

# NORTHERN IRELAND REPORT

## 2009

A report regarding Rhode Island pension fund investments in United States corporations doing business in Northern Ireland.

General Treasurer Frank T. Caprio

*This report includes information on fair employment practices at U.S. companies with employees in Northern Ireland. The profiled companies were those in which the State of Rhode Island investment portfolios held equity as of December 31, 2009.*



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## THE SURVEYS

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To determine whether—and to what extent—advances are being made in the elimination of religious discrimination, the Northern Ireland Service sent its Survey on Operations in Northern Ireland to corporate officials of U.S. companies with operations in Northern Ireland starting in October 2009. The Northern Ireland Service sends the survey to all U.S. companies known to have operations in Northern Ireland as well as to those that press and other reports indicate may be there.

The Northern Ireland Service has designed different surveys to reflect the varying number of employees U.S. companies have in Northern Ireland. The companies with more than 100 employees were asked to complete the most detailed questionnaire. Companies with between 11 and 100 employees received a somewhat shorter survey and the firms with 10 or fewer employees received a brief questionnaire, as did firms with franchise ties. Some companies received multiple or customized surveys because they have more than one subsidiary or their subsidiaries have more than one location. A few companies received only letters of inquiry because it was unclear if they had any operations at all in Northern Ireland.

Questions on religious composition tend to yield little valuable information on the smallest employers because the numbers are too small to be meaningful. Provisions of Northern Ireland's fair employment law adopted in 2000 require all employers to report to the Equality Commission monitoring data on their applicants and new hires.

In addition to asking companies about the religious composition of their work force, applicants, new hires and redundancies (layoffs in Northern Ireland parlance), the survey requests information on demographics, in addition to a range of questions on fair employment policies and practices. Past respondents can incorporate by reference answers to previous questionnaires that remain current and complete.

Since 2001, the Northern Ireland Service has provided on its survey an option for companies to indicate if their operations "currently reflect the fair employment standards embodied in the MacBride principles," or will at a specified date in the near future, and whether the company is willing to cooperate with annual the Northern Ireland Service monitoring. This provides an avenue to an accord on implementation of the principles that previously generally had been available only to companies that have received shareholder resolutions on the subject, excluding both firms whose stock was not held by MacBride activists and companies that were privately held.

## NOTES ON COMPANY PROFILES

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Both survey respondents and companies that did not answer the Northern Ireland Service questionnaire are profiled in the main body of the report. Each profile indicates the source of information used. The profiles on non-responsive companies are based on available data. Statistics from the Equality Commission on firms with more than 25 employees are an important but limited source in cases where companies have not provided information. The commission provides religious composition information only for each overall work force, while Northern Ireland Service sought numbers broken down by job category for significant employers, and in some instances data for multiple locations. To protect individual privacy, the Equality Commission has not released complete composition information on an employer if there are fewer than 10 people from one community at the company. In these cases, it has provided the overall employee numbers and indicated there are fewer than 10 Catholics or Protestants. For larger employers, that is sufficient information to establish whether there appears to be an underrepresentation of one group. But for smaller employers, particularly those with fewer than 30 workers, the overall data are not of great assistance. Aside from the commission, the Fair Employment Tribunal maintains a register of cases that is an important source of information about complaints that have been filed. As noted above, even companies that respond to the survey have not always reported on grievances filed against them.

### *Catchment Area Issues*

Summary information on the religious composition of work forces is provided and each profile makes an assessment of whether Catholics or Protestants are significantly underrepresented, where possible. The assessment is based on a statistical comparison of the work force composition to one or more theoretical catchment areas—the term used in Northern Ireland for the area(s) from which a company can be expected to draw workers. The test helps to establish that any differential between a work force and the broader population is not simply random. One or the other group may be significantly underrepresented for a range of reasons, including but not limited to past or present employment discrimination.

Factors considered in defining a catchment area include census data, which provide a general look at local populations, commuting ease, pay levels and the amount of shift work also affect how far a potential employee is willing to travel. The age structure of a company's work force and population shifts also may be important. Companies employing younger people may be more heavily Catholic than the general population because more young people are Catholics. Because a catchment area definition depends on these complex variables, data on community representation must be considered with care.

### *Monitoring Applications and Appointments*

The Northern Ireland Service data sets on applicants, based on the monitoring requirements of fair employment legislation, have a considerable blind spot in a few cases. Applicants for jobs in a given year that are not filled until the following monitoring year are not reported. This means that there can be significant gaps in information on applicants and appointees at a few companies that have conducted major recruitment drives beginning in one monitoring year and ending in the next. Appointment and application information is valuable in assessing fair employment.

Appointment and application information can help employers determine if there is a chill factor discouraging applicants from one community. Also, a substantial difference in the proportions among applicants and new hires may indicate the two groups are not treated equally during the selection process. Since it may take years to change an overall work force, some fair employment experts argue a focus on appointees is the best indicator of a company's progress towards fair participation.

Some firms do not appear to monitor applicants and appointees, although fair employment experts say that such monitoring is valuable to employers. The 1989 legislation required private sector employers with more than 250 workers to monitor their applicants. Changes to the fair employment law for Northern Ireland passed by Parliament in 1998 mean that smaller employers also had to begin collecting this information and report on it in 2001. Monitoring information, even if collected by employment agencies, must be kept on file by the employer. Because employers have these data, it may be useful and easy even for smaller employers to add up the numbers and do some rudimentary analysis. There can be difficulties comparing all applicants with all appointees, however; certain types of jobs may draw applicants from particular areas, or draw much larger numbers of applicants, skewing any direct comparison of all applicants and all appointees. The best analysis—one that would require much more information than the Northern Ireland Service can request but one that employers can perform—compares applicants with the appointee(s) in each recruitment exercise.

## COMPANY PROFILES

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The next part of the report, prepared by the Northern Ireland Service, presents profiles of U.S. companies that currently have subsidiaries or affiliates with more than 10 employees in Northern Ireland. Each company entry starts with an overview of key fair employment facts that relate to all the parent company's operations in Northern Ireland:

- The type of economic tie the parent company has to the Northern Ireland operation (e.g., equity or franchise),
- 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 since 2003.

The MacBride agreement heading refers to agreements between proponents of the MacBride principles and the companies, or corporate commitments to implement the principles and cooperate with independent monitoring.

For each subsidiary or affiliate, the facility name is stated, along with the percentage of equity held by the parent firm if less than 100 percent, 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 when the total employee count exceeds 30; conclusions drawn from proportional breakdowns below 30 are generally questionable. Subheadings in the remainder of each profile indicate:

- the extent of the company's response to the survey;
- the quality and source of information available;
- compliance with Northern Ireland's fair employment law and Code of Practice;
- whether Catholics and Protestants appear to be fairly represented overall and in specific job categories;
- the company's position on the MacBride principles;
- any affirmative action the company is taking; and
- any discrimination complaints filed against the company at the Fair Employment Tribunal.
- The profiles refer to three government agencies in Northern Ireland:
  - the Equality Commission for Northern Ireland, which replaced the Fair Employment Commission (FEC) in October 1999;
  - the Fair Employment Tribunal (FET), the judicial body that adjudicates complaints filed under fair employment law in Northern Ireland; and
  - InvestNI, the Northern Ireland government investment-promotion agency, which replaced the Industrial Development Board (IDB) and other job-promotion bodies in 2002.

**RHODE ISLAND PORTFOLIO COMPANIES WITH 11 OR MORE  
EMPLOYEES IN NORTHERN IRELAND**

## 3M

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	May 1996	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • 3M Industrial Tapes

<b>Location</b>	Bangor, Co. Down		
<b>Business</b>	adhesive tapes		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	138	87%
	Catholic	20	10%
	Other	5	
	<u>Total</u>	<u>163</u>	

#### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	April 1996	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • AES Kilroot Power

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

### 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 4new 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	November 2000	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • Northbrook Technology of NI Ltd.

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

### 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 homogeneously 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 the standards established by the Fair Employment and Treatment (Northern Ireland) Order 1998, and follow the recommendations and requirements of the Code of Practice. It appears to treat equality issues seriously and has developed strict formal processes for the recruitment and selection of employees. Human resources managers say that Northbrook is always interested in talented workers and therefore places constant recruitment ads in the newspapers. 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-wise, 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 response that 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	December 1991	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • Aon Risks Services (NI) Ltd

<b>Location</b>	Belfast
<b>Business</b>	Insurance Brokerage & Life & Pensions Consultants
<b>Employees</b>	(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.

## Baker Hughes

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	February 2007	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Hughes Christensen

<b>Location</b>	Belfast		
<b>Business</b>	Oil drilling equipment (rock bits)		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	275	90.00%
	Catholic	28	10.00%
	Other	5	
	<u>Total</u>	<u>308</u>	

### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	November 1997	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Perfecseal Ltd.

<b>Location</b>	Londonderry		
<b>Business</b>	Medical Packaging		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	36	20.00%
	Catholic	197	80.00%
	Other	15	
	<u>Total</u>	<u>248</u>	

#### 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.

## Black Box Corp.

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	September 2004	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • Black Box Network Services

<b>Location</b>	Antrim				
<b>Business</b>	Voice, Data & Networking Infrastructure				
<b>Employees</b>	(Data as of 2009)				
	Protestant	12	70.00%		
	Catholic	6	30.00%		
	Other	0			
	<u>Total</u>	<u>18</u>			

### 2009 Survey Response: Full

**Available information:** Black Box Network Services offers technical network support and products throughout Ireland and Northern Ireland. It acquired EDC Communications in Northern Ireland in July 2002. The company has on-site installation offices in Antrim, as well as in Dublin. Black Box responded to the Northern Ireland Service survey in 2008 for the first time since 2005, and again in 2009.

**Compliance with NI fair employment law and Code of Practice:** The company maintained all what it has declared in the earlier 2008 survey its policies conform to the standards and requirements of Northern Ireland's fair employment law and code of practice. All available positions are publicly advertised at government job markets, in all three of Belfast's daily newspapers as well as local and regional newspapers. Employees are notified of positions open to internal applicants and advertisements include an EEO statement.

Black Box appears to conform to good recruitment practices, using a panel representing both communities to interview job candidates, giving staff involved in candidate selection EEO training, and reviewing the religious composition of applicant pools and new hires to determine success rates by community. The company has provided workshops and training to all employees on how to address potential sectarian harassment and intimidation in the workplace, using information from the Equality Commission. Black Box provided the Northern Ireland Service with the detailed procedural manual it uses for recruitment.

Black Box's pledge to ensure equality in the workplace as detailed in its fair employment and equal opportunities statement is comprehensive and extends much farther than most of the other companies of this size that the Northern Ireland Service has reviewed. In an uncommon gesture it says it is committed to "securing fair participation for Catholics and Protestants" and well as "promoting a harmonious working environment where no form of intimidation or harassment will be tolerated."

Black Box also provided the Northern Ireland Service with copies of its detailed and its redundancy policy, which aims to ensure fairness and transparency.

Senior managers in Northern Ireland, UK management, the corporate headquarters and the corporate board oversee the company's equality policy.

**Underrepresentation analysis:** The Northern Ireland Service refrains from drawing conclusions on community representation when the work force has fewer than 30 employees. Nevertheless, both communities appear to be fairly represented at the company overall. While Managers (Standard Occupation Classification - SOC 1) are 100 percent Catholics, whereas Protestants account for three quarters of the Skilled trades (SOC 5). The company made no new hires and registered one redundancy (one Protestant worker) in the most recent monitoring period. The current community representation is available in the table above, updated and based on the company's 2009 survey response.

**Conformance with MacBride principles:** The company says that its policies and practices reflect the standards embodied in the MacBride principles.

**Affirmative action outreach** - No affirmative action appears warranted given the company's balanced work force breakdown. Black Box notes in its fair employment and equal opportunities statement its commitment to "taking positive actions such as setting goals and timetables." The company's general manager has attended workshops provided by the Equality Commission to ensure his knowledge of the issues surrounding equal opportunities. The company holds "continuous improvement" meetings, which the company says, "allows the managers to be positive role models and convey information on business issues and reinforce the need to celebrate differences."

**Grievances** -No discrimination complaints have been filed against the company at the Fair Employment Tribunal as of August 2009. In 2008,the company provided the Northern Ireland Service with a copy of its policy, which appears to reflect standard practices, including allowing complaints to be filed confidentially.

## Caterpillar

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	February 2009	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Wilson F.G. (Engineering)

<b>Location</b>	Larne, Newtownabbey, Belfast		
<b>Business</b>	Manufacture of diesel generators		
<b>Employees</b>	(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 Protestans 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 carreis 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

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<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	December 2006	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • CBS Outdoor

<b>Location</b>	Belfast
<b>Business</b>	Advertising
<b>Employees</b>	(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.

## Citigroup

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Aug-2001	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • CitiFinancial Europe PLC

<b>Location</b>	Derry, Lisburn, Belfast		
<b>Business</b>	financial services		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	221	42.8%
	Catholic	295	57.2%
	Other	10	
	<u>Total</u>	<u>624</u>	

#### 2009 Survey Response: None

**Available information:** Citigroup's U.K. subsidiary, CitiFinancial Europe, has a presence in Northern Ireland, providing consumer financial services in offices in Belfast, Portadown, Newtownabbey and Newtownards, which has grown through the years. Citigroup used to provide a complete survey response and has given the Northern Ireland Service copies of its fair employment and harassment policies, although it did not respond to the latest survey. In August 2009, Brian McAreavey, Director and operations & technology head at Citi, Belfast, stated: "Citi's experience of Belfast has been very positive. We have grown over the last four years going beyond the commitment that Citi had originally made in 2005 of 375 jobs by 2009 and now have almost 800 staff in Belfast."

**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:** Community breakdown is not available, given that the company has not responded to the Northern Ireland Service's latest survey. Data in the table above is retrieved from the most recent monitoring report issued by the Equality Commission in December 2009. The Northern Ireland Service compared these figures with the catchment area of all Northern Ireland travel to work area (57.3% Protestant, 42.7% Catholics), deemed the most appropriate given the specificity of the jobs the company can offer. As a result, Protestants appear underrepresented in the Northern Ireland catchment area. However, a different analysis could be drafted if community breakdown by office were available, given the different community presence at the counties where the offices are located. In addition, since the company has a MacBride agreement in place since 2001, there seems to be no room for concern.

**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** -One complaint (18/09FET) has been filed against the company at the FET on Dec. 12, 2008, and it was still pending as of December 2009. 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.

## Coca-Cola Co.

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	2
<b>Agreement Date</b>	September 2004	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	2

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

<b>Location</b>	Lirburn, Omagh				
<b>Business</b>	Manufacture, Sales and Distribution of soft drinks				
<b>Employees</b>	(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.

## Computer Sciences

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	November 2003	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • CSC Computer Sciences

<b>Location</b>	Derry (2 sites), Ballymena, Newtownabbey		
<b>Business</b>	IT outsourcing		
<b>Employees</b>	(Data as of 2007)		
	Protestant	10	30.00%
	Catholic	20	70.00%
	Other	2	
	<u>Total</u>	<u>32</u>	

#### 2009 Survey Response: None

**Available information:** CSC manages aerospace outsourcing contracts for a number of large U.S. defense contractors, including Raytheon, which it works with in Northern Ireland. Employment fell by nearly half in the 2007 monitoring period, falling from 60 to 32. The company provided complete responses to Northern Ireland Service surveys from 2003 through 2006, but did not respond in 2007 or 2008.

**Compliance with NI fair employment law and Code of Practice:** The company says that its operations adhere to Northern Ireland's fair employment law and Code of Practice. All jobs are publicly advertised, all employees are notified of positions open to internal applicants, and jobs are advertised via the Internet and through the company's website. CSC uses an interview panel with more than one person to screen applicants, and sometimes but not always is able to ensure cross-community representation on interview panels. Employees that are involved in candidate selection receive EEO training, and the company always reviews the religious composition of applicant pools and new hires to determine community success rates.

**Underrepresentation analysis:** Protestants appear to be underrepresented at CSC among professionals and overall when compared to all of Northern Ireland, an appropriate comparison since the catchment area for this employment category is usually the entire region. The company only employs two categories of workers, professionals, who account for nearly 85 percent of the work force and managers. CSC has said in the past that it does not agree with this assessment and believes a work force breakdown by site would show there is no underrepresentation. In the most recent monitoring period, the percentage of Protestants in the work force rose from 26 to 33 percent; during this same period the total number of employees fell by half.

CSC says it generally draws employees from three regions, Derry City Council, Ballymena Borough Council and the Belfast City Council, which corresponds with its three locations. The religious portion of these areas varies greatly; Derry is nearly 74 percent Catholic while Belfast is 49 percent. However, both managers and professionals are typically recruited from a catchment area including all of Northern Ireland, which is 42.7 percent Catholic. In a comparison of CSC workers to this catchment area, Catholics exceed the 42.7 percent mark and comprise 71.2 percent of the work force.

**Conformance with MacBride principles:** In response to the Northern Ireland Service surveys, CSC indicated that its policies currently reflect the fair employment standards embodied in the MacBride principles; the company also said that it was willing to respond in full to the Northern Ireland Service annual fair employment monitoring survey.

**Affirmative action outreach -** CSC in 2003 concluded that no affirmative action was warranted given its work force breakdown, although it appears there may be some overrepresentation of Catholics. CSC continues to hold this view, which is buttressed by its description of a catchment area that is more heavily Catholic than the Northern Ireland-only census figures suggest.

**Grievances -**No discrimination grievances have been filed against the company at the Fair Employment Tribunal as of August 2009. The company says that its standard grievance procedure covers all types of issues, and "allows the employee to raise the grievance with the most appropriate manager."

## Crawford & Co.

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Feb-2004	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Crawford & Co. (UK)

<b>Location</b>	Belfast		
<b>Business</b>	insurance services		
<b>Employees</b>	(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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Feb-2003	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Qualitrol Hathaway Instruments

<b>Location</b>	Belfast				
<b>Business</b>	power utility monitoring equipment				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	41	60.30%		
	Catholic	27	39.70%		
	Other	9			
	<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.

## Domino's Pizza Inc.

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

### • Domino's Pizza

Location	12 locations province-wide	
Business	carryout pizza	
Employees	(Data as of 2008)	
	Total	35

#### 2009 Survey Response: None

**Available information:** Domino's held its initial public offering on July 13, 2004. Private firm Bain Capital owns 45 percent of Domino's stock. The pizza company franchises more than 90 percent of its locations, and recently has been expanding internationally. The company has 11 stores in Northern Ireland: Belfast (4 locations), Bangor (3 locations), Ballymena, Coleraine, Lisburn (2 locations) and Newtownabbey. Neither Bain Capital nor Domino's has responded to inquiries for further information about fair employment policies at the operations in Northern Ireland. Because the operations are franchises, they do not report under the Domino's name to the Equality Commission, and no information is available on the number of people employed or the religious breakdown.

**Conformance with MacBride principles:** In 2007, the New York City pension funds for the first time proposed a shareholder resolution asking Domino's to implement the MacBride principles. When the funds found that the company's proxy did not include their resolution, they approached the company with proof that the proposal had been received in its mailroom. To spare the company the expense of a supplemental mailing, New York offered to withdraw the proposal if the company agreed to implement the principles, which would have required it to agree to respond to the annual Northern Ireland Service survey about its policies and employment statistics in Northern Ireland. According to a New York City representative, Domino's initially seemed receptive, but several days later told the proponents that "Domino's has determined that it is not willing to, nor to undertake to urge its franchisee to, come under the review of IRRC" (the former parent of the Northern Ireland Service, which is now part of RiskMetrics).

At that point, Domino's asked New York to "withdraw the proposal for this year and allow us to include it in next year's proxy to avoid the expense of mailing." New York declined, and 14 days before the annual meeting, the company sent out supplemental materials containing the resolution. The materials did not include an official company statement of opposition; because of the tardiness of the notice to shareholders, SEC rules prevented the company from printing one.

Domino's management opposed a 2008 New York City shareholder resolution requesting compliance with the MacBride principles; the resolution received 2.5 percent support, leaving it ineligible for resubmission. While this is an unusually low vote for a MacBride proposal, a New York City representative explained that the founding family owns a large chunk of Domino's stock.

**Affirmative action outreach -** The company also has its own U.K./Northern Ireland Website and has stated its own Equal Opportunity Policy.

"Domino's Pizza is an equal opportunity employer committed to the development of positive policies to promote equality of opportunity in employment. Our aim is to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, race, colour, creed, ethnic origin, sexual orientation, religious beliefs, age or disability."

**Grievances -**In 2006, Domino's Pizza settled a claim brought against it at the Fair Employment Tribunal.

## DuPont (E.I.) de Nemours

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Mar-1992	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • DuPont UK Industrial Ltd.

<b>Location</b>	Londonderry				
<b>Business</b>	Kevlar				
<b>Employees</b>	(Data as of 2009)				
	Protestant	62	33.30%		
	Catholic	115	66.70%		
	Other	1			
	<u>Total</u>	<u>178</u>			

### 2009 Survey Response: Full

**Available information:** DuPont operates a Kevlar production facility in Londonderry, Northern Ireland.

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

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

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

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

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

**Affirmative action outreach -** No affirmative action efforts are warranted.

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

## Emerson Electric

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

### • Copeland Ltd.

<b>Location</b>	Cookstown, Co. Tyrone		
<b>Business</b>	scroll compressors		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	82	43.40%
	Catholic	107	56.60%
	Other	30	
	<u>Total</u>	<u>219</u>	

#### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>		<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • GPS (Great Britain) Ltd.

<b>Location</b>	Belfast (2 locations) and Banbridge				
<b>Business</b>	retail clothing				
<b>Employees</b>	(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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Sep-1998	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • GE Medical Systems

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

### 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. Data regarding GE medical Systems' workforce breakdown were not available in the latest Equality Commission's report issued in December 2009.

**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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Sep-1998	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Hurst (Charles)

<b>Location</b>	Belfast and seven other towns		
<b>Business</b>	vehicle sales, service		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	124	70.1%
	Catholic	53	29.9%
	Other	22	
	<u>Total</u>	<u>994</u>	

#### 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, although the 2009 data from the Equality Commission report showed a dramatic decrease in its workforce from 994 to 199 employees, leaving however unaffected the Protestant-to-Catholic rate.

**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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-2002	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Goodrich Control Systems

<b>Location</b>	Belfast		
<b>Business</b>	software engineering		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	22	68.70%
	Catholic	10	31.30%
	Other	3	
	<u>Total</u>	<u>35</u>	

### 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

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<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	?	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Nov-2000	<b>Affirmative Action</b>	?	<b>FET Settlements</b>	0

### • Hi-Q Tyre Service

<b>Location</b>	28 locations province-wide	
<b>Business</b>	tire services	
<b>Employees</b>	(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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-1989	<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • Hewlett-Packard

<b>Location</b>	Belfast				
<b>Business</b>	computer sales, consultancy and service				
<b>Employees</b>	(Data as of Feb. 2009)				
	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.

## Interface

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Apr-2001	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Interface Europe

<b>Location</b>	Craigavon, Co. Armagh		
<b>Business</b>	carpet tiles		
<b>Employees</b>	(Data as of Feb 2009)		
	Protestant	29	29.90%
	Catholic	68	70.10%
	Other	1	
	<u>Total</u>	<u>98</u>	

### 2009 Survey Response: None

**Available information:** Interface has responded in detail to the Northern Ireland Service survey for several years. Representatives of Interface met with the Northern Ireland Service in 2003. The Northern Ireland facility is one of the company's European production centers for high quality carpet tiles. Employment at the company rose from 164 employees in 1996 to a high of 204 in 1998; the numbers since have dropped substantially, to just under 100 in 2008. Jobs have been cut because orders for the company's tufted carpets have dropped, and because it has moved production from Northern Ireland to factories in England and Holland.

**Compliance with NI fair employment law and Code of Practice:** Interface Europe revised its equal opportunities policy in 2004. The policy prohibits discrimination based on an employee's or applicant's sex, race, color, nationality, ethnic origin, disability, age, sexual orientation, trade union membership, marital or family status, or religious or political beliefs. The company also says it adheres to Northern Ireland fair employment law through "numerous policies concerning fair employment practices (including recruitment and selection, redundancy and promotion) and sectarian harassment." Interface Europe said it has solicited input from the Equality Commission on its policies "to ensure that they address all applicable requirements of fair employment legislation. In addition, to the company's knowledge, it has responded promptly and satisfactorily to all requests for reports from the commission on its fair employment practices."

All job openings are publicly advertised and all employees are notified about positions open to internal applicants. Interface Europe uses the Belfast Telegraph as well as local and regional newspapers to advertise vacancies. The company's selection policy and procedures appear to follow fair employment guidelines precisely; employees who do not follow the procedures may face reprimand under the company's disciplinary code. Interface Europe always uses an interview panel with more than one interviewer, ensures that both Protestant and Catholic communities are represented on panels, gives EEO training to those involved in candidate selection and reviews the religious composition of applicant pools and new hires to track hiring success rates by community affiliation. The company's redundancy selection procedures consider tardiness, attendance, discipline and length of service. Senior management in Northern Ireland and the UK oversee the company's equality policy.

**Underrepresentation analysis:** Protestants appear to be significantly underrepresented at the company's Northern Ireland location overall and in the plant and machine operative category when compared to appropriate catchment areas. The Catholic percentage at the company fell significantly in the most recent monitoring period, from 75.6 to 70.1 percent, the lowest level since the Northern Ireland Service began monitoring the company. The company says it considers all of Northern Ireland for managers and professionals, and believes that the rest of its catchment area is 42 percent Catholic, which is higher than the Northern Ireland Service's projected ideal percentage of slightly less than 34 percent Catholic. Nearly 90 percent of Interface's staff live in Craigavon, which is about 42.9 percent Catholic while the Craigavon travel-to-work area is 40.8 percent Catholic.

Protestants made up 40 percent of applicants and 50 percent of new hires in the most recent monitoring period. Trends in the applicant figures suggest the company is able to attract a substantial number of Protestants and that a change in the work force depends on hiring patterns. (In 2005, Protestants were significantly underrepresented among applicants, but this appears to be an anomaly.) Still, it may take a significant amount of time to change the overall work force given the few hires typically hired in a year.

**Conformance with MacBride principles:** The company reached a MacBride implementation agreement in 2001. In its survey response, the company said it intends "to provide informative responses to requests...for information on our Northern Ireland operation, including, to the extent our Northern Ireland operation is required by law to gather and maintain such information, the number of applicants and employees of stated Protestant, Catholic or unknown religious affiliation reported by certain job descriptions." Interface Europe says it "has made and will continue to make all necessary lawful efforts to conduct our operation in Northern Ireland in accordance with fair employment standards, including those embodied in the MacBride principles, applicable to our operations." Interface Europe notes that the shareholder proponents of the MacBride principles "have acknowledged that providing security for employees while traveling to and from work is not applicable to our operations." In seven of the ten years before its agreement with the New York City funds, company shareholders voted on a shareholder resolution asking for implementation of the MacBride principles; the proposal received unusually high levels of support for a social policy issue.

**Affirmative action outreach -** Interface Europe has developed an employment equality plan with the Equality Commission as part of its triennial review process and provided a copy to the Northern Ireland Service. It included a timeline according to which the company would review its policies and procedures throughout 2005 and 2006. By August 2005, it aimed to "review training needs and develop equality training strategy." Interface Europe provides to new employees a copy of its Joint Declaration of Protection document, which commits the company and trade union to "take all reasonable steps to secure the safety of employees from intimidation or harassment in the workplace." It also prohibits the display of sectarian materials. The company says it "makes numerous affirmative action outreach efforts." It specifically welcomes Protestants in its ads, uses an EEO statement and uses government job markets in particular areas. It says it has "actively encouraged local job centers and recruitment agencies to promote vacancies with Protestant applicants." The company has set affirmative action goals agreed to with its trade union and has agreed to an affirmative action plan with the Equality Commission. The company notes that selection for training should not be made on the grounds of religious or political beliefs. It says that if there is an imbalance among trainees, the company may select courses in specific geographical areas, or confine training to a specific group of people, providing that it does not contravene other equality legislation. The company notes it has "undertaken outreach programs at Protestant schools and made/received school visits. However, due to limited resources, we have not done so in recent years."

**Grievances -**No complaints have been filed against the company in the past three years.

## International Business Machines

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<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	?	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Nov-1992	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • IBM United Kingdom

<b>Location</b>	Belfast		
<b>Business</b>	computer sales and service		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	18	62.10%
	Catholic	11	37.90%
	Other	3	
	<u>Total</u>	<u>32</u>	

**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.

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<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Nov-2006	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Jacobs UK Limited

<b>Location</b>	Belfast		
<b>Business</b>	Civil consulting		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	16	48.5%
	Catholic	17	51.5%
	Other	9	
	<u>Total</u>	<u>42</u>	

#### 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. However, it appeared again in 2009.

**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. This analysis would be therefore the first one, based on the Equality Commission data, as of Feb. 2009, and showing a doubled Catholic workforce, which now represents the majority of the company-wise workforce. This may induce to conclude that Protestants are slightly underrepresented at Jacobs UK, with respect to the Belfast travel to work area rate. However, the company has agreed to implement the MacBride Principles, and the location in Belfast downtown should not pose any chill factor to its employees.

**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)

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Mar-1998	<b>Affirmative Action</b>	?	<b>FET Settlements</b>	0

### • Estee Lauder Cosmetics Ltd.

<b>Location</b>	Belfast		
<b>Business</b>	sale of cosmetic products		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	26	37.1%
	Catholic	44	62.9%
	Other	3	
	<u>Total</u>	<u>60</u>	

#### 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. In the last two years, only Catholic employees have grown in amount, making eventual underrepresentation higher.

**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

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

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

<b>Location</b>	Belfast and Strabane		
<b>Business</b>	insurance services		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	30	75%
	Catholic	10	25%
	Other	1	
	<u>Total</u>	<u>41</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. However, in the last two years, the representation gap between the two communities has increased up to 75-to-25 percent.

**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

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

### • Mercer Human Resources Consulting

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

**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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-1994	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	1
<b>Location</b>	2 company-owned locations; approximately 25 total locations province-wide				
<b>Business</b>	fast food				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	24	16.40%		
	Catholic	122	83.60%		
	Other	9			
	<u>Total</u>	<u>155</u>			

### 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 many franchisees have adopted it, but McDonald's Restaurants Ltd. conducts an annual business review of each franchise restaurant to determine "expandability of each franchise holder," and as part of this assessment, "an in-depth assessment of various people practices is conducted, including the diversity policy and a determination as to whether the franchise holder has had any serious employment relations issues in the past year."

**Affirmative action outreach -** McDonald's told the Northern Ireland Service that its administrative officer for Northern Ireland will attend a training course in affirmative action held by the Equality Commission. The company also notes that managers "are held directly responsible for adherence to [the] diversity policy." It is not undergoing any other affirmative action measures. McDonald's may want to look carefully at its recruitment flows, site by site, to determine if it is attracting a sufficient number of Protestant applicants. However, Protestant representation halved in the last two years from 37 percent to 16 percent of the Protestant-to-Community rate company-wide. Community breakdown is not available, so different situations at different locations may be different and lead to a different analysis.

**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**

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

• **Connan Paul Ltd.**

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

• **Dunluce Restaurants t/a McDonalds**

<b>Location</b>	Coleraine
<b>Business</b>	fast food

<b>Employees</b>	(Data as of 2007)	
	Protestant	37 61.70%
	Catholic	23 38.30%
	Other	6
	<u>Total</u>	<u>66</u>

**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**

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

- Rahon Enterprises t/a McDonald's**

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

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

<b>Location</b>	Newry	
<b>Business</b>	fast food	
<b>Employees</b>	(Data as of 2007)	
	<u>Total</u>	<u>53</u>

## Microsoft

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-2006	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Microsoft

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

### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-1991	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	1

### • Nacco Materials Handling

<b>Location</b>	Craigavon, Co. Armagh		
<b>Business</b>	industrial fork lift trucks		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	384	57.80%
	Catholic	280	42.20%
	Other	17	
	<u>Total</u>	<u>681</u>	

### 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 employees 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. In the last Equality Commission monitoring period, workforce decreased by 10 percent, yet neither community has been impacted specifically, and the community representation rate remains steady.

**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.

## NYSE Euronext

<b>MacBride Agreement</b>	Awaiting company response	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>		<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • NYSE Technologies

<b>Location</b>	Belfast		
<b>Business</b>	computer software and development		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	46	39.3%
	Catholic	71	60.7%
	Other	18	
	<u>Total</u>	<u>135</u>	

#### 2009 Survey Response: None

**Available information:** NYSE Technologies was originally known as Wombat Financial Software, and was acquired by the NYSE in 2009. The company began operations in Northern Ireland in early 2004 with a small software development office in the university district in south Belfast, growing to 34 workers in early 2006 and 77 in 2007. Wombat Financial had an agreement to abide by the MacBride Principles; in 2009 the company told the Northern Ireland Service that its Belfast operations had been acquired by NYSE Euronext. NYSE Euronext has not yet responded to the Northern Ireland Service's request for information.

**Compliance with NI fair employment law and Code of Practice:** Wombat, NYSE Technologies' original parent, reported in 2007 that its policies adhere to fair employment laws in Northern Ireland, although it did not provide the Northern Ireland Service with any copies of these policies.

**Underrepresentation analysis:** Using all of Northern Ireland as a catchment area--appropriate given the high-tech nature of NYSE Technologies' operations--neither group appears to be significantly underrepresented, although the increase of Catholic representation from 52.8 percent to 60.7 percent may lead Protestants to be slightly underrepresented. The location in Belfast should not pose threats to employees.

**Conformance with MacBride principles:** NYSE Euronext has not yet responded to the Northern Ireland Service's inquiries, first begun in December 2009.

**Affirmative action outreach** - No affirmative action measures are warranted.

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

## Office Depot

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<b>MacBride Agreement</b>	Awaiting company response	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	May-2006	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Office Depot International Ltd.

<b>Location</b>	Belfast
<b>Business</b>	office supplies
<b>Employees</b>	(Data as of 2007)
	Total 29

#### 2009 Survey Response: None

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

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

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

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

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

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

## Openwave Systems

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Sep-2004	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Openwave

<b>Location</b>	Belfast		
<b>Business</b>	telecommunications software		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	36	36.70%
	Catholic	62	63.30%
	Other	12	
	<u>Total</u>	<u>110</u>	

### 2009 Survey Response: None

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

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

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

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

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

**Conformance with MacBride principles:** In September 2004, the company reached an agreement with the New York City pension funds on compliance with the MacBride principles, after the funds proposed a shareholder

resolution on the subject. Openwave affirms each year in its survey response that its policies reflect the principles and it will comply with monitoring by the Northern Ireland Service.

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

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

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

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

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

## Oxford Industries

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<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-2006	<b>Affirmative Action</b>	?	<b>FET Settlements</b>	0

### • Sherman Ben (Manufacturing) Ltd.

<b>Location</b>	Lurgan		
<b>Business</b>	garment manufacturers		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	30	42.9%
	Catholic	40	57.1%
	Other	4	
	<u>Total</u>	<u>72</u>	

#### 2009 Survey Response: None

**Available information:** In 2004, Oxford Industries acquired Ben Sherman, a private British company founded in 1963 that designs, distributes and markets its brand of modern clothing to a youthful consumer market. The company's customer service, recruitment and accounts office is located in Craigavon, Northern Ireland. It employs 72 workers, a drop from the 130 workers on staff in 2005, and the 226 employees it had in 1996 when its Northern Ireland operations also included manufacturing. The company last responded to the Northern Ireland Service survey in 2006.

**Compliance with NI fair employment law and Code of Practice:** The company reports that its policies adhere to fair employment laws in Northern Ireland. The company always publicly announces open positions and it advertises them in the Belfast Telegraph, other local newspapers, job markets and specialized recruitment agencies. When selecting candidates, Ben Sherman occasionally uses an interview panel and always ensures that a representative from human resources is present. Senior management in Northern Ireland oversee the company's equality policy.

**Underrepresentation analysis:** Protestants are underrepresented at Ben Sherman when using a catchment area of the Craigavon travel-to-work area or Northern Ireland as a whole.

**Conformance with MacBride principles:** In 2006, the company reported that its policies reflect the spirit of the MacBride principles and it agreed to comply with monitoring by the Northern Ireland Service, but it has not responded to surveys since 2006.

**Affirmative action outreach** - No affirmative action measures appear warranted.

**Grievances** -No fair employment grievances have been filed against the company. The company's grievance policy allows for employees to file confidential complaints and to raise issues with someone other than their direct supervisor, which may include a colleague of the same community background.

# PepsiCo

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

• **Walkers Snacks Ltd.**

<b>Location</b>	Antrim		
<b>Business</b>	Crisps		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	21	63.6%
	Catholic	12	36.4%
	Other	1	
	Total	34	

**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 2009, the company returned to the Equality Commission to employ 34 people in the Antrim county. Antrim, where the company's facility is located, is 38.5 percent Catholic, meaning that the current company breakdown represents both communities fairly.

**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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	May-2000	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Pfizer UK

<b>Location</b>	employees work from home				
<b>Business</b>	pharmaceutical sales/ animal health sales				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	14	58.30%		
	Catholic	10	41.70%		
	Other	9			
	<u>Total</u>	<u>33</u>			

### 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 41.7 percent, falling close to the 42.7 Catholic catchment area for all of Northern Ireland, and not so far out of line as to have an underrepresentation, 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

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

### • Pitney Bowes Ireland

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

### 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

<b>MacBride Agreement</b>	No	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>		<b>Affirmative Action</b>	No	<b>FET Settlements</b>	0

### • Raytheon Systems

<b>Location</b>	Derry, Co. Londonderry		
<b>Business</b>	software development center		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	13	28.3%
	Catholic	33	71.7%
	Other	0	
	<u>Total</u>	<u>46</u>	

#### 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 given the Derry travel to work area, and increased in number at a pace consistent with their current representation.

**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

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<b>MacBride Agreement</b>	Awaiting company response	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
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<b>Agreement Date</b>		<b>Affirmative Action</b>	?	<b>FET Settlements</b>	0
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### • Supercuts

<b>Location</b>	Belfast
<b>Business</b>	salon
<b>Employees</b>	(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.

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

### • Sally Hair & Beauty Supplies

<b>Location</b>	eight locations around the province				
<b>Business</b>	beauty shops				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	16	48.5%		
	Catholic	17	51.5%		
	Other	46			
	<u>Total</u>	<u>79</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. However, the company workforce had grown as of February 2009, but only in its non-affiliated community, passed from six to 46 employees. Protestant and Catholic communities were nearly halved, and their distance in terms of affiliated became narrow. (51.5 percent Catholic versus 48.5 percent Protestants). 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. **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

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

### • Seagate Technology (Ireland)

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

#### 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 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.

## Starbucks Corp.

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	?	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Aug-2006	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Starbucks

<b>Location</b>	13 locations throughout Northern Ireland				
<b>Business</b>	coffee				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	14	45.2%		
	Catholic	17	54.8%		
	Other	174			
	<u>Total</u>	<u>205</u>			

#### 2009 Survey Response: None

**Available information:** Starbucks Coffee Company has a significant presence in Northern Ireland, with a total of 13 stores. The company employs 169 workers, about half of which work on a full-time basis. Starbucks completed the Northern Ireland Service survey in 2006 and 2008, providing detailed information on its staff and copies of its employment policies, but did not respond in 2009.

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

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

**Underrepresentation analysis:** The large number of employees classified as "other" makes a full analysis more difficult and may indicate problems with the company's compliance with good monitoring procedures. Starbucks doubled its workforce in the last two years, but the increase benefitted mainly the non-affiliated community. However, although Catholics were heavily underrepresented until 2007, data as of Feb. 2009 shows a contrary balance, namely 54.8 percent of the workforce is now Catholic compared to 45.2 percent Protestant.

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

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

**Grievances** -No grievances have been filed against the company at the Fair Employment Tribunal. Starbucks has a grievance procedure that allows for employees to contact an independent employee relations representative through a hotline if they do not want to address the complainant with their immediate supervisor. Employees can

also bring a colleague of their choosing to a grievance hearing, which may increase comfort for employees who want to be accompanied by a fellow-community member. The procedure ensures that grievances are dealt with in a timely manner, but it only allows for one appeal to a management decision.

## TeleTech Holdings

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-2005	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • TeleTech Holdings

<b>Location</b>	Belfast				
<b>Business</b>	customer relationship management services and call centers				
<b>Employees</b>	(Data as of 2009)				
	Protestant	143	38.4%		
	Catholic	229	61.6%		
	Other	246			
	<u>Total</u>	<u>618</u>			

#### 2009 Survey Response: None

**Available information:** TeleTech has responded in full to the Northern Ireland Service fair employment survey for several years, but did not respond in 2007, 2008 or 2009. Company representatives also met with Service staff onsite in 2003. TeleTech Holdings opened its multi channel customer interaction center in 2001 to provide customer relationship management services. The work force has fluctuated since then, falling to 137 by 2006 and growing nearly sevenfold to 928 in 2007. In 2009, the company announced plans to create 80 new jobs at its call center in Belfast, hiring staff fluent in 15 different languages.

**Compliance with NI fair employment law and Code of Practice:** The company has described its fair employment policies in detail, saying also that it complies with all fair employment legislation. It has provided training for managers on fair employment issues and "enforces its own strict fair employment policy." The company has its own code of conduct, which applies worldwide to its operations. It does not have a Northern Ireland-specific fair employment policy, as recommended by the Code of Practice, but says that its UK-wide policy is appropriate.

TeleTech publicly advertises job openings unless it seeks to promote internal candidates, in which case it notifies all employees. To attract public candidates, it advertises on the Internet, in the Belfast Telegraph, in local papers, at government run job markets and at community organizations, universities, colleges and other schools. The company set specific criteria for each job opening and draws up advertisements to reflect these criteria. Candidates are assessed using standard tests, and progress to interviews when successful. Although in the past TeleTech has reported that its selection panels "are always multi-denominational and comprise both genders," in its most recent survey response it says panels are not always used and do not always have cross representation. The company provides feedback to all candidates. Employees involved in candidate selection have received EEO training, and the company analyzes the religious composition of its applicant and new hire pools by community affiliation, which can be a useful check on bias in hiring practices. Employees are treated equally in all aspects of employment, without regard to "gender, race, age, religious or political opinion, disability status or ex-offender status," TeleTech reports. The company consults with employees on its policies on a variety of workplace issues but to date no fair employment issues have arisen for consideration.

**Underrepresentation analysis:** Protestants appear to be underrepresented at TeleTech when they are compared to the Belfast travel-to-work area or all of Northern Ireland, although they decreased less than Catholics in the last two years, increasing their relative representation from 35.2 percent to 38.4 percent. The company has frequently referred to the necessity of its foreign workers given TeleTech's multi-lingual contracts. It says many of its employees are from mainland Europe and refers to the company's "Italian team." If TeleTech counts European workers from majority Catholic countries as Catholics for the purposes of Northern Ireland fair employment monitoring, it may skew the figures. TeleTech says the Equality Commission has refrained from devising an affirmative action plan because the work force is in line with the commission's recommendations.

Protestants also appear underrepresented among the 504 new hires with an identified religious background during the last monitoring period.

The company is located in the Duncairn Gardens area of North Belfast--a neighborhood notorious for its sectarian tension. It is located on an interface between loyalists and republicans and sees violence regularly; in 2002 an employee was injured in the disturbances. The level of violence has decreased significantly since then, however.

**Conformance with MacBride principles:** In its 2005 survey response, the company said its policies reflect the spirit of the MacBride principles and it agreed to respond to the Northern Ireland Service annual survey. The company received shareholder resolutions asking it to implement the MacBride principles in 2003, 2004 and 2005; the proposal received 4.9 percent support in 2005, making it ineligible for resubmission for the next three years. The proposal received 6.1 percent in 2004 and 3.5 percent in 2003.

**Affirmative action outreach -** TeleTech says it has made special efforts to attract underrepresented employees, using job markets in particular areas and making special efforts to attract the unemployed. The TeleTech investment was part of the government's plan to draw more companies to North Belfast, which has high rates of unemployment, although Equality Commission officials and others told the Northern Ireland Service in 2002 that the company was not particularly successful in attracting recruits from the local area. Nonetheless, TeleTech says that it is "actively working with organizations representing the unemployed for both major religious communities in Northern Ireland."

**Grievances -**A case was filed against the company at the Fair Employment Tribunal in 2006 and conciliated in 2007.

The company reports that it has a confidential help line, "my safe workplace," that employees can use along with consultation with human resources personnel to air grievances. TeleTech also notes it has formal grievance and harassment policies, although it did not provide copies to the Northern Ireland Service. Finally, the company has a "stringent code of conduct to which all our people are required to operate."

## TJX

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

### • T.K. Maxx

<b>Location</b>	Belfast				
<b>Business</b>	retail clothing sales				
<b>Employees</b>	(Data as of 2009)				
	Protestant	74	50.00%		
	Catholic	74	50.00%		
	Other	14			
	<u>Total</u>	<u>162</u>			

### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Jan-2001	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Chubb (NI) Ltd.

<b>Location</b>	Belfast		
<b>Business</b>	security and fire		
<b>Employees</b>	(Data as of Feb. 2009)		
	Protestant	50	79.4%
	Catholic	13	20.6%
	Other	0	
	<u>Total</u>	<u>63</u>	

### 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 workforce as of February 2009 was half of what it used to be in 2008, and all communities were impacted equally hard.

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. Although it did not respond in 2009.

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 affirmation 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	Yes	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Jan-2001	<b>Affirmative Action</b>	Yes	<b>FET Settlements</b>	0

### • Otis Elevator

<b>Location</b>	Belfast				
<b>Business</b>	elevator sales, service, repair and installation				
<b>Employees</b>	(Data as of Feb. 2009)				
	Protestant	25	61.00%		
	Catholic	16	39.00%		
	Other	4			
	<u>Total</u>	<u>45</u>			

**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.

## Vornado Realty Trust

<b>MacBride Agreement</b>	No	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>		<b>Affirmative Action</b>	No	<b>FET Settlements</b>	1

### • Toys 'R' Us

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

#### 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.

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Dec-2006	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Asda Stores Ltd.

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

#### 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

<b>MacBride Agreement</b>	Yes	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Jan-2002	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Nicobrand Ltd.

<b>Location</b>	Coleraine		
<b>Business</b>	bulk chemical processing		
<b>Employees</b>	(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. The company was not listed in the most recent Equality Commission monitoring report, indicating that likely it fell behind 26 employees.

**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.

## Xerox

<b>MacBride Agreement</b>	Awaiting company response	<b>Underrepresentation</b>	No	<b>FET Discrimination Findings</b>	0
<b>Agreement Date</b>	Jun-1996	<b>Affirmative Action</b>	NA	<b>FET Settlements</b>	0

### • Xerox

<b>Location</b>	Belfast
<b>Business</b>	office equipment sales and service
<b>Employees</b>	(Data as of Feb. 2009)
	Protestant      27    71.1%
	Catholic        11    28.9%
	Other            9
	<hr/>
	Total            47

#### 2009 Survey Response: None

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

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

**Underrepresentation analysis:** At 28.9percent, Catholics are slightly underrepresented at Xerox in comparison to the 33 percent Catholic Belfast travel-to-work area, but this underrepresentation is not statistically significant. Further information about the company's work force is needed before a determination of underrepresentation can be made.

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

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

**Affirmative action outreach** - No affirmative action measures appear warranted.

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

## Yum Brands

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

### • Herbel Restaurants

Location	province-wide
Business	KFC fast-food restaurants
Employees	(Data as of Feb. 2009)

Total	50
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### 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 previous 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 appeared 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. However, the company returned the Equality Commission only the total number of its employees, reported in the table above.

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 in 2008.

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

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

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

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

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