

January 5, 2010

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 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. RiskMetrics Group expanded its research this year to include companies with fewer than ten employees. As a result, this year's report includes additional companies.

Attached hereto as Exhibit I is the report prepared by RiskMetrics Group, dated December 2009.



William G. Clark
Director

WGC:ss
Attachments

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

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

December 2009

**Prepared by RiskMetrics Group
Rockville, Md.**

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COMPANY PROFILES	5
SECTION I U.S. COMPANIES WITH 11 OR MORE EMPLOYEES IN NORTHERN IRELAND	7
3M	9
AES	11
ALLSTATE	13
AON CORP	15
AVX	17
BAKER HUGHES	19
BEMIS	21
BLACKSTONE GROUP	23
BLACKSTONE GROUP	24
BLOCKBUSTER	25
CATERPILLAR	27
CBS	29
CHESAPEAKE	30
COCA-COLA CO.	32
CONEXANT SYSTEMS	34
CRANE	35
CRAWFORD & CO.	37
DANAHER	39
EMERSON ELECTRIC	40
GAP	41
GENERAL ELECTRIC	43
GENERAL ELECTRIC	44
GOODRICH	46
GOODYEAR TIRE & RUBBER	47
HEWLETT-PACKARD	48
INTERNATIONAL BUSINESS MACHINES	49
JACOBS ENGINEERING GROUP INC.	50
LAUDER (ESTEE)	51
MARSH & MCLENNAN	52
MARSH & MCLENNAN	53
MCDONALD'S	54
MERCK	57
MICROSOFT	58
NACCO INDUSTRIES	59
PEPSICO	61
PFIZER	63
PITNEY BOWES	65
RAYTHEON	66
REGIS CORPORATION	68
SALLY BEAUTY HOLDING, INC.	69
SEAGATE TECHNOLOGY	70
SONOCO PRODUCTS	72
TEREX	73
TJX	75
UNITED TECHNOLOGIES	77
UNITED TECHNOLOGIES	79
VIRGIN MEDIA	80

VORNADO REALTY TRUST	81
WAL-MART STORES INC.	82
WATSON PHARMACEUTICALS	84
YUM BRANDS	85
YUM BRANDS	87

SECTION II U.S. COMPANIES WITH 10 OR FEWER EMPLOYEES IN NORTHERN IRELAND 89

ABBOTT LABORATORIES	91
AMERICAN INTERNATIONAL GROUP	92
AMETEK	93
AVON PRODUCTS	94
BAXTER INTERNATIONAL	95
CHEVRON	96
CITIGROUP	97
CONOCOPHILLIPS	98
EXPEDITORS INTERNATIONAL OF WASHINGTON INC.	99
F5 NETWORKS INC.	100
GENERAL ELECTRIC	101
GOODYEAR TIRE & RUBBER	102
HONEYWELL INTERNATIONAL	103
ILLINOIS TOOL WORKS	104
INTERPUBLIC GROUP	105
JOHNSON & JOHNSON	106
KELLOGG	107
KRAFT FOODS INC.	108
LILLY (ELI)	109
NCR	110
PROCTER & GAMBLE	111
UNITED TECHNOLOGIES	112

U.S. COMPANIES WITH AGREEMENTS ON IMPLEMENTATION OF THE MACBRIDE PRINCIPLES 113

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

3M

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	May 1996	Affirmative Action	Yes	FET Settlements	0

• **3M Industrial Tapes**

Location	Bangor, Co. Down		
Business	adhesive tapes		
Employees	(Data as of Aug. 2008)		
	Protestant	138	87%
	Catholic	20	10%
	Other	5	
	Total	163	

2009 Survey Response: None

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 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."

Affirmative action outreach - 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 -As of December 2009, 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	April 1996	Affirmative Action	Yes	FET Settlements	0

• **AES Kilroot Power**

Location	Carrickfergus		
Business	Electricity Generation		
Employees	(Data as of 2009)		
	Protestant	108	90.00%
	Catholic	16	10%
	Other	1	
	Total	125	

2009 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 199.) 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, and also recurs to recruitment agencies for specialist roles. 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 throughout the rest of the work force, considering furthermore the application pool and new hires, below. Managers are on the contrary fairly represented. Moreover, there are no SOCs where both communities are represented (the company employs in SOC1, SOC3,

and SOC4). In the most recent monitoring period, the company hired 4 new workers all Protestants. The company disclosed that for these positions applied 41 Protestant and 3 Catholics.

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.

Grievances - No recent complaints have been filed against the company at the Fair Employment Tribunal as of August 2009. 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	November 2000	Affirmative Action	No	FET Settlements	0

• **Northbrook Technology of NI Ltd.**

Location	Belfast, Derry, Strabane		
Business	Call centers, IT services		
Employees	(Data as of 2009)		
	Protestant	478	40.00%
	Catholic	837	64%
	Other	292	
	Total	1607	

2009 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 1,607 full-time workers, growing its workforce by 8.3 percent company-wide from the previous survey response, when it listed 1,483 employees. Company representatives said they are focused on 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. This trend is shown in the community breakdown, outlined above, where non affiliated employees are more represented than in other companies in the country, and is confirmed by the non-affiliated rate of applications and new hires, where they are greater than Protestants. 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). The company workforce increased also last year by 8.4 percent since last monitoring period, quite homogenously spread among the communities, with a slight Catholic majority (Protestants grew by 7.7 percent, Catholics by 10.1 percent, and non affiliated by 4.7 percent. InvestNI contributed £5.5 million to the new Strabane location, which is to produce 260 jobs. The Strabane facility currently employs 402 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 Fythe 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. All employees are notified through company intranet about positions open to internal applicants. As far as external applications are concerned, the company 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, the company reported in its latest survey response. 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. According to the company latest company response, Northern Ireland senior management oversees the company's equality policy in Northern Ireland, although Managers in Northern Ireland said in a previous response that U.S. senior managers are knowledgeable about Northern Ireland equality issues and regularly visit the Belfast office. In June 2006, this office 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. Company-wide, Catholics are twice as Protestants (52.1 to 29.7 percent, whereas 18.2 percent of the company workforce is not affiliated to either community), increasing with respect to 2008 data (51.2 to 29.9 percent). 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. In Strabane, Catholics account for 278 of 402 employees at the facility, whereof 265 are employed only within SOC7 Sales/Customer Services.

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 said in the previous survey responsethat 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. In 2009, out of the 1,835 received applications, only 374 were sent by Protestants (27 percent) where as 941 were sent by Catholics (70.2 percent) and the resting 520 applications were sent by non affiliated (38.8 percent, confirming the company's strategy to attract non locals, at least for IT-skilled jobs). Looking at figures for new hires, these numbers are more equaled. Despite the Catholic presence is still overwhelming (79 percent), 32 percent of new hires declared to be Protestant, whereas the affiliatio of a 36.9 percent of new hires was not possible to determine. The company reported in its previous survey response that it did not believe any group is underrepresented at its operations, noting that the Equality Commission had 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 confirmed in its latest survey response it would continue to cooperate with monitoring by the Northern Ireland Service.

Affirmative action outreach - Affirmative action outreach - Data suggest that Northbrook is obligated to try to attract more Protestant applicants. Northbrook disagreed. 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.

Grievances -The Northern Ireland Service is unaware of any complaints filed against the company at the Fair Employment Tribunal. In its latest survey response, the company disclosed that its grievance procedure for complaints of religious or political discrimination provires for both filing a complaint confidentially, to someone other than the direct supervisor, and to a clearly independent person of the same community background.

Aon Corp

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	December 1991	Affirmative Action	No	FET Settlements	0

• **Aon Risks Services (NI) Ltd**

Location	Belfast	
Business	Insurance Brokerage & Life & Pensions Consultants	
Employees	(Data as of 2009)	
	Total	40

2009 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 (the proportion is however seven Protestants per one Catholic in this SOC)..

Underrepresentation analysis: Also in 2009, Catholics appear to be underrepresented in Aon's overall work force and in the two higher level employment categories at the company, managers (SOC 1- seven Protestants and one Catholic) and associate professionals (SOC 3- 16 Protestants and no one Catholic). The Northern Ireland Service estimates from these numbers that all of Northern Ireland is the recruitment area for managers, 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 has even decreased from 7 percent in 2008 to 2.9 percent in 2009. In 2009 the company also registered three redundancies, two Protestants and one non affiliated.

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.

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	February 1998	Affirmative Action	No	FET Settlements	0

• **AVX Ltd.**

Location	Coleraine		
Business	Electronic Components		
Employees	(Data as of 2009)		
	Protestant	254	80.00%
	Catholic	77	20.00%
	Other	14	
	Total	345	

2009 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 345. In april 2009, however, Belfast News reported an article from Belfast Telegraph in december 2008, where AVX announced it was making 92 redundancies and in Carrick Ryobi, which also Manufactures parts for the motor industry, confirmed plans to axe around 100 posts. In that article, the Belfast Telegraph estimated the workforce at the company consisting of 390 people. 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.

While the Northern Ireland senior management is responsible for overseeing the company's equality policy in the country, 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 said. 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, sometimes 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 23.3 percent. The company has estimated 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.

After hiring 11 additional workers in the 2007 monitoring period (none of whom were Catholic) the company had no new hires in the 2008 monitoring period. On the contrary, the company has shown redundancies distributed as follows: 79 Protestants, 29 Catholics, and 4 non-affiliated employees (and especially in machine operatives SOC-wise). The community distribution within the company workforce in Northern Ireland is available in the table above. As far as community representation is concerned, the company decreased the number of its employees by 28 percent in average from the 2007 to the 2008 monitoring period. However, this workforce contraction seems to have affected mainly the Catholic community. In fact, from the above data about redundancies, the following rate per community can be derived: 28 percent, 31 percent, and 26 percent for Protestants, Catholics, and non-affiliated respectively. Consequently, the Northern Ireland Service underrepresentation analysis is maintained, and Catholics still appear to be underrepresented at AVX in Northern Ireland.

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. In addition, in the 2009 survey, the company reminded that it is "compliant in so far as it is practical to do so, while adhering to the legal requirements of the NI legislation."

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.

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. The company declares it has no outstanding claims, and this consistent with the Fair Employment Register as of August 2009.

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	February 2007	Affirmative Action	Yes	FET Settlements	0

- **Hughes Christensen**

Location	Belfast		
Business	Oil drilling equipment (rock bits)		
Employees	(Data as of Aug. 2008)		
	Protestant	275	90.00%
	Catholic	28	10.00%
	Other	5	
	Total	208	

2009 Survey Response: None

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. The business Telegraph reported on Sep. 15, 2009, that nearly 100 jobs are expected to go at Hughes Christensen's East Belfast engineering facility, due to a fall in oil and gas exploration hitting demand for the drill bits it makes. The company, has already axed 135 jobs since the start of the year and is moving part of its Belfast production to Texas.

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.

Grievances -No fair employment grievances have been filed against the company in recent years, as of August 2009.

Bemis

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	November 1997	Affirmative Action	Yes	FET Settlements	0

- **Perfecseal Ltd.**

Location	Londonderry		
Business	Medical Packaging		
Employees	(Data as of Aug. 2007)		
	Protestant	36	20.00%
	Catholic	197	80.00%
	Other	15	
	Total	248	

2009 Survey Response: None

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 until recently, whereas it has not responded to the 2009 survey, to which it has not responded. 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.

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	September 2007	Affirmative Action	No	FET Settlements	0

- **Hilton Belfast**

Location	Belfast			
Business	Hotels			
Employees	(Data as of 2007)			
	Protestant	48	50.00%	
	Catholic	51	50.00%	
	Other	25		
	Total	124		

2009 Survey Response: None

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. Previously, 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.

Grievances -No complaints appear to have been filed against the company at the Fair Employment Tribunal as of August 2009.

Blackstone Group

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	September 2007	Affirmative Action	No	FET Settlements	0

• **Hilton Group PLC t/a Hilton Templepatrick**

Location	Templepatrick			
Business	Hotels			
Employees	(Data as of 2007)			
	Protestant	91	80.00%	
	Catholic	22	20.00%	
	Other	10		
	Total	123		

2009 Survey Response: None

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 profile.

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.

Grievances -No complaints appear to have been filed against the company at the Fair Employment Tribunal as of August 2009.

Blockbuster

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	December 1998	Affirmative Action	Yes	FET Settlements	0

• **Xtra-Vision**

Location	46 stores province-wide		
Business	Video tape rentals		
Employees	(Data as of 2007)		
	Protestant	172	50.00%
	Catholic	166	50.00%
	Other	0	
	Total	338	

2009 Survey Response: None

Available information: Blockbuster acquired the Xtra-Vision chain of video rental stores in Northern Ireland in 1996. The 46 stores currently operating according to the company Web site as of December 2009, 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."

Grievances -No fair employment grievances have been filed against the company in recent years, as of August 2009.

Caterpillar

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	February 2009	Affirmative Action	Yes	FET Settlements	0

• **Wilson F.G. (Engineering)**

Location	Larne, Newtownabbey, Belfast				
Business	Manufacture of diesel generators				
Employees	(Data as of 2009)				
	Protestant	1541	70.00%		
	Catholic	691	30.00%		
	Other	153			
	<u>Total</u>	<u>2385</u>			

2009 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 (Springvale) and Newtownabbey and an office in Belfast. F.G. Wilson provided the Northern Ireland Service with specific information on employees at each site in 2009. 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 often advertises permanent vacancies widely in Northern Ireland newspapers read by both communities, such as the Belfasts Telegraph, internet, and radio. 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's managers have had occasional discussions with employee representatives about equal opportunities. As far as redundancies were concerned, 62 percent of last year's redundancies regarded Protestant employees, whereas 27 percent of this figure concerned Catholic employees.

Underrepresentation analysis: Since the last monitoring period, the Catholic proportion of F.G. Wilson's work force has confirmed the previous survey's trend, rising up until 31 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, both Catholic and Protestant underrepresentations at the company still exist, although for sake of clarity this regards especially Catholics. Out of the four company facilities in Northern Ireland, Catholics are heavily underrepresented at the Larne, Newtownabbey, and Belfast offices, whereas Protestants are underrepresented (although not so heavily) at the Springvale plant in West Belfast (where out of the eight Managers in SOC1, five are Protestants and three are Catholics). This underrepresentation analysis is visible especially at the SOC5 skilled trades and in the Newtownabbey facility (where Protestants are overrepresented than Catholics by 218 to 30 and 332 to 47, respectively). 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. However, looking aggregately at the company workforce, this has decreased 10.7 percent since last monitoring period, and redundancies affected Catholics (minus 4.7 percent with respect to last period) than Protestants (minus 11.8 percent), whereas the greatest impact of the workforce contraction was mainly suffered from non affiliated employees, who decreased by 15.5 percent with respect to 2008.

The company 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 overrepresented in Belfast.

Catholic representation among applicants and new hires rose significantly in 2008 to 43 up from less than 30 percent in the most recent monitoring period and its zenith of 39 percent in in 2004. In 2009, Catholic new hires declined again, representing the 39 percent of all applicants (53 percent were Protestants). On the other hand, 49 percent of the applicants was Protestants and 36 percent was Catholic, showing how both Catholic and Protestant representation rate grew from applicants to new hires, whereas non affiliated representation dropped (14 percent of all applicants are not affiliated to either religious belonging, but only 7 percent of new hires is neither Catholic or Protestant) as much as it did on the total workforce (as reminded, minus 15.5 percent with respect to the previous monitoring period).

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 the Equality Commission has not felt it necessary to set any affirmative action goals or timetables for the company. However, it carries out "outreach programmes" to both communities to encourage more applicants and promote the Company as an Equal Opportunities Employer.

Grievances -Since 2004, six complaints have been filed against the company at the Fair Employment Tribunal until August 2009. 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."

CBS

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	December 2006	Affirmative Action	No	FET Settlements	0

• **CBS Outdoor**

Location	Belfast
Business	Advertising
Employees	(Data as of Nov. 2009)
	Total 12

2009 Survey Response: Full

Available information: CBS Outdoor Ltd. (an English registered company) is a subsidiary of CBS Corporation and displays advertising on out-of-home media, including billboards, transit shelters, buses and rail systems.

CBS Corporation communicated in a letter to RiskMetrics that it "is taking all lawful measures in good faith to comply with the fair employment standards embodied in the MacBride principles and the fair employment requirements of Northern Ireland." CBS Outdoor has a total of 12 workers in a branch office in Northern Ireland. The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees. No fair employment grievances have been filed against the company.

Another CBS subsidiary, ABC Outdoor (A Northern Ireland registered company) is currently dormant. CBS has regularly responded to the Northern Ireland Service's surveys, although partially in 2009.

Chesapeake

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

- **Field Boxmore Belfast Ltd**

Location	Newtownabbey		
Business	Carton manufacture		
Employees	(Data as of 2007)		
	Protestant	137	80.00%
	Catholic	33	20.00%
	Other	3	
	Total	173	

2009 Survey Response: None

Available information: Chesapeake Corp. bought the Northern Ireland specialty packaging firm of Boxmore International in 2000. Boxmore was a family-run packaging company that went public in 1989, with several operations in Northern Ireland. Boxmore Plastics operation in Lurgan, part of the plastics division of Chesapeake Corp. was sold as a management buy out in March 2006. Chesapeake has retained a specialty packaging and merchandising business, Field Boxmore Healthcare Packaging, located in Newtownabbey. The company has regularly responded to Northern Ireland Service survey, although it did not respond in 2007 or 2008. Company officials met with Northern Ireland Service staff in Northern Ireland in 2001. Employment at the company has remained relatively steady for the last four years.

Compliance with NI fair employment law and Code of Practice: The company's policies adhere to the standards established by Northern Ireland fair employment law and the Code of Practice. All job openings are publicly advertised and are made available to staff through postings on noticeboards. When advertising externally, the company uses various media and publications that are accessible to both communities, including the Belfast Telegraph, other local and regional newspapers, the Irish Times, government job markets, recruitment agencies and the Internet.

Field Boxmore always uses a panel of interviewers when selecting candidates, and tries to ensure cross-community representation where possible. All employees involved in candidate selection have received EEO training, and the company always reviews the religious composition of applicant pools and new hires to determine success rates by community. To address potential sectarianism or harassment in the workplace, Field Boxmore provides training for all employees using materials from the Equality Commission and its own documents. In its survey response, the company noted: "We are in regular contact with the Equality Commission and complete the annual & triennial returns and participate in the reviews." The company has completed four triennial policy reviews, the most recent submitted in 1995 for the period 2001 through 2004. It reports that it has discussed its redundancy procedures with the trade union, employee representatives, the Equality Commission and the Labor Relations Agency.

Underrepresentation analysis: Catholics appear to be underrepresented in at the company; they comprise less than one-fifth of the work force--a proportion that fell in the 2007 monitoring period from approximately one-fourth. Catholics make-up 42.7 percent of the available labor pool for Northern Ireland and 33 percent for the Belfast travel-to-work area. The company's specific location is in a Protestant area where Catholics make-up about 21 percent of the labor pool, but the Equality Commission says companies should be able to recruit from an area wider than their immediate neighborhood. The ideal Catholic representation would fall between 30 and 35 percent. A more precise estimate is not possible unless the company provides a breakdown of its work force by job category.

Conformance with MacBride principles: In January 2001, the company reached an agreement on MacBride implementation with the New York City Comptroller's office. The comptroller's office then withdrew a shareholder resolution on the subject. The company's general counsel said Chesapeake "has a long-standing policy of being an equal opportunity employer," and that this policy applies to all

the Boxmore operations in Northern Ireland. Chesapeake said it will "take all lawful steps to observe the MacBride principles to the extent they are applicable to our operations in Northern Ireland," and that it would cooperate with monitoring by the Northern Ireland Service.

Affirmative action outreach - The company has not defined any goals or timetables with its outreach measures, however it includes EEO statements in its ads, conducts school outreach programs and aims to reach both communities with its job advertisements. Field Boxmore reports, it "will continue to monitor its composition of employees and where necessary will use measures to attract members of any under-represented community." The company also reported that it works with schools in both communities, sponsoring work experience programs and inviting students to visit its facility.

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

Coca-Cola Co.

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	2
Agreement Date	September 2004	Affirmative Action	No	FET Settlements	2

• **Coca-Cola Bottlers (Ulster) Ltd.**

Location	Lirburn, Omagh		
Business	Manufacture, Sales and Distribution of soft drinks		
Employees	(Data as of 2009)		
	Protestant	430	60.00%
	Catholic	257	40.00%
	Other	53	
	<u>Total</u>	<u>740</u>	

2009 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 owned what it termed 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 2009 survey response, the company said most jobs are often publicly advertised, although in its previous response also mentioned 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.

Coca-Cola HBC reported in its 2009 response that it always examines the religious composition of applicants and new hires, which can be a useful check to ensure no bias has crept into the selection process. It uses the same process for promotions. Moreover, in its previous response, it stated to use more than one person to interview job candidates, to sometimes ensure both communities are represented on the panel, and to always ensure interviewers have received EEO training. 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 Equal Opportunities Policy and Preventing and Eliminating Workplace Harassment Policy and Procedures are the responsibility of the local Managing Director and managed by the Human Resources function. The local board of directors monitors compliance and receives reports on these policies and their implementation. Management occasionally 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 underrepresented among the professional (SOC3) and administrative (SOC4) job classes, which make up over a fifth of all positions, and Managers (SOC1) are in majority Catholics (37 versus 33 Protestants). Moreover, at the Omagh facility (a warehouse and delivery depot, which has 19 employees), Catholics are thrice as Protestants (15 employees to 5). Coca-Cola reported in previous survey responses that nearly 60 percent of its workers live in the Belfast travel-to-work area; the rest live throughout Northern Ireland. In the latest monitoring period, the company received 730 applications (almost equally distributed between 327 Protestants and 308 Catholics), whereof Catholics applied in greater amount for SOC1 and SOC3 positions. These resulted in 153 new hires (77 Protestants and 57 Catholics), where the only Catholic greater representation is registered within the SOC1. As far as redundancies are concerned in the latest monitoring period, Coca-Cola reported that Protestant redundancies (mainly in SOC8 – Process, Plant & Machine Operatives) were thrice the Catholic.

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. In a report released in 2006, New York City Comptroller William C. Thompson, Jr., said as Coca-Cola agreed to urge franchise holders in Northern Ireland to implement the Principles and adhere to fair employment standards to foster a diverse workforce. Coca-Cola also promised to comply with monitoring by the Northern Ireland Service. In its most recent survey response, the company reported that "Compliance [with the MacBride Principle] 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 said 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.

Grievances -In the last two years, two separate complaints were filed by the same plaintiff before the FET, on Aug. 22, 2008, and Nov. 18, 2009: both claims were withdrawn after settlement on May 14, 2009. 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.

Conexant Systems

MacBride Agreement	Awaiting company response	Underrepresentation ?		FET Discrimination Findings	0
Agreement Date		Affirmative Action	No	FET Settlements	0

- **Amphion Semiconductor**

Location	Belfast
Business	Design and supply of digital signal processing
Employees	(Data as of 2007)
	Total 27

2009 Survey Response: None

Available information: Amphion Semiconductor, acquired by Conexant Systems in 2004, registered with the Equality Commission in 1998 and currently has 27 employees.

Underrepresentation analysis: Fewer than 10 of Amphion Semiconductor's 27 employees are Roman Catholic. The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees. However, both communities are represented in the work force.

Conformance with MacBride principles: Conexant has not yet replied to the Northern Ireland Service's inquiries regarding its compliance with the MacBride principles.

Grievances -No fair employment grievances have been filed against the company as of August 2009.

Crane

MacBride Agreement	No	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				
Employees	(Data as of Feb. 2008)				
	Protestant	66	86.00%		
	Catholic	11	14.00%		
	Other	11			
	<u>Total</u>	<u>88</u>			

2009 Survey Response: None

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.

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	Feb-2004	Affirmative Action	NA	FET Settlements	0

• **Crawford & Co. (UK)**

Location	Belfast			
Business	insurance services			
Employees	(Data as of 2009)			
	Protestant	29	64.40%	
	Catholic	16	35.60%	
	Other	6		
	<u>Total</u>	<u>51</u>		

2009 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, and responded also to the 2009 survey. Crawford's work force nearly doubled between August 2007 and July 2008, rising from 26 to 45 employees. Although not as fast as two years ago, Crawford is still hiring in Northern Ireland, as can be seen by last year's 13.3-percent increase rate in the company workforce.

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 always publicly advertises all job openings, and notifies all employees of positions open to internal applicants. It uses the Belfast Telegraph, internet and the company intranet to post vacancies, and its 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. Although Crawford never discusses with trade unions to ensure that redundancies do not have a disproportionate impact on one group, in last year's survey response the company said 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." Northern Ireland senior management and U.K. management are charged with overseeing the company's equality policy in Northern Ireland, and they never consult with trade unions or other worker representatives on equality policy issues.

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." Should a complaint arise, the company provides its employees with a confidential filing.

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." Compliance is ensured by "knowledge, implementation and monitoring of the principles."

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

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	Feb-2003	Affirmative Action	NA	FET Settlements	0

• **Qualitrol Hathaway Instruments**

Location	Belfast			
Business	power utility monitoring equipment			
Employees	(Data as of 2008)			
	Protestant	41	60.30%	
	Catholic	27	39.70%	
	Other	6		
	<u>Total</u>	<u>77</u>		

2009 Survey Response: None

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.

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.

Emerson Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	Sep-1998	Affirmative Action	No	FET Settlements	0

- **Copeland Ltd.**

Location	Cookstown, Co. Tyrone		
Business	scroll compressors		
Employees	(Data as of July 2008)		
	Protestant	82	43.40%
	Catholic	107	56.60%
	Other	30	
	Total	219	

2009 Survey Response: None

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."

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	NA	FET Settlements	0

• **GPS (Great Britain) Ltd.**

Location	Belfast (2 locations) and Banbridge		
Business	retail clothing		
Employees	(Data as of 2009)		
	Protestant	10	58.80%
	Catholic	7	41.20%
	Other	2	
	<u>Total</u>	<u>19</u>	

2009 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, a trend confirmed in the 2009 survey, and the work force has remained stable with about 40 to 50 full-time workers (55 in 2009). 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." Moreover, U.K. management oversees the company's equality policy. 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: 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 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.

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	Sep-1998	Affirmative Action	Yes	FET Settlements	0

• **GE Medical Systems**

Location	Belfast				
Business	sales/service of medical equipment				
Employees	(Data as of Aug. 2006)				
	Protestant	7	46.60%		
	Catholic	8	53.30%		
	Other	0			
	<u>Total</u>	15			

2009 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.

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	Sep-1998	Affirmative Action	Yes	FET Settlements	0

- **Hurst (Charles)**

Location	Belfast and seven other towns		
Business	vehicle sales, service		
Employees	(Data as of 2007)		
	Protestant	683	73.70%
	Catholic	244	26.30%
	Other	67	
	Total	994	

2009 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."

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	Dec-2002	Affirmative Action	NA	FET Settlements	0

• Goodrich Control Systems

Location	Belfast		
Business	software engineering		
Employees	(Data as of July 2008)		
	Protestant	22	68.70%
	Catholic	10	31.30%
	Other	3	
	Total	35	

2009 Survey Response: None

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.

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	?	FET Discrimination Findings	0
Agreement Date	Nov-2000	Affirmative Action	?	FET Settlements	0

- **Hi-Q Tyre Service**

Location	28 locations province-wide
Business	tire services
Employees	(Data as of 2009)
	Total 150

2009 Survey Response: Partial

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	Dec-1989	Affirmative Action	No	FET Settlements	0

• **Hewlett-Packard**

Location	Belfast				
Business	computer sales, consultancy and service				
Employees	(Data as of Aug. 2008)				
	Protestant	15	51.70%		
	Catholic	14	48.30%		
	Other	20			
	<u>Total</u>	<u>49</u>			

2009 Survey Response: None

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.

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	?	FET Discrimination Findings	0
Agreement Date	Nov-1992	Affirmative Action	NA	FET Settlements	0

• IBM United Kingdom

Location	Belfast		
Business	computer sales and service		
Employees	(Data as of 2008)		
	Protestant	18	62.10%
	Catholic	11	37.90%
	Other	3	
	Total	32	

2009 Survey Response: None

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.

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	Nov-2006	Affirmative Action	NA	FET Settlements	0

• **Jacobs UK Limited**

Location	Belfast		
Business	Civil consulting		
Employees	(Data as of 2006)		
	Protestant	15	68.00%
	Catholic	7	32.00%
	Other	3	
	Total	25	

2009 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 has not responded since. 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. However, the company has not responded to the Northern Ireland survey in recent years.

Affirmative action outreach - No affirmative action measures are warranted.

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	Mar-1998	Affirmative Action	?	FET Settlements	0

• **Estee Lauder Cosmetics Ltd.**

Location	Belfast		
Business	sale of cosmetic products		
Employees	(Data as of 2007)		
	Protestant	26	45.60%
	Catholic	31	54.40%
	Other	3	
	Total	60	

2009 Survey Response: None

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.

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.

Marsh & McLennan

MacBride Agreement	Awaiting company response	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-1994	Affirmative Action	NA	FET Settlements	0

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

Location	Belfast and Strabane		
Business	insurance services		
Employees	(Data as of 2007)		
	Protestant	31	70.50%
	Catholic	13	29.50%
	Other	0	
	<u>Total</u>	<u>44</u>	

2009 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.

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

Marsh & McLennan

MacBride Agreement	Awaiting company response	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-1994	Affirmative Action	NA	FET Settlements	0

• **Mercer Human Resources Consulting**

Location	Belfast		
Business	pensions consultancy/administration		
Employees	(Data as of 2006)		
	Protestant	42	59.20%
	Catholic	29	40.80%
	Other	17	
	Total	88	

2009 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.

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	Dec-1994	Affirmative Action	Yes	FET Settlements	1
Location	2 company-owned locations; approximately 25 total locations province-wide				
Business	fast food				
Employees	(Data as of Aug. 2008)				
	Protestant	81	37.00%		
	Catholic	139	63.00%		
	Other	23			
	Total	243			

2009 Survey Response: Partial

Available information: McDonald's owns and operates two restaurants; an additional 25 or so are operated by franchisees.

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 may 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.

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.

- **Cobain Mark t/a McDonald's Glengormley**

Location	Belfast	
Business	fast food	
Employees	(Data as of 2007)	
	Protestant	0.00%
	Catholic	00.00%
	Other	
	<hr/> Total	41

- **Connan Paul Ltd.**

Location	Dundonald and Belfast	
Business	fast food	
Employees	(Data as of 2007)	
	Protestant	57 30.80%
	Catholic	128 69.20%
	Other	37
	<hr/> Total	222

- **Dunluce Restaurants t/a McDonalds**

Location	Coleraine
Business	fast food
Employees	(Data as of 2007)

Protestant	37	61.70%
Catholic	23	38.30%
Other	6	
Total	66	

Grievances -One grievance was filed against the company and several managers in March 2004. Dunluce Restaurants settled the claim in 2006.

• **JMC Restaurants t/a McDonald's Sprucefield**

Location	Lisburn	
Business	fast food	
Employees	(Data as of 2007)	
	Protestant	45 57.00%
	Catholic	34 43.00%
	Other	7
	Total	86

• **Rahon Enterprises t/a McDonald's**

Location	Bangor	
Business	fast food	
Employees	(Data as of 2007)	
	Protestant	86 42.60%
	Catholic	116 57.40%
	Other	11
	Total	213

• **S & S Restaurants t/a McDonald's Restaurant**

Location	Newry	
Business	fast food	
Employees	(Data as of 2007)	
	Total	53

Merck

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Sep-2002	Affirmative Action	NA	FET Settlements	0

• Merck Sharp & Dohme

Location	sales people work from home		
Business	sales		
Employees	(Data as of Feb. 2008)		
	Protestant	10	59.00%
	Catholic	7	41.00%
	Other	0	
	Total	17	

2009 Survey Response: None

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.

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	Dec-2006	Affirmative Action	NA	FET Settlements	0

• Microsoft

Location	Belfast		
Business	software		
Employees	(Data as of Aug 2008)		
	Protestant	10	56.00%
	Catholic	9	44.00%
	Other	0	
	Total	19	

2009 Survey Response: None

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.

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	Dec-1991	Affirmative Action	Yes	FET Settlements	1

• Nacco Materials Handling

Location	Craigavon, Co. Armagh		
Business	industrial fork lift trucks		
Employees	(Data as of Aug. 2007)		
	Protestant	414	57.00%
	Catholic	309	43.00%
	Other	25	
	Total	748	

2009 Survey Response: None

Available information: The company had consistently responded to monitoring by the Northern Ireland Service, though it did not respond in 2008 or 2009. 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. In 2008, the Portadown Times reported that around ninety jobs were at risk at Nacco Materials Holdings. The employers were told that it was due to a reduction of orders in United States. The management was said that it believes that its factory was overstaffed. About 120 temporary employers were already been laid off by Nacco. Kieran Lavery, senior shop steward, said that the union and the management are in cooperation regarding the issue.

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.

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.

PepsiCo

MacBride Agreement	Awaiting company response	Underrepresentation ?	FET Discrimination Findings	0
Agreement Date	Mar-2006	Affirmative Action ?	FET Settlements	0

• Walkers Snacks Ltd.

Location	Antrim
Business	Crisps
Employees	(Data as of 2007)
	Total 31

2009 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 would 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.

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	May-2000	Affirmative Action	NA	FET Settlements	0

• **Pfizer UK**

Location	employees work from home		
Business	pharmaceutical sales/ animal health sales		
Employees	(Data as of 2007)		
	Protestant	15	51.70%
	Catholic	14	48.30%
	Other	9	
	Total	38	

2009 Survey Response: None

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.

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	Dec-1990	Affirmative Action	NA	FET Settlements	0

• **Pitney Bowes Ireland**

Location	Belfast				
Business	sales and service of mailing and paper handling equipment				
Employees	(Data as of 2008)				
	Protestant	4	55.00%		
	Catholic	5	45.00%		
	Other	1			
	<u>Total</u>	10			

2009 Survey Response: None

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.

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	No	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	No	FET Settlements	0

- **Raytheon Systems**

Location	Derry, Co. Londonderry		
Business	software development center		
Employees	(Data as of April 2006)		
	Protestant	11	30.00%
	Catholic	27	70%
	Other	0	
	Total	38	

2009 Survey Response: None

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.

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
Agreement Date		Affirmative Action	?	FET Settlements	0

- **Supercuts**

Location	Belfast
Business	salon
Employees	(Data as of 2007)
	Total 27

2009 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.

Sally Beauty Holding, Inc.

MacBride Agreement	Awaiting company response	Underrepresentation		FET Discrimination Findings	0
Agreement Date	Sep-2005	Affirmative Action	?	FET Settlements	0

• **Sally Hair & Beauty Supplies**

Location	eight locations around the province			
Business	beauty shops			
Employees	(Data as of 2007)			
	Protestant	32	52.50%	
	Catholic	29	60.00%	
	Other	6		
	<u>Total</u>	<u>67</u>		

2009 Survey Response: None

Available information: Alberto-Culver spun off Sally Beauty Supply in November 2006. Sally Beauty has seven retail stores throughout Northern Ireland, including in Belfast (two locations), Newtownabbey, Portadown, Newry, Coleraine and Ballymena. The work force has grown from 31 employees in 2003 to nearly 70 workers in the most recent monitoring period.

Compliance with NI fair employment law and Code of Practice: Alberto-Culver reported that it alerts employees about its Equal Opportunities Policy in the employee handbook, but it did not provide copies of its policies to the Northern Ireland Service.

The company publicly advertises and alerts employees about all job openings, which are advertised in job markets, the Internet and the shop windows. Employees who select candidates for hire are trained in equal employment issues. The company does not always use interview panels and it never reviews the religious composition of applicants to determine success rates by community. Applicants are initially screened on their availability, eligibility and previous employment before they are scores on their skill level, retail knowledge and tenure. The interviewers examine six key principles when evaluating potential hires: customer satisfaction, self-management, coping with pressure, decision making, team player and retail affinity.

Underrepresentation analysis: Neither community appears to be underrepresented at Sally Hair. Of the 61 workers with identified community affiliation, 47.5 percent are Catholics. The best catchment area for this statistical comparison is the economically active population of Northern Ireland because the company's stores are peppered throughout the region. The Northern Ireland Service also compared Sally Hairs work force to a catchment area that is particular to the 13 store locations. This second area is 39.3 percent Catholic, slightly lower than the 42.7 percent portion of Catholic workers in all of Northern Ireland.

Conformance with MacBride principles: The company reached an agreement on MacBride implementation in September 2005, prompted by the New York City comptroller's office. Alberto-Culver reported that it relies on the district manager in Northern Ireland to monitor recruitment and employment decisions and employee relations, ensuring that the MacBride principles are implemented. The manager is supported by a territory manager and the human resources department "to ensure she receives full advice, guidance and training."

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

Alberto Culver reported to the Northern Ireland Service that its grievance procedure is in line with the statutory grievance procedure for the UK; it did not provide copies of its policies.

Seagate Technology

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-2007	Affirmative Action	NA	FET Settlements	0

• Seagate Technology (Ireland)

Location	Derry and Limavady, Co. Londonderry		
Business	manufacture of disk drives; R&D		
Employees	(Data as of Oct. 2007)		
	Protestant	533	33.80%
	Catholic	1046	66.20%
	Other	139	
	Total	1718	

2009 Survey Response: None

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.

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	Dec-1991	Affirmative Action	NA	FET Settlements	0

• **Sonoco Alcore**

Location	Lurgan, Co. Armagh		
Business	converted paper tubes		
Employees	(Data as of 2007)		
	Protestant	15	42.90%
	Catholic	20	57.10%
	Other	0	
	<u>Total</u>	<u>35</u>	

2009 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.

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

Terex

MacBride Agreement	Awaiting company response	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	Nov-2002	Affirmative Action	Yes	FET Settlements	0

• **Powerscreen International Distributors Ltd.**

Location	Dungannon, Co. Tyrone		
Business	engineering		
Employees	(Data as of 2007)		
	Protestant	56	17.10%
	Catholic	271	82.90%
	Other	40	
	<u>Total</u>	<u>367</u>	

2009 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.

In 2009, Powerscreen announced plans to cut 90 jobs, reducing its work force by one fifth.

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.

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

TJX

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Apr-2009	Affirmative Action	NA	FET Settlements	0

• **T.K. Maxx**

Location	Belfast		
Business	retail clothing sales		
Employees	(Data as of 2008)		
	Protestant	74	50.00%
	Catholic	74	50.00%
	Other	14	
	Total	162	

2009 Survey Response: Full

Available information: TJX has responded consistently to the Northern Ireland Service survey since 2006, and in 2009 engaged substantially with the Northern Ireland Service. In addition to its 162 full-time employees, the company also has 459 part-time employees.

Compliance with NI fair employment law and Code of Practice: TJX announced its compliance with the MacBride Principles in the spring of 2009, following the withdrawal of a shareholder resolution sponsored by New York City pension funds. The company stated in its 2009 survey response that recruitment and selection in Northern Ireland are often advertised in local newspapers, via recruitment agencies, and internet, and all employees are aware. They are based on merit without regard to any of the above factors, including religious belief, community background, or political opinion. More specifically on Northern Ireland, within the company's hiring procedure candidates are always interviewed by a panel with multiple interviewers, from both communities, whose panelists have undergone equal opportunity employment training, and after examining the religious composition of applicants and new hires in order to determine success rate. Training is eventually provided for all employees and company legal advisors. Broadly, TJX told RiskMetrics to be insisting "on equality of opportunity in Northern Ireland as well as in the other countries in which we operate. We strongly support ongoing efforts to eliminate discrimination in Northern Ireland. Accordingly, we endorse the broad fair employment standards embodied in the MacBride Principles where implemented consistent with the law of Northern Ireland."

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. As of TJX's 2009 survey, employment is equally distributed among the two communities. 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. Protestants were overrepresented among applicants for Sales/Customer Service positions, with the company reporting 1,115 Protestant applications and only 169 from Roman Catholics.

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." As far as equality enforcement is concerned, the company told RiskMetrics it follows the guidelines of the equality Northern Ireland, senior management is responsible for oversight of the company's equality policy in Northern Ireland, and grievance procedure for complaints of religious or political discrimination provides for filing a complaint to someone other than a direct supervisor.

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	Jan-2001	Affirmative Action	Yes	FET Settlements	0

- **Chubb (NI) Ltd.**

Location	Belfast		
Business	security and fire		
Employees	(Data as of Aug. 2008)		
	Protestant	90	79.60%
	Catholic	23	20.40%
	Other	6	
	Total	119	

2009 Survey Response: None

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.

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

Chubb and the trade union representing its workers have developed 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	Jan-2001	Affirmative Action	Yes	FET Settlements	0

- **Otis Elevator**

Location	Belfast				
Business	elevator sales, service, repair and installation				
Employees	(Data as of Feb. 2008)				
	Protestant	25	61.00%		
	Catholic	16	39.00%		
	Other	4			
	Total	45			

2009 Survey Response: None

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.

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.

Virgin Media

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Aug-2008	Affirmative Action	?	FET Settlements	0

• Virgin Media

Location	Belfast		
Business	Media		
Employees	(Data as of July 2008)		
	Protestant	62	63.30%
	Catholic	36	26.70%
	Other	7	
	Total	105	

2009 Survey Response: None

Available information: In January 2007, NTL and Virgin Mobile combined to form Virgin Media. NTL merged with television and phone provider Telewest in March 2006 and subsequently acquired Virgin Mobile in July. Job cuts were announced after both transitions and the Northern Ireland staff is less than half of what it was in 2005. The company now employs 105 workers. The mergers brought together different services and the newly rebranded Virgin Media can now offer cable TV, broadband Internet access, fixed telephone and mobile phone service.

NTL emerged from bankruptcy after a reorganization of its operations in 2002. The company was split into two firms--NTL UK and Ireland and NTL Euroco. Bondholders ended up with all the equity in the company's UK and Ireland unit and 86 percent of NTL Euroco. The reorganization caused NTL to shed 2,000 jobs in 2004, according to press reports, but this did not seem to affect its Belfast operations where employment dropped by only three jobs. Overall employment at the company in Belfast fell to 247 in October 2004, down from a high of nearly 500 in 2000; it had grown rapidly between 1996 and 2000.

Compliance with NI fair employment law and Code of Practice: Virgin Media reports that it complies with Northern Ireland fair employment law. The company uses an EEO statement in all public ads. The company tries to ensure that both communities are represented on interview panels. Virgin Media submits annual reviews to the Equality Commission in addition to its triennial policy reviews, as required by the fair employment law.

Underrepresentation analysis: Overall, both groups appear to be fairly represented compared to the population of Belfast, where the company is based. Catholics are slightly underrepresented among associate and professional employees and underrepresented among senior managers and sales people; however, the actual number of employees in these categories is small enough to make this underrepresentation statistically insignificant.

Conformance with MacBride principles: Virgin Media agreed with the State of Connecticut in 2008 to comply with the MacBride Principles.

Affirmative action outreach - No affirmative action measures appear warranted and none are in place.

Grievances -No recent complaints have been filed against the company at the Fair Employment Tribunal. Regarding an earlier complaint, NTL told the Northern Ireland Service, "The individual was dismissed after the company had followed through all stages of its disciplinary procedure, as a result of the associate's poor sales performance. The claim [was] one of unfair dismissal and religious discrimination." The company's standard grievance procedure allows employees to communicate complaints to someone other than a direct supervisor, and as needed to a person of the same religious background.

Vornado Realty Trust

MacBride Agreement	No	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date		Affirmative Action	No	FET Settlements	1

- **Toys 'R' Us**

Location	Newtownabbey and Londonderry				
Business	Toy Retailing				
Employees	(Data as of 2007)				
	Protestant	72	60.00%		
	Catholic	50	40.00%		
	Other	12			
	Total	134			

2009 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 a world-wide 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."

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	Dec-2006	Affirmative Action	NA	FET Settlements	0

• **Asda Stores Ltd.**

Location	14 locations across Northern Ireland		
Business	supermarkets		
Employees	(Data as of Nov. 2009)		
	Protestant	1332	52.20%
	Catholic	1221	47.80%
	Other	40	
	Total	2593	

2009 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's statement on equal opportunities attached to its survey response maintains that the company "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 (the USDAW) on a monthly basis, and it uses a software package recommended by the Equality Commission to monitor its work force. All employees are regularly briefed about the EEO policies that are in place.

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 in either of the two last monitoring periods, 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."

Northern Ireland senior management, U.K. management, and Corporate headquarters oversee the company's equality policy in Northern Ireland, and harassment based on religion or political opinion can be reported filing a complaint confidentially and to someone other than the direct supervisor.

Underrepresentation analysis: Both communities appear to be fairly represented in the work force at Asda. The company has 14 locations throughout Northern Ireland, making the region as a whole the best comparison for composition of the staff. Currently, Asda has only 40 workers whose religion is not identified, indicating that the company's monitoring process is comprehensive and accurate. Catholics account for 47.8 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 says in the earlier survey response to undertake "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. In 2009, while registering no redundancies, the company hired 935 new employees, the community representation

was distributed as follows: 46.8 percent Protestants, 51.9 percent Catholics, and 1.3 percent non affiliated. The greatest Standard Occupation Classification for hiring was Customer service, with 742 new hires, only 12 (1.3 percent) of which did not declare membership in either community.

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.

Grievances -In 2009, one former Asda employee filed two claims against the company. Those claims are still pending. 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	Jan-2002	Affirmative Action	NA	FET Settlements	0

- **Nicobrand Ltd.**

Location	Coleraine			
Business	bulk chemical processing			
Employees	(Data as of Sept. 2008)			
	Protestant	19	76.00%	
	Catholic	6	24.00%	
	Other	1		
	<u>Total</u>	<u>26</u>		

2009 Survey Response: None

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.

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.

Yum Brands

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

- **Herbel Restaurants**

Location	province-wide		
Business	KFC fast-food restaurants		
Employees	(Data as of 2007)		
	Protestant	153	50.30%
	Catholic	151	49.70%
	Other	179	
	Total	483	

2009 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 from 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.

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

Yum Brands

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

• **Restaurant Management Services Ltd.**

Location	Nine locations province-wide		
Business	pizza		
Employees	(Data as of 2007)		
	Protestant	152	53.10%
	Catholic	134	46.90%
	Other	99	
	<u>Total</u>	<u>385</u>	

2009 Survey Response: None

Available information: Restaurant Management Services Ltd., which owns and runs all the Pizza Hut franchises in Northern Ireland, announced in 2009 that it would close five of its 14 locations. The Northern Ireland Service is not aware of any fair employment problems that have surfaced at these restaurants, which are 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 fair employment policies at Restaurant Management's Pizza Hut locations.

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

THE
DEPARTMENT OF
BUSINESS AND ECONOMIC DEVELOPMENT
OF NORTHERN IRELAND
100 WATERLOO SQUARE
BELFAST BT7 1DQ

Abbott Laboratories

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Jun-2001	Affirmative Action	NA	FET Settlements	1

- **Abbott Laboratories Ltd.**

Location	employees work from home
Business	pharmaceutical, health care and diagnostic products
Employees	(Data as of 2008)
	Total 9

2009 Survey Response: None

Available information: Abbott Laboratories regularly responds to the Northern Ireland Service survey. Employment has been falling, from 16 in 2002 to nine in 2006, a number that has held steady in recent years.

Abbott employees in Northern Ireland work from home and report to a head office in England.

Compliance with NI fair employment law and Code of Practice: The company has a worldwide code of conduct that "is rigorously enforced," according to a company representative. The code includes sections on equal employment and workplace harassment, and specifically indicates that the company will not discriminate based on a range of characteristics, including religion and nationality. The company's description of its Northern Ireland EEO policy indicates that the policy complies with local requirements; the policy is overseen by an Abbott human resources manager based in England. The company says that "there is no question of any discrimination on grounds of religion."

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 says its employees "have a great deal of independence" as they work from their homes, and has concluded that "the MacBride principles would be difficult to apply." But the company says its policies reflect the fair employment standards embodied in the MacBride principles, and said it is willing to respond in full to the Northern Ireland Service annual survey. It therefore meets the conditions of MacBride implementation agreements.

Affirmative action outreach - No affirmative action measures are warranted. Still, the company reports that all managers are trained on employment law and specifically on discrimination and harassment.

Grievances -The company settled a complaint of wrongful selection for redundancy in 2006. A company representative said the decision to settle "was a sensible financial solution for all concerned and Abbott still maintains that the case was unfounded."

American International Group

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Sep-2004	Affirmative Action	NA	FET Settlements	0

- **AIG Europe (UK) Ltd.**

Location	Belfast
Business	insurance services
Employees	(Data as of 2008)
	Total 2

2009 Survey Response: None

Available information: AIG Europe (UK) provides general insurance and has two employees. The company has regularly responded to the Northern Ireland Service survey and provided copies of its EEO policy. Parent company American International Group had operated two businesses in Northern Ireland, AIG Europe (UK) and AIG Management (UK), which had one employee and provided life insurance. As of 2008, AIG Management (UK) no longer has any employees in Northern Ireland.

AIG initially opened offices in Belfast in March 2004, estimating that it would ultimately employ about 150 people. A company representative explained, "the business area struggled to recruit the volume of staff it needed to sustain the business."

Ametek

MacBride Agreement	No	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Jan-2002	Affirmative Action	NA	FET Settlements	0

- **Ametek Power Instruments**

Location	Lisburn
Business	monitoring equipment
Employees	(Data as of 2009)
	Total 9

2009 Survey Response: None

Available information: Ametek's small engineering firm in Lisburn makes monitoring equipment and is part of the company's Rochester Instrument Systems division. The company completed the Northern Ireland Service surveys in 2002, 2004 and 2005 but has not responded since, putting its MacBride compliance in jeopardy. Ametek provided copies of its EEO policy and recruitment procedures. The company's Lisburn office is still listed on its website, but it was not included in the most recent Employers Register, meaning that it has fewer than 10 employees.

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 a formal agreement on implementation of the MacBride principles, prompted by a 2002 shareholder resolution asking for their implementation, but compliance has lapsed due to the company's inability to comply with outside monitoring.

Affirmative action outreach - No affirmative action measures are warranted.

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

Avon Products

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

- **Avon Cosmetics Ltd.**

Location	employees appear to work from home
Business	cosmetics, fragrances
Employees	(Data as of 2008)
	Total 10

2009 Survey Response: None

Available information: Avon provided employment figures in 2005 and 2004, but has never completed the full Northern Ireland Service survey. Avon was not listed in recent Equality Commission employers' registers, indicating that it has fewer than 11 employees. The company has expanded its sales force worldwide in the last few years, but only marginally in Northern Ireland. Avon employees typically work from home and it is likely that there is no company office in Northern Ireland. Avon said in Avon has said it aims "to comply with legal requirements and avoid any discrimination at all levels."

Underrepresentation analysis: The Northern Ireland Service does not assess the demographics of workplaces with fewer than 30 employees.

Baxter International

MacBride Agreement No Agreement Date	No	Underrepresentation ? Affirmative Action ?	FET Discrimination Findings FET Settlements	0 0
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- **Baxter**

Location	Belfast and Antrim
Business	sales and distribution; kidney dialysis
Employees	(Data as of 2008)
	Total 8

2009 Survey Response: None

Available information: Baxter International, which has a small Baxter Healthcare office in Belfast, helped fund a new kidney failure treatment unit in Antrim Hospital in November 2000. Baxter sent letters in 2008, 2005, 2003 and 2002 that verified the size of its work force, but it has not completed the Northern Ireland Service survey. Employment grew from 10 employees in 2003 to 15 in 2005, but has fallen in subsequent years to eight in 2008. Baxter's employees in Northern Ireland work at a sales and distribution center in Belfast and at a kidney dialysis center in partnership with the Antrim hospital.

Compliance with NI fair employment law and Code of Practice: The company says its global business practice standards and sustainability reports display the company's "dedication to our people and communities around the world." In addition, in 2002 the company supplied information about a strategic partnership between the Royal Hospitals Trust in Northern Ireland and the Western Health Board in the Republic of Ireland. Baxter gave \$200,000 to the initiative that is to "leverage clinical expertise and resources to increase access to quality, affordable health care," in a cross-border effort designed to support the aims of the Good Friday peace accord. The company did not provide enough information on its practices for the Northern Ireland Service to determine if they are in line with the Northern Ireland's fair employment law, although the company clearly supports the concept of workplace diversity throughout its operations worldwide. In its global business practice standards manual, Baxter says its employment practices are "guided by our commitment to treating all employees with dignity and respect." It also pledges its commitment to "fair opportunity for all employees" and seeks to "unite a culturally diverse work force." It says it values "the unique contributions of all individuals, recognizing the diversity of our work force as a competitive advantage."

Underrepresentation analysis: The Northern Ireland Service does not assess the demographics of workplaces with fewer than 30 employees.

Conformance with MacBride principles: Baxter has not received a shareholder proposal to implement the MacBride principles, the most common route to compliance. The company did not respond specifically to questions about adherence to the MacBride principles, and it has not provided the reporting on its work force that is expected of companies that are compliant with the principles.

Affirmative action outreach - It is unclear if affirmative action measures are warranted. The company does not appear to have any such measures in place.

Grievances -No discrimination complaints have been filed against the company at the Fair Employment Tribunal. Although it does not appear to have a separate grievance policy, the company provided copies of its global business practice standards manual, which includes a section on workplace harassment and diversity. The manual advises that "any discrimination should be reported to the employee's supervisor, human resources representative, or any management employee," and stipulates that employees can bypass a supervisor suspected of discriminatory practices. Employees can also contact a regional business practice committee member for help.

Chevron

MacBride Agreement	Yes	Underrepresentation	?	FET Discrimination Findings	0
Agreement Date	Dec-1991	Affirmative Action	NA	FET Settlements	0

- **Texaco**

Location	Belfast terminal, 60 service stations
Business	marketing and distribution of petroleum products
Employees	(Data as of July 2008)
	Total 2

2009 Survey Response: None

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.

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

Citigroup

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Aug-2001	Affirmative Action	NA	FET Settlements	0

- **CitiFinancial Europe PLC**

Location	Derry, Lisburn, Belfast
Business	financial services
Employees	(Data as of July 2008)
	Total 6

2009 Survey Response: None

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.

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.

ConocoPhillips

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-1992	Affirmative Action	NA	FET Settlements	0

- **ConocoPhillips Ltd.**

Location	Belfast
Business	oil distribution
Employees	(Data as of 2008)
	Total 1

2009 Survey Response: None

Available information: ConocoPhillips' Northern Ireland operation was owned by DuPont--which had reached an accommodation on the MacBride principles with shareholder activists in 1992--until 1999. ConocoPhillips has been downsizing its operations in Northern Ireland and it retains only one employee.

Expeditors International of Washington Inc.

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

• **Expeditors International (UK) Ltd.**

Location	Belfast
Business	freight forwarding
Employees	(Data as of 2008)
	Total 10

2009 Survey Response: None

Available information: Expeditors International of Washington appears to employ fewer than 11 workers since the company has not registered with the Equality Commission. The Belfast company has not responded to requests for further information from the Northern Ireland Service. No information is available about the firm's policies regarding fair employment. No complaints have been filed against the company at the Fair Employment Tribunal.

F5 Networks Inc.

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

- **F5**

Location	Belfast
Business	IT product development
Employees	(Data as of 2008)
	Total 10

2009 Survey Response: None

Available information: F5 Networks bought Swan Labs in 2005 and took over its development and support operations in Belfast. The company's main business in Belfast is product development. F5 Networks responded to the Northern Ireland Service survey for the first time in 2006, but provided very little information; the company did not respond in 2007 or 2008. F5 was not listed in the Equality Commission's 2007 Register of Employers, indicating that it has fewer than 11 employees, down from 15 in 2006. No fair employment grievances have been filed against the company.

General Electric

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	Sep-1998	Affirmative Action	Yes	FET Settlements	0

- **GE Capital Woodchester (NI)**

Location	Belfast
Business	auto leasing
Employees	(Data as of Nov. 2008)
	Total 5

2009 Survey Response: None

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	?	FET Discrimination Findings	0
Agreement Date	Nov-2000	Affirmative Action	?	FET Settlements	0

- **Goodyear Dunlop Tyres UK Ltd.**

Location	not disclosed
Business	tire services and sales
Employees	(Data as of 2009)
	Total 1

2009 Survey Response: Partial

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 one sales employee in Northern Ireland, and no other employees located in Northern Ireland. Therefore, the company did not see pertinent to provide any further detailed information. Goodyear also has franchises in Northern Ireland operating under the Hi-Q Tyre Service name (profiled in Section I).

Goodyear said to RiskMetrics in 2009 that "with respect to the remaining limited employment, consistent with past practice, Goodyear Dunlop Tyres Limited UK 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."

Honeywell International

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-1990	Affirmative Action	NA	FET Settlements	0

- **Honeywell Process Solutions**

Location	Belfast
Business	customer assistance
Employees	(Data as of 2009)
	Total 10

2009 Survey Response: None

Available information: The company last responded to the survey in 2002 when it reported a Belfast work force of six employees, the same size it had been in 2000. The company was not listed in the Equality Commission's 2009 Register of Employers, indicating that it has fewer than 11 employees.

In 2000, Honeywell said that four of the employees were service engineers who traveled to assist customers, and two people staffed the office in Belfast. Honeywell said that information on the religious composition of its work force is not available since it does not require its employees to disclose their religious affiliation. Honeywell's fair employment policies appear consistent with the Code of Practice. Unlike most small employers, Honeywell includes an EEO statement in recruitment advertising. Little significance can be attached to a work force of this size even it is comprised of all Protestants or all Catholics, given the small number of employees. The company agreed to take "all possible lawful efforts to implement the fair employment standards embodied in the MacBride principles" in 1990 and continues to do so, it reported. No grievances have been filed against it at the Fair Employment Tribunal.

Illinois Tool Works

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

- **Signode Ireland Ltd.**

Location	Craigavon, Co. Armagh
Business	steel & plastic strapping equipment, services
Employees	(Data as of 2007)
	Total 4

2009 Survey Response: None

Available information: Illinois Tool Works' wholly owned subsidiary Signode Ireland Limited is a small operation in Craigavon. It has a full-time staff of four workers. The company responded to the Northern Ireland Service in 2006 and 2007, after a gap of several years, but did not respond in 2008 or 2009. The operation sells and distributes steel and plastic strapping, seals, air bags, stretch film, hand tools and power strapping machines. ITW has declined to provide information on the religious breakdown of its work force, saying it does not inquire about employees' "religious persuasion." ITW reported in 2006, "We do not enquire as to the religion of our employees either before or during their employment, and believe we have no right to do so. We have never received any complaints from our staff regarding discrimination and given that the company is managed from [Ireland] it is improbable that any such incident would arise, or not be reported." ITW says it bases all personnel decisions on merit, and managers have found no fair employment problems at Signode. ITW has said the operation adheres to the MacBride principles "provided they do not contravene" Northern Ireland's fair employment law. No complaints have been filed against the company at the Fair Employment Tribunal.

Interpublic Group

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

- **Weber Shandwick Northern Ireland**

Location	Belfast
Business	public relations
Employees	(Data as of Aug 2008)
	Total 7

2009 Survey Response: None

Available information: Interpublic has responded in full to the Northern Ireland Service survey for the last several years, providing detailed information on its policies and work force breakdown. The company first identified this public relations subsidiary in its 2002 proxy statement; it then provided a response to the survey later in the year. Interpublic's main operation in Northern Ireland, McCann-Erickson, was bought out by management in March 2004.

Compliance with NI fair employment law and Code of Practice: The company says its practices follow guidelines set out by the Equality Commission and the Code of Practice. All employees are notified of positions open to internal applicants and all jobs are publicly advertised in the Belfast Telegraph. The company uses interview panels with cross-community representation when screening applicants, and the applicants and new hires are analyzed according to community success rates. Not all employees engaged in hiring receive EEO training, however. The company says employees are hired and promoted based solely on "merit." The local managing director and the account manager oversee fair employment matters at the company. Weber says its training requirements are "assessed under the investors in people model."

Underrepresentation analysis: No group appears to be underrepresented.

Conformance with MacBride principles: Weber Shandwick has said in its survey responses that its practices reflect the MacBride principles standards and that it would reply to monitoring inquiries by the Northern Ireland Service. But it also said, "we have not formally adopted the MacBride principles." A shareholder resolution asking Interpublic Group to implement the MacBride principles received support from 11.1 percent of the shares voted in 2004.

Affirmative action outreach - No affirmative action efforts appear warranted.

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

Johnson & Johnson

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

• **Johnson & Johnson**

Location	sales people appear to work from home
Business	pharmaceutical sales
Employees	(Data as of 2009)
	Total 3

2009 Survey Response: Full

Available information: In its 2009 Survey Response, Johnson & Johnson said it still has "a few sales representatives in Northern Ireland." The company has said other survey questions are not applicable to its operations because it "has no companies, plants or operations based in Northern Ireland...and accordingly no related work force in Northern Ireland." No grievances appear to have been filed against the company at the Fair Employment Tribunal.

Kellogg

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

• **Kellogg Co. of Great Britain**

Location	sales employees work from home
Business	breakfast cereals
Employees	(Data as of 2008)
	Total 4

2009 Survey Response: None

Available information: Kellogg told the Northern Ireland Service it has four employees in Northern Ireland, working from home as sales people. The employees sell breakfast cereals. The company said in 2006 that it has "not endorsed the MacBride principles, but [is] a reasonable employer in all respects," adding in 2008 that it "operates to the highest international standards and does not discriminate on any basis." No discrimination complaints have been filed against the company at the Fair Employment Tribunal.

Kraft Foods Inc.

MacBride Agreement	Yes	Underrepresentation		FET Discrimination Findings	0
Agreement Date	Dec-1995	Affirmative Action	NA	FET Settlements	0

• **Kraft Foods (UK) Ltd.**

Location	workers apparently work from their homes; no headquarters facility
Business	food product sales
Employees	(Data as of July 2006)
	Total 4

2009 Survey Response: None

Available information: Altria spun off Kraft Foods Inc. in 2007 and it is now traded independently on the New York Stock Exchange. The company reported that it employs four sales people (two Protestants and two Catholics) in Northern Ireland; the company was not listed in recent Equality Commission Employers' Registers, indicating that it has fewer than 11 employees. Kraft imports and sells products made at other European locations. Kraft's employees work from home, and its work force breakdown is consistent with a catchment area that encompasses the entire province. Few conclusions can be drawn from a work force that is so small, however. Altria says it complies with Northern Ireland's fair employment law. It transferred responsibility for the company's Northern Ireland operations from a Dublin office to a Cheltenham, England, office in 1998. The company does not maintain formal records of its employees' religion but has deduced the monitoring information from employee addresses. The company need not comply with monitoring requirements as it has fewer than 11 workers. Kraft uses a recruitment consultant to fill job openings; hiring decisions are "based upon the very same non-discrimination employment criteria upon which the company relies worldwide." The company reached an agreement with MacBride proponents in 1995, after investors withdrew a shareholder resolution asking the company to implement the principles. No complaints have been filed against the company at the Fair Employment Tribunal.

Lilly (Eli)

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

• **Lilly (Eli) & Co.**

Location	sales people work from home
Business	pharmaceuticals
Employees	(Data as of 2009)
	Total 10

2009 Survey Response: None

Available information: Eli Lilly's operation in Northern Ireland is part of Eli Lilly & Co. (Ireland) Ltd. Employees work as sales representatives from home. Lilly told the Northern Ireland Service in 2005 that its policies and practices follow the recommendations and requirements of the Code of Practice and that no grievances have been filed, but noted that it has not "subscribed to" the MacBride principles. In 2005, Lilly reported 11 employees, but since then it has not been included in the Equality Commission's register of employers, indicating that the firm now employs fewer than 11 people.

As an employer with only a minimal presence in Northern Ireland, the company has received no MacBride shareholder proposals, the usual prompt to agreements on implementation of the principles. No discrimination cases have been filed against the company at the FET.

NCR

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

• **NCR Ltd.**

Location	Belfast
Business	cash register, computer, terminal sales
Employees	(Data as of 2009)
	Total 10

2009 Survey Response: None

Available information: The company last responded to the Northern Ireland Service survey in 1997 following its spin-off from AT&T in January 1997; therefore, no current information is available on the work force breakdown. The company's 2002 proxy statement indicated that it had fewer than 10 workers in Northern Ireland, a fact borne out by the company's exclusion from the Equality Commission's annual Register of Employers in the past several years. In 1992, AT&T reached an agreement with shareholder activists to implement the MacBride principles at this operation, but NCR has no such arrangement and opposed a shareholder resolution asking it to implement the MacBride principles in 2002. The resolution received 14.1 percent of the shares voted. NCR said in its 2002 proxy statement that its current policies and actions demonstrate its commitment to providing equality of opportunity and that "endorsement or implementation of the MacBride principles is not necessary." With some exceptions, the company's practices outlined in past survey responses appeared to follow most fair employment guidelines in the Code of Practice. NCR moved its office to East Belfast in 1997 to provide "improved office accommodation." East Belfast can be intimidating to some Catholics, unlike the company's former location in the downtown area. The company said it maintained a neutral workplace by "implementation of NCR shared values, availability of grievance procedures and reinforcement of normal good standards of behavior." No fair employment grievances have been filed against the company.

Procter & Gamble

MacBride Agreement	Yes	Underrepresentation	No	FET Discrimination Findings	0
Agreement Date	Dec-1991	Affirmative Action	NA	FET Settlements	0

• **P&G, P&G Health & Beauty Care, Max Factor**

Location	sales people work mostly from home
Business	sale of consumer products
Employees	(Data as of Aug 2008)
	Total 5

2009 Survey Response: None

Available information: The company has provided some general information on its employment policies and the size of its work force. The total work force has decreased considerably in recent years, from 29 in 1999 to four according to the most recent available data. Procter & Gamble previously told the Northern Ireland Service that "the split between employees on whether they belong to the Protestant or Catholic community is roughly 50/50." Most employees work out of their homes, and some are beauty consultants working out of retail establishments. The company reached an agreement with shareholders on MacBride implementation in 1991. It told the Northern Ireland Service in 2002 that it is "committed to equal opportunity and fair employment" and is making "all necessary and lawful efforts to implement the MacBride principles." The company reported that specific questions on adherence to the Code of Practice and implementation of the MacBride principles "are more appropriate to companies with more significant operations in Northern Ireland." No fair employment grievances have been filed against the company.

United Technologies

MacBride Agreement	Yes	Underrepresentation	Yes	FET Discrimination Findings	0
Agreement Date	Jan-2001	Affirmative Action	Yes	FET Settlements	0

- **Toshiba Carrier UK**

Location	Belfast
Business	air conditioning/refrig. installation & maintenance
Employees	(Data as of Aug. 2008)
	Total 11

2009 Survey Response: None

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."

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

U.S. COMPANIES WITH AGREEMENTS ON IMPLEMENTATION OF THE MACBRIDE PRINCIPLES

Currently in Northern Ireland (71 firms)

3M	Computer Sciences	Microsoft
Abbott Laboratories	ConocoPhillips	Nacco Industries
AES	Crawford & Co.	NTL
Allen Systems Group	Danaher	Office Depot
Allstate	Disney (Walt)	Openwave Systems
American International Group	DuPont (E.I.) de Nemours	Oxford Industries
Ametek	Emerson Electric	PepsiCo
Aon Corp.	Gap	Pfizer
Aramark	General Electric	Pitney Bowes
AVX	Goodrich	Procter & Gamble
Baker Hughes	Goodyear Tire & Rubber	Seagate Technology
Bemis	Hewlett-Packard	Sonoco Products
Black Box Corp.	Honeywell International	Starbucks Corp.
Blackstone Group	IAC/Interactive	Tech International
Blockbuster	Interface	TeleTech Holdings
Borland Software	International Business Machines	Terex
Caterpillar	Jacobs Engineering Group Inc.	TJX
CBS	Kraft Foods Inc.	United Technologies
Chesapeake	Lauder (Estee)	Virgin Media
Chevron	Lockton Inc.	Visteon
Citigroup	Marsh & McLennan	Wal-Mart Stores Inc.
Clear Channel Outdoor Holdings	McDonald's	Warner Chilcott
Coca-Cola Co.	Merck	Watson Pharmaceuticals
		Xerox
		Welch Allyn

No Longer in Northern Ireland (42 firms)

AM International	Fruit of the Loom	Sun Healthcare
AT&T	GATX Corp.	Teleflex
American Home Products	General Motors	TriVirix Intl.
Analog Devices	Household International	Toys 'R' Us
Avery Dennison	KeySpan	Unisys
Bell Atlantic	King Pharmaceuticals	UPS
Berkshire Hathaway	Lockheed Martin	Viacom
Cendant	Marriott International	VF Corp.
Dana	Nynex	Warnaco Group
EMC (was Data General)	Omnicom Group	Waste Management
R.R. Donnelley & Sons	Oneida	Westinghouse Electric
ExxonMobil	PetsMart	Wombat Financial Software Inc.
Federal Express	Sara Lee	
Ford Motor	Shaw Industries	
Fort James	Solectron	