients are primarily in the insurance industry, and we have a strong track record of providing solutions to our clients.

2017 was the best of times for our operations. We have a strong track record of providing solutions to our clients. Our clients are primarily in the insurance industry, and we have a strong track record of providing solutions to our clients.



Mark Hagg, Regional Managing Director, Ireland

Mark Hagg, Regional Managing Director, Ireland. Mark Hagg's success can be attributed to his approach of offering tailored solutions and financial solutions at a local level with strong leadership and operational excellence. The leader's goal of regional LE is to build a strong business that is focused on the client's needs. Mark Hagg's success can be attributed to his approach of offering tailored solutions and financial solutions at a local level with strong leadership and operational excellence. The leader's goal of regional LE is to build a strong business that is focused on the client's needs.

Mark Hagg's success can be attributed to his approach of offering tailored solutions and financial solutions at a local level with strong leadership and operational excellence. The leader's goal of regional LE is to build a strong business that is focused on the client's needs.

Mark Hagg's success can be attributed to his approach of offering tailored solutions and financial solutions at a local level with strong leadership and operational excellence. The leader's goal of regional LE is to build a strong business that is focused on the client's needs.

Mark Hagg's success can be attributed to his approach of offering tailored solutions and financial solutions at a local level with strong leadership and operational excellence. The leader's goal of regional LE is to build a strong business that is focused on the client's needs.



MODERN THREATS BRING FORTH NEW PRIORITIES FOR INSURANCE SECTOR

By KEN SYMON

THE BUSINESS insurance sector is facing a mix of key challenges including regulatory change, technology developments and the political uncertainty associated with the UK's impending departure from the EU.

John Waterson, an audit partner in the financial services team at Big Four accountant KPMG, said: "A combination of regulatory change and tech developments happening alongside economic and political uncertainty are the key challenges facing the industry, from Brexit, through to the implementation of IFRS. [a new accounting standard]

"Brexit presents a unique set of challenges. Clarity around back book servicing and transitional arrangements, access to talent, and the future of Solvency II should all be considered."

Somewhat ironically given that Britain is heading for the exit door, Solvency II is a European law Directive aimed at codifying and harmonising EU regulations governing insurance. A key element of it is setting out the amount of

www.insider.co.uk

capital that insurance companies in EU countries need to hold.

But it is only one significant change sweeping across the sector and that will include new competitors coming into it. "There are a number of key factors driving disruption which will continue to change the way insurers operate well into the next decade," Waterson says. "Customers are

.....
Tailored cyber insurance will respond in ways standard property insurance will not and mitigate the impact of an attack or inadvertent breach

Kenny Hogg, A J Gallagher (below)

demanding the same level of service from insurers as they have become used to from other parts such as retail. Further, enabled by technology, sectors are converging, which reduces barriers to entry.

"The external environment has commercial implications which should not be ignored. Political uncertainty is making markets volatile, impacting on asset and

Above: the global cyber insurance market was valued at \$3.42bn in 2016

liability management decisions."

Another major change is what is being insured or rather the value that businesses place on the range of items that are covered. The focus is moving away from physical possessions themselves to the loss of data, intellectual property and IT connectivity.

"It's never been more important to make sure the data your business holds is properly protected," says Kenny Hogg, regional manager in Scotland of A J Gallagher, the major international broking and risk management business.

"Cyber crime is on the rise, as shown by recent ransomware attacks, and May sees new regulations come into force that represent the biggest ever shake-up of data protection laws, introducing much harsher penalties for non-compliance.

"Tailored cyber insurance will respond in ways standard property insurance will not and mitigate the impact of an attack or inadvertent breach, covering aspects such as data loss and restoration, loss of profits and legal defence costs. So now is the time to understand how best to protect your business."



► As a result of the growing concerns of business about cyber crime and the losses that can occur, cyber insurance is predicted to see a major boom as businesses invest to protect themselves against the threat of cyber crime. P&S Market Research suggests that the global cyber insurance market was valued at \$3.42bn in 2016 and forecasts that it will expand by 20 per cent in the years to 2023.

However RSM, the audit, tax and consulting firm, warns that businesses should not rely solely on cyber insurance or they could face additional operational, financial and reputational risk.

David Morris, technology assurance director at RSM says that cyber insurance generally covers the losses arising from attacks on IT systems and networks and the subsequent loss of data or operations. More and more UK businesses have been taking it out, particularly after high profile breaches such as WannaCry, as businesses look to offset the risk.

“However,” Morris says, “cyber insurance only provides financial compensation for certain risks when the major business risks are often not insurable. Policies may not cover intangible harm such as the reduction in customer goodwill or damage to the brand; and some exclude some types of major attacks like state-sponsored espionage or ransomware.”

Morris says that businesses should do a lot of thinking about and planning for risks beyond taking out insurance. “If a business is attacked, covering the initial costs could be a significant issue as there might be a gap between the claim and the receipt of funds from the insurance company. This could potentially cause serious cash flow issues at a time when a business needs to spend money to recover systems, improve security and deal with the public relations fall-out.”

He also warns that claiming could be more complex than first expected. “A cyber claim might be denied if the insurance company feels that the claimant didn’t do enough to prevent a cyber event. This might include failing to keep systems up-to-date with security patches or staff introducing malware because of inadequate training and education.

“Cyber insurance often comes with a variety of conditional risk management requirements that



With Brexit negotiations underway, many businesses worry how this will impact them and credit insurers are also not sure at this stage what the true impact of Brexit will be

Manjit Kaur, TL Dallas (below)

need to be fully understood and implemented for cover to operate.”

Another significant modern risk is terrorism. With terrorist attacks in capitals and other major cities becoming more prevalent there is an increased risk of key business personnel being caught up in attacks.

Hogg at A J Gallagher says: “Recent incidents have demonstrated the changing nature of the terrorism threat — it has shifted from targeted attacks designed to cause maximum property damage to more indiscriminate lone wolf-style attacks aimed at causing mass casualties.

“Any organisation, regardless of sector or size, could be adversely affected and the greatest exposure is to ‘non-damage’ business interruption (BI), such as denial of access to premises if caught inside a large security cordon. Unless specifically stated, standard insurance policies will not cover any non-damage BI costs in the wake of an act of terrorism, but such protection is available through specialist brokers.”

All of these risks have made the insurance landscape much more complex particularly for small and medium-sized companies to face

and deal with. Marsh, a leading broker has responded by launching Resilience, a new programme aimed at mid-sized firms.

Through Resilience Marsh aims to give a simpler package of protection against all the risks they face including cyber crime. Its approach includes having a panel of 10 insurance firms under the Resilience banner which compete in a way which Marsh hopes will drive “optimal pricing and protection for clients”.

Another coming major change in the insurance market comes from the introduction of new car technology. A leading company in this space is Tesla which aims to shake up the market on how cars are bought – and insured.

The company is hoping that one of the major reasons consumers will decide to buy a Tesla is cheaper car insurance premiums. In October Tesla launched InsureMyTesla, a car insurance product specifically tailored to Tesla vehicles. A key driver behind the product is simplifying the car ownership process and the costs associated with it including the insurance element.

What level that car insurance will settle at in the future and exactly how it will be sold across the market remains to be seen but Big Four accountant KPMG has predicted that the industry could shrink by as much as 40 per cent over the next 25 years.

Insurance companies are also of course facing the unknown of what the landscape will be post-Brexit.

Manjit Kaur from specialist Scottish broker TL Dallas, says: “If we take a quick recap of the last 18 months, it’s fair to say it has been an interesting year politically with the EU referendum, UK general election and Brexit. With Brexit negotiations underway, many businesses worry how this will impact them and credit insurers are also not sure at this stage what the true impact of Brexit will be on the wider economy.”

Whilst there is a great deal of uncertainty on the horizon, from change comes opportunity and firms may now start exporting or looking at different markets to do business.

Kaur adds: “Investing in credit insurance provides protection for businesses against the non-payment of a trade debt and provides greater insight into customers’ financial health.” ■



We think outside the boundaries, to support businesses across Scotland

You know what's best for your business, such as a bank that understands your region inside out. Our dedicated relationship team has the in-depth know ledge and contacts to connect you with local partners, market intelligence and financing – helping you achieve your ambitions.

Contact Andy Hall on 01757 304 2304 or Alan Macalloy on 01757 377 877, or visit banking.scotpostoffice.com or find out how we can support your business.



*Barclays is a trading name of Barclays Bank PLC. Barclays Bank PLC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Barclays Bank PLC is a member of the Prudential Group of companies. Barclays Bank PLC is a member of the Prudential Group of companies. Barclays Bank PLC is a member of the Prudential Group of companies.

Barclays is a trading name of Barclays Bank PLC. Barclays Bank PLC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Barclays Bank PLC is a member of the Prudential Group of companies. Barclays Bank PLC is a member of the Prudential Group of companies. Barclays Bank PLC is a member of the Prudential Group of companies.

Driving shared value and social impact - lessons from a first year charity partnership with Street League & State Street



"It is important to take a holistic approach to the impact of an organisation and drive a shared value proposition across people and place. I have seen the benefits of this approach by virtue of the partnership with Street League, but also importantly the other simple but valuable good levels of delivery that bring our business and our stakeholders' Phil Lucas, Chief Investment Officer, State Street Global Investors.

It's not just the people, the organisation, but the way we work together. For example, the digital skills programme with a community, the digital skills programme has been a great success.

It's not just the people, the organisation, but the way we work together. For example, the digital skills programme with a community, the digital skills programme has been a great success.

Street League is a charity that provides digital skills training for people in need. It has a strong focus on community engagement and social impact. The partnership with State Street has been a great success.



Street League is a charity that provides digital skills training for people in need. It has a strong focus on community engagement and social impact. The partnership with State Street has been a great success.

IMPACT IN NUMBERS:

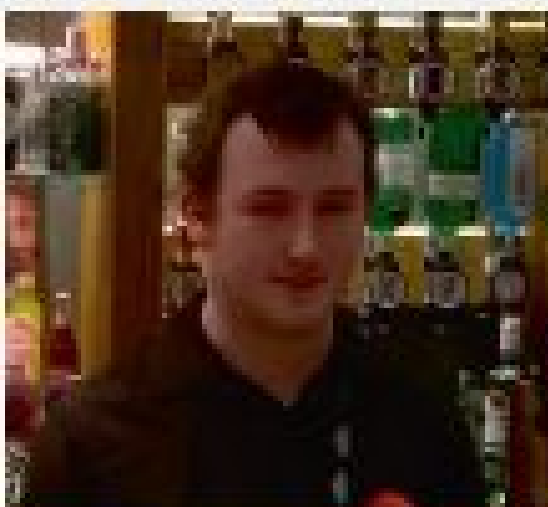
1 in 5 paragraphs mentioned in **1000-1000-1000** reports

5,851 paragraphs cited in our **1000-1000-1000** reports

32% of paragraphs in our **1000-1000-1000** reports

102 paragraphs in our **1000-1000-1000** reports

£522k in funding raised in our **1000-1000-1000** reports



4 Key factors for increased social impact and character value

SHARED PURPOSE AND SHARED VALUE
The partnership has been a great success. It has allowed us to share our purpose and values with our stakeholders. This has led to increased social impact and character value.

PLACING TO DELIVER MEASURABLE OUTCOMES
The partnership has been a great success. It has allowed us to share our purpose and values with our stakeholders. This has led to increased social impact and character value.

EXCELLENT COMMUNICATION & TRANSPARENCY
The partnership has been a great success. It has allowed us to share our purpose and values with our stakeholders. This has led to increased social impact and character value.

AMPLIFYING THROUGH FINANCIAL LEVERAGE
The partnership has been a great success. It has allowed us to share our purpose and values with our stakeholders. This has led to increased social impact and character value.

"Street League has really helped me out, and properly dug me out of a hole that I was in."

It's not just the people, the organisation, but the way we work together. For example, the digital skills programme with a community, the digital skills programme has been a great success.

Street League is a charity that provides digital skills training for people in need. It has a strong focus on community engagement and social impact. The partnership with State Street has been a great success.

Street League is a charity that provides digital skills training for people in need. It has a strong focus on community engagement and social impact. The partnership with State Street has been a great success.

BREXIT MOVES DOWN LIST OF SECTOR'S STRATEGIC WORRIES

By FRANCIS SHENNAN

IT LOOKED as if it would never happen but the UK and EU Commission finally agreed Brexit negotiations could move into the all-important Phase 2. This first major step forward should at first sight raise optimism in real estate investors and boost investment.

But is the situation more complex and is the sector, frustrated at waiting for this point, too wary to be won over?

There are apparent contradictions. Last month the Office for National Statistics reported that output in the UK construction sector fell in October for the sixth consecutive quarter, down 1.4 per cent.

The month before, a survey by property investment firm Brickvest of 3,500 international real estate investors found one in three was looking to commercial property deals in Germany, knocking Britain off top spot for the first time. *The FT* reported Brexit causing increased demand for office space in Frankfurt.

Savills reported commercial property prices in London dropped more after the Brexit referendum than at any time since the financial crash between 2007 and 2009. Yet last month the *Evening Standard*, quoting data compiled by Cushman & Wakefield, reported international

.....
There are precious few new development sites for offices to alleviate the disparity between supply and demand in Edinburgh city centre

Alasdair Steele, Knight Frank (below)

buyers planning to invest up to £40bin in central London property.

How does this affect Scotland? When I looked at investment for *Insider's* inaugural Property Review, I found uncertainty was a major factor holding back investment. Overseas investors, used to less stable markets abroad and able to use currency plays to boost returns,

Above: Edinburgh is experiencing historic highs in demand for office space

in association with

大成 DENTONS

were less discouraged. After initially considering London they were looking north to find the value there.

"I'm more optimistic now that a trade deal will be struck," said Guy Marsden, director of **Highbridge Properties**, development partner for the Magenta business district in Clyde Gateway. "Many large corporates are indicating they may be reviewing the scale of previous relocation plans, thanks to a greater degree of certainty and the fact it now seems less likely there will be prolonged Brexit talks.

"Highbridge remains confident in the Glasgow office market. There is currently only around 60,000 sq ft of Grade A new office space available in Glasgow city centre.

"The combination of high demand, low supply and no speculative new-build development will lead companies to look to other areas just outside the centre. Rents in Glasgow's ▶



大成 DENTONS

www.dentons.com

► central business district are still below other major provincial cities, with Magenta offering significant savings on city centre locations.”

Edinburgh presents a similar profile. “There are precious few new development sites for offices to alleviate the disparity between supply and demand in Edinburgh city centre, with the former at near all-time lows and the latter at historic highs,” says Alasdair Steele, head of Scotland Commercial at **Knight Frank**.

“That dynamic has created a strong buying market, with huge demand from investors. Away from offices, despite a buoyant market, retail warehousing and industrials still look cheap in Scotland compared to assets south of the border.

“We anticipate that gap closing as the market continues to heat up and yields sharpen. We expect strong flows of overseas money to continue, with stability and attractive leases on offer.”

Another booming sector is hotels – just look at the activity we report on in our Property News section (page 109). Savills reported overseas investors spent £51.3m on Scottish hotel properties in the first eight months of last year, more than six times the previous year’s total.

Brexit may begin to be less important than domestic factors and other international issues.

“Increasingly, Brexit is moving to the bottom of a long list of strategic worries for the property sector,” says Walter Boettcher, director of research and forecasting with **Colliers International**.

“A consensus is forming that the greatest risk to UK commercial property is not Brexit negotiations, but rather domestic politics and worries that a radical-left Labour government will rise in the vacuum created by a fragmented Tory Party.

“Given the UK reliance on cross-border investment, other worries include the impact of CGT changes for international investors and any unanticipated new measures targeting offshore tax avoidance. US tax policy is also a worry given the possibility of large-scale US corporate repatriation of overseas capital distorting international capital markets.

CGI of the Magenta business district at Clyde Gateway



Ultimately the success of any commercial property market is directly linked to the success of a variety of industries that use, occupy and trade from properties within it

Alasdair Humphery, JLL Scotland (below)

“The key Brexit risk may be in its demonstrated capacity to distract central government policy-makers and absorb political capital that would otherwise be focused on the domestic agenda, especially regional devolution and regional economic development. This is a key risk to all UK regions including Scotland.”

The importance of issues other than Brexit was echoed by Stuart Montgomery of **Kingsford Estates**, a development and investment group active in Scotland’s Build to Rent (BTR) sector. “While we welcome progress, moving to Phase 2 of negotiations, in itself, is of minimal impact to the property investment landscape in Scotland,” he said.

“There is now a significant emerging pipeline of build-to-rent developments across Scotland. We need to do all we can to ensure

Scottish build-to-rent can emerge as a mature and stable asset class in order to attract long-term capital at scale.

“While Brexit itself is already priced in, our greatest concern would be for any stage of negotiations to trigger renewed calls for IndyRef2. Whatever your position on Independence, this simply adds another layer of uncertainty that disadvantages Scottish projects.”

Alasdair Humphery, lead director at **JLL Scotland**, concluded: “The commercial property sector in Scotland continues to attract strong interest from both domestic and global investors. Key fundamentals, including an active occupier market, tight supply and rental growth prospects make Scotland a suitable location for positive capital inflow despite any perceived uncertainty which Brexit may be causing.

“Ultimately the success of any commercial property market is directly linked to the success of a variety of industries that use, occupy and trade from properties within it. Because of this, the wider corporate community is anxious to see a resolution that keeps the UK open for business in the widest sense with access to key markets, including countries within the European Union.” ■



Scotland's newest law firm (est.1871). **Dentons.**

Mackay Murray & Spens LLP
has combined with Dentons,
the world's largest law firm.

Our new firm joins lawyers across
the UK in Aberdeen, Glasgow,
Edinburgh, Milton Keynes, London
and Watford to 8600+ other skilled
practitioners in 68 countries across
Africa, Asia, Europe and North,
Central and South America.

Wherever you do business, we
combine incisive legal counsel, local
knowledge and a focus on efficiency,
technology and smarter resourcing
to deliver results.

Dentons. Challenging the status quo
to serve clients better. In Scotland...
and around the world.

...GET TO US

dentons.com

© 2013 Dentons. Dentons is a global legal practice providing client services worldwide through its member firms and affiliates. Member - Advertising. Please see Dentons.com/en/LEGAL/Policies.

BUSINESS TRAVEL SUPPORT.

ScotRail Business Travel is a free service that makes arranging rail travel easy. You'll have a dedicated account team based in Scotland to help you save time and money.

[SCOTRAIL.CO.UK/BUSINESSTRAVEL](https://scotrail.co.uk/businesstravel)



**SMARTER
QUICKER
BETTER**

SKILLS SHORTAGES DOMINATE CURRENT SECTOR CHALLENGES



By VICTORIA MASTERSON

THERE'S little doubt that Brexit will pile the pressure on employers looking for staff in certain sectors.

For recruitment firms, there will be added challenges, but also opportunities – for closer ties with business as the market tightens, for alternative recruitment and retention strategies – and for higher fees as skill shortages fan wage growth.

Thorpe Molloy Recruitment has been providing recruitment services to companies and job seekers in Aberdeen and Aberdeenshire for 20 years.

“After three years of cutbacks and redundancies in the energy sector, employers in the area are exhibiting cautious optimism for 2018 and remain focused on de-risking their recruitment activities,” says managing director Amanda McCulloch.

“While, as a business, our placement activity is up across all specialisms, the emphasis is on temporary hiring.

“We’ve colloquially termed this hiring practice ‘try before you buy’ – because the temp appointments don’t just relate to short-term cover – but to longer-term business needs where the temporary placement can transition

to a permanent appointment. With increased confidence in the market, we’re seeing a rise in the rate of enquiries from passive candidates ready to make the next move in their career – and employers are beginning to realise that, if personal aspirations can’t be fulfilled, their good people will become targets in the not-too-distant future.”

EU migrant workers living locally remain in limbo and are still

The construction industry is facing a skills shortage, so it’s imperative for the wider economy that investment continues, to ensure the future success of the industry

Lynne Ginnelly, Maxwell Bruce (below)

considering their options until a hard or soft Brexit is determined, McCulloch adds. Employers in food processing, agriculture, hospitality, life sciences and healthcare are also increasingly concerned about how the skills gap will be met if Scotland becomes a less attractive employment destination for EU migrant workers.

“Increased automation and

overseas relocation have been cited as actions businesses might take to combat the future skills shortage,” McCulloch says. But these routes aren’t available to every business – or are only appropriate to a certain extent.

“We expect the role of the recruiter will become harder, but more valued, where businesses struggle to find the people and skills they need.” Particular opportunities include helping employers reduce the length and cost of the hiring process and advising on remuneration structures and competitive market rates.

Maxwell Bruce has been a specialist recruiter for the construction, industrial and food sectors since 1995. While the firm hasn’t seen any major numbers of workers leave yet, it has noticed that candidate generation in the industrial sector is becoming ‘slightly more challenging’ in some geographical areas.

“In areas like Tayside, where there’s a higher number of food and farming-based organisations, this may become a real challenge,” says managing director Lynne Ginnelly. “The blue collar industrial sector isn’t a typical career choice for school leavers, which means that the reliance ▶



▶ a lot of agencies and clients have on EU workers won't be there."

The firm hasn't seen a dip in recruitment activity, but says there is always uncertainty in the construction industry. "Two of Scotland's biggest projects have either ended – the Queensferry Crossing – or are coming to an end – the Aberdeen Western Peripheral Route. So whilst this gives us access to more available operatives, we need more civil infrastructure projects in Scotland. The construction industry is facing a skills shortage, so it's imperative for the wider economy that investment continues, to ensure the future success of the industry."

The government must also ensure the best deal for Brexit so the industrial sector continues to have access to workers.

Ginnelly says the real recruitment winners will be the firms that can add true value to a client's bottom line and operational performance. "For instance, we perform many tasks such as drug and alcohol testing, inductions, work scheduling and performance management. This ensures our clients get the best value and results operationally from the workforce we supply."

Harvey Nash specialises in digital and technology recruitment and opened its first Scotland office in Edinburgh ten years ago.

"The Scottish market is buoyant right now, perhaps beyond what we expected when Brexit was announced," says Rhona Hutchon, director of Harvey Nash Scotland. "The overwhelming trend we're seeing is investment in digital transformation. Most of our major clients are undergoing some kind of investment in upgrading their technology, or innovating their business models. The upshot of this is that they're looking to recruit people to help them achieve this. So project managers, business analysts and big data experts are in high demand."

The growth of fintech – financial technology such as e-banking and payment technologies – is also fuelling demand for talent, especially around open source technologies. "If you're a software engineer with good experience, there are ten companies we know right now who might want to hire you," Hutchon says. "There's a real skills shortage in Scotland's technology sector, and we've always benefited from an influx of EU talent. This is particularly apparent in areas



There will be options for recruiters to work with clients to attract people more interested in building some form of portfolio career or reduced working

Guy Martin, Eden Scott (below)

such as software development. We haven't seen an exodus of EU workers yet, but it's definitely getting harder to entice top talent to move from Europe to Scotland."

Salaries in many European countries are rising faster than in the UK and – coupled with low living costs – candidates from countries like Poland or Estonia can find themselves better off staying at home.

The growth of 'nearshoring' – the outsourcing of business processes to nearby countries – will be a growing opportunity. "Scotland, and in particular Glasgow, has grown to be an attractive destination for companies looking for a more cost effective, but skilled workforce, away from more expensive hubs like London," Hutchon explains.

"The flatter pound also means we expect to see demand from Scotland's export sector growing, such as drinks companies."

Whatever the outcome of Brexit, the recruitment process will doubtless become more complex – but recruiters will also become more valuable business partners.

Eden Scott operates out of four offices across in Edinburgh, Glasgow,



Aberdeen and Belfast and recruits across 20 different sectors including accounting and finance, legal, energy and public sector. While the firm feels some things are being put on hold pending the outcome of Brexit, markets are still busy.

"Irrespective of the near-term and the EU nationals situation, there is clearly more structural labour market challenge we face around an ageing population and a reducing supply line of new graduates coming into the market given the changing demographics in the UK," says founding director Guy Martin.

"That, together with a potential reduced supply line from the EU, means recruiters will need to consider going backwards into markets and forming relationships with aspiring youngsters at an earlier stage in their development. In practical terms, beginning an engagement process during tertiary education – rather than the standard practice of picking up relationships once people are considering a move from their first post-graduation role."

If more acute skills gaps do appear, recruiters will need to be encouraging employers to embrace more contract, interim and 'remote' staff.

"There will be options for recruiters to work with clients to attract people more interested in building some form of portfolio career or reduced working week," Martin says. "That will allow us to consider better options for returning mothers and fathers, the semi-retired and others in age-groups where their age has worked against them in the past – young and old."

Scotland's outward-looking perspective, global reputation for innovation and lifestyle features may work in its favour in any eventuality. "We think there'll be people who will perhaps embrace Scotland as great place to live and work whilst perhaps bypassing the rest of the UK," Martin suggests.

Meantime, intensifying competition for staff and spiralling salary and benefits packages could herald a 'perfect storm' for recruitment firms. "There's an opportunity for an element of premium pricing, improved contractor revenues and bigger margins from percentage fees set against inflating salaries," Martin says.

"Naturally there'll be increased costs to the recruitment firms in hiring, deploying, motivating and

AN
ICONIC
SETTING



A
MEMORABLE
EXPERIENCE



BE PART OF FOREVER

Buy hospitality packages today to avoid disappointment.

15-22 July 2018 | Visit TheOpen.com/Hospitality



▶ retaining the right staff. Our cost of candidate acquisition will also increase as competition ratchets up.”

In its 2018 UK Salary & Recruiting Trends survey of almost 17,500 employers and employees across the UK, listed recruitment group **Hays** found that 63 per cent of businesses in Scotland expected to recruit over the next 12 months. Leadership and managerial skills are most in demand by employers, followed by technical skillsets, project and change management, and administrative experience.

But the big issue continues to be skills shortages, which are impacting on productivity, employee morale and plans for growth.

“Most employers (77 per cent) still cite a shortage of skilled candidates as their main recruitment challenge,” says Akash Marwaha, managing director of Hays Scotland. “Even without the effect of Brexit, only six per cent of employers stated they hadn’t experienced any skills shortages at all. While 70 per cent of employers said that they’d experienced moderate to extreme skills shortages, of these, 15 per cent labelled them as extreme.

“These skills shortages are having a significant impact on organisations and are likely to continue to do so, both in terms of employee morale and company growth. In particular, IT and construction are two sectors where skills shortages are fuelling significant salary increases.”

Hays found the average salary increase in Scotland was 2.2 per cent, ahead of the UK average of 1.8 per cent, with more significant increases fuelled by skills shortages.

“Hiring temporary, contract or interim workers may hold the answer to filling skills gaps in the short-term in order to meet peaks in demand,” Marwaha says. “Greater investment in development and training to hire and then upskill more junior candidates or apprentices should also be considered. Employers need to ensure they can attract the best people and alleviate some of the pressure on their existing workforce.”

BBR Services operates from offices in Edinburgh, Glasgow and London and specialises in construction and property recruitment, including trades, labour, management and property sales professionals.

“Many of our housebuilder clients are currently going through a recruitment drive for permanent



Many of our housebuilder clients are currently going through a recruitment drive for permanent sales staff, suggesting that Brexit is having little or no effect on their industry so far

Nicholas McVeigh-Crabbe, BBR (below)

sales staff, suggesting that Brexit is having little or no effect on their industry so far,” says BBR director Nicholas McVeigh-Crabbe. “While this is traditionally a quieter time of year for property recruitment, we’re currently experiencing the opposite as client numbers are on the rise, increasing by 15 per cent from last year.”

That said, clients are tending to be more cautious, and are recruiting lower volumes of workers on particular jobs. Another key challenge in the market is increasingly transient agency staff



The top ten recruitment companies headquartered in Scotland *Ranked by turnover*

Name	Total Turnover (£m)
Orion Group/Orion Engineering Services Ltd	293.46
Search Consultancy Ltd	178.82
Compello Staffing Group Ltd	64.47
Head Resourcing Ltd	44.64
Brightwork Ltd	36.10
Pertemps (Scotland) Ltd	32.39
Raeburn Group Ltd	30.88
Recruitment Zone Ltd	30.63
ASA International Ltd	22.45
Contract Scotland Ltd	20.45

who will move to another job for as little as a 50p per hour wage increase.

“In terms of permanent recruitment, it’s difficult to find someone prepared to commit to more than two years with the same employer,” McVeigh-Crabbe says. “This is due in part to social changes, trying to match employment opportunities in the increasingly popular gig economy, and a wider decline in loyalty to a single employer.”

BBR’s candidate database currently comprises around 70 per cent British nationals and 30 per cent from the EU. While Brexit may herald a drop in the number of regular EU workers, the firm is still seeing growth in the number of businesses using temp staff.

“The shrinking number of skilled tradesmen and labourers has created a greater need for a flexible workforce with many businesses finding that working with agencies is the best way of accessing the limited talent that is available in the market,” McVeigh-Crabbe says. “The increased competition within construction, where companies are operating under tighter margins with less time available for contractors to spend on recruitment, is creating opportunities within our sector.”

The recent expansion of Glasgow-based recruitment firm **HR Consultancy** is perhaps indicative of growth to come. It has opened a new office in Edinburgh, hired 12 new staff and recruited a new managing director, former RBS director and SafeDeposits Scotland chief executive, Jennifer Paice.

“Our new Edinburgh office and the raft of new appointments sets us up for a strong 2018,” Paice says. “The recruitment industry is in good shape, with unemployment at a 42-year low across the UK. This means finding the right candidate for jobs is increasingly challenging – and more businesses are recognising the need for specialist support in sourcing the best people both for the job and for company culture.”

The company, which was set up in 1995 and has 55 staff, has recently launched a new IT division to cater for Scotland’s growing IT and fintech sectors.

“We have already won some pretty significant business in this field,” says Paice.

HR Consultancy’s clients include Loganair, Clydesdale Bank, and

QUICK BUSINESS STORIES TO START YOUR DAY



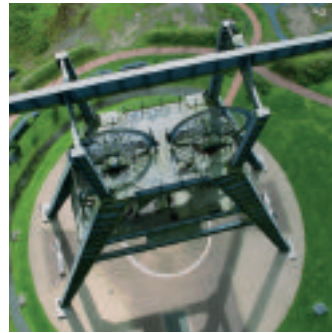
THE MORNING BRIEFING
EVERY WEEKDAY ON

insider.co.uk
LIVE SCOTTISH BUSINESS NEWS

inspiring people
investment potential
international connections



invest **in** east ayrshire



If you share our vision and want an excellent place in which to work, live and invest - enjoying superb surroundings with great infrastructure, good connectivity, business and training support and an enthusiastic and flexible workforce - then we want to hear from you.

info@investeastayrshire.co.uk | www.investeastayrshire.com | 01563 578304

Be part of something bigger

BIG CHANGES IN AYRSHIRE FUEL RENEWED OPTIMISM



By ALASDAIR NORTHROP

IT IS A dreich winter's morning in Kilmarnock but that has not dampened the enthusiasm of a busker playing the violin for shoppers in the town centre.

There are already internet browsers in the local branch of Glasgow-headquartered chain iCafe sipping their lattes.

A short walk takes you to the railway station which is overlooked by a survivor of Kilmarnock's proud locomotive manufacturing past, Wabtec Rail Scotland.

The American-owned company refurbishes railway carriages and multiple sets of bogies fill the yard outside its modern factory.

An unusual range of activities are taking place in the 19th century station itself including a keep fit class in a second hand bookshop which was created as a result of a major regeneration project a few years ago.

But that project is dwarfed by the massive new £45m state-of-the-art further education college building next to the station which is a hive of activity with students going to and

www.insider.co.uk

fro in the massive reception area.

The building is symbolic of the big changes taking place in Ayrshire as a whole with a renewed optimism for the region's future prospects.

In one of the glass-fronted rooms facing into the Ayrshire College foyer local property entrepreneur Marie Macklin is busy promoting

We have developed aspirational and achievable strategic business cases that will create jobs, develop and build on Ayrshire's key strengths and deliver economic growth

Joe Cullinane, North Ayrshire Council (below)

another major project in the town – The HALO – with the ambition of creating 1400 new jobs.

Macklin has the task of delivering the £65m development on the site of the former Diageo bottling plant in Kilmarnock, which has now been flattened.

Her guest on this particular day is

Above: Bridge over the River Ayr in Ayr town centre

Lord Duncan, Parliamentary Under Secretary of State at the Scotland Office.

The UK Government has provided £3.5m of funding to support the creation of a new Enterprise & Innovation Centre, to be located within The HALO.

The new centre aims to foster the next generation of entrepreneurs, with a strong focus on innovation, digital skills, and cyber security.

Callum Spreng, who is looking after the PR for the project says the first phase, including the EIC, a light manufacturing centre and key worker private rental accommodation is due to be completed by 2019.

Proposals for the 9.3 hectare site also include the creation of a new sport, exhibition and conference centre, commercial offices, shops and housing.

The Scottish Government is investing a total of £5.3m in the project including £3.5m in the enterprise and innovation hub as well as £1.8m for a low carbon, renewable deep geothermal district heating network.

It will have the capability of being ►



► extended to service other areas of the community – a first for the UK.

Funding has also been provided by Diageo and East Ayrshire Council, with the remainder being sourced from private sector investors.

The development is one of four HALO projects planned for the UK and being seen as catalysts for urban regeneration. The next HALO project is proposed for Belfast, with Wales and the North West of England to follow.

Macklin says the economic benefits of this community-led development will be felt not just in Kilmarnock and East Ayrshire, but across the whole of Scotland.

The project is also a cornerstone of the Ayrshire Growth Deal – a pan-Ayrshire plan to target over £350m of funding from the Scottish and UK governments to develop a number of projects across the region.

The Ayrshire Growth Deal team – which includes representatives from the three local councils, Scottish Enterprise and other partner agencies – have been working together to build a case for investment in Ayrshire.

Councillor Joe Cullinane, leader of the neighbouring **North Ayrshire Council**, says the investment for HALO is a fantastic step forward for the whole of Ayrshire.

“There is no doubt that the Ayrshire Growth Deal will act as a powerful catalyst for regeneration in Ayrshire,” he says.

“We have developed aspirational and achievable strategic business cases that will create jobs, develop and build on Ayrshire’s key strengths and deliver economic growth that will enrich all our communities.”

The Ayrshire Growth Deal targets investment in three key sectors: aerospace and space, life sciences and manufacturing.

Examples of projects supported by the Deal include a Spaceport at Prestwick Airport and development of the aerospace industry as well as a Medicines Manufacturing Innovation Centre at Irvine.

The Deal would include funding for regeneration at Irvine Harbourside, Ardee, the Ardrossan Coastal region as well as the Ayrshire Manufacturing Investment Corridor and the Ayrshire Engineering Park.

Over its lifetime, the Ayrshire Growth Deal aims to create more than 2500 new jobs.

CGI of the HALO with the planned new college in the background



From a chamber perspective it will be good to see a unified offering to business support from across all three authority areas

Val Russell, Ayrshire Chamber of Commerce (below)

To achieve their ambitions the three councils are looking to create a single Ayrshire economic body that would drive change across the three areas.

Councillor Douglas Reid, leader of **East Ayrshire Council** says that in order for Ayrshire to compete at a Scottish, UK and global level it was clear that there needed to be a fundamental shift in the way local



growth and inward investment was supported.

“A regional agency will make the best possible use of all local assets, skills, expertise and resources and will provide an effective mechanism for achieving the ambitions of the Ayrshire Growth Deal,” he says.

Councillor Douglas Campbell, leader of **South Ayrshire Council**, adds: “Our aim is to ensure that we have the right governance and operational model to support the major pieces of work – like the Growth Deal – as well as making the most of our day-to-day service delivery that supports skills, jobs and business growth.

“Ayrshire has the potential to be a real trailblazer in this regard and I look forward to seeing the proposals take shape over the next few months.”

Ayrshire Chamber of Commerce chief executive Val Russell says she thinks Ayrshire businesses will welcome the new agency.

“I think it’s fair to say many businesses would like to see one Ayrshire and I guess this is a first step,” she says. “From a chamber perspective it will be good to see a unified offering to business support from across all three authority areas.”

South Ayrshire Council says on its home patch the local economy is proving to be resilient with a diverse business base across a range of sectors.

Trump Turnberry



HOW BUSINESS GATEWAY HELPED

Rowena become sew nice

An Ayrshire businesswomen who began making woollen neckwarmers as a hobby is now selling over one hundred a month to customers across the UK and beyond.

Rowena Paton retired after working at Marks & Spencer for 40 years but quickly grew bored of her new lifestyle and began making stylish neckwarmers to sell at craft fairs.

Promoting her products on Facebook led to greater demand and with support from Business Gateway Ayrshire, she set up Sew Nice Neckwarmers.

Now, her fashionable accessory is available in around 40 shops in across the UK, as well as selling online to customers in Canada, Austria, USA and the Falkland Islands.

Rowena said: "I can't praise Business Gateway enough for the help I was given in setting up and running Sew Nice Neckwarmers. My adviser not only gave me confidence but made sure I had an action plan in place that would allow me to develop and grow. I also learned so much about business from the free workshops Business Gateway offer."



“Business Gateway’s support was invaluable”

Rowena Paton,
Sew Nice Neckwarmers

How we helped Rowena:

- 1:1 support
- Workshop programme
- Business planning
- Start-up strategy

Visit www.bgateway.com/ayrshire or call your local Business Gateway office:
01294 449 944 (Irvine), 01563 576 987 (Kilmamock), 01292 616 349 (Ayr).



EUROPE & SCOTLAND
European Regional Development Fund
Investing in a Smart, Sustainable and Inclusive Future





THE PERFECT CUP OF COFFEE TO YOUR EMPLOYEES, CLIENTS AND CUSTOMERS... EVERY TIME

A CUP OF NESPRESSO is more than just a coffee – it is an experience to be savoured. It combines perfection and pleasure, simplicity and aesthetic. Most of all, quality is at the heart of what we do.

Therefore, when your company's reputation depends on consistently delivering excellence, the quality of your coffee should be no different.

The Nespresso story began in 1986 and we continue to innovate to deliver the highest quality coffee experiences to our customers in 55 countries worldwide, from bean to cup.

Our promise

Through our Business Solutions we enable your company to offer the perfect cup of coffee to your employees, clients and customers, every time. The consistency in the quality of our coffee creates an expectation of excellence, synonymous with your business' reputation.

We provide a full range of robust machines and coffees in high volumes to meet the specific needs of your business, whatever the size. We offer customised solutions for the world's most foremost hotels, restaurants and business customers. And

to guarantee the same level of quality sip after sip, we offer a dedicated after-sales service with a rapid response, tailored to your business needs.

Our quality

Like you, we have a passion for finer details. Our coffee experts look for the world's most exclusive coffees, selecting only the top 1-2% of coffee beans from the finest coffee growing regions.

We're also committed to making a positive impact by supporting the people who grow our coffee beans. We work hand in hand with coffee growing communities and over 70,000 farmers worldwide through our Nespresso AAA Sustainable Quality™ program. Our aim is to provide local communities with the right support from training and financing to technical assistance.

Our blends

With 13 permanent Nespresso Grands Crus to choose from, your customers and employees will be delighted at the range of flavours available to enjoy. Each with a distinct origin and unique blend, our refined range will help you exceed expectations for quality and taste.

Your customers and employees can savour our

different coffee families, ristretto, lungo, pure origin, flavoured and decaf.

Would you like to find out more about our professional coffee solutions? Join our LinkedIn community today for news and updates.

Our machines

With a number of Nespresso B2B machines available, we have an innovative solution for every business. Our streamlined machines and advanced technology are designed to not only bring each individual blend to life but to also make every coffee an occasion.

Our Professional range is made up of the Zenius, Gemini and Aguila machines. Our Aguila machines meet the demands of busy establishments with high footfall such as cafés and restaurants. With a simple-to-use, one-touch recipe option, the machines are ideal for avoiding time-intensive training for baristas or staff and with perfect milk frothing. The Gemini is perfect for more intimate venues and with its milk frothing function can make flawless cappuccinos and latte macchiatos. Our Zenius model offers a compact design and stylish finish with no compromise on performance.

**For more information contact Nespresso Business Solutions
on 0808 100 5000**





Largs Marina

► “Across our engineering, tourism and food and drink businesses there are clear signs of positive momentum and an increase in investment plans,” says a council spokesperson.

“This is borne out by an increased level of engagement with the council’s economic development team and a significant number of businesses seeking support to build capacity in key corporate areas with a view to investment aligned to growing their markets and creating additional jobs. This is also reflected in the number of vacant lets that have been filled during 2017.”

The area has had some major boosts including the announcement by Spirit Aerosystems that it plans to create more than 100 new jobs at its site in Prestwick after securing a new contract to produce carbon wing components for the Airbus A320 aircraft.

More than 84 start-up businesses had been assisted by Business Gateway last year at the time this feature was written.

South Ayrshire’s patch includes the loss-making **Glasgow Prestwick Airport** which continues to grab the headlines following its rescue by the Scottish Government in 2013 when it bought it for £1 from New Zealand firm Infratil.

Last October the airport’s CEO Ron Smith resigned after just 15 months in the job and former

www.insider.co.uk

Our aim is to ensure that we have the right governance and operational model to support major pieces of work

Douglas Campbell, South Ayrshire Council (below)

Loganair boss Stewart Adams was appointed interim CEO.

Currently Ryanair is the only airline using the airport for scheduled flights and passenger numbers were reported to be just over 600,000 in 2015/16.

An airport spokesperson says it was successfully positioning itself as a renowned site for innovation and maintenance within the aviation and wider aerospace sector.

“In January 2017 Chevron Aircraft



Girvan Harbour

Maintenance began operating its European HQ at Glasgow Prestwick creating over 80 new jobs for the Ayrshire area – 67 of which are highly specialised,” he says.

“We are seeing positive progress and there are visible improvements across the airport. However, there is still a significant amount of work to be done to return the airport to a position of profitability and long-term sustainability.

“A stated objective within our Strategic Plan 2017-22 is to return the airport to private ownership. No timescales have been set for this but we will consider approaches from potential investors on a case by case basis.”

The big new hope for the airport is securing UK Spaceport status. It is one of a handful of sites being considered by the UK Government including Campbeltown and Stornoway. Prestwick predicts it could create as many as 2000 new jobs if it won its bid.

“Securing UK Spaceport status would also bring significant new opportunities to the airport and the surrounding area,” says the spokesman.

“Prestwick already accounts for over half of aerospace jobs in Scotland and this could increase significantly over the next 5-10 years.”

In North Ayrshire the council has been working with public, private and third sector members of North Ayrshire’s Economic Development and Regeneration Board (EDR) to increase employment and regenerate towns.

The Team North Ayrshire initiative, which was launched in October 2014, helped create more than 1000 jobs in the 2016-17 financial year and has been mentioned in the Scottish Government’s economic strategy as a model of best practice.

It also helped support 617 businesses, assisted in 30 businesses accessing new export markets, supported 63 businesses through innovation activities and currently has 250 growth companies actively account managed.

One of its big assets is the Irvine i3 Enterprise Area, which is focused on life science manufacturing and the council says it has the available land and infrastructure to facilitate the provision of testing and scale up facilities.

► The region has recently been selected as the location for a Scottish Government Tax Incremental Financing scheme (TIF) pilot project.

The council say it also feels really encouraged by a number of live investment enquiries – two in data centres, one in biotechnology and three in life science manufacturing - which it hopes will be concluded over the coming weeks and months.

Tourism in North Ayrshire employs around 3,650 people, attracts about 1.65 million visitors and brings in £175.29m revenue into the area annually.

The council, whose area includes the island of Arran, is about to launch its Tourism Action Plan - 2018-22 - and will look to build on the potential of the area over the next five years.

East Ayrshire Council says the local economy is proving itself resilient to global uncertainties and the gloomy forecasts of the UK's economists.

“It’s a diverse business base, largely comprising family run businesses, operating across a broad range of sectors and manufacturing products that are sold across the world,” says a spokesperson.

“Across our engineering, tourism and food and drink businesses there are clear signs of positive momentum and an increase in investment plans. This is borne out by an increased level of engagement with the Council’s Economic Development Team and a significant number of businesses seeking support to build capacity in key corporate areas with a view to investment aligned to growing their markets and creating additional jobs.”

The council says the last year has also seen a significant rise in the number of entrepreneurs seeking support to start their businesses to 257.

In Kilmarnock, a multi-million pound regeneration programme in the town’s historic quarter includes the redevelopment of an historic building at the top of John Finnie Street, to be known as the Ingram Enterprise Centre in tribute to a renowned and hugely influential Ayrshire architects practice which once occupied the building.

The centre will be home to serviced office accommodation for start-up and small businesses with units ranging from 10 sq m up to 28 sq m.

Property entrepreneur Marie Macklin is promoting The HALO



Whilst traditional sectors such as engineering, aerospace, life sciences, and construction continue to make a contribution it is important that Ayrshire continues to promote this expertise on a global basis

Nicola Campbell, Campbell Dallas

Meanwhile the council says overall unemployment is down, the number of businesses in East Ayrshire is increasing and survival rates for those businesses are also steadily climbing.

Nicola Campbell, a director with **Campbell Dallas** and head of the firm’s Kilmarnock office believes Ayrshire’s economy has successfully diversified in recent years, and is adapting well to rapid changes in the global economy.

“However, whilst traditional sectors such as engineering, aerospace, life sciences, tourism, heritage and construction continue to make a contribution it is important that Ayrshire continues to promote this expertise on a global basis. The public sector is playing a key role with targeted investment and large regeneration projects.”

She concludes: “We are already seeing the benefits of this partnership with the investment in Superfast Broadband across large parts of Ayrshire and the £2.5m project funded through the Coalfield Community Landscape Partnership and Lottery Funding to enhance leisure, tourism and skills training in East Ayrshire.

“These projects will contribute significantly to the GDP of Ayrshire, creating important new skills and employment opportunities.” ■

IN FOCUS: Ayrshire Stats

County population

Ayrshire total 370,600
North Ayrshire 135,900
East Ayrshire 122,200
South Ayrshire 112,500

Unemployment (Jul 2016-Jun 2017)

North Ayrshire 7.4%
East Ayrshire 5.8%
South Ayrshire 4.5%
Scotland 4.5%

Claimant rate

North Ayrshire 3.7% (5% 2014)
East Ayrshire 4.1% (4.4% 2014)
South Ayrshire 2.2% (3.2% 2014)
Scotland 2.2% (2.8% 2014)

Biggest town populations

Ayr 46,490
Kilmarnock 46,350
Irvine 33,698

Source: ONS annual population survey



Dunure Castle

Lanarkshire BUSINESS WEEK

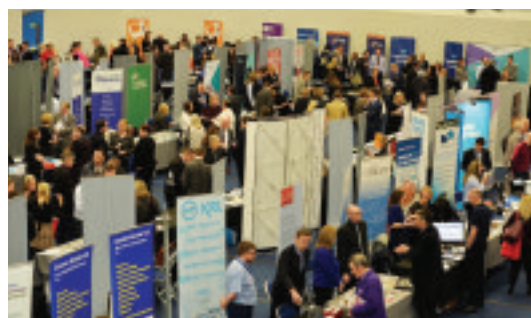
26TH FEBRUARY – 2ND MARCH 2018

DISCOVER FRESH, INNOVATIVE AND REAL WORLD APPROACHES
TO DRIVING SUCCESSFUL CHANGE IN LANARKSHIRE

Whether you're a start up, growing or established business, get involved in Lanarkshire Business Week 2018. We have an impressive programme of workshops, business breakfast, and networking opportunities, taking place in venues across Lanarkshire.

Key events

- **Lanarkshire Business Show**
Tuesday 27th February 10am to 2.30pm at Ravenscraig Regional Sports Facility, Motherwell.
FREE to attend B2B show, with excellent networking opportunities, exhibition and workshops.
- **Lanarkshire Business Conference**
Thursday 1st March 9.30am to 1pm at Construction Scotland Innovation Centre, Blantyre.
Mix of keynote speakers to inspire businesses to successfully plan their activity for the future.
- **Lanarkshire Business Excellence Awards**
Friday 2nd March 6pm, Motherwell Concert Hall, Motherwell.
Celebrating 25 years of success and achievements of the Lanarkshire business community.



To find out more and book go to
www.chooselanarkshire.com/lbw

Follow us on [@bizlanarkshire](https://twitter.com/bizlanarkshire) to keep up to date with all business news and events.

Choose
Lanarkshire 



Rutherglen Reformer **Wishaw Press** **East Kilbride News**

Airdrie & Coatbridge ADVERTISER

HAMILTON Advertiser

Inspiring Confident Ambitious

We are Wellington | wellingtonschool.org

Photo: a pupil performs in Wellington's 2017 production of Les Misérables



INDEPENDENT SCHOOLS FACE UP TO A MYRIAD OF CHALLENGES

By CLAIRE MUIR

ON THE face of it, it looks like a positive start to 2018 for Scottish private schools with recent reports showing exam pass rates bouncing back after a 2016 dip.

Admittedly it is a small rise, jumping from 92.3 to 92.6 per cent in 2017, but those topping the league tables show particular promise – breaking its own record, **Albyn School** in the leafy west end of Aberdeen saw A-C Higher pass rates of 98.5 per cent whilst, at 98.1 per cent, The Mary Erskine School and George Heriot’s School, both in Edinburgh, were not far behind. Meanwhile, The Glasgow Academy took fourth place with a substantially above average rate of 97.1 per cent.

Looking a little deeper into the sector, however, it is not all so rosy.

“The current market for international schools is challenging,” says Dave Roberts, director and independent schools sector specialist at accountants **Chiene + Tait**.

“Pupil numbers are holding up but not increasing. Due to this, there’s generally capacity for each

school to take in more pupils and so the competition between schools is increasing. And more students appear to be transferring between schools than previously.

“This is partly to do with price, but mainly to do with the courses offered, the exam results achieved and the extra-curricular activities provided. There’s also an increasing demand for bursaries, with some parents applying to more than one school to see what

.....
There’s generally capacity for each school to take in more pupils and so the competition between schools is increasing

Dave Roberts, Chiene + Tait (below)

bursaries they can get from each school.”

Some schools are bucking the trend with **Kelvinside Academy** in Glasgow boasting a higher roll than ever before but many are experiencing the challenging market Roberts refers to.

“Independent schools generally experience the lag effect of any upturn

Above:
Glenalmond School

or downturn in the economy,” says Dr Ian Long, headmaster at Albyn School in Aberdeen. “Schools, especially junior schools, are subject to very localised changes in circumstances so the changes in the national economy are less important than what is happening in the city region.

“Albyn was still growing in 2015 but its school roll fell in 2016 and 2017, principally as a result of parents being made redundant, experiencing a fall in family income or being transferred out of area.

“As oil and gas companies reduced headcount and as the panoply of financial services dependent to them also reduced costs we received increased numbers of letters from parents giving notice.”

Fluctuating pupil numbers aside, the highest profile challenge at present is that of a strong Scottish Government suggestion that independent schools should lose charitable relief on business rates, potentially costing the educators of hundreds of thousands of pounds.

Currently, due to their charity status, independent schools get an 80 per cent mandatory relief on business rates with an optional 20 per cent at



We provide employment law support to more independent schools in Scotland than any other legal practice

www.navigatorlaw.co.uk



► the local authority's discretion. But the Barclay Review of Business Rates, which was commissioned to explore how the system could be improved, made the bold statement that granting private schools this tax break is unfair on their state counterparts – and removing it could bring in an extra £5m each year for the government.

For Elaine Logan, warden at **Glenalmond College** in Perth, this is not good news: “In 34 years in the profession, the Barclay Review is the most threatening initiative directly attempting to jeopardise the independent sector's operations. I do find it hard to reconcile how a political agenda can dominate the educational environment.”

The **Scottish Council of Independent Schools (SCIS)** led the public response, saying the change would leave Scottish private education at a global competitive disadvantage. The charitable body also said the reform would severely impact pupils, staff, the financial support independent schools offer to families unable to afford their fees – and potentially the taxpayer.

Kelvinside Academy rector Ian Munro argues that, unlike any other sector or group of registered charities, independent schools have the evidence of extensive testing to support their case for partial relief: “Scottish independent schools recently completed a charitable status review and test carried out by the Office of the Scottish Charity Regulator. As such, the charitable status of Scottish independent schools has been rigorously tested and identified by an independent body.”

John Edward, director at SCIS, adds: “In 2005, the Scottish Parliament voted 98 to zero to introduce a public benefit test, for which the schools were the primary focus. Over 10 years, they worked in good faith to meet that test, and means-tested fee assistance to widen access has risen by at least £20m.

“Sport, music, arts, academic and other facilities are provided at non-commercial rates (or none) to local teams, groups and pupils – including shared subject teaching and careers events. But the Barclay Review has suggested removing the partial rates relief that makes all that possible,



A number of schools are considering the creation of the post of compliance officer, manager or even director as is the case with some high profile schools south of the border

Gareth McKnight, Navigator (below)

undoing the work that the Parliament and the sector have achieved, for a sum several times smaller than the assistance that has been raised.”

On that financial note, if independent schools no longer existed, a lot of extra pupils would have to be educated at the government's expense – and there are currently not enough places available in the state sector, according to Roberts. He says: “The saving to the government is substantially greater than the rates relief given: costs to the government would include building new schools to cope, employing additional teachers, procuring additional resources, and all the other costs.”

So, if this dramatic reform is approved, could it trigger a change in the independent school business model? Simon Johnson, headmaster at **Wellington School** in Ayr, suggests it may: “It will reopen the debate about charitable status and some schools may choose to follow a more commercial path. The sector is adaptable, of course, as anybody with



a long memory will know, but the result of rising costs will be greater exclusivity.”

Of course, this political hot potato isn't the only topical challenge and, as for many organisations, the imminent arrival of the EU's General Data Protection Regulation (GDPR) is proving tricky – and potentially costly. Gareth McKnight, managing director at employment law company Navigator, which represents a large number of Scottish independent schools, says: “It is probably the case that issues such as GDPR would have been unwelcome at any time but in the current climate, such additional compliance burdens are particularly unwelcome. So much so that a number of schools are considering the creation of the post of compliance officer, manager or even director as is the case with some high profile independent schools south of the border.”

Less time-specific and more of a notorious continuing debate is that on fees, which vary widely. Day rates range from less than £3,000 to a costly £26,000 per annum, whilst boarding school bills can be as high as £32,000 each year. But Roberts cleverly puts these hefty figures into perspective: “The fees are structured to support the pupils. Although schools make surpluses, these surpluses can't be extracted. The schools reinvest the surpluses in the facilities to improve the educational experiences of the pupils.

“In addition, a significant number of pupils educated in the independent sector go on to become high achievers, often meaning they earn more than their state-educated counterparts. Over a few years the increased salary can more than outweigh the cost of the education. This also benefits the government with increased tax revenue.”

Nevertheless, fees do still increase annually and one in four pupils received financial assistance in Scotland during the period of 2016 to 2017. In fact, independent schools are said to spend almost £50m each year in supporting parents with fees.

Why such a significant support requirement? According to Roberts, heightened inflation – partly due to the fall in the pound – means big cost ►





MERCHISTON STORY

WHERE YOUR SON COMES FIRST

EVERY BOY IS AN INDIVIDUAL. EVERY BOY HAS
A STORY. LET US SHAPE HIS FUTURE STORY.

A BOARDING AND DAY SCHOOL FOR BOYS AGED 7-18

MERCHISTON.CO.UK

admissions@merchiston.co.uk 0131 312 2201   

Recognised by the Inland Revenue as a Charity, number SC016580

MERCHISTON
EDINBURGH | Boys first



“A balanced curriculum, excellent pastoral care and a high A Level pass rate make Merchiston one of the UK’s leading independent schools.” www.ukboardingschools.com

“Record number of Olympiad medals too - of the national academic variety (they’re particularly ace at science).” Tatler Schools Guide, 2017

Merchiston is the only boys’ independent boarding school in Scotland, offers the English curriculum, and has a global, outward-looking dimension. The School takes pride in specializing in the education of boys and preparing them for the world, developing aspirational, and sensitive, yet gentle-men! Think about a wonderfully caring and nurturing family environment, where they will learn to like learning more.

With an ethos based on traditional values, Merchiston encourages self-reliance and independence, as well as respect for and tolerance of others. The School’s main objective is to motivate pupils to try their hardest and to strive to achieve the highest levels possible in all areas - firstly academic, then cultural, sporting, leadership, and simply living together as part of a community.

Merchiston also benefits from its strong links with girls’ schools for drama performances, cultural events and social gatherings.

Outstanding off the field...*

- 47% of pupils achieved A*/A grades at A Level
- 82% of pupils gained places at their first or second choice university
- 64% of pupils went to UK Russell Group Universities, Bath, St Andrews and leading international institutions
- 92% A*/A/B pass rate in Further Mathematics at A Level
- SAT support clinics for applicants for American Universities. Students have gained admission to Ivy League Universities, such as Cornell and Brown
- 62% of pupils achieved A*/A grades at GCSE
- 18 pupils achieved 9 or more A*/A GCSE grades
- Best Head of Public School (runner-up), Tatler School Guide 2015 and 2018
- Gradual progression to secondary teaching from Primary 6
- Full boarding with a varied weekend activity programme specifically suited to age and stage

And on the field...

- No.1 UK Junior Ranking Golf School (ISGA, 2014/15, 2015/16 & 2016/17)
- No.2 UK Senior Golf School (ISGA, as of November 2017)
- No.2 World Tennis School (ISF, 2017)
- No.2 UK Tennis School (LTA, 2017)
- Representation in all of the 2017/18 Scottish National Rugby Teams
- In 2016/17, 89% of all pupils, from 7-18, represented the School in sport.
- In 2016/17, there were 73 different teams, of all abilities, playing competitive fixtures across 16 sports: a total of 539 fixtures.
- Wide range of sports available, such as athletics, cricket and hockey, suitable for boys of all abilities

* Academic Results 2016/17

Register Online
Open Day - Saturday 3 February | Open Evening - Thursday 8 March

A range of scholarships are available at ages 10+. Means-tested financial assistance may be available subject to application.

► pressures for schools and higher fee increases than they would like. With salary rises generally not keeping up with inflation, this means parents are increasingly stretched.

But UK inflation rates are not bad news all round. In fact, they have helped to reduce the cost for international boarding students, which now account for around a third of all boarding pupils, and the fall in the pound is said to have been responsible for numbers of overseas students steadily increasing.

At SCIS, Edward says: “Schools have to work hard to encourage overseas applications due to increased competition from other markets and political uncertainty at home but the lure of Scotland as a safe, secure and friendly destination remains strong.”

For Kelvinside Academy, the hard work is certainly paying off as its partnership with NuVu, the world-leading innovation school, has seen it attract more international interest than ever before.

Munro says: “We welcome experts from Harvard, Massachusetts Institute of Technology and other top educational institutions in the United States in the summer to facilitate a unique education experience, which allows pupils to spend their days like engineers, creating and testing solutions to every-day problems.”

Likewise, Albyn School – where international students make up around 10 per cent of the school roll – has seen a boost in overseas enquiries after reintroducing boarding in 2016.

The school has also cleverly co-ordinated its promotional materials for overseas demand: “All school marketing documentation is translated into Mandarin and we have a Mandarin section on our website. It is our aim to have promotional documentation and videos translated into other languages,” says Long.

With a potential influx of new international students – and the much-publicised public school teacher recruitment struggles – can staff levels cope? Yes, according to Roberts – the independent sector, which employs more than 7,000 teaching and support staff, amounting to one teacher for every eight pupils, has less of a struggle to recruit than state schools due to attractive



PE class in progress at Kelvinside

In 34 years in the profession, the Barclay Review is the most threatening initiative directly attempting to jeopardise the independent sector’s operations

Elaine Logan, Glenalmond College (below)

packages that draw in former public school teachers.

According to SCIS, the state-of-the-art facilities and extra-curricular activities are a big pull: “In many cases there will be more sports and arts available with more and better equipment and grounds,” says Edward. “This means gaining greater access to teaching extra activities.”

Unfortunately, stress-free resourcing isn’t the case country-wide: “Attracting high quality staff has always been difficult, although that has as much been due to the school’s geography rather than changing economic circumstances,” explains Long, up in Aberdeen.

“Until recently house prices have been high and it is difficult to attract staff from the central belt when their money doesn’t really go any further than it would in their current location. In the lower school we go through feast and famine. I had as many as 70 applications for two positions a few years ago and other times where we have had one application for one post. One unexpected feature at present is that some former pupils are now filling



posts. This is a blessing because they understand the culture and work ethic of the school even before they step over the threshold.”

So, what’s new, next and innovative in the sector? Perhaps the promotion of apprenticeships, as seen in the public school sphere?

Chiene + Tait’s Roberts doesn’t think so – “independent schooling is typically associated with professional aspirations, which match better with a university route than an apprenticeship route” – but there has been some movement on the topic, courtesy of Charlotte Avery, president of the UK-wide **Girls’ School Association**. A few months ago she challenged her peers to embrace apprenticeships as a result of the ‘leaky pipeline’ of women moving into leadership roles: “Ask yourselves how ‘50 per cent of our students go on to apprenticeships’ might sound in your school’s marketing materials, after generations of saying, ‘100 per cent go on to university.’”

Meanwhile, Kelvinside Academy, which recently won the race to become the first British secondary to be named as a digital school by Digital School Awards, is passionate about trialling new concepts with a view to a Scotland-wide roll-out.

Munro says: “Outdoor learning is one of our core philosophies. We are opening a wilderness campus in the Cairngorm National Park and recently opened a new nursery set in woodland near Milngavie. Learning is not one-size-fits-all and for some, experiences outside the classroom can provide better outcomes than when confined to a classroom.”

On that note, independent schools must behave similarly – learning how to handle the bumps in the road whilst growing stronger and capitalising on the positives. Like any other sector, they will embark on 2018 with a mix of challenges and opportunities. But no matter how tough it gets – due to business rate debates, inflation-triggered fee rises, compliance-related obstacles or increased competition – there is no denying the massive impact independent schools continue to have on the Scottish economy; directly contributing £301m and supporting more than 10,000 jobs. ■





TRADITIONAL VALUES MEETS A MODERN PERSPECTIVE ON EDUCATION

Kilgraston is a leading Catholic boarding and day school for girls aged 5 – 18. Offering day and boarding education, Kilgraston has something to inspire every young woman.

We are a school with traditional values but with a modern and forward-looking perspective on education. Education is not just about exam success; developing interest and talents, nurturing an understanding of different cultures, and emphasising our personal responsibility as global citizens are vital.

As such, a Kilgraston girl benefits from a wealth of opportunities to extend and enrich her educational experience. We offer over 50 extra-curricular activities and enjoy modern, state of the art facilities including a Science Centre, Sixth Form Study Centre, excellent boarding accommodation, 25m swimming pool, all-weather astro-turf pitches and Scotland's only school equestrian centre.

Having been named 'top performing independent school for Advanced Highers' by best-schools.co.uk in 2015, Kilgraston girls routinely achieve outstanding sets of results.



At Advanced Higher, 90.5% of grades were A-B against a national average of 59.3%. In 2018, 64% of girls are applying to study a STEM undergraduate course and in 2017 100% of girls were accepted into their choice of university. Kilgraston has an exceptional reputation for girls gaining entry into top Scottish universities.

When Kilgraston girls leave us to go on to further studies, we are certain that they will continue to channel their talents and become leaders for tomorrow. Our girls leave Kilgraston with an embedded sense of individualism, confidence, humility and a desire to achieve the very best she can, in her own chosen field. Our girls don't compromise on success, they inspire it.

Open Day - Saturday 3 February 2018

You are invited to join us at our Open Day on Saturday 3 February 2018 from 11am – 2pm. The staff and pupils would be delighted to meet you and show you our outstanding facilities. Please do let us know you are coming so that we can have your personalised welcome pack ready for your arrival.

For further information or to book a visit, please contact Mrs Amanda Johnstone:
admissions@kilgraston.com | 01738 815523

KILGRASTON
 JUNIOR YEARS · SENIOR · SIXTH FORM



MACROBERTS

LLP

A law firm as individual as you.

*“ If I need something done, MacRoberts
will move heaven and earth to do it. ”*

Chambers UK Guide to the Legal Profession

www.macroberts.com

Glasgow | Edinburgh | Dundee

in association with



RAPID CHANGE CREATES DEMAND FOR NEW LEADER SKILL SETS



By KRISTY DORSEY

ARE LEADERS born or made? Many – particularly those in the booming field of leadership development – are quick and keen to assure us that the skills required for management at senior level can indeed be acquired over time through teaching and training.

Yet there is also evidence that some individuals possess certain “raw materials” that predispose them to becoming leaders. Traits such as intelligence and extraversion have habitually been attributed to those who rise to the top, and are cited as crucial factors in the ascent.

But more thoughtful observers point out that these characteristics simply indicate the likelihood of emerging as a leader – not whether the individual will actually be effective in that role. Do the extroverts perform better than others when placed in a

formal position of authority? Not necessarily.

And it’s potent leadership which is vital, particularly amid what has become a rapidly transforming business landscape.

“Having led a law firm since its

.....
We live in a world of constant change, a circumstance that I don’t think was necessarily prevalent 10 years ago
.....

Lorne Crerar, Harper Macleod (below)

inception 30 years ago, I know from experience how the skillsets required by leaders are shifting – and much more so in the past decade than ever before,” says Lorne Crerar, chairman of **Harper Macleod**. “We live in a world of constant change, a circumstance that I don’t think was necessarily prevalent 10 years ago.”



This has created demand for new types of skill sets, with the emphasis on communication, flexibility and collaboration.

“We often hear about so-called ‘soft’ skills deployed by emotionally intelligent leaders in today’s modern economy, but I would argue these are anything but soft – they are essential,” says Jackie Waring, founder and chief executive of **Investing Women**.

“It’s becoming increasingly important for leaders to engage the hearts and minds of both their team and their customers. In many business environments it’s no longer enough to tell your people or your customers what you do, you need to explain why you are doing it and outline the driving forces that lie behind it.”

It’s what Scott Whyte, managing director of **Watermans Accident Claims and Care**, describes as



Members’ Hub at 10 Charlotte Square.
The gathering place for leadership

► “engagement”. Effective leaders must listen to the wants, needs and concerns of their team to ensure they are happy and believe in what the business is trying to achieve. Otherwise, it is all but impossible to get the best out of them.

John Macmillan, managing partner at legal firm **MacRoberts**, highlights the value of effective communication.

“Through that communication, a decent leader will create an atmosphere where others thrive,” he explains. “That isn’t principally altruistic as the ‘others’ will always have skills well beyond the leader and, if freed and encouraged to get on with it, will deliver far more than the leader ever could by their own actions.

“Through that communication, the inspirational leader will lead by example in terms of personal behaviours, both in the workplace and outside, and encourage others to follow that lead. Through that communication, the self-deprecating leader will say sorry when they screw up. Through that communication, the good leader will create an environment where other views are welcome and a system and climate where those views can be freely expressed.”

In this rapidly-changing business landscape, there are a number of “new” skills required which are coming to the fore. But some things don’t change. Whyte at Watermans said it remains the case that strong leaders must have the courage to make tough decisions, and the conviction to see them through to their conclusion.

Another old-fashioned attribute that has become increasingly valuable in the post-crash era is a strong sense of values. **Eve Poole** – who has been teaching, speaking and writing on leadership for more than a decade – says this is essential as social media and the 24-hour news cycle leave senior leaders more exposed and under pressure than ever before.

“Where I see this really affecting leaders is that they need to be extremely strongly-rooted and firmly grounded to be able to



We often hear about so-called ‘soft’ skills deployed by emotionally intelligent leaders in today’s modern economy, but I would argue these are anything but soft – they are essential

Jackie Waring, Investing Women (above)

weather the constant scrutiny,” she says. “This gets personal very quickly, so leaders need to know what they stand for and why, because their values may be all they have to fall back on to make a decision where the facts of the matter are not clear.”

Hand-in-hand with this goes the ability to garner respect, which Waring of Investing Women describes as another “essential” leadership skill.

“This is a quality which needs to be earned by respecting and valuing those around you,” she says. “Leaders have to live by the values they set out as their people will usually mirror their own behaviour.

“Leading by example is becoming increasingly critical in a world where we are seeing often destructive outcomes for those who abuse power in senior positions. What are often referred to as ‘old-fashioned’ principles are actually more current today than they ever have been.”

Former solicitor **Emma J Bell** coaches individuals sent to her by a variety of professional firms and public bodies seeking to unlock the potential of key people within their organisation. Whether the issue is stress, an inability to engage with clients or failure to motivate the team, she says the problem is often rooted in the manager’s own beliefs and motivations.

Getting to the crux of the issue is essential, as effective leaders must be able to engage all members of their team, and be sensitive to the fact that different generations have varying motivations.

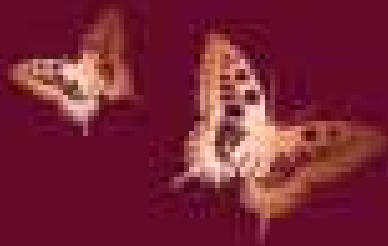
“A key skill required of today’s leader is to coach, rather than tell,” Bell explains. “Coaching is a skill that tends to develop team members most consistently, despite the varying needs of Generations X, Y



The gathering place for leadership

Support for all Executive Directors, Trustees and Non-Executive Directors.
www.iod.com

Come and help us to keep the joy alive...



BUTTERFLY BALL

In support of the CHAS 'Keep The Joy Alive' campaign



Date - Friday March 16th 2018

Time - Drinks Reception from 7pm - Cartage at 8pm

Venue - Fairmont, St Andrews

Ticket price - £85 Available individually or in tables of 8 or 10

Tickets include - Drinks reception, Four course gourmet dinner including half bottle of wine per guest, music and dancing to Scottish Blue, coffee and shortbread at midnight

There will be a silent auction with a selection of donations from local businesses and
restaurants as well as sporting memorabilia and experiences.

There will also be table raffle prizes and a number of surprise sponsor prizes throughout the evening.
Rooms are available at a discounted rate for those wishing to make a weekend of the event.

To book your place or for more details, please contact Tina on
www.chasandlives.com or 07544 999975

www.KeepTheJoyAlive.co.uk

- Facebook: [Support CHAS](#)
- Twitter: [Support CHAS](#)
- LinkedIn: [Support CHAS](#)



Keep the joy alive



**OUR BREXIT ADVISORY GROUP OFFERS
THE 'ONE-STOP SHOP'
FOR PRAGMATIC AND INFORMED LEGAL ADVICE.**

For the latest legal updates or to arrange a private business
planning session visit our Brexit Hub:

brodies.com/brexit

BRODIES^W
brodies.com

**BUSINESS AVIATION.
EFFICIENT.
ECONOMICAL.**

Short, long & multi-city trips on your schedule.



**AIR
ADVANTAGE**

T: 07970 674117
andrew@airadvantage.co.uk
www.airadvantage.co.uk





David Watt

Executive Director of the Institute of Directors in Scotland

www.iod.com

Time to step up to leadership

NOW is a defining moment for business, and in particular for its leaders.

It may not be a great time for politics, or planning, or certainty – but it’s undoubtedly a good time for leadership. The tasks that lie ahead are what skilled leaders are made for.

Whatever the eventual outcome of the Brexit talks, innovative and resilient companies in Scotland, and across the UK, will continue to develop new products and seek out new opportunities.

Whether a business, organisation or institution thrives, or merely survives, is almost always down to the quality of its leadership. Yes, businesses have recently faced, and are still facing, challenging external forces, but good leaders will always find a way to cut through these pressures – whether they be political, environmental, or cultural.

The secret to great leadership is a willingness to drive transformation and to force through and speed up the changes needed to keep pace with ever-increasing technological challenges and opportunities.

Boardrooms all over the country must focus on what they can do to move things forward. It’s time to stop blaming the democratic establishment for our problems, and step up to deliver our own vision and transformation.

Leaders can identify the challenges that can’t be changed, and find workarounds. Leaders will focus on the long-term, and be less concerned with reacting to the now. Those with a vision and an ability to adapt will be best equipped to succeed.

It’s hard for anyone to say what will happen next – but there is comfort in knowing that good leadership can remain a constant. In short great leaders, it’s time to do your stuff.

▶ and Z. “And within coaching, I would say the most important skills to ritualise are to ask open questions and listen actively, responding to what comes up rather than forcing the leader’s agenda.”

Tricia Fox, founder and managing director of Perth-based marketing agency **Volpa**, says leadership is about working with a team to adapt to a changing landscape. An important factor to consider as the workforce gets increasingly older is the fact that some may grapple with supposedly “simple” things like how to use Microsoft Office.

“Dazzling them with the digital horizons of driverless cars may just tip them over the edge,” Fox says. “Be patient, take people with you, never make assumptions about what they do and do not know and give them time and space to learn.”

That latter bit of advice applies to those at the top as well.

“Every business leader needs to keep their knowledge fresh,” she adds. “There’s no such thing as experience and expertise in this marketplace where technology is moving so quickly, and no one really knows what tomorrow has in store.”

“I’d say the hallmark of the modern leader is learning. Always, always learning.”

To help address the demand for constantly updated skills, Edinburgh-based **School for CEOs** recently introduced a programme to help senior executives gain new cross-generational perspectives.

The idea was born out of research produced last year by School for CEOs which looked at ways of “future-proofing” executive leaders. In that survey, nearly

eight out of 10 senior managers said today’s corporate landscape is shifting at a quicker rate than ever before.

The programme, “Millennial Mentoring”, is based on the reverse mentoring concept first introduced in the United States by former General Electric chief executive Jack Welch in 1999. In it, senior executives get the opportunity to learn about new technologies and changing consumer patterns that could disrupt their business.

“While it is becoming a popular initiative in the US, UK businesses have generally been slower to adopt the principle,” says former Scottish rugby international David Sole, who co-founded School for CEOs in 2011 with former John Menzies chief executive Patrick Macdonald.

“Demographic change, social transformation and technology are impacting the way businesses function. This form of reverse mentoring will deepen executives’ understanding and insights into new technologies, communication methods and philosophies on work and consumer choice from a generation that is leading many of these changes.”

The programme has been developed with input from Sole’s daughter Gemma, a Millennial who is in charge of marketing and digital at School for CEOs.

“By pairing senior executives with young talent, executives gain direct insight into the mind-sets of a generation who are driving societal change, who intuitively adopt new methods of communication and who want different things from work compared to other generations,” she says. ▶



► “Simultaneously, the programme provides a great platform to engage and develop young talent in the workplace.”

Preparing the next generation to take the step up into positions of wider responsibility has, if anything, become a more complex task as the nature of effective leadership evolves. Whyte points out that people “don’t become leaders overnight”. They need the opportunity to try, succeed and also fail at things on their own to develop their skills effectively.

“We are fortunate now to have an open culture where people share stories of their successes and failures via social media and other mediums,” he says. “This gives future leaders the chance to learn how others have managed similar situations.

“I also think we are much more comfortable talking about our failures now and this is arguably more important than talking about our successes. That not only helps the leaders of the future to avoid making our mistakes but it also teaches them that everyone fails at something and that failure, and how you deal with that, is often key to successes further down the line.”

Ian Munro, rector at **Kelvinside Academy**, says the opportunities to learn from the successes and failures of leadership can begin at an early age.

“By getting pupils involved in real-world projects that link to the world beyond the school gate, they learn skills that equip them for later life,” Munro explains.

“At Kelvinside Academy we encourage enterprise and creativity from a young age, for example, at Christmas we had P7 pupils running their own businesses sourcing and creating products, pricing these and selling them – they do all of this off their own back.”

Janette Speed, head of office for **Shoosmiths** in Scotland, says her legal firm strives to identify future leaders at an early stage. This allows development to encompass the breadth of experience needed to be successful in an “increasingly fluid legal sector”.



We encourage our next leaders to work on cross-discipline projects and to embrace leadership roles in initiatives that can be both legally technical and managerial in nature

Janette Speed, Shoosmiths (above)

“We encourage our next leaders to work on cross-discipline projects and to embrace leadership roles in initiatives that can be both legally technical and managerial in nature,” Speed says. “For example, we currently have senior associates earning plaudits for their work on General Data Protection Regulation and quality and risk projects.

“These employees naturally develop their own contacts in their individual sectors and disciplines and they also derive confidence from our collaboration with the wider elements of the business, including our directorates, human resources, business development and finance.”

By definition, leaders aren’t leading if they are not delivering through others. They must be leading a team, and one of the fundamental ways of measuring their success is on the strength of that team.

Gary McEwan is chief executive of Aberdeen-based **Elevator**, the

social enterprise set up to help facilitate the creation and growth of new and existing businesses. He notes that even the most talented entrepreneurs rarely have all the skills and attributes needed to grow a company.

“Charismatic business leaders like Richard Branson and Lord Sugar certainly command respect, but those who don’t see themselves emulating these individuals should take comfort from the fact that most effective teams work because their complementary skills collectively deliver remarkable results,” McEwan says.

“Applying a blend of energy, skills and attributes can be the perfect fit for an early-stage business with a bright idea and huge potential to grow.”

Speed of Shoosmiths points out there are bottom-line benefits to collaboration. In the legal market, for example, tender and framework agreements require input from an array of teams across the firm. Success most often comes when roles and responsibilities are clearly defined.

Harper McLeod’s Crerar says his firm encourages its people to be leaders, “not managers”, by helping them to understand the obstacles they face. Getting a grasp of those obstacles is easiest when a range of views are taken on board.

“Teamwork is a critical aspect of leadership as the challenges we face are best dealt with together rather than by individuals,” Crerar says. “I believe you must constantly reinforce in your leaders and emerging leaders that their own evolution is to some extent dependent on their ability to develop a cohort of support around them in developing a business for the future.

“We reinforce in our colleagues that Harper Macleod is a ‘family’, one that requires sharing across the business to ensure sustainability. Comparisons with sport are obvious. There is no point in having the world’s best striker if the other 10 on the team don’t support and contribute and enable that striker to score.” ■



The gathering place for leadership

Support for all Executive Directors, Trustees and Non-Executive Directors.

www.iod.com

Business Insider

SUBSCRIBE TO SCOTLAND'S LEADING BUSINESS MAGAZINE

Receive the top Scottish
business news, views and
reports direct to your doorstep.

Make 2018 your top business year by
subscribing to the largest corporate
magazine in Scotland.



Simply email subscriptions@insider.co.uk

FAST-GROWING ECONOMIES MAKE AFRICA A TOP TARGET

By PERRY GOURLEY

ACCORDING to trade consultancy boss Frazer Lang, doing business in Africa can be both frustrating and rewarding in equal measure.

Cultural factors such as the traditionally hierarchical nature of African societies means businesses often have to spend more time working their way up the decision-making chain than in other locations.

“Africa is also very much built on relationships so if you try and just do business over email it’s not going to work,” points out Lang, who runs the Edinburgh-based Scotland Africa Business Exchange.

But he argues that for those companies willing to put the effort in, the opportunities across the vast continent are significant, and surprising.

“People have very pre-conceived ideas about Africa but I think they’d be taken aback at what they saw there today. Nairobi for example has developed into a huge fintech centre and Ghana is working on its own space programme,” says Lang, who founded his organisation after a spell working for an organisation which was involved in bringing African government delegations to London.

“It was around the time of the referendum and many of the delegates started showing more of an interest in Scotland and were keen to visit,” he explains.

Although Africa is a relatively small export market for Scotland currently – worth around £1.5bn a year out of a total approaching £29bn – it is growing.

With more than 50 countries and a population of over a billion people, the African market is huge

and diverse. While some of the continent’s countries continue to suffer from well-documented difficulties, the continent is also home to seven of the world’s top 10 fastest growing economies.

The World Bank has forecast that Ethiopia will see the fastest GDP growth this year – up 8.3 per cent – followed by Tanzania, Ivory Coast and Senegal which are all predicted to post gains of more than five per cent.

Such heady expansion against a backdrop of slow global economic growth is down to factors including a rapid increase in penetration of mobile phones, which is having a dramatic impact on many African countries.

Mobile technology has enabled them to leapfrog landline telephony

Earlier this year Glasgow-based Aggreko signed a 10-year deal to provide solar-diesel hybrid power for a copper and zinc mining facility

and as well as providing instant communication to the outside world, mobiles have opened up personal and small business banking to millions of people who previously had no access to financial services and in turn spurred greater economic activity.

As many of its countries see rapid economic development, there is growing demand in many areas where Scotland can offer significant expertise. Appetite for energy in Africa – where about 640 million people don’t currently have access



Above: Bill Walkingshaw, managing director of Turnkey Environmental Management Services International (left) and Colin Bruce, international business development manager

to electricity - is forecast to be the fastest growing in the world in the years ahead, driven by urbanisation, a rising population and strong GDP growth. That is leading to major investment programmes in renewable power which estimates suggest could provide more than 40 per cent of all generation capacity.

Scottish firms are already involved in the sector in Africa with Wood Group’s SgurrEnergy arm acting as consultants on some of the largest solar schemes to be built in Africa. Earlier this year Glasgow-based Aggreko signed a 10-year deal to

FACT FILE: Africa

MAJOR investments being made to improve sports facilities in many African countries are presenting significant opportunities for overseas firms.

Nigeria has embarked on a programme to construct 43 sports complexes and improve facilities at existing stadiums.

Following on from its investment in infrastructure for the 2010 FIFA World Cup, South Africa is also aiming to build all-weather football pitches in each of its 52 regions by 2023 to improve the grassroots structure of the game.

Ethiopia is investing more than \$500m in new stadiums as it looks to increase its chances of securing future Africa Cup of Nations football events.



provide solar-diesel hybrid power for a copper and zinc mining facility in Eritrea.

Opportunities for other Scottish firms to tap into the potential will be explored at the first Scotland-Africa Renewable Energy Forum in Edinburgh in April.

The forum, part of the University of Edinburgh Business School's Sustainable Business Initiative, will bring senior Scottish and African government representatives, energy-focused academics and private sector organisations together to focus on opportunities for investment and partnership in developing Africa's renewable energy industry.

Education is also a key focus for many governments as they look to move their economies forward.

But perhaps the largest current opportunity for Scotland remains the oil and gas sector. Despite the downturn seen globally after the fall in oil prices, significant levels of exploration, development and production have continued across Africa.

The first oil began flowing last year
www.insider.co.uk

from the major TEN field offshore of Ghana and pipeline and refinery construction opportunities are moving forward with the presidents of Uganda and Tanzania recently signing the East African Crude Oil Pipe Line Agreement. Major developments are also progressing across Kenya, Mozambique and Somalia.

Many Scottish firms are active in the region including Cairn Energy, which completed its ninth successful well in Senegal in three years.

To highlight opportunities for Scottish firms and to build links, Aberdeen recently hosted its second Scotland Africa Oil & Gas Forum.

Lang, whose firm was involved in organising the event, says as the offshore sector has matured, the opportunities for service and training companies in particular across the supply chain has increased exponentially.

"The expertise that Scotland has in these areas fits well with the objectives of many African Governments," he says.

Recent successes for Scottish firms

Above: Nairobi, pictured, has developed into a huge fintech centre

Below: Frazer Lang

in Africa have included Aberdeen-based oil and gas drilling fluid systems specialist **Turnkey Environmental Management Services International (Tems)** securing a two-year contract in Tanzania.

The agreement will see staff overseeing the processing and treatment of oil and gas drilling waste to ensure compliance with environmental and governmental regulations.

Three members of the firm's workforce will be based onsite at a processing facility in the east African country throughout the contract, which has options to be extended.

Tems managing director Bill Walkingshaw says securing the Tanzanian work represented a major boost for the firm as it looks to make further inroads into the African market.

"We believe there are exciting opportunities for us to help operators to secure significant cost savings and the Tanzania contract provides a springboard to win work on other projects both there and further afield," he says. ■





TWO OUT OF FIVE DIRECTORS STILL UNSURE ON GDPR ISSUES

By BILL MAGEE

IT'S NOT getting any easier for businesses on the digital skills shortages front. Especially now that new strict and binding online data protection rules are about to come into force.

It is also rather daunting to learn from an Institute of Directors survey that two out of five company directors admit they don't know if their business will be affected by the General Data Protection Regulation.

GDPR comes into effect in May and is aimed at strengthening the obligations on all businesses to safeguard individuals' personal information. This, of course, includes an organisation's customer base.

Such binding compliance comes against a backdrop of radical technological advances and data surveillance anxieties. Vital to the process is ensuring staff are equipped with sufficient skills through the likes of data literacy training programmes.

Dataconomy, a news portal for data driven technology, stresses that GDPR requires a company to

have employees adequately trained in information management and protection. It predicts the role of data protection officer will be in high demand.

If a company cannot afford to make such a key staff appointment, the business intelligence unit

.....
We are living in a different world from just a few years ago when it comes to training and learning challenges

.....
Raymond O'Hare, Scottish Qualifications Authority (below)

.....
suggests the best route is to take on a third party that can act as a DPO. Commentator **Yariella Coello** says: "There's no one-size-fits-all of training that will speak to all your employees.

"Consider a few different training sessions based on how tech literate they are and how clued up they are on GDPR. You'll also have to schedule in regular refresher sessions

in case anything changes and to really ensure compliance."

Raymond O'Hare, a technology non-executive director and board member of the **Scottish Qualifications Authority**, says: "We are living in a very different world from just a few years ago when it comes to training and learning challenges.

"It's clearly not enough to generate a bunch of qualifications and for such certificates to be the only currency between employers, universities, colleges, training providers and the individual.

"They are still important...but we now have to talk more about mobile learning, micro-learning, social learning, and about learning apps as ubiquitous now."

O'Hare, the former director of **Microsoft Scotland** who now runs an independent non-executive directorship portfolio, adds it doesn't matter what industry is affected.

"You simply have to raise your game and think differently. Those



who resist change or ignore the factors disrupting their sector are often accused of looking through the wrong end of the telescope.

“This may seem a bit harsh, as we all know from experience that change is hard. We tend to grab onto the past and use it to design the future.”

He says that, at times, it requires a disruptive idea that lights up the crystal ball making us look at the digital future in a new way. One such disruption is GDPR.

SQA and Scotland’s first digital skills academy **CodeClan** has produced a series of short films covering how organisations and individuals can improve such skills and gain the professional development award in software development (PDA).

CodeClan is the only training provider in the UK offering such a course. Its head of curriculum and accreditation Sara Dodd says: “Creating the professional development award is really a collaborative effort, utilising our knowledge of the industry and SQA’s specialist knowledge of assessment.”

To date, in what is a constantly expanding digital sector 84 per cent of CodeClan graduates have secured a job.

Looking further ahead in the jobs stakes, the Digital Schools Awards programme, supported by the **Scottish Government’s** Digital Skills Funding and recognised by Education Scotland, is encouraging schools, colleges and universities to infuse such skills right across the curriculum.

Shirley-Anne Somerville, Minister for Further Education, Higher Education and Science, says: “Employers are being encouraged to partner with them to develop a modern, digitally resilient workforce with advanced computational thinking capabilities.”

The project breaks skills up into different categories including digital innovation and creativity, computational thinking, advances in STEM, use of digital technology, support for digital equity and access and the need for cyber resilience.

Microsoft, HP and Intel are amongst those tech titans providing practical support and resources that includes a financial commitment of £600,000 over five years.

It is expected that by the end of 2018 more than a quarter of all Scottish schools and over 190,000 pupils aged between five and 18 will have been involved in the programme’s activities.

Steven Grier, Microsoft Scotland county manager, says: “It’s a shining example of how we, as an industry, are committed to supporting the next generation. Ensuring that all young people acquire the skills they need to thrive in the modern digital workplace and prepare for the world of work.”

www.insider.co.uk

Harvard Business Review warns that organisations failing to address such tough questions about strategy and execution in the digital age leave themselves wide open. Tackling this must include engaging staff.

Paul Leinwand, global managing director with **PwC’s** strategy consulting arm Strategy&, claims that if a business leader is investing in areas that fit in with their company’s strategy, “you’re among the select few”.

Writing in HBR, he adds: “One of the biggest challenges in business today is that way too few companies are asking or answering these fundamental questions.”

One way to overcome such shortcoming is to involve a larger part of an organisation in a discussion on how the company is doing: “taking the pulse” around the most important strategic topics.

“Such a survey provides powerful insights about how well your employees - the people who know the company best - think it is positioned for success; how well they feel

.....

We must build on Scotland’s international reputation for quality people skills and become known for excellent customer care

.....

David Watt, IOD Scotland

.....

they are delivering on the value proposition; and how effectively they are able to connect to the strategy.”

At the director level **IoD Scotland** plans to stage a workshop on the issues facing a modern leader in the digital era. It’s being led by Ros Taylor, a leading UK and international clinical psychologist, corporate and leadership coach who’s also a visiting professor at Strathclyde Business School.

Taylor, an author of seven books, is on record as emphasising that making advances in the workplace is all down to confidence. If a leader is not confident, they will not hire people who are better than them and will hold people back so that they can shine.

IOD Scotland executive director David Watt concludes: “We must build on Scotland’s international reputation for quality people skills and become known for excellent customer care.

“It’s about keeping any eye on the future where struggling to cope with skills shortages does not do us any favours.”

In the case of the General Data Protection Regulation, that digital future is now. ■



Alan Turnbull

Talon Business Solutions Ltd
Thomson House
8 Minerva Way
Glasgow G3 8AU
Tel: 0141 248 5750
www.talonsys.co.uk

GDPR and the effect on SME’s

IF YOU or your company are already in compliance with existing Data Protection regulations; the good news is that you have a solid foundation on which to build, but for SME’s it is essential to take the time now to learn about new elements and enhancements in the areas that will affect you.

One of the key differences between the existing act and the updated GDPR is documentation, and it is here that, whatever your sector preparation is needed to do some things differently, or even for the first time, as documentation that demonstrates accountability comes under the spotlight.

Some parts of the new GDPR will have a greater impact than others, so it will be important to take into account your business model or sector. If your organisation has a risk register, then now is the time to review it as last minute changes could cause compliance issues.

The information you hold, if it is personal data, must be documented, including where it came from and who it is shared with, if incorrect then those who it is shared with must be notified. An information audit now will pay dividends in implementing effective policies and procedures for the new compliance.

The area of consent is also an area that will see considerable change. If your organisation deals with consent on any level then the ways in which it is sought, recorded and managed will need reviewing to bring it in line with the new GDPR standards. Special protection measures are also being introduced to deal with children’s personal data and parental consent.

Data breaches and their detection, reporting and investigation will soon be much more robust. So now is the time to audit and update your policies, as reporting certain types of data breach to the ICO as well as the individuals involved will soon be mandatory.

Finally, your company may need to appoint a designated Data Protection Officer, this is mainly aimed at larger companies, however if your organisation carries out regular monitoring of individuals, it is better to check compliance now than to be caught out later.

www.talon.co.uk/gdpr



C/M/S/

Law.Tax

Scottish roots, global horizons

With over 250 years of heritage in Scotland and more than 250 legal specialists across our top tier teams in Edinburgh, Glasgow and Aberdeen, our in-depth knowledge of your market is only matched by the quality of our advice and the range of our legal services.

We have exceptional international strength too. Our network of over 70 offices on five continents lets us support you around the world, from Bogota to Beijing.



CMS is an international law firm that helps clients to thrive through technical rigour, strategic expertise and a deep focus on partnerships.

Your World First
cms.law

THE PAST year has been a very active one for the Aberdeen office of BGF. We have made three new investments, moved office, and moved forward both our early stage investing and our AIM business.

We invested £6.5m in Entier, Scotland's largest independent privately-owned catering company which already operates in 23 countries but aims to grab a larger slice of the international market.

We also invested £8.3m in Metropolitan European Transport (MET), a high growth European local bus operator run by a team of experienced UK-based transport industry executives. The company's chairman is Iain Lanaghan, a co-founder of transport group Abellio and the former CFO of Aberdeen-based First Group plc.

The third company is FrontRow Energy Technology Group which was set up to develop technology businesses (including two start-ups) in the oil and gas sector and to which we have committed £10m. We are hugely proud of these three additions to our portfolio.

In addition we have stakes in two oil-service companies which are listed on AIM, in line with BGF's strategy of investing in listed businesses.

By definition many of the companies around Aberdeen are oil-service related but our investments are in a diverse range and reflect our broad sector focus. They take our total investment to more than £100m in 13 companies in Aberdeen and Aberdeenshire.

In November we moved into a fantastic new office in Golden Square in the city centre, and we are recruiting a new member to the Aberdeen-based team.

That is a clear demonstration of our commitment to the market here.

The last three years have been tough for many oil service companies, but we are now starting to see signs of improvement in the market and, as a long-term funder, we can invest through the cycle.

BGF has had many exits, including the sale of Stevenswood,

www.insider.co.uk

BGF has invested more than £100m in 13 companies in Aberdeen and Aberdeenshire



CAPITAL IS HERE FOR NORTH-EAST PROPOSITIONS

By MIKE SIBSON, BGF

We are now starting to see signs of improvement in the market and, as a long-term funder, we can invest through the cycle

an investment made by our colleagues in the Edinburgh team, and we expect that in the first half of 2018 we will have our first exit in the North of Scotland.

We have had significant interest in several of the companies in our portfolio in the oil and gas service market over the last few months which demonstrates how the market is starting to improve and the big players are interested in making acquisitions again.



There are several of our companies from where the first exit may come, with discussions at different stages. At least one of those will come to fruition, which will be good evidence in our local market that the model works – we invest in companies which are eventually sold and we make our money on the exit.

We expect that working capital demands of renewed growth will increase the demand for equity investment in 2018 both for new deals and within our portfolio, and we also expect to fund acquisitions and other initiatives within our portfolio companies.

The other missing piece from our jigsaw is an investment outside Aberdeen and Aberdeenshire in the North of Scotland Region. We cover the area from Tayside northwards and we are keen to do a deal in one of the other markets in 2018, for example Dundee or Inverness.

While occasionally deals can be done quickly, it is more often the case that we take a long time to get to know the teams, to see the performance of the business and for them to be comfortable with us before we go ahead. In the case of Entier, for example, I met the CEO Peter Bruce five years before we did the deal.

Dundee and Inverness are interesting markets and very different. The first deal is always the hardest one but once that's done it is an example to others of what can be achieved.

I believe the North-east is in a better position than it has been for many months and BGF has come of age during one of the most dramatic downturns in oil and gas prices ever experienced, yet our commitment to the region remains strong. The capital is certainly here for the right propositions. ■

BGF initially invests between £2m and £10m into a business in return for a minority equity stake and provides follow-on funding to support further growth. The companies BGF backs are privately-owned or publicly listed, and typically have revenues of between £5m and £100m.



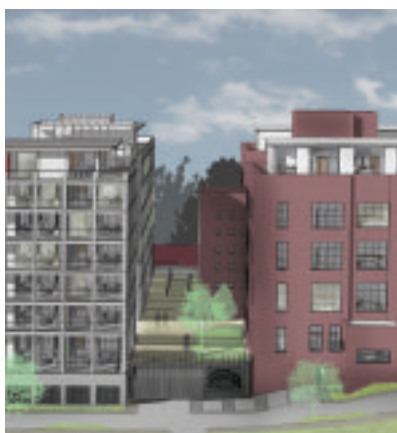
FM GROUP CONSTRUCTION ARM SET TO DEVELOP NEW BUSINESS

The FM Group has re-ignited its desire to continue its passion for building by re launching its construction arm FMR Construction, with Andrew Rae returning as MD.

Previous projects such as the Glasgow Herald Building, Western Harbour and Lancefield Quay, to name a few are key projects, and the construction arm will facilitate developments for FM once again. The construction arm will also build for other clients to reinforce the business model for growth; unlike days of old when FM Construction would only build for the development arm of FM Group

FMR Construction will initially start works on the former Scottish Power building in Cathcart. The Cathcart development will comprise the Grade B-listed Cathcart House and a late nineteen sixties office building conversion. Under plans, the B-listed building will be sensitively converted into 80 apartments over five levels.

The ground floor space will accommodate new leisure and commercial outlets. Meanwhile, the



office extension building will be refurbished to make way for 45 apartments over six levels with underground car parking and a feature garden terrace.

FMR Construction will also complete the build out at Dalnair House. The residential development

of Dalnair Estate will consist of 10 luxury apartments within the Castle itself, eight mews properties, four plots within a walled garden and a further ten plots set within the existing landscape.

The Castle itself will be extensively refurbished to the highest standard, with only the highest quality products and materials used throughout the development.

Above this, construction will work alongside the development business in reviewing key land banks for future developments and build strong relationships with current key individuals and clients.

Andrew Rae knows the business all too well and is keen to drive the business forward building on FM Group's success by supplementing the construction arm with a variety of works. FMR are able to provide bespoke solutions to a diverse range of clients, ranging from design and build construction, new build commercial and domestic, also major refurbishment and turn key fit out contracts within the private and public sector.

**For more information contact Andrew Rae or Michael O'Donnell
FM Group, Great Stuart Street Edinburgh EH3 7TP Scotland, UK
Tel: 0044 (0)131 226 4135 or visit www.thefmgroup.co.uk**



JANUARY with its sales stampedes used to be the time that could determine the outcome of a retailer's year. Then the sales crept forward to Boxing Day. Now, like spoiled children impatient for presents, consumers cannot wait until Christmas or be bothered to go to the shops.

Total Black Friday week online sales were set to reach £7bn, an increase of 164 per cent in three years and 77 per cent higher than predicted Boxing Day sales, according to **Colliers International**. The proportion of Brits shopping on Boxing Day fell from 32 to 23 per cent between 2015 and 2016.

Away from the artificial boost of discounts, retail sales have been falling. Just before Christmas Scottish non-food sales, which reflect discretionary spending better than food purchases, suffered their biggest year-on-year drop at 5.2 per cent for five years, according to the Scottish Retail Consortium. Food sales were up 4.9 per cent but largely due to inflation.

"We traditionally negotiated leases which envisaged the peak trading periods being December and January," says Mark Colquhoun, senior associate in **Morton Fraser's** Commercial Real Estate team, "December for the pre-Christmas rush and January being the traditional sales period."

"For example, retail tenants tend to seek contractual protections to ensure their businesses will not be adversely affected by the actions of the landlord if at all possible during those key periods. However, a number of factors mean that this tradition is changing, particularly for non-food retailers."

Online competition has been better dealt with by retail parks, as Alasdair Steele, head of Scotland Commercial at **Knight Frank**, pointed out earlier in the year. Retail intelligence firm Springboard showed increased footfall there in the summer.

Steele pointed to "a new generation of parks springing up, populated by a new type of tenant... you'll usually find a B&M or a Home Bargains, an Aldi or a Lidl."

"Not only are these well-operated companies more or less ubiquitous on retail parks, but their leases share common traits. They tend to offer long lease terms to good covenants."

www.insider.co.uk



The Bon Accord Centre in Aberdeen

BLACK FRIDAY ONLINE SALES FURTHER DAMAGE ON STREET RETAIL SECTOR

By FRANCIS SHENNAN

.....
Developments that people can shop, eat, drink and enjoy something recreational at are becoming increasingly popular solutions to get people away from their tablets

Chris Miller, GVA (below)

.....
 That tends to contrast with city centre leases. "It used to be 15 years with a break at 10," said John Duffy, a director in Retail Scotland at Colliers. "Now it's more likely to be 10 years with a break of five. That's become normal."

In the run-up to Christmas Lidl and The Range signed up as anchor tenants at a new £10m retail park in Paisley being developed by London and Scottish Investments after buying the Wallneuk Road site from Tesco. Paisley has been among the more successful urban shopping centres in spite of having, as Duffy says, "Silverburn on one side and

Braehead on the other side."

His fellow director at Colliers, Ross Wilkie, said that centres like "Falkirk and Motherwell... need to reinvent themselves. It's not that there is an oversupply of retail."

Possible forms of reinvention were suggested by Chris Miller, a planning expert with GVA. "A number have responded by having less of a focus on pure retailing and offering something that online services will never be able to replicate, and that's an experience. Developments that people can shop, eat, drink and enjoy something recreational at are becoming increasingly popular solutions to get people away from their tablets."

He pointed to the redevelopment of Edinburgh St. James and Glasgow's Buchanan Quarter as examples. GVA was involved in the proposals for the redevelopment of part of the Bon Accord Centre in Aberdeen to create "a melting pot of uses and a high quality public realm".

Wilkie agrees: "You need to have more than just retail. The line between catering and retail is becoming blurred." ■



THE SCOTTISH Property Awards have allowed PagePark Architects to have the last laugh over its – largely anonymous – critics. As we reported in our inaugural Property Review, planning magazine Urban Realm had only derogatory reader comments about the architects' £110m ScottishPower headquarters in Glasgow.

One read: "Hello ScottishPower? The 1970s called - they want their building back." Another described ScottishPower as "wittily riffing on their corporate identity by housing themselves in a giant, ugly central-heating radiator".

Now though the building has been short-listed for the Architectural Excellence Award (Commercial Use) and Development of the Year (Commercial Buildings). Not only that but PagePark's work with CCG on the Hawkhead Centre for Scottish War Blinded in Paisley has been short-listed in three categories: Architectural Excellence Award (Public Use), Community Development Project of the Year and Development of the Year (Public Buildings). That "radiator" seems to be radiating success.

Two firms are running them close. Halliday Fraser Munro. Its Marischal Square, Aberdeen, is shortlisted for the Architectural Excellence Award (Commercial Use), City Regeneration Project of Year and Development of the Year (Commercial Buildings) with Muse Developments, Aviva Investors and Aberdeen City Council. Its Lloyds Register, Aberdeen, is also shortlisted for Architectural Excellence Award (Commercial Use) and Development of the Year (Commercial Buildings) with Drum Property Group.

Michael Laird Architects has Kirkintilloch Town Hall shortlisted for Architectural Excellence Award (Public Use) and Town Centre Regeneration Project of the Year. And with Reiach & Hall Architects its City of Glasgow College City Campus is shortlisted for Architectural Excellence Award (Public Use) and Development of the Year (Public Buildings).

Balfour Beatty's first project for the direct-let market as a developer of student accommodation has also scored a success. Its £32m Foundry Courtyard Student Accommodation Complex on Kennedy Street in Glasgow, Oberlanders Architects has been shortlisted for two awards:



Courtyard by Marriott, Edinburgh



Quatermile, Edinburgh

PAGEPARK SET FOR LAST LAUGH OVER ITS CRITICS

IN FOCUS: Other finalists

The other 2018 Scottish Property Awards finalists are:

Architectural Excellence Award (Commercial Use): 132 Princes Street, Edinburgh; Restoration Yard, Dalkeith; The Silver Fin Building, Aberdeen.

City Regeneration Project of Year: Dundee Central Waterfront Project; West Edinburgh Retail Park and The Fruitmarket, Chesser, Edinburgh.

Community Development Project of the Year: The Loanhead Centre, Midlothian; Wick Community Campus.

Development of the Year (Commercial Buildings): Courtyard by Marriott, Edinburgh; Rutherglen Links Business Park; Quatermile 3, Edinburgh.

Development of the Year (Public Buildings): Ayr Academy; Bearsden Community Hub; Dalbeattie Learning Campus; Duns Primary School; Eastwood Health and Care Centre; Greenfaulds High School, Cumbernauld; Kelso High School; Lothian Bundle, Blackburn, West Lothian, Firrhill, Edinburgh, and North West Edinburgh; Marr College, Troon; The Loanhead Centre, Midlothian.

Hotel, Retail & Leisure Agency Team of the Year: Cushman & Wakefield; IME Property Limited; JLL.

Industrial Agency Team of the Year: Colliers International; JLL; Ryden.

Investment Agency Team of the Year: Cushman & Wakefield; JLL; Knight Frank; Ryden.

Office Agency Team of the Year: CBRE; Cushman & Wakefield; GVA; JLL; Knight Frank; Ryden.

Property Funder of the Year: Bank of Scotland; Fairfield Real Estate; M&G Real Estate; Royal Bank of Scotland.

Student Accommodation Development of the Year: Salisbury Court, Edinburgh; The Old Printworks, Edinburgh; George Street Apartments, Glasgow; Dobbie's Point Student Residences, Glasgow.

Town Centre Regeneration Project of the Year: Port Glasgow Shopping Park.

Architectural Excellence Award (Commercial Use) and Student Accommodation Development of the Year.

It provides 536 en-suite bedrooms in a mixture of 70 cluster flats and 149 studios, along with a gymnasium, cinema room and basketball court, and is managed by Fresh Student Living. Balfour Beatty handled the site purchase, planning, design, construction and all the funding and finance.

A number of projects have been shortlisted in multiple categories, led by Bearsden Halls and Library (Anderson Bell Christie) in four: Architectural Excellence Award (Public Use), Community Development Project of the Year, Development of the Year (Public Buildings) and Town Centre Regeneration Project of the Year.

Garnock Community Campus, Glengarnock, Ayrshire (JM Architects/ hub South West/ North Ayrshire Council/ Kier Construction) is in three: Community Development Project of the Year, Architectural Excellence Award (Public Use) and Development of the Year (Public Buildings).

Clydebank Leisure Centre (hub West Scotland) is in two – Architectural Excellence Award (Public Use) and Development of the Year (Public Buildings) – as is Dunfermline Carnegie Library & Galleries (Richard Murphy Architects): Architectural Excellence Award (Public Use) and Community Development Project of the Year. ■

The Scottish Property Awards dinner takes place on Thursday 1 March 2018 at the Glasgow Hilton Hotel. To book tickets visit www.scottishpropertyawards.co.uk

As a commercial interiors company, the objective is clear.

To improve is to
change, to be
perfect is to
change often

Winston Churchill

HR Consultancy has changed its name to HRC Recruitment.

hrc.

recruitment

After building careers and growing businesses for over 23 years, we felt it was time for a change, so 2018 sees our name change to HRC Recruitment. It's a new look for us but don't worry, our passion, insight and experience will stay the same.



Contact us to find out what we can do for your career or your business.

Our Services

- **Accountancy & Finance**
- **Insurance**
- **Legal**
- **Office Services**
- **Financial Services & Banking**
- **Call and Contact Centre**
- **HR & Training**
- **Multi-Lingual**
- **IT & Change**
- **Manufacturing & Engineering**
- **Volume Recruitment Solutions**

Glasgow

58 West Regent Street
Glasgow G2 2QZ
T. 0141 353 1133

Edinburgh

28 Rutland Square
Edinburgh EH1 2BQ
T. 0131 221 6590

Hotel sector finishes year with flurry

SCOTLAND'S hotel sector finished the year with a flurry of activity across the country. Aberdeen's Northern Hotel, a listed Art Deco landmark, went on the market with a price tag of £1.5m as its current owners plan to retire.

The 1938-built, 32-bedroom building is an A-listed building and has restaurants, bars, dining and conference facilities. "Not only is the Aberdeen Northern Hotel a unique architectural gem, it continues to trade well, drawing custom from locals, visitors and businesses alike," said Alistair Letham, at Colliers International.

Along the A96 in Inverness, Shepherd Chartered Surveyors has sold a substantial city centre office block for Threadneedle Pensions to hotel development company Patio Hotels (Aberdeen) for an undisclosed sum. Patio, which also operates Inverness's Kingmills Hotel, intends to redevelop the 23,000 sq ft former Bridge House into a four-star hotel.

In Glasgow another office block looks set to become the UK's Adina Apartment Hotel for Australia-headquartered TFE Hotels after Mosaic Architecture + Design's resubmitted a planning application for 249 West George Street.

Mosaic already has planning consent for converting the building but the latest submission relates to additional bedrooms for a four-star 110-bedroom Apartment Hotel. "The proposed extension to the existing top floor will create suites with exemplary views across Blythswood Square," said Mosaic director Neil Haining.

In Argyll the Rosslea Hall Hotel in



Northern Hotel, Aberdeen

Rhu, overlooking the Gare Loch, went on the market for £1.95m. JLL's Hotels & Hospitality Group is marketing the hotel and wedding venue for the current owners, a syndicate of investors. The 1849-built, 30-bedroom hotel has a restaurant, two meeting and events areas, and it won Hotel Restaurant of the Year 2017 at the Food Awards.

"The Rosslea Hall Hotel represents a significant investment opportunity to secure a well-performing hotel popular with corporate and leisure guests," said JLL's Neil Milligan.

In the Borders, a haunt of Robert Burns turned into a boutique hotel was put on the market. The Black Bull Inn & Hotel in Moffat, being marketed by Colliers International, is best known for a poem Burns etched on to a pane of glass there.

"Having undergone an extensive £500,000 refurbishment, the Black Bull Inn has been upgraded to provide modern accommodation while keeping the historic feel and charm of the original Inn that opened its doors in 1568," said Letham. ■

John O'Groats investment sought

THE MAINLAND'S most northerly development is looking for new investors. Heritage GB and Natural Assets have appointed Shepherd Chartered Surveyors and Strutt & Parker joint agents to bring new investment into John O'Groats.

A regeneration backed by Highlands & Islands Enterprise saw Natural Retreats, a luxury travel company, open 23 residences, and the Storehouse and Last House-Outfitters opened in 2012. The 1875 John O'Groats hotel was extended in 2013.

Outline planning consent is now in place for a masterplan development



of six zones, each with a mix of uses. "Expressions of interest are sought from third party investors," said Sandy Rennie, partner in Shepherd's Inverness office. ■

Q2 Solutions' HQ and lab sold



Q2 Solutions, Livingston

THE HEADQUARTERS office and laboratory of Q2 Solutions in Livingston has been bought by Ambassador LB Holdings LLP from CF (Coral) Ltd for £22m.

The 122,740 sq ft purpose-built property is let to Q2 Solutions on a 15-lease expiring in 2024 with tenant options to extend.

Q2 Solutions helps biopharmaceutical, medical device and diagnostics customers to transform science and data into useful medical advances. It employs more than 600 people.

"Livingston is a prime location for a life science business in Scotland being close to a highly-educated talent pool from Scotland's universities and enjoying excellent connectivity," said Bruce Patrick, at Savills, which represented the vendor. ■



180 St Vincent Street

Alexander Sloan relocates to One80

ACCOUNTING FIRM Alexander Sloan has relocated its Glasgow office from Cadogan Street to the seventh floor of One80 St Vincent Street. It signed a 10-year lease for 5,082 sq ft. Existing tenants at One80 include Xodus Group and EBV Electronic.

Building owners Northwood Regional UK refurbished five vacant floors and the reception. "Glasgow's office market has struggled to find supply to meet demand in recent times," said Claire Watson of JLL, which acted jointly with Ryden to let the space. "The refurbishment goes some way to redress this balance." ■



Great advice at major SME event

THERE were key lessons for business leaders on leading your team, marketing, funding and the tech you need to grow your business at the inaugural Insider SME conference in November.

Delegates at what was one of *Insider's* best received events of the year also took part in an interactive workshop on selling a business and participated in a specialist session on search engine optimisation and making your business stand out in the marketplace.

Allan Barr, a director of The Big Partnership, said that too many SMEs have no clear PR and marketing strategy or their activity is not tied into the key goals of the business. Giving the keynote speech at a session on PR and marketing he highlighted a gap between key business concerns and what they were doing in marketing.

"Business leaders are worrying about how to sell more of their products or services. And about how to get more of their staff to buy in to what they are trying to do. Too often their marketing activity is really tangential to these concerns."

And he said dealing with the company's website or social media was often given to a recent graduate or a millennial who was in a junior role in the business.

"Good marketing is fundamental to the growth of most businesses," he said.

But he said too often that was not realised or was demonstrated in what business actually do in terms of their marketing. He told the conference delegates at The Studio in Glasgow city centre that it needed to be part of an overall review of the performance and effectiveness of the business.

Panel member **Allister Frost**, the former head of digital marketing at Microsoft said SMEs should focus on a small amount of high quality marketing activity: "If you're going to do anything in marketing you have to focus on one activity and do it well."

Colin Borland of the FSB said that SMEs should avoid the temptation to do PR campaigns that were crass on the back of major news events such as the recent royal engagement announcement. Solicitors should for example not do campaigns



Above: speaker John Anderson, Strathclyde Business School

offering discounts on prenuptial agreements.

"If you are the business leader you need to be open to people coming to you and saying 'sorry that's not going to work. It could be a bit of insubordination that saves your business.'"

Motivational speaker **Nigel Risner** said of SME business leaders' response to his session: "Everybody I work with are a little bit reticent to start with but then the Scottish energy came out and they were gung ho for it. And the response has been amazing because they realise if they want to have the best 2018 they need to let go of some of the stuff that's holding them back in 2017."

John Anderson, head of SME Engagement at Strathclyde Business School spoke on the importance of the role of business leader. He said: "We talk about working on the business rather than in the business and I think probably over the 30 years I've been involved with growth companies that's the number one challenge."

Anderson led a session with three SME leaders who have been through Strathclyde's Growth Advantage Programme.

The 2018 Insider SME Conference will be held in early November and will focus on tools and techniques for growth. ■

.....

Panel member Allister Frost, the former head of digital marketing at Microsoft said SMEs should focus on a small amount of high quality marketing activity

.....



businessinsider
SCOTTISH
SME
AWARDS 2018

Heaney heads home to present

INSIDER'S SME Awards 2018 will provide a welcome return to Scotland for presenter Sarah Heaney, who is hosting the awards.

It will mean a return to the limelight in Scotland for the presenter who once graced our televisions nightly presenting *Scotland Today* with John Mackay – and to the country as she now lives in the south of England.

Heaney says: "It's an absolute pleasure to be hosting the SME Awards in March. It's important to recognise and congratulate businesses that are still hitting the mark in challenging times. Good for self esteem, business and of economy. Also I love coming home so it's a double pleasure."

Heaney is more likely to be found behind the scenes when she is in a TV studio these days rather than in the hottest of hot seats as a main presenter on a live news programme, although she does still do some presenting for a shopping channel.

"I work behind the scenes at *This Morning*. The need or desire to be on screen has waned so I choose to do what I want when I want - in saying that if someone was waving a load of money at me I might reconsider! I also get paid very well to present for the shopping channel JML."

In fact she is more often to



Above: Event host Sarah Heaney

be found in the family home these days than in a TV studio or presenting on a stage. "I like to spend my time doing various things - I love food so cooking is a passion - I also like to exercise.

"I have a dog and two boys so I get a lot of exercise with them! I also love to read and go to the movies - big popcorn ones for some escapism! Skiing is also one of my favourite outdoor sports although seasonal," she says.

Heaney is hosting the *Insider* awards that celebrate the best of small and medium-sized

.....
Heaney is hosting the Insider awards that celebrate the best of small and medium-sized businesses up and down Scotland and across all sectors
.....

businesses up and down Scotland and across all sectors. This year's event is being held on 1 March at the Radisson Blu Hotel in Glasgow.

She will chair a glittering event that will reveal and celebrate the top SMEs for their performance over the past year. The evening will also feature some after dinner entertainment.

Heaney will be ready for whatever the evening presents as someone who has daily experience of all the challenges that live TV presents – and that can be pretty wide-ranging.

She recalls a funny story from her STV days: "When I had just started working on the *Scotland Today* programme myself and John MacKay were presenting this particular evening news programme.

"I thought the cameras were on just John but it was a two shot and a pen rolled out of my hand and you could see me reaching across and basically trying to retrieve the pen from his lap! I was on camera the whole time - John jumped out of his skin!" ■

More information about the event can be found at www.scottishsmeawards.co.uk. To book tickets or discuss sponsorship opportunities please call Sharon Tonner on 0141 309 3054 or email sharon.tonner@trinitymirror.com



in association with



An expert look ahead to 2018

AS OUR Top 500 listing earlier in this issue shows, many North Sea oil and gas businesses have seen a rebound in their results this year and this will give a significantly different backdrop to this year's *Insider Deals and Dealmakers Business Breakfast*.

Oil and gas businesses notably made up the bulk of the list of the top ten turnarounds in our index of Scotland's biggest businesses.

At last year's Business Breakfast in March the Brent Crude price was \$56.36 and, as I write, it is \$62.99.

This revival in price and measures taken by the companies in and affected by the sector to cope with the new lower oil price really underline how much difference a year makes.

But how will that play out in the deals struck in 2018? That is exactly what the Deals Business Breakfast will look at.

Last year the expert panel predicted improving confidence levels – but not a swift rebound in the oil and gas sector.

They predicted a brighter outlook with more positivity across the board – and again that has been borne out in many parts of the market.

The number of deals in oil and gas in Scotland did increase with



significant deals including the sale by BP of the Forties pipeline to Ineos.

There was increased activity around North Sea assets, the activity rising with the continuing recovery in the oil price.

Other deals done this year included Aberdeen-based private equity-backed firm Siccar Point Energy buying a string of assets from Austrian energy group OMV

The oil and gas sector is on the up

A panel of experts will review the events of the past months and set the scene for opportunities in the year ahead in energy and in the wider deals market in Scotland

in a transaction worth up to \$1bn (£810m).

The 2018 *Insider Deals and Dealmakers Business Breakfast* will be held on Tuesday 6 March at the Mercure Ardoe House Hotel in Blairs, Aberdeen.

A panel of experts will review the events of the past months and set the scene for opportunities in the year ahead in energy and in the wider deals market in Scotland.

What will they predict for the oil price and what effect, if any, will the prospects for a Brexit deal or lack of them have on the wider deals market in Scotland?

Will there be more IPOs and what sort of deals will make it over the line to cope with increasingly complex markets and economic backdrops for many business sectors?

But the deals in the north-east of Scotland will not focus entirely on oil and gas. What are the prospects for mergers and acquisitions in other industries – such as the growing food and drink sector – in the year ahead? ■

For further information look on www.insiderbusinessbreakfasts.co.uk. To book tickets or discuss sponsorship opportunities please contact Caroline Miller by email on caroline.miller@insider.co.uk or on 0141 309 3133.



Celebrating Scottish innovation

INSIDER'S Made In Scotland Awards exist to celebrate the best of what is designed and made in Scotland.

The awards mark and celebrate the businesses and the brands, the ideas and the innovations that are the best that Scotland produces.

The evening event, which is back for its third year this year in partnership with the Advanced Forming Research Centre, is being held at the Glasgow Science Centre on 26 April.

The entries this year include one from Dundee-based SP Technology which designs machines that solve its customers' problems. Founded in 1984 by Rod Chisholm and Allan Morrison, SP Technology services companies worldwide across a range of sectors including pharmaceutical, automotive and electronics.

Its 35 staff consist of specialist mechanical design, manufacturing, software and control design engineers as well as in-house manufacturing, build and installation teams.

Teams from SP, now led by Roy Henderson and Lee Nixon, help their customers identify challenges in their processes and design and produce a machine to solve the problem.

The service they provide includes training customer

company staff to introduce the machines to their premises, aiming to remove mundane tasks from their staff and upskilling them.

Roy Henderson says that no two projects are ever the same and that he thrives on that challenge.

Henderson started as the first company apprentice over 31 years ago and has worked his way up to company director/owner, and completed a management buyout of the business in October 2017.

SP Technology has provided systems for a wide range of businesses.

The projects it has carried out range in scale from stand-alone fixtures to multi-million pound fully automated systems.

Over the years systems have included high speed assembly, semi-automated processes, vision inspection machines, testing systems, robotic palletisers, materials handling, welding, packaging, automatic labelling

.....
The evening event, which is back for its third year this year in partnership with the AFRC, is being held at the Glasgow Science Centre on 26 April



Above: Insider Editor Ken Symon

machines and pad printing systems.

SP Technology has entered the Inventor of the Year Award category of the awards.

The Inventor of the Year category is one of the categories in the much-sought after awards. Other categories include Best New Product, Engineering Company of the Year, Food and Drink Company of the Year, Inventor of the Year, Manufacturer of the Year, Exporter of the Year, Remade in Scotland and the overall Made In Scotland Award winner.

Professor Keith Ridgway CBE, executive chair at the AFRC, said: "We are delighted to be partnering with *Business Insider* and sponsoring the Made in Scotland awards for the second year running. At the AFRC, we are very proud to support these awards which are a great way of recognising the success of Scottish manufacturers, of all sizes, who push the boundaries to become more competitive." ■

More information about the event can be found at www.insidermadeinscotland.co.uk. To exhibit at the event, book tickets or discuss sponsorship opportunities please contact Caroline Miller on caroline.miller@insider.co.uk or call 0141 309 3133.

businessinsider

BRODIES

SCOTLAND
 IT'S TIME TO MAKE HISTORY

AFRC
 ADVANCED FORMING RESEARCH CENTRE
 UNIVERSITY OF DUNDEE

**Scottish Institute for
 MANUFACTURE**



businessinsider
SCOTTISH
ACCOUNTANCY
& FINANCE
AWARDS 2018

Thursday 14th June 2018,
The Grand Central Hotel, Glasgow

These prestigious awards recognise the skills and achievements of accountants and finance experts.

ENTER
NOW
DEADLINE
3RD APRIL
2018

The award categories are:

Accountant of the year
Large accountancy firm of the year
Small accountancy firm of the year
Finance director of the year
Emerging finance director of the year
Public sector finance team of the year
Restructuring team of the year
Corporate finance team of the year
Tax team of the year
Young Accountant of the Year

www.scottishaccountancyawards.com

To book your place or to discuss sponsorship opportunities please contact Caroline Miller on 0141 309 3133 or caroline.miller@insider.co.uk



Making Tax Digital – an opportunity?



James Goodman

For more information contact:
James Goodman,
Consilium Chartered Accountants,
169 West George Street,
Glasgow, G2 2LB

E: james.goodman@consiliumca.com
T: 0141 204 6650

MAKING Tax Digital (“MTD”) and the impact it will have has been a major talking point within the accountancy profession over the last couple of years. However, from speaking to many business owners it is clear that the impending arrival of MTD and the impact this will have on business is only starting to be understood.

HMRC has the ambition to become one of the most digitally advanced tax administrations in the world. Since 2013 all UK employers have been required to report payroll information to HMRC in real time. This will be extended across all taxes over the next few years.

The next step on this journey is the digitalisation of VAT returns. From April 2019 VAT registered business with turnover in excess of £85,000 will be obliged to use MTD compliant software to file VAT returns.

Fortunately the availability of excellent cloud based accounting packages, including Xero, SageOne, Quickbooks and FreeAgent, means that the transition to MTD does not have to

be disruptive to businesses. In fact, it might provide the opportunity to streamline accounting processes and, through the software, allow users can gain a much better understanding of business performance.

Two of the key benefits of these packages are automation and integration. Transactions can be automatically uploaded from bank accounts, purchase invoices digitally recorded and stored, and sales invoices designed to facilitate electronic payment.

Integration comes through the hundreds of Apps available which link directly to the software. These can be used to provide businesses with insight and assistance in areas such as inventory control, cash flow management and business planning to name but a few.

Now is an excellent opportunity to assess whether your accounting systems are fit for purpose before the move to digitalisation becomes mandatory. Your accountant is able to provide an insight and advice into the options available to you.

CONSILIUM
Chartered Accountants

www.consiliumca.com

Lowering the bar



Frank Morton

Frank Morton
Director of Wealth Services
Anderson Anderson &
Brown Wealth
T: 01224 625111
E: frank.morton@
aabwealth.uk

GOOD for short people buying a drink, bad for limbo dancers.

Demand for financial advice is growing, how do you satisfy it? Obvious - use technology, make it simpler. Lower the bar.

Step forward St Algorithm, patron saint of the modern world. Not so fast. Two issues here. Financial advice is complex, personal and specific. While technology can provide significant efficiencies in transactions, preparation and planning is a contact sport.

Plus, what if they got the algorithm wrong? Insurers are already pondering this one.

Robo advice could go some way to meeting demand, if clients fully understand the issues.

Pension freedoms created a wall of money with thousands of people approaching or in retirement. They now have to generate enough income from their own portfolios to meet their needs. Now factor in living longer. That means you need more from the start. Sure, you can work longer, increase portfolio risk hoping it will provide more, or lower your income needs, stretching your resources

for longer. What about tax? How do you maximise all available tax allowances.

Lower the bar, just provide more information, let clients decide. Really?

Raise the bar.

Information in isolation is dangerous. Ask doctors how many people Google their symptoms. Now they need to explain the errors in the online diagnosis, diagnose the real condition, and prescribe the solution. Try doing that in 10 minutes, the permitted GP consultation time!

People are not quite ready for technology to manage their finances. There is genuine fear about cybersecurity. Face to face advice still has pole position in helping people prioritise, engage and implement financial plans.

Using technology for transactions, moving money about yes absolutely, but delivering quality advice, making friends or dating, no.

Lowering the bar? How about raising it? Now there's a novel idea.

A²+B

WEALTH
CHARTERED
FINANCIAL
PLANNERS

www.aabwealth.uk

NEW FUNDS OFFER OPPORTUNITY TO BECOME ROBOT MASTERS

AT A TIME of year when we traditionally look into the future, the horizon is manned by robots. They're coming for your job, they could start paying tax and your best hope is to invest in them while they will still let you.

Just over a month ago the government's new Industry Strategy listed artificial intelligence as one of its four "grand challenges". That month UK Business Minister Claire Perry announced £68m in funding for artificial intelligence and robotics research at four new hubs, one at Heriot-Watt University and three of them with Edinburgh University as a partner.

A day earlier right-wing think-tank the **Centre for Policy Studies** published a report arguing we have too few robots, with only 71 for every 10,000 employees in manufacturing compared to more than 300 in Germany.

Its head of economic research, Daniel Mahoney, attacked Jeremy Corbyn over the idea of raising taxes on companies that profit from replacing humans with robots. "Going ahead with a robot tax or other measures that would discourage investment in capital would be hugely damaging for the UK," he says.

One way to be the robots' masters is to invest in them and a growing number of funds are offering exposure to them.

"Artificial intelligence, often depicted in fiction as taking on a human form, today manifests itself as search algorithms such as those used by Google, news generation often referred to as 'news bots', medical diagnoses and minimally invasive prostatectomies to cybersecurity and autonomous weapons systems," says Sheridan Admans, investment manager at **The Share Centre**.

He points to funds that invest in companies associated with the development of autonomous and robotic technology, that use these technologies in their products and services, or use algorithms to analyse vast amounts of data to get a performance

edge over more traditional investment processes.

The Pictet Robotics fund invests mainly in securities of companies that contribute to or profit from the value chain in robotics and enabling technologies. The manager favours companies operating in areas such as robotics applications and components, automation, autonomous systems, sensors, microcontrollers, 3D printing, data processing and actuation technology.

AXA Framlington Global Technology is a fund which provides investors access to companies where the business is focused on end-user applications such as Google, Facebook, Apple and Cisco Systems. Goldman Sachs Global Core Equity mines through vast amounts of data daily using algorithms

.....
The Centre for Policy Studies published a report arguing we have too few robots, with only 71 for every 10,000 employees
.....

and data analytical tools to help in the portfolio's construction.

Among index trackers is the iShares Automation & Robotics ETF which seeks to track the performance of an index composed of developed and emerging companies generating significant revenues from specific sectors associated with the development of autonomous and robotic technology.

Another, the ETFS ROBO Global Robotics and Automation, tracks the performance of the ROBO Global Robotics and Automation UCITS Index.

Of course, writing on this subject requires a developed intelligence. So thank you for reading this. Now please press Alt, Ctrl, Del to reset and order another column for the next issue... repeat... please press Alt, Ctrl, Del to reset... ■



IN FOCUS: BTL loans

LendInvest offering new buy-to-let loan product

SPECIALIST property finance lender LendInvest now has a buy-to-let loan product targeted at experienced, professional property investors and landlords operating in Scotland, England and Wales. The company has been best known for offering bridging and development finance secured against UK property.

Its BTL loans are available for amounts between £50,000 and £5m, on terms of up to 30 years and with a maximum loan to value

of 80 per cent. The loans, developed with portfolio landlords in mind, are available to professional individuals and limited companies via intermediaries using LendInvest's fully online, end-to-end paperless system to speed up applications. They include two, three and five-year fixed-rate products.

LendInvest has arranged more than £1.1bn of loans to borrowers who have bought, built or renovated 4,000 residential properties in more

than 120 towns and cities. Sales director Ian Boden, who joined the company from Aldermore only two months earlier, said the product had been created to counter the complaints "we hear from brokers about the quality and accessibility of BTL loans currently on offer. Our online proposal system has been specially designed to be highly efficient, quick and easy to navigate, and lets brokers dip in and out of their clients' applications at times that suit them."

Q&A

PAUL EMBLETON, Brown Shipley

Q: The UK has higher inflation and has experienced its first interest rate rise for a decade. What does this mean for the Scottish economy and investors?

In Scotland in particular these effects have been felt across various areas of the economy. The fall in the value of sterling since the Brexit referendum has provided a direct boost to numerous areas of the Scottish economy with tourism coming off particularly positively.

The weakness of the pound against most major currencies has led to an increase both in tourist numbers and the amount being spent by visitors to Scotland. Figures from the International Passenger Survey show a 17 per cent increase in overseas tourist trips to Scotland between 2015 and 2017 while the amount spent during the same period rose by 48 per cent

Elsewhere the RBS Business Monitor highlighted the impact of the fall in sterling on the rate of export within the region. The data showed that 21 per cent of Scottish producers reported an increase in exports largely helped by the decrease in the value of the currency.

Q: It's not all good news, though, is it?

This growth must be considered against the backdrop of the inflationary effect of sterling weakness, particularly with regard to the price of imported raw materials, food and consumer goods.

Inflation as measured by the consumer prices index (CPI) is running at three per cent, higher than the Bank of England's two per cent target, with households facing a squeeze as real wages rise at a slower rate than inflation. The rate rise in November leaves the potential for further increases in the not-too-distant future.

Q: What effect do you think these further increases will have?

Experts believe any further increase in base rate will be modest and remain close to the "emergency level" to which it was cut in response to the global financial crisis. Therefore it is unlikely any further rate rises will have a material impact on the rates paid to savers, many of who have struggled to adjust to low rates since the financial crisis.

Furthermore, with unsecured borrowing across the UK at record highs and recently flagged as "unsustainable" by ratings agency Standard & Poor's, this will be a factor in limiting the extent to which the Bank of England can raise interest rates in future.

www.insider.co.uk



Savers who perhaps would have remained in cash otherwise have had to seek returns elsewhere, such as the stock market and property investment.

Q: Are these the right places to look?

In general terms, returns from stock market investments and property tend to be higher over the longer-term and can also provide some protection against the effects of inflation.

Companies listed in the UK but with substantial earnings overseas, including those widely held by pension funds, have received a boost from the weakness of the pound which has helped the UK stock market reach record highs. Glasgow-based Weir Group, for example, reported a foreign exchange benefit of £124m in revenue terms in its latest interim report.

Q: Do you see any risks in this hunt for better returns?

While financial institutions can help savers access different types of investment they also have a responsibility to ensure investors are not taking on excessive risk. This includes taking account of a client's attitude to risk, investment timeframe, planned future expenditure and overall spread of investments.

It is important investors retain sufficient cash to cover shorter-term spending needs and provide a buffer against the need to sell longer-term investments at the wrong time. ■

Paul Embleton is head of the Edinburgh office of wealth management firm Brown Shipley.



Stuart Dickson

Head of Research

Adam & Company

Email: stuart.dickson@

adambank.com

Tel: +44 (0)131 225 8484

Nuclear confusion

Proving the maxim that 'in muck there's brass', a meeting with the UK's largest Energy from Waste (EfW) company reminded me of the disruption simple technologies could cause the energy industry.

Household waste which cannot be recycled is being used as a fuel for power generation rather than dumped in expensive landfill. Producers are paid to remove and recycle the rubbish, and are then paid to produce power from burning it. The largest player currently has 8 such EfW sites, with 4 more on the way.

The price of solar and thermo-voltaic panels also continues to fall by around 15% a year, and the collapse in auction prices for off-shore wind is even more dramatic - a 50% fall in the agreed generation price from the 2015 UK auctions to the 2017 ones. The cheapest of these is priced at 40% less than the 35 year deal struck for Hinkley Point C due to its 300m high wind turbines.

In contrast to the collapse in the cost of renewables, the most expensive experiment in the world is slowly emerging from a construction site in an otherwise sleepy village in Provence, France. Whilst conventional nuclear reactors harness energy released when an atom is split, the International Thermonuclear Experimental Reactor or ITER, heats atoms up to 150 million degrees Celsius in an attempt to generate power from fusing them together – tests start in 2035.

Some question the science behind the project, but many more now question the cost - this single reactor will cost £20bn. This complex and expensive technology is in stark contrast to the more mundane and cheap methods currently threatening to disrupt the current system – wind, solar and EfW.

We will still need an electricity grid to carry excess power generation from those producing it to those who need it, yet whilst high-profile projects such as ITER and the new UK nuclear plants will continue to make headlines in coming years, slowly but surely we are moving to newer, cheaper technologies.

Nothing in this article constitutes advice, or a representation that any investment or strategy is suitable or appropriate to your individual circumstances, or constitutes a personal recommendation to you.



People on the move in Scotland's business community

NEW POSTS

The partnership of **Shepherd & Wedderburn** has re-elected **Paul Hally** as chairman for a second term.

The **Scottish Retail Consortium** has appointed **Scotmid** chief executive **John Brodie** as its new chairman.

Nick Waight has been appointed managing director of **Aberdeen Exhibition and Conference Centre**.

The **Faculty of Advocates** has appointed former **National Trust** finance director **Iain Reid** to its newly created role of chief executive.

Derek Smith has been appointed chief executive of Scottish engineering group, **Edwin James Holdings**.

Mid-tier accountant **Johnston Carmichael** has promoted **Graham Alexander** as its new head of corporate finance.

Glasgow-based **BioFilm** has appointed former **Touch Bionics** chief executive **Ian Stevens** as its new chief executive.

Anderson Strathern has appointed former **PwC** director **Susanne Godfrey** as its new finance director.

Employment law specialist **Sandy Kemp** has joined **Burness Paull** as a consultant.

Balfour+Manson has promoted a 29-year-old lawyer to its partnership. Family law specialist **Jamie Foulis** is now the youngest partner in the firm's 20-strong partnership.

Savills appoints new city heads



Craig Timney



David Cobban

PROPERTY agent Savills has appointed new heads for its Edinburgh and Glasgow offices.

From 1 January 2018 Craig Timney heads the Edinburgh office and David Cobban took over as head of Glasgow, working alongside Savills head of Scotland, Nick Penny.

Timney took over the role in Edinburgh from Charles Dudgeon, who led the Edinburgh business for 18 years.

Dudgeon remains a senior director in the business.

In Glasgow, Cobban took over from Bruce Patrick, who had led the office since 2013.

Patrick was promoted to head of the Scotland Mixed-use and Commercial Development team last year.

Prettejohn to chair publisher

PUBLISHER Trinity Mirror has appointed Scottish Widows chairman Nick Prettejohn as its new chairman.

He will take on the role at Trinity Mirror's annual general meeting on 3 May 2018 when current chair David Grigson will also retire as a director.

Prettejohn is currently chairman of Scottish Widows and has been a non-executive director on the Lloyds Banking Group Plc board since June 2014.

He was until recently also a member of the BBC Trust, chairman of the Financial Advice Working Group, and chairman of the Britten-Pears Foundation.

Prettejohn was previously a non-executive director of the Bank of England's Prudential Regulation Authority, chairman of Brit Insurance and a non-executive director of Legal and General plc.

From 2006 to 2009 he was chief executive of Prudential UK & Europe, and he is a former chief executive of Lloyd's of London and a member of the Lloyd's Council.

His current posts include one as chairman of the Royal Northern College of Music.

KPMG unveils new global head of insolvency



BIG FOUR accountant KPMG has appointed Blair Nimmo as its new global head of insolvency.

Nimmo, who was promoted to UK head of restructuring in March 2016, succeeds Richard Heis who retired as global head of insolvency earlier in the year.

Nimmo joined KPMG in 1991 after training with Cooper and Lybrand's restructuring practice.

He will continue to act as head of KPMG's UK restructuring practice alongside his new global post.

Nimmo said: "KPMG has long had a reputation for delivering innovative approaches to complex restructuring assignments, particularly those which cross international borders, so I am delighted to be taking on this new global role.

"Across the world, our insolvency team continues to go from strength to strength, so the opportunity to help shape the direction of our global practice is a real privilege." ■

The latest news from HR, recruitment, employment law and staff issues



Unpaid holiday employer warning

A RECENT European Court of Justice ruling on the definition in law of a worker could see employers who use contractors and consultants face claims for unpaid holiday going back years.

The status of contractors and consultants has been a bone of contention with HM Revenue and Customs, notably among personal services companies who can reduce their tax bill by asserting these individuals are not employees.

However a case determined by the Court of Justice, the supreme court in the European Union, in late November asserts that the right of the individual to worker status is not incompatible with self-employed status for taxation purposes. That means workers who were wrongly classified as self-employed contractors can claim back unpaid annual leave right back to when their “worker” status was first established.

The case in point was *King v The Sash Window Workshop Ltd*, brought by Conley King who was self-employed as a commission-only salesman with The Sash Window Workshop from June 1999. King was offered a contract of employment with specific right, including holiday pay, which he declined in favour of his existing self-employed status, with no holiday pay.

Following the termination of his employment, King raised a number of claims in the employment tribunal, including for holiday pay spanning the 13 years he worked for the company. The tribunal found King was a worker for the purposes of the Working Time Regulations 1998 and awarded him pay in lieu of holidays accrued during his employment.

His employer appealed arguing because King had never asked for holidays, he was not entitled to be paid for them and his employer

had never prevented him from taking holidays, with annual entitlement expiring at the end of each year - an argument accepted by the Employment Appeal Tribunal.

King then appealed to the Court of Appeal which then referred a number of questions to the European Court of Justice, which ultimately found in favour of Mr King.

In its ruling the Court of Justice said workers must be entitled to benefit from the remuneration which would otherwise be paid when on holiday, arguing a worker who faced holiday uncertainty would be dissuaded from taking holidays. It also found it was contrary to EU law to insist a worker seek leave and be refused it before a claim could be raised in the national court or tribunal.

The Court of Justice also found no reason in principle that claims for holiday pay could not be backdated to potentially the start of the engagement when holidays were effectively denied where the employer failed to put measures in place to give workers their rights to paid holidays.

David Hoey, an employment law specialist with **BTO Solicitors**, said the ruling has “very serious implications for workers’ rights with regard to holiday pay”.

“Individuals who have been wrongly classified as self-employed (with no holiday entitlement) who are workers could claim back pay in respect of unpaid holidays for the years during which they were workers and seek payment upon termination for each year’s holiday entitlement.

“It is also possible that the legislation which limited back pay holiday claims to two years could be in breach of European law. It remains to be seen how this will be dealt with within our domestic system and by tribunals.”

Hoey added: “Employers need to be careful as to how they classify staff and what rights they are given.” ■



Seanpaul McCahill

Legal & HR Manager,
Navigator Employment Law
T: 03332 400 308
E: seanpaul.mccahill@
navigatorlaw.co.uk
W: www.navigatorlaw.co.uk

What’s your status?

THE WORKPLACE is not what it was. The ‘job for life’ is less common, with many preferring casual work arrangements that fit around their lifestyle.

In many cases, working in this ‘gig economy’ will suit the individuals, but there is also potential for exploitation. In particular, some companies may prefer to label those individuals as self-employed to limit their obligations to provide worker rights.

Take Uber, CitySprint and Addison Lee, who have found themselves on the losing side of claims in this area. The Employment Tribunal (ET) looked at the actual working relationship between the parties and found that the claimants were workers, as opposed to self-employed contractors, with all the associated rights such as to paid holiday.

The significance of the distinction between those statuses has become starker following a recent case on holiday pay. In *King v The Sash Window Workshop Ltd*, Mr King was a commission-only salesman for 13 years. At the ET, he claimed that he had not been able to take his holiday entitlement each year as he would not have been paid for it as a contractor.

While it was confirmed that Mr King was a worker, his case made it all the way to the European Court of Justice (ECJ) to determine how far back he could claim holiday pay.

The ECJ decided that no limit should be imposed, as doing so would effectively endorse employers’ unlawful behaviour. In short, in some cases (not including due to sickness) a worker may claim holiday pay back to the introduction of the Working Time Regulations in 1998.

King may also affect other issues regarding holiday pay, such as the legislation imposing a two-year limit on such claims and the decision in *Fulton v Bear Scotland* that a three month gap between underpayments would prevent previous underpayments from being included in a claim. Just when you thought that it was safe to go back in the water!

While those latter points remain unclear, what is certain is that organisations engaging contractors should consider whether that relationship truly reflects self-employment. Getting it wrong is becoming ever riskier.

If you have any questions on any of the issues raised in the above article, such as the employment status of individuals carrying out work for you, please contact 03332 400 308 or enquiries@navigatorlaw.co.uk



SLAINTE!

Insider's regular events picture pages

In association with



HIGHLAND SINGLE MALT
SCOTCH WHISKY



Above: The West Lothian Business Excellence Awards 2017 were held in November at the MacDonald Houston House Hotel, Uphall, West Lothian. Pictured are Dawn Dickson, employment law partner (Scotland) at Eversheds Sutherland (International) LLP and restaurateur Tony Singh.

Above left: Business owners Duncan and Vicki McConchie have opened CG's Yard, a £1.9m wedding and events business based at Laggan Outdoor in Gatehouse on Fleet, Dumfries and Galloway. Captured on camera at the grand opening are Elizabeth Dunlop (Bishopton Farm) and Caroline McConchie (Mossyard).

Left: The Entrepreneurial Awards and celebration dinner took place on St Andrew's Night in November at Glasgow's SWG3. Amongst the guests, L-R, were: Ronan Duff, Amy Armstrong, Seonaid Gow, Amie Cowan and Joshua Havens.

WORTH THE WAIT



Above: Over 200 guests attended a glittering Venetian Masquerade charity ball in aid of CHAS (Children's Hospices Across Scotland) at the Principal Edinburgh, George Street. Guests Gill Sanders and Ryan Beattie are pictured.

Right: First Minister Nicola Sturgeon talks to attendees at the VIP reception of the Scottish Chambers of Commerce annual dinner in December. The guests are, L-R: Cynthia Guthrie (Guthrie Group), Suzannah Brecknock (CGI UK) and Maggie Morrison (CGI Scotland).

Below: Pictured at the ETAG 'China Ready' event, hosted by Chris Stewart Group at a newly refurbished office building, in Greenside, Edinburgh are, L-R: Guillaume de Roquefeuill (Europass), Rob Lang (Edinburgh Airport), Mags McNeil (ETAG) and Gavin MacLellan (Lateral City).



THE **TEN** MINUTE INTERVIEW

John Perry

John Perry is the chief financial officer of law firm Aberdeen Conside where he develops and manages the firm's financial strategy. An experienced finance professional, he has spent the last seven years working in senior finance roles in professional services. He joined the firm in January 2015 from accountants Baker Tilly and had previously worked in finance roles in manufacturing and retail.

What five words would friends/colleagues use to describe you?

Approachable, generous, calm, determined, loyal. (My wife would say annoying!)

If you could choose anyone, who would be your fantasy board members and why?

Bill Shankly, Steve Jobs and Martin Luther King. I love leaders who have a strong vision and the determination and ability to execute it.

If you could choose anyone, who would be your fantasy dinner party guests and why?

John Lennon, Paul McCartney, Peter Kay, Leigh Francis (also known as Keith Lemon). I am very sure this combination would guarantee an entertaining evening.

What is your favourite way to unwind during time off?

Spending time with my family, cooking, listening to music, watching Liverpool and going to the gym.

What is the best advice you've ever been given or what advice would you give to the next generation of business leaders?

Best advice I was given years ago which I still work by is 'never assume'.

If you were in charge of Scotland, what would you change and why?

It's a beautiful country so very little on that side, but from an economic and business perspective I would change certain aspects of LBTT as it's creating a bit of a bottleneck in the housing market in a tricky period for the economy.

What sport are you interested in/which sporting team do you follow?

Football is my passion and Liverpool are my team.

What was the last film/concert/entertainment event you attended?

I don't get out much these days but the last event I went to was Glastonbury earlier in the year.



Above top: John would like to see Al Pacino play him in a film of his life

Above: he admires the leadership qualities of Bill Shankly

Below: Leigh Francis is on his list of fantasy dinner party guests



What was the first record you bought/first film you saw at the cinema/concert you attended?

First record was Ghostbusters which I bought after watching the film in the cinema in 1984. My first gig was Simply Red when I was eight in the Gmex in Manchester, I was dragged along by my mum.

What is your earliest childhood memory?

Being on a boat in Malta when I was three.

What is your favourite memory from your schooldays?

We won the under-15s county basketball competition once. We were real underdogs and turned up with our football strips, which was the Argentina kit at the time. No one fancied us but we beat everyone and ruffled a few feathers on the way.

Describe a perfect day/night/weekend.

A perfect day would involve going to Anfield to watch Liverpool beat Everton, then out to celebrate with an excellent dinner with my wife and friends.

What is your most embarrassing moment?

We had our finance Christmas night out last Friday, I had really slippy shoes on and let's just say this, along with widespread ice were not a good combination. Bambi comes to mind.

Who would play you in the film of your life?

I'd like to pick a young Al Pacino as he's my favourite actor!

What is your signature dish to cook?

I cook a lot for my wife and she loves Italian food and curries. My signature dish would have to be either my scratch lasagne or butter chicken curry.

If you could choose your last meal on earth what would it be?

Ribeye steak with dolcelatte sauce and chunky chips.

What is your karaoke song/party piece?

Any Beatles song. ■

PLACES TO THRIVE

With a range of office and laboratory space available, we could have the perfect location for your innovative enterprise

EUROPEAN MARINE SCIENCE PARK

- A growing cluster of world-class marine biotechnology and aquaculture businesses
- Pioneering research at the renowned Scottish Association for Marine Science
- A skilled talent pool in marine science, including high achieving undergraduate and postgraduate students
- Top quality office and laboratory space

For further information visit www.europeanmarinesciencepark.co.uk



European Marine Science Park, Argyll

INVERNESS CAMPUS

- 215 acre site for business, research and education of particular interest to those in the life sciences sector
- 17 fully serviced plots available, six with Enterprise Area status
- Opportunities for lease of office and lab space in award-winning premises
- Located on the outskirts of Inverness with excellent access to trunk roads and just 15 minutes from Inverness airport
- Exceptionally high-quality environment for building successful collaboration

For further information visit www.invernesscampus.co.uk



Inverness Campus

ENTERPRISE PARK, FORRES

- Inspirational technology and business park extended across 100 acres
- Offers high-quality and flexible units plus land development opportunities
- Includes a state-of-the-art business and innovation centre offering fully serviced office space for smaller businesses
- Ideal working environment, situated in idyllic Moray, with excellent local amenities and road, rail and air links

For further information visit www.enterpriseparkforres.co.uk



Unit 9, Enterprise Park, Forres

SANDBANK BUSINESS PARK, DUNOON

- Excellent facilities providing high specification, flexible office accommodation
- Would suit a range of business needs from start-ups to larger companies
- Established location on outskirts of Dunoon, well connected to Scotland's central belt
- Access to a well-qualified, loyal and motivated workforce
- Supportive business environment for tenants, with specialist advice, networking and access to industry experts

For further information visit www.hie.co.uk/sandbank



Sandbank Business Park, Dunoon

