


The Herald Business

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Personal finance
Interest rate doubt sparks fears of credit card timebomb
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NVT is cycling 1,337 miles to support ENABLE Scotland!
Bellshill to Barcelona Challenge

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City Briefing

Activist shareholders up their stake in John Menzies

ACTIVIST shareholders in John Menzies now own more than 27 per cent of its shares. Kabouter Management, a Chicago-based private equity investor, yesterday notified the market that its stake had crossed the 12 per cent mark. Kabouter first appeared last May with a nine per cent holding, the day after Swiss investment fund Lakestreet Capital Partners declared a 3.3 per cent stake. Both companies called for the break-up of Menzies, and they were joined earlier this week by Shareholder Value Management, a Frankfurt-based activist. Lakestreet has in the past 14 months taken its holding to 8.56 per cent while SVM, has seven per cent, taking the total held by activists to 27.56 per cent. SVM also called for an independent chairman to replace Dermot Jenkinson, a 30-year board member with a link to the Menzies family, which still owns almost 20 per cent.

Telecoms TenTel buys Hallmark

TENTEL, the challenger telecoms company, has acquired utility management firm Hallmark. The Edinburgh-based firm already has a partnership with British Gas and will now offer a one-stop shop for change of lease management, including administration of tenants, broadband and phone services, and all utilities. Hallmark offers services to assist letting agents manage tenant utilities, council tax and property services, and is currently used by over 1,200 agents in the UK. Its office will take on more staff and be based in Edinburgh.

Sterling fear of John Lewis boss

THE boss of John Lewis has warned that the plunge in sterling could become a problem for the department store chain. Andy Street said although the firm is "fully hedged" against currency fluctuations for 2016/17, next year it could be an issue. He said: "The big issue is the decline in exchange rates. We hedged this year but the issue is next year."

Cruise Centre in new premises

SCOTLAND'S Cruise Centre in Ayr has moved into new premises and unveiled expansion plans which could see its workforce double in the next 12 months. Scotland's Cruise Centre already employs 62 staff. It is part of the Stewart Travel business, which is part of Minoan Group – the company behind a long-running plan to open a luxury resort on Crete.

Branston in £1.7m investment

BRANSTON, one of the largest suppliers of potatoes in the UK, has installed a £1.7 million fully integrated grading, washing and sizing line at its Perthshire site this week – "revolutionising" the factory's ability to process high volumes of potatoes. The investment comes in readiness to gear up production to meet the demand of a new large long-term supply contract. Branston, which works with 41 Scottish growers, said the new line can wash, size, grade and remove quality defects in up to 175,000 potatoes every hour. Kevin Imrie, general manager at Branston's Scotland site, said the investment "shows our commitment to growing our business in Scotland".

IndigoVision shares dip on report

SHARES in IndigoVision have plunged by nearly six per cent after the video surveillance specialist reported a first-half dip in sales. The company said sales were down three per cent in the six months to June 30, compared with the same period last year, at about US \$21.8 million (£16.8 million). IndigoVision, whose clients include border control agencies in Canada, Mexico and around Europe, said there had been a marked increase in camera volumes over the period. But it noted in a statement to the City that this gain had been offset by lower camera margins arising from competitive market conditions.

STOCK EXCHANGE INDICES			
	Close	Change	%Change
FTSE 100	6590.64	+56.85	+0.87
FTSE 250	16177.75	+278.94	+1.75
FTSE All-Share	3550.17	+35.05	+1.00
FTSE techMARK All-Share	3265.95	+28.64	+0.88
DJ Industrials	18146.74	+250.86	+1.40
NASDAQ Composite	4956.76	+79.95	+1.64
S&P 500	2129.90	+32.00	+1.53
FTSEurofirst 300	1296.02	+19.02	+1.49
XETRA Dax	9629.66	+210.88	+2.24
CAC 40	4190.68	+72.83	+1.77
FTSE Italia All-Share	17608.80	+640.89	+3.78
Nikkei 225	15106.98	-169.26	-1.11
Hang Seng	20564.17	-142.75	-0.69

BANK DEALING RATES			
	Close	Change	
Pound/Dollar	1.2934	+0.0009	
Euro/Pound	0.8529	-0.0032	

GOLD & OIL			
	Close	Change	
Gold (\$)	1354.25	-2.45	
Brent Crude	46.40	-2.40	

INTERNATIONAL MONEY RATES						
	Overnight	1wk	1mth	3mths	6mths	12mths
Sterling	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a
US Dollar	n/a - n/a	19 ₃₂ - 17 ₃₂	20 ₃₂ - 20 ₃₂	20 ₃₂ - 7 ₈	1 ₃₂ - 31 ₃₂	1 ₈ - 1 ₃₂
Euro	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a	n/a - n/a

TOURIST EXCHANGE RATES					
(£)	Buy	Sell	(€)	Buy	Sell
United States	1.2308	1.3025	India	77.03	95.85
Eurozone	1.1078	1.1754	Japan	123.83	133.18
Australia	1.6295	1.7545	New Zealand	1.6716	1.8435
Canada	1.5845	1.6938	Norway	10.47	11.15
Croatia	7.8904	8.9029	Poland	4.5632	5.3168
Czech Rep	28.61	32.44	Singapore	1.6296	1.7976
Denmark	8.2653	8.8294	South Africa	17.70	20.22
Hong Kong	9.5123	10.16	Sweden	10.55	11.22
Iceland	140.98	-	Switzerland	1.2022	1.2793
Israel	4.5310	5.1626	Turkey	3.5878	3.9295

TAILPIECE			
CPI Inflation (May)	+0.30%	Base Rate: (16/06/2016)	0.50%
RPI Inflation (May)	+1.40%	Fin House Rate (Jun)	1.00%
Retail Price Index (May)	262.10	Source: The Press Association	

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Golf 'can lead way in gender diversity'

Consultancy chief highlights need for more women in top board rooms

KEVIN SCOTT
BUSINESS CORRESPONDENT

GENDER equality is a fundamental requirement at every level of business, according to the consultant who recruited the board of the newly-formed Scottish Golf.

Ahead of next week's Open at Royal Troon – which voted only last week to allow female members – Hilary Roberts said the sport was in a suitably high-profile position to illustrate the importance of recruiting more women to boardroom and executive positions.

"If you want to attract more women you have to do a much better job of ensuring the people running the business reflect the customer base," said Ms Roberts, managing director of recruitment firm HR Consultancy.

Scottish Golf is the governing body for golf in Scotland. It was founded in June 2015 following the amalgamation of Scottish Golf Union (SGU) and Scottish Ladies' Golfing Association (SLGA).

As part of its constitution, Scottish Golf must have a minimum of three men and three women among its nine-member board.

The board, comprising six men and three women, is chaired by Eleanor Cannon, a former global head of customer service at Tesco and corporate affairs director at Scottish & Newcastle. Ms Cannon is currently working with Ms Roberts to recruit a new chief executive for the organisation.

Ms Roberts added that in the wake of the controversial decision for Muirfield to vote to continue its ban on female members, Scottish Golf was determined to become more inclusive.

"Traditionally golf has been seen as a bastion of privileged blokes, and Scottish Golf is critically aware they need to move towards having a much more modernised, appealing sport



HILARY ROBERTS: Says Scottish Golf is more determined than ever to be more inclusive. Picture: Nick Ponty

that will offer something to a diverse group of people.

"How does Scottish Golf reflect its customer base and make sure women's voices are heard on the board? That's similar to what businesses are trying to," she said.

Ms Roberts said that from the perspective of a business owner with a remit to place executives, she has seen a sea change in the desire for businesses to have more women sit on boards and executive committees.

It's not just for political reasons that it's a wise move. Research from McKinsey has found that companies in the top quartile for gender diversity are 15 per cent more likely to have financial returns above their respective national industry medians.

"If a diverse group is running [a business] at the top, it will get better financial returns," said Ms Roberts.

And as if the message is getting through, there are more women on

the boards of listed companies than ever before, with representation of women at 26.1 per cent on FTSE 100 boards. This has grown from 12.5 per cent in 2011.

And in another positive step, there are now no all-male boards on the FTSE 100.

The UK sits at sixth in world ranking when it comes to diversity approach and the five countries ahead of it have diversity quotas.

"The UK is recognising there is a necessity to drive this number and they are looking at it from a self-regulatory perspective, which is impressive," said Ms Roberts, who highlighted KPMG and Barclays as companies leading the way.

"There are a number of big players in financial services market who are making a lot of noise about it," she said. "They are working really hard to get the message out there."

Diversity promotion groups such as The Two Per Cent Club and Changing the Chemistry – which

helped VisitScotland create a more diverse board – have helped raise the profile of the issue in the business world. The gender parity in Nicola Sturgeon's government has also done its bit.

And it's not just at a corporate level that potential is being realised. More women are launching their own businesses – rising in the UK by 40 per cent (or 427,000) from November to March 2008 to November to January 2016, according to the Federation of Small Businesses (FSB).

"Bring women into the organisation and they will naturally have a different perspective, so it applies as much to small and medium enterprises as FTSE companies," said Ms Roberts.

The FSB has also said that 900,000 more businesses would be created if the UK achieved the same level of female entrepreneurship as the US, which would add £23 billion to the UK economy.

Buyout company sets target of £20m turnover

SCOTT WRIGHT
DEPUTY BUSINESS EDITOR

GLASGOW recruitment company Primestaff has changed hands after a management buyout which valued it at £5.5 million.

The company, which had been owned outright by chief executive Danny McIntyre and wife Christine, declared it now has the leadership in place to drive turnover to £20 million by 2020.

It made profits in excess of £2m on £11m of turnover in its most recent financial year.

The buyout has resulted in finance director Antonio Veza and construction director Michael Docherty joining the board, alongside Mr McIntyre, operations director Carol Conlin and industrial director Sean McPolin.

Mr McIntyre remains as chief executive following the deal and, with his wife, retains a 36 per cent stake in the company.

Mr Veza and Ms Conlin now each hold 18 per cent, Mr McPolin holds 14 per cent and Mr Docherty has a 10 per cent shareholding.

Mr McIntyre said: "The MBO puts the company in a great position. They are the right team to take the business forward. Their expertise is across a number of sectors and makes the business more flexible."

Asked whether the company has so far seen an impact from the Brexit vote, Mr Veza said it is "too early to tell". Mr Veza said: "At the moment the outlook for our business, and the sector in general, is still positive."

The changes at Primestaff come shortly after the company moved its Glasgow office to Bythwood Square, where 30 staff are based.

It also has offices in Paisley and Edinburgh, and plans to open in Dundee and the Borders over the course of the next year.

Succession purchase is 'great deal' for Caledonia

SCOTT WRIGHT
DEPUTY BUSINESS EDITOR

THE managing director of Caledonia Financial Planning has heralded its £2.5 million acquisition by Succession Group as a "great deal" for the Hamilton-based firm.

Alan Craig said the deal gives Caledonia the firepower to grow the business in the next three to five years, in addition to boosting its current 11-strong headcount.

Caledonia has already seen growth since it first began working with Succession in 2013, with funds under management having grown by 50 per cent to £150m in that time.

Succession, which already has five offices in Scotland, has £11 billion of funds under management.

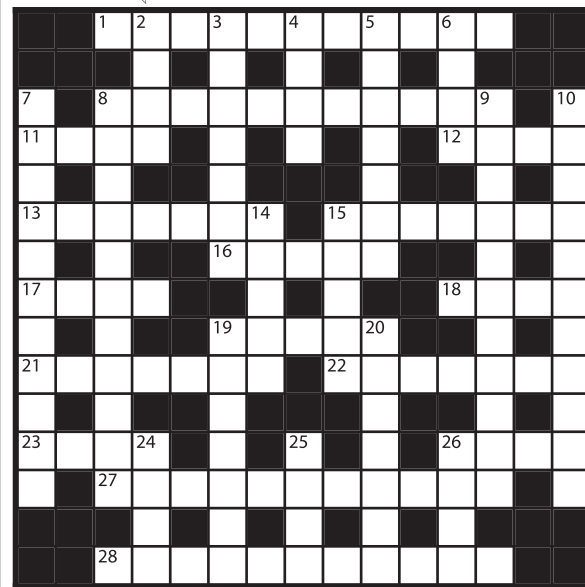
Caledonia is the third Scottish independent financial adviser (IFA) firm to be bought by Succession. In 2012, it acquired Campbell Dallas Financial Services, which was followed by a deal to buy Edinburgh Investment Consultants in 2015.

Mr Craig said there will be no change at Caledonia as a result of the acquisition. He will continue to lead the business, the team will remain in place and the company will continue to trade as Caledonia. The big difference will be the financial muscle brought by Succession, which Mr Craig noted will allow Caledonia to "compete for bigger things".

Mr Craig added that the firm has seen no effect on investor behaviour as a result of the Brexit vote, describing the outlook for the financial planning sector as "fabulous" for the next three to five years. He said: "Our transformational growth reflects the appeal and reach of the comprehensive client-centric wealth planning proposition built hand-in-hand with Succession."

Succession said it plans to acquire 50 firms for its membership by 2017.

The Herald Crosswords



Saturday, 9th July, 2016 No. 14,114 by Myops

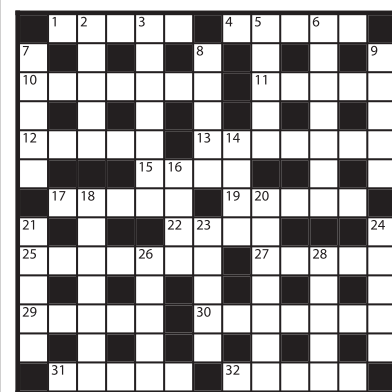
*Today's clue supplied by Mary McKinlay of Strathaven. Email a clue to crosswords@theherald.co.uk and each week one will be used by Myops. Sender will receive a copy of the Good Word Guide, published by A&C Black.

ACROSS

- Comfort: that initially soon translated in Latin is otium initially (11)
- Does it succeed in reducing the darkness? (5,6)
- Girl giving mountaineer first aid (4)
- Move in judo to gain advantage (4)
- Composed glees, that is songs (7)
- Teens speak vacuously about parliament (7)
- Show disdain and half show toupee (5)
- Shopper's betting system (4)
- Talented fellow has no place in story (4)
- Woman who's 7 mobs located around Spain (5)
- More filthy trains running round Edinburgh (capital) (7)
- Took a small amount or large in South Dakota (7)
- One in love. Spike? (4)
- Deer. Is it large? Regularly (4)
- Positive having settled certainty about one resolution (11)
- Do men urge changes in the case of an assumed name? (3,2,6)

DOWN

- Old versifier imperiously deported and identified by leaders (4)
- That man press carelessly describes for society groups (7)
- High-flier's fun and games (4)
- Effective account (7)
- Open is unfinished and finished (4)
- Threatening second male is rather saucy and cheeky (11)
- Regent Street store's stylish US merchantman (7,4)
- Practically; by it a life is shaped (11)
- Dalmatians seen with teeth (7,4)
- Unqualified fine (5)
- Glory for a thousand in American party (5)
- Tardy revision of table is upheld by editor (7)
- Handcuff fellow with knotted lace (7)
- Toy for building on nothing (4)
- Pub parlour's sung about (4)
- Pub parlour can cause trouble (4)



by Locum

ACROSS

- First Greek letter (5)
- Juliet's lover (5)
- Marred (7)
- Reddish-brown hair dye (5)
- Archer's projectile (5)
- Circus performer (7)
- Too (4)
- African country (5)
- Groggy (5)
- The other people (4)
- Supervise (7)
- Italian staple (5)
- Latin - American dance (5)
- Severe tidal wave (7)
- Riverside tree (5)
- Gem (5)

DOWN

- Arboreal mammal with foxy face (5)
- 1,14dn It must be learned as part of the driving test (7,4)
- Different (5)
- Raise to the peerage (7)
- Perfectly suited (5)
- Brainwaves (5)
- 9,24dn One of Columbus's vessels (5,5)
- 16 see 3dn
- Behind time (4)
- Everlasting (7)
- Vial (7)
- Mad (5)
- Uncultivated wasteland with scrubby vegetation (5)
- 24 see 9dn
- 26 Fiddle cake (5)
- 28 Form (5)

YESTERDAY'S SOLUTIONS

REVERIE	COFFERS
E E D H U S T	C A R V I N G A N T I Q U E
I T N E R O U P	T R I P S S E M A N T I C S
A G K T L R O	L O O K A L I K E S T E R N
T N S S H	C A S T E C A S S E R O L E
L C O L U N	E M O T I O N A L T U T U S
R E D C A E D L	A P P L E T E P E R G O L A
E I A R S E O V	D R O P L E T S E N D O R S

Across: 1 Cats, 5 Size, 7 Lineage, 8 Egg-white, 10 Busy, 12 Carp, 14 Codicils, 16 Likeness, 17 Sane, 18 Sect, 19 Stressed, 22 Gnocchi, 23 Nice, 24 Nous.
Down: 1 Cole, 2 Slaw, 3 Encircle, 4 Lake, 5 Setbacks, 6 Edgy, 9 Granite, 11 Silence, 13 Prestige, 15 District, 18 Swan, 19 Soot, 20 Shin, 21 Digs.