



The Global Language of Business

Annual Report 2013/14

# Shaping the next generation GS1 UK



# GS1 believes in the power of standards to transform the way we work and live



IDENTIFY

GS1 UK is a community of over 28,000 members working in retail, foodservice, healthcare and more. We are one of 111 independent, not-for-profit GS1 organisations operating across 150 countries worldwide.

We help everyone involved in making, moving and trading goods to automate and standardise their supply chain processes using the common language of GS1 global standards. And we bring the same efficiencies to the healthcare supply chain – right through to improved patient safety.

## Making a difference

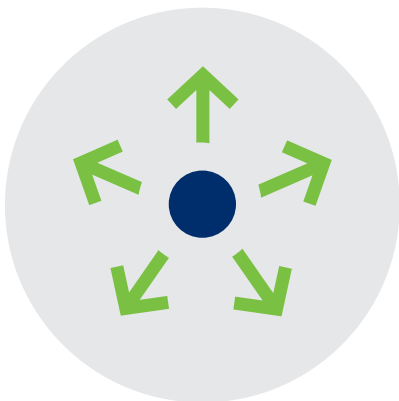
GS1 standards have provided a common foundation for business since the first barcode was scanned over 40 years ago. Our standards now play their part around the world and around the clock – from scanning supermarket groceries or buying a CD online, to locating equipment in a hospital quickly enough to save a life. In fact, there are over 5 billion successful scans of a GS1 barcode every single day. What's more, we make a difference for over 2 million members worldwide – enabling enhanced efficiency, safety and sustainability for a wide range of businesses and their customers.



CAPTURE

## Setting standards for the future

Our globally recognised open standards help our members to uniquely identify, capture and share information, wherever they operate in the value chain and whatever their size. And as the landscape adapts to changing technology and globalisation, we evolve our standards too, so that we can support our members as they develop and grow.



SHARE

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# A year of accelerating change



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*Ensuring the entire supply chain is efficient, interoperable and sustainable is central to our goals.*

The need to adapt has become the norm for each of the industries we serve. The impact of digital technology, changing consumer habits and an evolving regulatory and economic landscape are driving significant structural change - and our role is around supporting our members however we can as they strive to meet the challenges of this new age.

## **Shifts in membership demographics**

**As the landscape changes, so do the trends in membership demographics.**

The percentage of SMEs has increased over the past 5 years to around 80% of our membership, largely due to the rapidly-growing volume of small traders selling through online marketplaces. Annual growth rates have been as high as 8%, driven in part by Amazon launching new marketplace categories, but in 2013/14 this slowed to 2.7%. These sharp fluctuations underline the need for us to understand exactly what our members require from us in these changing times, so that we can shape our proposition accordingly.

## Key trends influencing change

### NHS – New health service?

'NHS in crisis' stories have become a daily staple for newspapers and there's no doubt it's facing huge challenges to survive as a 'free-at-point-of-use' service. Yet the mandating of GS1 standards is the start of a fundamental shift in how efficient and effective hospitals can be – from procurement right through to the patient experience.

### Omnichannel – here to stay

The terms may come and go (x-commerce, multichannel, all-channel etc) but the principles omnichannel refer to – the provision of a seamless customer experience across all channels – remains a key focus for retailers. We are working on a range of new standards to help our members achieve this.

### Shrinking world, growing markets

Businesses exist in an increasingly globalised world, with technology helping to enable greater opportunities across borders. Ensuring the entire supply chain is efficient, interoperable and sustainable is central to our goals.

### The reshaping of grocery retail

Disruption in the grocery retail sector has come in many forms, from the continuing penetration of the discounters through to the growing consumer trend toward convenience shopping for smaller baskets less often. As the customer journey fragments further across multiple channels, standards have a key role to play in supporting the new grocery propositions.

The better-informed modern consumer also demands greater levels of information about products. Barcode technology is evolving to meet this requirement and the ability to provide highly accurate and useful product information at any part of the user journey is likely to become a differentiator for brands.

## Supporting change

Our members are having to adapt quickly to profound change across all our sectors – and so are we.

My thanks go to all our staff and executive for the hard work and commitment they have shown in the delivery of our challenging objectives, as well as to our Supervisory Board for the continued support and direction they provide for our strategy, aims and objectives.

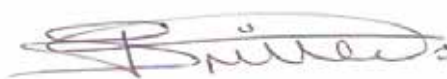
I would also like to acknowledge the success of our formal partnership alignment with Brandbank, which will allow us to deliver added-value services to our membership and will be further expanded over the coming year.

On behalf of the board, I would like to thank Lee Tate, who has decided to stand down from the Supervisory Board after 10 years' service. Lee has significantly contributed to the aims and objectives of GS1 UK over the years and is the longest serving board member, having sat on all of our board committees.

I am particularly indebted to Lee for his support, sound judgement, challenge and contribution and wish him every success in the future.

The GS1 System will never be finished – we are constantly developing new standards and solutions in line with industry requirements. During the past year we have invested a lot of time and effort into developing new strategies to support our members' needs.

This review includes details on how these new strategies will benefit your business.



James Spittle FCILT  
Chairman, GS1 UK

# GS1 UK – being vital



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*It's fair to say that the organisation we now call GS1 UK has come a long way since 1976.*

The evolution of our role in industry can be loosely divided up into distinct periods. The first of these began nearly 40 years ago when as the ANA we focused on establishing the principles of unique identification and helping industry to exploit those principles through automating data capture using barcodes, as well as speeding up the exchange of business documents such as orders and invoices through Electronic Data Interchange.

The start of the second period can be traced to around 2005, when the North American organisation UCC and its international counterpart EAN merged to become GS1. As GS1 UK our focus was on broadening our relevance from retail CPG into healthcare and foodservice and starting to lay the foundations for higher quality supply chain data (through the Global Data Standards Network) and item level tagging using RFID – but now our role and purpose is evolving again.

## A new strategic focus

This year sees the beginning of a new 10-year strategy for us. Over the last 10 years we have made significant progress against a backdrop of huge economic and technological upheaval – growing our membership numbers from 17,000 to 28,000 and expanding our reach to include the healthcare and foodservice sectors.



So our foundation is strong, but the pace of change demands something more than this. It requires real ambition – for us, this is for GS1 UK to be considered vital for the continuing success of our members' businesses.

## A new value creation model

Today's climate can perhaps be characterised by pressure – the need for retailers to provide seamless omnichannel experiences, increasing consumer demand for in-depth product information both in-store and in the places we eat, the financial deficit of the NHS – and we have a key role to play in enabling businesses to overcome these challenges.

This requires us to focus on achieving a broader and deeper breadth of engagement with stakeholders right across industry, and will include the roll-out of new services and solutions as we adapt to ever-changing market needs.

We have developed a new value creation model that sets out our approach to being recognised as vital. This model involves promoting our capability as a trusted advisor, market enabler and quality assurer.

## Our role as a trusted advisor

Our sectors are evolving and changing all the time. For example, the Food Information to Consumers Regulation (EU 1169/2011) sets out new rules about the information that must be included on labels and online. The principle is straightforward enough, but when it comes to actually applying it in practice we have discovered numerous misconceptions that have caused confusion for our members.

By working closely with external stakeholders such as Brandbank, Leatherhead Food Research and Campden BRI, we launched training and tracking initiatives around 1169/2011 to identify best practice and help our members reach compliance in good time.

As we are seeing strong membership growth from SMEs, we believe there is a clear and increasing need for GS1 UK to develop our role as trusted advisor across all our sectors.

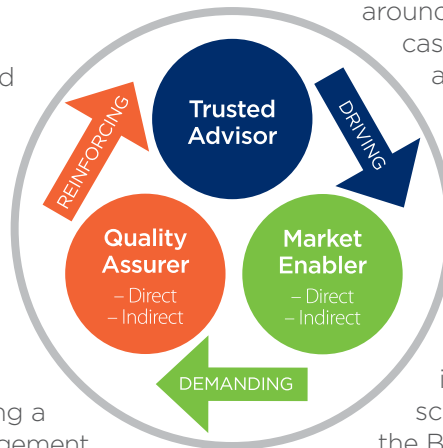
## Our role as a market enabler

Enabling trading partners to do business more efficiently has always been at the core of what we do – but to those with only a passing knowledge

of GS1, we are often referred to simply as 'the barcode people'.

Those with a more in-depth knowledge of what our standards do understand the impact they can have on all areas involved in supply chain operations.

A key area of focus for us going forward is around optimising the whole order to cash process on an industry-wide scale and, following the NHS mandate, use of our standards will become commonplace throughout hospitals – from tracking items at the point of purchase right through to their interaction with a patient. Until now our standards have been B2B-focused, but new ones under development – such as those for use in the semantic web and for mobile scanning – will necessarily move us into the B2C space too.



## Our role as a quality assurer

Finally our role is not just to present our members with standards that they can use, but to ensure implementations are fully optimised to provide maximum benefit for all parties involved.

This requires the establishment of a new quality assurance function which will be focused on rolling out new certification, auditing and assurance services – some of these will be specific to GS1 UK, some will be in association with our partners.

## Being vital

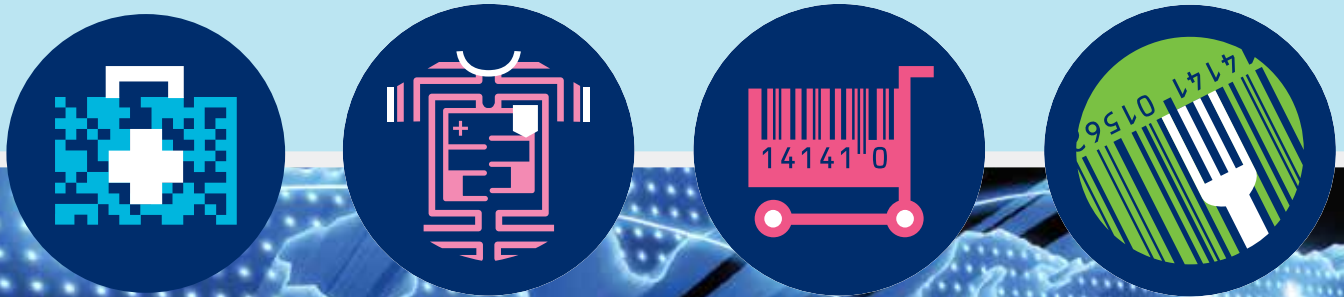
Ultimately our success in being vital is not something that we can easily measure ourselves – much of it will come down to your perception of GS1 UK.

If, when we come to review our performance in 10 years' time, your perception is of a suite of standards and solutions that are integral to your business operations, it will serve as a pretty positive indication that we are achieving our goal.

Gary Lynch  
Chief Executive, GS1 UK

Technology is evolving quickly. Meeting the challenges this brings is a highly complex process, as customer demands change and businesses look at ways to enable seamless integration of multiple disparate systems.

To support industry as our members tackle these challenges, we are developing new standards and solutions to enhance and optimise key areas of the customer experience, ensuring globally unique identification is possible across all channels, systems and devices.





# New standards for the new era

Until now our standards have been B2B focused, but new developments see us entering the B2C space too.

## Mobile couponing

Currently there is no standard or best practice for interoperability between retailers, coupon clearing houses, point of sale suppliers, brands, app developers and mobile operators. We are working with Groupe Speciale Mobile Association (GSMA) on a mobile couponing and loyalty standard that will allow seamless use and redemption of digital coupons anywhere.

## Mobile barcode scanning

We are also working with the Open Mobile Alliance (OMA) to enable GS1 barcode scanning features to be built directly into mobile devices. This will make it easier for application developers to integrate barcode scanning features and link to trusted product information in their apps.

## Search and the semantic web

40 years ago the barcode fundamentally changed retail; now work is underway to embed the standards that enabled this shift into the ‘language of the web’.

This initiative integrates with the semantic web, a Worldwide Web Consortium (W3C) programme to include data into web pages in a format that will enable machines to link the data and draw logical conclusions about it automatically.

This will greatly enhance general search results by ensuring the accurate linking of disparate and in-depth product information as well as additional data such as user-generated content, seller comparisons and geo-location stock updates from nearby stores.

## Click & collect

As delivery and collection points fragment further, we are investigating how our existing standards can help provide retailers with complete visibility of each individual trackable item throughout its supply chain lifecycle, enabling the deployment of unique shipment tracking on a global basis.

## Next Generation Product Identification

This initiative proposes to supplement the current GTIN with optional extensions that would provide for more granular identification and to introduce new barcodes capable of carrying the extended identifiers.

The additional elements that we are looking to include are package variation number, expiry date, lot number, serial number and uniform resource identifier.

“Tim Berners-Lee said the semantic web will allow searching of the Web ‘as though it were one giant database, rather than one giant book’. The emerging GS1 ontology is intended to support the evolution of the web to the giant database it will surely become.”

**Andrew Osborne**, CTO, GS1 UK

# Playing a vital role for our members

We have a vision that informs our approach over the coming years - for GS1 UK to be recognised as being vital to the sectors we serve.

Our measurement of success in this area will be heavily influenced by how our members perceive us. We want to be seen as able to demonstrate value to all, regardless of size and type - through our services and direct relationships as well as in our work with wider industry.

## Putting ourselves in our members' shoes

Implementing our standards throughout your supply chain requires careful thought and planning.

To help ensure your business receives maximum benefit from use of the standards, we have dedicated teams in place to support your adoption plans and help you manage change.

Our service team can assist with any day-to-day queries and guidance on getting started with

the standards, while our team of consultants works closely with members on more in-depth projects and implementations. We also offer on-boarding services - this team can provide support for your supplier community to help them adopt standards in line with your trading requirements.

In addition we run a range of training programmes throughout the year, which can be tailored to your needs to enable the transfer of knowledge inside your organisation.

## Spreading the word

We have a big communication role to play in support of being recognised as vital. Last year we produced a video - *'ever wondered what the barcode has done for you?'* - tracing the history of the barcode from its very beginning as lines on a beach right through to the five billion scans that now occur daily. We also set a Guinness World Record for *'the fastest time to scan 50 products'*.

## What our members say about us...

“Never have I had all my problems sorted out so easily - thank you.”

“Every time I have called the person I have spoken to has been a great help and always guided me in the right direction, and has explained everything really well. I'm very new to barcoding and it's a relief to be able to call and get the advice needed.”

## Ever wondered what the barcode has done for you?

Stills from our video which can be seen on [www.gs1uk.org/about-us](http://www.gs1uk.org/about-us)



“The call was so good that when I put the phone down I described to everyone in my office how good it was and how every experience I have ever had with GS1 has been excellent. Your staff have always been knowledgeable, helpful and excellent communicators. Thank you!

“Excellent service especially where SMEs are concerned. Staff are always professional and I recommend this service to other companies I speak to from time to time.

“Extremely helpful and problem solved within minutes of calling. Very impressed with the high level of customer service.

“I don't think you can get a better service than 100% customer satisfaction. Do you? You were recommended to me and I'd do the same.

“As a first time user I was concerned about following the right procedure. Your operator was more than helpful and has made things a lot clearer within a few minutes.



# Our role as a trusted advisor



When changes come through that affect how our members do business, we believe we have an important role to fulfil as trusted advisors.

**The Food Information to Consumers Regulation (also known as EU 1169/2011 ) was first published in 2011 but will start to be enforced in the UK from December this year.**

This regulation sets out a standardised format for how information should be displayed on product packaging. The two most notable changes to UK packaging are the way in which allergens are distinguished and how nutritional information is listed, although there are a range of elements that will now be mandatory including minimum font size and instructions for use.

These new requirements are not limited to the physical label, but also apply to distance-selling channels such as retail websites, where mandatory information (with the exception of the durability date) now has to be made available to consumers before the purchase is completed.

Knowledge of the regulation varied greatly between our members and it was particularly important to get the message to the smaller businesses who would need more time to plan for resourcing and implementing the required changes.



## Supporting the journey to compliance

We launched a series of educational and tracking initiatives to help support our members and ensure UK industry is prepared for the new regulations.

We delivered a series of training workshops in association with Brandbank and Leatherhead Food Research, which raised awareness of requirements and supported businesses on their journey to compliance.

We took these sessions on the road to reach as many of our members as possible, taking in London, Bristol, Birmingham, Manchester, Norwich and Edinburgh.

## Providing insights on industry readiness

The regulation sets out multiple mandatory labelling key information requirements, and our preliminary research revealed inconsistencies in how businesses were meeting them.

To help us build up a picture of industry's progress toward compliance, we commissioned Campden BRI to provide a quarterly snapshot analysis on a basket of products to enable reporting of common issues and misconceptions back to our members.



**255**

people advised  
and trained on new  
Food Regulations

Advising  
our  
members

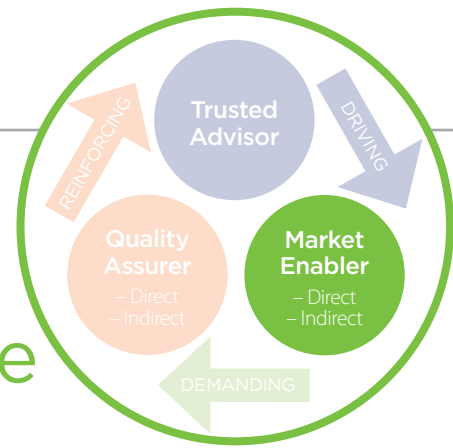
**99%**

satisfaction rating  
on our events  
and training

**200+**

companies  
reached





# Our work as an enabler in the industries we serve

We recognise that providing our members with the standards alone isn't enough. In order for all stakeholders to realise the true benefits that are possible, we have a role to play in working with industry to drive adoption with support provided through educational programmes and initiatives.

## The eProcurement Strategy – an NHS mandate for success

NHS England and the Department of Health (DH) mandated GS1 standards this year – that means it is now the *de facto* standard for the identification, capture and sharing of information on people, locations and products in the NHS.

This was a fantastic result, but in many ways it is only the beginning – our focus is now on supporting trusts and suppliers on their journey toward compliance. This will be achieved via a range of initiatives over the coming period to help trusts develop and execute adoption plans that are appropriate to their specific circumstances.

This focus is also being supported by DH, which are developing a certification framework for industry.

## Educating NHS trusts and their suppliers

One of our key tasks going forward is around educating trusts on how and where GS1 standards can be implemented.

In order to help procurement leads build the adoption business case for their boards, we ran a UK-wide roadshow in association with Health and Social Care Information Centre (HSCIC) to share best practice, case studies and key insights.

## The inaugural GS1 UK Healthcare Conference

Continuing the education theme, this was the first year in which we hosted a conference entirely dedicated to healthcare.

“Cambridge University Hospitals NHS Foundation Trust sees the implementation of GS1 standards across the Health system, by providers and their suppliers, as a key enabler for more efficient processes, release of clinical time to care, delivery of improved patient safety and increased patient satisfaction.”

**Dr Keith McNeil,**  
Chief Executive, Cambridge University Hospitals NHS Foundation Trust

**We actively facilitate working groups and forums on behalf of industry to address common issues and harmonise processes.**

This required a major shift in terms of organisation and focus, but the results were beyond what we could have expected - the June conference was an overwhelming success, achieving the highest satisfaction ratings from delegates, exhibitors and sponsors we have yet recorded.

The conference content was designed to provide attendees with the practical skills and thought leadership to drive better procurement, value and care in the NHS.

Highlights from the conference are available on our YouTube channel.



**Improving the order to cash process in grocery retail**

Supply chain efficiency is a fundamental part of what we do - and EDI is a key enabler for delivery of it.

We aim to achieve 100% adoption of the order to cash process among the retail supplier base - we've made significant in-roads on this, but there is still distance to go.

Last year we worked closely with the ECR Supply Chain group to deliver best practice for this process through:

- Harmonised industry guidelines for EPOD (Electronic Proof of Delivery) messaging
- An online benchmarking tool and value calculator for understanding the benefits of implementing EPOD messaging

And our reach within retail is expanding too - this work will help us drive efficiency in the less mature convenience sector and also with our apparel members.





## Our role as a quality assurer

Our primary goal is to support our members and make it easier for trading partners to do business. Until now we have performed this role through industry engagement, assisting with standards delivery and a range of focused projects and initiatives.

Now we want to take this support to the next level – through the establishment of a GS1 UK quality assurance function.

### Quality assurance – getting it right first time, every time

The purpose is to enable our members to get it right first time, every time. This will involve the provision of greater assistance in how our standards are implemented to ensure members extract the maximum efficiency benefits for their businesses.

We have already made progress in this area, with the introduction of the Certificate of Excellence service, and we will be developing our relationship with Brandbank over the coming period to roll out new services focused on data accuracy in the retail supply chain.

### Assessing supplier readiness

Supply chain standards can only be truly effective where both parties involved in a trading relationship adhere to them. We are on hand to support engagement with your suppliers to assist them on their journey to standards adoption.

In 2013, we worked with Whitbread to conduct a standards readiness assessment of their supplier community.

In 2014 we commenced the first phase of the project – providing education on GS1 standard barcode production for consumer and traded units, the validation process and publishing product data to Whitbread via TrueSource. The scoping of the next phase is now underway.

**EAT SLEEP & DRINK**  
**WHITBREAD**

“We have embarked on a programme of product identification with our suppliers using GS1 standards. We are on target to achieve this which will enable depot scan-on-receipt by the late summer, a key milestone towards greater visibility in our supply chain and even better customer service.”

**Brodie McMillan**, Logistics Director





“We are committed to optimising our end-to-end operations to help reduce the unnecessary costs and complexity that accompany any supply chain inefficiencies. GS1 UK’s focus on data quality is very welcome as improvements made in the supply chain ultimately lead to increased stock availability and an enhanced experience for our customers.

**Steve Strachota,**  
UK Operations Development Director

“Data quality is fundamental to efficient supply chain operations and, while we have built up strong working practices with our retail partners over many years, we are always looking for ways to push standards even higher through new initiatives. We support the establishment of GS1 UK’s quality assurance function and look forward to working with our partners to develop our trading relationships even further.

**Richard Sadler,**  
Business Operations Director



# Things you may have missed

## Our research initiatives inform many areas that may impact upon your business – here are some you may have missed.

With 28,000 members and multiple industries to support, it would be fair to say that we keep ourselves busy.

Our work entails a wide range of activities, from standards development and scoping out the requirements of the changing macro landscape right through to ensuring that individual members get the support they need to get maximum benefit from standards implementation.

We know you're busy too, so we thought it might be useful to remind you of a few initiatives you may have missed over the past year. All reports are available on our website.

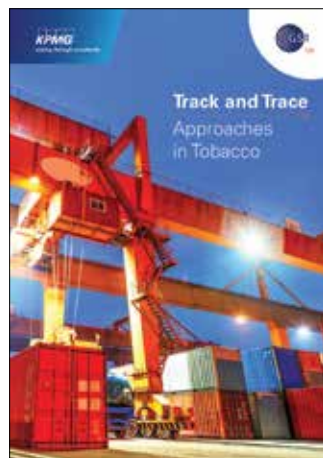


### GS1 UK guide to selling on marketplaces

Recognising that a growing number of our small members are trading on one or more

marketplaces or looking at it as a new opportunity for growth, we created a best practice guide to selling through these channels.

Our guide is intended to provide informative insights for merchants already selling on marketplaces, in order to help support the growth of our members' retail businesses.



### Track and trace - approaches in tobacco

GS1 UK and KPMG were commissioned to investigate the illicit trade in tobacco and how the Framework Convention on Tobacco Control (FCTC) protocol's requirements for track and trace can most effectively tackle it. Using our unique experience and perspective, we created a study focusing on the impact of illicit trade on supply chain management and how we could develop standards to

combat it. We made a number of recommendations to assist in the implementation of these initiatives.

### Connected consumer research

We commissioned research into consumer shopping habits across multiple channels to highlight the impact of incorrect or inaccurate data on the retail experience. This revealed that retailers were losing out on sales due to a lack of available product information. Some key data from the research:

- **42%** had given up on an online purchase because there wasn't enough information about the product
- **24%** don't trust that product information online is as accurate as that available in-store
- Almost **50%** have given up on an online purchase because they didn't trust the seller

This research was covered in a range of trade publications including *Internet Retailing*, *Retail Technology* and *Retail Systems*.



## Engaging with us

We have dedicated LinkedIn and Twitter accounts for the retail, healthcare and foodservice sectors – these channels are there to help you engage with us and share relevant industry information.

We also have a YouTube channel, where you'll find best practice advice, information on using our standards and highlights from events we host.



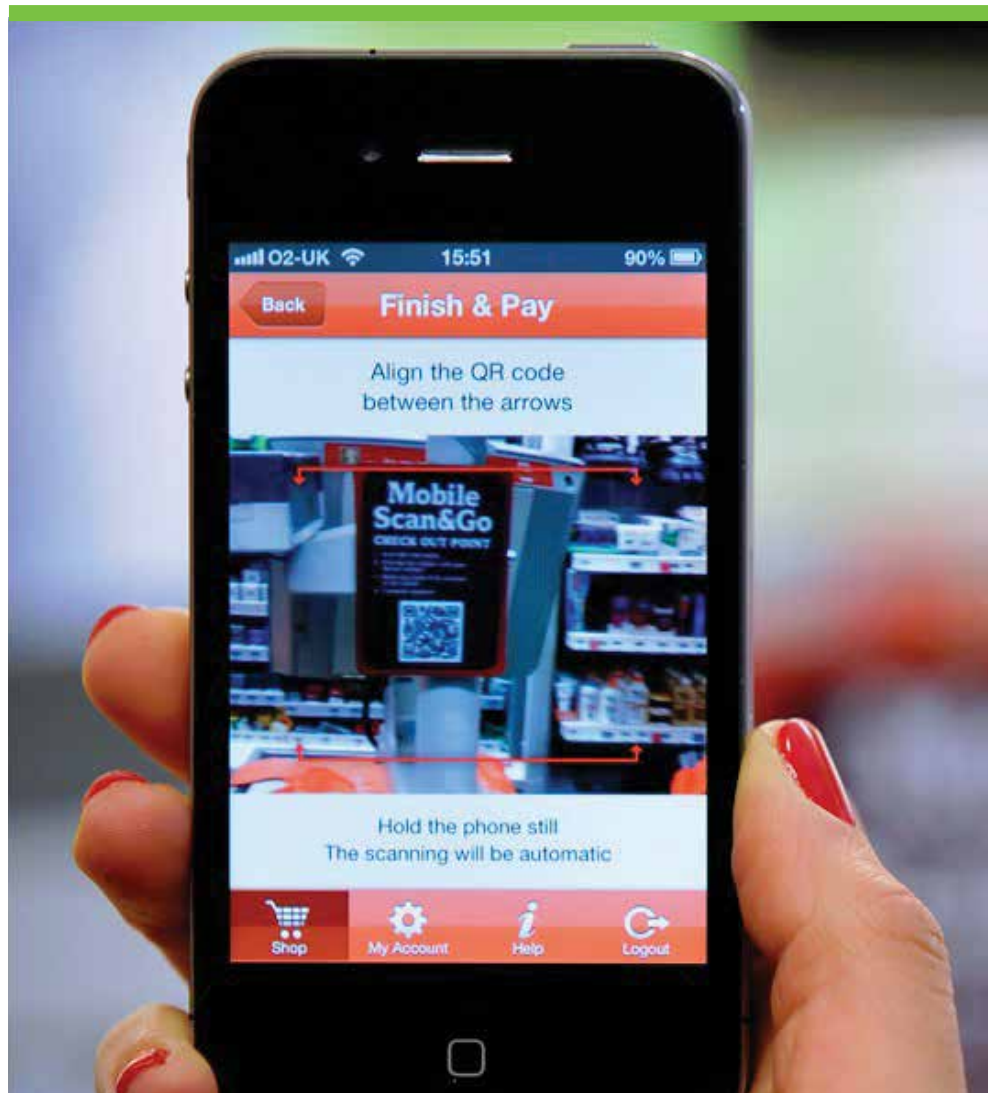
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[youtube.com/user/GS1UK](https://www.youtube.com/user/GS1UK)



“The rapid growth of digital media is transforming consumer expectations of product information. In this context, the benefits of product information standards – for retailers, manufacturers and most importantly, consumers – cannot be underestimated.”

**David Smith**, Head of Digital, GS1 UK

# A great place to work

We all want to work in environments where we have the support we need to fulfil our goals, but also one where we are constantly engaged through innovative initiatives.

As a member organisation, that means getting involved with industry on a wide scale and undertaking activities to promote the adoption of our global standards, as well as taking opportunities to give something back through charitable work.

Over the past year we have participated in a range of activities to ensure GS1 UK is regarded as a great place to work for our staff.

## Meet the members

We often arrange site visits to help us understand how our members work and the role our standards play.

A notable example was the 'Retail Rangers' initiative, launched in association with Sainsbury's last Christmas. This involved several of our staff working on the shop floor during retail's busiest time of year – the experience we gained from this is invaluable to understanding the challenges our members face.

## The 3 Peaks Challenge

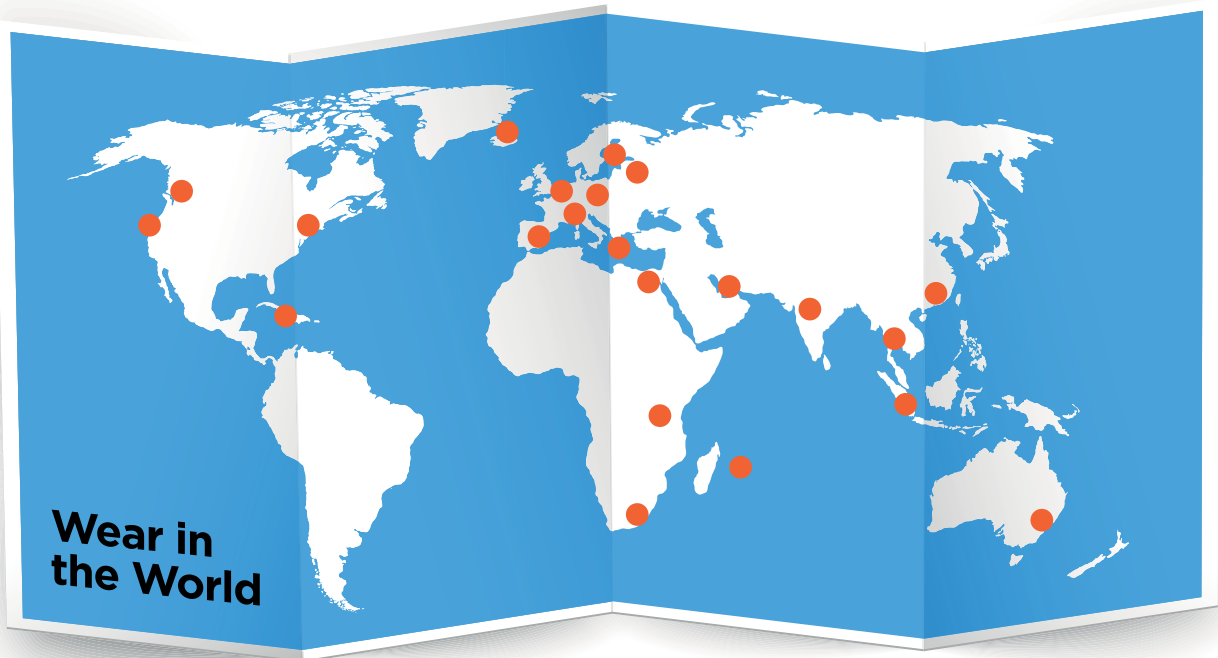
A team of GS1 UK walkers set out to climb the three highest peaks in the UK – Ben Nevis in the Scottish Highlands, Mount Snowdon in Gwynedd and Scafell Pike in the Lake District – in just 24 hours.

This gruelling endeavour is known as 'the 3 Peaks Challenge'. Through achieving it, we are delighted to report that we raised £7,150 in support for our chosen charity – the Food Chain.

*The winning team of Ben Clarke, Laura Waters and Samantha Wroe celebrate posting the fastest time for the Guinness World Record attempt.*







## A Guinness World Record

We set out to demonstrate just how large an impact barcoding has had on the purchase of goods as part of our 40th anniversary celebrations – and set a *Guinness World Record* in the process.



This generated some really positive buzz around something many people take for granted. Working with one of our members – Wincor Nixdorf – we set the record for the fastest time to scan 50 products.

The first product ever scanned was a pack of Wrigleys gum, so this was also the first of our attempt, with the Guinness World Record book the final scan. The remaining 48 products were selected from best-sellers' lists. Our winning time was one minute and 15 seconds.

## Wear in the World

Working at GS1 is a truly global experience – to illustrate this, we host a monthly competition in which staff are encouraged to be photographed wearing GS1 t-shirts around the world – with the winner receiving restaurant vouchers.

There have been too many entries to list here, but places visited include the Pyramids, the Louvre, Red Square, the Taj Mahal, the Colosseum and the Leaning Tower of Pisa.

## London to Brussels bike ride

As part of our 40th anniversary celebrations, a team of GS1 UK staff cycled from London to Brussels, which entailed a 400km ride over 3 days across 3 countries.



The support we received was fantastic – we managed to raise over £10,000 for the Food Chain.



# Meet the GS1 UK President and Supervisory Board

The Supervisory Board is responsible for the governance of GS1 UK and the Board members perform a high level representational function.

They also provide strategic guidance to the Operating Board. The elected industry experts keeping GS1 UK on track for the future are voted in at the GS1 UK Annual General Meeting.

The GS1 UK strategy, annual operating plan and budget are determined by the Supervisory Board. The Supervisory Board is responsible for the governance of the Association including:

- Establishing the strategic direction
- Advising the Chief Executive and staff
- Making sure that all members are properly represented
- Promoting the organisation to influencers and stakeholders.

The Supervisory Board offers significant value to the organisation and its goals, helping GS1 UK to offer members best-of-breed solutions to the problems they face.



## The Rt Hon Lord Philip Hunt PC OBE

**President, GS1 UK**

The Rt Hon Lord Philip Hunt PC OBE is a member of the House of Lords and Deputy Leader of the Opposition. He is President of the Royal Society of Public Health. He also serves as Chair of the All Party Group on Primary Care and Public Health. He is Treasurer of the Associate Parliamentary Health Group; Secretary of the All-Party Group on the Constitution and Vice Chair of the All Party Group for Energy Studies.

He served for 10 years in the 1997-2010 Labour Government. He was Deputy Leader of the House of Lords and Minister of State at the Department of Energy and Climate Change from 2008-2010. He also served in the Department of Health, Department of Work and Pensions, Department of Environment, Food and Rural Affairs and the Ministry of Justice.



## James Spittle FCILT

**Chairman, GS1 UK**

GS1 UK's chairman draws on 30 years of experience in retailing, manufacturing and supply chain management gained at some of the UK's premier brands including DSGI, Whitbread, Kingfisher and Tesco Stores.

James is also a board member of G-ILS, president of the Chartered Institute of Logistics and Transport, an advisory board member and external examiner at Cranfield University Supply Chain and Logistics, chairman of The Qube and an advisory board member for De Poel Consulting Limited.



## Neal Austin

**Group Logistics and Supply Chain Director, Morrison's**

Neal is group logistics and supply chain director for Morrison's, responsible for the flow of products from supplier to store. He also sits on the management board.

He joined the group in October 2006 from MFI where, as logistics director, he was part of the team involved in the sale of the retail business into private equity ownership.

Prior to MFI, Neal spent 10 years at Asda in buying, store development and supply chain roles progressing through to supply director.

Neal began his career with Tesco as a graduate trainee.



## Andrew Cairns

**Managing Director and Owner, A&S Cairns Ltd**

Andrew has worked for a variety of companies including Sankyo Pharmaceuticals, Novartis Pharmaceuticals, Karl Storz Endoscopy and Arthrex.

Andrew is co-founder of Mammy Jamia's, which he started with his wife Sajmira who he met in Albania when taking part in a voluntary programme coaching football to Albanian school children. Their range of preserves, originally sold in an indoor market in Cheshire, is now sold in Waitrose, Tesco, Ocado, Booths and on British Airways' in-flight business class menus, with exports reaching the Far and Middle East and the US. Mammy Jamia's fig and plum flavours were awarded Gold at this year's Great Taste Awards.



## Marcus Dunsmore

**Vice president, Customer Service & Logistics, Mondelēz International Europe**

Marcus is vice president, customer service & logistics for Mondelēz International Europe.

Marcus graduated from Nottingham University with an engineering degree. He has held senior supply chain roles with Unilever, Cadbury, Kraft and currently Mondelēz International. He has broad supply chain experience having held operational leadership roles encompassing manufacturing, planning and customer logistics in addition to a number of key strategic and change management roles with European and global responsibility.

Marcus brings a wealth of knowledge and industry experience to the GS1 UK Supervisory Board.





## Kathy Farndon

**Head of Health Information Standards and Lead on Data stream for 100k genome project, NHS England**

Kathy's role is with the strategy and intelligence team in the patients and information directorate of NHS England. She has a strong clinical background having trained in medical physics where she specialised in cardiology before moving into healthcare management.

Kathy has healthcare management experience in Canada and New Zealand where she has worked at the leading edge of electronic healthcare developments for the last 11 years. Her achievements include the design and implementation of healthcare information standards to achieve integrated patient-centric health records, change management strategy and process re-design for clinical environments.



## Dr Stefan Hesse

**Entrepreneur**

Stefan has over 18 years of experience in retail and wholesale. He joined METRO Cash & Carry International in 1996 before becoming head of controlling at METRO Bulgaria (1998), finance director at METRO Romania (2001) and at Makro Netherlands (2002). In 2003 he returned to the German HQ as vice president, corporate financial control of METRO Group. From 2005 till 2011, Stefan was finance director of Makro C&C UK also looking after SCM, IT and e-commerce.

Stefan is now an entrepreneur as well as an active investor and advisor to start-ups and growth companies in retail, e-/m-/s-commerce and FMCG.



## Mark Jones

**Head of Supply Chain - Nestlé Nutrition Global**

Mark has 27 years of experience in the FMCG industry in the UK and internationally.

Mark started his career with Quaker Oats Ltd in sales & marketing, before moving into supply chain and taking on a variety of roles including procurement, customer service, planning & distribution before joining Spillers Pet Foods as supply chain director for the UK. Spillers was bought by Nestlé 18 months after his joining.

Mark has held numerous supply chain roles within Nestlé over the past 18 years including supply chain director for Nestlé Purina Europe and supply chain head for Asia, Oceania and Africa based in Thailand and Switzerland. Mark is also co-chair of the ECR UK Board.

More recently Mark has moved to Switzerland to take on a new challenge as the head of supply chain for Nestlé's Global Nutrition Business.



## Richard Lamb

### **Operations Development Director, Tesco.com**

Richard Lamb is operations development director at Tesco.com. He joined Tesco in 2004 on the graduate scheme and has worked in a number of roles across operations, operations development and IT. He spent 2 years with Fresh & Easy in the US before returning to the UK to take on his current position in May 2012.

He is accountable for developing new customer propositions such as click & collect, developing new online order fulfilment capacity and reducing the overall operating cost for the grocery online business.



## Keith McLeod

### **CIO, Brakes Group**

Keith has held previous CIO roles at Diageo and eSkye Solutions, where he led a growth strategy that more than doubled revenue within 18 months.

In 2006, Keith joined Beam Global Spirits & Wine as SVP & Global CIO, where he led a global change initiative driven by the implementation of SAP.

Keith joined Brakes Group, the UK's leading foodservices company in October 2011. He is responsible for architecting and delivering a new SAP-centric systems landscape that will be instrumental in transforming the business over the next few years.



## Monique Picou

### **Supply Network Operations Director, P&G UK & Ireland**

Monique is currently supply network operations director for P&G in the UK & Ireland and has worked in six locations in multiple categories across the supply chain.

Monique joined P&G in North America and carried out a range of roles in manufacturing before moving to P&G's headquarters in Cincinnati as category supply planner & supply chain design leader for the company's US coffee business.

Monique led corporate training and development programmes for product supply before taking on the management of P&G's manufacturing site in Augusta, Georgia. Monique joined P&G UK & Ireland in 2010.



## Richard Sadler

### **Business Operations Director, Unilever**

Richard has 18 years of experience in Unilever, based in the UK, Europe and Australia. He was originally part of the Unilever Foods business in the UK, but his roles have also involved working with key customers in Australia and Europe.

From 2010, Richard was customer operations director for Europe, which included overall responsibility for adherence to GS1 standards.

In April 2013, Richard rejoined the UK business as business operations director, with responsibility for overseeing all operations with customers including information (e.g. EPOS, packaging waste), standards, capability, performance and process (e.g. on-shelf availability).



## Lee Tate

Lee has held a number of board-level positions in a long career in IT including head of management services for the Financial Times, head of IT for the government of Hong Kong, and CEO of INS running the Tradanet service in collaboration with the ANA.

He has been either chairman or a non-executive director of a number of technology companies in both Europe and the USA, in a wide variety of industries including retail, banking, and telecoms.

He is the longest-serving Non-executive director of GS1 and has served on the nominations committee, the remuneration committee and the IT steering committee.



## Karen Whitworth

### **Trading Director for non-food grocery, Sainsbury's**

Karen was appointed as supply chain director after joining Sainsbury's as director of internal audit in 2007. She also leads business continuity for Sainsbury's and is on the board of the ECR.

Karen started her career as a chartered accountant and spent 10 years with PricewaterhouseCoopers focussing on FMCG businesses, including three years working in North America.

She then worked for the Intercontinental Hotels Group PLC for 5 years, holding a number of senior finance and operational roles including director of investor relations.

She ran her own commercial property business and was finance director for a music internet business before joining Sainsbury's.

# Meet the GS1 UK Directors



## Gary Lynch

### Chief Executive

Gary joined GS1 UK in 2002 and in 2007 was appointed Chief Executive. In this role, Gary is responsible for leading the formulation and successful execution of the strategic plan. He is also responsible for ensuring that the UK's voice is heard within the international GS1 organisation and as such is a member of both the European and Global Management Boards.

Before joining us, Gary was Avaya's eBusiness Director, responsible for the international deployment of their online portals for business partners. He has also worked in senior marketing and business transformation positions at UUNET (a global internet provider) and eLogistics (an online logistics marketplace) and, in his early career, in various production management and systems roles in the defence industry.



## Dave Crapnell

### Chief Financial Officer and IS Director

Dave is responsible for the integrity of our financial processes and information systems. He has more than 20 years' experience in finance and information systems in a range of companies across the property, insurance and business service sectors. He is an experienced leader of many change management projects, harnessing the business benefits of information systems and most recently the development of online solutions to improve both revenue potential and customer service.

Prior to joining us he spent 12 years with the Europ Assistance Group in a number of senior positions including Finance & IT Director and Operations Director.



## Harshal Gore

### Quality Assurance Services Director

Harshal joined our Operating Board as Quality Assurance Services Director in June 2014. He has been with the organisation for over 14 years and has contributed to our development through many roles, bringing to market a range of quality assurance services that promote best practices in value chain processes. He brings to this new position a wealth of experience and valuable insight about our members' needs.

Previously, Harshal led the Membership Services department and headed up our Professional Services team, responsible for the design, execution and delivery of consultancy projects. He started his career at Business Link in a range of consulting and project management roles.



## Andrew Osborne

### Chief Technical Officer and Company Secretary

As our Chief Technical Officer, Andrew is responsible for maintaining our technical integrity and managing the interface with GS1 internationally. As Company Secretary he is responsible for the proper governance of the organisation and ensuring compliance with all applicable laws.

Andrew has been a central figure in the development of GS1 standards for business data, barcoding, RFID and EDI since 1979. He's an active participant in GS1 globally, a past chair of the GS1 Technical Steering Team, and a current member of the group that advises the global GS1 Management Board on GS1 system architecture.



## Holly Porter

### Chief Marketing Officer

Holly joined GS1 UK in November 2012 as Chief Marketing Officer. She is responsible for developing our brand, marketing and solutions strategy and also sponsors our digital, apparel and membership growth programmes

Before joining us, Holly spent 8 years at Wincanton, the supply chain business, latterly as Marketing and Communications Director responsible for the development of the brand and its solutions for the retail, FMCG, industrial, construction and defence sectors. Prior to this, she spent five years at Publicasity PR in the corporate consultancy team. She started her career in the packaging industry working for Courtaulds and DS Smith in a range of customer service, sales and marketing roles.



## Alaster Purchase

### Chief Operating Officer

Alaster joined GS1 UK in 2003. As Chief Operating Officer, he delivers business growth and customer value through market development and service delivery in the retail, healthcare and foodservice sectors.

Alaster previously spent over 10 years in senior commercial European and global positions, opening new markets and leading business growth strategies and value creation in the Automatic Identification and Data Capture (AIDC) industry.

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Gary Lynch, Andrew Osborne and Dave Crapnell are all members of the Supervisory Board.



# GS1 UK financial statements for the year ended 30th June 2014

# Strategic report

The Supervisory Board is pleased to submit its report and the audited financial statements for the year ended 30th June 2014.

## Review of the Business

The principal activity of the Company is to take the lead in developing, promoting and establishing supply chain standards and best practice. The Company represents its membership, drawn from large companies and small, across multiple business sectors, from both the public and the private sectors. Its system for the identification of goods, services and locations, and for related communications, is based on global business-led standards agreed through GS1. The objective is to increase the efficiency of trade and add value to the partners concerned and to the consumer. We aim to make it faster, cheaper and safer for our members to serve their customers. This is achieved by the industry wide adoption of global GS1 standards and locally delivered services.

GS1 UK continued to extend its reach and influence in its core sectors of Retail, Food Service and Healthcare with its membership base reaching 28,000 members and increased adoption of its core standards. Turnover increased by 3% to £8.8m with a net surplus after tax of £0.26m and closing reserves of £3.5m.

The Company's strategic focus is underpinned by the following five key objectives:

- To increase the number of organisations that benefit from the use of GS1 standards
- To deliver value through increased adoption of GS1 solutions
- To deliver excellent customer service
- To provide a great place to work for great people
- To invest for the future

The Company achieved three of its five annual corporate objectives as detailed below:

Key Performance Indicator	Target	Result
Membership growth	8.0%	2.7%
Core standards adoption	19.3%	19.3%
Customer satisfaction	94.1%	96.3%
Improvement in Best Companies Survey ranking	-	Not achieved
Reserves	£3.2m to £4.1m	£3.5m

## Position of the company at the year end

The year saw the end of our last strategic plan. During this period the Company made good progress across all of its key objectives with year-on-year increases in turnover, membership, revenue from additional services and levels of standards adoption. The Company remains in a sound financial position with closing reserves of £3.5m and is well positioned to continue to serve its membership in developing, promoting and establishing supply chain standards and best practice.

## Future developments

GS1 UK's strategic ambition over the next ten years is to be considered vital for the continuing success of our members' businesses. The Strategic Plan for the next three years has recently been approved and sets the following goals for the achievement of this ambition:

- Drive significant value chain improvements through transformational programmes
- Increase our value to smaller business
- Establish our reputation as an assurer of best practice in value chain processes
- Increase our membership

### Risk management and internal controls

Senior management are aware of their responsibility for managing risks within the business. Risk is regularly reviewed at Board level to ensure that risk management is being implemented and monitored effectively. The Board policy is to ensure that the business is run effectively and appropriately, bearing in mind the requirements for timely decision making. Insurance policies are regularly reviewed to ensure these are adequate and appropriate, in line with the nature, size and complexity of the business. Through management reports, risks are highlighted and monitored to identify potential business risk areas and to quantify and address the risk wherever possible.

### Principal risks and uncertainties

The Company maintains and reviews on a regular basis a corporate risk register and additionally as part of its strategic planning and monitoring process considers any risks and uncertainties that might threaten the achievement of its strategic objectives or that influence future strategy.

Key risks/uncertainties impacting the company include:

### Economic conditions

With a broad based membership, GS1 UK is susceptible to any worsening in general economic conditions. We will continue to consider new sectors and to provide added value services in addition to number provision as a means of reducing attrition amongst the membership.

### Relevance in the digital economy

With the ever increasing influence of the digital economy the Company needs to ensure that GS1 core standards retain their relevance to our members. The Board has continued to sanction investment in IT systems which provide additional services to members.

### Recruitment and retention of quality staff

The Company's success is dependent on its ability to continue to retain and recruit suitably qualified, high calibre staff. The Board actively monitors retention rates, internal and external staff surveys and reward packages to manage and reduce this risk.

### IT systems

The Company is increasingly reliant on IT systems for the delivery of services to members. To ensure high availability of these systems, a business continuity plan has been developed which is regularly tested and reviewed.

On behalf of the Supervisory Board

**J E D Spittle**  
Chairman

Date: 16th September 2014

# Directors' report

In accordance with s414C(11) of the Companies Act 2006, the information relating to future developments and financial risk management are included in the Strategic Report.

## Directors

The officers and elected members of the Supervisory Board are set out on pages 20-26. Members of the Supervisory Board are Directors under the Companies Act 2006. The Company is limited by guarantee with each member undertaking to contribute up to £1 to the assets of the Company in the event of a winding up.

## The Board and Committees

At 30th June 2014 the Board comprised of ten Non-Executive Directors (2013: ten) plus the Chairman and one Vice Chairman. In addition there were three Executive Directors (2013: three). The Board, which meets on average five times a year, is responsible for the strategy and overall performance of the Company. Each Board meeting is preceded by a clear agenda and any relevant information is provided to Directors in advance of the meeting.

## Remuneration Committee

The Remuneration Committee consists of the Vice Chairman plus two Non-Executive Directors with the Chief Executive and the Chairman in attendance. The committee meets on average three times a year to determine and agree with the Board the framework or broad policy for the remuneration of the Company's Chairman, Chief Executive and Executive Directors.

## Nominations Committee

The Nominations Committee consists of the Chairman, Vice Chairman and two other Non-Executive Directors. The Chief Executive and the Company Secretary also attend meetings as invitees. The objectives of the committee are to recommend to the Supervisory Board individuals who are able to fill the roles of President, Chairman, Vice Chairmen, Chief Executive, Chief Financial Officer & IS Director, Staff Director and Non-Executive Directors and to provide the Supervisory Board with advice on the structure and general composition of the board.

## Audit and Risk Committee

The Audit and Risk Committee consists of three Non-Executive Directors, a representative from the external auditors, with the Chief Executive and the Chief Financial Officer & IS Director in attendance. The committee meets at least twice a year and is responsible for the oversight of the Company's audit and control functions. This includes financial reporting and accounting, external audit, regulatory compliance, the effectiveness of the internal control environment and processes, and risk management.

## Technical Advisory Committee

The Technical Advisory Committee consists of a Non-Executive Director, the Chief Technical Officer and representatives from member companies. The objectives of the committee are to advise the Board on technical strategy, formulate UK views on significant items in the Global Standards Management Process (GSMP) and provide high level, commercially-orientated technical advice to GS1 UK staff.

## Auditors

Kingston Smith LLP have expressed their willingness to continue in office as Auditors and a resolution proposing their re-appointment will be submitted at the Annual General Meeting (AGM).

## Statement of Directors responsibilities

The Directors are responsible for preparing the Strategic and Directors Report of the Supervisory Board and the financial statements in accordance with applicable law and regulations.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

#### **Statement of Disclosure to Auditors**

So far as each of the Directors at the time the report is approved are aware:

- there is no relevant audit information of which the auditors are unaware and
- they have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

On behalf of the Supervisory Board

**J E D Spittle**  
Chairman

Date: 16th September 2014



# Independent Auditors' report to the members of GS1 UK Limited

We have audited the financial statements of GS1 UK Limited for the year ended 30 June 2014 which comprise the Income and expenditure account, the Balance sheet, the Cash flow statement, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

## Respective responsibilities of Directors and Auditors

As explained more fully in the Statement of Directors responsibilities set out on page 30 the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

## Scope of the audit of the financial statements

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

## Opinion on the financial statements

In our opinion the financial statements:

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

## Opinion on other matters prescribed by the Companies Act 2006

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

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

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

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

On behalf of Kingston Smith LLP

**Nicholas Brooks**  
Senior Statutory Auditor

Date: 16th September 2014

Chartered Accountants  
Devonshire House,  
60 Goswell Road,  
London EC1M 7AD

# Income and expenditure account

## For the year ended 30th June 2014

	Note	2014	2013
		£	£
<b>Turnover - continuing operations</b>	1	<b>8,848,940</b>	8,610,037
Administrative expenses		<b>(8,698,881)</b>	(8,368,049)
<b>Operating surplus</b>	2	<b>150,059</b>	241,988
Interest receivable and other income	3	<b>205,524</b>	203,701
<b>Net surplus for the year before tax</b>		<b>355,583</b>	445,689
Taxation	5	<b>(95,276)</b>	(107,150)
<b>Net surplus for the year after tax</b>	12	<b>260,307</b>	338,539
Accumulated fund brought forward		<b>3,243,185</b>	2,904,646
<b>Accumulated fund carried forward</b>	12	<b>3,503,492</b>	3,243,185

### Total recognised gains and losses

The Company has no recognised gains or losses other than the results for the above two financial years. The notes on pages 37 to 43 form part of these financial statements.

# Balance sheet

## As at 30th June 2014

	Note	2014 £	2013 £
<b>Fixed assets</b>			
Tangible assets	6	476,920	609,528
<b>Current assets</b>			
Debtors	7	5,473,926	5,970,006
Cash at bank and in hand	16	5,784,306	4,661,354
		<b>11,258,232</b>	10,631,360
<b>Creditors: amounts falling due within one year</b>	8	<b>(8,231,660)</b>	(7,997,703)
<b>Net current assets</b>		<b>3,026,572</b>	2,633,657
		<b>3,503,492</b>	3,243,185
Provisions for liabilities and charges		-	-
<b>Net assets</b>		<b>3,503,492</b>	3,243,185
<b>Reserves</b>			
Accumulated members' fund	12	3,503,492	3,243,185

Approved by the Supervisory Board on 16th September 2014 and signed on its behalf by:

**J E D Spittle**  
Chairman

**Dr S H Hesse**  
Chair of the Audit and Risk Committee



# Cash flow statement

For the year ended 30th June 2014

	Note	2014	2013
		£	£
<b>Net cash inflow from operating activities</b>	13	<b>1,358,943</b>	830,153
<b>Returns on investments and servicing of finance</b>	14	<b>66,335</b>	66,458
<b>Rental income received</b>	14	<b>67,969</b>	66,024
<b>Taxation</b>		<b>(251,976)</b>	(106,484)
<b>Capital expenditure and financial investment</b>	15	<b>(118,319)</b>	(358,103)
<b>Increase in cash</b>	16	<b>1,122,952</b>	498,048

# Notes to the financial statements

## For the year ended 30th June 2014

### 1. Accounting policies

#### a) Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles), which has been applied consistently (except where otherwise stated).

#### b) Group accounts

Each of the subsidiary companies has remained dormant throughout the period. Group accounts have not therefore been prepared. The accounts relate to the single entity GS1 UK Limited.

#### c) Depreciation

Depreciation is provided on fixed assets estimated to write off the cost of each asset in equal annual instalments over its estimated useful life as follows:

Short Leasehold	over the term of the lease
Computer equipment and software	20% - 33.3%
Office equipment	33.3%
Office furniture	20%

#### d) Pension scheme

The cost of providing pensions is charged to the Income and expenditure account systematically over periods benefiting from the employees' services (note 11).

#### e) Taxation

In accordance with FRS 19, deferred tax is recognised as a liability or asset if transactions or events that give the Company the obligation to pay more tax in future or a right to pay less tax in future have occurred by the balance sheet date.

The charge for taxation is based on the results for the year as adjusted for disallowable items.

#### f) Foreign currencies

Transactions denominated in foreign currencies have been translated into sterling at the rates ruling at the date of those transactions. Amounts relating to assets and liabilities in foreign currencies at the balance sheet date are expressed in sterling at the rates ruling at the year end.

#### g) Leasing commitments

Rentals paid under operating leases are charged to the Income and expenditure account on a straight line basis.

#### h) Turnover

Turnover represents membership subscriptions and the value of goods and services supplied, exclusive of value added tax. Subscription revenue is recognised on receipt of cash and is spread over the life of the subscription in equal parts. All other revenue is recognised when the income is earned.

#### i) Debtors

Debtors are recorded in the accounts at the time of invoice and are recognised at a fair value. Amounts may then be reduced by appropriate allowances for irrecoverable amounts as necessary.

## 2. Operating surplus

	2014	2013
	£	£
<b>The operating surplus is stated after charging:</b>		
Depreciation - owned assets	<b>251,210</b>	403,342
Auditors' remuneration	<b>11,445</b>	11,982
Non audit fees paid to auditors	<b>15,610</b>	10,239
Operating leases - land and buildings	<b>344,738</b>	330,374
Operating leases - other	<b>17,122</b>	17,521
Impairment on disposal of tangible fixed assets	-	556,554
Profit/(loss) on disposal of tangible fixed assets	<b>283</b>	(425)

## 3. Interest receivable and other income

	2014	2013
	£	£
Bank interest receivable	<b>137,555</b>	137,677
Rental income receivable	<b>67,969</b>	66,024
	<b>205,524</b>	203,701

## 4. Directors and employees

	2014	2013
	£	£
<b>Directors' emoluments:</b>		
Remuneration and benefits	<b>365,681</b>	355,550
Contributions to a defined contribution pension scheme	<b>106,415</b>	150,910
	<b>472,096</b>	506,460

During the year three Executive Directors (2013: three) were members of a defined contribution pension scheme. In addition the Chairman's fees for his services were £61,791 (2013: £62,057).

	2014	2013
	£	£
<b>The highest paid Director:</b>		
Remuneration and benefits	<b>145,274</b>	139,278
Contributions to a defined contribution pension scheme	<b>38,413</b>	58,763
	<b>183,687</b>	198,041

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Total wages and salaries:</b>		
Wages and salaries	<b>3,350,179</b>	2,923,583
Social security costs	<b>472,374</b>	347,528
Pension costs	<b>346,536</b>	330,637
	<b>4,169,089</b>	3,601,748

The average monthly number of employees was 58 (2013: 53)

## 5. Taxation

	<b>Note</b>	<b>2014</b>	<b>2013</b>
		<b>£</b>	<b>£</b>

### a) Analysis of charge in the period

Current tax:			
UK corporation tax on the results for the period		<b>52,855</b>	252,552
Total current tax	5b	<b>52,855</b>	252,552
Deferred tax:			
Origination and reversal of timing differences		<b>42,421</b>	(145,402)
Total deferred tax	7	<b>(102,981)</b>	(145,402)
Tax on surplus on ordinary activities		<b>95,276</b>	107,150

### b) Factors affecting the tax charge for the period

The tax assessed for the period is different to the standard rate of corporation tax in the UK 20% (2013: 24%/23%)

The differences are explained below:

Net surplus for the year before tax		<b>355,583</b>	445,689
Net income for the year multiplied by the standard rate of corporation tax in the UK 20% (2013: 24%/23%)		<b>71,117</b>	105,851
Effects of:			
Expenses not deductible for tax purposes		<b>(1,054)</b>	10,795
Capital allowances		<b>(17,208)</b>	139,845
Utilisation of tax losses		-	-
Small companies' relief		-	(3,939)
Current tax charge for the year (as shown above)		<b>52,855</b>	252,552



## 6. Tangible fixed assets

	Short leasehold	Computer equipment & software	Office equipment	Office furniture	Total
	£	£	£	£	£
<b>Cost</b>					
At 1st July 2013	377,929	1,603,901	210,043	156,830	<b>2,348,703</b>
Additions	17,450	27,491	28,817	45,776	<b>119,534</b>
Disposals	-	(23,419)	-	-	<b>(23,419)</b>
At 30th June 2014	395,379	1,607,973	238,860	202,606	<b>2,444,818</b>
<b>Depreciation</b>					
At 1st July 2013	242,504	1,197,422	144,939	154,310	<b>1,739,175</b>
Charge for the year	42,155	164,119	35,417	9,519	<b>251,210</b>
Disposals	-	(22,487)	-	-	<b>(22,487)</b>
At 30th June 2014	284,659	1,339,054	180,356	163,829	<b>1,967,898</b>
<b>Net book value</b>					
At 30th June 2014	110,720	268,919	58,504	38,777	<b>476,920</b>
At 30th June 2013	135,425	406,479	65,104	2,520	<b>609,528</b>

## 7. Debtors

	2014	2013
	£	£
Trade debtors	<b>4,184,076</b>	4,881,702
Other debtors	<b>95,805</b>	48,748
Prepayments and accrued income	<b>1,091,064</b>	894,154
Deferred tax	<b>102,981</b>	145,402
	<b>5,473,926</b>	5,970,006

## 8. Creditors: amounts falling due within one year

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Members' subscriptions invoiced in advance	<b>6,025,974</b>	5,843,357
Trade creditors	<b>398,683</b>	453,268
Accruals	<b>760,016</b>	522,650
Pension	<b>440</b>	23,234
Other creditors	<b>84,925</b>	56,603
Social security and other taxes	<b>908,767</b>	846,615
Corporation tax	<b>52,855</b>	251,976
	<b>8,231,660</b>	7,997,703

## 9. Limited liability

The liability of each member of the Company is limited to £1.

## 10. Financial commitments

The Company has annual operating lease commitments which expire as follows:

	<b>Land &amp; buildings</b>	<b>Other</b>	<b>Land &amp; buildings</b>	<b>Other</b>
	<b>2014</b>	<b>2014</b>	<b>2013</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Less than one year	-	<b>5,317</b>	-	2,233
Within two to five years	<b>344,738</b>	<b>5,720</b>	344,738	9,089
After more than five years	-	-	-	-
	<b>344,738</b>	<b>11,037</b>	344,738	11,322

## 11. Pensions

The Company operates a defined contribution pension scheme to which both the Company and employees pay contributions. Contributions of £440 (2013: £23,234) were payable to the fund at the year end (see note 4 for total employer contributions paid during the year).

The Company contributed to a multi-employer defined benefit scheme, in respect of one employee only (of a total scheme membership of approximately 133), until the Trustees notified their intention to cease accepting payments into the scheme with effect from 31st July 2002. The Company has been informed that it will not be liable for any deficit remaining in the scheme in the event of the closure of the scheme operator and does not consider it necessary to make any further disclosures under FRS 17.

**12. Reconciliation of movements in members' funds**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Results for the year attributable to members of the Company	<b>260,307</b>	338,539
Opening members' funds	<b>3,243,185</b>	2,904,646
Closing members' funds	<b>3,503,492</b>	3,243,185

**13. Reconciliation of operating surplus to net cash inflow from operating activities**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Operating surplus	<b>150,059</b>	241,988
Depreciation	<b>251,210</b>	403,342
Decrease/(increase) in debtors	<b>524,879</b>	(622,959)
Increase in creditors	<b>433,078</b>	250,804
Impairment on disposal of tangible fixed assets	-	556,554
(Profit)/loss on disposal of tangible fixed assets	<b>(283)</b>	424
Net cash inflow from operating activities	<b>1,358,943</b>	830,153

**14. Returns on investments and servicing of finance**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Interest received	<b>66,335</b>	66,458
Rental income received	<b>67,969</b>	66,024

**15. Capital expenditure and financial investment**

	<b>Note</b>	<b>2014</b>	<b>2013</b>
		<b>£</b>	<b>£</b>
Payments to acquire tangible fixed assets	6	<b>(119,534)</b>	(358,103)
Proceeds from sale of tangible fixed assets		<b>1,215</b>	-
		<b>(118,319)</b>	(358,103)

## 16. Reconciliation of net cash flow

	<b>2014</b>	<b>Cash flow</b>	<b>2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>5,784,306</b>	1,122,952	4,661,354

## 17. Subsidiary undertakings

The Company has wholly owned subsidiaries, which are registered in England and Wales, as follows:

<b><u>Name of company</u></b>	<b><u>Description of shares held</u></b>	<b><u>Accounting year end</u></b>
Article Number Association (UK) Limited	Limited by Guarantee	31st December
Association for Standards and Practices in Electronic Trade - EAN UK Limited	Ordinary Shares of £1 each	30th June

The above companies are dormant and no value has been attributed to these subsidiary undertakings in the accounts.

## 18. Related party transactions

Mr J E D Spittle is the Chairman of the Supervisory Board.

During the year the Company made net purchases to the value of £40,348 (2013: £36,000) from Cranfield University, a company in which Mr J E D Spittle has an interest. At the year end the balance outstanding to this company was £nil (2013: £nil).

During the year the Company made net purchases to the value of £750 (2013: £nil) from The Chartered Institute of Logistics & Transport, a company in which Mr J E D Spittle has an interest. At the year end the balance outstanding to this company was £nil (2013: £nil).

All transactions were undertaken on standard commercial terms.

## 19. Capital commitments

At the year end there were no capital commitments entered into.







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