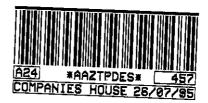
GBM SERVICES LIMITED (Registered Number: 2078208)

DIRECTORS' REPORT AND ACCOUNTS

31 DECEMBER 1994



# DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 1994

The directors have pleasure in submitting their report and the audited consolidated financial statements of the company and its subsidiaries for the year ended 31 December 1994.

#### **ACTIVITIES AND REVIEW OF THE BUSINESS**

The company's principal activity is the provision of office cleaning services. The directors believe that the company has performed satisfactorily during the year and will continue to do so in the future.

#### **DIVIDENDS AND RESULTS**

The directors recommend an interim dividend of £100,000 (1993: £200,000) and a final dividend of £100,000 (1993 £100,000). The profit for the year of £72,696 has been taken to reserves (1993: £76,379 loss).

#### DIRECTORS AND DIRECTORS' INTERESTS

The Directors who held office during the year and their interests were:

	Number of £	1 ordinary shares held
	<u>1 January 1994</u>	31 December 1994
J Pyner	250	250
DW Ogden	130	130
FT Fitzgerald	90	90
DJ Buckley	20	20
R Lane-Smith	_	

There were no unexercised share options at 31 December 1994.

#### **CLOSE COMPANY STATUS**

In the opinion of the directors the company is a close company within the meaning of Section 414 of the Income and Corporation Taxes Act 1988. There has been no change in this respect since the end of the financial year.

#### **EMPLOYEES**

The company is mindful of its responsibilities in respect of disabled persons and gives active encouragement to their employment when a suitable vacancy occurs. Continuity of employment is maintained wherever possible for those becoming disabled, with redeployment or retraining being offered where necessary. Promotion of employees is entirely on merit; disability is not a factor, providing an individual can satisfy the requirements of the job.

# DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 1994 (Continued)

#### **EMPLOYEES** (Continued)

Throughout the company there is close consultation between management and other employees on matters of concern. Overall, the company endeavours to keep its employees well informed about the progress and position of the company in order that they may participate fully in these matters.

#### **AUDITORS**

Price Waterhouse have indicated their willingness to continue in office and a resolution proposing their reappointment will be proposed at the Annual General Meeting.

By Order of the Board

D. W. Oph

DW Ogden

Secretary

London

19 May 1995

#### STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are required by company law to prepare financial statements which give a true and fair view of the state of affairs of the company and the group at the end of the financial year and of the profit or loss of the company and the group for the period to that date. In preparing those financial statements the directors are required:

- to select suitable accounting policies and apply them consistently;
- · to make judgements and estimates that are reasonable and prudent;
- to state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained to the financial statements;
- to prepare the financial statements on a going concern basis unless it is inappropriate to presume that the group will continue in business

The directors have responsibility for ensuring that the company and the group keeps accounting records which disclose with reasonable accuracy the financial position of the company and the group and which enable them to ensure that the financial statements of the group comply with the Companies Act 1985. The directors have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and the group and to prevent and detect fraud and other irregularities.

Telephone: 0171-939 3000 Telex: 884657 PRIWAT G Facsimile: 0171-378 0647

## Price Waterhouse



#### AUDITORS' REPORT TO THE SHAREHOLDERS OF GBM SERVICES LIMITED

We have audited the financial statements on pages 5 to 17 which have been prepared under the historical cost convention and the accounting policies set out on page 9.

#### Respective responsibilities of directors and auditors

As described on page 3, the Company's directors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

#### Basis of opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Group's circumstances consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

#### Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Company and the Group as at 31 December 1994 and the profit and cash flows of the Group for the year then ended and have been properly prepared in accordance with the Companies

A**ct** 1985.

London

PRICE WATERHOUSE Chartered Accountants and Registered Auditors

19 May 1995

### GROUP PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1994

	<u>Note</u>	<u>1994</u> £	<u>1993</u> £
TURNOVER Continuing operations Acquisitions		12,404,313	10,214,865 <u>816,437</u>
Cost of sales	. 3	12,404,313 ( <u>9,736,641</u> )	11,031,302 (8,582,627)
GROSS PROFIT		2,667,672	2,448,675
Administrative expenses		(2,248,088)	(2,119,055)
OPERATING PROFIT Continuing operations Acquisitions		419,584 	338,084 (8,464)
Interest receivable and similar income Interest payable and similar charges	8	419,584 43,354 (8,876)	329,620 67,992 <u>(7,450</u> )
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	4	454,062	390,162
Taxation	6	(181,366)	(166,541)
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION		272,696	223,621
Dividends paid and proposed	7	(200,000)	(300,000)
RETAINED PROFIT/(LOSS) FOR THE YEAR		72,696	(76,379)
RETAINED PROFIT BROUGHT FORWARD		<u>370,981</u>	447,360
RETAINED PROFIT CARRIED FORWARD		443,677	<u>370,981</u>

There are no recognised gains or losses in 1993 and 1994 other than the profit/(loss) for the year.

### **GROUP BALANCE SHEET - 31 DECEMBER 1994**

	<u>Note</u>	<u>1994</u> £	<u>1993</u> £
FIXED ASSETS	·		
Tangible assets	9	45,539	88,058
CURRENT ASSETS		·	
Debtors Cash at bank and in hand	10	1,407,021 <u>1,095,167</u>	1,380,983 <u>977,387</u>
		2,502,188	2,358,370
CREDITORS (amounts falling due within one year)	11	(2,002,293)	(1,961,278)
NET CURRENT ASSETS		499,895	397,092
TOTAL ASSETS LESS CURRENT LIABILITIES		545,434	485,150
CREDITORS (amounts falling due after more than one year)	12	(1,267)	( <u>13,679</u> )
TOTAL NET ASSETS		<u>544,167</u>	<u>471,471</u>
CAPITAL AND RESERVES			
Called up share capital Equity	14	1,000	1,000
Non equity	14	99,490	99,490
Profit and loss account (all attributable to equity)		<u>443,677</u>	<u>370,981</u>
TOTAL SHAREHOLDERS' FUNDS	15	<u>544,167</u>	<u>471,471</u>

Approved by the Board on 19 May 1995

Director J Pyner

### COMPANY BALANCE SHEET - 31 DECEMBER 1994

	<u>Note</u>	<u>1994</u> £	<u>1993</u> £
FIXED ASSETS			
Tangible assets Investment in subsidiaries	9	28,415 81	53,844 81
CURRENT ASSETS			
Debtors  Cash at bank and in hand	10	1,337,798 1,005,863	1,283,725 920,465
		2,343,661	2,204,190
CREDITORS (amounts falling due within one year)	. 11	( <u>1,597,501</u> )	(1,470,275)
NET CURRENT ASSETS		<u>746,160</u>	733,915
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>774,656</u>	<u>787,840</u>
TOTAL NET ASSETS		<u>774,656</u>	<u>787,840</u>
CAPITAL AND RESERVES			
Called up share capital			
Equity	14	1,000	1,000
Non equity	14	99,490	99,490
Profit and loss account (all attributable to equity)		<u>674,166</u>	<u>687,350</u>
TOTAL SHAREHOLDERS' FUNDS	15	<u>774,656</u>	<u>787,840</u>

Approved by the Board on 19 May 1995

Director <sup>1</sup> J Pyner

## GROUP CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 1994

	<u>Note</u>	<u>1994</u> £	<u>1993</u> £
NET CASH INFLOW FROM OPERATING ACTIVITIES	16	484,635	235,502
RETURNS ON INVESTMENT AND SERVICING OF FINANCE			
Interest received Interest paid Dividends paid Interest element of finance lease rental payments		43,354 (3,922) (100,000) _(4,954)	67,992 (7,450) (300,000) (1,250)
NET CASH OUTFLOW FROM RETURNS ON INVESTMENT AND SERVICING OF FINANCE		(65,522)	(240,708)
TAXATION			
Corporation tax paid		(157,605)	(113,091)
TAX PAID		(157,605)	(113,091)
INVESTING ACTIVITIES			
Payments to acquire tangible fixed assets Proceeds from sale of tangible fixed assets Purchase of subsidiary undertaking acquired)  NET CASH OUTFLOW FROM INVESTING ACTIVITIES	17	(91,079) 7,676 —— <del>-</del> (83,403)	(135,495) 3,000 ( <u>185,562</u> ) ( <u>318,057</u> )
NET CASH INFLOW/(OUTFLOW) BEFORE FINANCING			
FINANCING		178,105	(436,354)
Capital element of finance lease rental		( <u>18,261</u> )	
NET CASH OUTFLOW FROM FINANCING		(18,261)	<u></u>
DECREASE IN CASH AND CASH EQUIVALENTS	18, 19	159,844	( <u>436,354</u> )

### NOTES TO THE ACCOUNTS - 31 DECEMBER 1994

#### 1 ACCOUNTING POLICIES

#### (a) Accounting convention

The accounts are drawn up in accordance with applicable accounting standards under the historical cost convention.

#### (b) Basis of consolidation

The Group accounts include the accounts of the company and its subsidiaries made up to 31 December 1994.

#### (c) <u>Depreciation</u>

Depreciation is provided on a straight line basis to write off the cost of tangible fixed assets over their expected useful lives. Annual rates of depreciation are:

Plant and machinery 50% Fixtures and fittings 50% Motor vehicles 50%

Fully depreciated assets are written off in the year in which they have been fully depreciated.

#### (d) Leased assets

Assets held under finance leases and hire purchase contracts are capitalised at the estimated fair value at date of inception of each lease or contract. The assets are depreciated over their expected useful lives. The finance charges are allocated over the primary period of the lease in proportion to the capital element outstanding.

Rentals payable under operating leases are charged to the profit and loss account as accrued.

#### (e) Deferred taxation

Deferred taxation liability is provided on all timing differences between the accounting and taxation treatment of income and expense, unless they are expected to be deferred indefinitely in the foreseeable future. Deferred taxation asset is only recognised when it is expected to be recoverable beyond any reasonable doubt.

#### (f) Goodwill

Goodwill arising on acquisitions is taken directly to reserves

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

### 2 PARENT UNDERTAKING PROFIT

The parent undertaking has taken advantage of the provisions of section 228 (7) of the Companies Act 1985 not to produce a separate profit and loss account. The amount of profit after taxation for the year dealt with in the Group profit and loss account is £186,816 (1993: £228,658). There were no recognised gains or losses other than the profit or loss for the year, in 1993 and 1994.

#### 3 TURNOVER

Turnover represents the invoiced value of services provided to customers excluding value added tax.

## 4 PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

This is arrived at after charging/(crediting):

	Group			Company
	<u>1994</u>	<u>1993</u>	<u>1994</u>	<u>1993</u>
	£	£	£	£
Staff costs:				
Wages and salaries	8,880,460	8,107,008	6,403,336	6,176,921
Social and security costs	556,743	543,410	463,180	470,780
Other pension costs	284,673	227,894	246,174	211,804
Depreciation	129,348	144,349	82,261	109,105
Auditors' remuneration - for audit services	21,882	16,832	15,000	15,842
<ul> <li>for non-audit services</li> </ul>	4,532	4,660	4,532	4,660
Operating lease rental expense	174,031	130,879	89,425	81,324
Profit on sale of tangible fixed assets	(3,425)	(3,000)	(1,000)	-

### 5 DIRECTORS' EMOLUMENTS

	<u>1994</u> €	<u>1993</u> £
Total emoluments paid to directors of the company	<u>401,789</u>	449,376
Highest paid director's emoluments excluding pensions	<u>120,000</u>	106,400

6

7

8

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

The directors earned emoluments (excluding pensions) in the following ranges:

in the following ranges:				
			<u>1994</u>	<u>1993</u>
			Number	Number
£0 - £5,000			2	1
£45,001 - £50,000			_	1
£60,001 - £65,000			1	1
£85,001 - £90,000			<del>-</del> .	1
£90,001 - £95,000			1	-
£105,001 - £110,000			-	1
£115,001 - £120,000			1	-
TAXATION				
			<u>1994</u>	<u>1993</u>
			£	£
UK Corporation tax at 33% (1993 - 33%)				
- GBM Services Scotland - 25% (1993 - 25%		***		
- Civic Maintenance Services - 29% effective	e (1993 - N	(II)	182,769	165,000
(Credit)/charge in respect of (over)/under provi	sion in prid	or years	(1,403)	<u>1,541</u>
			<u>181,366</u>	<u>166,541</u>
DIVIDENDS		•		
The amount of dividends paid and proposed o	n the com	nonvio ord	linant abaras du	ula a Ala a
were:	n the com	party 5 ord	mary shares ou	nng the year
			<u>1994</u>	<u>1993</u>
•			£	£
m				
Paid Proposed			-	200,000
Proposed			<u>200,000</u>	<u>100,000</u>
			200,000	300,000
			2001000	000,000
INTEREST PAYABLE				
		Group		Company
	1994	<u>1993</u>	1994	1993
•	£	£	£	£
nterest payable on bank loans, overdrafts				
and other loans (repayable within 5 years)	3,922	7,450	1,141	1,187
inance charges payable - finance leases and				
hire purchase contracts	<u>4,954</u>	<del></del>		
•	<u>8,876</u>	<u>7,450</u>	<u>1,141</u>	<u>1,187</u>

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

## 9 TANGIBLE FIXED ASSETS

Group	
-------	--

Cost	Plant & <u>Machinery</u> £	Office Equipment £	Motor <u>Vehicles</u> £	<u>Total</u> £
1 January 1994	72,332	13,567	180,037	265,936
Additions Disposals/Write offs	44,699 ( <u>72,332</u> )	3,472 ( <u>13,567</u> )	42,908 ( <u>180,037</u> )	91,079 ( <u>265,936</u> )
31 December 1994	44,699	3,472	42,908	91,079
<u>Depreciation</u>				
1 January 1994	36,167	6,784	134,927	177,878
Charge for year Disposals/Write offs	58,514 ( <u>72,332</u> )	8,520 ( <u>13,567</u> )	62,314 ( <u>175,787</u> )	129,348 ( <u>261,686</u> )
31 December 1994	<u>22,349</u>	<u>1,737</u>	21,454	45,540
Net book value		•		
31 December 1994	<u>22,350</u>	<u>1,735</u>	<u>21,454</u>	<u>45,539</u>
31 December 1993	<u>36,165</u>	<u>6,783</u>	<u>45,110</u>	88,058

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

## 9 TANGIBLE FIXED ASSETS (Continued)

Cost         Plant & Machinery Machinery         Equipment Equipment Equipment         Vehicles £         Total £           1 January 1994         29,693         11,995         155,817         197,505           Additions         14,946         3,278         38,608         56,832           Disposals/Write offs         (29,693)         (11,995)         (155,817)         (197,505)
Cost         Machinery £         Equipment £         Vehicles £         Total £           1 January 1994         29,693         11,995         155,817         197,505           Additions         14,946         3,278         38,608         56,832           Disposals/Write offs         (20,693)         (44,937)         (44,937)         (44,937)
Cost         £         £         £         £         £           1 January 1994         29,693         11,995         155,817         197,505           Additions         14,946         3,278         38,608         56,832           Disposals/Write offs         (20,502)         (44,887)         (44,887)
Additions 14,946 3,278 38,608 56,832  Disposals/Write offs (20,502) (44,927)
Additions 14,946 3,278 38,608 56,832  Disposals/Write offs (20,502) (44,927)
Disposals/Write offs (20,600) (44,005)
Disposals/Write offs (20,600) (44,005)
Disposais/Write ons (29,693) (11,995) (155,817) (107,505)
(29,693) (11,995) (155,817) (197,505)
31 December 1994 14 946 3 278 28 609 50 000
31 December 1994 <u>14,946</u> <u>3,278</u> <u>38,608</u> <u>56,832</u>
Depreciation
1 January 1994 14,847 5,997 122,817 143,661
140,001
Charge for year 22,319 7,638 52,304 82,261
Disposals/Write offs (29,693) (11,995) (155,817) (197,505)
(137,300)
31 December 1994 <u>7,473</u> <u>1,640</u> <u>19,304</u> <u>28,417</u>
Net book value
31 December 1994 <u>7,473</u> <u>1,638</u> <u>19,304</u> <u>28,415</u>
21 December 4000
31 December 1993 <u>14,846</u> <u>5,998</u> <u>33,000</u> <u>53,844</u>
DEBTORS
protong
Crave C
<u>Group</u> <u>Company</u> <u>1994</u> 1993 1994 1993
E E E
Trade debtors 1,310,408 1,211,793 943,007 744,761
Advance corporation tax recoverable 50,000 87,098 50,000 87,098
Amounts owed by Group undertakings
(falling due after more than one year) - 303,666 384,288
Other debtors 46,613 48,076 41,125 37,110
Prepayments and accrued income <u>- 34,016</u> <u>- 30,468</u>

10

1,407,021

<u>1,380,983</u>

<u>1,337,798</u>

1,283,725

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

## 11 CREDITORS (amounts falling due within one year)

•	, ,			
		Group		Company
	<u>1994</u>	<u>1993</u>	1994	1993
	£	£	£	£
Bank loans and overdrafts	40.707	04.774		
	49,707	91,771	32,452	-
Trade creditors	342,337	374,218	256,160	258,401
Other creditors including social security	782,497	782,712	655,430	635,762
Taxation	157,769	134,008	115,185	123,585
Advance corporation tax payable	50,000	87,098	50,000	87,098
Accruals	409,481	375,121	288,274	265,429
Finance leases	10,502	16,350	_	
Proposed dividend	200,000	100,000	200,000	100,000
	2,002,293	<u>1,961,278</u>	<u>1,597,501</u>	1,470,275
CREDITORS (amounts falling due after more	than one yea	ır)		
			<u>19</u> 94	<u>1993</u>
			£	£
Group			~	٤
Finance leases (all due within 5 years)			1,267	<u>13,679</u>
, - , ,			. 1,201	10,013

## 13 COMMITMENTS UNDER OPERATING LEASES

12

At 31 December 1994 there were commitments under operating leases for the next year as set out below:

	Group and	company or Vehicles		Company
	<u>1994</u> £	1993 £	1994 £	1993
Operating leases expiring	4	2	I.	£
within one year	76,280	79,326	76,280	79,326
Operating leases expiring within				
two to five years	69,853	40,042	69,853	<u>40,042</u>
	<u>146,133</u>	<u>119,368</u>	<u>146,133</u>	<u>119,368</u>

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

### 14 CALLED UP SHARE CAPITAL

15

				<u>1994</u>	<u>1993</u>
	Authorised, allotted and fully paid:			£	£.
	Equity				
	1,000 ordinary shares of £1 each			1,000	1,000
	Non-equity				
	99,490 non-voting nil coupon preference shares of	of £1 each		99,490	99,490
				100,490	<u>100,490</u>
	RECONCILIATION OF MOVEMENTS IN SHAREHOLDER	RS' FUNDS			
		1004	Group		Company
		<u>1994</u> £	<u>1993</u> £	<u>1994</u> £	<u>1993</u> £
	Profit for the financial year Dividends	272,696 (200,000)	223,621 ( <u>300,000</u> )	186,816 ( <u>200,000</u> )	228,658 ( <u>300,000</u> )
		72,696	(76,379)	(13,184)	(71,342)
-	Goodwill written off on acquisition of CMS	<del></del>	( <u>177,051</u> )		<del>-</del>
		72,696	(253,430)	(13,184)	(71,342)
	Opening shareholders' funds	<u>471,471</u>	<u>724,901</u>	<u>787,840</u>	<u>859,182</u>
	Closing shareholders' funds	<u>544,167</u>	<u>471,471</u>	<u>774,656</u>	<u>787,840</u>
	Attributable to ordinary shareholders'	<u>444,677</u>	<u>371,981</u>	<u>675,166</u>	<u>688,350</u>
	Attributable to preference shareholders	<u>99,490</u>	<u>99,490</u>	<u>99,490</u>	99,490

## NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

# 16 RECONCILIATION OF OPERATING PROFIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES

•	MALEON PHONI OPERATING ACTIVITIES			
			<u>1994</u>	<u>1993</u>
			£	£
			_	~
	Operating profit		419,584	329,620
	Depreciation		129,348	144,349
	Decrease/(increase) in debtors		(63,136)	
	(Decrease) increase in creditors		2,264	160,999
	Profit on sale of tangible fixed assets		(3,425)	
			(0,423)	<u>(3,000</u> )
	Net cash inflow from operating activities		<u>484,635</u>	225 502
	<u>-</u>		404,000	<u>235,502</u>
17	AVALVOID OF THE HET AND			
17	ANALYSIS OF THE NET OUTFLOW OF CASH AND CAS	H		
•	EQUIVALENTS IN RESPECT OF PURCHASE OF			
	SUBSIDIARY UNDERTAKING			
			<u>1994</u>	1993
			£	£
	Cook consist of			
	Cash consideration		-	(1)
	Cash at bank and in hand acquired		-	1,253
	Bank overdraft of subsidiary undertaking			( <u>186,814</u> )
	Net cash outflow in respect of purchase of subsidia			
	The cash callow in respect of purchase of subsidia	ary		( <u>185,562</u> )
	•			
18	ANALYSIS OF CHANGE IN CASH AND CASH EQUIVALE	PLA		
	DURING THE YEAR			•
	•		1004	1000
			<u>1994</u> £	<u>1993</u>
			L	£
	Balance at 1 January		885,616	1 321 070
	Net cash inflow (outflow)		<u> 159,844</u>	
			<u> 100,044</u>	(400,004)
	Balance at 31 December		1,045,460	885,616
				000,010
19	ANALYSIS OF THE DALAHOES OF SASSIAN			
13	ANALYSIS OF THE BALANCES OF CASH AND CASH			
	EQUIVALENTS AS SHOWN IN THE BALANCE SHEET			
			Ch	ange in
		1994	<u>1993</u>	year
		£	£	£
	Cash at bank and in hand	4.005 :		
	Bank overdraft	1,095,167		117,780
	Dam Oyelulati	<u>(49,707</u> )	<u>(91,771</u> )	<u>42,064</u>

<u>1,045,460</u>

<u>885,616</u>

159,844

NOTES TO THE ACCOUNTS - 31 DECEMBER 1994 (Continued)

#### 20 PENSION COSTS

Until March 1994 the company operated a defined benefit pension scheme which was funded through a separate trustee administered fund. Contributions to the fund, which were charged against profit, were based upon actuarial advice following the most recent valuation of the fund on 6 April 1991 based on the actuarial tables and actual value of the Fund calculated by the trustees at that date. At the date of the valuation there was no funding deficiency. In March 1994 Chambers and Newman, pension fund advisers allocated the amounts held by the fund to the existing members of the pension scheme. A money-purchase, defined contribution scheme was then set up in place of the previous fund. The scheme is attributable to employees of GBM (Services) Ltd, GBM (Scotland) Ltd and Civic Maintenance Services Ltd.

#### 21 EMPLOYEES

The average number of persons employed during the year was 2,069 (1993: 2,228) by the group, and 1,172 (1993: 1,244) by the company.

### 22 SUBSIDIARY UNDERTAKINGS

The company has two subsidiaries, GBM Services (Scotland) Limited registered in England, in which it holds 80% of the company's ordinary share capital and Civic Maintenance Services Limited in which it holds 100% of the ordinary share capital. The principal activity of the subsidiaries is the provision of cleaning services.

The company recognises and provides against any losses attributable to the minority interest of the GBM Services (Scotland) Limited.

Both subsidiaries are included in the consolidated financial statements (Civic Maintenance Services Ltd from 1 July 1993), being accounted for via the acquisition method.