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# Ownership of companies in Scotland

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In the August 2004 Quarterly Economic Commentary Brian Ashcroft raised important questions about corporate structure in Scotland and how far it can be characterised as unduly dominated by a few very large firms. This claim, advanced in the Royal Bank of Scotland's (RBS) study *Wealth Creation in Scotland (May 2004)*, rested on calculations that allocated to value added within Scotland all income from employment and profits generated by companies that were registered or headquartered in Scotland.

In fact, as Ashcroft argues, Scotland's largest companies tend to have a majority of their workforce employed outside Scotland. Recalculating value added in Scotland to take account of this produces a significantly different picture. With the giant firms cut down to size – particularly the two big banks and the energy companies – Scotland's corporate profile falls more into line with that of other smaller European countries.

This paper seeks to raise, in an explorative way, questions about another aspect of the Royal Bank argument: the assumption that all these firms can be treated as 'Scottish' and their performance – compared with that of firms in Finland or Belgium - used as the key indicator of the health and competitiveness of an entity described as the 'Scottish economy'.

As the RBS itself acknowledges, a majority of its Top 100 are direct subsidiaries of external holding companies. Yet others are subject to the financial agendas of major investors based outside Scotland. In only a few cases is the ownership and control of these top companies lodged unambiguously in Scotland. This makes it highly problematic to use them collectively as an indicator of the health of Scottish economy. In arguing this position we seek to reopen a discussion about Scottish ownership and control that has a strong pedigree but on which little has been published in recent years.

We will begin with an examination of ownership data for the firms in the Royal Bank's Top 100. We will then contrast this with contemporaneous data provided by the Scottish Executive and with that researched a generation ago by John Firn and Michael Cross. We will finally examine a deeper cross section of firms in three key industrial

sectors, distilling, textiles and energy. Our conclusion is that major questions must remain about the approach to Scottish ownership exemplified by the Royal Bank report and also about the significance to be attached to recent Scottish Executive data on corporate ownership.

## 1. Ownership in the Royal Bank's Top 100

In terms of ownership the Royal Bank's Top 100 can be broken into three broad categories. First, there are the Scottish registered firms which are entirely owned by holding companies outside Scotland. Second, there are firms which are not only registered in Scotland but entirely or almost entirely owned and controlled within Scotland. Third, there are Scottish registered firms which fit into neither of these categories but which have substantial investment from non-Scottish institutions. It is in this third category that definitions of ownership and control are most contentious.

Firms owned from outside Scotland through external holding companies make up a numerical majority of the Royal Bank's top companies: 56 out of the 100. Of these 20 have UK holding companies and 36 overseas. Their combined value added, using the Royal Bank criteria, comprises 27 per cent of that for the top 100 total, that is £11,120 million. They include some of Scotland's longest established industrial and commercial enterprises. The Clydesdale Bank, founded in 1838 and registered in Glasgow, is owned by the National Bank of Australia. The distiller Whyte and Mackay is today owned by Vivian Imerman's Kyndal Investment Company (ultimate holding company registered in Guernsey). They also include the many new arrivals of the past half century that today dominate oil and gas production and much of Scotland's manufacturing, particularly in IT hardware, health products and pharmaceuticals.

By contrast, just nine out of the RBS 100 firms remain as traditional family-owned Scottish companies where one family or family trust owns over 10 per cent of the voting shares. A good example is the drinks company the Edrington Group which is ultimately owned by the Robertson Trust. The Trust was founded in 1961 by the Robertson family with the express aim of maintaining the independence of the company. The housing and construction firm Miller Group, a company with a turnover of £602 million is also still predominately owned by the Miller family either through individual shareholdings or family trusts.

There are a number of other firms that would fall into the Scottish-owned section but that are not entirely family-owned. These include very large firms like Stagecoach, John Wood Group and Grampian Country Foods. Using Stagecoach as an example we find that Barclays (4.09 per cent), Marathon (4.35 per cent), Merrill Lynch (3.12 per cent) and Legal and General (3.07 per cent) all have significant shareholdings but that their combined total

does not exceed the directors' shareholding which is over 26 per cent. In total, the firms which can claim to be predominately Scottish-owned and controlled (including those which also have significant investment from non-Scottish institutions) command £3,382 million value added, a meagre 8.1 per cent of the Top 100.

The biggest contribution to value added in the RBS Top 100 comes from firms where external financial institutions are the dominant shareholders. We have used John Scott's criteria for identifying such companies - where "significant shareholdings" (those over 3 per cent) in combination exceed 10 per cent and where there are no counterbalancing family shareholding. These firms account for £19,878 million of value added, 47.2 per cent of the RBS Top 100 total and include the very large banks, the Royal Bank of Scotland and Halifax Bank of Scotland, as well as very large privatised utilities. One of the biggest of these is Scottish and Southern Energy generating £1,105 million value added. Here the major investors include Prudential (3.18 per cent), Legal and General (3.17 per cent) and Fidelity (3.12 per cent). A smaller and more traditional company is the Weir Group whose value added is £293 million and whose investors include Schroder (9.70 per cent), Axa (5.31 per cent), Prudential (3.97 per cent) and Legal and General (3.05 per cent). As can be seen, these two firms have two of their major shareholders in common, a pattern repeated several times over among the thirty companies in this section. Legal and General has significant holdings in 16, the Prudential has nine, FMR Corporation and Fidelity six and Barclays PLC Global Investment five. Schroder Investment Management, Artemis Investment Management and Capital (Group Incorporated) all have four and Invesco, Standard Life, Aberforth and Axa Sun Life three.

The proportion of shares held institutionally differs from company to company and partly depends on size: in very big companies there will tend to be fewer holdings that exceed the 3 per cent level at which they have to be declared. In the majority of the Top companies the combined total of 'significant shareholding' will be less than 20 per cent. There are some, however, like Aberdeen Asset Management and Low and Bonar, with over 40 per cent of shares held by six or less institutional investors.

Table 1 shows the distribution of the Top 100 in terms of ownership. It gives the number in each category and, using the Royal Bank's estimate of value added, their relative weight. This reveals both the small number of solely Scottish firms and the perhaps surprising number of firms with significant institutional shareholdings from overseas.

This predominance of institutional shareholding in Scottish companies is in line with the recent findings of Julian Franks and colleagues on the decline of the family firm in Britain. It also shows that Scotland is, as might be expected, very much part of what Barca and Becht have described as the Anglo-American model of control by coalitions of institutional investors. There is little evidence of the concentrated and interconnected ownership that Scott and Hughes found in Scotland in the earlier twentieth century, a pattern which Barca and colleagues still find predominant across much of continental Europe.

Establishing that many Scottish firms have significant levels of external institutional share ownership does not necessarily imply external control. One feature of the Anglo-American model is the degree of freedom which it has historically allowed company managers to exercise in face of a range of different institutional shareholders. At the same time there is increasing evidence that this freedom has become more constrained over the past two decades and that pressures on financial institutions themselves have resulted in the imposition of shorter-term horizons aimed at boosting immediate shareholder value.

There is also a strong school of opinion which has argued that low levels of internal capital investment in Britain compared to the continent is associated with the institution character of company ownership. For all these reasons the ownership of Scottish companies must remain a subject of importance for those concerned with the future development of the Scottish economy.

Re-examining the Royal Bank's Top 100 in this way reveals not just that unambiguously Scottish firms represent only 8 per cent of the RBS value added (and only 10 per cent of Brian Ashcroft's recalculated value added). It is also clear that Scottish-owned firms exist in rather special areas,

**Table 1: Analysis of the Royal Bank's Top 100 by origin of 'significant shareholdings'**

	Scottish family	Scottish family and Institutions	Scottish family and UK and Overseas institutions	Scottish family and UK institutions	UK institutions	UK and Overseas institutions	UK holding companies	UK diversified	Overseas holding companies
Number of firms	9	4	1	2	5	21	20	2	36
Value added £m	£835m	£718m	£1119m	£710m	£563	£19,315	£4052m	£6585	£7068
Percent of total for Top 100	2.0	1.7	2.7	1.7	1.4	47.2	9.9	16.1	17.2

mainly services and are principally sustained by Scottish markets in car rentals, retail and leisure, tourism, construction and locally focused publishing. There are only four companies in manufacturing, two drinks companies and two food producers, along with one large company in oil field services and one very large transport company.

## 2. Ownership in the Scottish economy: past and present comparisons

The Royal Bank study only covered economic activity by firms registered or based in Scotland. It did not include economic activity by non-Scottish firms registered or headquartered elsewhere such as Rolls Royce, BAE Systems, Morrisons or Sainsburys. To secure ownership information for all enterprises operating in the whole Scottish economy there is only one current source. This is the Scottish Corporate Sector Statistics published by the Scottish Executive. These statistics, like the Royal Bank report, deal with ownership only in terms of identifying non-Scottish-based holding companies. Table 2 shows the findings for November 2003 for all sectors and all sizes of enterprise outside central and local government.

At this level Scottish enterprises make up 97 per cent of the total and supply 66 per cent of total employment. However, if we look at large enterprises (with 250 or more employees) a different picture emerges:

Among the larger enterprises Scottish companies provide only 38 per cent of the employment. The fact that they make up only 18 per cent of the number of enterprises is in part because they include large quasi-public sector employers such as universities and further education colleges.

If we repeat this exercise for manufacturing alone, we find a smaller proportion of Scottish firms with 250 or more employees but still providing around one third of the jobs. The biggest category is employment provided by overseas firms – substantially more than that supplied by firms based elsewhere in Britain. On the face of it, therefore, the Scottish position in manufacturing seems to be relatively robust with a strong presence of smaller firms with less than 250 employees. This immediately raises the question as to how long this has been the case. Are we dealing with a legacy from the past – or a consequence of more recent changes in industrial structure ?

**Table 2: Ownership of registered enterprises and their employment: November 2003 (percentages in brackets)**

Ownership	Scottish	Rest of UK	Abroad	Total
Enterprises	142,615 (97)	3,215 (2)	1,665 (1)	147,490 (100)
Employment	1,135,760 (66)	374,840 (22)	214,640 (12)	1,725,240 (100)

**Table 3: Ownership of enterprises with 250 and over employees 2003 (percentages in brackets)**

Ownership	Scottish	Rest of UK	Abroad	Total
Enterprises	415 (18)	1190 (52)	665 (30)	2270 (100)
Employment	329,220 (38)	352,410 (40)	186,470 (22)	868,100 (100)

**Table 4: Ownership in manufacturing 2003: enterprises (percentages in brackets)**

Size	Scottish	Rest of UK	Abroad	Total
All enterprises (per cent)	8420 (92)	350 (4)	405 (4)	9175 (100)
Enterprises with 250+ employees	90 (23)	130 (33)	170 (56)	390 (100)

**Table 5: Ownership in manufacturing 2003: total employment by size of enterprise (percentages in brackets)**

Size	Scottish	Rest of UK	Abroad	Total
All enterprises	148,390 (58)	42,210 (17)	64770 (25)	255,370 (100)
Enterprises with 250+ employees	45230 (33)	38800 (29)	50750 (38)	134780 (100)

The Scottish Executive (SE) series does not go back before 2001. Figures for November 2002 show employment in 250+ Scottish enterprises at 46 per cent and those for manufacturing at 39 per cent – revealing an apparently large decline in Scottish ownership over a very short period. The decline for the whole economy is mainly explained by the reclassification of the NHS Trusts as public sector. However, the proportionate decline of employment in Scottish manufacturing by six per cent would seem to be real.

Direct comparisons for any previous period are difficult to make. The heyday of Scottish ownership studies was in the 1970s. At that point John Firn and Michael Cross used data drawn from the Scottish Council (Development and Industry) SC(D&I) listings rather than the Scottish Office's SCOMER database which remained confidential. The SC(D&I) listings were for plants not enterprises and both Firn and Cross restricted their analysis to manufacturing. A raw comparison of employment by ownership is provided the following table. This appears to show a big increase in the proportion of employment in Scottish firms over past thirty years.

The greater number of units in 2003 is partly explained by the greater ability of the SE to use VAT and PAYE registrations to identify all firms but partly also by the decision of SE to include enterprises with no employees (including self-employed individuals or those with second employments on the basis of numbers estimated from the Family Income Survey). To compare like with like, Table 7 gives employment figures for ownership for the 2003 Scottish Executive enterprises with 250 plus employees as against those for plants 200 plus employees from Cross for 1977. Firn does not supply a comparable breakdown.

Overall, these figures paint a somewhat surprising picture. Against an overall decline in manufacturing employment they show Scottish firms proportionately able to retain a

much bigger share of their employment than their rest of UK-owned counterparts. This still remains the case when we look at large manufacturing enterprises.

As we noted earlier, shares in many of the larger Scottish firms, particularly the big public limited companies, will be mainly owned from outside Scotland. But, nonetheless, the overall increase in the relative size of the Scottish sector is somewhat counter-intuitive. It would give substance to the argument that there remains a robust indigenous base to Scotland's economic growth. It would also mean that there exist significant numbers of small and medium sized firms that have been able to sustain themselves amid the general decline of manufacturing over the past two decades. To further investigate this we used the FAME online directory to examine all Scottish registered firms, including the very smallest, in three sectors: whisky production, energy and spinning.

### 3. Company ownership in Whisky, Energy Production and Spinning

Two of the three sectors were chosen because they were traditional areas of Scottish expertise and entrepreneurship. One of them, whisky, is still very buoyant while the other, spinning, has struggled to survive. Energy production was picked because it contains new types of firm, the very large privatised utility company, and also reflects new types of energy production from renewables.

#### Whisky Production

SIC 1571 contains the 123 Scottish registered companies in whisky production – defined as “the manufacture of distilled potable alcoholic beverages”. Although the list excludes the UK registered Allied Domecq and UK registered but Bermudan owned John Dewar & Sons Ltd, the combined turnover of these firms is over £2 billion and

**Table 6: Ownership in Manufacturing Compared: numbers of employees**

	Scottish	Rest of UK	Abroad	Total
1973 Firn	243,440 (41)	235,050 (40)	112,110 (19)	590,700 (100)
1977 Cross	202,562 (36)	248,267 (44)	110,354 (20)	561,183 (100)
2003 SE	148,390 (58)	49,210 (19)	64,770 (23)	255,370 (100)

**Table 7: Comparison of employment provided in large manufacturing plants/enterprises**

Ownership	Scottish	Rest of UK	Abroad	Total
Plants with 200+ employment in 1977	91,900 (24)	210,367 (54)	85,802 (22)	388,069 (100)
Enterprises with 250+ employees	200345,230 (33)	38,800 (29)	50,750 (38)	134,780 (100)

makes the industry a major generator of wealth. The list is dominated by one big firm, Diageo, the Scottish subsidiary of a UK holding company. At £635m, its turnover is a third of the total and greater than the combined turnover of the top three Scottish owned companies: Wm Grants £332.5m, Edrington Group £231m and Glenmorangie £64.5m.

Of the 74 Scottish owned companies 27 were found to be either dormant or to have ceased trading. Of the remainder 31 are so small that turnover is not recorded. Amongst the medium and smaller sized companies with turnover of up to £30m a majority, 10 out of 15, are partially or wholly overseas owned.

As Table 9 shows, whilst the majority of registered firms are Scottish owned, the share of turnover is fairly evenly distributed between the three principle locations of ownership. This reflects in part the number of dormant firms which are Scottish owned (Table 8), but also the average size of enterprise which is Scottish owned compared to overseas owned.

Of the Scottish-owned firms with turnover above £30 million, Glenmorangie has as many as 18 subsidiaries (3 dormant). If these transfer in line with current proposals to the French company LVMH (with a 34 per cent stakeholding by Diageo), this will dramatically change the picture again. There will then be 54 Scottish family owned whisky companies registered in Scotland and 50 Scottish registered companies that are held in ultimate overseas ownership. For the first time the number of Scottish owned Scottish registered companies will be in a minority.

Ceteris paribus, the switch from Scottish to French ownership would also mean that turnover in overseas owned firms would be greater than Scottish owned firms. Turnover for overseas owned firms would rise to 28 per cent using the data in Table 9, and would correspondingly fall to 27 per cent among Scottish family owned companies

This trend provokes key questions. Given that over two thirds of the turnover in the Scotch whisky industry is externally controlled, can it properly be described as a

Scottish whisky industry - and what will the long term of consequences for Scotland's most famous national brand if the majority of its output is controlled from outside Scotland?

## Energy

SICs 401 and 402 cover the production and distribution of electricity and gas through mains supply. They therefore include the big three Scottish registered energy companies, Scottish and Southern, Scottish Power and British Energy, as well as a number of long-established local hydro schemes and the much more recent development of renewable energy production. In total there are 106 Scottish registered companies listed for these SICs. The three big privatised utility companies took over highly capitalized assets and have substantial external shareholdings from both UK and overseas. British Energy, struggling to run and decommission nuclear power stations, has had to face strong pressures from big US institutional investors wanting to maximize the value of their holdings even at the expense of the survival of the company. Scottish Power and Scottish and Southern, using the assets of the South of Scotland Electricity Board and Scottish Hydro-electric, have both pursued very aggressive policies of external expansion and today two thirds of their employees are based outside Scotland. Given the scale of capital required, little scope exists here for smaller and newer firms. On the other hand, this would not seem to be the case for the renewables sector. Technologies for the production of power from wind, waves and biomass are relatively new and small-scale and energy markets for gas and electricity are local.

Yet, on investigation, there is little evidence of significant activity by smaller Scottish owned firms. The results, summarized in Table 10, show most of the listed smaller companies to be non-operative. 11 were either in receivership or in the process of being dissolved. A further 61 were either dormant or had had no turnover since 2000 – although many of the dormant companies were wind-farm schemes awaiting development permission. This leaves 34 active companies. Of these eight are small locally owned

**Table 8: Scottish Registered Distillers (SIC 1571) by Size & Ownership**

	Scottish Family	Scottish Family/UK Overseas Parent	UK Holding	UK/Overseas	Overseas Holding
Turnover > £30m	3	2	1	-	6
Turnover £10m-£30m	1	2	-	-	1
Turnover < £10m	2	1	-	1	8
No Recorded Turnover	31	2	4	-	6
Other Registered Subsidiaries	7	1	1	-	-
Dormant	27	1	1	-	11
In receivership or Dissolved	3	-	-	-	-
Totals	74	9	7	1	32

hydro schemes. Twelve companies derive from the big three energy companies and their subsidiaries. Nine are overseas or English-controlled. Only six are Scottish owned, and of these two were owned by a local authority and one by a University. Looking at the renewables sector the majority of companies, including many of the dormant companies, were owned either by the big three energy giants or by major international energy firms: the German RWE, the Norwegian Fred Olsen Renewables and the US and Canadian firms GE Wind (previously Enron Wind), Dynamotive and Ridgewood. The number of Scottish owned companies having a significant interest in renewable energy production, either through wind or biomass, does not appear to exceed four.

### Spinning

Our analysis of the textiles industry in Scotland was narrowed to the 75 Scottish registered firms listed under SIC 171, the preparation and spinning of textile fibres. Spinning traditionally represented the core of Scottish textiles, itself the leading sector for the first stage of Scotland's industrial development. Well into the twentieth century it sustained the biggest section of the industrial labour force. Since 1945, however, textiles have struggled to survive and since 1996 the industry's decline has deepened. Employment has fallen from 40,000 to 20,000 and capital expenditure has been the lowest of any industrial sector

Of the 75 firms that are registered under SIC 171 a majority was found to be non-operative. 21 firms were either in receivership, in liquidation, or fully dissolved. There were 18 firms that registered a turnover of over £100,000 but only four of these could be categorised as Scottish family-owned. The other 14 firms of this size are mainly subsidiaries of larger companies at a Scottish, UK or overseas level with two firms registering substantial institutional shareholdings at a UK level. Of the 33 firms that registered no cash flow eighteen were found to be Scottish family-owned. On the other hand, none of the five major firms with turnover in excess of £10 million are Scottish family-owned. The largest firm, Dawson International plc, has a majority of its shares owned by two UK institutions and the second largest firm, Dawson International Trading Ltd, is a subsidiary of the first. The other three major firms, Moorbrook Textiles Ltd, Bonar Yarns & Fabrics Ltd and J. & D. Wilkie Ltd are all subsidiaries of holding companies based at a UK level, none of which are Scottish family-owned.

To conclude. Of the three areas examined only whisky shows any significant presence of Scottish owned firms even among smaller companies. And developments in whisky itself show that their presence there is precarious.

**Table 9: Analysis Of Scottish Registered Distillers (Sic 1571) By Size & Ownership**

	Scottish Family	Scottish Family & UK & Overseas	UK & Overseas Institutions	UK Holding Company	Overseas Holding Company
No of Firms	74	9	1	7	32
Turnover (£M)	650	316	3	635	544.5
Percentage of total turnover	30	14.5	0.1	29.5	25

**Table 10 SIC 401 and 402 Electricity and Gas production and distribution**

	Big three Scottish registered energies companies and subsidiaries	Local Scottish hydro companies	Scottish	English	Overseas	Total
Companies with £100,000 and over turnover	11	1	4	1	6	23
Below £100, 000 turnover	1	7	1	1	1	11
No cash flow	5	13	2	4	13	37
Dormant	0	2	2	3	17	24
In receivership or dissolved						11
Total	17	23	9	9	37	96 (+11)

## Conclusion

There seem to be three main conclusions. The first is to underline the correctness of Ashcroft's critique of the Royal Bank's claim that its Top 100 generated value added equivalent to 56 per cent of Scottish GDP. He demonstrates that, where employment figures were available, less than a third of those employed were based within Scotland. The deficit for the other main item within value added, distributed profits, would seem to be even bigger. Taking into account both external ownership through holding companies and external share ownership, then considerably less than a quarter of the total profits for these companies could be validly attributed to Scotland's economic balance sheet.

The second conclusion is the need for more research. The Scottish Executive statistics are certainly far superior to anything available before. The Inter Departmental Business Register, maintained by ONS, provides a massive data source and it would seem to show the existence of a large substratum of Scottish-owned companies across most of the economy. Yet our three sample areas failed to produce more than a few Scottish-owned firms even at the level of the smallest companies. It could be that our chosen areas were untypical. It may, however, be that the attribution of ownership, using Dun and Bradstreet, is less than comprehensive or, at small company level, misleading because of its reliance on holding company information rather than the residence of the dominant shareholders.

The third conclusion is to stress the importance of this knowledge for policy making. When John Firm undertook his research on ownership in the 1970s his main conclusion was to warn against undue reliance on branch plants. Unfortunately, this warning proved only too correct. While manufacturing employment has fallen by half, the biggest drop has been in British-owned branch plants, previously the largest sector. More recently, the big reduction in the overseas owned IT sector demonstrates similar problems when multinational corporations find themselves compelled to rationalize output globally. What of the build up of big external institutional shareholdings? This is a somewhat newer phenomenon and the dangers less obvious. Maximising shareholder value could simply mean greater pressure on managers to manage effectively. Often, however, it can also mean maximizing value in the shorter run through aggressive policies of external acquisition and merger – or, conversely, marketing the assets to external bidders. Both types of pressure have been witnessed in Scotland over the past decade. Both have potentially serious implications for new investment within Scotland itself. If this trend is indeed combined with a weak substratum of smaller Scottish owned companies, then it should be a matter of very considerable concern to policy makers.

**Table 11 SIC 171, Preparation and Spinning of Fibre Textiles**

	Scottish Family	Scottish Family + Scottish Institutions	Scottish Family + Overseas Institutions	Scottish Family + UK Institutions	UK Institutions	UK Holding Company	Overseas Holding Company	Total
Turnover £100,000 and over	4	0	0	1	1	10	2	18
Turnover under £100,000	1	1	0	0	0	0	1	3
No Cash Flow	18	1	1	0	0	7	6	33
Dormant	1	0	0	0	0	4	0	5
Receivership, Liquidation, or Dissolved								21
<b>Total</b>	<b>23</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>17</b>	<b>9</b>	<b>54 +21</b>



## Appendix 1: Listing of RBS top 100 firms by category of ownership

	Scottish family Scottish family	Scottish family & Scottish institutions	Scottish family UK & Overseas institutions	UK & & UK institutions	UK institutions	overseas institutions	UK holding companies	UK diversified	Overseas holding companies
Value added £m	835	718	1119	710	563	19,315	4052	6585	4918
Per cent	2	1.7	2.7	1.7	1.4	47.7	9.9	16.1	17.2
Companies	Arnold Clark 187 City Refrigeration 84 Edrington 102 Macdonald Hotels 59 Mackay Stores 52 Miller 91 DC Thomson 71 Turner and Co 70 William Grant 119	Menzies 206 Lothian Buses 50 Grampian Country Foods 360 Robert Wiseman Dairies 102	Stagecoach 1119	John Wood Group 430 Johnson Press 280	ASC0 68 British Polythene Industries 110 ISIS Asset Management 68 Motherwell Bridge 110 Shanks 207	Abbot Group 219 Aberdeen Asset Management 58 Aggreko 184 British Energy 115 Cairn Energy 93 City Centre Restaurants 100 Devro 67 Forth Ports 97 Low and Bonar 68 House of Fraser 181 MITIE 286 Paladin Resources 108 Premier Oil 175 RBS 10,861 Salversen 361 Scottish and Newcastle 1485 SMG 123 Scottish Power 2195 Scottish and Southern Energy 1105 Thus 99 Weir 293	Abbey National Financial 114 Abbey National Life 94 Abbey National SMA 74 Alldays 91 AWG Construction 133 BP Exploration 1657 Britoil 762 Blane Leisure 58 Diageo 98 James Finlay 51 Glasgow Airport 49 Keyline Builders Merchants 51 Lloyds TSB Scotland 142 Martin Retail 63 Petrofac Facilities 91 Scotrail Railways 72 Scottish Widows Services 213 Stakis 113 Tullow Oil 66 TP 60	First Group 1316 HBOS 5,269	ABB Velco Gray 49 Aviagen 73 Babtie 109 BJ Services 57 CNR International 118 Chevron 245 Chivas 63 Clydesdale 234 Conocco 530 ENI 124 Ethicon 54 GE Caledonian 63 Harper Collins Publishing 52 Hewden Stuart 169 Hewlett Packard 66 Inveresk Research 99 Inverness Medical 79 Jabil Circuit 69 Johnson and Johnson Medical 71 Kwik Fit 106 Kerr McGee Mobil 314 National Australian Group 96 NCR Financial Solutions 80 Robert Bosch 81 Salamis 53 Scottish Equitable 196 Sun Micro Systems 65 Talisman 664

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