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DISSERTATION

JERÓNIMO MARTINS AND INTERNAL SOCIAL
RESPONSIBILITY – A CASE STUDY ON EMPLOYEE
PARTICIPATION

SARA INÊS PIRES KARIM

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SARA INÊS PIRES KARIM

SUPERVISION

PROFESSORA DOUTORA CARLA CURADO

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ABSTRACT

Companies have been investing time and money in the development of Internal Corporate Social Responsibility programs, aiming to satisfy their employees' needs and demands and to generate benefits for their business, to reinforce their legitimacy and to prevent potential threats (Porter and Kramer, 2006).

This research aims to understand the participation of Jerónimo Martins' employees in the definition of the scope of its Internal Corporate Social Responsibility, namely regarding employee expectations and needs and the correlation between them and the company's initiatives. This was done resorting to a two-level analysis: of the company's 2014 Corporate Responsibility Report and of a set of interviews done to a random sample of Jerónimo Martins' employees.

Keywords – Employees; Internal Social Responsibility; Human Resources; Corporate Social Responsibility; Stakeholders.

RESUMO

As empresas têm vindo a investir tempo e dinheiro no desenvolvimento de programas de Responsabilidade Social Interna, com vista a satisfazer as necessidades e exigências dos seus colaboradores e a criar benefícios para os seus negócios, reforçar a sua legitimidade e prevenir potenciais ameaças (Porter e Kramer, 2006).

Este estudo visa compreender a participação dos colaboradores do Grupo Jerónimo Martins na definição do espetro da sua Responsabilidade Social Interna, nomeadamente no que toca as expectativas e necessidades dos colaboradores e a correlação entre estas e as iniciativas da empresa. O estudo foi feito com recurso a uma análise de dois níveis: do Relatório de Responsabilidade Corporativa de 2014 da empresa e do conjunto de entrevistas realizadas junto de uma amostra aleatório de colaboradores do Jerónimo Martins.

Palavras-chave – Colaboradores; Responsabilidade Social Interna; Recursos Humanos; Responsabilidade Social Corporativa; *Stakeholders*.

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1. INTRODUCTION

Businesses have always struggled to earn and maintain their place in society. Their legitimacy continues to face challenges and managers urge to justify their companies' existence in an ecosystem that is not so rarely unstable (David, 1960; Porter and Kramer, 2006).

Corporate Social Responsibility (CSR) becomes, especially in the beginning of the 20th century, a way of legitimating and sustaining the *raison d'être* of a company. The idea that businesses should give back to society brings several issues with it, being one of the main regarding the economic efforts allocated to this "social investment" (Carroll and Shabana, 2010) in particular.

Despite being a relatively common practice among companies, and millions are being invested in it, there is evidence that CSR isn't reaching its full potential (Bhattacharya, Sen and Korschun, 2008). One of the reasons pointed out by researchers to justify this unachieved potential has to do with employee information and involvement in CSR processes (Bhattacharya et. Al, 2008; Peng, 2014).

The present case study verses over the specific case of the participation Jerónimo Martins group employees in its Social Responsibility, more specifically in the definition of the company's Internal Social Responsibility scope. How deep is the gap between the company's internal CSR goals and their employees' expectations and needs?

Jerónimo Martins Group is one of the biggest companies in Portugal, operating in Food Distribution, Food Manufacturing and Service sectors. It comprehends a universe of 86,563 employees and 3,435 stores and is part of PSI-20, the benchmark stock market index of companies that trade at Portugal's main stock index - Euronext Lisbon.

In 2014, the group registered €12,680 Million in sales, revealing an EBITDA of €733 million (Corporate Responsibility, Jerónimo Martins, 2015).

2. LITERATURE REVIEW

Despite being a concept developed in the early days of business and corporations, Social Responsibility is, still, a difficult concept to define, delineate and measure, mainly due to the “proliferation of approaches, which are controversial, complex and unclear” (Garriga and Melé, 2004). In the literature that verses over Corporate Social Responsibility one finds a multiplicity of definitions of the term itself, but there are also common notions across the several texts. The interaction between society and businesses and corporations, the impact of companies in economy, politics and in the environment, the concept of corporate citizenship, company mission, vision and values, and the role of stakeholders are some of the cross-cutting themes among researches and theories (Garriga and Melé, 2004).

Aimed to the “well-being of all stakeholders”, through the development of interactive relationships, CSR has gain importance within business management theories and practices (Ali et. al, 2010; Morsing and Schultz, 2006). Throughout the years, there has been an important development of an approach that sees stakeholders as sources of competitive advantage and that highlights the importance for organizations to develop and maintain good and productive relationships with their shareholders, employees, local communities and others (Werther and Chandler, 2011).

Focusing on employees as one of a company's many stakeholder dimensions, it is possible to find several CSR themes in Human Resources policies, usually related to health and safety issues, workers' rights, equality of treatment, work-life balance and/or personnel satisfaction (Peng, 2014). This internal approach of CSR practices has as its main focus "the physical and psychological working environment of employees" (Peng, 2014).

As it will be further shown, literature has been focusing in the definition of the concept and scope of Corporate Social Responsibility, but also, in the assessment of stakeholder involvement in both internal and external dimensions of CSR and its impact in CSR outcomes (Garriga and Melé, 2004).

2.1 Defining CSR - Corporate Social Responsibility Theories

CSR is a concept that has been analyzed within different perspectives. As Garriga and Melé (2004) showed, whilst trying to "chart the territory" of this rather inconsistent topic, there are some CSR theories that perceive it only as a "strategic tool", in order to mostly reach economic goals – *instrumental theories* -, whereas others assume that organizations have to accept their "social duties" in order to thrive and to build on their social power, and that social responsibility is a part of a "social contract" with direct and indirect obligations towards society (Donaldson, 1982) – *political theories*. Another group of CSR theories – *integrative theories* – defends that companies depend on society to succeed, thus having to answer social demands in order to survive; and lastly, *ethical theories* understand that organizations have an ethical sense of obligation towards

society, thus having to assume and accept social responsibilities (Garriga and Melé, 2004).

This framework was built by Garriga and Melé (2004) by resorting to Parsons' theory of the social system (Parsons, 1951), through the assumption that CSR theories focus on one of the four aspects of "social reality", which are economics, politics, social integration and ethics.

Stakeholder management theories are seen by Garriga and Melé (2004) as part of the integrative theories group and, according to the authors, comprise activities oriented to specific groups of people or entities who affect or are affected by an organization's activities, aiming to "integrate groups with a stake in the firm into managerial decision-making". The engagement of stakeholders in CSR policies is not a random decision. In recent decades, stakeholders have been growing in importance as part of a company's long-term value creation process (Morsing and Scultz, 2006).

2.2 Corporate Social Responsibility and Stakeholders

Companies have become more and more aware of stakeholders' role in their survival and success (Werther and Chandler, 2011). While stakeholders resort to firms to access products and services they need, these depend on "suppliers, customers, employees, and other stakeholders for the societal legitimacy they need to remain in business" (Werther and Chandler, 2011).

A stakeholder approach allows companies to know whom has a stake in them and to know how to prioritize often competing demands (Werther and Chandler, 2011), generating an increased value and diminishing the risks of not considering relevant

aspects in their relationship with stakeholders. Becoming aware of their importance is a driver for companies to develop interactions based on a “relational and process oriented view” (Morsing and Schultz, 2006) and CSR, when effectively integrated in an organization’s mission and vision, becomes a way to assess stakeholder demands, to prevent crisis and collateral damages, to generate added value to company’s activity and also to differentiate it from its competitors and to evaluate its impact on the external environment (Werther and Chandler, 2011).

An organization’s reputation is strongly affected by its responsible actions. Stakeholders react to messages about “corporate ethical and socially responsible initiatives” (Morsing and Schultz, 2006) and CSR may be used to strengthen relationships with the several groups that affect or are affected by a company’s activity (Ali et al, 2010).

2.3 Corporate Social Responsibility and Employees

Throughout CSR research, employees – one of a company’s most important stakeholders - are seen in different perspectives and raise different issues. Many researchers share an advocacy for handling CSR and employees in a “holistic way” (Peg, 2014). The truth is that Corporate Social Responsibility can become a key factor in the company-employee relationship and can be used to “build strong employee bond with corporations and to achieve better employee and organizational performance” (Ali et al, 2010).

For instance, an organization’s CSR activities are seen as a “legitimate, compelling and increasingly important way to attract and retain good employees” (Bhattacharya, Sen and Korschun, 2008; Peng, 2014), adding a human touch to organizations and becoming

a significant point of differentiation, depicting them as a contributor to society, instead of an “entity concerned solely with maximizing profits.” (Bhattacharya et. Al, 2008; Grant, 2012). Researchers have also pointed out that CSR can be seen as a motivational factor for employees to become more inspired, trust the company more and become more productive and focused on quality (Bhattacharya et. Al, 2008), since they have the tendency to support social initiatives like “progressive labor relations policies, safety, and financial security and workplace amenities, such as childcare” (McWilliams and Siegel, 2001).

In addition, employees can also be seen as a driver for the development and application of CSR initiatives (McWilliams and Siegel, 2001) and become the focus of those initiatives, as it is the case of internal CSR.

2.4 Internal Social Responsibility

As seen previously, “the reason for CSR in gaining much importance is due to the fact that it is related to the well-being of all stakeholders in the organization (...)” (Ali et. Al, 2010). Companies have become aware of their employees’ importance and have been expressing concern for their health and well-being, for their training and career opportunities and also for their work-life balance (Peng, 2014).

The internal dimension of CSR “involves social responsibility practices for employees especially in the area of their safety, health and well-being, training and participation in the business, equality of opportunities and work-family relationship” (Ali et. Al, 2010). These internal CSR policies and initiatives are frequently an integrated part of a company’s general CSR program and can be materialized in health insurances and other

health programs; “back to school” initiatives as well as management training courses, family support initiatives (e.g. elderly and childcare) and financial support for employees in need, which can take form as fundraising and/or money donations but also as financial education activities or debt payment aids (Peng, 2014).

The definition of the scope of a company’s internal CSR is, mostly, on the hands of the managerial team – in the biggest organizations, there is usually a CSR department that also deals with the internal dimension of it. But, researches have been warning companies about the importance of involving stakeholders in order to “develop and promote positive support as well as for the company to understand and concurrently adapt [CSR] to their concerns (...)” (Morsing and Schultz, 2006).

So, how and when do employees participate in the definition of internal CSR’s scope? Does internal CSR really takes into account employee motivations, necessities and other insights? Or does internal CSR reach its target only in the implementation phase? Are these practices allowing it to reach its true potential?

2.5 The challenges in CSR-Employee relationship

Usually, CSR is analyzed using a bottom-down approach, focusing “on the perspective of the CEO or other top executives” (Wood, 2007). However, as found earlier, employees are a part of CSR, whether as influencers, boosters or recipients. Especially in internal CSR policies, employees become a key-player, being the starting point of this dimension – since it is aimed to them – but also an element in the definition of the policies’ scope and application and, obviously, as main beneficiaries of it.

A top-down approach, whether in general or in internal CSR, has been raising some questions among several researchers of this topic. As stated earlier, non-managerial employees are not only the majority of a company's working force, but often are the ones that perform and/or benefit from CSR. Their perspectives and involvement in the definition of internal CSR follows a "holistic view" of employee participation in a company and could bring relevant outcomes for these initiatives (Peng, 2014).

Also, despite having become a more common business practice, CSR is still a dimension hard to define, to implement and its results are still hard to measure (Garriga and Melé, 2001). As one of the main criticisms and improvement points, researchers have been referring a disarticulation between CSR and a company's vision and mission: "Some of the criticisms and skepticism surrounding CSR efforts can be traced to the fact that they have been initiated without considering their overall relationship to the company's vision and mission. Well-intending but ad-hoc efforts frequently result in undesirable long-term effects" (Brønn, 2001). Besides this failure in interconnecting CSR to their mission and vision, organizations commonly fail in productively communicating these concepts to stakeholders, especially employees.

But barriers in the CSR-employee relationship go further. Bhattacharya, Sen and Korschun (2008) list what they find as "limitations of internal marketing lever". Keeping employees "at arm's length, not communicating the extent and details of their CSR efforts" in a consistent way; formulating CSR programs without considering employees' needs, perspectives and CSR potential to generate positive outcomes for them; and

taking a top-down approach in CSR programs are the main internal barriers that these authors describe.

By committing these flaws, companies, especially their top management, end up by keeping CSR – and internal CSR - at an epidermal level (Brønn, 2001). And, through the exclusion of employees in CSR processes since their very beginning, firms will find difficult to promote their participation in a more operational level but, also, to create “sustained employee participation”, a prolonged (in time and in commitment) employee involvement in CSR activities (Grant, 2012).

Non-managerial employees constitute a group of stakeholders that is rarely included in CSR researches. However, it “(...) comprises many of those who undertake the day-to-day implementation of corporate citizenship activities” (Wood, 2007). Their inclusion in CSR processes can translate into more motivation of lower-level employees, leading to more meaningful CSR outcomes (Wood, 2007). Especially regarding internal CSR, it is possible to understand the urgency in involving employees throughout this entire process.

3. RESEARCH QUESTION

As the previous chapter, at least at some extent, introduced, employee participation in Internal Corporate Social Responsibility is still a matter lacking in analysis and it is still needed to find better ways to expand and improve employee involvement in internal CSR (Morsing and Schultz, 2006). Researchers have mainly focused on top management

and have not tried to understand the role of non-managerial employees in the process of defining the scope, targets, budget, performers, and other aspects of CSR and, moreover, of Internal Responsibility, where they can be both the focus and the result of it (Wood, 2007).

Aiming to bring findings in this matter that could be further analyzed and applied to other cases, the present research focus on one of the biggest Portuguese corporate groups – Jerónimo Martins - which presents a multidisciplinary CSR program, including different approaches regarding employees. It is intended to understand the participation of the company's employees in the definition of Internal Corporate Social Responsibility policies.

To do so, it is indispensable to know more about the company, about its CSR approach and internal CSR programs and where and how it places employees along this chain. But it is also mandatory to reach employees and comprehend how they see themselves placed regarding CSR and what are their expectations and needs regarding it. The following chapters focus on the Jerónimo Martins' group and in the analysis of the interviews done with a random sample of the company's non-managerial employees about this topic.

4. THE JERÓNIMO MARTINS GROUP

The Jerónimo Martins (JM) Group was founded in Portugal in 1792 and its activity range has been growing and suffering redefinitions and readjustments since then. Currently, it operates in three main business segments: Food Distribution, Food Manufacturing and Service sectors; being the former its main activity.

The group has an international operation: in Portugal it is present with the supermarket chain Pingo Doce and with the cash & carry chain Recheio; in Poland with the food store chain Biedronka and in Colombia with the chain Ara. Regarding Manufacturing, JM operates through its holdings in Unilever Jerónimo Martins and in Gallo Worldwide. Its business portfolio also includes an area that covers marketing, representation and restaurant services.

4.1 MISSION AND STRATEGY

In JM Group's website (www.jeronimomartins.pt), it is possible to access the company's Mission and Strategy statements. In these statements, there is a strong reinforcement of the concepts of sustainability, development and value creation.

JM's mission aims to "satisfy the legitimate interests of Shareholders in the short, medium and long term, while simultaneously contributing towards the sustainable development of the regions in which it operates". Value creation and sustainable development are listed as the cornerstones of the group's mission, "within the framework of its Corporate Responsibility".

Regarding the strategy, two main axis are defined: Sustainable Development and Value Creation (through "continuous reinforcement of the balance sheet strength"; "risk management in asset value preservation"; "maximisation of economies of scale and synergies; and "promotion of innovation and a pioneering spirit of factors of development of competitive advantages").

Sustainable development, as shown in both JM's website and in its 2014 Corporate Responsibility Report, is part of the Group's strategic orientation, focusing on the incorporation of **environmental and social concerns**.

Within this section, JM's management declares assuming **five priority commitments**, which are:

1. **Promoting Health through Food** by developing private brand product ranges of "great nutritional quality and flavour and with a high level of food safety";
2. **Respecting the Environment** through the minimization of negative environmental impacts;
3. **Buying Responsibly**, especially by giving priority to local and/or national suppliers and products and by developing "lasting commercial relationships";
4. **Supporting Surrounding Communities** through fighting hunger, malnutrition and social exclusion within children/young people and the elderly;
5. **Being a Benchmark Employer**, namely by "promoting fair and competitive" salary policies, by betting on the development of the Group's human capital and improving working conditions.

The last commitment – Being a Benchmark Employer – is directly related to Internal Social Responsibility and it is the starting point for two main steps in this work. The first step is to gather information about what the Group has been doing in order to fulfil this commitment – impacted areas, investment values, involved stakeholders, etc. The second step is to understand the extent and outcomes of the actions taken in order to make Jerónimo Martins a "benchmark employee" – are the main stakeholders of this commitment satisfied or even aware of it? Do they participate in the definition of this' commitment's scope? How can employee participation in this process impact the maximization of this investment made by the Jerónimo Martins' Group?

5. METHODOLOGY

“(...) the case study’s unique strength is its ability to deal with a full variety of evidence (...)” – Yin, 2014.

In order to answer the previously referred research question, it is requested to understand several issues related to it. Namely, what is JM’s CSR scope and extent – especially regarding internal CSR -, what areas does it include in CSR actions and which employees are called to action and at what times during the process.

Content analysis is a crucial part of this research and the latter comprises the analysis of two levels of sources (Yin, 2014). Written sources are one of the levels and, specifically, JM’s 2014 Corporate Social Responsibility report. The second level is composed by the outcomes of the interviews done with a random sample of non-managerial Pingo Doce employees.

5.1 Data Collection

Corporate Social Responsibility reports are a tool used by companies to communicate with their stakeholders (Morsing and Schultz, 2006). Jerónimo Martins produces an annual CSR report that constitutes itself as one of the most important ways for the company to inform stakeholders about its intervention in this area. Thus, the latest report available – regarding 2014’s activities – presents itself as a way to perceive the organization’s stand on this matter and understand employee participation - especially regarding the definition of internal CSR. So, this document was analysed in order to understand the company’s stand on this matter.

On the other hand, in order to identify JM employees' perspective regarding their participation in the definition of internal CSR of the company where they work, it was necessary to interview a random sample of workers. Interviews are "an essential source of case study evidence" (Yin, 2014) and allow to reach employees and gather unfiltered information on the matter. Taking into account the exploratory purpose of this case study, the semi-structured interviews conducted had as goal the achievement of open-ended answers, aiming not to limit nor close the scope of the study (Bell and Bryman, 2003).

Interviews were conducted with 75 non-managerial Pingo Doce employees, in the Lisbon area, and lasted, in average, 8 minutes. Conversations were held in presence at Pingo Doce stores – Parque das Nações Norte, Odivelas, Linda-A-Velha, Póvoa de Santo Adrião, Alverca and Quinta do Conde-, where one employee at the time answered questions about Internal Social Responsibility – in general and regarding JM's Group.

Firstly, in order to assure that every participant started the interview with a basic notion of Internal Corporate Social Responsibility, it was done a small – and simplified - introduction to the concept by explaining that Internal Corporate Social Responsibility refers to the policies and activities voluntarily developed by companies regarding their employees' well-being and development (Vives, 2006).

The questions asked to participants contemplated four main guidelines/axis:

1. What employees most associate to a company's internal social responsibility;
2. To what extent do employees know, recognize and resort to their own firm's Internal Corporate Social Responsibility programs and activities;

3. How employees perceive their participation in the process of Internal Corporate Social Responsibility;
4. What Internal Social Responsibility areas and programs employees find most important and/or priorities.

Interviews were recorded and transcribed and data analysis followed.

5.2 Sample

Jerónimo Martins' employees were interviewed resorting to purposeful sampling (Kurasaki, 2000).

Based on the information gathered about the Jerónimo Martins Group and about Internal Corporate Social Responsibility as a business concept, employees were interviewed in order to gather their insights regarding how they perceived their involvement in the definition of the company's internal CSR scope.

There were interviewed 75 employees. The average age of the interviewed employees was, approximately, 35 years old; with a minimum and maximum ages of 21 and 59, respectively. Employees worked, in average, approximately 8 years at the Jerónimo Martins Group, being 34 years the longest time an employee worked for the company.

5.3 Data analysis method

Content analysis' core is inference, which aims to deduce in a logical way knowledge about a message. To do so, content analysis resorts to a set of instruments and procedures that allows and guarantees it to become more reliable and productive in its conclusions (Bardin, 2013).

After defining and gathering the set of documents to be analyzed, exploration, coding and categorization follows. After these steps, one can consider to hold a relevant basis to infer, analyze and retrieve conclusions from, which, hopefully, will be productive and produce new research starting points on the matter.

As stated, in this specific case, two sets of sources were analyzed. JM's most recent Management report is one of those sources, which was reviewed with the intention to find and isolate references to topics that relate to this research's scope (e.g. mission, vision, responsibility, development, employees, etc.).

Regarding the interviews, these were firstly transcribed and then, similarly to the method applied to the CSR report, segments that connected to internal CSR and employee expectations, perspectives and interventions (Bardin, 2013) were highlighted and isolated.

After reading, examining and highlighting the report and the interview results, thematic enumeration was the following step, since it became important to isolate statements and concepts – which are referred to as indexes. (Bardin, 2013; Kurasaki, 2000).

After finding the indexes, the challenge was to construct “precise and secure” indicators: text fragments in comparable categorization units that allow thematic analysis and coding. After creating a comparable basis of units, it became possible to compare and confront these units, build an updated framework of employee participation and retrieve some conclusions and future prospects.

6. CONTENT ANALYSIS

6.1 2014 Jerónimo Martins Corporate Responsibility Report

Jerónimo Martins' Group annually produces a document which lists the company's social responsibility policies, investments, actions and outcomes, etc. This document aims to inform stakeholders about JM's actions in the previous year and also lists CSR goals for a determined period of time.

In the case of the 2014 report, the document is divided in 11 chapters (Our approach; Engagement with Stakeholders; Highlights 2014; Promoting good health through food; Respecting the environment; Sourcing responsibly; Supporting surrounding communities; Being a benchmark employer; Commitments for 2012-2014; Commitments for 2015-2017; and The global compact principles).

For this research, the report was analysed thematically, intending to find "sense cores" whose appearance, absence and frequency were used to reach a conclusion about CSR participation (Bardin, 2013). Firstly, a generic evaluation was done, highlighting major parts of the report that would fit into more comprehension criterions.

There were gathered categories that comprise what were considered major Corporate Social Responsibility keywords present in the 2014 Management Report. These categories comprise several indexes (and due frequency), which may be understood as indicators of Jerónimo Martins' overall strategy as well as CSR and Internal CSR perceptions and strategy.

The main categories that emerged from text segments grouping were **Responsibility** (39 frequencies); **Sustainability** (86); **Human Resources** (124); **Business**

Strategy/Development (52); Quality (29); Community (57) and Health (36) (Bryman and Bell, 2003). (See appendixes).

Table 1 presents the keywords inserted in the Human Resources (HR) category. This insertion took into account the terms and expressions that directly relate to HR topics and internal initiatives. The aim was to understand the relevance given to this topic in the report and the results show that the HR category, besides being the category with most detected frequencies, includes a multitude of terms that range from training initiatives to salary policies, work-life balance programs and safety awareness initiatives – all closely, if not directly, related to internal CSR (Peng, 2014). In this document, the company allies core strategy and development concepts to its role in the community and its perception of internal corporate responsibility and employees are seen in the eye of this complementarity, whether as receivers of the company’s CSR efforts (e.g. workplace health and safety; concerns in work-life balance; etc.), or performers (e.g. volunteering, Christmas projects, etc.).

Table 1 2014 Corporate Responsibility Report - CSR Keywords | Category: Human Resources

CSR Keywords 2014 Corporate Responsibility Report			
Category	Keywords		
Human Resources	Being a benchmark employer (3)	Employer branding (1)	Legal advice (1)
	Benefits (1)	Equality (2)	Management trainees programme (4)
	Child and adolescent development clinic (1)	Ethical standard (1)	Management development (2)
	Collective bargaining (1)	Executive training program (1)	Non-discrimination (2)
	Commitment to our employees (1)	External recruitment (1)	On-the-job training (2)
	Communication channels (2)	Family (3)	Organizational culture (1)
	Communication with employees (1)	Financial guidance (3)	People management (1)
	Compensation (1)	Food vouchers (3)	Performance appraisals (1)
	Creating employment (3)	Freedom of association (1)	Personal development (1)
	Employee assistance services (2)	Global learning (1)	Psycho-social risk (1)
	Employee awareness (2)	Health and safety in the workplace committee (1)	Recruitment (3)
	Employee commitment to prevention (1)	Holiday camps (1)	Remuneration (3)
	Employee development (1)	Human resources (2)	Salary policy (3)
	Employee expectations (1)	Internal awards (2)	Scholarships (2)
	Employee life cycle (1)	Internal campaign (1)	School kits (1)
	Employee needs (1)	Internal charitable campaign (1)	Social emergency fund (3)
	Employee quality of life (2)	Internal communication (1)	SOS Dentist (2)
	Employee satisfaction (1)	Internal mobility (2)	Talent attracting processes (3)
	Employee support (4)	Internal volunteering (1)	Union activity (1)
Employee talent (1)	Internships (1)	Workers’ rights (4)	
Employee training (6)	Invest in our people (1)	Working conditions (1)	
Employees’ children (5)	Junior achievement (1)	Working environment (1)	
Employees’ conduct (2)		Zero accident tolerance policy (2)	

	Employees in need (1)	Learn and develop internal program (1)	
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Also, regarding internal CSR (Peng, 2014), the report gives great attention to employee training, being the indexes related to managerial and non-managerial training and development the ones that are quoted the most. But there are also references to workers' rights, safety at work and to social supports given by the company; mostly in an enumeration of what has been done during the year of 2014 regarding internal CSR. These results show that the HR category is an important part of JM's communication to stakeholders, thus occupying a substantial part of this annual report. However, the chapter dedicated to HR - "Being a benchmark employer" - is one of the final chapters of the document, in contrast, for example, with the chapter dedicated to environmental sustainability.

In addition, in a whole, there is no reference to internal or external CSR definition process. Mentions to internal strategy always appear within a closed perspective, showing what was done but not mentioning why nor who decided to do what or when. The absence of references to the elaboration process of internal CSR policies suggests that either this a long defined process, thus not being considered a novelty worthy of notice in an annual report, or it is not considered as a relevant information for stakeholders – the report's targeted audience.

6.2 Interviews

As explained previously, interviews with JM's employees were held in presence and lasted an average of approximately 8 minutes (see appendixes). Conversations started with a simple explanation of what internal CSR is, in order to assure that all participants were presented to the concept.

In all of the 75 interviews, interviewees were asked to choose a concept which they associated the most with internal CSR. It was presented a list of terms but they were given the possibility to suggest other term than the ones presented. The terms presented were based on the research done and chosen in order to represent different internal CSR dimensions: “Support”; “Development”; “Health” and “Family”.

The majority (48%) chose “Support” as the concept they most associated to internal CSR, followed by “Family” (14.7%) and “Health” (8%). 2.6% of the participants stated not associating any of the given terms to internal CSR but didn’t suggest any other term.

Secondly, participants were asked to name what was the area they personally considered that should be a priority for companies to intervene under internal CSR. Once again, choices were given in order to facilitate the conversations: “Health”; “Financial Support”; “Training incentives”; “Family support”; “Work-life balance [More specifically, flexible hours]”. 33.3% of interviewees stated that a company should consider “Health” as a priority for their internal CSR initiatives, whereas 24% chose “Flexible Hours”. Both “Training incentives” and “Financial support” where the less chosen categories – 12%.

Regarding their actual participation in the process of internal CSR, 48 employees (64%) stated not having participated in any activity in this area whilst 26 (34.67%) stated having participated in satisfaction surveys about internal CSR. One employee stated having participated in one meeting about this topic.

When asked about how they know about and engage with internal CSR, JM’s employees mentioned flyers (36%), posters (30.67%) and email (30.67%). Furthermore, workers have also referred the communication between the teams and the stores’ managers

(22.67%) and the internal magazine Por Nós (4%). A small percentage (9.33%) stated not having any knowledge about JM's internal CSR practices.

In order to understand the level of knowledge about internal CSR, interviewees were presented with several names of CSR programs and asked if those were JM's CSR programs or not. Participants had to identify the programs SOS Dentista, Programa de Bolsas de Estudo and Faça Contas à Vida as being part of the company's CSR portfolio. In the list where other names of programs that belonged to other Portuguese companies (Rotas com Energia; Tempo para Dar; Prevenir; and Portal do Colaborador). In all 75 interviews, none of the employees answered correctly to all programs and the program with only one wrong answer was SOS Dentista.

Lastly, another interesting result from the performed interviews has to do with the choices that each employee made when asked about to choose an area or initiative where he or she would like for the company to intervene. 28% of participants mentioned the creation of a daycare for employees' children and 24% would like for the company to enable them to go back to school. 17.33% would like to have flexible hours and 14.67% didn't suggest anything. In smaller percentage, employees also referred the improvement of health insurances, scholarships for their children, teambuilding initiatives, better financial support, training sessions and a bigger investment in the promotion of internal CSR initiatives.

7. CROSS-EVIDENCE ANALYSIS – FINDINGS

By segmenting and labelling, it was possible to interpret the documents and interviews' content in a more rigorous way, avoiding biased interpretations. Result interpretation

arises through the finding of main concepts that emerged from category codification of both documents and interviews (Bardin, 2013; Yin, 2014).

The confrontation between the two previous analysis enables us to find common ground and gaps between how Jerónimo Martins' perceives and develops employee participation in the definition of its internal CSR practices and how those employees perceive their involvement in this process.

7.1 The weight of Human Resources

The analysis of JM's 2014 Corporate Responsibility Report showed that the chapter about the company's Human Resources represents a significant part of this document. This may be justified by the fact that Pingo Doce was, in 2014, the largest employer in Portugal (Lourenço, 2015) and also because the company presents, as one of five priority commitments, to "Be a Benchmark Employer".

The fact that employee training and development is one of the most referred indexes in the document may portray the company's investment in employee development, a goal that is also present in its strategic goals. Despite not being the most mentioned topic during the interviews with employees, training is mentioned by some, perceived whether as an essential area for companies to intervene or as a personal goal to be achieved with the help of the company.

The same goes for Health, a topic that both sides gave relevance throughout this research, which shows that there are common points among both perceptions and that JM's internal CSR policy touches some of the topics considered priority for employees.

7.2 Employee expectations

The assurance of a work-life balance for employees is something that is considered by researchers as an element to take into account when it comes to employee performance and corporate results (Peng, 2014).

97% of interviewed employees mentioned one or more of the following topics: flexible hours; need for daycares with adjustable working times; team management needs; flexible schedules for returning to school initiatives; etc.

Despite the weight of work-life balance within the results from the interviews, this is not a topic that is referred in JM's report.

This gap may be justified by several reasons. One may be due to the fact that the company doesn't have the information about its employees' expectation regarding these themes. Other has to do with the fact the company may not perceive this topic as a priority and/or as a possibility in its current strategy.

7.3 Employee participation

The outcomes of the small 'test' done to interviewees about CSR programs may be seen as one way of 'measuring' the impact of these initiatives. None of the interviewed employees was certain about the names of the programs that belong to JM but the majority (90.67%) claimed having knowledge about those same initiatives.

Several sources were mentioned when it came to enumerate where workers could find information about the company's internal CSR practices – Flyers, posters, emails, etc. – but when it came to enumerate those same practices, workers were unable to do so. This may be seen as a consequence of a closed approach to this topic, since all the communication channels mentioned by employees can be defined as unidirectional.

This characteristic is also seen when one takes into account that the majority of JM's workers claimed not having participated in a survey or a meeting about internal CSR and those who claimed having participated, did satisfaction surveys, which means, only after practices and initiatives have been put into practice.

Whether in the report or in the interviews, employee participation in the definition of the scope of internal CSR was never mentioned.

8. LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

All scientific researches present limitations. Especially, in the case of the case study and qualitative researches, there are always concessions to make and parts of the analyzed reality that are not taken into account (Bardin, 2013).

In this particular case, one of the limitations that can be underlined is the sample size. Due to the dimension of the company, a sample of 75 employees can be considered limited.

Also, despite the important role of the Corporate Responsibility Report as a key communication instrument between the company and its stakeholders, this study does not contemplate interviews with the Chief People Officer nor with the Responsible for the Corporate Responsibility area, something that could bring other topics to the table.

9. CONCLUSION

In general, employee participation is a controversial topic among theories and among business managers (Wood, 2007). In the specific case of internal corporate social responsibility, this participation can mean something as big as the correspondence between practices and expectations, thus reflecting in their results and potential.

In this research, it was possible to understand that Jerónimo Martins presents an ambitious and multidisciplinary internal CSR program, taking into account several areas in which it intervenes.

From the interviews done with employees, it was possible to, firstly, understand that JM's workers recognize in the company an effort to improve their quality of life, which may be considered the generic reason of existence of internal CSR. Moreover, employees praised the internal communication channels developed by the company. However, what was also possible to find is that employees see themselves only as receivers of CSR, revealing to be seriously excluded from its definition process, which may be the reason for the existence of a gap between their expectations regarding internal CSR areas of intervention and a consequent disbelief and or disagreement between them and the company. Bringing employees to a more initial phase of the internal CSR process may also have repercussions regarding their motivation and satisfaction in the company.

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11. APPENDIXES

APPENDIX 1 – CORPORATE SOCIAL RESPONSIBILITY KEYWORDS – 2014 CORPORATE RESPONSIBILITY REPORT

Table II- 2014 Corporate Responsibility Report: CSR Keywords

CSR Keywords 2014 Corporate Responsibility Report				
Category	Keywords (frequency)			
Responsibility	Code of conduct (4) Code of ethics (1) Commitment (4) Corporate responsibility (3)	Corporate responsibility committee (1) Ethical concerns (2) Human rights (4) Indirect support (1)	Internal social responsibility (5) Responsible communication (1) Social concerns (1) Source responsibly (3)	Support (8) Volunteers (1)
Sustainability	Biodiversity (5) Carbon footprint (5) Climate change (4) Customer waste recovery (1) Eco-design of packaging (2) Eco-efficiency (3) Eco-efficient infrastructures (1) Eco-innovation (1) Ecological (1) Emissions (3)	Energy consumption (5) Environment (2) Environmental certification (1) Environmental challenges (2) Environmental concerns (3) Environmental conservation (1) Environmental criteria (1) Environmental impacts (2) Environmental management (5) Environmental monitoring (1)	Environmental performance criteria (2) Environmental policy (2) Environmental requirements (1) Food waste (2) Rationalisation of paper consumption (1) Recycling (1) Renewable energy (1) Respect the environment (4) Reusable packaging (1)	Socio-economic sustainability (1) Sustainability (1) Sustainable consumption (3) Sustainable development (2) Sustainable exploitation (1) Sustainable production (3) Sustainable sourcing policy (1) Water management (6) Water consumption (4)
Human Resources	Being a benchmark employer (3) Benefits (1) Child and adolescent development clinic (1) Collective bargaining (1) Commitment to our employees (1) Communication channels (2) Communication with employees (1) Compensation (1) Creating employment (3) Employee assistance services (2) Employee awareness (2) Employee commitment to prevention (1) Employee development (1) Employee expectations (1)	Employee support (4) Employee talent (1) Employee training (6) Employees (4) Employees' children (5) Employees' conduct (2) Employees in need (1) Employer branding (1) Equality (2) Ethical standards (1) Executive training program (1) External recruitment (1) Family (3) Financial guidance (3)	Holiday camps (1) Human resources (2) Internal awards (2) Internal campaign (1) Internal charitable campaign (1) Internal communication (1) Internal mobility (2) Internal volunteering (1) Internships (1) Invest in our people (1) Junior achievement (1) Learn and development internal program (1) Legal advice (2) Management trainees program (1)	People management (1) Performance appraisals (1) Personal development (1) Psycho-social risk (1) Recruitment (3) Remuneration (1) Salary policy (3) Scholarships (2) School kits (1) Social emergency fund (3) SOS Dentist (2) Talent attracting processes (3) Union activity (1) Workers' rights (4)

	Employee life cycle (1) Employee needs (1) Employee quality of life (2) Employee satisfaction (1)	Food vouchers (2) Freedom of association (1) Global learning corporate area (1) Health and safety in the workplace committee (1)	Management development (2) Non-discrimination (2) On-the-job training (2) Organizational culture (1)	Working conditions (1) Working environment (1) Zero accident tolerance policy (2)
Business Strategy/development	Continuous improvement (7) Corporate governance (1) Creating value (1) Dialogue (2) Economic development (3) Economic prosperity (1)	Engagement (3) Evolution (1) Global approach (1) Guiding principles (2) Influence (1) Long-term vision (1)	Make a difference (3) Partnerships (3) Positive contribution (1) Product innovation (1) Recognition (1) Significance (1)	Social development (2) Stakeholders (6) Strategic priorities (1) Suppliers (9)
Quality	Audits (7) Certification (9)	Certified products (1) Food quality (8)	Monitoring (1) Quality (2)	Quality system (1)
Community	Beneficiaries (1) Charities (1) Community (2) Contribution to society (1) Disadvantaged social groups (2) Diversity (1) Donation (6)	Education (4) Fair prices (2) Financial support (1) Food bank (2) Food donations (5) Food support (1) Informing consumers (3)	Institutional support (1) Local partnerships (1) Local production (2) Local suppliers (5) Monetary support (2) Poverty (1) Public awareness (3)	Social cohesion (1) Social framework (1) Social support requests (1) Social work (2) Support the communities (5)
Health	Food diversity (1) Food safety (9)	Good health (9) Health (9)	Healthy food (2) Malnutrition (1)	Nutrition (2) Nutritional reformulation (3)

APPENDIX 2 – INTERVIEW SCRIPT

Thank you for participating in this project. I am doing a Master's thesis about Internal Social Responsibility, which refers to the policies and activities voluntarily developed by companies regarding their employees' well-being and development. Do you have any questions about this definition?

Please tell me your age and for how long have been working at the Jerónimo Martins group?

Questions

- 1. Taking into account the definition of Internal Social Responsibility, what is the first word that comes to your mind? Support, Development, Health, Family, Education or other?*
- 2. Generically, a company can act in several areas regarding internal CSR: Health (e.g. health insurances, healthy life incentives, etc.); Financial support; Training incentives (e.g. scholarships, on-the-job training...); Family support (e.g. elderly care, newborn aids, etc.); and work-life balance (e.g. flexible hours). In your opinion, which area should be considered a priority for a company?*
- 3. There is always a moment when companies have to decide the areas in which their internal CSR will be developed. Have you ever participated in any survey or meeting regarding the definition of JM's internal CSR scope?*
- 4. Do you consider having information about JM's internal CSR initiatives? How do you know about them?*

5. *Can you tell if the following CSR programs belong to JM? – SOS Dentista (JM), Tempo para Dar (Delta Cafés), Programa Prevenir (TAP), Portal do Colaborador (GALP), Programa de Bolsas de Estudo (JM), Rotas com Energia (EDP), Faça Contas à Vida (JM).*
6. *Do you recall any CSR initiative that you have considered a great idea? Which one?*
7. *Lastly, if you could be given any opportunity by the company, if you could choose any initiative to be implement by the JM group, what would you choose?*

APPENDIX 3 – INTERVIEWS

Table III - Interviews

Pingo Doce Store	Interview	Gender	Age	Time in the Jerónimo Martins Group (Years)	Duration
Parque das Nações Norte	No. 1	M	31	16	00:08:33
	No. 2	F	28	8	00:10:11
	No. 3	F	56	4	00:06:59
	No. 4	F	42	14	00:16:53
	No. 5	F	27	7	00:06:07
	No. 6	F	25	1	00:09:51
	No. 7	M	38	4	00:10:40
	No. 8	M	28	8	00:09:48
	No. 9	F	23	0,5	00:05:19
	No. 10	F	32	5	00:07:25
	No. 11	F	44	23	00:07:47
	No. 12	F	37	5	00:07:38
Hiper Odiveelas	No. 13	F	43	12	00:06:02
	No. 14	F	37	10	00:15:44
	No. 15	F	37	9	00:09:28
	No. 16	F	42	18	00:05:53
	No. 17	F	34	3	00:06:55
	No. 18	F	33	5	00:05:43
	No. 19	F	23	7	00:07:30
	No. 20	F	25	5	00:05:40
	No. 21	F	47	5	00:09:47
	No. 22	F	59	34	00:05:30
Linda-a-Velha	No. 23	F	36	16	00:09:06
	No. 24	M	44	25	00:05:19
	No. 25	F	43	2,5	00:05:22
	No. 26	M	34	15	00:07:07
	No. 27	F	32	13	00:11:00
	No. 28	F	22	22	00:07:57
	No. 29	F	34	13	00:06:24
	No. 30	F	44	5	00:06:31
	No. 31	F	35	6	00:07:18
	No. 32	F	39	9	00:06:37
	No. 33	F	39	15	00:04:41
	No. 34	F	22	2	00:05:02
	No. 35	F	32	7	00:07:58
	No. 36	F	25	7	00:12:25
	No. 37	M	45	5	00:05:23

	No. 38	M	34	5	00:10:25
	No. 39	F	26	1	00:05:17
	No. 40	M	24	7	00:10:21
	No. 41	F	45	25	00:05:04
	No. 42	F	43	15	00:05:21
	No. 43	M	56	17	00:13:36
	No. 44	F	56	9	00:05:16
Póvoa de Santo Adrião	No. 45	F	40	7	00:05:00
	No. 46	F	39	0,5	00:08:22
	No. 47	M	21	1	00:04:07
	No. 48	M	32	1	00:08:40
	No. 49	M	32	6	00:04:47
	No. 50	F	40	5	00:05:56
	No. 51	F	27	6	00:07:25
	No. 52	M	25	5,5	00:06:24
	No. 53	F	26	6	00:05:22
	No. 54	F	39	8	00:05:04
	No. 55	M	35	1,5	00:10:30
	No. 56	F	39	1,5	00:11:23
	No. 57	F	42	0,5	00:06:57
	No. 58	F	24	5	00:08:34
	No. 59	F	21	0,5	00:05:36
	No. 60	F	35	9	00:07:21
	No. 61	F	29	7	00:06:33
	No. 62	F	34	3	00:05:11
	No. 63	F	28	5	00:12:41
	No. 64	F	21	3	00:09:15
Quinta do Conde	No. 65	F	52	8	00:08:45
	No. 66	M	34	11	00:10:23
	No. 67	M	33	9	00:11:00
	No. 68	F	49	5	00:09:52
	No. 69	F	55	9	00:07:25
	No. 70	F	23	12	00:13:26
	No. 71	M	25	3	00:11:57
	No. 72	F	27	2	00:06:12
	No. 73	F	33	8	00:09:47
	No. 74	F	36	7	00:10:33
	No. 75	M	35	9	00:08:39