

**REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021
FOR
HR GO (LIVERPOOL) LIMITED**



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For The Year Ended 31 December 2021**

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HR GO (LIVERPOOL) LIMITED
COMPANY INFORMATION
For The Year Ended 31 December 2021

DIRECTORS:

M C Ward
J L Jones
R G Barrow
J M Parkinson
S J Parkinson

SECRETARY:

L Wall

REGISTERED OFFICE:

The Cedars
Church Road
Ashford
Kent
TN23 1RQ

REGISTERED NUMBER:

03618677 (England and Wales)

AUDITORS:

UHY Kent LLP t/a UHY Hacker Young
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

**REPORT OF THE DIRECTORS
For The Year Ended 31 December 2021**

The directors present their report with the financial statements of the company for the year ended 31 December 2021.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2021 to the date of this report.

M C Ward
J L Jones
R G Barrow

Other changes in directors holding office are as follows:

J M Parkinson and S J Parkinson were appointed as directors after 31 December 2021 but prior to the date of this report.
J C Parkinson ceased to be a director after 31 December 2021 but prior to the date of this report.

Sadly, we need to record that our Chairman, Jack Parkinson, died unexpectedly but peacefully on 20 April 2022. Following the Group's record year, Jack has passed on a strong legacy to his children, John and Sydney Parkinson. This originated from his Mother, Betty Parkinson, who started the family business in 1957. Jack will be sorely missed, but the leadership of the business will be safeguarded and future ambitions delivered by John, Sydney and all the Board Directors.

GOING CONCERN

After making enquires, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Further details regarding the adoption of the going concern basis can be found in the accounting policies note 2.

STRATEGIC REPORT

The company has not prepared a strategic report in accordance with the provisions applicable to companies entitled to the small company exemption.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors 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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and 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.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

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 AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**REPORT OF THE DIRECTORS
For The Year Ended 31 December 2021**

AUDITORS

UHY Kent LLP t/a UHY Hacker Young have indicated their willingness to continue in office and a resolution will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

APPROVED BY THE BOARD AND SIGNED ON ITS BEHALF BY:

A handwritten signature in black ink, appearing to be 'S J Parkinson', followed by a long horizontal flourish.

S J Parkinson - Director

30 June 2022

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO (LIVERPOOL) LIMITED

Opinion

We have audited the financial statements of HR GO (Liverpool) Limited (the 'Company') for the year ended 31 December 2021, which comprise the Income Statement, the Balance sheet, the Statement of changes in equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of Company's affairs as at 31 December 2021 and of the Company's profit 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO (LIVERPOOL) LIMITED

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

- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Company 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.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the Company through discussions with management, and from our commercial knowledge and experience of the recruitment sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the Company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

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

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

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO (LIVERPOOL) LIMITED

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Allan Hickie BSc FCA (Senior Statutory Auditor)
for and on behalf of UHY Kent LLP
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ



INCOME STATEMENT**For The Year Ended 31 December 2021**

	2021 £	2020 £
TURNOVER	32,133,056	19,741,354
Cost of sales	<u>(27,767,772)</u>	<u>(16,849,119)</u>
GROSS PROFIT	4,365,284	2,892,235
Administrative expenses	<u>(2,514,954)</u>	<u>(1,916,995)</u>
	1,850,330	975,240
Other operating income	<u>97</u>	<u>31,223</u>
OPERATING PROFIT	1,850,427	1,006,463
Interest receivable and similar income	<u>1,685</u>	<u>2,311</u>
	1,852,112	1,008,774
Interest payable and similar expenses	<u>(11,041)</u>	<u>(8,160)</u>
PROFIT BEFORE TAXATION	1,841,071	1,000,614
Tax on profit	<u>(368,899)</u>	<u>(167,180)</u>
PROFIT FOR THE FINANCIAL YEAR	<u><u>1,472,172</u></u>	<u><u>833,434</u></u>

The notes on pages 10 to 14 form part of these financial statements

HR GO (LIVERPOOL) LIMITED (REGISTERED NUMBER: 03618677)**BALANCE SHEET****31 December 2021**

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	5	97,196	142,013
CURRENT ASSETS			
Debtors	6	5,265,759	5,403,439
Cash in hand		<u>950</u>	<u>950</u>
		5,266,709	5,404,389
CREDITORS			
Amounts falling due within one year	7	<u>(2,881,161)</u>	<u>(3,760,473)</u>
NET CURRENT ASSETS		<u>2,385,548</u>	<u>1,643,916</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		2,482,744	1,785,929
CREDITORS			
Amounts falling due after more than one year	8	<u>(12,082)</u>	<u>(51,439)</u>
NET ASSETS		<u>2,470,662</u>	<u>1,734,490</u>
CAPITAL AND RESERVES			
Called up share capital		117	117
Share premium		28,984	28,984
Retained earnings		<u>2,441,561</u>	<u>1,705,389</u>
SHAREHOLDERS' FUNDS		<u>2,470,662</u>	<u>1,734,490</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Directors and authorised for issue on 30 June 2022 and were signed on its behalf by:



J M Parkinson - Director

The notes on pages 10 to 14 form part of these financial statements

STATEMENT OF CHANGES IN EQUITY
For The Year Ended 31 December 2021

	Called up share capital £	Retained earnings £	Share premium £	Total equity £
Balance at 1 January 2020	117	1,288,955	28,984	1,318,056
Total comprehensive income	-	833,434	-	833,434
Dividends	-	(417,000)	-	(417,000)
Balance at 31 December 2020	<u>117</u>	<u>1,705,389</u>	<u>28,984</u>	<u>1,734,490</u>
Total comprehensive income	-	1,472,172	-	1,472,172
Dividends	-	(736,000)	-	(736,000)
Balance at 31 December 2021	<u><u>117</u></u>	<u><u>2,441,561</u></u>	<u><u>28,984</u></u>	<u><u>2,470,662</u></u>

NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2021

1. STATUTORY INFORMATION

HR GO (Liverpool) Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The following principal accounting policies have been applied.

Going concern

The directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Company to continue as a going concern. The directors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The Company participates in the group's centralised treasury arrangements, and so shares banking arrangements with its ultimate parent and fellow subsidiaries. The Directors having assessed responses from the directors of HR GO Plc to their enquiries have no reason to believe that a material uncertainty exists that may cast significant doubt about the ability of HR GO Group to continue as a going concern or its ability to continue with the current banking and support arrangements.

On the basis of this assessment the directors have a reasonable expectation that the company will be able to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Revenue recognition

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

All turnover derives from the ordinary course of business and the principal activity of the Company, in the United Kingdom.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight line basis over their estimated useful lives as follows:

Leasehold improvements	10% per annum or unexpired term of lease if less than 10 years
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Vehicles, equipment and fixtures & fittings	15% - 33% per annum
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Government grants

Grants are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Income Statement under other operating income, in the same period as the related expenditure.

Financial instruments

The company only enters into basic financial instrument transactions that result in the recognition of the financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

2. ACCOUNTING POLICIES - continued

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred taxation

Deferred tax is recognised in respect of all material timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the term of the lease, whichever is the shorter.

The interest element of these obligations is charged to the income statement over the relevant period. The capital element of future payments is treated as a liability.

Rentals paid under operating leases are charged to the income statement on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the income statement in the period to which they relate.

Functional currency

The financial statements are presented in sterling which is the functional currency of the company.

3. SIGNIFICANT JUDGEMENTS AND ESTIMATES

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies selected for use by the company.

The use of available information and application of judgement are inherent in the formation of estimates. Actual outcomes in the future could differ from such estimates.

4. EMPLOYEES AND DIRECTORS

The average number of employees during the year including directors was 14 (2020: 13).

NOTES TO THE FINANCIAL STATEMENTS - continued

For The Year Ended 31 December 2021

5. TANGIBLE FIXED ASSETS

	Leasehold Improvements £	Vehicles, equipment and fixtures & fittings £	Totals £
COST			
At 1 January 2021	78,157	240,082	318,239
Additions	-	4,092	4,092
Disposals	-	(19,528)	(19,528)
At 31 December 2021	<u>78,157</u>	<u>224,646</u>	<u>302,803</u>
DEPRECIATION			
At 1 January 2021	70,380	105,846	176,226
Charge for year	1,968	46,941	48,909
Eliminated on disposal	-	(19,528)	(19,528)
At 31 December 2021	<u>72,348</u>	<u>133,259</u>	<u>205,607</u>
NET BOOK VALUE			
At 31 December 2021	<u>5,809</u>	<u>91,387</u>	<u>97,196</u>
At 31 December 2020	<u>7,777</u>	<u>134,236</u>	<u>142,013</u>

The net book value of tangible fixed assets includes £78,929 (2020 - £113,764) in respect of assets held under hire purchase contracts.

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	2,421,602	5,065,447
Amounts owed by group undertakings	2,828,263	239,809
Other debtors	4,785	5,825
Prepayments	<u>11,109</u>	<u>92,358</u>
	<u>5,265,759</u>	<u>5,403,439</u>

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Hire purchase contracts (see note 9)	39,345	46,079
Trade creditors	5,107	2,357
Amounts owed to group undertakings	145,488	16,438
Corporation Tax	217,962	154,307
Social security and other taxes	828,130	315,945
Dividend payable	736,000	417,000
Other creditors	241,015	1,688,492
Accruals and deferred income	<u>668,114</u>	<u>1,119,855</u>
	<u>2,881,161</u>	<u>3,760,473</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

8. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Hire purchase contracts (see note 9)	<u>12,082</u>	<u>51,439</u>

9. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

	Hire purchase contracts	
	2021	2020
	£	£
Net obligations repayable:		
Within one year	39,345	46,079
Between one and five years	<u>12,082</u>	<u>51,439</u>
	<u>51,427</u>	<u>97,518</u>

These obligations are secured on the assets to which they relate.

	Non-cancellable operating leases	
	2021	2020
	£	£
Within one year	12,000	12,000
Between one and five years	42,000	48,000
In more than five years	<u>-</u>	<u>6,000</u>
	<u>54,000</u>	<u>66,000</u>

10. PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund Contributions totalling £38,304 (2020: £nil) were payable to the fund at the balance sheet date and are included in creditors.

11. CONTINGENT LIABILITIES

The company has given cross guarantees to National Westminster Bank Plc in respect of the bank overdrafts of other members of the HR GO Plc group of companies. At 31 December the bank overdrafts under this guarantee amounted to £nil (2020: £nil).

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

12. RELATED PARTY DISCLOSURES

- a) HR GO Recruitment Ltd, the immediate parent company, provided management and accounting services to the company during the period for which its charges amounted to £813,123.
- b) HR GO Plc, the ultimate parent company, charged/(paid) interest on outstanding inter-group balances at 3.5% above base rate and base rate respectively. This amounted to £8,961/(£1,685).
- c) During the year rent of £12,000 was paid to 390 Chester Road, Little Sutton Limited, a company under the control of J C Parkinson, a former director.
- d) The aggregate amount included in dividends payable due to two directors and shareholders of the company amounted to is £113,230.

13. ULTIMATE CONTROLLING PARTY

The immediate parent undertaking is HR GO Recruitment Ltd and the ultimate parent undertaking is HR GO Plc, both companies incorporated in England & Wales. At the balance sheet date, the ultimate controlling party was J C Parkinson. At the date of approval of these financial statements it was J M Parkinson and S J Parkinson by virtue of their equal shareholdings. The parent undertaking of the largest and smallest group which includes the company and for which group financial statements are prepared is HR GO Plc. Copies of the financial statements of the immediate and ultimate parent undertakings can be obtained from The Secretary, HR GO Plc, The Cedars, Church Road, Ashford, Kent, TN23 1RQ.