

January 9, 2009

REPORT TO THE GOVERNOR
AND THE LEGISLATURE AS
REQUIRED BY
P.L. 1987, c.177
(Report on corporations
doing business in Northern Ireland
whose securities are held by the State
pension funds)

P.L. 1987, c.177 requires the Division of Investment to file a report by January 15 of each year regarding the adherence of United States corporations or their subsidiaries doing business in Northern Ireland, in which the assets of any State pension fund or annuity fund are invested, to various principles stated in the law and collectively known as the MacBride Principles.

The law further provides that the Division may use information disseminated by independent agencies if, in the opinion of the State Investment Council, the information satisfies the requirements of the law.

We utilize RiskMetrics Group, formerly Institutional Shareholder Services, as the source of information to identify those United States corporations doing business in Northern Ireland and to provide reports on their adherence to the principles set forth in the law.

Attached hereto as Exhibit I is the report prepared by RiskMetrics Group, dated December 2008.



William G. Clark
Director

WGC:jkt
Attachments

**Report on New Jersey
Portfolio Companies
in Northern Ireland**

Submitted to the Department of the Treasury, State of New Jersey

December 2008

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Company Profiles

The attached company profiles include information relevant to the nine MacBride principles. The principles are cited in New Jersey P.L. 1987, Chapter 177 in their unamplified form, as follows:

- A. Increasing the representation of individuals from underrepresented religious groups in the work force including managerial, supervisory, administrative, clerical and technical jobs.
- B. Adequate security for the protection of minority employees both at the workplace and while traveling to and from work.
- C. The banning of provocative religious or political emblems from the workplace.
- D. All job openings should be publicly advertised and special recruitment efforts should be made to attract applicants from underrepresented religious groups.
- E. Layoff, recall and termination procedures should not in practice favor particular religious groupings.
- F. The abolition of job reservations, apprenticeship restrictions, and differential employment criteria, which discriminate on the basis of religion or ethnic origin.
- G. The development of training programs that will prepare substantial numbers of current minority employees for skilled jobs, including the expansion of existing programs and the creation of new programs to train, upgrade and improve the skills of minority employees.
- H. The establishment of procedures to assess, identify and actively recruit minority employees with potential for further advancement.
- I. The appointment of a senior management staff member to oversee the company's affirmative action efforts and the setting up of timetables to carry out affirmative action principles.

Each company entry starts with an overview of key fair employment facts that relate to all the parent company's operations in Northern Ireland:

- whether the company has an agreement on implementation of the MacBride principles,
- if any of the operations in Northern Ireland have an underrepresentation of Catholics or Protestants and if the company is taking any affirmative action, and
- the number (if any) of Fair Employment Tribunal discrimination findings and/or settlements.

The MacBride agreement heading refers to agreements between proponents of the MacBride principles and the companies. To reach such agreements, the companies generally say they are implementing MacBride to the extent they lawfully can do so and agree to cooperate with independent monitoring of their operations, usually after activists have sponsored a shareholder resolution to the company on the subject.

For each subsidiary or affiliate, the facility name is stated, the location, business line, whether any underrepresentation exists (and for which group) at the operation, and the employee breakdown. Percentages of Catholics and Protestants in each work force are provided, although no conclusions are drawn from a work force with fewer than 30 employees. Subheadings in the remainder of each profile indicate:

- the extent of the company's response to the Northern Ireland Service 2006 survey;
- the quality and source of information available;
- compliance with Northern Ireland's fair employment law and *Code of Practice* (the Fair Employment and Treatment (Northern Ireland) Order 1998, is an act of the British parliament and the detailed *Code* is authorized by the British government and spells out legal requirements and makes recommendations to employers for best practice in this area);
- whether Catholics and Protestants appear to be fairly represented;
- the company's position on the MacBride principles;
- any affirmative action the company is taking;

- any discrimination complaints filed against the company at the Fair Employment Tribunal since 2003.

The profiles refer to two government agencies in Northern Ireland:

- the Equality Commission for Northern Ireland, which replaced the Fair Employment Commission (FEC) in October 1999; and
- the Fair Employment Tribunal (FET), the judicial body that adjudicates complaints filed under fair employment law in Northern Ireland.

* * *

**SECTION I
U.S. COMPANIES WITH 11 OR MORE EMPLOYEES
IN NORTHERN IRELAND**

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3M

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	5/1/1996	Affirmative Action	Yes	FET Settlements	0

• 3M Industrial Tapes

Location	Bangor, Co. Down		
Business	adhesive tapes		
Fair Representation	Catholics appear to be underrepresented		
Employees	(Data as of Aug. 2008)		
	Protestant	138	87.3%
	Catholic	20	12.7%
	Other	5	
	Total	163	

2008 Survey Response: Full

Available information: 3M company manufactures adhesive tape at its Bangor location in County Down. It has cooperated with the Northern Ireland Service, completing surveys and providing access to local managers for interviews several times. Company officials also have periodically met with Northern Ireland Service staff in the United States since 1997.

In 2004, the company took part in a training program partially funded by InvestNI, which it said helped boost profitability to its best level in recent years. The size of 3M's work force shrank about 6 percent a year from 1996 and 2003, cutting a third of its original Northern Ireland work force. 3M's staff now numbers 163 workers.

Compliance with NI fair employment law and Code of Practice: The plant's senior management team has developed fair employment training programs in conjunction with the Equality Commission, and the company has provided its managers with awareness training on equal opportunity, fair employment and sectarian harassment and intimidation. In addition, all employees have been trained in equality awareness and sectarian harassment. 3M also has an exit survey that specifically gathers information on fair employment. The company reports that all employees leaving the company have been aware of the equal opportunities policies. The company's management oversight of equality issues at its Northern Ireland plant appears to have received specific, sustained attention from U.S. corporate management that is somewhat unusual compared to other U.S. firms in Northern Ireland.

Underrepresentation analysis: 3M's Bangor location is in a heavily Protestant district, with Catholics representing less than 15 percent of the population. Catholics appear to be underrepresented in the overall work force and especially among machine operatives.

3M reached an affirmative action agreement with the Equality Commission, which included a target of increasing the Catholic proportion of applicants and appointees to at least 11 percent by 1999, and an overall goal of increasing the Catholic proportion of its manual work force to 11 percent. 3M met these goals and generally has exceeded its target for Catholic applicants. Catholic applicant levels were higher in the late 1990s, but the company told the Northern Ireland Service that vacancies in those years were for highly paid, skilled positions for which candidates would be willing to travel, attracting applicants from areas with more Catholics than its immediate vicinity. Approximately 18 percent of applicants and 11 percent of new hires in the most recent monitoring period were Catholics.

The company does not use a last-in, first-out redundancy policy, which can affect one community disproportionately, but bases redundancies on merit or asks for volunteers.

The company has banned the wearing of football soccer shirts in the plant; allegiance to certain teams in Northern Ireland can be extremely sectarian. It also prohibits the display of flags and emblems through a Joint Declaration of Protection most recently signed in April 1996 by the Bangor site manager and a union representative, and no problems appear to have surfaced with this neutral workplace policy. The company is close to parade routes during the summer marching season, but the facility is closed for two days during the height of the season.

Conformance with MacBride principles: The company reached an agreement with shareholder activists on implementation of the MacBride principles in 1996. It says local managers implement this

commitment as "it is a condition of employment to abide by our equal opportunities policy" on fair employment, which is a "key area of responsibility" in managerial job descriptions. "Failure on this responsibility will be treated seriously by the company and corrective action taken." The company regularly complies with monitoring by the Northern Ireland Service.

Affirmative action outreach - The company reported in 2003 that negotiations were underway on affirmative action. Previously, in 1997, the company developed an outreach program that includes links with schools, colleges and charities, church liaisons, cultural and community events and corporate Earthwatch, an international science and educational charity. The company also started placing ads in the Irish News and the Sunday Life, in addition to the Belfast Telegraph. It began welcoming both communities to apply in 1996. The schools outreach program includes "industry awareness days," recruitment fairs and work experience/placement schemes in which secondary school students visit the company for a week. In addition, 3M reported in the past that it sponsored an annual weekend team building retreat with 20 Catholic and 20 Protestant school children to enhance community relations with the company. Outreach to Catholics also has included sponsoring teams of the Catholic Gaelic Athletic Association. In early 2004, the company noted that some of its outreach initiatives have been scaled back, but that it still supports "a range of activities in the minority community...including work placement weeks and art competitions."

Chill factor and neutral workplace -The company has banned the wearing of football soccer shirts in the plant; allegiance to certain teams in Northern Ireland can be extremely sectarian. It also prohibits the display of flags and emblems through a Joint Declaration of Protection most recently signed in April 1996 by the Bangor site manager and a union representative, and no problems appear to have surfaced with this neutral workplace policy. All employees receive specific training on sectarian harassment in the workplace. Workers have not reported experiencing intimidation or harassment of a religious or political nature in any of 3M's exit surveys, the company says. The company is close to parade routes during the summer marching season, which could prove uncomfortable for Catholic employees. However, the facility is closed for two days during the height of the season.

3M developed its formal harassment policy, which includes a complaints procedure, in consultation with the Equality Commission and employee representatives. The policy provides employees who have a religious or political grievance with access to a member of staff who is co-religionist and initiates the company's disciplinary procedure, if the facts warrant it. Managers note that the average tenure at the facility is 15 years. As a result, they say, coworkers know each other well and the atmosphere is relaxed. The company reviews its harassment policy periodically with employees as a preventative measure, but no employee has ever used the complaints procedure.

Grievances - The Northern Ireland Service is not aware of any complaints filed against the company at the Fair Employment Tribunal.

AES

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	4/1/1996	Affirmative Action	Yes	FET Settlements	0

• AES Kilroot Power

Location	Carrickfergus				
Business	electricity generation				
Fair Representation	Catholics appear to be underrepresented				
Employees	(Data as of 2008)				
	Protestant	106	87.0%		
	Catholic	16	13.0%		
	Other	1			
	Total	123			

2008 Survey Response: Full

Available information: AES owns more than 97 percent of AES Kilroot Power Ltd.; employees own the rest. The coal-burning Kilroot Power station is being updated with pollution control equipment to bring it into compliance with EU standards on sulphur dioxide and nitrous oxide emissions. The update will cost rate-payers £45 million and the move is being fought by the Northern Ireland Authority for Energy Regulation. Those opposed to the renovations argued that consumers should not have to pay to keep antiquated forms of energy running. The Department of Enterprise, Trade and Investment in Northern Ireland has urged the company to develop renewable technologies at the plant in addition to its traditional operations.

The company has responded to the Northern Ireland Service surveys every year since 1997, except in 2003; management met with Northern Ireland Service staff in the early 1990s.

Compliance with NI fair employment law and Code of Practice: The company generally appears to adhere to recommendations of the Code, including affirmative action outreach measures that the Code encourages where there is underrepresentation. The company uses systematic hiring and selection procedures and manages an equal opportunities program.

Employee team leaders manage fair employment issues, although there is a monitoring officer who also assists the new team leaders with outreach and social responsibility projects. AES reports that all team leaders have had EEO awareness training and will be kept up to date with current legislation; the team leaders are responsible for recruitment, selection, training and performance reviews.

AES does not publicly advertise all openings, citing the continual downsizing of its work force. (The work force slightly increased in 2006 but it is half the size of its work force in 1999.) The company used to advertise jobs in a range of newspapers, ensuring widespread notice of job vacancies, but in its most recent survey response the company reported that it advertises in the Belfast Telegraph. It also reported that jobs are sometimes advertised internally and throughout the AES Corporation. The company uses an interview panel when selecting new hires, but it does not guarantee that both communities are represented on the panel.

The company's Northern Ireland board of directors and senior management at the two power stations issued an open letter in 1995 "to the people of Nigen and Northern Ireland" stating their support for fair employment practices and policies. The letter was posted on the company's notice board and published in its newsletter. The company meets regularly with the Equality Commission. Northern Ireland senior management oversee the company's equality policy.

Underrepresentation analysis: Although the percentage of Catholics at Kilroot is very small, the company is located in an area that was only 9.7 percent Catholic at the most recent census. The Northern Ireland Service uses all of Northern Ireland as a catchment area for managerial jobs and the surrounding region as a catchment area for associate and professional jobs, which account for nearly 85 percent of the work force. Using these catchment areas and an overall weighted catchment area, Catholics are slightly underrepresented among managers and fairly represented throughout the rest of the work force. In the most recent monitoring period, the company hired 19 new workers, only 10 percent of whom were Catholic. The applicant pool for these positions was 16 percent Catholic.

Conformance with MacBride principles: In 1996, AES agreed to implement those MacBride principles that are "lawfully in line" with fair employment legislation in Northern Ireland.

Affirmative action outreach - The AES plants have used positive actions encouraged by Northern Ireland's fair employment law and the Equality Commission to reach out to the Catholic community. In 1993, the company became one of the first major companies with underrepresentation to include a welcoming statement in its recruitment advertisements. The company has done minimal recruiting in the last several years. In previous years, Kilroot also had an apprenticeship training program that had seen a steadily rising percentage of Catholic applicants. AES attributed the rise to increased outreach to schools and communities, particularly Catholic schools.

Chill factor and neutral workplace -Managers acknowledge that there has been a chill factor for Catholics that plays a role in their underrepresentation at the company. Northern Ireland Electricity, the predecessor company, received much criticism in the nationalist community over the years for alleged discrimination against Catholics. NIE and the purchasers of NIE power plants, including AES, are trying to combat that image. AES managers believe they have established a neutral work environment, but they acknowledge that many members of the Catholic community feel the power stations are a Protestant domain, as they were in the past. AES has tried to emphasize that it is a new company making a decisive break with the past corporate culture.

AES and its trade unions have a Joint Declaration of Protection that pledges cooperation on equal employment goals, and supports the right to work without fear of intimidation or harassment.

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal. The company's grievance policy allows employees to file complaints confidentially and to raise issues with someone other than their immediate supervisor.

Allstate

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	11/1/2000	Affirmative Action	No	FET Settlements	0

• Northbrook Technology of NI Ltd.

Location	Belfast, Derry, Strabane		
Business	Call centers, IT services		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of Sept. 2006)		
	Protestant	444	37.0%
	Catholic	760	63.0%
	Other	279	
	Total	1483	

2008 Survey Response: Full

Available information: Northbrook Technology opened its Belfast facilities in 1999 and changed locations within Belfast in 2002. The company has grown substantially since its founding and currently employs 1,483 full-time workers. Company representatives are focused on "casting the net further" by recruiting workers from Poland and India because they believe there is a lack of skilled IT workers in Northern Ireland. Competition from Citibank has put a further squeeze on the shortage of labor. Employment has nearly doubled since 2004 because it opened a new facility in Strabane and added a new office to its facility on the Magee campus. (Northbrook refers to the latter site as Magee to avoid sectarian labels of Derry or Londonderry). InvestNI contributed £5.5 million to the new Strabane location, which is to produce 260 jobs. The Strabane facility current employs 320 workers. The company has regularly responded to monitoring by the Northern Ireland Service and Service staff meet with company representatives in 2005.

Compliance with NI fair employment law and Code of Practice: The company's policies adhere to the standards established by the Fair Employment and Treatment (Northern Ireland) Order 1998, and follow the recommendations and requirements of the Code of Practice. It appears to treat equality issues seriously and has developed strict formal processes for the recruitment and selection of employees. Human resources managers say that Northbrook is always interested in talented workers and therefore places constant recruitment ads in the newspapers. It uses the Belfast Telegraph for vacancies in both Belfast and Derry, and also uses the Derry Journal and the Donegal Democrat for positions in Derry. It also advertises on the Internet and in job markets. When recruiting for specific positions, the company first advertises internally if the position requires special knowledge, then places ads externally. A team of employees reviews the resumes and creates a short list of candidates, who then must take an aptitude test to qualify for an interview. All candidates face a panel of interviewers who represent both communities. Northbrook trains all its interviewers on recruitment and selection techniques to ensure that all interviews have a consistent format and that no informal discussions arise that could introduce inappropriate information about a candidate. Company representatives have said that the shortage of skilled IT workers means that companies such as Northbrook "can't afford to have poor fair employment practices."

Northbrook provides diversity training for all its employees as well as training on Northern Ireland fair employment legislation. It borrows from Allstate's U.S. diversity training programs and adapts the material to a Northern Ireland-specific program. Line managers receive special training on equality and selection techniques, and the human resources team attends regular training sessions with the Equality Commission. The company's director of human resources previously spent ten years as a lawyer with the FEC, now the Equality Commission. Managers in Northern Ireland say that U.S. senior managers are knowledgeable about Northern Ireland equality issues and regularly visit the Belfast office. In June 2006, it won an award for its Diversity and Equality Programme.

Underrepresentation analysis: Protestants appear to be underrepresented at Northbrook when the work force is compared to site-specific catchment areas. Northbrook has three locations, one in the city center of Belfast and the other two in Strabane and Derry. It recruits workers for the Strabane and

Derry offices from the local area as well as from the Republic of Ireland because both locations are in close proximity to the border. Protestants are underrepresented in each of the three workplaces, particularly among managers and professional occupations.

The company's efforts in recruiting from the ranks of the unemployed are ground breaking; it conducts mock interviews and provides resume training to help applicants prepare for potential opportunities. Significant portions of these applicants are third generation unemployed.

The company says the jobs at the Strabane site are lower level and unskilled positions, which are filled by staff who walk to work. This would create a much narrower catchment area that may not show any Protestant underrepresentation. Applicant and new hire figures in the last few years show an increase in the proportion of Protestants, but have remained heavily Catholic. The company reports that it does not believe any group is underrepresented at its operations, noting that the Equality Commission has not raised any concerns about its annual monitoring return.

Conformance with MacBride principles: The company reached an agreement on MacBride implementation in November 2000. Allstate told the New York City comptroller at the time, "We have and will continue to make all lawful efforts to conduct operations in Northern Ireland in accordance with applicable fair employment standards and practices, including those embodied in the MacBride principles." The company also said it would continue to cooperate with monitoring by the Northern Ireland Service.

Affirmative action outreach - Data suggest that Northbrook is obligated to try to attract more Protestant applicants. Northbrook disagrees. The company participates in several outreach initiatives to train potential employees in local communities. One program aims to bring disadvantaged youth from south and east Belfast into employment, which could have the effect of boosting Protestant applicants. Northbrook has also won several awards for gender diversity and for investing in its employees. The company advertises in local papers that reach both communities for job openings at the Strabane and Derry sites. In Strabane, the company also utilizes a local job center that posts advertisements online.

Chill factor and neutral workplace -Northbrook Technology has three locations in Northern Ireland--Belfast, Londonderry and Strabane. The company's office in Belfast is in a neutral area downtown that should pose no chill factor to members of either community. It is in a modern building near the Waterfront Hall and Odyssey Arena. The company's offices in Derry will be on the more heavily Catholic "city side" of the River Foyle, which effectively divides the city between the two communities, so it is possible Protestants contemplating traveling to work there might experience some chill factor. The site itself, however, is on the Magee campus of Ulster University, which is a neutral environment. Protestants may also be dissuaded from seeking employment at Northbrook's Strabane location, which is a predominately Catholic area.

Grievances - The Northern Ireland Service is unaware of any complaints filed against the company at the Fair Employment Tribunal.

Aon Corp.

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	12/1/1991	Affirmative Action	No	FET Settlements	0

• Aon McMillen

Location	Belfast		
Business	insurance broking/investment		
Fair Representation	Catholics appear to be underrepresented		
Employees	(Data as of Aug. 2008)		
	Protestant	37	93.0%
	Catholic	2	7.0%
	Other	6	
	<u>Total</u>	<u>45</u>	

2008 Survey Response: Full

Available information: Aon McMillen offers insurance broking and financial investment advice through its Belfast office. It responded in full to the Northern Ireland Service survey for the last four years after sporadic updates in 2001 and 2003 and a fairly detailed letter in 2000 about its fair employment policies. Northern Ireland Service representatives met with Aon McMillen in 2005. The company's work force has remained stable over the last eight years and company representatives said they did not foresee any major shifts. The company's main source of revenue is insurance sales to commercial and corporate businesses; it also sells personal insurance.

Compliance with NI fair employment law and Code of Practice: The company says it adheres to all fair employment standards established by Northern Ireland law and it appears to follow many recommendations of the Code. Aon publicly advertises all openings and informs all employees about vacancies. It uses the Belfast Telegraph, Irish News, local and regional newspapers and government job markets to fill positions. Aon always uses interview panels with more than one interviewer, although both communities are not always represented on the panels. All employees involved in candidate selection have received training on equal employment issues, and the company sometimes reviews the religious composition of applicant pools. Senior managers in Northern Ireland are responsible for fair employment matters.

Underrepresentation analysis: Catholics appear to be underrepresented in Aon's overall work force and in the two higher level employment categories at the company, managers and associate professionals. The Northern Ireland Service estimates that all of Northern Ireland is the recruitment area for managers (seven workers with identified religion, only one Catholic), while the narrower Belfast travel-to-work area is most appropriate comparison for associate professionals and technical workers (20 workers with identified religion, all Protestant) and clerical staff (12 workers with identified religion). The resulting weighted catchment area is 34.8 percent Catholic, but the Catholic share of the work force is only 7 percent.

Aon reports that it has a high staff retention rate, which prevents it from changing the composition of its work force.

Aon McMillen reports to its Dublin office as operations in the Republic and Northern Ireland are run as one company. Company representatives noted that when all employees of the firm (including workers in the Dublin office) are taken together, Catholics make up about 70 percent of the work force. Aon also noted that its board of directors is drawn from both communities.

Conformance with MacBride principles: Alexander & Alexander, a predecessor firm, reached an implementation agreement on the MacBride principles in 1991, and Aon reported in 2004 that its policies still reflect the MacBride principles. The company consistently responds to the Northern Ireland Service survey.

Affirmative action outreach - The company appears to have a responsibility under Northern Ireland's fair employment law and the MacBride principles to conduct affirmative action aimed at increasing the Catholic proportion of its work force. The company does not have an affirmative action agreement with the Equality Commission and has set no goals and timetables regarding Catholic

employees. Company representatives have never met with the Equality Commission or been asked to conduct affirmative action outreach. Given the low portion of Catholic applicants, the company may need to step up its recruitment efforts. The firm reported that it is difficult to recruit qualified applicants and it does not offer any entry-level positions.

In 2000, the company reported that it expected to boost the Catholic portion of its work force through an acquisition of a company with a predominately Catholic staff, but to date Aon has not acquired any new businesses in Northern Ireland.

Chill factor and neutral workplace -The company's office is in neutral downtown Belfast and should pose no chill factor for Catholics or Protestants. Company representatives said they have never heard a sectarian comment in the workplace and that if such an event occurred, the offender would be quickly "out the door."

Grievances - The company reported that a female Protestant employee filed a sexual discrimination complaint against the company at the Fair Employment Tribunal in 2004 and withdrew the complaint in 2006.

AVX

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	2/1/1998	Affirmative Action	No	FET Settlements	0

• **AVX Ltd.**

Location	Coleraine				
Business	multilayer ceramic capacitor mfg.				
Fair Representation	Catholics appear to be underrepresented				
Employees	(Data as of Feb. 2008)				
	Protestant	351	75.8%		
	Catholic	112	24.2%		
	Other	19			
	Total	482			

2008 Survey Response: Full

Available information: The company has regularly responded to the Northern Ireland Service survey, and NIS staff has interviewed local company officials in Northern Ireland three times, most recently in 2006. AVX also provided copies of its triennial review required under Northern Ireland's fair employment law.

AVX had been one of the largest U.S. employers in Northern Ireland for several years, although its work force has shrunk considerably from a high point of 1,395 employees in 2001 and now stands at 482. Market conditions have been responsible for employment fluctuations. Kyocera Corp., a publicly traded Japanese company, owns 70 percent of AVX stock, which is traded in the United States.

Compliance with NI fair employment law and Code of Practice: AVX's equal opportunities policy appears to conform with Northern Ireland's fair employment law. It calls for periodic review of selection procedures, staff development, publicizing the policy and filing grievances. Specific responsibility for implementation of the policy is placed on managers, supervisors and other staff members who recruit and train employees, as well as those responsible for personnel matters. The group industrial relations manager is responsible for overseeing fair employment matters at the company. The trade union "is consulted fully and supports the company" in EEO matters, AVX says. The company has completed voluminous reports for its triennial reviews that it must submit to the Equality Commission. Managers have attended equality management workshops and AVX says it provides workshops and training for all employees to address potential sectarian harassment and intimidation in the workplace.

Hiring procedures appear to be systematic, with interview panels, representation from both communities and EEO training for staff involved in the process. Job advertisements, which include an EEO statement, are placed in the Belfast Telegraph as well as local and regional newspapers and local job markets. AVX also tracks applicant success rates by religion to identify differential success rates. The company says it undertakes its training and employee development programs "without reference to employees' perceived religious beliefs." Finally, there is no formal redundancy procedure in place at the company; AVX says it retains "those employees who are best suited to the company's requirements."

Underrepresentation analysis: Catholics appear to be underrepresented at the company overall and among professionals, skilled workers, sales associates and machine operatives. The Northern Ireland Service compared managers, professionals and skilled employees to Northern Ireland's working age population (42.7 percent Catholic) and associate professionals, administrative staff, machine operatives and elementary occupations to the Coleraine district council area (34.1 percent Catholic); this area, weighted by job category, is nearly 36 percent Catholic.

Catholic representation at AVX has fallen from a high of 28 percent in 2001 to the present level of about 24 percent. The company estimates that almost 70 percent of its employees come from the Coleraine district council area, which is 34 percent Catholic according to 2001 census data. Another 17 percent come from nearby Ballymoney, which is 32 percent Catholic.

The company hired 11 additional workers in the 2007 monitoring period, none of whom were Catholic. The company had no redundancies during the most recent monitoring period.

Several years ago, the Northern Ireland Service staff noted pro-unionist red, white and blue stripes painted on the entrance sign posts of the Ballycastle Industrial Estate, where AVX's Coleraine plant is located, which was no longer visible on the most recent site visit in 2006.

Conformance with MacBride principles: The company has had an agreement to implement the MacBride principles since 1998. AVX reports that its policies reflect the fair employment standards embodied in the MacBride principles and it has honored its commitment to comply with monitoring by the Northern Ireland Service.

Affirmative action outreach - AVX has said its work force fairly represents its catchment area and believes no affirmative action efforts are needed. Given the local demographic changes and the shift in work force representation, the company may need to reassess this view. In 2003, when the company last did any major hiring, Catholics appeared to be overrepresented among applicants and new hires, but both communities have been fairly represented among applicants and new hires for the last few years.

Chill factor and neutral workplace - Several years ago, the Northern Ireland Service staff noted pro-unionist red, white and blue stripes painted on the entrance sign posts of the Ballycastle Industrial Estate, where AVX's Coleraine plant is located; the paint was gone on the most recent site visit in 2006. AVX says it maintains a neutral workplace and sectarian harassment and intimidation in the workplace is "contrary to our employment rules" and would be dealt with under the company's disciplinary procedures. AVX and its trade unions are party to a Joint Declaration of Protection to ensure a neutral workplace free from harassment. The company says it notifies all new employees of the company's policy on harassment, and that the Engineering Employers Federation has provided materials and coordinated workshops on harassment.

The company's policy says harassment "will not be condoned in any form and all complaints will be treated seriously." It provides for protection against victimization and retaliation directed at complainants. It also notes the company may dismiss employees who violate the policy. Employees are to maintain strict confidentiality during any investigation of a harassment allegation. Following the resolution of a complaint, the policy provides for consideration of employee transfers so the employees involved in the incident need not continue working together.

Grievances - One person filed three complaints against the company at the FET in 2003. They were all conciliated in 2005. AVX said the complainant alleged discrimination after he was provisionally selected for redundancy.

AVX has a grievance policy, which enables employees to file confidential complaints and to raise a grievance with someone other than their direct supervisor.

Baker Hughes

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	2/1/2007	Affirmative Action	Yes	FET Settlements	0

• Hughes Christensen

Location	Belfast				
Business	oil drilling equipment (rock bits)				
Fair Representation	Catholics appear to be underrepresented				
Employees	(Data as of Aug. 2008)				
	Protestant	275	90.8%		
	Catholic	28	9.2%		
	Other	5			
	Total	308			

2008 Survey Response: Full

Available information: Baker Hughes, which entered the Northern Ireland market in 1954, was the first U.S. engineering company in the province. Hughes Christensen has consistently responded to the Northern Ireland Service annual survey and company representative have met with Northern Ireland Service staff, most recently in 2006. Employment at the company has fluctuated with the fortunes of the oil industry as a whole; its most recent high point was 350 workers in 1998, while its most recent low point was 237 in 2000. It reached 336 workers in 2001 before falling back to the present level of 308.

Compliance with NI fair employment law and Code of Practice: The company appears to adhere to many recommendations of the Code, particularly in its work force monitoring and hiring procedures. Hughes has provided training for supervisors and management on harassment, equal opportunity policy and discipline issues, on what it terms an "ongoing" basis. The company's equal employment opportunity policy, last updated in 2005, states its commitment to "equal employment opportunity in all employment-related practices." Hughes also reviews selection criteria on an ongoing basis, and personnel who hire employees also receive training on proper techniques, including equal employment. Selection panels use cross-community representation "where possible."

The Fair Employment Commission (now the Equality Commission) noted some years ago that the company had "carried out a thorough and comprehensive review that fully complies with the fair employment legislation," and said that a "considerable amount of work has been carried out on practices and procedures and affirmative action."

Underrepresentation analysis: Catholics are significantly underrepresented, and the location of the company poses a significant chill factor for Catholic employees. For its size, Baker Hughes has the lowest proportion of Catholics of any U.S. firm in Northern Ireland. Expansions and new investment at times over the years have had virtually no effect on Catholic representation. Catholics in the labor pool in the Belfast and Castlereagh areas account for about 22 to 33 percent and about 43 percent for all of Northern Ireland. The Northern Ireland Service compares higher level positions to all of Northern Ireland and lower level position to the more narrow Belfast and Castlereagh areas, which suggests the overall work force should be about 34 percent Catholic. The proportion of Catholics at Hughes Christensen hovered at around 7 to 8 percent between 1999 and 2001, then jumped to 9.9 percent in 2002 before dipping a little to 9.5 percent in 2003 and remaining steady at 9.6 percent in 2004. Catholic representation dropped to 8.8 percent in the 2005 monitoring period because the company hired 19 additional employees, 18 of whom are Protestants. It edged up slightly in 2006 to 9 percent, where it remains.

Nearly all of the company's recent hires have been Protestants. Of the 109 workers hired between 2001 and 2003 with an identified religion, only 17 were Catholic (15.6 percent). Although this percentage appears small, it was a significant jump from Catholic representation among new hires between 1999 and 2001, which was only about 10 percent. The company met its reported target of Catholics comprising 25 percent of new hires in 2006, but fell well short of this goal in 2008, when only 10 percent of 30 new hires were Catholics.

The location of Hughes Christensen's plant in Castlereagh poses a substantial chill factor to Catholics. Management says it provides security for workers on the job but not traveling to and from work.

Conformance with MacBride principles: Hughes Christensen agreed to implement the MacBride principles in February 2007 after New York City pension funds agreed to withdraw a resolution in return. The shareholder advocates had been asking the company to adopt the principles since 1988.

Affirmative action outreach - Hughes Christensen reports that the Equality Commission "has commented on the good work" that it and other local companies have done in their local outreach efforts as part of the Castlereagh Equality Forum. Yet despite its efforts, Hughes Christensen cannot report significant results. In 2004, the company's personnel manager made a presentation on the forum's work to other employers planning to take similar action elsewhere in Northern Ireland; she reports that the forum's work is seen as an example of "best practice." Hughes Christensen reached an affirmative action agreement with the old FEC (now the Equality Commission) in January 1997. The plan set a target of at least 15 percent for Catholic applicants and appointees for all posts for the 1998 monitoring year, at least 20 percent for 1999 and at least 25 percent for 2000. The company also agreed to an overall target for the work force of 25 percent Catholic over time.

Hughes previously met its 25 percent Catholic new hire goal in 2000 when it hired two Catholics and six Protestants, despite Catholics making up a little less than 10 percent of applicants. It met this goal again in 2006, but fell short in 2007, when 20 percent of new hires were Catholic. Hughes says it is committed to an ongoing assessment of its progress toward affirmative action goals, and notes that its senior management team annually looks at fair employment issues "to ensure continuous improvement."

Outreach measures identified in the affirmative action agreement include ensuring that recruitment advertisements reach all communities and that job advertisements for hourly paid workers include a welcoming statement for the Catholic community. In addition, the company recruits through government training and employment agency offices and staff are encouraged to advertise vacancies through all offices in the relevant catchment area, including predominately Catholic West Belfast. The company also agreed in its affirmative action plan to maintain and develop new links with schools, training schemes, job clubs and influential leaders and organizations in the Catholic community. If the applicants' flow shows underrepresentation of any community, the company will consider how to develop additional links with the community. Hughes established further links with more schools in 1998 and 1999. In 2000, it placed ads in the Andersonstown News, a nationalist paper in West Belfast. In 2002, the company told the Northern Ireland Service that it also joins with other local employers to benchmark and share affirmative action strategies. Further actions and a review of its hiring practices appear to be in order as Catholics continue to be significantly underrepresented in the work force. In 2006, company representatives said Hughes Christensen was working with the Equality Commission to come up with innovative ways to reach the Catholic community.

Chill factor and neutral workplace -The location of Hughes Christensen's plant in Castlereagh poses a substantial chill factor to Catholics. Management says it provides security for workers on the job but not traveling to and from work. A previous personnel manager noted to the Northern Ireland Service in 1998 there are more job opportunities in other area engineering companies, possibly providing opportunities to Catholics that are closer to home "or not in the center of a perceived Protestant area."

The company's religious and sexual harassment policy provides examples of physical, verbal and non-verbal harassment and outlines grievance procedures. The company's equal employment opportunity policy requires the plant to be free of graffiti, flags, bunting or any other displays of sectarian allegiance. The company has signed a joint Declaration of Protection with its trade unions.

In 2001, Hughes reported that it adopted a new harassment policy, which it provided to the Northern Ireland Service. The policy gives a detailed description of what constitutes harassment and how employees may present complaints to the company. The ultimate sanction is dismissal.

Grievances - No fair employment grievances have been filed against the company in recent years.

Bemis

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	11/1/1997	Affirmative Action	Yes	FET Settlements	0

- **Perfecseal Ltd.**

Location	Londonderry		
Business	medical packaging		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of Aug. 2007)		
	Protestant	36	15.5%
	Catholic	197	84.5%
	Other	15	
	Total	248	

2008 Survey Response: Full

Available information: The company has provided detailed information on its work force and fair employment policies and has consistently completed monitoring by the Northern Ireland Service. Perfecseal's human resources administrators met with the Northern Ireland Service most recently in 2006. The company's work force dipped to 154 in 2002, down from a high of 181 in 2000, because of manufacturing efficiencies. It gained a handful of employees in 2003 and 2004 and in 2008 it reported the largest staff to date of 248 employees.

In June 2006, 96 workers were let go after they held a prohibited union meeting during work hours. Management, local politicians and the trade unions came to an agreement a week later and all of the workers were rehired. The company moved to a new location in 2007 because it had outgrown its current facilities. The new site is located on the other side of the River Foyle, which essentially divides the Protestant and Catholic areas of Derry. Before the move, company representatives told the Northern Ireland Service that it expected to lose about 15 percent of its staff because some workers are unwilling to cross the river to commute to work in a predominately Protestant area. To help workers get over what the company representatives called this "psychological challenge," Perfecseal held employee discussion forums and talks with Amicus, the trade union that represents the majority of the staff.

Compliance with NI fair employment law and Code of Practice: Company practices generally appear consistent with the Code of Practice. Perfecseal's equal opportunity policy places responsibility for successful application of the policy with management at all levels, endorses the merit principle, safeguards employees against any form of harassment and subjects employees to disciplinary action for failure to adhere to the policy. The general manager of the Northern Ireland facility has overall responsibility for equal employment.

The company advertises openings on the Internet, in local papers read by both communities, and in the Belfast Telegraph and in job markets, using an EEO statement. Perfecseal always notifies all employees of positions open to internal applicants, and publicly advertises the majority of job openings, with the exception of jobs filled using recruitment agencies. It always uses a panel to interview job candidates, and both communities are represented where possible. The company provides all employees with equal opportunity training; some employees receive interview training. Perfecseal reviews the background of its applicants to determine success rates by community.

Underrepresentation analysis: Protestants have been underrepresented at the company for a number of years when compared to plausible weighted catchment areas that consider different areas for varying job categories. The Northern Ireland Service considers all of Northern Ireland an appropriate catchment area for managerial, professional, skilled workers and sales employees and the Londonderry travel-to-work area for associate professionals, administrative staff, machine operatives and elementary occupations.

Plant and machine operatives represent more than half of the work force and Protestants appear to be clearly underrepresented in this employment category. Protestants also appear to be specifically

underrepresented among the elementary job category, associate professionals, sales associates and overall.

Perfecseal has grown rapidly in recent years and the somewhat high Catholic numbers may reflect the influence of the relatively larger number of Catholics among younger working-age people in Derry. Even so, Protestant underrepresentation persists in the plant and machine operatives job category and at the company overall when the large numbers of Catholics among young people are taken into account. The 2001 census data for youth showed a make-up of 72.3 percent Catholic for the Londonderry travel-to-work area. The skill level of the work force is increasing and entry-level requirements are becoming more stringent, making it necessary for better qualifications that may not exist for all among this group of potential applicants. New employees ideally must have two years experience (though not necessarily recent experience) in a manufacturing environment and secondary school qualifications in math and English. The company also uses a psychometric test that can qualify applicants who do not have these qualifications.

The proportion of Protestant applicants has risen significantly in recent years, from an average of 15 percent from 2000 through 2004 (except in 2003, when their proportion dropped to 7.3 percent) to an average of slightly under 20 percent in the three most recent monitoring periods. The company told the Northern Ireland Service that it attributed the dip in Protestant applicants in 2003 to the sharp increase of unemployed Catholics entering the job market after several textile plants closed in the area. Protestants appear to be underrepresented among applicants overall and in several job categories. Among new hires, they do not appear to be underrepresented. In the most recent monitoring period, 29 percent of new hires were Protestant--an average amount over recent years (22 percent in 2008, 34 percent in 2006, 12.5 percent in 2005 and 21 percent in 2004).

The company last had redundancies in 2000, when it let go just two people. It has developed a redundancy matrix that includes a range of factors that consider skill, discipline records and other factors in redundancy selection.

Conformance with MacBride principles: Perfecseal says its operations adhere to the MacBride principles "where it is practicable and reasonable to do so." Bemis reached an agreement with shareholder proponents of the MacBride principles in 1997.

Affirmative action outreach - Perfecseal's affirmative action plan, adopted in 1998, includes specific goals for increasing the percentage of Protestant applicants and appointees to 17 percent in each year for manual grades. It also states "an overall (annual) goal of increasing the Protestant proportion of its work force to 28 percent."

Perfecseal reached its goal for Protestant applicants in the 2005 monitoring year of about 17 percent, although new hires fell far short of the target, with just 12.5 percent Protestant representation. It clearly has some way to go before it meets the goal of 28 percent Protestant representation overall.

The company includes a general welcoming statement in all advertisements and a statement particularly welcoming applications from the Protestant community in advertisements for general attendant positions. Perfecseal advertises in the job market in Limavady, a nearby town that is more heavily Protestant than Derry, and is developing links with schools, job agencies, training schemes and community groups that serve the Protestant community. It also uses trade magazines to draw applicants. The company also has met with underrepresented community leaders to see what steps can be taken to attract applicants. In addition, Perfecseal reviews progress with its affirmative action plan at leadership team meetings and conducts an annual audit of employment practices and procedures.

The company told the Northern Ireland Service in 2003 that it has had difficulty recruiting employees on the Protestant side of the Foyle River because of inadequate public transportation. The facility has two shifts. The first shift starts before buses begin operating, and the second shift ends after public transportation closes. The company notes that most employees either walk to work or take cabs from the immediate community surrounding the facility--an area that is heavily Catholic.

Chill factor and neutral workplace -Perfecseal reached a Joint Declaration of Protection with its union in 1996 and issued a policy that specifically addresses harassment. The union shop steward was consulted during development of the policy, which defines harassment, outlines both the complaints procedure, describes procedures for internal investigations, and discusses possible transfers after an investigation. Individuals may raise complaints with any member of management, usually with the human resources manager, and disciplinary penalties range from a verbal warning to summary

dismissal. All employees have attended harassment awareness training sessions conducted by the Equality Commission. In addition, the Equality Commission has provided training for all managers and supervisors on the company's policies and procedures on discrimination, victimization and harassment.

The company is located in the Springtown Industrial Estate in Derry, which may be intimidating to some Protestants unwilling to cross the River Foyle to the predominantly Catholic side of the river.

Grievances - Five grievances were filed against the company at the Fair Employment Tribunal in 2006 and conciliated in 2007. The company has a grievance policy that allows employees to file confidential complaints. It also enables employees to raise grievances with someone other than their direct supervisor, which could be an independent person of the same community background.

Blackstone Group

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/2007	Affirmative Action	No	FET Settlements	0

• Hilton Belfast

Location	Belfast			
Business	hotels			
Fair Representation	Protestants appear to be underrepresented			
Employees	(Data as of 2007)			
	Protestant	48	48.5%	
	Catholic	51	51.5%	
	Other	25		
	<u>Total</u>	<u>124</u>		

2008 Survey Response: Partial

Available information: Hilton, now partially owned by Blackstone Group, is a major operator of both hotels and betting shops. It manages hotels in more than 65 countries and runs some 2,500 betting shops around the United Kingdom and Ireland. Hilton Belfast won the Hilton Group's 2004 quality hotel of the year award. The company has responded in detail to the Northern Ireland Service surveys, although its 2008 survey response did not include complete employment data.

Compliance with NI fair employment law and Code of Practice: Hilton Group has an equal opportunities policy, which it regularly reviews and updates. The company publicly advertises all job openings, using the Belfast Telegraph and government job markets. When selecting candidates for employment, the company always uses a panel of multiple interviewers, ensuring that both communities are represented on the panel where possible. All staff involved in candidate selection have received training on equal employment issues, and Hilton always reviews the religious composition of applicant pools and new hires to determine success rates by community. When selecting employees for redundancy, Hilton says that it consults the Equality Commission to ensure that its layoffs do not disproportionately affect one group. The company has also consulted with employee representatives on fair employment and harassment issues. Northern Ireland senior management are responsible for overseeing EEO and affirmative action efforts.

Underrepresentation analysis: Protestants appear to be underrepresented at Hilton Belfast when the work force is compared to two weighted catchment areas, the Belfast travel-to-work area and all of Northern Ireland. They appear to be underrepresented overall and specifically at the managerial level, associate professionals and among personal service workers. The Protestant portion of the work force has fluctuated over the last five years, reaching a high of 54 percent in 2005.

Conformance with MacBride principles: The company said its policies reflect the fair employment principles embodied in the MacBride principles, and it responds to the Northern Ireland Service surveys.

Affirmative action outreach - Hilton Belfast recognizes that Protestants are underrepresented in its work force and it uses EEO statements in its ads, job markets in particular areas and other methods to boost applications from that community. Like many companies, it does not have a formal affirmative action plan, nor has it entered into an agreement with the Equality Commission to set goals and timetables for the recruitment of Protestants.

Chill factor and neutral workplace - The Hilton Belfast is located on Belfast's waterfront by the Odyssey Arena and several large office buildings. It is a neutral location near several major motorways and public transportation and it should not pose a problem for members of either community. To address potential sectarian harassment and intimidation at work, the company uses both internal documents and Equality Commission materials to provide training for all employees.

Blackstone Group

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/2007	Affirmative Action	No	FET Settlements	0

• Hilton Group PLC t/a Hilton Templepatrick

Location	Templepatrick				
Business	hotels				
Fair Representation	Catholics appear to be underrepresented				
Employees	(Data as of 2007)				
	Protestant	91	80.5%		
	Catholic	22	19.5%		
	Other	10			
	<u>Total</u>	<u>123</u>			

2008 Survey Response: Partial

Available information: See Hilton Belfast profile

Compliance with NI fair employment law and Code of Practice: See Hilton Belfast profile.

Underrepresentation analysis: Catholics appear to be underrepresented in the work force at Hilton Templepatrick when the work force is compared to a weighted catchment area that compares managers to Northern Ireland (42.7 percent Catholic), sales staff to the local Antrim district council area (38.8 percent Catholic), and all other workers to the wider Belfast travel-to-work area (33.3 percent Catholic). Within specific job categories, Catholics appear to be underrepresented among personal service workers, miscellaneous low-level employees and overall at the company; the catchment area weighted by job category is about 40 percent Catholic, compared to the hotel's 19.5 percent representation.

The Hilton Templepatrick is located along a major motorway, which should make it easily accessible. But Templepatrick itself is heavily Protestant. The area probably poses a chill factor to Catholics, who only accounted for only 14 percent of the population of the Templepatrick electoral ward in 2001. This ward has grown substantially more Catholic in the last ten years, however; in 1991, Catholics made up only 4 percent of its population.

Conformance with MacBride principles: See Hilton Belfast.

Affirmative action outreach - Hilton Templepatrick has agreed that Catholics are underrepresented, but it has not entered into a formal affirmative action agreement with the Equality Commission. The company has told the Northern Ireland Service it uses job markets in Catholic areas, puts an EEO statement in its job ads and has made special efforts to recruit from the unemployed to boost the number of Catholic applicants.

Chill factor and neutral workplace -The Hilton Templepatrick is located along a major motorway, which should make it easily accessible. But Templepatrick itself is heavily Protestant. The area probably poses a chill factor to Catholics, who only accounted for only 14 percent of the population of the Templepatrick electoral ward in 2001. This ward has grown substantially more Catholic in the last ten years, however; in 1991, Catholics made up only 4 percent of its population.

Grievances - No complaints appear to have been filed against the company at the Fair Employment Tribunal.

Blockbuster

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	12/1/1998	Affirmative Action	Yes	FET Settlements	0

• Xtra-Vision

Location	51 stores province-wide		
Business	video tape rentals		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	172	50.9%
	Catholic	166	49.1%
	Other	0	
	Total	338	

2008 Survey Response: Partial

Available information: Blockbuster acquired the Xtra-Vision chain of video rental stores in Northern Ireland in 1996. The 51 stores currently operating are located throughout the province and give the company a presence in areas where there are no other U.S. firms. Aside from the primary business of video rentals, Xtra-vision also sells mobile phones, games and other electronic products. Eleven stores are in Belfast, spread fairly evenly around the city in both Catholic and Protestant areas; the remainder are spread across Northern Ireland. Each store employs between four and 11 workers.

Compliance with NI fair employment law and Code of Practice: The company says its operations adhere to fair employment law and the Code of Practice, and that it monitors work force data "for internal purposes" as the information is useful to the company's (and industry's) ongoing recruitment efforts. In 1999, it reported that the fair employment law changes in 1998 "set a model of best practice which the company already conforms to." In 2001, following a review of its practices, the company adopted new equal opportunity and anti-harassment policies. All employees receive training on the new policies.

The company publicly advertises all job openings and notifies all employees of positions open to internal applicants. It uses the Belfast Telegraph, local newspapers, job markets, government job centers (including the Training and Employment Agency of Northern Ireland), local job clubs, the Internet and the employee intranet to publicize its vacancies. Blockbuster uses panels to interview candidates but does not ensure that both communities are represented on them. All interviewers are trained on equal employment issues and the religious composition of applicants are reviewed to ensure no bias has crept into the selection process. Promotions are treated in the same way as other vacancies. The company said that it no longer uses seniority to select employees for upper level jobs so as to ensure equitable treatment for both community groups. Training "is open and offered to all levels regularly"; the company is not participating in any affirmative action outreach efforts involving training, but no such efforts seem warranted.

Employees elect members of an employee relations committee to facilitate discussion and consultation with elected representatives on all issues, including equality of employment. Overall responsibility for equal employment issues lies with the senior vice president/managing director of the company. The director of human resources has line responsibility.

Underrepresentation analysis: Protestants appear to be slightly underrepresented, particularly in the sales group, which makes up 96 percent of the work force. Since the company has stores province-wide, all of Northern Ireland is an appropriate catchment area for all job categories.

Conformance with MacBride principles: The company reached an agreement on MacBride implementation with New York City in late 1998, after investors withdrew a 1999 shareholder resolution asking Viacom, Blockbuster's then-parent, to implement the MacBride principles. The company says it will "continue to make lawful efforts to implement the fair employment principles embodied in the MacBride principles."

Affirmative action outreach - The company takes pains to advertise in papers read by both communities. It includes EEO statements in its ads and also uses statements particularly welcoming

specific underrepresented groups "in areas where analysis of previous recruitment exercises demonstrates an underrepresentation of applications received from a specific group and therefore warrants the use of such a statement in future recruitment exercises." In its 2000 survey response the company noted, "Whilst the composition of the work force closely reflects the population of Northern Ireland as a whole we continue to promote equality of opportunity at work and will take action where appropriate."

Chill factor and neutral workplace - Travel to and from work "has not been a problem" for employees, but "in the event that it arises, we will examine the situation," the company says. Blockbuster's stores are not concentrated solely in Catholic or Protestant areas, though local managers said in 1999 that some of its "stores cross community lines, but that employees regularly cross those communities" to help cover each other's shifts in different stores.

Viacom provided a copy of Xtra-Vision's new anti-harassment policy and complaints procedures in 2001. The policy says that "acts of harassment/bullying are regarded as gross misconduct, rendering the employee(s) responsible for breaching this policy liable to disciplinary action, including summary dismissal." The definition of harassment is detailed and covers a wide range of potential offenses. The policy allows employees to raise concerns confidentially, laying out the specific responsibilities of employees and managers for ensuring a non-sectarian working environment. The policy outlines both informal and formal procedures for resolving harassment issues. If employees cannot resolve the issue informally, they are directed to bring the complaint to a member of the HR department or another manager. Management then may instigate a formal investigation and interview both parties and other witnesses. The policy says, "All complaints will be investigated promptly with sensitivity and due respect for the rights of all those concerned."

Grievances - No fair employment grievances have been filed against the company in recent years.

Caterpillar

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	2/1/2002	Affirmative Action	Yes	FET Settlements	0

• Wilson F.G. (Engineering)

Location	Larne, Newtownabbey, Belfast		
Business	manufacture of diesel generators		
Fair Representation	Both Catholics and Protestants are underrepresented		
Employees	(Data as of 2008)		
	Protestant	1748	70.6%
	Catholic	725	30.4%
	Other	181	
	Total	2654	

2008 Survey Response: Full

Available information: Caterpillar consistently provides a full response to the Northern Ireland Service survey. Service staff met with F.G. Wilson management in Northern Ireland in 2008, 2006 and 2003.

F.G. Wilson continues to be the largest publicly held U.S. employer in Northern Ireland. The company now employs approximately twice the number of workers that it did ten years ago. F.G. Wilson has four sites: a main manufacturing facility in Larne, two smaller facilities in West Belfast and Newtownabbey and an office in Belfast. F.G. Wilson provided the Northern Ireland Service with specific information on employees at each site in 2008. The company's expansion in Northern Ireland has been underwritten by government funding but has also involved substantial capital expenditures on the company's part.

Compliance with NI fair employment law and Code of Practice: The company has described its fair employment policies in its survey response and provided extensive supporting documentation. Its EEO policy has a comprehensive anti-discrimination statement and notes that to ensure its effectiveness, the company has consulted with employees about the policy and communicated its details to all workers. The procedures described in the policy appear to follow the requirements of Northern Ireland fair employment law and Code of Practice, and the recommendations of the Equality Commission.

The company has two sets of recruitment procedures for temporary and permanent vacancies. For temporary workers, who are paid an hourly rate, Caterpillar relies on an outside agency to screen applicants. The agency shortlists candidates and arranges interviews. For permanent positions, an outside agency may conduct the job advertising, but Caterpillar shortlists the candidates and asks the agency to arrange the interview. Caterpillar conducts all the interviewing for both types of positions, except in rare occasions when the agency conducts them for temporary workers.

Caterpillar notes that all F.G. Wilson employees are notified of positions open to internal applicants and that it advertises permanent vacancies widely in Northern Ireland newspapers read by both communities. During the selection process, the company always uses an interview panel. It does not ensure cross-community representation on the panels because to do so would be "impracticable and inappropriate," according to the company.

F. G. Wilson reviews the religious composition of applicant and new hire pools to determine success rates by community as part of its annual and triennial submission for the Equality Commission. This can be a useful check to ensure selection procedures are not biased.

F.G. Wilson has agreed to a redundancy procedure with its unions that it says "provides for the application of measures that do not have a disproportionate effect on any one group, nor do they undermine affirmative action achievements." The company's senior management based in Northern Ireland has direct responsibility for overseeing fair employment matters at F.G. Wilson. The company recognized trade unions at its facilities in September 2001, after being a non-union shop for many years. F.G. Wilson has had some discussions with employee representatives about equal opportunities.

Underrepresentation analysis: Since the last monitoring period, the Catholic proportion of F.G. Wilson's work force has risen nearly four percentage points to over 30 percent. It had been around 28 percent for five years at the end of the 1990s and the beginning of this decade, up from under 21 percent ten years before. Despite the company's substantial progress towards a work force that is more representative of the local population, Catholic underrepresentation at the company still exists. In the most recent monitoring period, Catholics are underrepresented in every employment category at the company and overall, although Protestants are underrepresented at the company's Belfast facility.

The Northern Ireland Service considered all of Northern Ireland as the appropriate recruitment area for managers, professionals, skilled workers and sales associates and a smaller area for administrative staff, associate professionals, plant and machine operatives and elementary occupations. These latter occupations were compared to the population in the three district council areas in which the company operates--Larne, Newtownabbey and Belfast--whose regional populations are 25, 21 and 33 percent Catholic, respectively. Catholics are significantly underrepresented at the company's Larne and Newtownabbey facilities, and significantly overrepresented in Belfast.

Catholic representation among applicants and new hires rose significantly in the most recent monitoring period to 43 up from less than 30 percent in the most recent monitoring period and its zenith of 39 percent in in 2004.

The Newtownabbey location is in a heavily Protestant district just north of Belfast that is in general intimidating to Catholics. The company is closed for about five days around the time of the July marching season, with its typical sectarian unrest.

Conformance with MacBride principles: Caterpillar reached an agreement on implementation of the MacBride principles and cooperation with monitoring by the Northern Ireland Service in early 2002, prompting the withdrawal of a shareholder resolution on the subject from the New York City pension funds. Emerson Electric had reached a similar agreement shortly before it sold its stake in F.G. Wilson to Caterpillar several years ago.

Affirmative action outreach - F.G. Wilson told the Northern Ireland Service that it is negotiating an affirmative action agreement with the Equality Commission. The company said that it has not set any goals or timetables for recruitment or promotion of underrepresented groups, but that it is "carrying out 'outreach' programs to both communities to encourage more people to apply to work for us and promoting ourselves as an Equal Opportunities Employer."

Chill factor and neutral workplace -The company's main facility is located on the outskirts of Larne, just off a major motorway, and employees do not need to travel through any specifically Catholic or Protestant areas to get to work. The West Belfast plant is close to hard line areas from both communities, but is located in the heart of heavily Catholic West Belfast; the location is intimidating to many Protestants and some Catholics from outside the area. The Newtownabbey location is in a heavily Protestant district just north of Belfast that is in general intimidating to Catholics.

No sectarian or offensive materials may be displayed at the company, which has taken pains to maintain a neutral workplace; F.G. Wilson notes it has disciplined and dismissed employees who have violated its neutral workplace policy. The company is closed for about five days around the time of the July marching season, and its typical sectarian unrest, as well as for several other holidays throughout the year. The regular summer sectarian unrest has had no direct impact on any of the company's operations in the last several years; any impact would be mitigated by its regular closure at the apex of tensions in early July.

The company handbook asserts that F.G. Wilson "treats all forms of harassment, intimidation and victimization seriously." The harassment policy includes protection from victimization or retaliation against complainants. The policy explicitly prohibits a variety of religious harassment and intimidation, in physical, verbal or nonverbal forms, and notes that such harassment "includes conduct which creates an intimidating, hostile or humiliating working environment." Prohibited verbal harassment can include "talk about political incidents, shootings, bombings, parades or demonstrations [and] the articulation (singing, whistling or humming) of party tunes." Complainants are directed by the company to report any problems to their supervisor or the next level of management; they may be accompanied by another employee when interviewed by company officials. The policy says that "all aspects of a complaint will be treated seriously, dealt with expeditiously and as far as possible, be treated in the strictest confidence."

F.G. Wilson has provided workshops and training on addressing sectarian harassment and intimidation for its managers and supervisors, although not for shop floor workers, using materials from the Equality Commission and employers' associations. F.G. Wilson is a party to the Joint Declaration of Protection between the Engineering Employers' Federation and the Confederation of Shipbuilding and Engineering Unions, reached in 1989.

Northern Ireland's sectarian violence has at times directly affected the company and its workers. Most recently in November 2003, a 31-year-old welder employed by the company was killed in his home in Ballyclare by gunmen from the Ulster Volunteer Force, a Protestant paramilitary group; local press reports said the man had spoken out against loyalist paramilitaries and was killed in retaliation.

Grievances - Since 2004, six complaints have been filed against the company at the Fair Employment Tribunal. Three were dismissed, two conciliated and one remains pending.

F.G. Wilson's grievance policy allows employees to file confidential complaints and to raise issues with someone other than a immediate supervisor, including someone of the same community background. In its most recent survey response, the company noted, "If possible/ practicable, complaints will be dealt with by someone with an affinity to the person's background."

Clear Channel Outdoor Holdings

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	1/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

• Clear Channel NI Ltd.

Location	Belfast		
Business	advertising		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of August 2008)		
	Protestant	14	70.0%
	Catholic	6	30.0%
	Other	1	
	Total	21	

2008 Survey Response: Full

Available information: The company has a small office in Belfast with 21 employees, working in Clear Channel's advertising business.

Compliance with NI fair employment law and Code of Practice: The company says its policies and practices conform to Northern Ireland fair employment law and the Code of Practice. It says that all job openings are publicly advertised, and that all employees are notified of openings. Clear Channel uses the Belfast Telegraph for ads, along with its intranet and recruitment agencies. The company always uses a panel with more than one person to interview job candidates, sometimes is able to ensure cross-community representation on panels, but has not trained employees involved in candidate selection on EEO issues--something that fair employment experts would consider advisable. The company does, however, review the religious composition of its applicant and new hire pools to determine community success rates, which can flag problems in recruitment procedures. The company says it uses its company handbook policies and employment contracts to ensure its workplace remains free of sectarianism.

Underrepresentation analysis: Analyzed using a catchment area defined as the Belfast travel-to-work area, which is 33 percent Catholic, no group appears to be underrepresented at the company.

Conformance with MacBride principles: The company has regularly indicated in survey responses that its policies conform with the MacBride principles and it agreed to comply with monitoring by the Northern Ireland Service.

Affirmative action outreach - No affirmative action appears warranted.

Chill factor and neutral workplace -The company reports it has had no difficulties with chill factor.

Grievances - No fair employment grievances have been filed against the company.

Coca-Cola Co.

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	9/1/2004	Affirmative Action	Unnecessary	FET Settlements	0

• Coca-Cola Bottlers (Ulster) Ltd.

Location	Lisburn and Omagh		
Business	soft drink bottling		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of July 2008)		
	Protestant	425	63.5%
	Catholic	262	36.5%
	Other	51	
	Total	738	

2008 Survey Response: Full

Available information: The company has responded in full to the Northern Ireland Service survey for the last few years. Service staff met with company representatives in 2005. Coca-Cola owns what it terms a "non-controlling ownership interest" in Coca-Cola HBC of Greece, the immediate parent of the bottling company in Northern Ireland. Coca-Cola Bottlers (Ulster) Ltd. has bottled Coca-Cola beverages for many years, but Coca-Cola's relationship with Coca-Cola HBC was less direct until 2000 when it acquired a 24 percent stake in the bottling company. Coca-Cola Bottlers plans to combine all its operations on the island of Ireland into a new facility located at Knockmore Hill in Lisburn. Northern Ireland politicians have worked closely with the company throughout the selection process for the new site. Coca-Cola Bottlers reported, "all the main political parties made representations to the company to offer support and assistance in maintaining employment within the Lisburn area." The positive impact restructuring will have on job creation is enhanced by the company's decision to build the new facility only about five miles away from the former site. Workers in the Republic of Ireland, on the other hand, are likely to face redundancies when their facilities close.

Coca-Cola's primary business is the manufacture and sales of beverage concentrates and syrups, which it sells to more than 300 bottling companies with which Coke has business relationships. Coca-Cola HBC's policies, management and governance structure are separate from Coca-Cola's, although the two "work together to find common ground and take common action in many areas," a Coca-Cola representative said.

Compliance with NI fair employment law and Code of Practice: The company says its operations adhere to the standards of the Northern Ireland fair employment law and Code of Practice. It has provided the Northern Ireland Service with a copy of its employee handbook, which describes the company's EEO and harassment policies in detail.

In its survey response, the company said most jobs are advertised externally, although it uses an internal promotion track to move up sales employees to higher positions and generally hires internally when filling more senior sales posts. All employees are notified about positions open to internal candidates. Job ads are placed in the Belfast Telegraph, other local newspapers, and trade publications, job markets and through recruitment agencies company notice boards. In December 2004, Coca-Cola HBC conducted a major advertising campaign in Northern Ireland and the Republic of Ireland through the Belfast Telegraph and the Irish Times. It always uses more than one person to interview job candidates, sometimes ensures both communities are represented on the panel, and always ensures interviewers have received EEO training. The company also reviews the religious composition of applicant pools and new hires to determine community success rates, which can be a useful check to ensure no bias has crept into the selection process. It uses the same process for promotions. Training is open to all employees and needs are determined on a company-wide basis. Other employee training requests are considered "based on the capability requirements of the organization."

Employees receive EEO and harassment training, which outlines their "personal responsibility as employees and the consequences of non-compliance." The company says it manages all redundancies

"according to the specific circumstances," and that there are "no blanket rules for all occasions," although it never makes employees redundant on a last in-first out basis. All redundancies are managed in concert with the company's trade union.

The local managing director has responsibility for ensuring the human resources department complies with the company's equality policies. The local board of directors monitors compliance and receives reports on these policies and their implementation. Management consults with trade unions about internal policy changes and procedures.

Underrepresentation analysis: While both communities appear to be fairly represented overall at the company's operations in Lisburn (where the majority of employees work), Protestants are significantly underrepresented among the professional and administrative job classes, which make up over a fifth of all positions. The Omagh facility is a warehouse and delivery depot, which has 19 employees. Coca-Cola reported that nearly 60 percent of its workers live in the Belfast travel-to-work area; the rest live throughout Northern Ireland.

Conformance with MacBride principles: In September 2004, Coca-Cola wrote to New York City Comptroller William Thompson and said that the company "is committed to fostering a diverse work force throughout our worldwide operations," and that this commitment "is integral to our corporate identity and to our ability to thrive." It says it has "benefited from the various cultural insights and perspectives of the societies in which we do business," and that the company's "future success will depend on our ability to develop a worldwide team that is rich in its diversity of peoples, cultures and ideas." Coca-Cola said it is "committed to take lawful steps in good faith to conduct business in Northern Ireland in accordance with the fair employment standards embodied in the MacBride principles applicable to our particular situation" with its non-controlling ownership stake in Coca-Cola HBC. Coca-Cola also promised to comply with monitoring by the Northern Ireland Service. In its most recent survey response, the company reported that MacBride "compliance is monitored and reported at local board meetings to the Directors of the company."

Affirmative action outreach - No affirmative action measures appear warranted overall at the company. Coca-Cola says that it maintains fair representation through regular monitoring and that "affirmative action would be taken in the event of an imbalance." The company puts an EEO statement in its ads and has used job markets in particular areas. It says the Equality Commission has not raised any concerns about underrepresented groups. Coca-Cola Bottlers says that "representation in management and professional posts is continuously monitored to ensure balance" and that balance is also ensured in the other categories. It notes that Catholics hold roughly half of the management and professional posts.

Chill factor and neutral workplace - Neither of the company's locations should pose a chill factor for either community. To address potential sectarian harassment and intimidation in the workplace, the company provides workshops and training for all employees, using materials from the Equality Commission and a local consultant who specializes in EEO matters. Coca-Cola Bottlers (Ulster) Ltd. also says it "posts notices internally [to] remind people of our responsibility to provide a harmonious working environment where all sections of our community feel free from harassment or victimization." Company representatives told the Northern Ireland Service in 2005 that the most recent incident of sectarianism was graffiti written on the bathroom room wall several years ago. It has not had any recent problems.

Grievances - No recent complaints have been filed against the company at the FET. The head of the Human Resources department believes the company may have settled cases in the past to save time and money, but said she would discourage this approach if an incident occurred in the future. The company's grievance policy allows for employees to file confidential complaints and to bring issues to someone other than their immediate supervisor, including a colleague who shares the same community background.

Crane

MacBride Agreement	None	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Yes	FET Settlements	0

• Stockham Valve Ltd.

Location	Belfast		
Business	industrial check valves; oil field equipment		
Fair Representation	Catholics appear to be underrepresented		
Employees	(Data as of Feb. 2008)		
	Protestant	66	86.0%
	Catholic	11	14.0%
	Other	11	
	Total	88	

2008 Survey Response: Full

Available information: Crane acquired portions of Stockham Valve, including that company's Belfast operations, in 1997. In 1999, Crane closed or downsized several European plants, and the Belfast facility has seen a significant decrease in its work force, which dropped from 154 employees in 1999 to 88 in 2006. Stockham Valve completed a full response to the 2008 Northern Ireland Service survey and provided copies of its policies.

Compliance with NI fair employment law and Code of Practice: The company reports that its policies are in line with fair employment laws in Northern Ireland. It informs its employees and publicly advertises job opportunities as they become available. Openings are advertised in the Belfast Telegraph, the Irish News, the Internet, the company intranet, through recruitment agencies and at job markets. When selecting candidates, the company uses an interview panel comprised of employees that have been trained in EEO issues and works to ensure that both communities are represented on these panels "as far as possible." Crane Stockham reviews the religious composition of its applicants to determine success rates by community and ensure the selection process is not biased. Promotion opportunities at the company are internally advertised and the company said, "normal recruitment procedures are followed with the selection made on merit only." Likewise, it reported that a set of criteria is considered when redundancies are necessary.

The company EEO policy includes specific reference to sectarian issues in Northern Ireland. One of the stated objectives in the policy is to, "monitor the outcome of our recruitment, selection, training and promotion procedures and the composition of our work force and undertake periodic reviews as required by Article 55 of the Fair Employment and Treatment (NI) Order 1998." It also says it will "take remedial action to eliminate any imbalance or distortion." Crane's harassment policy lists specific offenses that are inappropriate in the workplace and states, "It should be noted that it is the impact of the behavior which is relevant and not the motive or intent behind it."

Underrepresentation analysis: Catholic representation is up from only 7.9 percent in 1996 but Catholics continue to be clearly underrepresented at the company, with the vast majority of clerical and skilled staffers being Protestants. The ideal Catholic representation at the company is nearly 39 percent Catholic; the 14 percent Catholic work force falls far short of this mark. Protestants accounted for 70 percent of the applicants in 2008 and 73 percent of the new hires.

The company's location has been off-putting to Catholics, but Crane appears to have made efforts recently to counteract this problem. A company official told the Northern Ireland Service in 2003 that "we do our best," but that the plant is in a Protestant area and "people have to be comfortable to work there." In its 2006 survey response, the company said, "The workplace is a neutral environment, all employees including new hires are made aware of the company's Equal Procedure."

Conformance with MacBride principles: The company has no MacBride implementation agreement. For the last several years, Crane has received a shareholder proposal asking it to implement the principles. Most recently, in 2006 the resolution got 13.4 percent support and in 2007 it got 12.1 percent support; support fell to 11.4 percent in 2008, but the proposal is eligible for resubmission for 2009. A company official indicated to the Northern Ireland Service in 2003 that the

company considers the annual reporting requirement for an agreement on MacBride implementation to be too onerous. Reporting requirements under Northern Ireland's fair employment law are considerably more detailed than the referenced survey, however. In its 2007 proxy statement urging investors to vote against the shareholder resolution, management said that adoption of the MacBride principles would be duplicative of current policies and would make the company "accountable to two sets of similar but not identical fair employment guidelines," which would be burdensome. It also said adoption of the principles "could lead to confusion, conflicts and, potentially, unfairness in the workplace."

Affirmative action outreach - Management has taken some steps to increase the number of Catholics in its work force. In its 2006 and 2008 survey responses, management suggested that its recruitment procedures preclude a need to further affirmative action measures. In response to questions regarding affirmative action, the company reported that "all vacancies are advertised in newspapers that provide for both sections of the community" and noted that it advertises in "all job centers" and puts an EEO statement in its ads. The company uses job markets in predominately Catholic areas to boost the number of Catholic applicants and includes a welcoming statement in its ads.

Chill factor and neutral workplace - The company's location has been off-putting to Catholics, but Crane appears to have made efforts recently to counteract this problem. A company official told the Northern Ireland Service in 2003 that "we do our best," but that the plant is in a Protestant area and "people have to be comfortable to work there." In its 2006 survey response, the company said, "The workplace is a neutral environment, all employees including new hires are made aware of the company's Equal Procedure." It also added, "in general the situation in Northern Ireland is now much more relaxed." All of the company's employees receive training on potential sectarian harassment and intimidation at the workplace, using materials from the Equality Commission and the Engineering Employers Federation.

The company harassment policy contains a section on flags & emblems that specifically outlines materials prohibited from the workplace. Although employees are not allowed to bring, among other items, flags to work, the policy includes the statement, "The national flag will be flown outside the company premises throughout the year."

Grievances - No fair employment grievances have been filed against the company in recent years. Crane Stockham has a grievance policy, which informs employees that they can raise issues with a manager of their choosing. The policy also lays out the procedure and timeframe for handling and resolving complaints.

Crawford & Co.

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	2/1/2004	Affirmative Action	Unnecessary	FET Settlements	0

• Crawford & Co. (UK)

Location	Belfast		
Business	insurance services		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of July 2008)		
	Protestant	27	61.4%
	Catholic	17	38.6%
	Other	1	
	Total	45	

2008 Survey Response: Full

Available information: Crawford's office in Belfast processes liability and property claims. Crawford says that it is "the world's largest independent provider of claims management solutions to insurance companies and self-insured entities, with a global network of more than 700 offices in 63 countries." The company regularly provides complete responses to the Northern Ireland Service survey, providing information on its employees and a description of its fair employment policies. Crawford's work force nearly doubled between August 2007 and July 2008, rising from 26 to 45 employees. The company closed an office in Londonderry in 2003.

Compliance with NI fair employment law and Code of Practice: The company says its operations adhere to Northern Ireland fair employment law and the recommendations of the Code of Practice. Specifically, it says it publicly advertises all job openings, and notifies all employees of positions open to internal applicants. It uses the Belfast Telegraph to post vacancies, and it uses an EEO statement in ads. During hiring and selection, it sometimes uses a panel with more than one person to interview job candidates, and sometimes is able to ensure cross-community representation on panels (the small size of its management team may preclude this). All those involved in candidate selection have received EEO training, and the company reviews the religious composition of applicant pools and new hires to determine community success rates. Crawford says it works closely with its London human resources team to ensure that redundancy and promotion decisions "are made in a proper fashion." The company says that while it has a very small team in Northern Ireland, it is "determined in a proper way to take every opportunity to target fair levels of representation."

The company's U.S. website says that it will not discriminate based on "race, creed, color, religion, sex, sexual orientation, age, national origin, Vietnam veteran status, or the presence of any sensory, mental or physical disability, unless based upon a bona fide occupational qualification. Further, Crawford & Company will not tolerate harassment based on any of these categories. This policy applies to recruitment or recruitment advertising, hiring, training, upgrading, promotion, demotion, transfer, termination, rates of pay or other forms of compensation, and all other aspects of employment." The company periodically "analyzes all areas of employment in the Corporation to assure adherence to the principles of equal opportunity."

Underrepresentation analysis: No group appears to be underrepresented at the occupational level or company-wide.

Conformance with MacBride principles: In February 2004, the company's board of directors passed a resolution officially accepting the MacBride principles, prompting the New York City pension funds to withdraw a shareholder resolution on the subject. The company says it is "committed to fair employment and positively operating and supporting the initiatives."

Affirmative action outreach - No affirmative action is warranted given the present work force composition.

Chill factor and neutral workplace -The company's Belfast office on Newforge Lane is just off a main road through the neutral and well-off Malone Road in south Belfast. Its location should not pose a chill factor for either community in Northern Ireland, as the company points out. Crawford says it

chose the location "to ensure that no staff would have any such issues" with security or chill factor. Crawford has provided managers with workshops and training on issues of sectarian harassment and intimidation using materials from the Equality Commission. Management-level employees receive training on sectarian harassment with materials from the Equality Commission.

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal. The company reports that it has grievance and equal opportunity policies, which are made available to employees through the internal company database. Crawford also reported, "For many years we have operated in Belfast, supporting clients from both sections of the community. Never has there been any bias or allegation of bias against us from any quarter."

Danaher

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	2/1/2003	Affirmative Action	Unnecessary	FET Settlements	0

• Qualitrol Hathaway Instruments

Location	Belfast		
Business	power utility monitoring equipment		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2008)		
	Protestant	41	60.3%
	Catholic	27	39.7%
	Other	6	
	Total	77	

2008 Survey Response: Full

Available information: Danaher acquired the power and process segment of Hathaway Corp., which owned Hathaway Systems in Northern Ireland, in 2002. Employment at the company has fluctuated over the years between 51 in 2004 and 70 in 2000, rising to 77 in 2008.

Compliance with NI fair employment law and Code of Practice: Danaher's corporate standards of conduct apply to all its subsidiaries; breach of the EEO policy is considered gross misconduct. The company says its operations adhere to Northern Ireland's fair employment law and Code of Practice. All jobs at the company are publicly advertised and all employees are notified of positions open to internal applicants. Ads are placed in the Belfast Telegraph and in government job markets. The company always uses a panel with more than one person when interviewing job applicants, and sometimes ensures cross-community representation, but does not review the religious composition of applicant pools and new hires to determine community success rates. This level of monitoring is not necessary if the company's balance appears to be fairly representative of the area where it is located, as is the case with Danaher.

Selection for redundancy is based on an employee rating procedure involving performance, qualifications, ability, timekeeping and responsibilities and does not appear to be done on a last-in, first-out basis. Employees are selected for promotion based on merit, while training is provided to employees as needed for the job.

Danaher says that there is "close management involvement in EEO" and that monitoring reports are given monthly to senior management.

Underrepresentation analysis: Both communities appear to be fairly represented in the work force, although the proportion of Protestants in the workplace has fallen in recent years. The Northern Ireland Service compared the company's work force to a weighted catchment area that considered all of Northern Ireland for the company's upper level jobs and Belfast travel-to-work area for clerical and manual jobs.

Conformance with MacBride principles: The company reached an agreement on MacBride implementation in February 2003, prompting the New York City pension funds to withdraw a shareholder resolution on the subject. The company says it ensures compliance with the principles through application of its EEO policy and corporate standards of conduct. Local management have been made aware of Danaher's intention to comply with the MacBride principles, as well.

Affirmative action outreach - No affirmative action efforts appear warranted.

Chill factor and neutral workplace -The company is in an industrial area near West Belfast that appears to be accessible to both communities, although some Catholics may be somewhat intimidated by the neighborhood. The company says that it has never found any need to offer specific assurances to minority employees at its workplace. Managers, supervisors and shop floor workers have received anti-harassment training based on material from the Equality Commission. In its most recent survey response, the company reported, "We strictly enforce the terms of our fair employment and harassment

policies and anyone in breach of these policies will be subject to disciplinary action under gross misconduct."

Grievances - No fair employment grievances have been filed against the company in recent years. The EEO policies "prohibit unlawful discrimination and specifically encourage employees to go to a higher level of management with concerns if necessary," Danaher reports. Employees are suspended pending an investigation and statements from witnesses, and an appeals process is in place. The company's grievance policy allows for employees to file confidential complaints and to raise issues with someone other than their immediate supervisor, which may include a colleague of the same community background.

DuPont (E.I.) de Nemours

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	3/1/1992	Affirmative Action	No	FET Settlements	0

• DuPont UK Ltd.

Location	Londonderry		
Business	Kevlar		
Fair Representation			
Employees	(Data as of July 2008)		
	Protestant	60	33.3%
	Catholic	120	66.7%
	Other	1	
	Total	181	

2008 Survey Response: Full

Available information: DuPont operates a Kevlar production facility in Londonderry, Northern Ireland. The company spun off its Invista division, which included most of its former Northern Ireland operations, to privately held Koch Industries in April 2004.

Company representatives expect to see an annual growth rate of 7 percent. They are hopeful that DuPont will not be affected by the manufacturing squeeze on Northern Ireland that is prompting many companies to move operations to countries with lower wage earners. They say their product is unique in that Kevlar is a patented product and requires highly skilled workers with specialized training and an acute attention to protecting intellectual property.

Compliance with NI fair employment law and Code of Practice: The company's policies and procedures are in compliance with Northern Ireland fair employment laws. A human resources department in Northern Ireland manages the recruitment process, but it relies on a central human resources office in Spain to streamline questions from candidates and recruitment agencies, which short-list candidates using objective criteria and aptitude tests. The recruitment agencies also send out applications and keep track of monitoring information. Job advertisements are placed in market-specific magazines, the Belfast Telegraph and the Derry Journal. When the company uses a panel to interview candidates, it ensures both communities are represented. Employees involved in candidate selection have completed EEO training. DuPont reviews the religious composition of its applicants to determine success rates by community. The company conducts diversity training for all of its employees and requires that employees pass tests demonstrating an understanding of company policies.

UK and Northern Ireland managers as well as corporate headquarters and the corporate board oversees the company's equality policy.

Underrepresentation analysis: No group appears to be underrepresented at the company when the work force is compared to a weighted catchment area that considers all of Northern Ireland as the recruitment area for senior level jobs, the Londonderry travel-to-work area for associate professionals and skilled employees and Derry for elementary occupation workers who make up the rest of the work force. This area, weighted by job category, would be about 60 percent Catholic, which is in line with the composition of the company's work force.

DuPont does not recognize sectarian holidays, including St. Patrick's Day and the July 12th Drumcree parades.

Conformance with MacBride principles: DuPont reached an accord with shareholder proponents of the MacBride principles in 1992 and has cooperated with the monitoring process by the Northern Ireland Service. It met with Service staff in 2006.

Affirmative action outreach - No affirmative action efforts are warranted.

Chill factor and neutral workplace -The company's site outside Derry is accessible to both communities and just off a major motorway. Sectarian flags and emblems are banned as are football

jerseys or any other overtly provocative emblems. DuPont does not recognize sectarian holidays, including St. Patrick's Day and the July 12th Druncree parades.

Company representatives told Northern Ireland Service staff that overtly sectarian problems have never occurred at the work place. They attribute this cohesive working environment to generous salaries, which workers are unwilling to risk losing, and a strong presence by the parent company dating from the start of operations. The parent company's hands-on approach to the Northern Ireland operations helped to disseminate the corporate policies against harassment.

Grievances - No fair employment grievances have been filed against the company in recent years. DuPont has a grievance policy that allows employees to file complaints confidentially or with someone other than their immediate supervisor.

Emerson Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/1998	Affirmative Action	No	FET Settlements	0

• Copeland Ltd.

Location	Cookstown, Co. Tyrone		
Business	scroll compressors		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of July 2008)		
	Protestant	82	43.4%
	Catholic	107	56.6%
	Other	30	
	Total	219	

2008 Survey Response: Full

Available information: The company began production in April 1997. Emerson has provided regular survey responses, giving detailed information on work force composition and its equal opportunities policy. The company eliminated 55 positions in the most recent monitoring period.

Compliance with NI fair employment law and Code of Practice: The company says its employment practices adhere to Northern Ireland fair employment law and the Code of Practice. Its EEO policy forbids discrimination on a variety of grounds, including "perceived religious belief or political opinion." The policy also says Copeland "does not practice positive discrimination." Failure to comply with the policy can result in dismissal. Copeland advertises openings in the Belfast Telegraph, local and regional newspapers, and in government job centers. It also includes EEO statements in its ads. Interviews are always conducted by more than one person, cross community representation is ensured where possible, staff involved in candidate selection have received EEO training and applicant success rates are tracked by religion. The EEO policy calls for careful record keeping at each stage of hiring and promotion, as stressed by the Equality Commission and Code of Practice. The redundancy policy specifically calls for no discrimination, and sets up an appeals procedure for complainants. Copeland has not set up a consultation process with worker representatives on equal employment issues.

Underrepresentation analysis: When compared to the Cookstown area, which is 54.6 percent Catholic, Protestants appear to be underrepresented at Copeland, particularly in the skilled worker employment category, although the workforce as a whole has become slightly more Protestant, from 42 percent to 43.4 percent. The company did not provide information on the community background of workers whose positions were eliminated. Nearly 70 percent of job applicants and 77 percent of 17 new hires whose religious communities were identified were Catholic, showing a significant underrepresentation of Protestants.

Conformance with MacBride principles: In September 1998, Emerson reached an understanding with MacBride advocates on implementation of the principles and independent monitoring. The company says that its policies reflect the fair employment standards of the principles. Corporate officials from Emerson also have said they believe the company is "doing the right thing" in Northern Ireland by providing jobs and employment opportunities in disadvantaged areas.

Affirmative action outreach - Copeland's policy notes that it will take affirmative action and set goals and timetables "where necessary."

Chill factor and neutral workplace -The EEO policy forbids "flags, emblems, posters, graffiti or the circulation of materials or the deliberate articulation of slogans or songs which are likely to give offense to or cause apprehension among particular groups of existing or potential employees." Copeland has a policy that describes in some detail what constitutes inappropriate behavior, with specific examples, covering sexual and racial as well as religious and political harassment. The grievance procedure for this policy is similar to the equal opportunities grievance procedure but includes in addition provisions for transferring affected employees so they need not continue to work together, whatever the outcome of an investigation.

The company says it does not take any particular steps to ensure workplace security or safety for workers coming to and from the plant, but this may not be needed, given the area where Copeland is located. The company says its location would not pose a chill factor to either Catholics or Protestants. Although Copeland recognizes no trade unions, the company "supports and displays a Joint Declaration of Protection" for employees regarding sectarian harassment and the maintenance of a neutral workplace.

Grievances - One complaint was filed against the company in 2003; it was withdrawn in December 2004.

Gap

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unnecessary	FET Settlements	0

• GPS (Great Britain) Ltd.

Location	Belfast (2 locations) and Banbridge				
Business	retail clothing				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of 2007)				
	Protestant	14	59.3%		
	Catholic	11	40.7%		
	Other	15			
	Total	40			

2008 Survey Response: Full

Available information: The Gap regularly responds to the Northern Ireland Service surveys, providing work force data and descriptions of its fair employment practices. It owns and operates two retail clothing stores in the Belfast city center that are part of Gap's subsidiary GPS (Great Britain) Limited. There have not been any redundancies for the past few years and the work force has remained stable with about 40 to 50 full-time workers. Part-time workers make up 53 percent of Gap's staff in Northern Ireland.

Compliance with NI fair employment law and Code of Practice: The Gap says it complies "with all relevant regulations" of local fair employment law, the Code of Practice, and the MacBride principles. The company includes an EEO statement in its advertisements and always notifies employees about positions open to internal applicants. It also recruits through government-sponsored job fairs held in designated areas. Employees involved in candidate selection sometimes receive equal employment training, and the company says it only authorizes managers trained in applicant screening and interviewing to recruit candidates. According to the company, all employees participate in training on workplace discrimination issues, and "may contact their line manager, district manager or human resources department to express any concerns." The Gap's human resources department monitors the company's work force composition, and the district, regional human resources and recruitment managers all visit regularly "to confirm that the fair employment procedure is being followed." The Gap has not made any employees redundant, but it has a procedure in place that provides payment packages more generous than that required under UK law. Its district manager and human resources support are trained "to monitor practices in stores to identify and implement improvements."

Underrepresentation analysis: No group appears to be underrepresented at the Gap's stores in Belfast and Banbridge. (Management reported in 2008 that "Due to staff turnover in our UK office, we were not able to retrieve data at a store level. We have reported the information contained here as a total of our three Northern Ireland stores.") However, the company employs 15 full-time workers whose religion has not been identified. The lack of reported community affiliation may raise a red flag about the adequacy of the company's monitoring procedure. Northern Ireland fair employment law requires employers to deduce an employee's community background from data on the schools attended and other personal factors, if they do not indicate a background.

Conformance with MacBride principles: The company says its policies reflect the fair employment standards embodied in the MacBride principles and it has responded regularly to the Northern Ireland Service's surveys. Gap shareholders have never voted on shareholder resolutions specifically requesting implementation of MacBride, the usual route to agreements between companies and MacBride advocates. It meets the conditions of such agreements and agrees that its policies reflect the fair employment standards embodied in the principles. The Minnesota State Board of Investment withdrew shareholder resolutions asking for reports on the operation in 1995 and 1996 after the company prepared the reports.

Affirmative action outreach - No affirmative action measures appear warranted at this time.

Chill factor and neutral workplace -The company's two locations in downtown Belfast should not pose a chill factor to either Catholics or Protestants.

Grievances - The company reported that an individual filed a discrimination claim against a former store manager in 2004. The case was dismissed in 2005. At the time of the filing, a Gap representative said, "the claimant has been in breach of a tribunal order with respect to this claim for many months" and that "on this basis, we expect the claim to be struck out of court which will be decided in a pre-hearing." No other complaints have been filed against Gap at the Fair Employment Tribunal.

Gap has a grievance policy that strictly outlines formal and informal procedures for dealing with complaints and allows the parties to appeal a decision twice before a Senior Manager renders a final decision. The company encourages employees to relay grievances to their supervisors, their supervisor's superior, or human resources. The company also has an employee assistance program, called LifeWorks, which is there to provide advice and support to employees dealing with workplace issues.

General Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/1998	Affirmative Action	Yes	FET Settlements	0

• GE Medical Systems

Location	Belfast		
Business	sales/service of medical equipment		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of Aug. 2006)		
	Protestant	7	46.6%
	Catholic	8	53.3%
	Other	0	
	Total	15	

2008 Survey Response: None

Available information: GE Medical Systems has a small operation in Belfast. Employment at the company grew from only three in 1998 to 15 in 2006, the last year for which data are available. Workers at the service office maintain the company's medical diagnostic imaging equipment used in hospitals and clinics in Northern Ireland. GE provided a copy of the company's 2006 monitoring report that it submitted to the Equality Commission.

Compliance with NI fair employment law and Code of Practice: GE Medical Systems says the company's policies adhere to fair employment law in Northern Ireland. The company states that all job openings are publicly advertised in the Belfast Telegraph. The company notifies all employees about positions open to internal applicants. Employees who are involved in candidate selection have received EEO training and interview panels are always represented by both communities. It occasionally reviews the religious composition of its applicants and new hires to determine success rates by community. The company notes that management receives training on sectarian harassment using materials from the Equality Commission.

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees.

Conformance with MacBride principles: GE reached an agreement with MacBride activists in 1998 about MacBride implementation.

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace -No chill factor appears to exist for workers of either community.

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal in recent years. With regards to its grievance procedures, the company says "standard GE procedures are in place."

General Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/1998	Affirmative Action	Yes	FET Settlements	0

• Hurst (Charles)

Location	Belfast and seven other towns		
Business	vehicle sales, service		
Fair Representation	Catholics appear to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	683	73.7%
	Catholic	244	26.3%
	Other	67	
	Total	994	

2008 Survey Response: None

Available information: GE's wholly owned Woodchester Investments subsidiary holds a 24 percent equity stake in Lookers PLC, the owner of Charles Hurst. Charles Hurst acquired Savilles Auto Village in November 2003 and reported in 2005 that the latter's employment information is tallied with Hurst's figures in its survey response. Charles Hurst responded fully to the Northern Ireland Service survey for the first time in 1999 and since then it has regularly submitted responses, though it did not submit responses in 2007 or 2008. In 2005, company representatives also met with Northern Ireland Service staff.

The company's work force has expanded substantially in the last few years, growing to the present level of 994 full-time workers from only 566 in 1997. Hurst has 18 locations including car dealerships, tire repair stores and/or repair shops in Bangor, Belfast (eight sites), Coleraine, Lisburn, Londonderry, Newtownabbey, Newtownards, Omagh and Portadown (three sites). Company representatives told the Northern Ireland Service that they expect work force levels to hold steady in the next several years.

Compliance with NI fair employment law and Code of Practice: Charles Hurst reached an affirmative action agreement with the Fair Employment Commission in November 1998 and subsequently drafted a new equal opportunities policy and provided EEO training to all staff. Charles Hurst's managing director has overall responsibility for equal employment programs, and the personnel manager has day-to-day responsibility. The only positions not advertised publicly are those at the most senior level where the Board of Directors may promote someone within the company. In 2005, company representatives reported that most of its positions are advertised online or through government-sponsored job centers. Interview panels always represent both communities and those involved in candidate selection receive EEO training. Charles Hurst reports that it reviews the religious composition of its applicant pool and new hires and that it conducts exit interviews with those leaving the company.

Underrepresentation analysis: Catholics appear to be significantly underrepresented at Charles Hurst when higher level positions are compared to a catchment area that includes all of Northern Ireland and the other remaining staff is compared to more narrow estimates. In the most recent monitoring period, Catholics were also underrepresented among new hires.

Charles Hurst has argued that the imbalance in its work force stems from its acquisition of three companies that had predominately Protestant employees, Neville Johnston, David Prentice and Savilles Auto. Two of those companies were conducting affirmative action plans when they were acquired.

Conformance with MacBride principles: GE reached an agreement on the MacBride principles in 1998.

Affirmative action outreach - In its 1998 affirmative action agreement with the Equality Commission, Charles Hurst set a target of increasing the Catholic proportion of applicants and appointees to not less than 35 percent over the first three years of the plan. It met this goal in 2002 and exceeded it in the 2005 monitoring period when nearly 38 percent of applicants with identified religion were Catholics. It also set an initial goal of increasing the Catholic proportion of its work force to 25

percent in three to five years and a longer term goal of 30 percent in five to 10 years. It has succeed in meeting the first goal, but not the later; Catholics currently account for about 25 percent of the work force. Company representatives said they seek the best caliber of applicants and from that pool, select the best person for the job. They believe, "without discrimination against Protestants, you can't do it any other way."

Chill factor and neutral workplace -The company's history of having a Protestant majority could dissuade Catholics from applying, although management has taken steps to create a neutral environment. The company has said it is committed to a workplace free from flags and emblems. Managers and supervisors undergo training in this area, and the company says that all employees are aware that harassment in the workplace is a dismissible offence. Hurst's main location is readily accessible from both sides of the community, although relatively close to hard-line areas on both sides.

Grievances - One man alleging religious discrimination filed two complaints against the company in the past three years; both are pending.

Goodrich

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/2002	Affirmative Action	Unnecessary	FET Settlements	0

• Goodrich Control Systems

Location	Belfast				
Business	software engineering				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of July 2008)				
	Protestant	22	68.7%		
	Catholic	10	31.3%		
	Other	3			
	Total	35			

2008 Survey Response: Full

Available information: Goodrich bought TRW's aeronautical unit, which included an operation in Northern Ireland, in 2002. TRW responded to the Northern Ireland Service survey and Goodrich has likewise consistently completed the survey. The company's work force composition has not changed during the most recent monitoring period.

Compliance with NI fair employment law and Code of Practice: The company says it adheres to the Fair Employment and Treatment (Northern Ireland) Order 1998 and to the Code of Practice. The site manager and human resources manager are jointly responsible for equal opportunities policies and practices. The company reports that "all employees are advised of our equal opportunity policy." Goodrich uses the Belfast Telegraph and the Internet to advertise job opportunities. All employees are notified of positions open to internal applicants, but not all internal transfers/promotions are advertised externally. When selecting new hires, Goodrich always uses an interview panel with a member of the human resources department in England present. Both communities are not always represented on the interview panel, but everyone with the authority to hire candidates receives equal opportunity training. The company does not review its applicant pool by religious community to determine success rates.

Underrepresentation analysis: Goodrich does not monitor from which district council areas it draws its employees. The company employs workers in three categories, but the vast majority are employed as professionals. Both communities appear to be fairly represented at the company. Catholics account for about 31 percent of the work force and this portion is in line with the figures for all of Northern Ireland -- the best catchment area for this category -- at 42.7 percent.

Conformance with MacBride principles: Goodrich affirmed in December 2002 that it was committed to equal employment worldwide and in its new Northern Ireland operations. It said its practices "reflect the fair employment standards embodied in the MacBride principles as amplified" and that it would cooperate with monitoring by the Northern Ireland Service. TRW reached a similar agreement earlier in 2001.

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace -The company is located in central Belfast, a neutral area that poses no chill factor to Protestants or Catholics. The company addresses sectarian harassment and workplace intimidation by using materials from the Equality Commission to conduct training for managers and supervisors.

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal. With regard to its grievance procedure, the company says that its human resources department in Birmingham, England, is the first point of contact for employees with complaints.

Goodyear Tire & Rubber

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	11/1/2000	Affirmative Action	Unknown	FET Settlements	0

• Hi-Q Tyre Service

Location	28 locations province-wide	
Business	tire services	
Fair Representation	Underrepresentation could not be determined	
Employees	(Data as of 2004)	
	Total	150

2008 Survey Response: None

Available information: Hi-Q Tyre Service locations in Northern Ireland are all owned and operated by dealer partners or franchisees of Goodyear, and are not directly controlled by it. Goodyear authorizes these dealers to use the Hi-Q Tyre Service designation in signage. They combine the former operations of Motorway Tyres & Accessories, which in 2002 employed 31 people, and former Dunlop Tyres retail operations. Hi-Q is believed to have approximately 30 locations in Northern Ireland. The company does not appear under this name in Equality Commission reports and the Northern Ireland Service has estimated the total number of employees, figuring about five workers per location. Goodyear did not provide any information on the fair employment policies of its Hi-Q franchise and dealer companies. There are more than 200 Hi-Q retail stores owned by Goodyear around the United Kingdom. No discrimination cases have been filed against the company at the Fair Employment Tribunal.

Grievances - No claims have been filed against the company at the Fair Employment Tribunal.

Hewlett-Packard

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	12/1/1989	Affirmative Action	No	FET Settlements	0

• Hewlett-Packard

Location	Belfast				
Business	computer sales, consultancy and service				
Fair Representation	Protestants appear to be underrepresented				
Employees	(Data as of Aug. 2008)				
	Protestant	15	51.7%		
	Catholic	14	48.3%		
	Other	20			
	Total	49			

2008 Survey Response: Full

Available information: Before its April 2002 merger with Hewlett-Packard, Compaq Computer regularly responded to the Northern Ireland survey, providing annual survey responses and arranging on-site interviews with local managers over the years--most recently in 1999. Employment at the company's Belfast operations, which were part of Compaq before the April 2002 merger of the two firms, now stands at 49 workers, down from 62 in the previous monitoring period. Before the merger, HP had five employees of its own in Belfast; these have been merged into the single HP operation.

Hewlett-Packard has joined Microsoft and other companies to create the School Technology Innovation Centers (STICs) in Belfast (with a sister school in Prague, Czech Republic), intended to help educators grasp new technologies and create innovative teaching tools.

Compliance with NI fair employment law and Code of Practice: The company's recruitment procedures appear to fall within the guidelines of the Code of Practice. It advertises available jobs on the Internet and includes an EEO statement in the ads. All employees involved in candidate selection have received EEO training. The company uses an interview panel when screening job candidates "where practically feasible," and reviews the religious composition of its applicants and new hires to determine success rates by community. Employees are notified of available positions at the company. Senior management in Northern Ireland and the UK as well as corporate headquarters are responsible for the company's equality policy.

Underrepresentation analysis: Neither group appears to be represented at the company, although the large proportion of workers identified as not belonging to either community could be a sign of poor monitoring by the company. Hewlett-Packard reports that its Belfast location is accessible to all districts and areas.

Conformance with MacBride principles: Hewlett-Packard appears to be honoring MacBride compliance commitments made by predecessor companies.

Digital Equipment, a predecessor firm to Compaq, reached an agreement with shareholders on MacBride implementation in 1989--the first company to do so. Compaq honored this agreement and said in 1999 that it "has in practice been taking lawful steps to implement the fair employment standards embodied in the MacBride principles" and "expects to continue to cooperate" with monitoring by the Northern Ireland Service.

Affirmative action outreach - The company's EEO policy commits the company to take "positive action" for groups "who have been traditionally disadvantaged" and were underrepresented in hiring or promotion over a 12-month period. The company is not conducting any affirmative action measures and does not appear to believe they are warranted.

Chill factor and neutral workplace -The company's location is accessible to both communities, and the company says there have been no difficulties with sectarian incidents.

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal. The company has a grievance policy that allows employees to file complaints confidentially and with someone other than their immediate supervisor.

International Business Machines

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	11/1/1992	Affirmative Action	Unnecessary	FET Settlements	0

• IBM United Kingdom

Location	Belfast				
Business	computer sales and service				
Fair Representation	Underrepresentation could not be determined				
Employees	(Data as of 2008)				
	Protestant	18	62.1%		
	Catholic	11	37.9%		
	Other	3			
	Total	32			

2008 Survey Response: Full

Available information: IBM responded in full to the Northern Ireland Service fair employment survey in 2008 for the first time since 2005.

Compliance with NI fair employment law and Code of Practice: The company's policies appear to adhere to the fair employment laws in Northern Ireland.

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions about companies with fewer than 30 employees whose religious affiliation is identified. IBM classifies all of its Northern Ireland employees as managers or senior officials; using all of Northern Ireland as a catchment area for these jobs, it appears that both groups are fairly represented.

Conformance with MacBride principles: IBM and MacBride shareholder proponents reached an agreement in 1992. The company said that it would "make lawful efforts" to implement the principles, "to the extent they are applicable."

Affirmative action outreach - Affirmative action efforts at the company are not warranted.

Chill factor and neutral workplace -The company's offices are in a neutral area that does not pose a chill factor to either community. The company has informal and formal grievance policies; the informal policy allows an employee to bring an unresolved matter to the attention of human resources, which may assign an independent investigator. The company's Speak Up program also allows employees to raise concerns without revealing their identity to anyone but the Speak Up coordinator.

Grievances - There have been no recent discrimination complaints filed against IBM in recent years.

Jacobs Engineering Group Inc.

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	11/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

• Jacobs UK Limited

Location	Belfast		
Business	Civil consulting		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2006)		
	Protestant	15	68.0%
	Catholic	7	32.0%
	Other	3	
	Total	25	

2008 Survey Response: None

Available information: Jacobs Engineering Group Inc. offers consulting services to industrial, commercial and government clients worldwide. The company's subsidiary, Jacobs UK, began operating in Northern Ireland in the late 1990s. It won a contract from the Northern Ireland Department for Regional Development Water Service in May 2006. The company will support a \$380 million annual capital investment program. The Northern Ireland Service surveyed the company for the first time in 2006 and it responded in full, but the company did not respond in 2007 or 2008. The company did not appear in the Equality Commission's 2007 Monitoring Report, indicating that it had 25 or fewer employees during the most recent monitoring period.

Compliance with NI fair employment law and Code of Practice: The company reports that its policies adhere to the Code of Practice. Jacobs UK Ltd. notifies all employees when positions become available to internal applicants. Advertisements are published in a variety of sources, including the Belfast Telegraph, other local newspapers, job markets, trade publications and the company intranet. The company does not always use an interview panel when selecting candidates, but all employees involved in candidate selection are trained on equal opportunity employment issues. Management occasionally consults with trade unions on equality policy issues. Corporate headquarters and UK management oversee the company's equality policy. All managers receive training on sectarianism and intimidation issues.

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees. However, both communities appear to be fairly represented in the work force.

Conformance with MacBride principles: In its 2006 survey response, Jacob Engineering agreed to comply with monitoring by the Northern Ireland Service and reported that its policies adhere to the MacBride principles. Jacobs UK reported that senior management review local managers to ensure the standards embodied in the MacBride principles are maintained.

Affirmative action outreach - No affirmative action measures are warranted.

Chill factor and neutral workplace -The company is in neutral downtown Belfast and its location should not be intimidating to either community. Jacobs UK reported that it provides, "a neutral workplace in a neutral location, which was selected from both a religious perspective and staff safety to/from work."

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal. Employees can raise complaints confidentially or speak with someone other than their direct supervisor.

Lauder (Estee)

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	3/1/1998	Affirmative Action	Unnecessary	FET Settlements	0

• Estee Lauder Cosmetics Ltd.

Location	Belfast				
Business	sale of cosmetic products				
Fair Representation	Protestants appear to be underrepresented				
Employees	(Data as of 2007)				
	Protestant	26	45.6%		
	Catholic	31	54.4%		
	Other	3			
	Total	60			

2008 Survey Response: Partial

Available information: In 2005, Estee Lauder reported its largest staff ever in Northern Ireland at 128 workers; this has since fallen significantly, to 95 workers in mid-2006 and 60 by the end of 2007.

The company only employs sales associates, who sell cosmetics in department stores around the province.

Compliance with NI fair employment law and Code of Practice: Estee Lauder says its policies and practices adhere to the Code of Practice. Estee Lauder's personnel policies appear to encourage the systematic practices favored by the Code, and although there is no specific reference to religious discrimination in the Northern Ireland context, Estee Lauder's recruitment manual urges staff to use objective criteria and not "race, religion or gender" so as to avoid allegations of discrimination. The company publicly advertises all job openings, using the Belfast Telegraph, local and regional newspapers, its company intranet and government job markets. Personnel involved in selecting candidates for hire receive EEO training. Interview panels are used, sometimes including representative from both communities, and the company reviews the religious composition of applicant pools and new hires to determine success rates by community. Redundancies are based on "competence, conduct, attendance and service," which are also the criteria for promotion. UK management oversee the company's equality policy.

Underrepresentation analysis: Estee Lauder's only employment category in its Northern Ireland operations are sales associates who work at various locations. These employees were compared to a catchment area that includes all of Northern Ireland, and Protestants appear to be underrepresented.

Conformance with MacBride principles: The company reached an agreement with shareholder proponents of the MacBride principles in 1998 and Estee Lauder implemented them.

Affirmative action outreach - Long-term applicant and hiring figures do not suggest any need for affirmative action for any group.

Chill factor and neutral workplace -Employees generally work in large department stores in neutral shopping districts, so they are unlikely to face any chill factor.

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal. The company's grievance procedure allows for employees to raise confidential complaints and to raise issues with someone other than their direct supervisor.

Manpower Inc.

MacBride Agreement	None	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unknown	FET Settlements	0

• Manpower PLC

Location	Belfast				
Business	recruitment staffing solutions				
Fair Representation	Protestants appear to be underrepresented				
Employees	(Data as of 2007)				
	Protestant	169	39.7%		
	Catholic	257	60.3%		
	Other	41			
	Total	467			

2008 Survey Response: None

Available information: Manpower is a worldwide employment services company; its presence in Northern Ireland has expanded substantially from the early part of the decade, with a jump from only 62 employees in 2001 to 935 in 2003. Its work force has since shrunk significantly, to 821 workers in 2006 and 467 in 2007. The company has not responded to the Northern Ireland Service survey for several years, and management has opposed shareholder resolutions asking the company to adopt the MacBride principles.

Compliance with NI fair employment law and Code of Practice: No information is available about the company's fair employment policies or practices.

Underrepresentation analysis: Protestants are substantially underrepresented at the company when the work force is compared to either the Belfast travel-to-work area or to Northern Ireland as a whole. The Equality Commission says Manpower has very high level of turnover and that its entire staff may change on a yearly basis. In 2007, it hired 212 employees, 48 percent of whom were Protestant.

Conformance with MacBride principles: The company has not provided any information on its policies regarding MacBride compliance and it has not responded to the Northern Ireland Service survey. In response to a shareholder resolution in 2008 and 2007, the company said that while it supports the intent of the MacBride principles, subscribing to them would be duplicative of current policies and burdensome. The resolution got 13.2 percent support in 2008 and 13.8 percent support in 2007.

Affirmative action outreach - The company did not provide any information about any affirmative action efforts; outreach appears warranted given the apparent underrepresentation of Protestants.

Chill factor and neutral workplace - The company's location in a mixed neighborhood in Belfast should not pose a deterrent for employees of either community; the immediate neighborhood of Manpower's offices roughly reflects Northern Ireland's population breakdown.

Grievances - A complaint was filed against the company in April 2005 and was conciliated in 2006.

Marsh & McLennan

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/1994	Affirmative Action	Unnecessary	FET Settlements	0

• **Marsh (UK), Ulster Insurance Services, Marsh Finan**

Location	Belfast and Strabane		
Business	insurance services		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	31	70.5%
	Catholic	13	29.5%
	Other	0	
	Total	44	

2008 Survey Response: None

Available information: Marsh & McLennan last responded to the Northern Ireland Service survey in 2003. In 2004, management at Marsh & McLennan explained that there was little time to deal with anything but a lawsuit filed by New York attorney general Eliot Spitzer.

Compliance with NI fair employment law and Code of Practice: The company says it follows the Code of Practice and Northern Ireland fair employment law. It says that fair employment issues are discussed at regular staff association meetings and that religious harassment is on the agenda at all Belfast executive meetings. The company includes a statement in its employment advertisements that it is an equal opportunity employer, although it advertises only in the Belfast Telegraph and government job markets; ads could get wider distribution if the company used all three daily Belfast papers. The company uses an interview panel with representatives from both sides of the community and tracks applicant success rates by religion. Company representatives involved in candidate selection have received training on equal employment issues and both communities are represented on interview panels. Marsh & McLennan uses materials from the Equality Commission to provide training and workshops on workplace harassment and intimidation to all employees, with separate training for managers. The company also works with the Irish Congress of Trade Union's Counteract project to address potential sectarian harassment and intimidation.

Underrepresentation analysis: Neither community appears to be underrepresented in the overall work force, nor was there underrepresentation in any individual job categories at the time of the company's last survey response when compared to a catchment area that includes all of Northern Ireland.

Conformance with MacBride principles: The company and shareholder activists reached an agreement on implementation of the MacBride principles in 1994.

Affirmative action outreach - Affirmative action efforts are no longer appear warranted as Catholics seem to have achieved fair participation in the overall work force and in individual job categories.

Chill factor and neutral workplace -The company's location in central Belfast should not pose a chill factor for either Catholics or Protestants. The other site outside of Derry city is in a predominately Protestant neighborhood and could be off-putting towards Catholics.

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal.

Marsh & McLennan

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/1994	Affirmative Action	Unnecessary	FET Settlements	0

• Mercer Human Resources Consulting

Location	Belfast		
Business	pensions consultancy/administration		
Fair Representation Employees	Neither group appears to be underrepresented (Data as of 2006)		
	Protestant	42	59.2%
	Catholic	29	40.8%
	Other	17	
	Total	88	

2008 Survey Response: None

Available information: Mercer Human Resources last responded to the Northern Ireland Service survey in 2003. In 2004, management at Marsh & McLennan explained that there was little time to deal with anything but a lawsuit filed by New York attorney general Eliot Spitzer.

Compliance with NI fair employment law and Code of Practice: The company says Mercer follows the recommendations as well as the legal requirements of the Code of Practice and that it adheres to the standards established by the Fair Employment and Treatment (Northern Ireland) Order 1998. The company advertises job openings on the Internet and in trade publications. MacBride proponents advocate advertising in all three Belfast dailies. The company uses an interview panel but says it never ensures that both communities are represented on the panel. Those involved in candidate selection have undergone training, and the company reviews the religious composition of applicant pools and new hires.

Underrepresentation analysis: Neither community appears to be underrepresented in the company's overall work force or in individual job categories when compared to weighted catchment areas that are 34.1 percent to 40.8 percent Catholic. The catchment areas consider all of Northern Ireland to be appropriate for managers, administrators and professionals and the Belfast travel-to-work area for its clerical and secretarial workers. Managers, professionals and associate professionals constitute more than 80 percent of its employees.

Conformance with MacBride principles: The company says that Mercer Human Resource Consulting recognizes the commitments made by Marsh & McLennan when it reached agreement on implementation of the MacBride principles with shareholder activists in 1994.

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace -The company's location in central Belfast should not pose a chill factor for either Catholics or Protestants.

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal.

McDonald's

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	12/1/1994	Affirmative Action	No	FET Settlements	1

• McDonald's Restaurants

Location	24 locations province-wide		
Business	fast food		
Fair Representation	Protestants may be underrepresented		
Employees	(Data as of Aug. 2008)		
	Protestant	81	37.0%
	Catholic	139	63.0%
	Other	23	
	Total	243	

2008 Survey Response: Partial

Available information: McDonald's has 10 franchise operations with a combined 26 restaurants in Northern Ireland. Ten restaurants are owned and operated by the company through its subsidiary, McDonald's Restaurants Ltd., in Portadown, Lurgan, Downpatrick, Belfast (two locations), Craigavon, Enniskillen, Cookstown, Omagh and Dungannon. The other nine franchise holders in Northern Ireland are: JMC Restaurants Ltd. in Lisburn, North West Restaurants Ltd. in Londonderry (three restaurants), Dunluce Restaurants Ltd. in Coleraine, Mark Cobain in Newtownabbey and Glengormley, Paul McDermott in Belfast, Geoff Hewitt in Ballymena and Carrickfergus, Keith Inskip in Douglas, Rahon Enterprises in Bangor and Belfast, S & S Restaurants Ltd. in Newry, and Paul Connan Ltd. in Dundonald and Belfast.

The company has regularly completed the Northern Ireland Service survey, describing its fair employment policies and providing overall employment information for its franchise operations.

Compliance with NI fair employment law and Code of Practice: The company says that McDonald's Restaurants Ltd. "follows Northern Ireland law concerning the recruitment, interviewing and hiring process." The company "uses an independent outside consultant to compile information with respect to religion (and gender) regarding applications and employees hired in its restaurants," and the consultant provides this information to the Equality Commission. McDonald's franchise holders provide this information to the Equality Commission separately and McDonald's Restaurants Ltd. does not receive copies of the monitoring reports. The company's franchisees also operate under agreements that require them "to comply with local laws."

McDonald's says that it advertises all openings publicly, and notifies all employees of positions open to internal applicants. It advertises openings in local and regional newspapers, government job markets, and the Internet. The company uses job markets in particular areas when it conducts affirmative action, and also has conducted what it dubbed "communications sessions" with restaurant staff on this subject. McDonald's does not use panels with more than one person to interview job candidates, as is generally recommended by fair employment experts, but all staff involved in candidate selection have received EEO training. The company also reviews the religious composition of applicant pools and new hires to determine community success rates, which can be an important check to ensure no bias has crept into the selection process. The company says all promotions are based on merit, and that training is non-discriminatory. The company's UK diversity policy specifically states that in Northern Ireland, it will "aim to make sure that no job applicant or existing employee is treated less favorably on the grounds of their political opinions," and that discrimination on setting standards [that] some employees are less likely to be able to achieve because of their political opinions" constitutes indirect discrimination.

Managers "are held directly responsible for adherence to the diversity policy," the company says. The company describes at some length these responsibilities, saying managers must "challenge questionable behavior and practices" and manage "their teams to create work environments where all employees are valued." Senior management at the company has overall responsibility for enforcing the company's diversity policy, and the human resources department "regularly monitors and reviews

the policy to determine the need for additional action to ensure compliance," McDonald's told the Northern Ireland Service. The policy was last updated in December 2003.

Underrepresentation analysis: Protestants appear to be underrepresented in the work force, even when the presumably youthful work force is taken into consideration. If it is assumed that managers at McDonald's range in age from 25-34, the Catholic catchment area grows from 42.7 percent for all of Northern Ireland to 46.1 percent for this age group. Even so, Protestants appear to be underrepresented when compared to either catchment area.

Catholics account for more than 60 percent of the work force at the franchise operations, far exceeding the ideal estimate of between 42 and 46 percent.

According to more specific data provided by the company in 2005, Catholics made up 61 percent of McDonald's managers, even though the appropriate figure as compared to the catchment area is around 46 percent. Catholics also made up 53.5 percent of the personal service workers whose religion was identified at the company, slightly exceeding the expected 49.6 percent figure generated from census data for workers currently aged 16 to 24. This group of employees accounted for 62 percent of the work force in 2005, while managers accounted for nearly all the remaining employees.

In 2005, Protestants also appeared underrepresented among applicants and new hires for personal service occupations at the company. In 2005, the company had 359 applicants whose religion was identified, 63 percent of whom were Catholics. Catholics also made up 66 percent of the 125 employees hired. The company may need to examine its recruitment practices to encourage Protestant applicants.

Conformance with MacBride principles: The company says its policies reflect the fair employment policies embodied in the MacBride principles and that it will respond in full to the Northern Ireland Service fair employment survey. McDonald's Restaurants Ltd. distributes its diversity policy to all franchisees in Northern Ireland, and says it strongly encourages the franchisees "to adopt such a policy as their own for their restaurants." It is unclear how this policy is enforced at the franchise restaurants or how many franchisees have adopted it, but McDonald's Restaurants Ltd. conducts an annual business review of each franchise restaurant to determine "expandability of each franchise holder," and as part of this assessment, "an in-depth assessment of various people practices is conducted, including the diversity policy and a determination as to whether the franchise holder has had any serious employment relations issues in the past year."

Affirmative action outreach - McDonald's told the Northern Ireland Service that its administrative officer for Northern Ireland will attend a training course in affirmative action held by the Equality Commission. The company also notes that managers "are held directly responsible for adherence to [the] diversity policy." It is not undergoing any other affirmative action measures. McDonald's may want to look carefully at its recruitment flows, site by site, to determine if it is attracting a sufficient number of Protestant applicants.

Chill factor and neutral workplace - The Northern Ireland Service is not aware of any specific sectarian problems at any of the company's Northern Ireland locations. Employees working late night hours in the company's restaurants may be particularly vulnerable to localized incidents of sectarianism from customers, given their relative isolation, but the Northern Ireland Service is not aware of any problems of this nature. There have been a handful of robberies or attempted robberies at various McDonald's operations in Northern Ireland in the last few years in its restaurants in and near Belfast, including a murder in a central Belfast franchise in 2001, but all appear to be what police in Northern Ireland call "ordinary decent crime" that is unrelated to the "troubles."

McDonald's says it holds communication sessions "with employees at all levels in the organization to highlight and address any potential issues or problems they may face whilst working or traveling to and from their place of work. Additionally, taxis are provided for staff at potentially sensitive times, and restaurants have been closed temporarily as protection." The company provides cars to restaurant managers and senior staff above that level. The company's diversity policy specifically forbids sectarian harassment of staff, and all employees have received workshops or training on sectarian harassment and intimidation using materials from the Equality Commission and other sources.

Grievances - McDonald's Restaurants Ltd. had a grievance filed against it at the Fair Employment Tribunal; it was dismissed in December 2004. Company policy states that grievances may be brought

to several levels of managers at the company and employees may be fired for violating the company's diversity policy.

Merck

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	9/1/2002	Affirmative Action	Unnecessary	FET Settlements	0

• Merck Sharp & Dohme

Location	sales people work from home				
Business	sales				
Fair Representation Employees	Neither group appears to be underrepresented (Data as of Feb. 2008)				
	Protestant	10	59.0%		
	Catholic	7	41.0%		
	Other	0			
	Total	17			

2008 Survey Response: Full

Available information: Merck has for years maintained a small pharmaceutical sales force in Northern Ireland, which in 2004 grew to 16 workers. The company hired an additional employee in 2006. The company has been responsive to the Northern Ireland Service survey and has described its policies and work force breakdown for the last several years.

Compliance with NI fair employment law and Code of Practice: Company managers attend standards training as an active step to implement MacBride principles. The company registered with the Equality Commission in 2002 and began to monitor the community background of its existing employees, as required by Northern Ireland fair employment law. The company previously had not been subject to the requirements of the law given its small size. The company has said that it is "fully committed to fostering a diverse work force," and that its worldwide code of conduct "is reinforced through mandatory employee training at all levels." The company code "includes a statement on the company's commitment to the fair treatment of all employees," a commitment that includes "subsidiary non-discrimination policies."

Underrepresentation analysis: The Northern Ireland Service does not statistically assess companies with fewer than 30 employees. However, the employee breakdown at Merck is reflective of the community breakdown in Northern Ireland.

Conformance with MacBride principles: Merck says that its policies reflect the principles as amplified. In September 2002, Merck said that it is "committed to taking lawful steps in good faith to conduct business in Northern Ireland in accordance with the MacBride principles that are applicable to our particular situation." The company reached its agreement after inquiries from the State of Connecticut, which is obligated to sell stock in firms in which it holds stock unless the company agrees to implement the principles.

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace - The company's employees all work from home. Merck says that because it has no workplace or facilities, the MacBride principle concerning neutral workplace is inapplicable to its situation.

Grievances - No grievances have been filed against the company at the Fair Employment Tribunal.

Microsoft

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

• Microsoft

Location	Belfast		
Business	software		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of Aug 2008)		
	Protestant	10	56.0%
	Catholic	9	44.0%
	Other	0	
	Total	19	

2008 Survey Response: Full

Available information: Microsoft provided the Northern Ireland Service with a copy of its fair employment monitoring return in 2005 and has completed the survey in each of the past three years. The company opened new premises in Belfast in September 2004. Invest Northern Ireland contributed £168,000 of the total investment of £700,000. In 2006, the company passed the 11-member work force threshold requiring it to register with the Equality Commission and submit annual monitoring returns.

Compliance with NI fair employment law and Code of Practice: The company's policies appear to adhere to fair employment laws in Northern Ireland. Employees are always notified of job openings, which are publicly advertised in the Belfast Telegraph, the Internet and the company intranet. The company does not systematically use interview panels, which is not surprising given the small work force. It also does not train those involved in candidate selection on EEO issues (although they are trained on the MacBride principles and diversity).

Microsoft has said it has a "total commitment to fair employment in Northern Ireland."

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees. However, both communities appear to be fairly represented at the company.

Conformance with MacBride principles: The company has not received a shareholder resolution asking it to comply with the MacBride principles, but in its 2006 survey response it reported that its policies comply with the principles and it agreed to complete the Northern Ireland Service annual survey. Microsoft also reported that it educates all recruitment and hiring managers on the MacBride principles.

Affirmative action outreach - No affirmative action measures appear warranted: however, Microsoft places an EEO statement in its advertisements and it conducts recruiting efforts in local schools.

Chill factor and neutral workplace - The company is located in an industrial area in a Protestant area that has seen sectarian tensions; this could be off-putting to Catholics interested in working at the company. Microsoft has installed security infrastructure that should help employees feel safe at the site. Microsoft has its own access control system, the landlord provides security services and there is a secured staff car park that is monitored by video cameras.

All employees, including managers, undergo diversity training in an effort to address potential sectarian harassment or intimidation in the workplace.

Grievances - No complaints have been filed against Microsoft at the Fair Employment Tribunal. The company has a disciplinary procedure and a grievance procedure that provide a clear framework on how to deal with employee complaints. Workers can raise issues with someone other than their immediate supervisor and a co-religionist if desired; they can also file complaints confidentially. Offenders will be dismissed for gross misconduct or for lesser misconduct that is not corrected. The grievance procedure has an informal and a formal track as well as an appeals process.

Nacco Industries

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/1991	Affirmative Action	Yes	FET Settlements	1

• Nacco Materials Handling

Location	Craigavon, Co. Armagh		
Business	industrial fork lift trucks		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of Aug. 2007)		
	Protestant	414	57.0%
	Catholic	309	43.0%
	Other	25	
	Total	748	

2008 Survey Response: None

Available information: The company had consistently responded to monitoring by the Northern Ireland Service, but it did not respond in 2008. Service staff interviewed company officials in the 1990s. In June 2003, the company announced a £33 million investment to make the Craigavon facility a dedicated manufacturing center for a range of trucks with advanced engines and more sophisticated electronics. The company has been making forklifts in Northern Ireland since 1980.

Compliance with NI fair employment law and Code of Practice: Nacco's policy calls for including equal opportunities responsibilities in the written job descriptions of managers and supervisors, and for the maintenance of an employee training program on EEO matters. Harassment is an offense that can be cause for dismissal. Separate policies exist for harassment and victimization. Nacco audits its employment procedures annually, ensures that written descriptions exist for all posts, and says that redundancy procedures are "appropriate and justifiable." Two trained staff conduct short listing and interviews, records of decisions are kept at each personnel stage, cross-community representation occurs where possible on selection panels, and managers conduct exit interviews to obtain leavers' views on EEO at Nacco. Supervisors must also debrief all parties to complaints.

Nacco's employee guide concerning harassment and its EEO policy are written up in considerable detail in an easily accessible format. The EEO policy in particular, a 21-page booklet, contains clear instructions for employees on what constitutes harassment and how to begin resolution of a concern or complaint. The policy is more detailed and presented in a clearer format than most other EEO policies of U.S.-connected firms in Northern Ireland.

As part of an affirmative action agreement it reached with the FEC/Equality Commission after its triennial policy review in late 1997, Nacco revised its personnel practices to ensure they comply with the Code of Practice. Nacco provided equal opportunity awareness sessions and anti-harassment training for all employees.

In 1997, the company began using a pool of temporary employees who work according to production demands. "This has provided greater job security for our core (permanent) work force," Nacco said. The company's use of temporary workers does not appear to raise any particular fair employment concerns; these workers are covered by the company's equal opportunities and grievance policies.

Underrepresentation analysis: Both communities appear to be fairly represented in the Nacco's work force. In the past, Catholics appeared to be underrepresented among plant and machine operatives and the work force as a whole. Applicants and new hire figures also show fair representation of both communities. Managers, professionals, sales associates and skilled workers were compared to a recruitment area and included all of Northern Ireland, while the rest of the work force was compared to the Craigavon travel-to-work area. Plant and machine operatives make up about three-quarters of the staff at Nacco. There have not been any redundancies in the past three years.

Conformance with MacBride principles: Nacco reached an agreement with shareholder proponents of the MacBride principles in 1991. It says it "is making all lawful efforts to implement the fair employment practices embodied in the MacBride principles."

Affirmative action outreach - In 2005, Nacco achieved its original affirmative action plan goals to boost the Catholic proportion of applicants and new hires to not less than 45 percent. Catholic applicants were just shy of the 45 percent benchmark in the most recent monitoring period, but among new hires Catholics accounted for about 56 percent. This goal has come five years later than expected. The company had pledged to actively target the Catholic community in job advertisements; its employment ads include welcoming statements for both communities. The company also has developed links with schools, training schemes and organizations that serve the Catholic community. Nacco worked particularly hard at developing an outreach program to schools, including providing work experience, mock interviews and factory tours. Several years ago, Nacco explained that its ability to practice affirmative action measures was limited by its minimal recruitment, which proved to be the case when Catholic representation has grown along with recruitment in 2004 and 2005. Since then, staff levels have declined slightly.

Chill factor and neutral workplace -Nacco regularly provides training to employees on its harassment policy and on individual's responsibility to maintain a neutral workplace. The company has stressed its ban on sectarian materials; it has signed a Joint Declaration of Protection with its unions.

Nacco's plant appears to be accessible to both communities, and the religious profile of the applicant pool in recent years has been relatively consistent with the economically active adult population, suggesting that there may be little chill factor, despite serious incidents in the vicinity in the past.

Grievances - Four complaints have been filed against the company since 2003. One complaint was settled, two were withdrawn and one was dismissed. The company adopted a new grievance procedure in 1998. As noted above, the policy booklet for employees is highly approachable and clearly laid out. Employees may call an outside help line 24 hours a day to obtain confidential counseling about their concerns.

Office Depot

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	5/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

- **Office Depot International Ltd.**

Location	Belfast	
Business	office supplies	
Fair Representation	Neither group appears to be underrepresented	
Employees	(Data as of 2007)	
	Total	29

2008 Survey Response: None

Available information: The company has had between 28 and 34 employees working at its Belfast office supplies store for the last six years. Office Depot responded to the Northern Ireland Service survey in 2005 and 2006, but has not responded since.

Compliance with NI fair employment law and Code of Practice: The company reports that its policies are in line with the Code of Practice. Managers at the Northern Ireland operations oversee the company's equality policy, ensuring procedures are in line with standards issued by the Equality Commission. Site managers report to the Director of Human Resources who produces an annual report on EEO programs for the UK and Ireland management board as well as the Vice President of Human Resources Europe. Office Depot does not always publicly advertise available positions at the company, but it does notify all employees. It uses the Belfast Telegraph, the Internet and the company intranet to advertise positions and it always ensures interview panels are comprised of members of both communities. Interviewees are not required to undergo EEO training and the company does not systematically review the community composition of the applicant pool. Office Depot reports that its redundancy policy "clearly states clear selection criteria for redundancy selection that is objective and non-discriminatory."

Underrepresentation analysis: Fewer than 10 of the 29 employees at Office Depot International are Roman Catholics. In 2006, the last year for which full data are available, one-third of 24 employees with known community affiliation were Catholic, precisely in line with the 37.1 percent Catholic catchment area for the company. Office Depot employs workers in two job categories, sales associates whose recruitment area includes all of Northern Ireland and machine operatives whose more narrow recruitment area is the Belfast travel-to-work region.

Conformance with MacBride principles: In May 2006, the company indicated its policies were consistent with the MacBride principles. It also agreed to respond to further monitoring inquiries. To ensure compliance with the MacBride principles, the company reports that "all senior and line management within the company are fully trained in the company respect and dignity in the workplace policy. All management also attends the company's strategic leadership program, which is a recognized accreditation and managing diversity in the workplace is a topic that is given serious consideration."

Affirmative action outreach - No affirmative action appears to be warranted. The company places an EEO statement in its employment advertisements.

Chill factor and neutral workplace - The company is located in a commercial area near downtown Belfast that is near heavily Protestant neighborhoods, but it should not be subject to a substantial chill factor. Office Depot has a health and safety policy that provides instructions on how to deal with threats. The firm also reported that it has given employees paid time off when violence has broken out in Belfast. All employees receive training on anti-sectarianism in the workplace, using materials from the Equality Commission.

Grievances - No fair employment grievances have been filed against the company at the Fair Employment Tribunal.

Omnicom Group

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	1/1/2002	Affirmative Action	Unnecessary	FET Settlements	0

• Drury Communications

Location	Belfast		
Business	public relations		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2006)		
	Protestant	9	60.0%
	Catholic	6	40.0%
	Other	0	
	Total	15	

2008 Survey Response: Partial

Available information: In October 2000, Omnicom Group Inc. subsidiary BBDO Worldwide acquired Dublin-based Drury Communications, which owned 30 percent of a Belfast firm by the same name. The Belfast company, a public relations firm, has just 15 workers. In May 2001 it broke off from its Dublin parent and announced plans for aggressive expansion in both Northern Ireland and the Republic.

Compliance with NI fair employment law and Code of Practice: Drury Communications says its policies adhere to both the recommendations and the standards set out in the Fair Employment and Treatment (Northern Ireland) Order 1998. The company did not provide detailed information about its hiring and selection procedures, but it did say that it advertises openings in all three Belfast daily newspapers, ensuring both communities are made aware of vacancies. Its policy states that the company will periodically review its selection criteria and procedures so that "individuals are selected, promoted and treated solely on the basis of their merits and abilities which are appropriate to the job." Managers and staff involved in recruitment, employee administration and training are charged with the responsibility of ensuring the enforcement of the non-discrimination policy.

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees.

Conformance with MacBride principles: In January 2002 the company reached a MacBride implementation agreement and the New York City pension funds withdrew a shareholder resolution on the subject.

Affirmative action outreach - It does not appear that any affirmative action efforts are necessary.

Chill factor and neutral workplace -The company's office is located in downtown Belfast, in a neutral area near the city hall that should pose no problem for workers of either community when traveling to work. The company's policy prohibits the display of flags, emblems, posters and graffiti. It also forbids the circulation of literature "which is likely to give offence or cause apprehension among particular groups of employees."

Grievances - No grievances had been filed at the Fair Employment Tribunal against Drury Communications. The company maintains a grievance procedure for any employees who feel they have received inequitable treatment.

Openwave Systems

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/2004	Affirmative Action	Yes	FET Settlements	0

• Openwave

Location	Belfast		
Business	telecommunications software		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of 2008)		
	Protestant	36	36.7%
	Catholic	62	63.3%
	Other	12	
	Total	110	

2008 Survey Response: Full

Available information: After a November 2000 merger with Software.com, the company changed its name from Phone.com to Openwave Systems. Openwave is a California firm whose software enables Internet access through wireless telephones, and it acquired Apion Ltd., based in Belfast, in October 1999. Apion was formerly the privately owned subsidiary of Aldiscon, a Dublin-based company, which entered Northern Ireland in 1995. Openwave's software is known in the business as WAP (wireless applications protocol), and the investment in Northern Ireland marks its first product development center located outside Silicon Valley. Openwave has regularly responded in full to the Northern Ireland Service fair employment surveys. Local managers met with the Service in 2003 and 2000.

Compliance with NI fair employment law and Code of Practice: The company says it complies with Northern Ireland fair employment law and with the Code of Practice. Openwave advertises in the Belfast Telegraph and the Newsletter, both typically Protestant papers. The company also uses the Internet and its intranet. It sends reminders of job openings by email to all staff members. A panel of two interviewers assesses candidates, who attend two interviews before receiving an offer, being assessed by four people in all. Openwave tries to ensure that both communities are represented on its interview panels, but it admits that it is often difficult to do so given its size. All those with the authority to make hiring decisions attend anti-discrimination training using materials from the Equality Commission. The company also provides training on harassment and anti-discrimination for all employees during their orientation.

Openwave published a formal process for promoting employees in August 2003. The policy calls for promotion based solely on performance. This policy is global in scope, though it does conform to Northern Ireland code of practice in that it is based on established criteria and all employees are eligible to apply for promotions. Company representatives told the Northern Ireland Service in 2003 that its career tracks are published on the company intranet. The company publishes its equal opportunity policy and its harassment policy in the employee handbook; both policies are modeled after standard policies under European employment law, as well as on model policies published by the Equality Commission.

Underrepresentation analysis: Protestants are underrepresented in the work force overall and among managers and associate professionals. The company did not indicate what it considers to be an appropriate catchment area for its employees, apart from noting that managers and professionals are recruited from all areas within Northern Ireland and the United Kingdom.

As a high-tech company, Openwave has encountered a shortage of qualified workers in Northern Ireland. The company notes that nearly all of its employees are highly educated, including those who work in clerical positions. The Northern Ireland Service compared managers, professionals and sales associates to all of Northern Ireland and associate professionals and administrative staff to the Belfast travel-to-work area. This comparison put the ideal Protestant representation at about 66 percent, but their portion of the work force at Openwave is less than 40 percent.

Conformance with MacBride principles: In September 2004, the company reached an agreement with the New York City pension funds on compliance with the MacBride principles, after the funds proposed a shareholder resolution on the subject. Openwave affirms each year in its survey response that its policies reflect the principles and it will comply with monitoring by the Northern Ireland Service.

Affirmative action outreach - In 2004, Openwave reported that it had updated its existing affirmative action agreement with the Equality Commission. Two years later, when asked whether the it reached an affirmative action agreement, it responded that the question was not applicable to Openwave. The status of the affirmative action plan mentioned in previous years is unclear and the company has not make any progress towards boosting the percentage of Protestants in the work force, even though it annually hires staff for positions in the association professional category.

Nevertheless, Openwave does make use of some affirmative action measures. The company places EEO statements in job postings. The company has discontinued a scholarship program that used to target Protestant schools for applicants for financial reasons. It does, however, maintain links at universities in Scotland and England, recognizing that young Protestants from Northern Ireland frequently study there, and it also conducts other outreach at local Protestant schools that aims to attract more Protestant and female applicants. The company tracks applicants' community affiliation in accordance with Northern Ireland fair employment requirements.

The company's policy on affirmative action states: "Where appropriate, lawful positive action measures such as special encouragement in advertisements will be used. These measures are available to us in certain circumstances, for example, where there is an underrepresentation of a particular group in specific areas of work. It should be emphasized, however, that selection for employment or internal selection for a new role will always be on merit. Selection based on a person's gender, religion or race constitutes unlawful discrimination--even if that group is currently underrepresented within the company or within a particular job function."

Any affirmative action efforts the company might consider should be aimed at increasing the number of Protestants among managers and associate professionals.

Chill factor and neutral workplace -The company provides workshops and training to all employees, including management, to discourage sectarian harassment and intimidation in the workplace, using materials from the Equality Commission. The company's location in downtown Belfast should not pose a significant chill factor for either community. Its offices close early during the height of the summer marching season. Employees, the majority of whom are able to work at home, may leave at 3 p.m. during this time. The company reports no incidences of sectarian harassment or complaints. The company describes its culture as relaxed and informal, and managers told the Northern Ireland Service that they do not know of any incidents or altercations between employees.

The company's harassment policy includes examples of harassing behavior, delineates employees' rights and responsibilities and describes the managers' role in ensuring a neutral workplace for all.

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal.

PepsiCo

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	3/1/2006	Affirmative Action	Unknown	FET Settlements	0

• Walkers Snacks Ltd.

Location	Antrim	
Business	Crisps	
Fair Representation	Catholics appear to be underrepresented	
Employees	(Data as of 2007)	
	Total	31

2008 Survey Response: None

Available information: The company has a small operation that sells and distributes snacks, such as potato chips, in Northern Ireland. PepsiCo UK & Ireland began selling Walkers Crisps in Northern Ireland in 1997 through a third-party distributor, LMI. PepsiCo UK bought LMI's sales and marketing operations in 2003.

The company responded to the Northern Ireland Service survey in 2006, but has not responded since.

Compliance with NI fair employment law and Code of Practice: The company's policies adhere to the fair employment laws in Northern Ireland. In the company's Human Rights Workplace Policy, it says, "we comply with all applicable laws, regulations, and other employment standards, whenever we operate or work." The policy also includes the statement, "we do not tolerate discrimination and work to ensure equal opportunity for all associates."

PepsiCo also provided a copy of its Code of Conduct, which contains information on its grievance procedure and informs employees about methods they can use to address concerns. One method is the ethics hotline available toll free to all employees worldwide.

PepsiCo also provided details on its human resources procedures. The company notifies all of its employees when positions become available, but it does not publicly advertise all job openings. When it does widely advertise job availability, it uses the local newspapers, the Internet, trade publications and the company intranet. Walkers always uses an interview panel of employees who have been trained in EEO issues when selecting candidates, but it did not indicate if it seeks to ensure that both communities are represented on the panel or whether it examines applicants' backgrounds to determine success rates by community. This practice is often used by companies to make sure the candidate selection process is not biased. When redundancies are necessary, the company uses performance selection criteria or specifies the role that will be eliminated. When selecting employees for promotion, the company evaluates skill sets, performance criteria, future potential and personal development goals. Training opportunities are based on providing specific skills to those whose roles are suited for the skill set.

Underrepresentation analysis: In 2007, fewer than 10 of the company's 31 employees were Protestant. Antrim, where the company's facility is located, is 38.5 percent Catholic, meaning that even if the maximum number of nine of the company's employees are Catholic, Catholics are underrepresented, though not to a statistically significant degree. In 2006, the last year for which full data are available, Catholics made up 40 percent of the company's workforce.

Conformance with MacBride principles: The company agreed in spring 2006 that it will cooperate with monitoring of its operations in Northern Ireland and said that its policies comply with the MacBride principles. It completed the Northern Ireland Service survey in 2006 but not thereafter.

Affirmative action outreach - No affirmative action measures appear warranted at this time. The company reported that it will be completing a review with the Equality Commission this year and will work with the Commission on any needed affirmative action measures.

Chill factor and neutral workplace -The company reported that its worldwide code of conduct "includes a policy of zero tolerance for violence." All company managers and supervisors receive training on potential sectarian harassment and intimidation in the workplace as laid out in company policies.

Grievances - No fair employment grievances have been filed against the company at the Fair Employment Tribunal. The company has grievance procedure that lays out the steps for employees to take if there is an issue they want addressed. Employees can raise issues with their immediate supervisor or the next-level manager. The policy outlines a clear timeframe to handle grievances and informs employees that a colleague and/ or a representative from human resources may assist them in this process.

Pfizer

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	5/1/2000	Affirmative Action	Unnecessary	FET Settlements	0

• Pfizer UK

Location	employees work from home		
Business	pharmaceutical sales/ animal health sales		
Fair Representation Employees	Neither group appears to be underrepresented (Data as of 2007)		
	Protestant	15	51.7%
	Catholic	14	48.3%
	Other	9	
	Total	38	

2008 Survey Response: Partial

Available information: Pfizer has usually responded in full to the annual Northern Ireland Service surveys since 2000, giving a breakdown of its employees by religion and providing fair employment policy information, although the company did not complete a survey in 2007 and submitted only a partial response in 2008. Until 1999, the company's work force hovered around 10 employees. In 2003, Pfizer acquired Pharmacia, which had fewer than 10 employees in Northern Ireland. The company only employs sales representatives, who work from home and report to a subsidiary in England.

Compliance with NI fair employment law and Code of Practice: Pfizer says its employment and recruitment policies and practices are "standard throughout the world, with modifications designed to tailor them to local laws and conditions." The company has adopted the Code of Practice and adheres to the Fair Employment and Treatment (Northern Ireland) Order 1998. Pfizer also has an "Equal Opportunity Code of Practice," which it observes when recruiting in Northern Ireland and elsewhere. Pfizer started monitoring the religious composition of its work force in Northern Ireland in 2000.

Pfizer says it publicly advertises all openings, on the Internet, on its own intranet and in local and regional newspapers. It receives all of its applicants from recruitment agencies, which prescreen the applicants and forward them to Pfizer. The company appears to have standardized selection procedures. It always uses an interview panel comprised of employees who have received EEO training, but both communities are not necessarily represented on the panel. Prospective employees must undergo a competency-based group interview with a sales role-play exercise. A panel of managers makes all hiring decisions. The company sometimes examines applicant success rates by community affiliation. Promotion is based on merit, and fair employment monitoring ensures employee participation in training programs is equitable. The company has had only one redundancy in the last several years. It says that its redundancy policy is in accordance with its equal opportunities standards. Responsibility for fair employment is shared by Northern Ireland senior management, UK management, corporate headquarters and the corporate board.

Underrepresentation analysis: Neither Catholics nor Protestants appear to be underrepresented at the company when its employees are compared to all of Northern Ireland, the area from which the company draws its workers. Pfizer has a Catholic representation of 48 percent, exceeding the 42.7 Catholic catchment area for all of Northern Ireland, but not so far out of line as to have an underrepresentation of Protestants, given its small size.

One case filed against the company at the Fair Employment Tribunal was dismissed.

Conformance with MacBride principles: The company reached a MacBride implementation agreement in 2000. The company agreed to cooperate with monitoring by the Northern Ireland Service and to take steps as applicable to implement the MacBride principles. Many of the principles are not applicable given that employees work from home. Pfizer uses its training in equal opportunity/discrimination/harassment issues to communicate the standards embodied in the MacBride principles to its managers.

Affirmative action outreach - Affirmative action measures do not appear warranted.

Chill factor and neutral workplace -Not applicable given that employees work from home.

Grievances - The company's grievance policy stipulates that employees may direct any complaints of discrimination or harassment to their supervisors, Human Resources managers or any other appropriate senior-level person. Pfizer will accommodate employees who wish to voice their complaint to a co-religionist. A grievance filed against the company in 2007 is pending.

Pitney Bowes

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/1990	Affirmative Action	Unnecessary	FET Settlements	0

• Pitney Bowes Ireland

Location	Belfast				
Business	sales and service of mailing and paper handling equipment				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of 2008)				
	Protestant	4	55.0%		
	Catholic	5	45.0%		
	Other	1			
	Total	10			

2008 Survey Response: Full

Available information: Pitney Bowes regularly completes the Northern Ireland Service survey.

Compliance with NI fair employment law and Code of Practice: Pitney Bowes does not have a fair employment code geared specifically to Northern Ireland, relying instead on the company's worldwide policy and the UK policy geared to race and sex discrimination law. The detailed policy covers many of the points raised in the Code of Practice, however, and company practices appear to conform to the recommendations of the Code, which Pitney Bowes says it follows. Pitney Bowes has consulted with the Equality Commission on proper procedures. Employees are always notified of available positions, which are publicly advertised in the Belfast Telegraph, the Internet and in local and regional newspapers and through employment agencies. Interviews are formally structured, an EEO statement is used in ads and employees involved in selection have received EEO training. Pitney Bowes reviews the religious composition of its applicant pool to determine success rates by community. Local and regional management share responsibility for supervising fair employment policies, and an equal opportunities group within Pitney Bowes meets to address relevant issues.

Underrepresentation analysis: The Northern Ireland Service does not make a definitive statistical assessment on a work force with fewer than 30 employees. However, both communities appear to be fairly represented at the company.

Conformance with MacBride principles: Pitney Bowes reached an agreement on MacBride implementation in 1990. The company says that it "continues to make all lawful efforts to implement the fair employment practices embodied in the MacBride principles."

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace -The company noted that special precautions are taken to ensure employee security while traveling in Northern Ireland with engineers assigned to familiar areas. All sectarian material is banned in the workplace. All employees across the United Kingdom and Ireland also have participated in a "Dignity at Work" program that addressed ethics, discrimination, harassment and equal opportunity. Pitney Bowes' offices in Victoria Business Park in Belfast are accessible to both communities.

Grievances - No fair employment grievances have been filed against the company in recent years. Pitney Bowes paid £25,000 to resolve the complaint that involved racial as well as religious discrimination allegations in 2001. The company did not indicate if the case prompted it to reexamine any of its policies. The company has an extensive grievance policy specifically aimed at complaints of discrimination. Employees first contact their immediate manager, but also may raise concerns with managers further up the chain of command or with the human resources department. Employees can also file confidential complaints, raise grievances with a colleague of the same background and seek assistance from the in-house union representative.

Raytheon

MacBride Agreement	None	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	No	FET Settlements	0

• Raytheon Systems

Location	Derry, Co. Londonderry		
Business	software development center		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of April 2006)		
	Protestant	11	30.0%
	Catholic	27	71.0%
	Other	0	
	Total	38	

2008 Survey Response: Partial

Available information: The company has sporadically responded to the Northern Ireland Service survey. In 2005 it provided updated employment figures and in 2006 it submitted a full survey response, but it did not respond in 2007 and submitted only partial information in 2008. Employment appears to have fallen short of initial goals, and the company announced in 2003 that there would be some redundancies. Raytheon's work force has remained steady for the last three years at slightly less than 40 workers. The company began recruiting senior personnel in the summer of 1999 for a software development center in Derry, Co. Londonderry. Some 15 jobs at Raytheon have gone to unemployed individuals, as part of the company's participation in the government's New Deal program aimed at putting the long-term unemployed back to work. Raytheon also bid successfully with Short Brothers Aircraft, the Belfast subsidiary of Canada's Bombardier, for a \$1.3 billion Ministry of Defense airborne standoff radar contract that will add up to 800 jobs at the Shorts facility in Belfast.

Some human rights activists oppose Raytheon's presence in Derry because it is a weapons manufacturer. The company says, however, that its facility in Northern Ireland only develops software and is not directly involved in arms production. Following the U.S.-led assault on Fallujah, Iraq, in November 2004, anti-war activists protested in Derry and announced plans to dig a symbolic grave outside the Derry plant.

Compliance with NI fair employment law and Code of Practice: The company provided the Northern Ireland Service with a copy of its fair employment policy in 2006, but has not provided a more recent copy. The company said it has a "systematic and objective recruitment policy, which ensures that applicants are selected solely according to merit." It alerts all employees to job opportunities, but it does not always publicly advertise them. When jobs are advertised, Raytheon uses the Belfast Telegraph, other local papers, the Internet, the company intranet and a recruitment agency. Personnel who select candidates for hire have received EEO and the company sometimes reviews its applicant pool to determine success rates by community. Managers occasionally consult with trade unions or other worker representatives on equality issues.

UK managers oversee the company's equality policy.

Underrepresentation analysis: Protestants have appeared to be slightly underrepresented in the past, but the most recent figures indicate both communities are fairly represented.

Conformance with MacBride principles: The company has not reached an agreement with shareholder proponents on the MacBride principles and has opposed shareholder resolutions asking it to implement the MacBride principles. Investors gave 10.1 percent support to a shareholder resolution asking for MacBride implementation at the company's 2004 annual meeting and 9.8 percent in 2005. The company says that the majority of the MacBride principles are included in Northern Ireland's fair employment laws and regulations, which it says "reflect the intent of the MacBride principles." In the most recent survey response, Raytheon reported that it would respond to further survey requests from the Northern Ireland Service.

Affirmative action outreach - No affirmative action steps are required.

Chill factor and neutral workplace -The company says it has an electronic surveillance and secure entry system in place at its facilities. Its location in Derry is a largely Catholic neighborhood; because Protestants account for less than 10 percent of the neighborhood they may feel uncomfortable arriving and leaving the plant. Managers and supervisors receive training on anti-sectarianism and intimidation using materials from the Equality Commission. Raytheon says it has "a harmonious working environment policy and an inclusive culture which encourages openness." The company has also reported that it actively promotes its "stance against any form of harassment and banning display of any contentious material including slogans, banners and football colors."

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal. The company reported that its grievance procedure allows employees to file confidential complaints and to raise complaints with someone other than an immediate supervisor, and it will accommodate requests to bring grievances to a co-religionist.

Regis Corporation

MacBride Agreement	Awaiting company response	Underrepresentation	No	FET Discrimination Findings	0
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Agreement Date		Affirmative Action	Unknown	FET Settlements	0
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- **Supercuts**

Location	Belfast
Business	salon
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of 2007)
	Total 27

2008 Survey Response: None

Available information: Supercuts has at least one location in Northern Ireland, in Belfast. The company did not respond to the Northern Ireland Service's survey.

Underrepresentation analysis: Although full data are not available, the Equality Commission reports that fewer than 10 Catholics are among Supercuts' 28 employees. Nine Catholic employees would comprise 32 percent of the company's work force and would not constitute underrepresentation when compared to the Belfast travel-to-work area. The Northern Ireland Service does not assess the demographics of workplaces with fewer than 30 employees.

Schein (Henry) Inc.

MacBride Agreement	None	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unnecessary	FET Settlements	0

- **Henry Schein K.M. Ltd.**

Location	Belfast
Business	dental supplies
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of 2008)
	Total 11

2008 Survey Response: None

Available information: The company last responded to the Northern Ireland Service survey in 2001. The company is still listed in the Northern Ireland phone book as having offices in Lisburn and Belfast and it appeared in the Equality Commission's most recent register of employers, indicating it has at least 11 workers; the company has fewer than 25 employees, however, as it does not appear in the commission's monitoring report. No information is available on the religious composition of the work force. As of 2001, the company's practices appeared to be in compliance with fair employment law and the Code of Practice and unlike some other small firms, the company does use an equal employment statement in its ads. Selection procedures appear systematic, although all staff involved in recruitment had not been trained on EEO matters. The company has not taken a position on the MacBride principles and reported that it is unsure if its operations adhere to the principles. It also has not received a shareholder resolution on this issue--the usual route for implementation agreements. The company's office in Belfast is easily accessible to both sides of the community. Schein said sectarian harassment and intimidation is "not tolerated in its office." No fair employment complaints have been filed against the company.

Seagate Technology

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/2007	Affirmative Action	Unnecessary	FET Settlements	0

• Seagate Technology (Ireland)

Location	Derry and Limavady, Co. Londonderry		
Business	manufacture of disk drives; R&D		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of Oct. 2007)		
	Protestant	533	33.8%
	Catholic	1046	66.2%
	Other	139	
	Total	1718	

2008 Survey Response: Full

Available information: Seagate was once the largest publicly traded U.S. employer in Northern Ireland; its work force is divided evenly between facilities in Derry and Limavady. The company was taken private in 2000 and then later went public again, incorporating in the Cayman Islands. In 2007, the company completed its first full Northern Ireland Service survey since 2000; the company also completed a full response in 2008.

Compliance with NI fair employment law and Code of Practice: Seagate said it "adheres to both the letter and the spirit" of fair employment law in Northern Ireland, and to the Code of Practice. The company's fair employment policy and practices appeared to be consistent with the Code of Practice--but the company never provided copies of any policies to the Northern Ireland Service. Management several years ago was familiar with the Code and its requirements and appeared to take fair employment issues seriously. Seagate reported in 1999 that it advertised jobs in the local Protestant and Catholic papers in Derry and advertised upper level jobs in the Belfast Telegraph and the British mainland press. The company includes EEO statements in its ads and specifically welcomes Protestants in ads that recruit managers and administrators.

Underrepresentation analysis: Protestants appear to be underrepresented when comparing Seagate's work force to to the Londonderry travel-to-work area, which includes the district council areas of Londonderry and Limavady, where the company's facilities are located.

The proportion of Protestants has grown in fits and starts from the time the company opened in Northern Ireland; they accounted for only 21 percent of the work force in 1996, reached almost 31 percent in 1998, fell to 28 percent in 2006 and rose substantially to the present level of nearly 34 percent.

The company's Derry location in the Springtown Industrial Estate, on the mainly Catholic west bank of Derry's River Foyle, may make it difficult for the company to recruit Protestants to that location. Trade unionists familiar with the area, however, have told the Northern Ireland Service that Protestants would not have difficulty traveling to the facility.

Conformance with MacBride principles: Seagate said its "employment practices are generally in line with the spirit of the objectives outlined in the MacBride principles." The company added, however, that while it is "committed to providing a safe and secure workplace, we cannot guarantee the safety of our employees away from work. Also our employment decisions are based on needs, skills, and other criteria to the exclusion of religious affiliation." Fair employment law in Northern Ireland does allow companies to take steps during layoffs to protect affirmative action progress made by underrepresented groups, although this can be contentious.

Affirmative action outreach - It appears Seagate has made some affirmative action outreach efforts, which may have increased Protestant representation in its work force in recent reporting periods. The company reported that its officials in Derry have taken some affirmative action steps. Local company officials reported that affirmative action efforts "are not applicable at the Limavady facility," however. The significant increase in the overall proportion of Protestants at the company

from 1996 to 2000 amidst rapid employment increases appears to confirm that the company has made efforts to reach out to Protestants.

Chill factor and neutral workplace -The company's Derry location in the Springtown Industrial Estate, on the mainly Catholic west bank of Derry's River Foyle, may make it difficult for the company to recruit Protestants to that location. Trade unionists familiar with the area, however, have told the Northern Ireland Service that Protestants would not have difficulty traveling to the facility. Local managers reported in 1999 that the political situation had not affected the company "one iota." The company says it does not permit "the display of potentially offensive or intimidating religious or political emblems" at its facilities. Further, it says security is provided for all employees at work. Tight industrial security exists at the company given the nature of its business.

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal.

Sonoco Products

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/1991	Affirmative Action	Unnecessary	FET Settlements	0

• Sonoco Alcore

Location	Lurgan, Co. Armagh				
Business	converted paper tubes				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of 2007)				
	Protestant	15	42.9%		
	Catholic	20	57.1%		
	Other	0			
	<u>Total</u>	<u>35</u>			

2008 Survey Response: None

Available information: Sonoco consistently responded to the Northern Ireland Service survey until 2006. Company officials met with Northern Ireland Service staff in 1990.

Compliance with NI fair employment law and Code of Practice: The company's fair employment policies appear to be consistent with the Code of Practice.

Underrepresentation analysis: Both communities appear to be fairly represented at Sonoco Alcore when compared with the religious composition of the Craigavon travel-to-work area and other possible catchment areas.

Conformance with MacBride principles: Sonoco told shareholders in 1991 that it "will continue to make lawful efforts to implement the fair employment practices embodied in the MacBride principles." The company says that it is ensuring implementation of the principles by adhering to Northern Ireland's fair employment law and reporting on its practices when information is requested.

Affirmative action outreach - No affirmative action plans appear warranted.

Chill factor and neutral workplace -The Sonoco plant is near Lurgan, on the major road between Lurgan and Portadown--southwest of Belfast. The area near the plant is generally considered to be republican, suggesting some Protestants might feel uncomfortable there. But while nearby residential neighborhoods are largely Catholic, both Sonoco Products and another U.S. firm, Teleflex (across the street), have attracted workers from both communities; there does not appear to be a significant chill factor.

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal.

Starbucks Corp.

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	8/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

• Starbucks

Location	13 locations throughout Northern Ireland		
Business	coffee		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of Sep. 2007)		
	Protestant	17	85.0%
	Catholic	3	15.0%
	Other	84	
	Total	104	

2008 Survey Response: Full

Available information: Starbucks Coffee Company recently opened operations in Northern Ireland and quickly expanded. It now operates a total of 13 stores in Northern Ireland. The company employs 169 workers, about half of which work on a full-time basis. Starbucks completed the Northern Ireland Service survey in 2006 and 2008, providing detailed information on its staff and copies of its employment policies.

Compliance with NI fair employment law and Code of Practice: Starbucks' policies appear to be largely in line with the Code of Practice. It advertises all available positions to its employees and publicly using the Belfast Telegraph, the Newsletter, other local newspapers, the Internet and show windows. Starbucks includes an EEO statement in its ads and all employees who select candidate receive EEO training. When interviewing candidates, the company always uses a panel but it does not ensure both communities are represented. It reported, "We do not ask panel members to disclose their religious or political background. However, we intend to review this practice." Management in Northern Ireland and the human resources team are responsible for overseeing the EEO issues.

The company provided the Northern Ireland Service with copies of its EEO and harassment/ bullying policies. The EEO appears to have been customized for the UK and Ireland because it mentions, in addition to the standard EEO classifications, that it will not discriminate against members of the traveling community. It does now, however, specifically deal with sectarian issues. The harassment/ bullying policy outlines specific offenses that are inappropriate and how they are dealt with. Offenders who are found guilty of violating the policy could merely receive a warning or ultimately be dismissed.

Underrepresentation analysis: The large number of employees classified as "other" makes a full analysis more difficult and may indicate problems with the company's compliance with good monitoring procedures.

Conformance with MacBride principles: Starbucks reported that it is working towards bringing its policies in line with the MacBride principles. "We believe our company policies, including our equal employment and non-discrimination policy, as well as our company guiding principle of treating all partners with respect and dignity, entirely reflect the fair employment standards embodied in the MacBride principles," the company reported, stipulating that it has "been in the market for less than two years and is therefore still working toward specific compliance with all of the principles." Starbucks reported that it aims to amend its policy to include a discussion of sectarian emblems and to appoint staff to deal directly with the principles by the next monitoring period. The company reports that employees are encouraged to raise concerns about fair employment issues. Starbucks has a business conduct hotline for those who wish to be anonymous. "When complaints are received," Starbucks reported, "we have procedures in place to ensure there is prompt investigation and effective response."

Affirmative action outreach - No affirmative measures appear to be warranted.

Chill factor and neutral workplace - Starbucks reported that its current store locations in Northern Ireland are in towns or city centers and that it has not "had the requirement to make any specific security arrangements for staff." It also said that it permits workers to go home early and it

will close shops in the event of any security alert or evacuation. Six of the nine Northern Ireland stores are in Belfast and the remaining three are in Antrim, Ballymena and Coleraine. Most of the sites are relatively neutral and predominately Protestant, and should not cause a serious chill effect for members of the Catholic community.

Grievances - No grievances have been filed against the company at the Fair Employment Tribunal. Starbucks has a grievance procedure that allows for employees to contact an independent employee relations representative through a hotline if they do not want to address the complainant with their immediate supervisor. Employees can also bring a colleague of their choosing to a grievance hearing, which may increase comfort for employees who want to be accompanied by a fellow-community member. The procedure ensures that grievances are dealt with in a timely manner, but it only allows for one appeal to a management decision.

Terex

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	11/1/2002	Affirmative Action	Yes	FET Settlements	0

• Powerscreen International Distributors Ltd.

Location	Dungannon, Co. Tyrone		
Business	engineering		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	56	17.1%
	Catholic	271	82.9%
	Other	40	
	Total	367	

2008 Survey Response: None

Available information: Terex responded in full to the Northern Ireland Service surveys between 2000 and 2002, but has not completed the survey since then. Terex bought Powerscreen PLC, the former parent of Powerscreen International Distribution Ltd., in 1999, after an accounting scandal at the former parent company. Terex has a MacBride agreement, which lapsed for a time, although its lack of cooperation with the Northern Ireland Service since 2006 has put its compliance in jeopardy.

Equality Commission officials reported that the company appears to employ most of its workers as contractors. The company reported that it manufactures through a system of onsite subcontractors who employ all shop floor manufacturing personnel, for which the company did not supply data. The company did not indicate how many contract workers there are at the site, nor what kind of fair employment oversight the company has over these workers. Managers, engineers, marketers and designers are direct employees of Finlay. A fair employment assessment of the company's operations is therefore made very problematic.

Compliance with NI fair employment law and Code of Practice: Powerscreen reported in 2002 that it complies with Northern Ireland fair employment law and the recommendations and legal requirements of the Code of Practice. The Equality Commission has provided materials for non-sectarian training for all employees, including subcontractors and their employees.

The company advertises as widely as possible, using local papers that cater to both the Catholic and Protestant communities. For management positions, the company has used the Belfast Telegraph and the Sunday Life. Additionally, the company's job advertisements have encouraged Protestants to apply. The company also has conducted outreach in schools.

The company advertised openings internally through notice boards and email. It also tracked the success rate of applicants from both communities. When interviewing job candidates, the company said it ensured that both communities were represented on the selection panel, but it acknowledges that this was sometimes difficult given the low number of Protestant employees overall.

The company ensured that everyone involved in candidate selection had received equal opportunity training. Training for the rest of the employees was underway in 2002.

Underrepresentation analysis: At 17 percent of the work force, Protestants appear to be underrepresented when compared to Northern Ireland as a whole or Dungannon, which has a working-eligible Protestant portion of about 32 percent. Protestants were also underrepresented among appointees in 2007.

Both of the company's locations pose a chill factor to Protestants.

Conformance with MacBride principles: The company reached an agreement to comply with the MacBride principles in November 2002. It allowed the commitment to lapse, but it provided a copy of its Fair Employment Monitoring Return to the Northern Ireland Service in 2006.

Affirmative action outreach - The company has adopted an affirmative action policy developed with the help of the Equality Commission to attract Protestants. The policy outlines an overall goal of increasing Protestant representation in the work force to 40 percent, and Protestant representation

among applicants and appointees to not less than 45 percent by 2003. The company views these figures as a good benchmark on which to judge the success of its affirmative action program, although it pointed out that reaching the goals would probably require substantial new recruitment that does not appear to be in the offing. The company also has an outreach program with local schools that it hopes will contribute to an increased number of Protestant applicants.

Chill factor and neutral workplace -Powerscreen International Distributors is in Coal Island, Dungannon, a Catholic enclave in a relatively mixed council area. The site could be off-putting to Protestants traveling to work in this area.

Finlay Hydrascreens is in a rural area, near the small town of Omagh, and probably poses a chill factor for Protestants, as its immediate neighborhood is 97 percent Catholic. The wards immediately adjacent to the plant also are 80 percent Catholic. The company closes for two weeks during the summer marching season for its annual company holiday. The company schedules its holiday to coincide with marching season as it has been difficult to obtain supplies during this period. The facility prohibits "the display of flags, emblems, posters and graffiti which are likely to give offence or cause apprehension among particular groups of employees."

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal.

TJX

MacBride Agreement	None	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	No	FET Settlements	0

- T.K. Maxx**

Location	Belfast		
Business	retail clothing sales		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2006)		
	Protestant	231	47.8%
	Catholic	252	52.2%
	Other	25	
	Total	508	

2008 Survey Response: None

Available information: The company gave a complete response to the Northern Ireland Service survey in 2005 for the first time since 1998, providing information on its fair employment policies and its work force. It responded again in 2006 when it reported a work force of nearly 160 employees, a 33 percent increase from the previous monitoring period. The company did not respond in 2007 or 2008 and Equality Commission data from 2006 shows a significantly larger work force, totaling over 500.

Underrepresentation analysis: The religious composition of the company's work force has changed substantially in the last couple of years, moving from a majority Catholic work force to a more evenly balanced composition. In the past, it appeared that Protestants were underrepresented; this is no longer the case when the company's two job categories, managers and sales associates, are compared to a catchment area including all of Northern Ireland. This is the most appropriate comparison because companies typically recruit from the entire region for these positions.

Conformance with MacBride principles: The company has not reached an agreement with shareholder proponents on the MacBride principles, although it told the SEC that it "essentially complies with the practices outlined in the MacBride principles." In its 2005 survey response, the company says that instead of adopting the MacBride principles, it follows the "code of conduct and guidelines laid down by the Equality Commission of Northern Ireland. We have a robust recruitment and selection process, which determines the best person for the job and we have credibility in the local marketplace as being an Equal Opportunity Employer." TJX has said in its proxy statement that adopting the principles could produce "divisiveness in the workplace." Votes on shareholder resolutions asking the company to implement the MacBride principles have dropped from previous levels near 20 percent. In 2004, investors gave only 9.3 percent support to a shareholder resolution asking for MacBride implementation, making the proposal ineligible for resubmission.

The company says the principles are aimed at anti-Catholic discrimination and that implementing them actually could lead to a decrease in the number of Catholic employees at T.K. Maxx, negating this aim. This is a view that was shared for some time by Interface, another U.S. firm that had an overrepresentation of Catholics and regularly received shareholder resolutions on the issue until it reached an agreement with activists in 2001. The principles themselves do not single out Catholics or Protestants for special consideration, but refer to a need for affirmative action for "underrepresented religious groups." Fair employment law in Northern Ireland requires affirmative action if either Catholics or Protestants are underrepresented compared to reasonable catchment areas. The wording of the principles suggests the same obligation, although it is clear the principles were initiated because of concerns over anti-Catholic discrimination.

Affirmative action outreach - No affirmative action measures appear to be warranted based on the current work force breakdown. The T.K. Maxx policy described to the Northern Ireland Service in the past said the company would adopt, "where necessary appropriate affirmative action measures to ensure the provision of equality of opportunity and fair participation for all sections of the community."

Chill factor and neutral workplace -TJX has ten T.K. Maxx stores in Northern Ireland, some in areas that could pose a chill factor for one of the communities. In August of this year, Republican splinter group, the Real IRA claimed responsibility for fire-bombing a TK Maxx store in Newry, County Down as well as three other stores. Press reports indicate the bombing caused severe damage to the store, but no deaths or injuries. The group's attack was done in remembrance of the anniversary of the now-defunct British policy of internment, whereby suspected offenders could be jailed without trial. Another press report revealed that a truck carrying T.K. Maxx merchandise was hijacked in Co. Louth in April.

The location of the store in central Belfast would not pose a chill factor for either community. The Newtownabbey location is in a predominantly Protestant area, Craigavon is close to some heavily Protestant areas, and some Catholics have said they feel intimidated by the Lisburn area. By contrast, Newry is predominantly Catholic.

TJX faced harsh criticism from Unionist in late 2005 when it banned employees from wearing poppies to work. The poppies are traditionally worn by Britons during the month of November in remembrance of the British Armed Forces. TJX responded that the poppy was banned as part of its policy that prohibits emblems at in the workplace. The company president responded that he would review the ban and consult the Equality Commission to determine whether to lift the ban. Press reports do not indicate that the policy was changed.

The company's work force is not unionized, but T.K. Maxx said in the past that it had incorporated "the spirit and substance" of the Confederation of British Industries' Joint Declaration of Protection into its fair employment policy. All employees must sign the policy. The company said "'good and harmonious working environments' described by the CBI are important to us," and notes sectarian materials are specifically prohibited. Sectarianism "is rated as a serious breach of discipline and would be treated within disciplinary procedures" and could warrant dismissal. The company's policy said "every employee has the right to work free from intimidation or harassment on the grounds of religious belief or political opinion," and employees and management condemn sectarianism and "commit themselves to take all reasonable steps" to keep it out of the workplace. The policy also said complainants "are ensured prompt investigation, without risk of victimization, and, where justified, remedial action." T.K. Maxx said it would ensure employees were not victimized if they lodged a complaint of discrimination.

Grievances - No discrimination complaints have been lodged against the company at the FET.

United Technologies

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	1/1/2001	Affirmative Action	Yes	FET Settlements	0

- **Chubb (NI) Ltd.**

Location	Belfast		
Business	security and fire		
Fair Representation	Catholics appear to be underrepresented		
Employees	(Data as of Aug. 2008)		
	Protestant	90	79.6%
	Catholic	23	20.4%
	Other	6	
	Total	119	

2008 Survey Response: Full

Available information: United Technologies acquired Chubb, a spin-off of the former Williams PLC, in 2003. It provides electronic security systems, fire protection systems, security guards and security system monitoring. Its operations are headquartered in Dublin and company representatives told the Northern Ireland Service in a meeting held in 2005 that all policies and activities are run on an all island basis. Chubb's only Northern Ireland site is located in Belfast. Company representatives have said they expect sustained peace in Northern Ireland will spark increased investment and demand for their products.

Compliance with NI fair employment law and Code of Practice: In 2006, Chubb provided copies of its EEO, grievance, affirmative action and harassment policies to the Northern Ireland Service, all of which are in line with fair employment laws in Northern Ireland. The company reported that it used the Northern Ireland Service's 2004 profile to help revise its Equal Opportunities Policy to "encompass all aspects [for the] elimination of discrimination including specific mention to political and religious beliefs." It changed its hiring and selection processes to ensure all interviewers have received EEO training. It also makes "every effort" to have representation from both communities on interview panel, but admits "this cannot always be achieved due to the small number of employees available to sit on such panels."

Chubb publicly advertises all job openings and posts them internally to alert staff. It includes an EEO statement in job advertisements and posts them in the Belfast Telegraph, the Irish News, the Internet, the company intranet and in other local newspapers. It also reviews the religious composition of applicant pools and new hires to determine success rates by community.

In a meeting with the Northern Ireland Service in 2005, Chubb representatives said European Union regulations make it difficult to maintain balance in the community representation of the work force, specifically among the security staff. To ensure security guards do not lose their jobs in the event that a new company wins a contract to provide security service, essentially EU regulations require companies to hire employees along with a winning contract. This allows guards to maintain their jobs even if their company sells a contract to provide security. Company representatives said, "Dismissals are only permitted if they are for technical, organizational or economic reasons. The overall effect of this EU regulation is that companies who provide a service such as cleaning, security, catering tend to have a movement of employee population on contract wins/losses."

Company officials said these regulations are likely to change along with "new standards and practices in licensing and regulation of the security industry." Chubb has hired a recruitment officer for the Belfast office to replace local management in overseeing recruitment. The officer reports directly to the human resources department in Dublin.

All Chubb employees participate in the job task specific training. The company also has an employee scholar program, which "pays all expenses for higher education, provides paid time off for study and provides awards of company stock upon degree attainment." The human resources team is responsible for ensuring equal opportunities and senior management make sure those opportunities are implemented at the at the operational level.

Underrepresentation analysis: In past years, Catholics were significantly underrepresented in the work force overall and in several employment categories. Catholic representation dropped substantially between 2001 and 2004, most steeply between 2001 and 2002, when the percentage of Catholics fell from 37 percent to 19 percent, a reflection of a 20 percent drop in the total work force. Catholic representation continued to slip in 2004, reaching less than 17 percent as the work force shrunk by 9 employees. In a meeting with the Northern Ireland Service in 2005, Chubb representatives acknowledged this underrepresentation and described the affirmative action plan designed to boost the Catholic portion of its staff. In the most recent monitoring period, Catholics still appear to be underrepresented, but to a much lesser degree than in previous periods. Chubb commented in its most recent survey response, "Our affirmative action programs have shown an increase in the Catholic representation numbers since the last survey report. We continue to closely monitor our staffing levels to ensure we gain the maximum equitability in relation to representation of communities."

The company provides security and fire protection systems to its customers. The security industry in Northern Ireland has been heavily Protestant over the years, and the substantial reduction in security-related jobs and in the police force in the last several years--given the enduring paramilitary ceasefires and the continued peace talks--has put many qualified Protestant workers in the profession out of work. These developments do not vitiate the company's affirmative action obligations, however.

Conformance with MacBride principles: In a meeting with the Northern Ireland Service in 2005, Chubb said it would incorporate the MacBride principles into its policies by this year and in its 2006 survey response Chubb reported that its policies reflect the principles and agreed to complete the annual survey. The company did not respond to the Northern Ireland Service's 2007 survey, but resumed replying in 2008.

In 2005, company representatives told the Northern Ireland Service that that emblems have been banned from the workplace. UTC's other companies have successfully implemented the MacBride principles. Chubb representatives told the Northern Ireland Service that implementing the MacBride principles and fair employment regulations became a priority in 2005. Chubb has submitted copies of its policies to the Northern Ireland Service. The EEO policy says Chubb will "remain committed to the achievement of equal opportunities within all our activities and responsibilities." It specifically mentions religious and political persuasion as well as sexual orientation, age, race and language in its EEO policy.

Affirmative action outreach - In the past, Chubb told the Northern Ireland Service that while it recognizes the need to pursue affirmative actions and plans to seek guidance from its other member companies and the Equality Commission and change its policies in 2005, management had been occupied with integrating the company into UTC's other operations. It said it will "endeavor to expand its recruiting efforts more aggressively for underrepresented groups." In 2005, company representatives told the Northern Ireland Service that its goal was to increase the Catholic percentage of the work force by a few percentage points by June 2006. It has succeeded in these efforts and the community representation of its staff is much more balanced than in recent history. Chubb's affirmative action policy sets out a process by which community representation of the staff will be monitored annually to determine whether there is an imbalance and if affirmative action measures are necessary. According to the document, "the plan shall be reviewed and measured twice yearly and additional actions shall be developed to address any factors limiting success."

Chubb began advertising in the Irish News in 2005 to "attract a greater number of applicants from this readership," which are a majority Catholic. It also includes that statement, "We are an Equal Opportunities Employer" in any form of job advertisement as well as using job markets in predominately Catholic areas. As part of its affirmative action efforts, company representatives told the Northern Ireland Service that they were considering offering an additional financial incentive to its sales employees who obtain contracts in predominately Catholic areas with the intention that geographical targeting could lead to a boost in the Catholic portion of the work force.

Chill factor and neutral workplace -The company's offices are in an industrial park north of downtown Belfast, just off a main motorway, and should not pose a substantial chill factor to either community, although they are close to heavily Protestant neighborhoods. To negate any chill factor, employees can relay security concerns to senior management or to a human resources hotline, the company told the Northern Ireland Service. The office uses closed circuit TV monitoring for security.

Managers and supervisors receive workshops or training on sectarian harassment and intimidation in the workplace, using materials from the Equality Commission. The company reports that it has an "open door policy of communication" and references its numerous programs through which concerns can be addressed: HR Hotline, Dialog Programme, Ombudsman Programme, Development Training, annual employee surveys and strong relationship with union representatives. The crown emblems that were affixed to the company's fire extinguishers were removed in 2005.

Grievances - No fair employment grievances have been filed against the company in recent years. Chubb and the trade union representing its workers have developed to a grievance policy, which includes provisions for a formal hearing and/or the use of an arbitration body. The UTC dialog and ombudsman programs also provide a confidential and secure environment for employees to raise complaints.

United Technologies

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	1/1/2001	Affirmative Action	Yes	FET Settlements	0

• Otis Elevator

Location	Belfast				
Business	elevator sales, service, repair and installation				
Fair Representation Employees	Neither group appears to be underrepresented (Data as of Feb. 2008)				
	Protestant	25	61.0%		
	Catholic	16	39.0%		
	Other	4			
	Total	45			

2008 Survey Response: Full

Available information: Otis Elevator has consistently responded to the Northern Ireland Service survey.

Compliance with NI fair employment law and Code of Practice: Personnel procedures at Otis appear to be in line with the Code in hiring procedures and workplace standards regarding fair employment. Promotion and training programs are based on analyses of performance, the company said, as well as on business and individual needs. Job advertisements are placed in the Belfast Telegraph and Irish News and include an EEO statement. The company always notifies all employees about positions open to internal applicants. Structured interviews use two-person panels and allow only pre-determined questions related to job criteria. The company says both communities always are represented on interview panels. All employees involved in candidate selection receive equal employment training, and the company provides all management and supervisors with in-house equal opportunities training, using materials from the Equality Commission. Layoff procedures are not conducted on a last-in, first-out basis, but use performance, service, attendance and disciplinary records. The branch manager, overseen by the service operations director and audited by the personnel department, is responsible for fair employment matters.

Underrepresentation analysis: Neither group appears to be underrepresented at Otis Elevator. In previous years, when Catholics appeared to be slightly underrepresented, the company had said that it had difficulties finding skilled Catholic lift engineers with prior experience, but that it was addressing this issue through an engineering apprentice program. Applicant figures reported by the company during the most recent monitoring period still reflect this problem.

The company hired five people in the most recent monitoring period.

Conformance with MacBride principles: The company reached an accord on MacBride implementation with activists in 2001, following negotiations on a shareholder resolution that was withdrawn. The company had opposed shareholder resolutions on the subject in 2000, 1999 and 1994. Until passage of new fair employment legislation for Northern Ireland in December 1998, Otis had said the MacBride principles would be illegal under UK law. The company said the principles would require the use of quotas in staff recruitment, an assumption that MacBride advocates continue to refute.

Affirmative action outreach - The company should pay close attention to the representation of Catholics within the skilled labor employment category and implement affirmative action measures if the underrepresentation continues.

Chill factor and neutral workplace -In 2000, the company signed a Joint Declaration of Protection with the Amalgamated Engineering and Electrical Union to ensure a neutral workplace. Management, supervisors and trade union members have completed Equality Commission training on equitable recruitment and sectarian harassment prevention.

The Otis office is in the neutral Belfast city center. The company says sectarian materials are "strictly prohibited." Field personnel travel in unmarked vans when appropriate. During the summer

"marching season," staff are allowed flexible hours to avoid parades. While roadblocks sometimes have caused some delays for employees commuting to work, the company says it "is always open for normal office hours during the marching season and there has been no measurable effect on business results during this period."

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal. Otis says its harassment policy specifically outlines steps a complainant may take to file a grievance. Provision will be made for complaints to be taken to "independent human resources staff." The company's survey response indicated that its grievance procedure also allows employees to file a complaint confidentially. It also informs staff that they may raise issues with someone other than a direct supervisor or someone of the same community background.

United Technologies

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	1/1/2001	Affirmative Action	Yes	FET Settlements	0

• Toshiba Carrier UK

Location	Belfast
Business	air conditioning/refrig. installation & maintenance
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of Aug. 2008)
	Total 11

2008 Survey Response: Full

Available information: Employment at Toshiba Carrier has remained steady at around 10 employees for the past several years.

Compliance with NI fair employment law and Code of Practice: The company says it adheres to Northern Ireland fair employment law and the Code of Practice and it has provided copies of its policies to the Northern Ireland Service. Job advertisement, hiring and neutral workplace policies appear to be consistent with good practices recommended by fair employment experts in Northern Ireland. Employees involved in personnel decisions have all received training on EEO matters.

UTC says that it is "very concerned that it is seen as and operates as an Equal Employment Opportunity employer." The company also says that it "issues a welcoming statement and EEO statement in ads concerning vacancies" and that "whoever applies for a job is judged and appointed on merit and not any other consideration." In 2001, Toshiba Carrier adopted a new EEO policy that the new human resources director drafted based on the MacBride principles and UK legislation. This has been regularly updated and circulated to all employees and is included in all new employee orientation packs, displayed on notice boards and available on the company intranet.

Underrepresentation analysis: The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees.

Conformance with MacBride principles: The company reached an accord on MacBride implementation with activists in 2001, following negotiations on a shareholder resolution that was withdrawn. The company had opposed shareholder resolutions on the subject in 2000, 1999 and 1994.

Affirmative action outreach - The company's small size makes it impossible to draw conclusions about the community representation in its work force. Even so, UTC reports that "Toshiba Carrier UK has adopted a variety of job advertisements and candidate attraction techniques in order to redress the balance."

Chill factor and neutral workplace - A company representative reported that it moved locations within Belfast "specifically so that we could operate in a more neutral area of the city."

Grievances - No complaints have been filed against Toshiba Carrier at the Fair Employment Tribunal.

Visteon

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	3/1/1998	Affirmative Action	No	FET Settlements	0

- **Visteon UK Ltd.**

Location	Belfast				
Business	Intake manifold, air and fuel products				
Fair Representation	Protestants appear to be underrepresented				
Employees	(Data as of Sept. 2008)				
	Protestant	113	47.3%		
	Catholic	126	52.7%		
	Other	9			
	Total	248			

2008 Survey Response: Full

Available information: In June 2000, Ford Motor spun off Visteon. Visteon managers have continued Ford's practice of consistently returning a detailed response to the Northern Ireland Service survey. Until 1996, Ford also published an annual report on its compliance with the "Ford principles" modeled on the MacBride code. The Northern Ireland Service has met with company officials several times, most recently in 2006. The company has substantially reduced its work force in Northern Ireland in recent years, with employment down from a high of 632 in 1998 to the present level of just 248.

Visteon has been in negotiations with the union on restructuring measures, which it says "is vital to ensure future viability of Belfast plant."

Compliance with NI fair employment law and Code of Practice: The company's fair employment policy appears to be generally in line with the Code of Practice and the Fair Employment and Treatment (Northern Ireland) order 1998. The company reported in 2003 that local trade union and management representatives have participated in its UK-wide inclusively, diversity and equal opportunities group. Visteon also said that the Equality Commission completed refresher training courses in 2003 for managers, supervisors and trade union representatives on the company's harassment policy.

Senior management in Northern Ireland and other UK managers oversee the company's equality policy. The company advertises available positions at the company in the Belfast Telegraph, the Irish News, the Belfast News Letter, job markets and the company intranet. When selecting candidates for hire, Visteon uses an interview panel comprised of members of both communities who have received equal employment opportunity training. The religious composition of applicants is regularly reviewed to determine success rates by community. The company submitted updated copies of its EEO and Harassment policies to the Northern Ireland Service in the most recent monitoring period. Visteon has a thoughtful harassment policy that sets out how issues are dealt with according to a specific timeline and procedure.

Underrepresentation analysis: Protestants appear to be underrepresented among machine operatives and overall at Visteon. The upper level positions are compared to a catchment area including all of Northern Ireland at 42.7 percent Catholic, while operatives and associate professionals are compared to the Belfast travel-to-work area. Visteon has estimated its catchment area as between 43 and 47 percent Catholic.

Conformance with MacBride principles: The company's agreement in 1998 on MacBride implementation ended a 12-year campaign by Irish Americans against Ford. Before the agreement, the company promulgated a set of nine principles similar but not identical to the MacBride principles. Visteon has maintained its commitment to the MacBride principles by honoring Ford's agreement. The New York City Comptroller visited the plant in September 2006 and reviewed the company's equality statistics. The Comptroller "acknowledged the positive progress that had been achieved on the equality front despite the operational difficulties the plant faced," the company reported.

The company reported in 2006, "Each Belfast Plant Manager is advised by the Human Resources Manager about the MacBride Principles and the processes within Belfast to ensure compliance. Both are responsible to ensure they are adhered to within [the] Belfast plant."

Affirmative action outreach - Since the company is not likely to hire many employees in the near future, an affirmative action plan would not be practical.

Chill factor and neutral workplace -The Visteon plant is in predominantly Catholic West Belfast, yet it is easily accessible from a major motorway. Visteon has both an harassment policy and a grievance procedure; both deal with sectarian harassment, as well as harassment based on gender, race and physical disability.

Some employees complained in the past that sectarian tensions intruded into the workplace. In 1996, the Fair Employment Tribunal found that the company had breached the Fair Employment Act, although the company subsequently made policy changes and Equality, a Northern Ireland group that campaigned for the MacBride principles, acknowledged that shop floor workers made efforts to establish a nonsectarian working environment. The Northern Ireland Service is unaware of any recent fair employment concerns at the plant.

In its 2006 survey response, the company noted, "Personal safety is very important in the workplace and while traveling to and from work. We have a dual entrance into plant from front and rear to enable a choice of routes to work for employees. In respect of a chill factor, all sectarian emblems are banned in the plant."

Grievances - Nine complaints have been filed against Visteon at the Fair Employment Tribunal since 2003. Two complaints were conciliated and the rest were withdrawn. The company's grievance policy allows for employees to make complaints confidentially and to bring issues to someone other than their direct supervisor.

Vornado Realty Trust

MacBride Agreement	None	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unnecessary	FET Settlements	0

• Toys 'R' Us

Location	Newtownabbey and Londonderry		
Business	toy retailing		
Fair Representation	Neither group appears to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	72	59.0%
	Catholic	50	41.0%
	Other	12	
	Total	134	

2008 Survey Response: None

Available information: Toys R Us was acquired by an investor group led by Bain Capital, Kohlberg, Kravis Roberts and Vornado Real Estate Investment Trust in mid-2005. The company's initial response to monitoring by the Northern Ireland Service came in 1999, when it also met with Service staff at its north Belfast store. A second store opened in Londonderry in 2007. The two stores sell toys, baby care and family leisure and home entertainment multimedia products.

Compliance with NI fair employment law and Code of Practice: The company says it is an equal opportunity employer and fully complies with all aspects of Northern Ireland fair employment law. Its policies and programs appear to be consistent with the Fair Employment and Fair Treatment Order 1998 and the Code of Practice. It reports "all procedures and policies were agreed with the FEC prior to any recruitment commencing." Managers attend Equality Commission training, and the company posts its policies in all stores. The company always notifies all employees about positions open to internal applicants, and all employees receive training on equal employment issues. Toys R Us does not need to advertise job widely; signs posted in its Belfast store generate sufficient numbers of applicants. When using panels for job interviews, the company ensures that both communities are represented. It also says it systematically tracks applicant success rates by religion. The company promotes employees by merit and typically promotes from within for managerial posts.

Toys R Us has an equal opportunities policy that says "all recruitment, promotion and training will be based upon an individual's ability and job performance and will exclude any consideration of an applicant's/employee's religious beliefs, political opinion, race, sex, marital status or disability....Toys R Us will not directly or indirectly discriminate on the grounds of religious belief or political opinion....Breaches of this policy will be regarded as a disciplinary offense." Local management is responsible for complying with local fair employment legislation and, as recommended by the Equality Commission, direct responses to questions about religious affiliation are sent to independent personnel departments at the head office, according to the company. A confidential help line also exists for employees to voice questions or concerns.

Underrepresentation analysis: Neither group appears to be underrepresented at the company overall when its work force is compared to a catchment area that includes all of Northern Ireland. Employees at Toys R Us are either managers or sales associates and both of these employment categories have the widest recruitment area.

Conformance with MacBride principles: Toys R Us reached an agreement on implementation of the MacBride principles in April 1999 after receiving a shareholder proposal, but the companies that acquired Toys R Us have not endorsed the principles.

Affirmative action outreach - No affirmative action efforts currently appear warranted given the work force breakdown at the company. The company's EEO policy commits it "to adopt, where practical, affirmative action measures to ensure the provision of equality of opportunity and fair participation of Roman Catholics and Protestants."

Chill factor and neutral workplace -Neither community appears uncomfortable contemplating employment at the Toys R Us Belfast store, according to the company, but the Belfast store is located

in a predominately Protestant neighborhood which could be off-putting to Catholics. Workers traveling from the city center to Newtownabbey pass Unionist paramilitary murals. The EEO policy commits Toys R Us "to the maintenance of a good and harmonious working environment in which no worker feels under threat or intimidated because of his/her religious belief or political opinion, e.g., Toys R Us prohibits the display of flags, emblems, posters, graffiti, or the circulation of materials or the articulation of slogans or songs which are likely to give offence or cause apprehension among particular groups of employees." Toys R Us also issues a Sectarian Harassment at Work employee guide that defines sectarian harassment and outlines prevention measures and grievance procedures. The company conducts workshops on harassment and intimidation in the work force for all employees.

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal.

Wal-Mart Stores Inc.

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	12/1/2006	Affirmative Action	Unnecessary	FET Settlements	0

• Asda Stores Ltd.

Location	14 locations across Northern Ireland				
Business	supermarkets				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of Aug. 2008)				
	Protestant	1091	54.5%		
	Catholic	912	45.5%		
	Other	39			
	Total	2042			

2008 Survey Response: Full

Available information: Wal-Mart acquired Asda in 1999, which bought 13 Safeway stores in mid-2005 from William Morrison. These stores operate as Asda. The company has 14 locations throughout Northern Ireland and employs of the largest work forces in the region. Wal-Mart has responded in full to Northern Ireland Service surveys for each of the past three years.

Compliance with NI fair employment law and Code of Practice: Asda provided comprehensive information on its policies and procedures regarding harassment, hiring and selection and EEO issues. The policies adhere to the standards established in the Code of Practice. Asda has won several awards for its positive work environment, including "best place to work awards" from Fortune magazine, and The Sunday Times newspaper, and it says it "works tirelessly to continue to earn and maintain that reputation." Asda reports that it, "actively promotes fair treatment and opportunity from all the recruitment and selection to training and promotion." It consults with a union that represents its workers on a monthly basis and it uses a software package recommended by the Equality Commission to monitor its work force.

Asda notifies all employees of job opportunities. When the company publicly advertises available positions, it uses a range of methods that ensures wide distribution, including the Belfast Telegraph, the Irish News, the Newsletter, other regional newspapers, job markets and the company intranet. Asda typically promotes from within for managerial positions. To select candidates, the company uses an interview panel comprised of employees who have received EEO training. It attempts to ensure both communities are represented on panels but reports this is not always possible.

Asda has not made any workers redundant, but its policy for this considers tenure. "Whilst length of service....will be one of the criteria for redundancy selection, management have the right to also consider relevant skills, experience and other matters in making the final selection. The mutual objective is to preserve a properly balanced and efficient work force."

Senior managers, human resources and employees in the legal department oversee EEO issues.

Underrepresentation analysis: Both communities appear to be fairly represented in the work force as Asda. The company has 14 locations throughout Northern Ireland, making the region as a whole the best comparison for composition of the staff. Asda has only 39 workers whose religion is not identified, indicating that the company's monitoring process is comprehensive and accurate. Catholics account for about 45 percent of the staff with identified religion, which is in line with the 42.7 percent Catholic share of the available work force. Asda agrees that its work force should be compared to all of Northern Ireland as it "undertakes a multi-site retail operation throughout Northern Ireland and requires its managers to be flexible in terms of work location."

In 2008 Asda stores hired nearly 900 new workers, of whom 57 percent were Catholic.

Conformance with MacBride principles: Wal-Mart has reported that its policies adhere to the standards embodied in the MacBride principles and it has agreed to comply with monitoring by the Northern Ireland Service. Asda notes that, "it does not provide security for the protection of its employees while traveling to and from work as this is not currently required in practice. Should the

need arise in the future then Asda would be prepared to allocate resources to provide this protection." The MacBride principles do not require employers to provide protection while traveling to and from work, but the principles call on companies to make reasonable efforts in the regard where possible. For example, some employers located in contentious areas provide security cameras in employee parking lots.

Affirmative action outreach - No affirmative action measures are warranted at this time.

Chill factor and neutral workplace -The company has locations throughout Northern Ireland and should not pose any overall chill factor to either community. Asda has a harassment and bullying policy, which the company reports, disallows such action on the basis of community, religious and political grounds and "provides that employees can discuss their problems in the strictest of confidence with their human resources representative" and/or union representative.

Grievances - No complaints have been filed against Asda at the Fair Employment Tribunal. The company's grievance policy sets out a clear procedure for handling employee complaints that allow workers to voice complaints without fear of victimization. Asda specifies that "any particular stage can be omitted with the consent of the employee," such as in a case where a worker prefers not to bring a complaint to their immediate supervisor. Workers may raise also issues with their human resources representative and/or to their union representative.

Watson Pharmaceuticals

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	1/1/2002	Affirmative Action	Unnecessary	FET Settlements	0

- **Nicobrand Ltd.**

Location	Coleraine				
Business	bulk chemical processing				
Fair Representation	Neither group appears to be underrepresented				
Employees	(Data as of Sept. 2008)				
	Protestant	19	76.0%		
	Catholic	6	24.0%		
	Other	1			
	Total	26			

2008 Survey Response: Full

Available information: Nicobrand operates in a 10,000 square foot bulk chemical processing facility in Coleraine. Staff levels are remained stable for the last few years at around 25 employees.

Compliance with NI fair employment law and Code of Practice: The company says that it complies with Northern Ireland fair employment law and the recommendations and legal requirements of the Code of Practice. The company publicly advertises all job openings, using local and regional newspapers, and always notifies employees about positions open to internal applicants. When selecting candidates, Nicobrand uses an interview panel comprised of members of both communities who have received EEO training. Applicants are reviewed to determine success rates by religion--a useful check to ensure a bias has not crept into the system. The company uses materials from the Equality Commission to conduct workshops for managers and supervisors on sectarian harassment and intimidation in the workplace. Senior managers in Northern Ireland oversee equal employment programs.

Underrepresentation analysis: The Northern Ireland Service does not draw any conclusions from statistical assessments on work forces that have fewer than 30 employees.

Still, there does not appear to be any underrepresentation at the company overall or in any particular job category. The number of employees who identify themselves as Catholics has fallen by a few employees each year, but the community still appears to be well represented.

Conformance with MacBride principles: The company reached a MacBride implementation agreement in 2002, which prompted the New York City pension funds to withdraw a shareholder resolution on the subject. In the 2006 survey response, Nicobrand reported that the company "Ensure[s] all managers are aware and comply with Northern Ireland fair employment practices."

Affirmative action outreach - No affirmative action efforts currently appear warranted, although the company includes an EEO statement in its ads and uses job markets in particular areas to achieve appropriate representation of both communities.

Chill factor and neutral workplace -The Northern Ireland Service is unaware of any outstanding concerns on this issue at Nicobrand. Members of both communities should feel comfortable in Coleraine, which is a relatively mixed area.

Grievances - No complaints have been filed against the company at the Fair Employment Tribunal. The company provided the Northern Ireland Service with a brief description of its grievance policy in 2005. The policy allows for employees to raise confidential complaints and to raise issues with someone other than their immediate supervisor, which may include someone of the same community background. The company reports that concerns are always "investigated fully." The policy lays out specific timelines and procedures to follow when grievances arise. The procedure allows for an appeals process.

Xerox

MacBride Agreement	Awaiting company response	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	6/1/1996	Affirmative Action	Unnecessary	FET Settlements	0

• **Xerox**

Location	Belfast				
Business	office equipment sales and service				
Fair Representation Employees	Neither group appears to be underrepresented (Data as of 2007)				
	Protestant	27	62.8%		
	Catholic	16	37.2%		
	Other				
	<u>Total</u>	43			

2008 Survey Response: None

Available information: Xerox has provided regular responses to the Northern Ireland Service fair employment survey, but has not done so since 2005. It has a major manufacturing plant just south of the Northern Ireland border, in Dundalk, and a help center in Dublin, both of which were started up after the Good Friday peace agreement in 1998. Company officials said these investments showed "our renewed commitment to Northern Ireland as the peace process moves forward."

Compliance with NI fair employment law and Code of Practice: The company's practices appear to be generally in line with the Code of Practice. Xerox has held fair employment awareness raising programs for employees, and EEO workshops for those who recruit and promote workers. All employees involved in candidate selection have received EEO training. The company uses interview panels, but says its small size means "it is not always possible" to have both communities represented on the panels. It adds that "the HR Executive is based in the UK and not aligned with any religious affiliation." All vacancies are publicly advertised and the company says it always reviews the religious composition of applicant pools and new hires to determine success rates by community. Xerox has worked to promote the New Deal, a government initiative to encourage employment for the long-term unemployed.

Underrepresentation analysis: At 37.2 percent, Catholics are slightly overrepresented at Xerox in comparison to the 33 percent Catholic Belfast travel-to-work area, but this overrepresentation is not statistically significant. Further information about the company's work force is needed before a determination of underrepresentation can be made.

Data provided by the company in 2005 showed that Protestants were underrepresented in sales positions.

Conformance with MacBride principles: Xerox reached an agreement on MacBride implementation with the New York City Comptroller in 1996. At that time, the company also agreed to provide, for the first time, information on the religious composition of its applicants. The company has not responded to the Northern Ireland Service survey since 2005, however, leaving its MacBride-compliant status in jeopardy.

Affirmative action outreach - No affirmative action measures appear warranted.

Chill factor and neutral workplace -Xerox has offices in two neutral areas, one in downtown Belfast and the other in the Dargan Industrial Estate just north of Belfast. The company says it provides security for employees at work. Xerox has formal procedures for addressing harassment--including, but not limited to, sectarian harassment--in the workplace.

Grievances - A complaint filed against the company at the Fair Employment Tribunal in July 2003 was dismissed in April 2004. No other grievances have been reported.

Yum Brands

MacBride Agreement	None	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unknown	FET Settlements	0

- Herbel Restaurants**

Location	province-wide		
Business	KFC fast-food restaurants		
Fair Representation	Protestants appear to be underrepresented		
Employees	(Data as of 2007)		
	Protestant	153	50.3%
	Catholic	151	49.7%
	Other	179	
	Total	483	

2008 Survey Response: None

Available information: Yum Brands has declined to respond to the Northern Ireland Service fair employment survey and has said only that its franchisee follows Northern Ireland fair employment law. Most recently, the company said in its 2007 proxy statement that its franchise businesses in the region are already required by law to adhere to the Fair Employment & Treatment (NI) Order 1998, and "we do not believe it is necessary or appropriate for the Company to attempt to force its franchisees to adopt similar but not identical fair employment guidelines that overlap with the existing laws of Northern Ireland."

Information on the overall work force composition of Herbel Restaurants is available from the Equality Commission. The Northern Ireland Service interviewed a broad range of sources in Northern Ireland in 2002 about Kentucky Fried Chicken outlets in the province and related fair employment issues. Some information on sectarian problems at the chain also is available from press reports. Equality Commission staff in Belfast have said that Herbel Restaurants has taken some action recently to reform its fair employment practices.

KFC opened its first UK outlet in 1965 and since 2000 has been expanding rapidly, with more than 500 outlets in England, Scotland and Northern Ireland. A private Belfast firm, Herbel Restaurants, holds the Northern Ireland KFC franchise.

Significant unanswered questions exist about fair employment matters at Yum Brands' operations in Northern Ireland, years after a sectarian loyalist mural was removed from one of the KFC outlets in north Belfast. Death threats against Catholics working at two other KFC outlets also were reported in 2002. Several Belfast sources indicated that the mural, on the lower Shankill Road just outside central Belfast, was painted because of internecine feuding between different loyalist groups about territory and control of illicit business in the area, a turf battle that was later resolved at least for a time. The location is one where Catholic would never work or visit, next to a treeless brick housing estate--one of Belfast's most intimidating neighborhoods. A Yum Brands official said that "political statements" such as the mural are unacceptable to it and requested the franchisee to remove the painting; the mural disappeared two days later in the middle of the night.

Compliance with NI fair employment law and Code of Practice: Yum Brands provided no information about the fair employment policies of Herbel Restaurants. A separate inquiry directed to Herbel Restaurants also elicited no response. The loyalist paramilitary mural on the Shankill Road KFC outlet in Belfast was a clear violation of the neutral workplace provisions of Northern Ireland's fair employment law. But nobody filed a formal complaint about it and the Equality Commission itself found the issue too sensitive to broach.

Underrepresentation analysis: Herbel Restaurants reporting that over one-third of its employees do not come from an identifiable religious community--particularly striking in light of the fact that in the previous monitoring period, over 90 percent of employees were classifiable based on community--may be a sign of significant flaws in the company's fair employment monitoring. Based on available information, Protestants appear to be underrepresented among employees with identified community

affiliation--a state that was also true in 2006, when the vast majority of employees' communities were identified.

For many years, Catholics appeared to be slightly underrepresented when the work force of Herbel Restaurants was compared to the economically active population of Northern Ireland, which as of 2001 was 42.4 percent Catholic. No information is available on the work force composition at individual KFC outlets. The location of these outlets and the composition of their local recruitment areas could change the overall analysis significantly, but further information to conduct such an analysis would have to come from the company. Concurrent with the rise in Catholic representation was a halving of the company's reported work force, from 992 in 2004 to 492 in 2006 and 483 today.

The paramilitary mural on the side of the Shankill Road KFC was a clear violation of the MacBride principles. A very substantial chill factor exists for Catholics at some KFC locations in Northern Ireland. Catholics working at two KFCs, in East Belfast and in Antrim, northwest of Belfast, are reported to have received death threats from loyalist paramilitary groups in the early years of this decade. Also, news reports indicate a victim was knocked to the ground outside the KFC in Belfast's Bradbury Place on March 29, 2004. Nonetheless, given the overall employee composition of Herbel Restaurants, it is clear that not all KFC outlets present a chill factor to Catholics.

In contrast to many industrial locations, the workers at fast food restaurants are quite vulnerable, given the late hours the franchises are open, their relative youth, and the relatively few staff on duty. Ensuring that they are protected while at work is a significant challenge, yet one that is clearly the company's obligation under Northern Ireland law.

Conformance with MacBride principles: A shareholder resolution asking for MacBride implementation at Yum Brands has been voted on annually by the company's shareholders since 2003, usually receiving double-digit support but receiving only 9.2 percent support in 2008, leaving it ineligible for resubmission until 2011. Yum Brands has regularly opposed the proposal, saying that the MacBride principles are superseded by Northern Ireland's fair employment law, and that it cannot force Herbel Restaurants to comply with the principles because they have no legal force in Northern Ireland.

Affirmative action outreach - No information is available on any affirmative action efforts the company may be making.

Chill factor and neutral workplace -The paramilitary mural on the side of the Shankill Road KFC was a clear violation of the MacBride principles. A very substantial chill factor exists for Catholics at some KFC locations in Northern Ireland. Catholics working at two KFCs, in East Belfast and in Antrim, northwest of Belfast, are reported to have received death threats from loyalist paramilitary groups in the early years of this decade. Also, news reports indicate a victim was knocked to the ground outside the KFC in Belfast's Bradbury Place on March 29, 2004. Nonetheless, given the overall employee composition of Herbel Restaurants, it is clear that not all KFC outlets present a chill factor to Catholics.

In contrast to many industrial locations, the workers at fast food restaurants are quite vulnerable, given the late hours the franchises are open, their relative youth, and the relatively few staff on duty. Ensuring that they are protected while at work is a significant challenge, yet one that is clearly the company's obligation under Northern Ireland law.

Grievances - A complaint filed against the company in 2005 is pending.

Yum Brands

MacBride Agreement	None	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unknown	FET Settlements	0

- **Pizza Hut (UK)**

Location	14 locations province-wide	
Business	pizza	
Fair Representation	Underrepresentation could not be determined	
Employees	(Data as of 2008)	
	Total	168

2008 Survey Response: None

Available information: There are 14 Pizza Hut restaurants in Northern Ireland in Antrim, Ballymena, Bangor, Belfast (6 stores), Carrickfergus, Carryduff, Coleraine, Dungannon and Lisburn. The Northern Ireland Service is not aware of any fair employment problems that have surfaced at these restaurants, which appear to be operated separately from the KFCs. (See the Yum Brands-KFC profile for details on a controversy involving a sectarian mural painted on the side of a KFC restaurant.) No information is available about the number of employees at the Pizza Huts, or about fair employment policies there. The Northern Ireland Service estimates that each restaurant employs at least 12 people, and probably more.

Conformance with MacBride principles: Yum Brands has regularly received shareholder resolutions regarding the MacBride principles, though the resolutions have all focused on KFC franchises, rather than Pizza Huts.

Grievances - No fair employment grievances have been filed against the company.

**SECTION II
U.S. COMPANIES WITH 10 OR FEWER EMPLOYEES
IN NORTHERN IRELAND**

Art Technology Group

MacBride Agreement	None	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unnecessary	FET Settlements	0

• **Art Technology Group**

Location	Belfast
Business	software development
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of 2008)
	Total 10

2008 Survey Response: None

Available information: Art Technology Group acquired Primus Knowledge Solutions, the former parent of the Belfast-based Amacis company, in November 2004. Primus bought Amacis and its electronic commerce management solutions business in December 2003. Subsequent to the most recent acquisition, the subsidiary Amacis underwent a name change to Art Technology Group.

Neither parent company has responded to requests from the Northern Ireland Service. Art Technology was not listed in recent Equality Commission Register of Employers reports, indicating that it has fewer than 11 employees.

Compliance with NI fair employment law and Code of Practice: No information is available on the company policies because it has not responded to the Northern Ireland Service survey and policies are not available on the company website. The employees in Belfast report to managers in Cambridge, Mass.

Underrepresentation analysis: The Northern Ireland Service does not assess the demographics of the work force if it falls under a 30 person threshold.

Conformance with MacBride principles: The company has not responded to request from the Northern Ireland Service and has not taken a stance on MacBride compliance.

Affirmative action outreach - It is unclear if any affirmative action is warranted.

Chill factor and neutral workplace -The company is in a mixed community in south Belfast, and members from both communities should be comfortable at the location.

Grievances - No discrimination complaints have been filed against the company at the Fair Employment Tribunal.

Chevron

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	12/1/1991	Affirmative Action	Unnecessary	FET Settlements	0

• Texaco

Location	Belfast terminal, 60 service stations
Business	marketing and distribution of petroleum products
Fair Representation	Underrepresentation could not be determined
Employees	(Data as of July 2008)
	Total 2

2008 Survey Response: Partial

Available information: In previous years, Texaco reported that it had two employees at its directly owned Texaco Ltd. subsidiary, which markets and distributes petroleum products from a facility in the Belfast docks area. The company did not provide an updated staff count in its most recent correspondence with the Northern Ireland Service.

There are 70 directly supplied Texaco retail service stations, most of which are run by independent dealers with fuel sales contracts. Texaco also supplies fuel to an additional 19 sites through an authorized dealer network. It reports that many of the service stations in Northern Ireland are sole proprietorships with just one location, and that Chevron does not have records of how many people work at each site. Assuming each site has between three and five workers, there would be anywhere from 237 to 395 people working at Texaco stations around Northern Ireland.

Compliance with NI fair employment law and Code of Practice: The company "has no responsibility" for "employment practices or requirements" at the stations operated by independent agents as it "does not own any of the properties or any part of the business." At the sites it does own, the independent operators "are responsible for employment practices and requirements." At the 19 sites in the authorized dealer network, each operator "is responsible for employment practices and requirements." The company says that its staff "maintain high ethical standards in regard to our employees and expect our business partners to act in a responsible, ethical manner towards employees and to comply with all legal requirements."

Underrepresentation analysis: No information is available on the religious breakdown of the company's workers in Northern Ireland. Making any assessment of fair representation at the company's various operations would be problematic in any case because most of the sites are run by independent operators.

Conformance with MacBride principles: The company reached an agreement on MacBride compliance with investor advocates of the principles in 1991. It says it observes the principles "as appropriate and consistent with the legal framework."

Affirmative action outreach - No affirmative action measures are warranted.

Chill factor and neutral workplace - The stations are spread fairly evenly all around the province and the Northern Ireland Service is not aware of any particular sectarian problems at any of the sites.

Grievances - No fair employment grievances have been filed against the company.

Citigroup

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	8/1/2001	Affirmative Action	Unnecessary	FET Settlements	0

• CitiFinancial Europe PLC

Location	Derry, Lisburn, Belfast
Business	financial services
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of July 2008)
	Total 6

2008 Survey Response: Partial

Available information: Citigroup's U.K. subsidiary, CitiFinancial Europe, has a small presence in Northern Ireland, providing consumer financial services in offices in Belfast, Portadown, Newtownabbey and Newtownards. The company was formerly called Associates Capital. Citigroup provided a complete survey response and has given the Northern Ireland Service copies of its fair employment and harassment policies.

Compliance with NI fair employment law and Code of Practice: The company says that it adheres to Northern Ireland fair employment law and follows the recommendations of the Code of Practice. The EEO policy says the company will not discriminate in any aspect of employment. Further, it says the company is "committed beyond its statutory requirements to eliminate discrimination and disadvantage amongst its employees," and that the policy must have employees' active participation to be effective. The policy provides detailed descriptions of what constitutes direct and indirect discrimination, although its references to applicable statutes do not include the Northern Ireland fair employment law. Although the policy is dated December 2001 and post-dates this law, the policy does say that in Northern Ireland, "reasonable efforts must be made to ensure that termination procedures do not penalize a minority group."

CitiFinancial Europe uses job agencies to advertise vacancies, rather than placing recruitment ads directly itself. It may use an interview panel to select candidates, but given its small size this is probably difficult. The company's legal department reviews redundancies to determine their impact on equal opportunities issues before they are implemented. All employees receive comparable training, which the company monitors. The district manager is "aware of all the responsibilities" imposed by the company's EEO policies and reports up the chain of command. The company has no trade unions, and has not consulted with workers on fair employment matters, but has discussed its policies with the Equality Commission.

Underrepresentation analysis: The Northern Ireland Service does not assess the demographics of the work force if it falls under a 30 person threshold. CitiFinancial did not take any applicants or new hires in the most recent monitoring period.

Conformance with MacBride principles: The company reached an agreement on implementation of the principles in 2001. It says that it ensures the principles are implemented by recording applicant data and that hiring decisions are based on objective criteria.

Affirmative action outreach - No affirmative action efforts appear to be warranted.

Chill factor and neutral workplace - The Northern Ireland Service is not aware of any sectarian problems at the company's operations.

Grievances - No recent complaints have been filed against the company at the FET. The company's grievance procedure calls for employees to report policy violations to the human resources department or the company's internal audit department at U.K. headquarters. It allows employees to bring confidential complaints and to raise issues with someone other than their direct manager. The policy prohibits victimization directed against those who complain, and allows complaints to be made anonymously. The procedures are detailed and precisely lay out for employees how to bring a complaint and how it will be handled in a timely fashion.

General Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	9/1/1998	Affirmative Action	Yes	FET Settlements	0

• GE Capital Woodchester (NI)

Location	Belfast
Business	auto leasing
Fair Representation	Neither group appears to be underrepresented
Employees	(Data as of Nov. 2008)
	Total 5

2008 Survey Response: Partial

Available information: The company's most recent full response to the Northern Ireland Service survey was in 2004. GE has said Woodchester's policies adhere to fair employment law in Northern Ireland. All managers are fully briefed on policies and procedures of equal opportunity and sectarian harassment. Managers in Northern Ireland are responsible for "developing and promoting a fair place of work" while senior management in the Dublin head office have oversight and "ensure objectivity in recruitment and grievance handling."

The company's hiring and selection processes seem to adhere to Northern Ireland's fair employment law. Employment at this subsidiary has dropped precipitously and now stands at five. Given its small size, the company does not report data on the religious composition of its work force.

General Electric has a MacBride implementation agreement applicable to its three wholly owned subsidiaries, including GE Capital Woodchester. The company's office is located in a business complex in south Belfast, an area generally considered neutral ground. The company has a policy on sectarian harassment that it circulates to all employees. Sectarian harassment is a disciplinary offense that could result in dismissal. The general manager is responsible for all grievances raised through the formal complaints procedure. Employees who believe they have been inequitably treated may raise grievances at the senior management level and locally or directly with the human resources department.

No discrimination complaints have been filed against the company since 2000.

Goodyear Tire & Rubber

MacBride Agreement	Yes	Underrepresentation	Undetermined	FET Discrimination Findings	0
Agreement Date	11/1/2000	Affirmative Action	Unknown	FET Settlements	0

- **Goodyear Dunlop Tyres UK Ltd.**

Location	not disclosed
Business	tire services and sales
Fair Representation	Underrepresentation could not be determined
Employees	(Data as of 2008)
	Total 2

2008 Survey Response: Full

Available information: Before 2002, Goodyear had a stake in a Northern Ireland firm called Dunlop Tyres through a joint venture with Sumitomo Rubber Industries; this venture was dissolved and the retail operations sold to third parties in 2002. The company responded to the 2008 survey with a letter confirming it has two sales representatives in Northern Ireland. Goodyear also has franchises in Northern Ireland operating under the Hi-Q Tyre Service name (profiled in Section I).

Goodyear says that "with respect to the remaining limited employment, consistent with past practice, Goodyear Great Britain intends, consistent with existing law, to implement fair employment practices embodied in the MacBride principles." The New York City Comptroller's office added the company to its list of firms with agreements on implementation in 2000, given this statement and the company's cooperation with monitoring by the Northern Ireland Service.

Goodyear Great Britain was at one time a major Northern Ireland employer, but it closed a large manufacturing plant there in the early 1980s. It is the company's view that "Given these remaining de minimus contacts in Northern Ireland, it doesn't seem pertinent to provide any further detailed information."

Manpower Inc.

MacBride Agreement	None	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date		Affirmative Action	Unknown	FET Settlements	0

• Right Management

Location	Belfast
Business	management consulting
Fair Representation	Underrepresentation could not be determined
Employees	(Data as of 2008)
	Total 5

2008 Survey Response: None

Available information: Right Management has a small office in Belfast at Clarendon Docks, a neutral location close to downtown, that employs fewer than 11 workers. Manpower Inc. lists the office on its website but it is not registered with the Equality Commission and has not appeared in any of the commission's reports on fair employment. The company has not responded to the Northern Ireland Service annual survey. No complaints have been filed against the company at the Fair Employment Tribunal. A shareholder resolution asking Manpower Inc. to adopt the MacBride principles for Right Management and its much larger Manpower PLC subsidiary got 13.2 percent support in 2008. The company said, "In effect, Manpower's policies and applicable laws endorse the same belief in equality of opportunity that is embodied in the MacBride principles." But, like other companies that have opposed MacBride resolutions, it argued that adopting the principles would make it "unnecessarily accountable to different sets of overlapping fair employment guidelines."

