

CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN THE
HOSPITALITY SECTOR: A COMPARATIVE CASE STUDY

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Master of Science in Business Strategy

by

CHRISTELLE SAMI KHALIFE

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Notre Dame University - Louaize
Faculty of Business Administration and Economics
Department of Management and Marketing


We hereby approve the thesis of

Christelle Sami Khalife

Candidate for the degree of Master of Science in Business Strategy

Grade: A

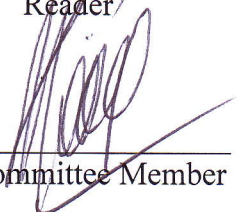
Dr. Mira Thoumy


Supervisor

Dr. Jennifer Abou Hamad


Reader

Dr. Viviane Naimy


Dean, Committee Member

Dr. Atef Harb


Chairperson, Committee Member

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Christelle Sami Khalife

DEDICATION

For the love, support, affection and daily prayers,

Thank you,

Dear father, mother and brother.

Christelle Sami Khalife

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ABSTRACT

Purpose – The purpose of this study is to compare corporate social responsibility practices between five different sectors under the hospitality industry; beverage, nuts and oil, casual dining, hotel and fast casual across rural, urban and secondary areas.

Design / methodology / approach – This research is qualitative by nature. A comparative case study methodology was adopted using semi-structured interviews with 32 targeted firms under different sectors of the hospitality industry in different Lebanese areas. The design of the interview guide was derived from the ISO framework of sustainability. Concerned parties from top management, marketing, human resources and other departments were interviewed to gather needed data.

Findings – CSR practices are differing from one sector to another under the Lebanese hospitality industry across rural, secondary and urban areas. Most of the firms, regardless of the sector or region classification, are starting to acknowledge the importance of sustainability in operations but practices are differing given several factors such as budgeting, awareness levels and support.

Research limitations / implications – The limitation of this research is the sample size given the nature of the methodology (comparative case studies). Further future researches are possible through the inclusion of quantitative techniques to ensure data triangulation from concerned employees and even customers.

Practical implications – Firms in this industry and even other sectors were recommended to include formal corporate social responsibility reporting techniques and targets in order to implement efficiently and effectively sustainability practices in their operations.

Originality / Value – The originality of this study lies in the industry chosen itself and the various sectors targeted since few CSR researches were made in this context. No geographical segmentation were included in any previous research under the Lebanese hospitality industry.

Keywords – Corporate social responsibility, sustainability practices, hospitality industry, ISO framework, rural areas, urban areas, secondary cities.

CHAPTER 1: INTRODUCTION

1.1 General background

The concept of Corporate Social Responsibility has been an important and significant subject discussed by academic professionals and even practitioners to highlight the role of enterprises and businesses when it comes to the responsibilities they have to give back to the societies in which they are operating (Carroll,1999).

According to (Dahlsrud,2006), both academic and business people had uncertainties when defining CSR since many different definitions have emerged.

However, many authors have defined the concept of corporate social responsibility in a context of three dimensional perspectives or aspects; the economic, environmental/ecological and social aspect (Uddin et al, 2008).

The economic aspect of CSR can be defined as how the economic operations of companies are affecting directly and indirectly the society in terms of several quantitative measures such as return on investment, profit , paying taxes whereas the social aspect of CSR is defined in the context of stakeholders and their welfare while working for the interest of the society in general and taking into consideration the environmental aspect when it comes to resources usage, efficiency and paying attention to the environmental impact of business operations activities(Uddin et al, 2008).

An in depth investigation on the CSR concept and definitions will be developed in the following section through historical evolvments and researches.

1.2 Need for the study

This paper was investigated in order to highlight CSR practices differences across five targeted sectors under the Lebanese hospitality industry across regions in order to illustrate how sustainability practices differ from one sector /region to another. Previous researches tackled an industry in general, few researches went in depth to analyze cross-sectors findings from one regions to another.

1.3 Purpose of the study

The purpose of this study is to highlight the role of CSR across different sectors of the Lebanese hospitality industry while increasing at the same time the awareness of the targeted audience concerning this issue. At the end of this paper, recommendations are developed based on the on-site conducted interviews among 32 firms and how these enterprises they can benefit accordingly from their resources and most importantly to report CSR and linking it directly to their targets and pre-defined goals.

1.4 Conclusion

This paper is organized into six chapters. Chapter one illustrates a quick introduction of the topic discussed in addition to the need and purpose of the study.

An in depth review of literature is then presented in chapter two to explain the multidimensional aspects of CSR discussed in previous researches in addition to the benefits and frameworks of social responsibility. Finally CSR practices are discussed followed by a systematic area classification.

The methodology and design of this research are detailed in chapter three. The research questions are discussed in this section in addition to the philosophical dimension and reasoning approach. The population and sampling techniques are revealed also in order to set the tone for the research strategy and methodology adopted. The operationalization of this study along with the ethical considerations are presented as an integral part of this chapter.

In chapter four, a discussion of the findings in each targeted company across sectors and regions is elaborated in the light of the CSR framework adopted.

Following the findings discussion, chapter five provides a comparative case study among the targeted firms across sectors and regions distribution.

Finally, details about the validity and limitations of the study are elaborated in chapter six to conclude then by possible future researches along with some theoretical and managerial implications.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

In this chapter, we will explore the literature review related to corporate social responsibility. We will tackle first previous research on the definitions of CSR, their benefits and the different frameworks adopted. Then, will review the CSR practices in general and the ones particular to the hospitality industry. Finally, we will discuss the areas classifications to better position our methodology at a later stage.

2.2 Definition of CSR

The roots of Corporate Social Responsibility (CSR) as a concept were traced to the 1945-1960's period which was basically during the early years of the past Cold War, when Donald K. David's, the dean of the Harvard Business School Faculty has introduced during a greeting class to MBA students on the 14th of February 1946 the concept of responsibility and the duties expected from future leaders and executives after this period and the opportunities that business men can grab accordingly (Spector, 2008).

During the early periods of writings on CSR, the concept was known more as SR or Social Responsibility before the era of modernity rather than CSR or Corporate Social Responsibility taking into consideration that the very first official publication on this topic was marked by Howard R. Bowen (1953) with his book "Social Responsibilities of the businessman"(Carroll, 1999).

The businessman has a strategic say when it comes to shaping people's life since he is dealing with customers, workers, governments, farmers and many other stakeholders and the decisions taken by him can impact the whole society. This is from where the concept

of Social Responsibility has emerged during this period to highlight the interconnectedness between businessman decisions and the social welfare (Bowen, 1953).

However, corporate social responsibility began to expand more as a concept during the 1960's by highlighting the expectations from firms and businesses when it comes to social practices and behaviors, environmental concerns and human rights (Carroll & Shabana, 2010).

The CSR concept can be perceived in different ways by several stakeholders as for some of them CSR illustrates the idea of socially responsible acts and behaviors when for others CSR is only conveying legal liabilities and responsibilities (Isa, 2012).

On the other hand, corporate social responsibility was defined in an economic context only where companies are asked to increase their profits to satisfy their shareholders and no other social duties are required from these enterprises (Friedman, 1970).

According to (Crowther & Aras, 2008), corporate social responsibility was defined from a general to a more specific perspective ; in its broadest sense, CSR is about developing relationships between corporations, government and citizens and going more specifically to develop relationships between enterprises and the local community in which they are operating to ensure an efficient firm/stakeholders interaction.

It must be noted that Corporate social responsibility was also defined in some contexts as what businesses can “do good” as when donating to the society and environmental entities to back up developing countries and also as “not doing bad” when operating in

the workplace when avoiding child labor or environmental abuse (Martinuzzi, Krumay, & Pisano, 2011).

For some authors, businesses have a range of social responsibilities and obligations towards the society in which they are operating, this is why Carroll has defined CSR in an exhaustive manner during the early period of the CSR conceptualization to include the economic, ethical, legal and discretionary business requirements (Carroll, 1979).

According to Carroll, the first responsibility for business is the economic duty of an enterprise to satisfy people's need while making profits, the ethical requirements of companies underline the behaviors of different stakeholders when doing business while the legal aspect of CSR has to do with the requirements of the law and legalities in a specific society to abide by when doing business. Carroll has added also a fourth level when defining CSR, the discretionary responsibilities which has to do with all voluntary activities that a company might engage in (Carroll, 1979).

Major findings framed the Corporate Social Responsibility as a long-term and continuous process concerning environmental and social (people) decisions and plans that businesses and companies shall adopt and integrate into their organizational policies and business operations while interacting with different stakeholders (Isa, 2012).

In addition, the purpose of Green Paper of the Commission of the European Communities in 2001 was to promote a European CSR framework and the responses to this investigation was diverse in terms of how Corporate social responsibility was perceived as a concept by different stakeholders; for investors , disclosure and transparency were

major concerns when defining responsibilities , as for the consumers , transparency concerning the social and ethical conditions in which products are being manufactured took the lead in this context and it was clearly stated by Trade Unions and the civil society that CSR has to do with developing a regulatory framework and guidelines within businesses (COM, 2002).

Moving to the modern era of corporate social responsibility, three different frameworks were known when defining this concept; ISO 26000, Global Reporting Initiative and UN Global Compact.

CSR is a tool to ensure sustainable development as a goal when businesses are willing to include environmental and social concerns into their economic or commercial activities and their relationships with the stakeholders accordingly; in other words it is when corporations are acknowledging the importance and interconnectedness of the three pillars of sustainability, people, profit and the planet which is similar to the Global Reporting Initiative, point of view when it comes to the inclusion of the environment protection, social development and economic concerns to the workplace operations(GRI,2000;ISO,2011).

Adding to the concept of sustainability, the UN Global Compact defined the corporate sustainability as a long term commitment in adding value to the companies' financial, environmental and social concerns.

To conclude, Corporate Social Responsibility (CSR) is lately defined and perceived as the voluntary integration of environmental and social concerns to the business activities

and relationships with internal and external stakeholders when taking into consideration the trade-off profit-social issues that might happen for the general interest (Witkowska, 2016).

2.3 Benefits of CSR

According to some authors, corporate social responsibility practices within the workplace might lead to intangible as well as tangible benefits(Wei Nurn & Tan, 2010).

A firm can benefit from intangible advantages of practicing CSR such as gaining a well reputation, increasing the level of commitment of its employees as well as increasing the learning within its workplace(Wei Nurn & Tan, 2010).

In addition to the intangible aspects of CSR benefits, the tangible or quantitative advantages of such initiatives might appear in the concept of attracting better employees due to a better reputation, reducing the rate of turnover due to high levels of commitment and ensuring efficient work processes due to better learning effect so for the firm to reduce its overall cost of operations. Attracting new customers to increase the market share can also be one of the intangible benefits of CSR to increase the market share(Wei Nurn & Tan, 2010).

Establishing brand credibility and awareness can also be considered as an intangible benefit of corporate social responsibility in order to create a sense of commitment to the brand which contributes to the environment since a major portion of the people are more concerned nowadays with the environment and the idea of going green and being eco-friendly (Greel, 2012).

Starting by the intangible benefits of CSR, some authors have stated clearly that the intangible results of practicing corporate social responsibility can help companies in gaining a sustainable competitive advantage over other firms. Since the intangible benefits of CSR lie at the heart of a company's reputation and employees learning and commitment, it will be hard for other companies to duplicate and imitate such factors and increasing the chance of a firm to gain this edge over its rivals (Branco & Rodriguez, 2006).

Corporate social responsibility has been identified as an essential driver of gaining a good reputation for a firm regardless of the firm's size or type of activities. When companies are engaging and investing in socially responsible behaviors, this will result in attracting and retaining qualified employees in that way to link the intangible benefit of CSR when gaining a reputation to the tangible advantage of accessing highly qualified workers. People will feel more secured and attracted by socially responsible companies and leaders than other firms who have done little towards the society and the environment in which they are operating (Šontaitė-Petkevičienė, 2015; Wei Nurn & Tan, 2010).

It must be noted that organizational commitment has been known as an indicator to predict the behaviors of employees within their workplaces; the more the individuals are committed to their company, the less the rate of them leaving this place and/or showing any negative behaviors.

Showing a great level of employee's commitment can be due to companies investing in them, increasing their learning opportunities which can in turn reduce the turnover rate. Committed employees have showed affection towards their firms when the latter are

taking into considerations their stakeholders interests and development which can enhance their belongingness to their workplaces (Ahmed & Nawaz, 2015; Wei Nurn & Tan, 2010).

Investing in people and especially in complex activities and tasks illustrates how corporate social responsibility practices can increase the learning and offer challenging opportunities for employees which in turn will keep the working environment dynamic and evolving. CSR activities and initiatives like volunteering and philanthropic activities can help employees in developing new competencies while working on something new and out of their basic job descriptions. While ensuring higher level of learning and development due to CSR practices, an efficient resource utilization might take place to ensure a whole efficient and effective working processes (Wei Nurn & Tan, 2010).

To add on this, corporate social responsibility strategies have shown also a significant within the supply chain among different stakeholders. CSR can help in providing tools to develop the socially required competences and how to manage them among different parties of the chain. Given the basis of CSR; transparency in actions and decisions, fighting corruption and following legal requirements, stakeholders can benefit from the cooperation when firms develop CSR strategies so they can benefit from the synergy effect when they really understand how their individual decisions can affect one another and ensure the general interest of all involved parties(Stefanska , 2014).

Following previous literature review on the benefits of corporate social responsibility, it can be mentioned that companies are aiming after all to reduce their overall operating costs and CSR practices were linked to this objective. Different small steps in favor of

sustainable activities and initiatives towards the environment, employees and other stakeholders can result in cost saving to a firm. So the more a firm works on attracting better employees to reduce its turnover rates while increasing commitment and learning within its place, the more this firm will be able to achieve efficient levels of operations and accordingly reduces its overall costs of operations(Authors, 2018; Wei Nurn & Tan, 2010).

Although many authors showed the benefits of Corporate Social Responsibility, one other research had a different perspective in this concern by mentioning that public entities might be promoting for socially responsible behavior of firms and business to increase their competitiveness while businesses themselves are more transparent to say and declare that the drawbacks of CSR regulations and requirements could affect negatively on their competitiveness in the market(Plaza, 2016).

To conclude, Corporate Social Responsibility benefits do range from customer loyalty, improving financial figures, people retention and higher accountability and all these aspects will reflect positively on the relationship between a firm and its stakeholders to ensure the value creation due to the synergy effect of their visions and aims; companies will pursue their profitability goals and stakeholders will do so in accordance to the firm's strategies and plans (Ramachandran, 2015; Wei Nurn & Tan, 2010).

2.4 ISO/GRI/UNGC Frameworks

Several researchers have agreed that a management system can be developed to orient sustainable behaviors within a corporation in a structured and strategic way. This is how the concept of CSR was being used in practice while implementing several instruments

under several frameworks among which the ISO, GRI and UNGC frameworks as the most used and familiar ones within the workplace (Zinenko, Rovira, & Montiel, 2015).

Corporate social responsibility has been defined previously in a way to incorporate the common understanding of the social requirements within firms, this is how the ISO 26000 framework has explained its mission to assist the enterprises in contributing to their communities and how to ensure sustainability within their context of operations. ISO 26000 was recognized as a major milestone in this field concerning social responsibility within companies (Ward, 2011; Zinenko et al., 2015).

The fact that ISO 26000 was translated into more than eighteen languages and thousands of copies were sold and distributed is also a way to reflect the increase in awareness and concern for the environment within corporations (Sitnikov & Bocean, 2012).

Managing the responsibilities of firms towards their societies in different areas was the main goal of the ISO 26000 framework especially in labor practices, human rights, fair operating practices, environment, involvement and development, organizational governance and consumer issues. Since ISO 26000 is considered as a guide in its standardization methods, it was acknowledged as a reliable reference where no third party testing is required to ensure its applicability and practicality in the real workplace (Bowens, 2011; Zinenko et al., 2015).

The core subjects within the ISO 26000 should be evaluated through actions and practices to ensure sustainability within firms such as labor practices, governance, human

rights, environment, consumer issues, community involvement and development (Kliment, 2016).

Labor practices ensure that employees are working in safe and decent work environment where appropriate training and development are available also for their growth along with a social dialogue when needed. Governance is depicted by the level of awareness of the top management when it comes to CSR and sustainability concerns to ensure an environment where human rights are acknowledged. Environmental aspects have to do with all water, energy and waste treatments to improve the ecological setting in which firms are operating. Consumers accordingly should be involved and targeted in sustainable actions and employees shall too be part of the CSR plan (Bowens, 2011; Kliment, 2016).

It must be noted that ISO 26000 was a standard that was intended to support firms within a framework for environment management systems and encourage corporations for more sustainable actions and missions. This certificate is growing in a continuous manner due to its economic benefits as well as the increase in awareness for the environment and societies nowadays.

Another CSR framework that is used in the workplace is the GRI commonly known as the Global Reporting Initiative that promotes the use of standardized reports concerning sustainability actions and behaviors as an effective way to ensure a sense of commitment the society and a continuous development philosophy. Using GRI reporting framework can help firms in effectively setting goals and detect performances on different levels;

economic, environmental, social and overall governance performance levels (Bastian Buck et al., 2010).

The GRI principles cover disclosures on general and specific standards when helping firms to report sustainability regardless of the company's size, location or context of operations. The first type of standard disclosure is on a general level including seven different parts; clarifications of the strategy and analysis of a firm, the profile of the organization, engagement of stakeholders, governance, integrity and ethics, reporting profile and identifying aspects and materials (Bastian Buck et al., 2010; GRI, 2015).

The general disclosure standard is providing a strategic overview of the company's sustainability in order to give useful insights on CSR practices whereas the profile of the organization part can provide a general overview of the firm's characteristics concerning the location, type of ownership and other legal concerns (Bastian Buck et al., 2010; Disclosures, 2017; Framework, Reporting, & Conference, 2007).

Declaring an official list of stakeholders and their commitment and engagement level is also part of general standards used in GRI sustainability reporting coupled with an overview of the governance and its role in planning and promoting CSR behaviors within a firm (Bastian Buck et al., 2010; Disclosures, 2017).

The norms and values of a firm can also be an essential disclosure when reporting sustainability and CSR and identifying different aspects and materials to ensure transparency and accountability (Bastian Buck et al., 2010).

Moving forward to the specific standard concerning sustainability, three different categories can illustrate the use of the indicators on economic, environmental and social level.

Economically, different aspects were mentioned in the guidelines such as the economic performance, practices in procurement, presence in the market and the indirect impact of the economic practices. Environmentally, several aspects should be reported such as water and energy usage, emissions, compliance and other environmental concerns.

The social category of the specific standard disclosure within GRI can also be divided into four sub categories being; labor practices concerns and the fact of providing decent work environments, human rights, product responsibility and taking care of the society in general (Bastian Buck et al., 2010; Disclosures, 2017).

Furthermore, another CSR framework was also recognized when the United Nations Global Compact (UNGC) launched their principles towards being responsible within the workplace. The main focus was to encourage leaders to behave in a sustainable and responsible manner to increase commitment and better treatments of the society in which they operate (GRI, 2015).

The ten principles of the UNGC were declared to orient all businesses to fight corruption and bribery. These principles were categorized under four factors including human rights, labor standards, environment and anti-corruption (Carlsson, 2007; GRI, 2015).

The human rights include the protection of humans from any kind of abuse where also labor standards were developed to add more in this context when fighting discrimination and abuse within the workplace. The environmental factor of UNGC displayed the precautions that must be taken into consideration while doing business such as water and energy treatments and the urge to fight corruption and bribery in corporations (Carlsson, 2007; GRI, 2015).

2.5 Linkage between frameworks

The three previously explained frameworks are the most commonly used in the workplace and they do show an overlap on different levels.

It must be noted that the ISO 26000 framework and GRI guidelines show an overlap when it comes to the topics they expose. In other terms, as previously discussed, the ISO 26000 framework included a wide range of social responsible issues where each one had a set of expectations and related behaviors. In parallel , the GRI guidelines was a reference to help companies report their social and sustainable behavior in a way to cover the major issues discussed in the ISO 26000 framework accordingly (Bastian Buck et al., 2010).

For example, as for the accountability and transparency issue under the ISO 26000 expectations, the GRI guidelines can provide the organization with different tools to account for their transparency on an economic , societal and environmental level (Bastian Buck et al., 2010).

In addition, a linkage can also be depicted between the United Nations Global Compact framework and the GRI guidelines concerning sustainability and CSR. The different UNGC principles can be displayed in parallel with the GRI guidelines on different levels; human rights, work safety , environmental aspects (GRI, 2015).

To conclude, the different framework of CSR can show a significant linkage in terms of planning and reporting sustainability on a social, environmental and economic level (See Table 1).

2.6 CSR practices

The concept of Corporate Social Responsibility has been defined throughout this paper to illustrate different dimensions of this dynamic topic using different frameworks. Coming into practicing CSR, some researchers have determined again different domains of corporate social responsibility in the context of practices to incorporate these behaviors using six different domains; shareholders, customers, employees, suppliers, environmental and societal domain (Obby Phiri et al., 2013; Öberseder et al., 2013).

As for the shareholders domain of practicing CSR, beside the economic responsibility of firms in maintaining profitability ratios and fair dividends, companies must also inform its shareholders about matters of interest and ensure a transparent communication process among both parties; the shareholders and the firm (Lamberti & Lettieri, 2009; Öberseder et al., 2013).

Furthermore, customers have the right to have full product disclosure as a fundamental responsibility of firms to communicate honestly and transparently. Companies must ensure that labeling are accurate, nutritional information is honestly transmitted to the end user to avoid any violation of the user's rights. Different CSR frameworks incorporated these aspects in their standardization (Lamberti & Lettieri, 2009; Öberseder et al., 2013).

Moving to employee's domain, companies must ensure a fair working conditions as previously mentioned in the ISO 26000 framework along with fair remuneration scales. Employees are considered to be the most valuable assets within a firm making it crucial

to develop and execute human rights plans to fight any kind of discrimination and biases (Lamberti & Lettieri, 2009; Öberseder et al., 2013).

It must be noted that firms have to work closely on CSR topics with their suppliers giving the fact that the latter can impact in this context. Firms must develop criteria for suppliers to fulfill before selection such as ensuring that those suppliers are free of child labor practices and they do ensure a fair working conditions for their employees where no discrimination is allowed. These criteria must be applicable not only for direct suppliers but also for the whole chain. For example in the UK, developing and monitoring CSR practices for suppliers selection processes are becoming more common and a crucial strategy for firms to contribute to their communities (Commission, 2013; Lamberti & Lettieri, 2009; Öberseder et al., 2013).

Environmental concerns are being incorporated in many firms' strategies not only as a way to create awareness but also to improve operational efficiency. Waste management strategies such as building insulation, monitoring energy consumption , using alternative energy sources, establishing R&D departments to reduce negative environmental impacts are all considered as CSR practices within this domain not only applicable internally within a firm but also applicable for suppliers selection processes (Lamberti & Lettieri, 2009; Öberseder et al., 2013).

Finally , several practices can be executed from a socially responsible perspective to ensure that firms are giving back to the society in which they are operating such as doing social projects for people in need (disabled, poor..), donation activities, charities, encouraging volunteering even during work time for social missions. For example some

companies not only donate products to in need entities but also encourage its employees to participate in volunteering activities to support cohesion across individuals (Commission, 2013; Lamberti & Lettieri, 2009; Öberseder et al., 2013; Popa, 2015).

These practices are becoming more common in different type of industries and sectors, however CSR is demanded in some sectors more than other giving the type of activities that they do perform within their firms. The F&B sector is usually not highly trusted and faces risk of consumer regulations since manufactured products are ingested and safety is a key issue. Reducing the environmental impact of manufacturing those items can add value to CSR plans and practices when it comes to ensuring human health ,disease risks, quality and component transparency (Fat ,sugar...). For example Coca-Cola in 2007 launched a campaign for promoting living healthily by setting for itself measurable goals on sustainability and recycling of packaging, avoiding misleading labeling to ensure responsible behaviors (Boumediene & El Houda, 2018; Cuganesan, Guthrie, & Ward, 2010).

The F&B sector is worthy to be investigated since it can incorporate environmental, social and product aspects such as packaging management, responsible marketing, and product safety being all key issues to be taken into considerations. The customer's health and well-being are crucial when it comes to alcoholic products and their accurate labeling in terms of percentages and nutritional factors to avoid any damage to the end user's health (Boumediene & El Houda, 2018; Cuganesan et al., 2010).

Moving to the Hotel industry, a case study was developed on a 5 star hotel in Surakarta/ Indonesia to illustrate how hotels can contribute to CSR ab preserve the environment

while incorporating social justice into their workplace. As for example, in operation management, environmental rescue services are used such as asking the guests to use the same towel during their stay of let's say 4 to 5 nights to reduce water and soap waste. Other hotels shared food with people on Iftar during Ramadan where other hotels have participated in tree planting activities. These hotels have basically understood that CSR practices are kinds of an investment for them expecting back to improve the operational efficiency in terms of reducing waste and internal costs involved accordingly (Bello & Banda, 2017; Sumarsono, Sudardi, Wardo, & Abdullah, 2018).

Several researchers have agreed that a close linkage do exist between the cultural dimensions of a nation and how do managers perceive CSR and its importance within the workplace. Accordingly, drivers of corporate social responsibility can be derived by a country's laws, density of its Non-Governmental Organizations and even the societal culture and value systems that usually orient individual's behaviors (Nguyen & Truong, 2016).

Based on Hofstede's cultural concept, its five different dimensions are related to the managers' perception of CSR; high scores on power distance, collectivism and masculinity do affect negatively how managers perceive CSR and their level of engagement towards socially responsible behaviors whereas high uncertainty levels and long term orientation do affect positively the level of engagement in sustainable activities (Nguyen & Truong, 2016).

Several studies were addressed to study the relationship between religion and corporate social responsibility to check whether individuals from different religious background or

non-religious affiliates do perceive CSR differently and researchers have agreed that religion do shape people's attitudes and understanding of sustainability and socially responsible behavior (Brammer, Williams, & Zinkin, 2007; Raimi, A., K., & A., 2017).

Religious individuals differentiate between corporate responsibility and personal responsibility; they might have similar values systems derived from their religious beliefs but their understanding of what do companies are responsible for can be different(Brammer et al., 2007).

Literature has showed different perspectives concerning the linkage between family businesses and CSR practices. Some researchers pointed out that the higher the level of family involvement in a business, the lower is the social performance and this relationship can be explained accordingly by the healthier balance of external managers and CEOs rather than family members executives (Hirigoyen & Poulain-Rehm, 2014; Laguir, Journal, Gelder, & Kouwenhoven, 2014).

In this light, family businesses were accused of giving more importance to human relations rather than focusing on individual human rights. In addition, stating that there is so difference between family and non-family owned businesses in terms of community involvement and environmental concerns can shed the light on this negative relationship between family's oriented firms and CSR (Hirigoyen & Poulain-Rehm, 2014).

The fact that a family business is ran by siblings, managers and owners will unconsciously favor their family members at the expense of outsiders or any other stakeholder since it has family oriented values and conflict of interests might occur where

privileges will be accorded to family in this case ultimately (Hirigoyen & Poulain-Rehm, 2014).

Running a family business can highlight the aim of a firm of having a long-lasting wealthy company to ensure the continuity of the future generations, the fact that might oblige the family members running the business to favor economic profitable activities at the expense of environmental and societal concerns. In other terms, the destiny of family businesses is closely tied to the performance of the firm this is why priorities might be sometimes at the expense of CSR practices (Hirigoyen & Poulain-Rehm, 2014; Laguir et al., 2014).

At the other side, some researchers have stated that the family oriented businesses do have a positive effect when it comes to practicing CSR; family firms do care mostly about their reputation and focus on creating social capital this is why they invest heavily in socially rewarded activities. Protecting the environment from production-based pollution is more common in family owned businesses than in non-family corporations (Carlo & Francesco, 2017; López-torres & Maldonado-guzmán, 2015).

Usually family businesses have respect for family values and traditions and work on embedding these values systems into their organizational cultures that will be reflected accordingly in respecting the environment and society in which they are operating (López-torres & Maldonado-guzmán, 2015).

Family businesses are known for participating more in community activities by offering sponsorship, free products and support to needed parties since they do believe that they

are operating next to their community's hospitals, schools and other entities who might need their help. Feeling the responsibility in this context is positively related to practicing CSR activities (Hirigoyen & Poulain-Rehm, 2014).

2.7 Area Classification

According to researches, a worldwide accepted way of classifying rural and urban areas does not exist. The classification could be done based on economic dimensions, geographic dimensions and demographics. It must be noted that relying only on the population density is not sufficient to distinguish an urban, secondary and rural areas (Pizzoli, 2014).

Previous researches revealed that areas with high density of population, in other terms urban areas are more likely to score higher on sustainability practices since literacy rate is higher and more activities and communications are done towards a sustainable society. In addition, people in urban and encountering areas can use more efficiently their resources in light of this context (Khaleel & Ngah, 2013).

Nevertheless, rural areas are becoming more aware of the role of sustainability and CSR but unfortunately not being able yet to integrate imperatives in social responsibility when planning and executing their goals (Khaleel & Ngah, 2013).

2.8 Conclusion

Several researchers defined CSR as the moral and ethical perspectives of business duties. CSR is becoming a dynamic field in nowadays business environment where companies

are relying on sustainable activities to reinforce and enhance the value of their intangible assets (Lamarche & Rubinstein, 2012).

Some researchers have presented a fit model demonstrating the positive linkage between CSR, perceived quality and brand loyalty in the hospitality industry especially in the hotels to illustrate the benefits of CSR accordingly. Hotel managers then have to devote additional resources to practice CSR as an investment with a high return in brand equity (Martínez & Nishiyama, 2017).

Throughout this literature, three different CSR frameworks were illustrated; The ISO, GRI and the UNGC framework and sustainability practices were classified accordingly.

In the following section, an in depth investigation on the concept of CSR practices within the hospitality industry will be conducted through a qualitative methodology approach using semi-structured interviews.

The literature review lays the basic foundation for this thesis since future investigations and research techniques will be developed in the light of the multidimensional concept of CSR and its framework discussed in this section. This linkage between the literature review and the methodology chapter to be developed in the following sections can illustrate the transition and sequential steps of this research.

CHAPTER 3: METHODOLOGY

3.1 Introduction

Following the definition of CSR concepts, practices, frameworks and benefits, this chapter focuses on the methodology adopted in this study. The research design including the research questions, philosophical angle, reasoning approach as well as the methods and techniques used will be discussed in the light of adopted sampling techniques for data collection procedures. It must be noted that ethical considerations are discussed in this chapter since it is an integral part in any research.

Going from the previously discussed literature of review concerning CSR definitions and its practices, this thesis was guided using the following research questions below:

- How CSR practices differ from one sector to another under the hospitality industry?
- How CSR practices differ under the sectors of the hospitality industry across rural areas, urban areas and secondary cities?

3.2 Philosophical Position

By nature, this paper is a comparative case study where CSR planning and practices are analyzed across few sectors of the hospitality industry in Lebanon. Qualitative analysis will be at the basis of the discussion and findings in this paper.

Positivists in research base their approach on theory development starting from an empirical research while interpreting the findings in the context of specific theories discussed in the literature review (Randall & Gibson, 2011).

In constructivism, there is a use of an approach that ensures individual construction of the theory and knowledge concerning a discussed topic by experiencing situations and reflecting on these experiments accordingly (Journal, Humanities, Vol, Centre, & Uk, 2016).

Going from the adopted methodology approach, a positivist approach will be used in this research since it is based on a solid literature on the discussed topic. Striving for objectivity must be kept in mind although it might seem a hard task to achieve in such social context studies.

3.3 Reasoning approach

In research methodologies, inductive reasoning involves starting from the specific to the general to come up with empirical findings and theories of specific concepts accordingly whereas deduction is moving from general to the specific to derive and test hypotheses in a research (Woiceshyn & Daellenbach, 2018).

Given the philosophical angle adopted in this exploratory paper, the deductive reasoning approach is used since it is based on assumptions derived from already existing theories from a solid literature review concerning CSR to hypotheses formulation and testing (Woiceshyn & Daellenbach, 2018; Zalaghi & Khazaei, 2016).

The literature review in this paper has illustrated the CSR concept in addition to the different frameworks and practices. Data will be gathered accordingly using the adopted frameworks of social responsibility.

3.4 Population and sampling procedures

Population and sampling techniques represent the process by which a group of participants will be chosen to be surveyed or interviewed in order to make appropriately a generalized conclusion and analysis on the topic studied (Randall & Gibson, 2011; Yang, Wang, & Su, 2006).

Taking into consideration the area categorization and sectors divisions under the hospitality industry, creating a data base for choosing targeted firms was the very first step in the data collection procedures.

Firms were contacted in order to request a meeting for an interview with concerned parties.

It must be noted that in some cases interviews were conducted within firms and other outside the companies' premises.

In this study, the whole population includes few sectors under the Lebanese hospitality industry; fact casual diners, casual diners, hotels, oil & nuts and beverage industry.

It must be noted that there are few investigations in these sectors , a reason why they were selected as a focus for this research in light of their geographic dispersion to come up with empirical findings accordingly.

As mentioned previously, the practices of CSR are studied in this paper across three different areas; rural, urban and secondary cities. Choosing rural firms was based on their first operating location to be in this area an then having more than one branch at least in order to be selected as a target of our research. Companies were chosen under each sector

while making sure to have two companies from each area under each sector of the industry. A concerned individual was selected from each company targeted in order to conduct an in-depth interview for a qualitative information gathering of the topic in study. Usually interviewees in this case were managerial people in the field of Marketing, CSR, HR or any related function to field of social responsibility. It must be noted that in some cases, more than one interviewees were targeted given the nature of their activities and their interdependence in terms of planning and practicing CSR.

3.5 Research Strategy and Methodology

Quantitative techniques are used in research when the investigator quantifies and analyzes the variables used in order to get results on specific questions linked to the variables of the study whereas qualitative strategy is relying on describing and analyzing attitudes and beliefs concerning a specific topic (Apuke, 2017).

Given the nature of the methodology in this research paper, data was gathered and analyzed qualitatively using structured interviews to gather in-depth information about the topic in study for a more holistic understanding. A comparative approach on cases was adopted across the five chosen sectors of the hospitality industry and across different regional classification; rural, urban and secondary areas.

3.5.1 Interview Guide

The interview guide developed in this study to gather qualitative information from the targeted audience was based on the ISO framework of CSR.

Introductory questions were asked concerning the mission, vision and values of the targeted firms in order to form a general context for each individual company. Interviewees were asked accordingly about their proper understanding of CSR to set the tone for the interview.

The template used for the interview includes eight different sections to integrate all the dimensions discussed previously in the ISO framework of CSR:

Governance, human rights, labor practices, environment, fair operating practices, consumer issues, community involvement and development, transparency /accountability and ethical considerations (See Table 3).

3.6 Operationalization

The aim of this study is to find out the difference in practicing CSR across the different hospitality industry sectors in rural, urban and secondary areas.

Urban , secondary and rural areas were defined according to the population density per square meter ; urban areas were selected based on the massive population presence while secondary were defined in less populated regions and rural areas were categorized given the low rate of demographic density (Pizzoli, 2014).

Around 32 interviews were conducted with targeted individuals for approximately 30mins.

The interview guide was used as a standardization technique with all firms to ensure the Inter rater reliability where interviewed under the same context of questions and data gathering.

A table of coding was developed accordingly using the interview guide in order to analyze the data gathered in the comparative analyzes accordingly (Table 2).

3.7 Ethical Considerations

In this research, the purpose of the study was explained from the first contact with companies through a formal email stating the aims and objectives of the investigation.

Confidentiality and anonymity were ensured for all participants through signing a consent agreement by both the leading researcher and participants so to ensure that they are freely participating in this research without any obligation (Akaranga & Makau, 2016; Parveen & Showkat, 2017) (See Appendix A).

In addition, participants were asked if recording the interview does not interfere with any of their interests and they were told that these recordings will be only used for analysis purpose and will not be shared publicly anywhere. Interviewees were aware that the findings might be published anytime but with respect to anonymity and confidentially and no names will be mentioned, only initials of the companies geographic location will be used to quote some sayings and findings as an internal coding purpose. Honesty and transparency in the research procedures are key factors of increasing participants' rate and trust in the researcher and his/her purpose of study (Akaranga & Makau, 2016; Parveen & Showkat, 2017).

3.8 Methodology conclusion

This chapter has illustrated the methodology adopted in this research paper. The results and findings of this research paper will be explained in the following chapter taking into

considerations the literature and ISO framework already discussed and the findings from the qualitative data gathering technique.

CHAPTER 4: FINDINGS

4.1 Introduction

This chapter provides an in depth discussion of the major findings according to the ISO framework used in this research across the five different sectors of the hospitality industry; beverage, oil and nuts, hotels, fast casual and casual dining. It must be noted that the results are discussed in the light of their area categorization; rural, urban and secondary areas.

Data were gathered from 32 semi-structured interviews with concerned parties; owners, general managers, marketing and human resources managers. The questions addressed were inspired from the sections covered under the ISO framework as following:

Company profile, governance, human rights, labor practices, environmental concerns, fair operating practices, consumer issues, community involvement and development, accounting and standards.

Citations and quotations were used in this chapter from different firms however displayed in symbols to ensure anonymity and confidentiality of the research (See Table 4).

4.2 Beverage Sector

The mission of companies in the rural areas mostly focuses on continuing their unique old practices of wine-making and beverages. These firms also aim to implement the newest and most innovative processes, in order to continue leading the winery market in

Lebanon. As for the companies that are existent in secondary cities, they do not have a formal written mission. Their mission mainly focuses on being the bestsellers in the market. Missions of those companies in the cities are more focused on producing high-end beverages. They aim to be specialized in the beverage market that they serve. One company wants to integrate the craft beer in the market. The interviewer said: “Our mission is to produce fresh beverages, promote new concepts and create attractiveness.” (B.C.2)

Concerning the vision of organizations located in the rural areas, they intend to reveal the best terroirs of Lebanon. Some companies located in the secondary areas focus on having a good impact on the surrounding environment. One interviewer said: “we want to have a change in the region in terms of being eco-friendly to the environment through minimizing plastic use and recycle bottles.” (B.S.2). as we move to the companies in the city, the organizations want to become leader not only locally, but also in the Middle East. They intend for their industry to grow.

The core values in organizations in rural areas are mainly being traditional, noble and modern. Whereas the values in companies in secondary and cities are being honest, transparent, passionate and having high-end quality. One company in the secondary area related the production of beverages in his company to his personal philosophy and religion. He said: “Our values are a personal philosophy. We cherished values that are related to our religion. The values are taken from our religious beliefs and what we do is part of our lives. In the city, two beverage companies related the production of beverages to enjoyment, attractiveness and liveliness.

The concept of CSR for those in the rural regions is giving back to nature and being responsible towards the environment they are producing in.

As for those in the secondary and city regions, they understand CSR as not only giving back to the environment but also being responsible towards customers. Giving back to the environment by recycling and reducing plastic usage, thus trying to go green. Responsible towards customers through providing them with good beverage quality and trying to reduce noise pollution.

Across Lebanon, beverage companies are mostly family businesses. Thus, we can realize that CSR activities are positively affected. Where the owners believe that they strive to implement the values they grasped from their homes in the workplace. They consider that because the business is run by the family, then they tend to integrate their own values in producing the beverages. In that industry, the owners are usually the ones who decide and initiate CSR activities. All companies do not have a CSR department or a person dedicated to those activities.

HR Practices:

Across all areas, men and women have equal opportunities when it comes to recruitment and promotions whether in the middle or top management positions. Yet, in most beverage companies there are more men than women. This is due to reasons such as no women applied, time inconvenience for women, tough physical work and other reasons not related to quotas or discrimination. Hence, the absence of women are due to reasons that are not related to gender preferences. One of the interviewers in the city said: “We

hire anyone that fits the job. But in warehousing we have less women due to evening shifts and tough physical work such as heavy boxes, etc.

Beverage companies in cities do not employ children under 18. In secondary areas, companies employ children above 16 rather than above 18. In rural areas one firm employs children. The interviewer said: “We employ children sometimes as subcontractors with Bedouins.” (B.R.1)

In rural areas, beverage companies do not mind hiring physically challenged people. Yet, not all firms currently have physically challenged people. The reason vary: the working conditions are tough, no one seemed to apply, etc. One of the firms in the rural areas encourage and actually have physically challenged people. The interviewer said: “We employ physically challenged people, we have 1.5% of the employees are physically challenged.” (B.R.2)

As we move towards secondary areas, two companies currently have physically challenged employees. The majority of them have administrative positions. They also don't mind to have 3%, as per the quota, of physically challenged people employed. But, one company said that the job condition doesn't allow for such employees to join the company. As for companies in the cities, some hire physically challenged people in positions such as in the production section. One company in the city said: “I don't mind to hire physically challenged people, but I never had the opportunity. In addition to that the job is tough and requires 8-9 hours of standing.” (B.C.2)

Regarding discrimination when it comes to hiring new staff, companies in rural and secondary regions not biased when it comes to the race, religion, political affiliations, weight and age as long as the person fits the job requirement. One of the owners in the rural area said: “We have a cultural diversity in our team and we are young in thinking.” (B.R.1) As for the beverage companies in the city, the companies prefer hiring locals especially in the administration positions, but they have opportunities for foreigners especially in housekeeping and jobs that require tough physical actions. Managerial positions are basically for Lebanese employees. Concerning religion, weight, age, and political affiliations there are no biases.

Labor Practices:

In rural areas, most beverage firms provide employees with decent and safe working conditions. The firms support their staff when needed in several issues such as advances on employee’s salary. Employees are insured, hence they are safe when it comes to social securities and health insurances if something occurs to them in the workplace. One of the companies in the rural areas focused on the working conditions of employees and said: “We tend to focus on the working conditions to make sure that our staff are surrounded in a decent environment.”(B.R.2) Training in such areas start with a minimum of inner training within the department that the employee works at. One beverage firm in the rural area mentioned that: “Every staff member has to attend at least one training session per year. We have a big budget for training. We even have a 360 degree evaluation for the top management. As for social dialogues some organizations mentioned that they don’t have a labor union and that no one ever came up with the idea.

Secondary areas provide safe and decent working conditions through giving employees insurances, social securities and others. One of the company's owners said: "Our employees have a 50% discount on the bill." (B.S.2)

As for continuous training, beverage companies in these areas tend to provide employees on and off the job training. The training are done in food safety, customer care, marketing and social media. Employee's social dialogue are done through an open communication system in one company.

Casual diners in cities provide their employees with safe conditions through offering them a safe environment to work at. The firms have ventilation, insulation, and fire system and extinguishers. They also make them feel safe through rules and regulations that insure the protection of employees. Some include wearing gloves, safety shoes, raising awareness, etc. In these regions, training and development are taken more seriously. Training are done in house for beverage preparation. Training are also done externally whether locally or abroad. The beer companies in these regions have certain budget for training. Labor dialogue concerns are managed through an open door policy.

Environment:

In rural areas, companies take significant measures concerning their impact on the environment. Regarding energy, companies are getting foreign agencies to help them reduce energy consumption. One of the companies said: "We launched the solar energy called photo voltaic. Thus, we spend 70% less energy compared to any other beverage firm in the world." (B.R.1)As for water, some companies reuse their water in the

irrigation process. Finally, in liquid and solid wastes, some companies have their wastes used as compost. The owner of one firm in the rural areas said: “We want to recycle our bottles but no one would take them since they are colored. Instead we now use 15% less in weight of the glass bottle to decrease the amount of waste in economies of scale.” (B.R.2)

In secondary area, regarding energy, firms take small actions to reduce its consumption. For example the companies have their lights on sensors. Concerning water, one of the companies do not have practices to save water, and said: “We don’t use a lot of water. So we don’t have any plans for water saving” (B.S.1). Other companies have sensors to save water. Hence, the initiatives are reduces to installing sensors, no other actions are taken. As for the wastes, beverage companies tend to recycle cartons and plastic (in collaboration with municipalities). The cork used by the companies are of zero carbon and made from sugar canes. One firm said that they have lighter bottles then Germany, in order to reduce glass waste. Another firm said: “We are trying to become a zero waste company” (B.S.2)

In the city, led lights are used to save energy. One company has solar panels aimed to reduce energy consumption. As for water consumption, companies in cities tend to filter the water to use it for other purposes. Water is used for cleaning after the beverage bottles are rinsed. Regarding liquid and solid waste, beverage companies are recycling cartons, paper, and plastic. As for glass bottles, they are facing difficulties to recycle them because they are colored.

Fair Operating Prices:

We can realize that the vast majority of casual diners whether in rural, secondary areas, or cities do not fix or change their prices according to their competitors. Their prices are based on their cost and value not competitors. Moreover, we can realize that owners of beverage companies sometimes gather with one another in rural areas to exchange practices in beverage production. An owner of a firm in that area said: “Yes we work together to promote Lebanese beverages locally and abroad. But we do not fix prices at all.

Also, the majority of the companies wherever they are located do not promote sustainable management principles. Almost all of them pick their suppliers based on their location, as well as the product’s quality, prices and availability. But one company in the city has a different perspective towards that concern. Since the previously mentioned firm in an international, they have some standards in order to meet work with suppliers. They deal with suppliers that have values which matches their own. The suppliers cannot hire children under 18, distribute other harmful products that damage the environment, or own generators that not good to atmosphere. This firm even highlighted: “Supply code contract is signed by the supplier so that the supplier abides by these rules.” (B.C.1)

Consumer Issue:

In terms of delivering their products to customers, all companies across all regions claim to be transparent, hence they deliver what they promise to customers. Moreover, one beverage firm said: “Yes we are 100% transparent and anyone can come visit our factory at any time upon appointment.” (B.S.1)

As for informing customers about the risks of a specific product, there are no measures taken in beverage firms in rural areas for bottles sold in Lebanon. As for the bottles exported abroad, one interviewer said: “We have labels where we include information such as contains sulfur, not for pregnant women, the adequate amount according to research to be consumed by males and female.” (B.R.2) In secondary regions companies stated that they educate their customers about any possible risk, especially when it is related to alcohol consumption. In cities, one company tries to educate their customers but on a small scale. The interviewer said: “we try to educate the customers in the pub.” (B.C.2)

In rural areas, the companies prioritize social investment through donating to charity and sponsoring event specially those happening in their region. One company even contributes to paint walls of the streets in their region. Firms also tend to support, help and educate the farmers in which they buy their grapes from. One of the interviewers said: “We help the farmers through providing them with training, we also believe that farmers as well as our company will benefit. It is a win-win situation.”

In secondary regions, firms prioritize social investment through sponsoring events. The majority of companies do events related to the type of beverage they produce. However, one company even pitches in to help in organizing and offering certain items for regional events. Another company mentioned: “Our business is extremely involved in community work and thus we always volunteer. We help disabled people.” (B.S.1) One of the companies in that area extremely encourage their employees to volunteer. Sometimes they do so at the expense of the company, especially if the employee wants a day off to

fulfill scouts obligations. The interviewer said: “We allow an employee to take the day off to go to scouts. We believe that scout values are an important part of our lifestyle.”

(B.S.2)

In cities, beverage companies give back to the society mainly through sponsoring some events and feeding the homeless. One company is recycling their colored bottles through giving them to an NGO to convert them to cups to be distributed to customers for free.

Reporting CSR Activities:

As for reporting CSR activities, the beverage production industry in rural, secondary, as well as city regions do not promote their CSR activities. One interviewer mentioned that: “we don’t market what we give”. (B.C.1)

Religion/Family and CSR:

In rural areas the companies feel that since the diners are family businesses, this highly affects CSR activities. They believe that their own family morals and values are reflected and practiced in the workplace. As for religion, the majority agreed that it does not affect CSR practices in any way although they have linked indirectly their family values to their religious roots. Most of the diners are hiring people from different religions and nationalities, this is why basically they are relying more on individual values and

attitudes when it comes to the workplace more than focusing only on the religion origin of employees. Five out of Six interviewed companies have mentioned clearly when asked about religion that no decimation at all when it comes to hiring people. In other words, those companies are mentioning that no bias practices are taking place within their workplaces concerning religion but indirectly linking their values and expectations to morals and beliefs inspired in a way or another from each and every individual's background.

4.3 Oil and Nuts

The mission of oil and nuts companies across rural, secondary, and the city is to develop products having a high quality at an affordable price. All the latter areas across Lebanon focused on delivering the best products in order to exceed customer's expectations. Two out of six companies mentioned that their mission also includes continuous improvement and customer interaction. An interviewee said: "We aim to become the best in our industry not only in terms of the product's quality, but also to become more socially responsible towards employees and the surrounding environment" (NO.R.1).As for the vision of oil and nuts companies, one can recognize that all areas have similar plans for the future. All companies interviewed, whether in the rural, secondary, or city, want to increase their market share and become leading players in the industry. One out of six companies mentioned that they are planning to move to a new "green building" with a new concept. Three out of six companies want to expand their market share and customer base through exporting their products to the MENA region primarily and Europe potentially. The core values in organizations in all regions involves high quality,

freshness and transparency. One can realize that rural and secondary areas share another important core value, which is that their values are deeply rooted from the religion they belong to. One interviewee said: “Our values are deeply rooted in our religious background, we believe that this should be reflected in our work. We are also going to build a section for prayer in the new building” (NO.S.3).

The concept of CSR for those in the rural regions is helping NGOs through donations or sponsoring their events. One out of two companies highlighted that their understanding for CSR is that the company should be profitable while preserving a good environment. As for those in the secondary and city regions, they take CSR more seriously. They believe that they can be socially responsible through creating job opportunities. The companies in the secondary and city regions understand CSR as being responsible towards customers as well as the environment. Two out of five companies plan to construct a green factory. One interviewee said: “We are being socially responsible when we protect the environment, for this reason we are currently working on a green building to operate in” (NO.S.3).

Across Lebanon, oil and nuts firms are mainly family businesses. The owners believe that CSR activities are positively affected since they are a family business. They believe that being a family business enables them to apply the values taught at home in the workplace. One interviewee said: “In my opinion, CSR activities are positively affected since we are a family business. We treat all employees like family and we carry our own values to the business” (NO.R.1). Furthermore, none of these companies have a CSR department or a single person dedicated to these activities.

HR Practices:

In all regions, both genders have an equal opportunity regarding recruitment and promotions whether in the middle or top management positions. Yet, one can see that some companies have more men than women in all levels, whether low, middle, or top management, or vice versa. This difference between the percentage of men and women in the companies is due to reasons far away from gender biases, such as no one seemed to apply, time inconvenience for one of the genders, etc. Three out of seven companies said that they are not gender biased but sometime for some of the tasks they prefer one gender over the other. For example, for tough work which required carrying heavy inventory they prefer men. But, for positions that require more patience and accuracy, the companies prefer women. One of the interviewers in the rural areas mentioned that: “We prefer men for mechanical and tough work” (NO.R.2).

Oil and nuts companies, across all regions, do not employ children. One out of six companies mentioned that not only they do not employ children, but they also make sure that their suppliers don't employ children as well.

Oil and nuts organizations in rural, secondary and city areas, encourage hiring physically challenged people. Four out of seven companies said that their factory is properly equipped for physically challenged people. One of the interviewees said: “We have three physically challenged people in our company, one of them is the inventory manager and the other two perform handwork while sitting on wheelchairs “(NO.R.1). One out of six employees have the three percent of their employees physically challenged, as per the quota.

Regarding discrimination when it comes to hiring new staff, companies in rural regions prefer Lebanese employees rather than foreigners. It is important to mention that one out of two interviewees in rural areas said that employees sharing the same religion as his are more preferable. Yet, the companies are not biased when it comes to political affiliation and physical attributes. As for companies in secondary areas and cities, both regions are not subjective in hiring when it comes to religion, political affiliation and physical attributes. Yet, both regions prefer Lebanese employees, and they even stress on locals. One interviewee said: “We prefer to hire Lebanese over foreigners due to high cost of the paperwork needed to recruit foreigners” (NO.C.1). Moreover, all managerial positions are strictly for Lebanese employees in all regions.

Labor Practices:

All oil and nuts companies across Lebanon have safe and decent working conditions provided to their staff. One out of six companies said that the factory is safe to a certain extent since the roaster is hot during summer times. However, the company is trying as much as possible to mitigate this issue through installing air conditioners. Across all regions employees are covered by either NSSF or insurance and sometimes both. One of the interviewees said: “We care about our employee’s well-being, so built a cafeteria and small cabinets where our staff can take showers in our new building” (NO.S.3).

In rural areas training usually happen within the organization. Every new employee gets trained in the department he or she works at, so it is similar to a handover from previous staff to new ones. One out of two companies provide their staff with training done outside the company by a third party. Yet, such training is very rare.

Secondary areas and cities handle continuous training more seriously. Oil and nuts companies in these areas provide their employees with in house training as well as external training. Internal training are regular and done through handovers. External training are provided according to employee need and are basically done in sales, hygiene, quality control, customer service and stock management. One interviewee said: “Our in house training is done by the quality department.”

Open door policy is spread within all oil and nuts organizations in all regions.

Environment:

In rural areas companies in such industries take adequate measures regarding their impact on the environment. Regarding energy, organizations use led lights across the whole company including factories. One out of two companies in rural areas have their own generators. An interviewee said: “For the meantime we own our own generators and we use led lights. Moreover we plan to install solar panels to reduce our energy consumption further” (NO.R.1).As for water, both companies said that their work doesn’t require lots of water consumption. They only use water for cleaning purposes. Both companies also plan on having sensors for toilets and sinks in the near future. One interviewee said: “Recently we installed a segmentation system to reuse the water in order to water the plants in the region” (NO.R.2).Lastly, in liquid and solid wastes, both companies tend to recycle. One company recycle their nylon and plastics by giving them to NGOs. Whereas

the other company sells the used wood to companies. One of the interviewees said: “On top of recycling plastics and nylon, we give municipalities leftover salts used for nuts in order to open roads when they are stacked with snow” (NO.R.1).

In secondary area, regarding energy, companies have their own generators, led lights, and turn off lights when not used. One out of three companies moved into a new green building containing equipment to reduce the consumption of energy. Concerning water, all companies engage in minimal acts to reduce the consumption of water. As for the wastes, two out of three nuts and oil companies said that they do not have a waste management system is put in place. However, they both have future initiatives. One out of three companies use aqua filters for liquids. They also recycle carton, sell oil, and reuse salt.

In the city, one out of two companies have solar energy for their manufacturing. Also one company participated in earth day, and turned off the electricity for a certain amount of time. Initiatives that are taken concerning water consumption and reduction are minimal. One interviewee said: “We are not able to utilize water because it is not eligible to reuse. It is only eligible for watering. Yet, we are finding difficulties with the municipality to put the water in an irrigation system (NO.R.1).As for liquid and solid waste, companies in cities are recycling plastic bags, tin, nylon, etc. They are also reusing carton and paper bags.

Fair Operating Prices:

In rural regions, one out of two oil and nuts companies engage in fixing prices with their competitors. On the other hand, we can realize that all companies in secondary regions and cities do not fix or change their prices according to their competitors. Prices are put based on the quality and brand image. One interviewee said: “We never engage in price fixing, it’s a fair competition. This is healthy for our company and to the consumers. Fair competition makes us work harder everyday”(NO.R.1).

In rural and secondary areas companies do not promote sustainable management principles. They all pick their suppliers based on quality and price. Also the most essential aspect that the two companies located in rural areas stressed on, is that they try their best to find a supplier located in the region they operate at. This is because they want the suppliers of that specific region to benefit. As we move towards the city, companies promote some sustainable management principles. One out of two companies choose their suppliers according to prequalification set by the company. One interviewee said: “Our suppliers should share the values that we as a company have” (NO.R.1).

In rural areas, the oil and nuts companies usually fight corruption through camera inspection and investigations. One out of two companies mentioned that corruption rarely happens. That is because they have a certain system where everyone looks up on everyone. Hence, it is easy to track whom is engaged in corruption.

In secondary regions and cities, companies also use cameras for control purposes. Two out of five companies give second chances because they believe that mistakes might happen. However if these acts were repeated, then it might end up with firing the employee.

Consumer Issue:

Regarding delivering the products to consumers, all organizations in the three regions said that they are transparent with their customers. They strongly believe that they deliver what they promise to their clients. One interviewee said: “Yes, our company certainly delivers what it promises, we include detailed description of the products. For example, concerning the nut bags, we mention the percentage of kernels in each bag.” Three out of seven companies said that transparency is essential to their companies, also they are obliged to be transparent since their company exports their products and they have to abide by international regulations.

In rural and secondary areas, three out of four companies said that customer care is provided to customers directly through contacting the owners. The owner will solve the issue with the customer depending on the case. Therefore, these companies do not follow any formal procedures. Depending on each case, the owner chooses how to compensate the client. One interviewee said: “Complaints are done through emails read and answered by the owner. But if there is any phone call, any administrator can answer and try to solve the problem” (NO.R.1).

As for nuts and oil companies in cities, they tend to have customer care unit where employees record all complaints. One out of two companies said that they make sure that all complaints are answered and resolved. One interviewee said: “Even though sometimes I am certain that the customer is exaggerating and is wrong, our company abides by the saying that states the customer is always right” (NO.C.2). One out of two companies has a hotline for customer service. Clients are directly transferred to a customer service

employee. After that, it takes the company a maximum of 48 hours to reply and solve the issue. One interviewee said: “In our customer service department, we have an employee responsible for online complaints. Customers can have live chats with employees. Then the employee will take the client’s number, investigate and reply within 48 hours” (NO.C.1).

As for informing customers about the risks of a specific product, the same measures are taken in rural, secondary and city regions. The companies provide awareness to customers on things such as hypertension, allergy, etc. All oil and nuts companies have the necessary information on the label found in the back of the product.

In rural areas, the companies prioritize social investment through sponsoring NGOs and giving them vouchers. Both companies stressed on the fact that the NGO should be very known so that they would contribute to help, otherwise they will reject to contribute to that NGO. One interviewee said: “We have a small budget for social investment in the region. However, if a large event, where we could get exposure, asks us to sponsor, then we will definitely go for it (NO.R.2). Also in the rural companies, they encourage their employees to volunteer, however not at the expense of the company.

Oil and nuts companies in secondary regions and cities have a wider agenda. They help and support charities and NGOs through providing them with vouchers or donating food. One out of four companies give scouts 25% discount on the products. These companies also sponsor small-scale and large-scale events such as the marathon, religious gatherings, NGO events, etc. Three out of four companies mentioned that they mostly donate on religious holidays such as Christmas and Ramadan. One out of four companies has a

fixed budget of donations per month. One interviewee said: “We are everywhere in the community. We help because we believe it is essential and we also use it as a marketing strategy, hence it is a win-win situation” (NO.R.1). Also, similarly to companies in rural areas, they tend to encourage their employees to volunteer but not at the expense of the company. One out of four companies said that they encourage their employees to volunteer even at the expense of the company but only if it is an emergency.

Reporting CSR Activities:

Regarding whether the companies report their CSR activities, the oil and nuts industry in rural, secondary, and city areas do not promote their CSR activities. One of the interviewees mentioned that “We are conservative, so we don’t make a fuss about CSR activity” (NO.C.1).

4.4 Fast Casual

The mission of companies in the fast casual section in rural areas mainly focuses on the food quality. However, one can still recognize that some fast casual restaurants do not have a mission statement for their company. Regarding the fast casual restaurants operating in secondary cities, their concern is not merely the quality of the food, but also on continuously providing customers with a unique experience and sharing their passion for providing customers with a friendly and unforgettable experience and service. The mission of the companies found in the cities are close to those of the secondary cities. They focus on the quality of the food and the customer service. In addition to the previously mentioned, these fast casuals aim to increase their franchises and maintain consistency amongst those franchises.

As for the vision of fast casual companies, one can spot that all areas have almost similar plans for the future. All of the restaurants, in the rural, secondary, and city, want to expand in both Lebanon and potentially abroad. This growth will be done through either opening more branches or through franchises. One out of six companies mentioned that they already opened in the Gulf, and Europe is their new target.

When companies across all regions were asked about the company's values they all stressed on food safety, honesty, and quality. Yet companies in secondary and cities added to the latter values, the significance of diversity, transparency, collaboration among employees, and being dynamic.

CSR understanding:

The notion CSR for firms in the rural regions is assisting NGOs through donations and taking care of the environment. Yet, one out of two firms honestly expressed its unfamiliarity with the term in the first place. As for those in the secondary and city regions, they have another understanding for CSR. They believe that social responsibility is through giving the society that they are operating in and not just benefit from it. One interviewee said: "We are socially responsible when we take care of our customers, employees and country."(FC.S.1)

They can be socially responsible through creating job opportunities. The restaurants in these regions perceive CSR as being responsible towards the environment. One of the interviewees in the city said: "CSR is basically being responsible towards our

surrounding environment, however this is not applied in our restaurant nor in many others since the government doesn't provide us with facilitations to do so."(FC.C.2) Nevertheless, none of the restaurants have a specific department or a specific person that handles CSR activities.

Human Rights:

Across the three regions, both genders whether men or women have equal opportunities when it comes to job recruitment and promotions in the middle as well as the top management positions. Yet, three out of six fast casual restaurants declared that in some positions, such as operations, they prefer women over men because they believe that females are more responsible and punctual than males. One of the interviewers in the city said: "In some positions we prefer women because they are known to be more responsible, yet some positions, those who require tough physical conditions, are left for men."(FC.C.1) This points towards the idea that the reasons for picking men or women are not correlated to gender discrimination, rather to position requirement.

Fast casuals, in all regions, do not employ kids under eighteen. The six interviewed diners clearly mentioned that they only recruit 18 year olds and more. However, one restaurant in the secondary region said: "We don't employ children under eighteen, however during summer time we recruit 16 year olds as part-timers."(FC.S.2)

In rural areas, the companies did not refuse hiring physically challenged people, one of the fast casuals previously had an employee on a wheel chair. Another company welcomed the idea and found it interesting, however said that this idea is not feasible at

the meantime mainly because of the infrastructure of the place. As we go towards secondary areas, these companies seemed very interested when the topic came up. One of the interviewees said: “It’s a dream to hire physically challenged individuals. We even considered that in our infrastructure while building the new branches.”(FC.S.1) One out of two fast casuals said that they’d love to hire physically challenged people and it’s a plus for the firm because their turnover is low, they are dedicated, and responsible individual.

As for companies in the cities, the answer was unified. Both fast casuals said that their shops is small and its infrastructure doesn’t facilitate this issue. Hence, neither they’ve never employed physically challenged people in the past nor they are considering this idea in the near future.

Concerning discrimination when hiring new staff, companies in rural regions are biased regarding the race of the employee recruited. They prefer to hire locals. One of the interviewees said: “The priority in recruiting is always given to Lebanese citizens.” (FC.R.1) Moreover some fast casuals are biased towards religion. An interviewee said: “Since we are located in an area where one religion dominates the others, and most of our clients are of the same religion, we have w priority to recruit an individual having that specific religion over any other.” As for political affiliations, weight, and age, no discrimination can be detected. Concerning the secondary regions, the fast casuals are also biased towards recruiting locals, but opportunities for foreigners can be found. Yet, managerial positions are mainly for Lebanese employees. No biases can be spotted concerning religion, weight, age, and political affiliations. Fast casuals located in city do

not show any biases concerning religion, race, weight, age, or political affiliations. Yet, they might have restrictions on hiring foreigners due to legality issues.

Labor Practices:

Fast casuals in rural, secondary and city consider that they have appropriate infrastructure and architecture to provide employees with decent and safe working conditions. Employees are all insured. Hence, employees are safe when it comes to social securities and health insurances if some accidents happened to them during work time. Employees are provided with a decent and good working environment where they are given lunch breaks and free lunch meals. One of the interviewees said: “We have a good environment for our staff, its warm during winter and cool during summer times. Automatic sprinklers are available in case of fire. Yet, risks and accidents are always surrounding human nature. In our business, it’s mainly located in the kitchen. Despite that issue we always try to take precautions.

Training in rural and city areas occur within the department were each employee works at. It happens as a handover from older employees to new recruits. One interviewee said: “When an employee is recruited, an outsourced training company teaches that individual all he needs to know. But later, that employee gets to learn by practice and from previous employees.” Social dialogue that allows employees to speak out their concerns, usually follows an open door policy in both rural areas and cities. Fast casuals in secondary regions follow a more serious training and development procedures. In that region, training and development are essential. One fast casual has two types of training, one is in-house and the other is outsourced. The first type is done for basic work procedures

such as working as a cashier or waiter. The second type is for hospitality training. They also consider sending their employees to English courses or other courses that could be enhance their work performance and productivity.

In secondary areas, social dialogue is done through either incident reports or open door policy.

Environment:

In rural areas some companies take measures concerning their impact on the environment. One out of two companies already have solar energy panels, however the other company is considering to install solar energy in the near future as they grow. Regarding water consumption, few companies take initiatives. One interviewee said: “We have a filtration system for the meantime, and nothing else.” Finally, in liquid and solid wastes, some of them recycle cartons and plastics only while other do not take any acts at all. One of the fast casuals also use organic detergents and they also have a filtration system to decrease the CO₂ and SO₂.

In secondary area, concerning energy, companies have led lights, filtration system, turn off lights when not used, and they measure their consumption of energy on a monthly basis. The operations manager has a schedule for the energy use. One interviewee said: “We are preparing for a new strategy regarding energy use soon.”(FC.S.1). Regarding water, one out of two fast casuals do not have practices to save water. Other companies take minor initiatives concerning this issue such as having water taps in toilets and kitchens. Thus, we can recognize that no major acts are taken to save water.

As for the wastes, fast casual restaurants recycle cartons and plastic by putting recycling bins in the branch in collaboration with some NGOs. One of the interviewees said: “We save 8 million straws per year and we substituted them with paper straws.”(FC.S.2) One of two companies are using oil tanks made up of glass so they won't buy them in plastic tanks. One of the organizations stated: “In our restaurant we do not prepare the meals in advance in order not to waste our food.”(FC.S.2)

In the city, fast casuals use led lights in order to save energy. Also the signs are turned off at night to save energy use. One of the interviewees: “We thought of getting generators for our restaurant, however the location that we operate at is in the ground floor of a building, and the neighbors are making it hard to implement such an idea.”(FC.C.2) Minor initiatives are taken concerning water consumption and reduction such as implementing sensors.

Regarding liquid and solid waste, fast casuals have extremely minimal initiatives. One of the interviewees said: “We are trying to take some initiatives regarding this issue because the government is not providing us with facilitations to do so. (FC.C.2)

Fair Operating Practices:

One can recognize that the majority of fast casuals in all three areas do not fix or change their prices depending on their competitors. Prices are put based on the quality and cost of raw materials that they are using. One of the interviewees said: “Our products are fresh and not frozen, that's why we cannot base our priced according to our competitors.” (FC.C.2)

Five out of six companies across the three regions do not promote sustainable management principles. They all have a principle of picking their suppliers depending on the quality and price of the product. On the other hand, one out of six restaurants promotes sustainable management principles in its value chain and does it have a preferred business relationship with those who share those principles. They consider suppliers performing CSR activities more than those no performing these acts.

In rural areas, the firms usually fight against corruption through cameras, inspection and investigations. However, one out of two companies said that even if they have proof that an employee is stealing, they do not take firm decisions concerning employees. However, one of the interviewees said: “When we have proof on an employee that he/she is being corrupted, we take out decision based on the position of the employee. If it is easy to substitute that employee, we directly fire him/her. On the other hand, if it is hard for the company to lose such an employee, then we might try to negotiate before firing him/her.”

In cities as well as secondary regions, if an employee was caught in a corruption situation, then that employee will be immediately fired from his job. To prove the employee guilty, this is done through investigations and cameras. One of the interviewees said: “If an employee steals an extra meal for him/herself during work hours, this will result in a warning for that individual. However, if that employee takes the same product home, then he/she will get him/herself fired.”

Consumer Issues:

As for the food on the menu, all fast casuals declared that they do not Photoshop the items found on the menu. All three regions said that being transparent is extremely

essential to build a strong relationship with their customers. Thus, they deliver what they promise to customers. One of the interviewees said: “We cook our product in the restaurant and then we take photos of them and put them on the menu.”

Basically in rural areas and the city customer service is done directly through contacting the owners. Thus, no formal procedures are applied. Owners take each case by itself and compensate their clients accordingly. In secondary regions, customer service is more formal. They have a complaints cards for clients, and this is done in order to track errors. Moreover customers can report on social media platforms such as “Zomato”, Facebook, Instagram, and others. All complaints are solved within in 24 hours. One of the interviewees said: “Our employees are also empowered to take initiatives to compensate clients.”(FC.S.1)

Community Involvement and Development:

In fast casuals located in rural areas, companies prioritize social investment through providing neighbors with discounts, removing delivery charges for nearby customers, donating food to charity and supporting well known NGOs through providing them with a discount. One interviewee said: “We are very attached with our neighbors. If one of the latter dies, the family will receive sandwiches from our restaurant for the funeral.” As for volunteering, one out of two fast casuals mentioned that they fully support their staff to volunteer in community service.

Fast casuals in secondary regions, take social investment more serious. They tend to help out charities and NGOs by giving them with vouchers or simply donating food. These acts are considered as part of their marketing strategy as said by one of the interviewees. One out of two companies send food to well-known NGOs on regular basis. In addition, these restaurants encourage their employees to volunteer in community services. One of the interviewees said: “I do not mind giving an employee a day off if the purpose of this day off is for volunteering.

Fast casuals in cities prioritize social investment by helping out charities and NGOs through minor donations or sponsorship. Also, they do not encourage their employees to volunteer in community services. They do not compensate for work time what so ever. One interviewee said: “Business is completely separate from community services. If I allow one employee to leave work for such purposes, then I would be obliged to do the same with the others. Therefore, I do not get myself involved in such issues and concerns.”

4.5 Casual Dining

The mission of companies in the rural areas mostly focuses on the food quality. As for the companies that are existent in secondary cities, their focus is not only the food quality, but also on providing customers with a friendly and unforgettable experience. Missions of those companies in the cities are close to the missions of the secondary cities. They focus on the quality, the customer service and they focus on defining their main goal in their mission statement. Concerning the vision of organizations located in the rural areas, they intend on expanding through giving franchises or opening other outlets in other

cities. Some companies located in the secondary areas focus on expanding in other sectors, while others want their employees and customers to live the attitude, ambience, and experience of the organization. As we move to the companies in the city, the organizations want to grow locally and most importantly maintain and be the leader of their category.

The core values in organizations in all regions are to value food safety, honesty, and quality. However companies in secondary and cities also add to the previously mentioned values, the importance of transparency, teamwork and empowerment of employees, and being environmentally friendly.

The concept of CSR for those in the rural regions is simply entering sponsorship, providing charities food from time to time, and giving back to nature through small acts such as reducing wastes and trying to pollute less. As for those in the secondary regions, they take CSR more seriously. They usually have the marketing or HR department responsible for their CSR activities. They also understand CSR as giving back to the environment but also being responsible towards the employees (internally) and to customers (externally). Responsible towards employees through providing them with good working conditions, insurance, training, and others. As for being responsible towards customers, it is done through providing them with the promised quality, telling the truth, providing them a safe, respectful, and decent service. However, the organizations located in the cities take CSR more seriously and they even have a yearly budget for it. They do so by helping several NGOs in multiple ways, such as providing them with direct donations, dedicating a small part of every check for them, etc.

Across Lebanon, casual diners are mostly family businesses. Thus, we can realize that CSR activities are positively affected due to the fact that they are family businesses. Casual diners in the rural areas spend much less resources than those in the secondary regions and cities. In rural area, owners are usually the ones who decide and initiate CSR activities. One of the owners there said: “CSR activities are strictly limited to the main budget” (CD.R.1). On the contrary, as we move away from rural regions, we can realize that in casual diners, not only owners are involved, but also the marketing or the HR department are involved. One of the interviewer said: “our team members not only initiate CSR practices, but they are also committed to them.” (CD.S.2). However, none of them have a CSR department or a person only dedicated to those activities.

HR Practices:

In all regions, men and women have equal opportunities when it comes to recruitment and promotions whether in the middle or top management positions. However, in some casual diners we can spot more men than women and that is due to reasons such as no women applied, time inconvenience for women, and other reasons not related to quotas or discrimination. One of the interviewers in the city mentioned that: “We tried to hire women as drivers but the conditions of the work do not match” (CD.C.2). This indicates that the reasons are not correlated to gender discrimination or preferences. In the meantime, we can also spot some companies having more women than men. Also the reasons are basically not related to gender biases.

Casual diners, across all regions, do not employ children. However, the majority employ children 16 and above as part-timers during summer time only. In rural areas they used terminologies such as “to keep the kids busy during summer time” (CD.R.2).

In rural areas, the companies do not mind hiring physically challenged people, however they don't currently have such employees. The reason vary: do not have proper architecture, no one seemed to apply, etc. As we move towards secondary areas, these companies hire and currently have physically challenged employees. They also don't mind to have 3%, as per the quota, of physically challenged people employed. Some of them are even working with NGOs in order to find and recruit these people. Physically challenged employees are hired in call centers usually in such regions. One of the interviewers said: “We do not mind however the place's architecture is not ready” (CD.R.2).

As for companies in the cities, some hire physically challenged people in positions such as call centers, central kitchen, etc. However one of the companies did not agree with the others and said: “We do not hire challenged people. We have people who had accidents on work and we helped them from A to Z. They are still with us working” (CD.C.2).

Regarding discrimination when it comes to hiring new staff, companies in rural regions are biased when it comes to the race of the employee being recruited. They always prefer hiring locals. We can also spot salary differences for the same position between a local and a foreigner. One of the owners said: “Our Lebanese chef has a higher salary than the foreigner chef knowing that they have the same duties” (CD.R.1). Usually, housekeeping employees are foreigners. Also, some casual diners are also biased towards religion, were

they prefer to hire employees that have a certain religion. Concerning political affiliations, weight, and age, we can spot no discrimination. As for the secondary regions, the companies are also biased a bit towards hiring locals, but they have opportunities for foreigners. However, managerial positions are basically for Lebanese employees. There are no biases concerning religion, weight, age, and political affiliations. Casual diners in city do not have biases concerning any factor. However, sometimes they might have restrictions on hiring foreigners due to legality.

Labor Practices:

In rural areas, some casual diners do not have proper structure and architecture to provide employees with decent and safe working conditions. However, they are taking these issues into consideration in any new outlets they consider to open. Employees are insured. They are safe when it comes to social securities and health insurances if something happened to them during work time. One of the companies in the secondary areas did a study on where most accidents happen, the manager mentioned that: “Most of accidents happen in the kitchen and with drivers. However we are following up with injured employees and are trying to take precautions” (CD.S.1). Training in such areas happen within the department each employee works at, it’s more like a handover from previous employees rather than formal and professional training. As for social dialogue that allows employees to speak out their concerns, it usually follows an open door policy. Secondary areas provide safe and decent working conditions through giving employees with flexible schedules, insurances, social securities, helping them in their private concerns, and others. As for continuous training, casual dining restaurants in these areas tend to provide

employees with in house training in sales, food safety, customer care, leadership , HR, management, etc. They even go beyond the work place and help employees enhance their skills and expertise such like:

- Attending seminars
- Getting them offers to learn languages such as English or French
- Providing them with discounts and offers to get their graduate degrees from some universities

Employee's social dialogue are done through an open communication system.

Casual diners in cities provide their employees with safe conditions through offering them a fresh, young, and positive atmosphere. They also make them feel safe through rules and regulations, social securities, fire alarm systems, etc. In these regions, training and development are a must. Training are done in customer service, food preparation, food safety, leadership programs, and others. As for employee dialogue concerns, in cities this issue is more formal. At first, the employee report to the line manager and if the issue cannot be solved though the line manager, then it is shifted to the HR.

Environment:

In rural areas companies take minor measures concerning their impact on the environment. Regarding energy, companies use led lights and some even have their own generators. As for water, only few diners have dishwashers and sensors in toilets and

kitchens. Finally, in liquid and solid wastes, some basically recycle cartons and plastics only while other do not take any acts at all.

In secondary area, regarding energy, companies have their own generators, led lights, filtration system, turn off lights when not used, and they even manage a schedule to reduce energy consumption. Concerning water, one of the companies do not have practices to save water, but they mentioned the following: “Although we do not work on saving water but we have our own awareness campaign” (CD.S.2). Other companies have sensors to save water (in their new outlets). Hence, we can see there is no major acts regarding saving water. As for the wastes, casual diners tend to recycle cartons and plastic (in collaboration with NGOs), send organic food to pork farms, reduce the number of napkins on each table, and adopt a more eco-friendly marketing. One of the organizations stated: “We are aiming of becoming 0 waste company”

(CD.S.2).

In the city, led lights are used to save energy. No initiatives are taken concerning water consumption and reduction. Regarding liquid and solid waste, casual dining have either too little or too much waste, therefore, they are not able to work with NGOs when it comes to recycling. Some companies are trying to implement a “no straw” campaign, but they are facing lots of resistance.

Fair Operating Prices:

We can realize that the vast majority of casual diners whether in rural, secondary areas, or cities do not fix or change their prices according to their competitors. They put their

prices based on their quality and brand image. However some diners in the city might alter their prices based on recurrent customers' requests. The manager interview said: "We might modify our offers according to the customers' feedback" (CD.C.1).

Also, most of the companies wherever they are located do not promote sustainable management principles. Almost all of them pick their suppliers based on the location of the supplier, as well as the product's quality and prices.

In rural areas, the diners usually fight corruption through camera inspection and investigations. If they have proof that an employee is stealing, it always ends up by firing the employee responsible.

In secondary regions, diners also use cameras for their investigation. Some companies have a code of conducts and written systems. At first, the company gives the employee verbal warnings, then written warnings, then salary deduction, and finally termination from the job.

In cities, code of conducts are used. Disciplinary actions are taken, warnings (verbal and paper warning). Each case is taken solely and is investigated via HR. One of the companies said: "we have disciplinary warnings (verbal and written). We also have a code of conduct. Therefore each case is taken separately". (CD.C.1)

Consumer Issues:

In terms of the food on the menu, all casual diners do not Photoshop the items on the menu, and are transparent, hence they deliver what they promise to customers. Moreover,

casual diners in cities have mystery shoppers to make sure that all employees are working as they are asked to.

Casual diners in rural areas give primary consideration to children for example through placing a kids section on the menu. However, they do not market their products by taking advantage of their vulnerability. In secondary areas and cities, the diners intend on not placing for example pictures in the kids menu in order not to market their products to children since they are vulnerable groups.

In rural areas, customer service is practiced through a direct contact with the owners. Hence, no formal procedures are followed. According to each case, the owner chooses how to compensate for the customer. In secondary regions, customer service is more formal. They tend to have customer care unit where all complaints are reported even if they are solved. This is done in order to track errors and take precautions. As for diners in cities, customer service is handled in a very professional way. Most of the companies track negative feedback from comment cards, “Zomato”, and even on social media (Facebook, Instagram, etc.). After tracking these feedback, the company tends to reply within 48hr in order to solve the issue. They do so by getting their contact number, apologizing to them, and offering them some sort of compensation (free meal, free dessert, etc.). What is also interesting is that even employees may take initiatives to give free food in case of customer complaint.

As for informing customers about the risks of a specific product, there are no measures taken in diners located in rural areas. They believe that their menus are “all for all”. However in secondary regions and in cities, diners inform their customers about any

possible risk. They inform the customer the existence of pork or alcohol in the product. They also inform customers in a certain diet on the amount of calories, fat, sugar, etc. But these information are only available in the light section and not the whole menu. We can realize that only few diner in the city include information concerning allergies and vegetarians. One of the companies in the secondary area took the precaution issue to a whole new level. They said the following: “During our festivals we inform customers about the alcohol offered, we do not serve beer to under aged customers, we have free cabs to give our customers, who consumed lots of alcohol, a ride home, and we sometimes stop serving alcohol if we realized that things started getting out of control” (CD.S.2).

In rural areas, the companies prioritize social investment through donating food to charity and sponsoring event specially those happening in their region. If their employees would want to volunteer, they would encourage them but not at the expense of the company. On the other hand, diners in secondary regions and cities invest in both. They help out charities and NGOs through providing them with vouchers or simply donating food. These diners also sponsor many events during the year with a specific budget dedicated for that part. Also, they tend to encourage their employees to volunteer. They encourage them to donate blood and also to volunteer in events by visiting NGOs on holidays.

Reporting CSR Activities:

As for reporting CSR activities, casual diners in rural and secondary areas do not promote their CSR activities. They mentioned that “they do not like to brag about it”. One out of

six casual diners report few of their CSR activities, especially those related to activities done with NGOs.

Religion/Family and CSR:

In rural areas, the companies feel that since the diners are family businesses, this highly affects CSR activities. They believe that their own family morals and values are reflected and practiced in the workplace. As for religion, the majority agreed that it does not affect CSR practices in anyway although they have linked indirectly their family values to their religious roots. Most of the diners are hiring people from different religion and nationalities this is why basically they are relying more on individual values and attitudes when it comes to the workplace more than focusing only on the religion origin of employees. Five out of Six interviewed companies have mentioned clearly when asked about religion that no decimation at all when it comes to hiring people. In other words, those companies are mentioning that no bias practices are taking place within their workplaces concerning religion but indirectly linking their values and expectations to morals and beliefs inspired in a way or another from each and every individual's background.

4.6 Hotels

The mission of hotels in the rural and secondary areas mostly focuses on delivering the best service. One of the interviewees said: "we aim to put hospitality services on the highest levels in order to satisfy the demands and expectations of guests. Our goal is to make the hotel a place for encounters, business success, pleasant meetings and gala ceremonies." (H.S.1). As for the companies that are existent in cities, their focus is not

only to have the best service for customers, but also being number one for owners, employees and stakeholders. Another interviewee said: “We aim to make of the ordinary something extraordinary. Because it is the special little treats that are the spices of life.”(H.C.2). Concerning the vision of organizations located in the rural areas, they intend on becoming the leaders in the market through demonstrating excellence in providing services and delivering innovative products that exceed customers’ needs, desires and expectations. They also have a vision to expand within the Lebanese territory. As for hotels in the secondary region, their vision aligns with their mission and it is to continue to apply and set the highest standards of service quality and in that way justify and uphold the reputation that they have among the guests, partners, competitors and the wider community. As we move to the hotels in the city, the organizations want to grow and expand at a fast pace locally and internationally.

The core values in organizations in the rural areas mainly focus on having a family spirit and delivering a high quality of service to clients.

As for companies in secondary and cities their values include providing high quality in their services. Furthermore, they also stressed on the importance of transparency, teamwork and empowerment of employees, and being responsible towards the neighboring society as well as the environment.

The concept of CSR for those in the rural regions is customer oriented. They understand CSR as committing to deliver the best service to customers. One out of two hotels added to the previously mentioned understanding and said: “We should be responsible towards employees through providing them with job opportunities and empowerment and towards

the environment through being environmentally friendly.” (H.R.2). As for those in the secondary areas and cities, they take CSR more seriously. They understand CSR as being an active member of the society by creating job opportunities, being environmentally friendly and promoting authentic indigence experience. Some hotels expresses their own understanding of CSR through recycling and promoting solar power system to heat water instead of using electricity.

In rural area, one hotel has its top management committed and involved in CSR practices. The interviewer claims that there is a high linkage between the two. On the other hand, one company mentioned that there is no support or commitment from the top management of the business to CSR practices due to lack of awareness. The interviewee said: “The owner is not giving enough attention to such practices due to other business commitments.”(H.R.1). As we move towards secondary regions, we can realize that CSR practices are part of the hotel’s culture. One interviewee said: “The company has an impact on CSR practices through delivering standard corporate programs, training, raising awareness on human trafficking, providing information protection and data handling in terms of privacy issues and confidentiality. In cities, the top management is fully supporting CSR practices. The GM in one hotel is entirely committed to CSR. On interviewee said: “Our hotel provides CSR training and supports green globe.”(H.C.2). None of them have a CSR department or a person only dedicated to those activities. However, hotels in the city have the HR and marketing department responsible for those CSR practices.

HR Practices:

Across Lebanon, men and women have equal opportunities when it comes to recruitment and promotion in both the middle and the top management positions. However, in some hotels we can spot more men than women and that is due to reasons such as no women applied, time inconvenience for women, and other reasons not related to quotas or discrimination. All regions were not biased when it comes to hiring in both genders. But, four out of six hotels said that, in some positions, like carrying inventory, security, and others, where the working conditions are hard on women, they prefer recruiting men. One of the interviewers in the city mentioned that: “Some positions require male candidates such as engineering technicians (Sewage, wall painter, etc.), carpenter, electrician and others.”(H.S.1). In top management, the recruitment is based on competence and knowledge. This shows that the reasons are not correlated to gender discrimination or preferences. We can also see that two out of six hotels are recruiting more women than men. Also the reasons are basically not related to gender biases.

Hotels, across all regions, do not employ children. Yet, the four out of six employ people aged 16 and above as part-timers or trainees during summer time only in positions such as, waiters/waitresses or as an assistant in the front desk.

In rural areas, the companies do not hire physically challenged people, however when the interviewer shed light the idea both hotels were positive. As we move towards secondary and city areas, these companies hire and currently have physically challenged employees. One hotel even had the 3%, as per the quota, of physically challenged people employed. They are recruited in positions such as time keepers, call centers and monitor equipment via software. One interviewee said: “Our facility is well prepared for any physically

challenged individual. We encourage such recruitment and aim on recruiting more.”(H.S.2).

Regarding discrimination in the matter of hiring new staff, hotels in rural, secondary, and city regions are not biased when it comes to the race, religion, political affiliation, physical attributes and age of the employee being recruited. One respondent said: “Sometimes we prefer recruiting employees from the region for convenience matters.” (H.S.2).

Labor Practices:

In rural and secondary areas, companies provide safe and decent working conditions. They have fire safety systems and the AC system is always on depending on the situation. One out of two hotels said: “People have been working here for many years because they enjoy working here. We have a positive working environment.” (H.R.1). Also employees are insured. Hence, they are safe when it comes to social securities and health insurances. As for training in such regions, they are only done for new staff. No continuous training are done for former employees. One interviewee in the secondary region said: “Employees get to fill out surveys titled Employee engagement survey. This survey asks about the environment that the employee is working at and whether they are comfortable at work.”(H.S.1). So we can see that the hotel is also concerned with the employee’s well-being and satisfaction. As for training, hotels in these areas tend to provide employees with in house training in customer service, leadership, etc. A minimum of three-hour of training per year is mandatory, were two hours are completed by the employee online and the remaining hour is an instructor led training.

Hotels in cities provide their employees with safe conditions and they are certified for doing so. In these regions, training and development are a must. One hotel provides their employees with an average of ten hours of training.

All hotels, across the three regions said that they do encourage labor unions and they have an open door policy.

Environment:

Rural areas, companies take measures concerning their impact on the environment. Regarding energy, companies use led lights. In addition to that the electricity in rooms turn off upon the usage of the card. As for water, hotels have their own water and they measure the consumption of water. Finally, in liquid and solid wastes, no solid waste recycling is done. One hotel provides the food leftovers, when in good condition, to the staff.

Secondary areas and cities, are more serious measures are taken. Regarding energy, companies have their own generators, led lights, filtration system, turn off lights when not used, and they even manage a schedule to reduce energy consumption. One interviewee said: “We shifted the whole hotel to led lights. We always tracks how much energy was saved and we set targets to reduce energy consumption.”(H.S.1) Concerning water, one of the companies filtrate water from the sea. Another company tries to cut leakages of water and set goals each year to reduce the water consumption. One respondent said: “We put papers to ask customers if they want to change the towels in order to reduce water consumption, but this didn’t work because it created conflict with

customers due to their mentality.”(H.S.2) Hence, minor initiatives are being taken regarding saving water consumption. As for the wastes, hotels recycle cartons and plastics. As for the liquid waste, some hotels are treating contaminated water with chlorine. The interviewee said: “We have a homemade system for rainwater gathering. Rain is gathered by redirecting the rainwater pipe to a container.”(H.S.2)

In the city, led lights are also used to save energy. No initiatives are taken concerning water consumption and reduction. Regarding liquid and solid waste, hotels recycle cartons and plastics. One hotel is trying to ask customers whether they want their linen to be changed daily or each two days to save water, but the company is facing lots of resistance with clients, were they are being accused of being stingy.

Fair Operating Prices:

We can see that all of the hotels whether in rural, secondary areas, or cities do not fix or change their prices according to their competitors. They put their prices based on their services, quality and hotel image. One interviewee said: “We do not fix prices with our competitors and we even refer customers to other hotels in case our hotel is full.”(H.R.1).

Also, five companies across all regions do not promote sustainable management principles. Three out of six hotels highlighted that they pick their suppliers based on the location of the supplier, as well as the products’ quality and prices. It is important to mention that only one hotel deals with suppliers having certain standards. The interviewee said: “We have a checklist for our supplier, they should share our values.”(H.S.1)

In rural areas, the diners usually fight corruption through termination in case there was proof on the employee.

In secondary areas and cities, hotels use cameras for their investigation. Two hotels have a written code of conducts. Each case is taken solely and is investigated via HR. Hence, each incident is treated differently. Sometimes employees get verbal or written warnings, or they might face salary deduction, and sometimes the employee might get fired.

Consumer Issues:

All hotels deliver what they promised to their customers. Concerning the pictures of rooms posted online, one hotel said “We walk the talk” (H.R.1) while another said “You get what you see”. (H.R.2).

In rural areas, customer service is done directly through contacting the owners. Thus, there is no formal procedure that is followed. One interviewee said: “Customer service is done through direct response with the owners. That way we can provide a fast service to fix the problem.” (H.R.2). In secondary regions and cities, customer service is more formal. They have a customer care entity where all complaints are reported even after being solved. This is done in order to track errors and take preventative actions. In secondary regions, hotels tend to collect all feedback about the hotel from social media. An interviewee mentioned: “We reply 100% of negative comments within 24hrs and 80% of positive comments.”(H.S.1) Hotels in secondary regions and cities use surveys to measure customers’ satisfaction after they check out. One out of two hotels in the city uses an information system to measure customer satisfaction and it’s constantly updated.

An interviewee said: “We have a glitch system where client complaints should be reported, written and shared throughout the organization.”(H.C.2). It is important to mention that most hotels in the above-mentioned regions when they get a rating of three and below, the GM will personally call the customers within 24 hours to resolve the issue.

In rural areas, the companies prioritize social investment through providing a certain discount for NGO conferences in their hotels. One hotel said that they are not capable sponsoring huge events, so they ought to sponsor small events with a small budget. On the other hand, diners in secondary regions and cities prioritize social investments. Some of the social acts done are:

- Clean the beach shores
- Sponsor some events
- Special prices are given to NGOs and schools
- Encourage customers to participate in donations (For example through paying a small extra amount of money when they check out)
- Encourage employees to give away food, cloths, and other items specially during religious holidays
- Raise money and donate them to NGOs through activities (Gala dinners, bike rides, etc.)

One interviewee mentioned: “When customers checkout, one dollar is added to each bill to be donated to Unicef. So, each customer will be donating one dollar upon checking out. Definitely this act is communicated with customers and they are asked whether or not

they want to keep it.”(H.S.1). Some hotels in these regions even have a yearly calendar for CSR.

Reporting CSR Activities:

As for reporting CSR activities, hotels across the three regions do not promote their CSR activities.

4.7 Conclusion

It was revealed from the findings that CSR practices were different from one sector to another across rural, urban and secondary areas. However, some actions were common in more than one sector and area. The increase in sustainability awareness can be explained at the basis of some common CSR practices on different levels described in the findings section.

The differences in practicing CSR across the findings of the five sectors of the hospitality industry discussed in this chapter have set the tone for the comparative case study across sectors and areas in the following chapter.

CHAPTER 5: COMPARATIVE CASE STUDY

5.1 Introduction

Following the findings section, a comparative case study approach is used in this part of the research to simultaneously analyze the macro and micro dimensions of the different sectors under the hospitality industry through comparing and contrasting CSR planning and practices across these sectors and across their regional classification; rural , urban and secondary areas (Bartlett & Vavrus, 2017).

5.2 Comparative study across sectors

As previously discussed in the methodology section, the population of this study includes five different sectors under the hospitality industry in Lebanon; fast casual diners, casual diners, hotels, oil &nuts and the beverage industry. Furthermore, these sectors can be grouped into food production for oil, nuts and beverage production, food service for casual and fast casual dining and finally hotels. Taking into consideration the ISO framework used in this research investigation, different CSR aspects and indicators are analyzed across some of the branches of the Lebanese hospitality industry.

According to previous researchers, CSR is required for some sectors more than others taking into consideration the type of activities that firms are undergoing; untrusted perceptions of consumers and possible health risks are usually experienced in the food production sectors especially in beverage production (Boumediene & El Houada, 2018; Cuganesan et al., 2010).

But given the findings of this research, CSR has been defined as being an essential concept across the five different sectors under the hospitality industry in Lebanon

regardless of how much the interviewed firms are practicing it, but the majority of the companies are starting to acknowledge the importance of social responsibility in their operations.

5.2.1 Mission, Vision and CSR Understanding

Starting from their mission and vision statements, fast casual and casual diners were highly focusing on the quality and experience that they are presenting to their customers and their aim to grow locally and internationally. Moving towards the oil & nuts and beverage sectors their focus is more on the freshness and preserving the traditional practices especially in oil and alcoholic beverage items given the fact that production is basically at the heart of their operations and little focus is on the experience that customers are enjoying. As for the hotels, the focus is on the service and unique experiences in a way to almost standardize their practices and grow locally and internationally. According to the findings, these differences in the mission and vision orientations seemed to be explained by the type of activities or operations that each firm is undergoing; for restaurants, quality and experience were discussed as vital for success, in food production , freshness was a key successful factor for interviewees in this sector and finally in hotels were services are at the basis of operations, focusing on the quality of experience was perceived by interviewees as a priority for this sector.

Concerning the CSR understanding, it must be noted that the majority of interviewed firms are family businesses this is why owners, in most cases, are the ones setting the tone for sustainability and socially responsible behaviors. However, the fast casual diners and oil & nuts sectors are having a different understanding and practices in terms of CSR

than hotels, beverage and casual diners. The latter are increasing their awareness on CSR and sustainability to incorporate more formal training and involving the marketing and human resources departments in these activities until the foundation of a specialized department for CSR.

As for oil & nuts, the focus and understanding is basically oriented towards the production efficiency and cost reduction and for fast casual diners towards more sponsoring and charity works since the production process in this type of sectors requires heavy raw material and equipment.

According to Nurn & Tan (2010), CSR can benefit firms intangibly by reducing their turnover rates due to commitment. However, this issue was not hardly proven throughout the interviews. Interviewees from the five different sectors were linking their CSR practices to the tangible benefits of reducing their overall costs of operations by installing for example sensors for water and energy consumption and recycling activities.

5.2.2 Human rights and labor practices

According to the international labor organization, some jobs require specific physical strength, a permissible reason for disqualifying females for certain positions without considering it as a gender biased practice (*International Labour Organization, 2014*).

Under the human rights and operating practices, the five discussed sectors of the hospitality industry declared that there are no biases in terms of gender when hiring employees. Women and men enjoy same opportunities. However, given the nature of this industry, whether hotels, restaurants or production sites of beverages and oil & nuts, in

some jobs men are being selected to ensure a job fit in terms of physical efforts needed (carrying boxes, heavy materials) and in terms of time flexibility since in general men are more flexible than women in terms of scheduling given the fact that women take into consideration other related familial responsibilities and obligations (The, Journal, & Jan, 2019).

Causal diners, fast casual and hotels stated clearly that no children under 18 are hired in their sites unless in summer time for training and part-time jobs.

Based on some researches, child labor is commonly known in rural rather than urban areas where children tend to work in farms and other related agricultural activities given the geographical location and characteristics (Edmonds & Edmonds, 2007).

In the oil and nuts industry, no children were hired. However, in the beverage production, some firms were hiring children under 18, taken into consideration the geographical location of their vines and agricultural sites in mountain areas where maybe children of poor people are deprived from education and being sent to workplaces at an early age.

In terms of hiring physically challenged individuals, casual diners and fast casual diners were not against the idea, however, given the nature of their activities, it is a rare practice in these two sectors due to the lack of practicality in such workplaces. Although working on future plans to incorporate a proper infrastructure for physically challenged people, for the time being this rate is still low in these two sectors.

As for hotels, it is becoming a common practice where the majority of hotels are equipped for special cases people and it might be a strategy also to reflect their care for physically challenged customers not only employees concerns.

As for the production activities of beverages and nut & oil, physically challenged people might also occupy administrative positions given the tough work on sites. Among interviewed firms in nuts & oil, four out of seven companies were already equipped for such needs.

According to Lamberti & Lettieri (2009), ensuring a fair working environment where no discrimination and human biases are met is an integral part of CSR and sustainability. Although casual diners were not discriminating in terms of gender, when hiring people, locals benefit from more opportunities than foreigners and specially for managerial positions even though restaurants have to pay higher salaries for locals due to the perception and mentality of some customers in specific regions where biases are still encountered. In addition to that, in some cases according to geographic locations, religious beliefs do play a role in employee selection in these two sectors for the same reasons.

It must be noted that the Syrian crisis has negatively impacted the economy in Lebanon since 2010 in terms of refugees competing with local citizens for their jobs and access to services (Abou Jaoude, 2015).

Some researches displayed two different perceptions of recruitment in the MENA region; in some cases , foreign workers are considered to be less trustworthy than locals and

firms tend accordingly to hire family related individuals or people from the same background whereas some countries in this region are moving toward a more competency-based recruitment strategy (Siddique, Khan, & Zia, 2016).

As for the nuts & oil, religious preferences were common also and in some cases managerial positions were restricted only to locals and from certain religious background.

Safety and ensuring a fair working environment was practiced in all the sectors of the hospitality industry at different levels, depending on the budget of some the firms. In general, they are all protecting their employees in terms of insurance and the basic requirements of a safe workplace and also working on a better infrastructure is the future plans of the whole industry.

Moreover, according to Nurn & Tan (2010), investing in people and training should be incorporated in any firm's strategy given that people are the most valuable assets companies.

The five different sectors are incorporating training programs in their schedules for employees, whether in house or external training with some exceptions of firms located in mountains and rural places where training is an internal activity between employees. In food service and hotels, firms are financing their employees to attend seminars and acquire university degrees; this might be due to the fact that employees in this sector are having direct contacts with customers more than in food production. When it comes to production, training is related more to food safety and hygiene to ensure conformity with standardized laws and regulations.

5.2.3 Environment

Several researchers have agreed that environmental practices and awareness are at the heart of CSR concepts and when firms and companies acknowledge this fact, operational efficiency will follow accordingly (Lamberti & Lettieri , 2009).

In general, all sectors are trying to implement in a way or another some environmental practices such as using sensors for water and energy consumption, led lights , liquid filtration and waste management. In casual diners and fast casual sectors, using cartons and paper is recently an extra mile in their operations, however no serious recycling activities are undertaken given that companies are blaming municipalities and concerned parties for the lack of infrastructure. This is why some restaurants started to separate their waste and implement waste management techniques but then actually stopped due to lack of official support.

Previous researchers have demonstrated how the hotel sector is dealing with customers in this context; hotels are encouraging their clientele to reduce the one day use of towels during their stay (Bello & Banda, 2017; Sumarsono et al., 2018).

In this research, interviewees in the hotel sectors were asked about such practices, however they are not really implementing it given the way customers are perceiving such behaviors as being not generous.

Moving to production sectors under the hospitality industry, the beverage sector is becoming more aware about the operational efficiency derived from practicing CSR, a

reason why some interviewed companies declared their reliance on external entities to help them in reducing energy and water, installing solar panel called photo voltaic.

Municipalities in Lebanon are organized under a legislative decree since 1977 to provide services locally for regions like garbage collection, providing domestic water, sewerage collection and waste management facilitations. However, these municipalities lack the qualified personnel and are constrained financially and administratively. In addition to the absence of technological techniques and information systems, improper tax revenues are also a major cause of the lack of support of these official entities towards their communities in terms of social responsibility (Seoud, 2010).

As for the oil and nuts sector, some interviewees stated that they have started to participate in internationally held events such as “ Earth day” , in addition to the basic environmental practices of filtration, waste management and recycling.

5.2.4 Fair operating practices and promoting sustainability

Price fixing is at the heart of fair operating practices. Several firms are using a competitor-based pricing strategy as a main resource whenever setting prices in the market while anticipating or even observing the level of prices of their rivals. The availability of competitors’ prices publicly makes it easy for firms to track their rivals’ pricing and act accordingly. However, even though no formal meetings are held among firm to fix prices, such practices are not taking into consideration the consumers’ rights in a market (Faith & Edwin, 2014).

When targeted companies were asked about these practices, almost the majority stated that they do not fix their prices according to their competitors' prices, however, in the casual diners sector, some restaurants stated that their pricing strategy fluctuates based on customer feedback which is ultimately indirectly derived from the comparison between restaurants. In the beverage sector, firms might meet together to find ways to promote traditional Lebanese beverages such as wine and arak, however, they do not practice price fixation. It was only in the oil and nuts sector where one of the firms interviewed, located in the mountain, have clearly stated that they do fix prices with their near competitors for their mutual benefits such as avoiding to harm each other in terms of price war and direct conflicts in small rural areas specially.

In terms of promoting sustainability, the five sectors were clearly mentioning that there are few standardization in terms of selecting suppliers except in oil & nuts and beverage industry in some areas where a standardized procedures should be met and satisfied before any supplier selection.

In fast casual, casual diners and hotels, firms are relying on the quality/price ratios for suppliers selection in addition to helping their local communities and local suppliers whenever possible.

According to Stefanska (2014), there should be a standardized supplier selection template to be adopted, such as choosing child labor free suppliers, and green practicing suppliers as well as other CSR considerations. In light of this issues, the interviewed sectors under the hospitality industry might not be following these standards while selecting their

suppliers due to lack of control and legal follow ups from governmental concerned parties.

According to several researches, when employees are aware about the standard ethical code, they will be more likely to detect their wrong doing and develop corrective actions accordingly.

In addition, when the misbehaviors are coded formally, the miscreants will hesitate to engage in any unwanted or unethical actions since it is generally known as wrong doing in a specific community (Gilman & Ph, 2005).

As for fighting corruption internally, firms in all sectors are trying to move more formally in developing and implementing formal code of conducts where employees are warned verbally and in written and even terminated accordingly in some cases.

5.2.5 Consumer issues and community involvement & development

Customers have always the right to have a full product disclosure in terms of transparency and honesty in production activities (Lamberti & Lettieri, 2009; Öberseder et al., 2013).

In the beverage sector, some firms have declared that unless they are exporting abroad, no real restrictions on labeling are taken, a reason why some firms do neglect this practice of transmitting accurate information in their packaging practices. In this context, it is obvious that some firms do avoid any attempt of being transparent and accurately sharing needed information unless they are obliged to do so. This behavior can be

explained in the light of the absence of legal control locally in the Lebanese market where only such practices are adopted and reported when exporting to foreign countries.

However, for casual diners and fast casual diners, they all do not use any Photoshop or adjusting software to mislead clients' perceptions of products. These two sectors are starting to rely on more formal ways of feedback reception such as social media and mobile applications such as "Zomato" instead of relying on owners.

Social Media is considered to be an important mean of communication of CSR practices to different stakeholders in this contemporary period. Companies are relying on web-based and social media applications given the low-cost, free of biases and transparency features of these applications such as Twitter, Facebook, and Instagram (Ali, Jimenez-zarco, Catalunya, & Bicho, 2015).

In the case of hotels, nuts & oil and beverages, usually owners also used to receive complaints and feedback, however they are mostly trying to develop formal customer services departments for feedback and corrective actions needed for them to be able to expand. So as long as the customer service is easy to be handled internally by owners, firms are not considering any formal ways of standardizing and formalizing these activities. This behavior can be explained that the owners of the mentioned sectors are trying as much as possible to handle this activity unless being overloaded so they tend to delegate it to a specified department for customer services.

Volunteering and charity should be an integrated part of CSR planning (Commission, 2013; Lamberti & Lettieri, 2009; Öberseder et al., 2013).

Some fast casual diners didn't agree with the idea of promoting or supporting employees to volunteer during work time if needed to avoid the slippery slope fallacy in the workplace in terms of that everyone will tend to volunteer at the expense of their jobs. Some of the hotels were sponsoring events such as cleaning beaches and gala dinners, a casual diner was offering free sandwiches for the funeral of a neighbor, ways to show the commitment of these companies to their local communities and surroundings. However, given the fact that some firms are only restricting volunteering and charity works to their close surrounding, firms are relying on selective criteria when integrating charity activities to their plans such as helping only certain categories instead of having a holistic and unbiased perception of charity work.

In the nuts & oil and beverage sectors, some firms located in the cities were having yearly budgets on their agendas for sponsoring activities and charity works. However, in rural locations, these practices were usually taken informally with no previously planned budgeting due to their limited financial capacity.

According to Plaza (2006), firms usually do report their CSR activities to increase competitiveness. In contrast with the literature, the majority of interviewed firms under the five different sectors of the hospitality industry in Lebanon were not formally reporting it as for the sake of protecting the essence of the practice. Few companies are using CSR activities as a marketing tool to highlight their concern for the society and reinforce the customers' perception of their credibility.

5.2.6 CSR, religion and family

According to Brammer (2007), religious individuals differentiate between corporate responsibility and personal responsibility, a reason why for them people might be sharing same religious beliefs and values but their understanding of CSR is different.

However, most interviewed firms from the five different sectors stated that CSR understanding and practices are highly affected by religious beliefs and individual values especially in family businesses since the owner is the one who is setting the tone for the whole firm in terms of CSR understanding and practices based on his religious and values system.

According to researches, Muslim populations are among the abstainers of alcohol given the religious beliefs and values (Chalak, Yassin, & Nakkash, 2016).

Although in Lebanon Muslims constitute a significant part of the demography, some of the breweries refused to discuss any religious topic, taking into consideration the perception that religion has nothing to do with CSR. It all has to do with individual values from families and personal experiences since values are impacting the prescriptive and proscriptive norms of behaviors of a person (Hemingway, 2017).

5.3 Comparative study across areas

It has been revealed in previous studies that CSR has been known more in an urban area than rural area although the latest is becoming more aware of the sustainability concepts than before and its impotence on daily lives of people (Khaleel & Ngah, 2013).

Moving across different areas from rural to secondary and urban locations, CSR has been practiced but at different levels even though that some of practices were not recognized by firms as being categorized under the sustainability umbrella.

It is not only in rural areas that CSR is not being defined clearly and awareness is rising nowadays, but also in secondary and urban areas, several sustainability practices were not consciously practiced or acknowledge under the sustainability and some urban and secondary firms are lacking the basic definition of CSR.

In terms of training, in rural areas it is almost informal than in secondary and urban areas due to budget limitations. The same goes for the activities to develop the community where charity works and sponsoring are more limited in rural basically due to budget constraints.

In cities and secondary areas, firms are starting to develop more standardized procedures for supplier selections based on quality and prices and sometimes sustainability laws, however firms located in rural areas are indirectly trying to help each other in terms of purchasing from the surroundings without classifying this behavior as sustainability in terms of growing their local economy and empowering the purchasing power of their surroundings.

As for the customer service, most of the owners in rural regions are handling this activity given their linkage and closeness to the surrounding which can lead to more communication and direct corrective actions generation than some urban and secondary

located firms where customer complaints have to pass through a long procedure to reach corrective actions.

It must be noted also that rural firms are still more affected by religion and family values than firms located in secondary areas and cities given the low density of population and traditionalism shared among citizens in a society of interconnectedness in contrast to having only a customer-employee relationship.

5.4 Conclusion

Comparing findings and analyzing the differences in CSR practices across areas and sectors of the hospitality industry revealed how firms are trying as much as possible given their budget limitations and constraints to integrate sustainability practices. CSR is a universal concept however the perception and application of this concept are both affected to some extent to the geographic location of firms and the type of business activity.

The more we are moving and growing to high density locations and cities, more formalities and standardization are becoming common for firms but that does not mean that no CSR is being practiced in informal settings of a business especially in rural locations.

Based on the ISO framework discussed in the literature review and used in the methodology section in addition to the structure of the findings in the previous part, this section has linked all the previous chapters when comparing CSR practices under the hospitality industry across sectors and areas.

CSR then can be explained based on the available options and initiatives for each type of business in addition to the location and type of cultural surrounding of the stakeholders.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The aim of this chapter is to come up with the conclusions of this study drawn from the comparative case study analysis through the semi-directed interviews and accordingly present recommendations for future research opportunities in this field of study. Limitations and further studies opportunities are also discussed in this section.

6.2 Validity of Research

Qualitative researchers usually discuss validity at the heart of their studies to incorporate credibility and trustworthiness to their research through several strategies developed and adopted in the procedures (Johnson, 2015).

6.2.1 Internal validity / Credibility

According to researchers, credibility or the internal validity in research is represented in the level of internal consistency and the way findings are communicated and interpreted.

In this light, credibility is achieved by using peer debriefs and ensuring a fit between gathered data and its analysis among researchers, known by thick descriptions (Morrow, 2005).

In this paper, the table of coding was a starting point for the 4 researchers of this paper to ensure consistency of data gathering and interpretations processes. Researchers were meeting after conducting sets of interviews to debrief the findings and interpret it accordingly in the light of the framework used and table of coding.

Many researches rely on several investigators to collect data and interpret it so that the issue of consistency arises in addition to the extent of agreement among researchers due natural differences in human perceptions and judgments. Inter-rater reliability is defined as the extent to which researchers agree among each other on the data collection and analyses phases (Mchugh, n.d.; Tinsley & Weiss, 1972).

In this study, the inter-rater reliability was determined to be 90% among the 4 researchers due to the presence of at least 2 researchers in each interview and regular debriefing meetings.

6.2.2 External validity /Transferability

Sampling techniques in a qualitative based research are different than those used in a quantitative paper; the purposeful sampling which means that targeted participants should be selected carefully in order to provide rich and informative data in a qualitative report (Gasson, 2014; Morrow, 2005).

Specific criteria where used to qualify participants in this research to allow them to be part of the study such as having at least 2 branches and located in a certain geographical zoning based on the classification used.

Relying on the purposeful and criteria –based techniques in sampling, rich data was gathered in this context to explain how transferability in a qualitative research can be defined.

Transferability in qualitative studies is defined by the extent to which readers are able to draw generalities from the findings. Given the sample size and lack of quantitative

techniques in this paper, data cannot be generalized. Nevertheless, the analysis of this paper is rich and informative in its context and might be used in the explanation of the topic in other researches in this light (Gasson, 2014; Morrow, 2005).

6.2.3 Descriptive Validity

The use of several investigators in collecting the data and interpreting it is considered as an investigator triangulation form to increase a research validity which was the case in this study where most of the interviews we were two interviewers. This triangulation allows cross-checking of observations to reduce personal biases and selection of information as well as increasing the study's credibility and defensibility (Johnson, 2015).

6.2.4 Interpretive Validity

In this research, direct quotations were commonly used to encode the interviews (low interference description) instead of only relying on the interviewers' ways of reporting. Interviews were recorder after the participants consent and a table of coding was developed accordingly to ensure that the information were interpreted properly.

6.2.5 Theoretical Validity

Theoretical validity is the degree to which the literature of the research fits with the collected data on the topic to increase credibility and theory triangulation (Johnson, 2015).

In this paper , several researches were approved by the analysis of the case study ; for example , child labor was known to be more common in rural areas as per previous researches and it was approved given the analysis of this research findings since mostly the Bedouins in rural areas are the one sending their children early to workplaces.

6.3 Research Limitations

Several limitations and challenges were encountered during this research concerning the data collection from its very beginning step of creating the original database in order to choose the targeted companies until the reception of data.

The fact of classifying companies in the five different sub-sectors of the Lebanese Hospitality industry took a lot of time and modifications throughout the data collection process. Another concern was that in some cases, the request of the researcher was not accepted by some participants, a reason why searching for other targeted firms was the only option to proceed and this was a time consuming factor in this study planned timeline.

It must be noted that in addition to the previously mentioned challenges concerning the data collection procedure, a main obstacle was also encountered during the interview technique used where in some cases the interviewees were not very familiar with the topic discussed and the researcher had to spend much more time than planned to introduce the topic and in some cases translate the questions into different languages to accommodate with the participants educational and cultural backgrounds.

It should be mentioned that in some interviews, more than one person was present during the data collection given the interdependence nature of their jobs in terms of CSR planning and practices.

Most of the interviews were conducted in Arabic, in other terms, some information was probably lost due to translation to English.

Researcher biases must be taken into consideration also in this context since it is a qualitative study.

Generalizing is questioned also in this study given the limited number of participants (32 companies).

6.4 Possible Future Research

This paper has highlighted several areas of interest for research that can be pursued in depth in future studies to include quantitative techniques to gather data through surveys from customers and employees to gain a holistic view of CSR planning and practices in the hospitality industry.

6.5 Research Implications

6.5.1 Theoretical Implications

In the Lebanese market, CSR has been known in several industry especially in the banking industry, however little researches were conducted in the Hospitality industry.

In this research, a focus was on five different sectors under the hospitality industry and new areas for investigations were detected; several sectors under the industry are practicing CSR without even knowing it and reporting is minor in the whole industry. Based on the ISO framework used in this research, several aspects under CSR were analyzed such as human rights, governance, fair operating practices, labor practices and environmental concerns. Although operating under the same industry, each sector had distinctive CSR practices and initiatives based on the type of business activity whether it is a hotel, restaurant or manufacturing firm.

6.5.2 Managerial Implications and Recommendations

Throughout this report, different CSR planning and practices were displayed across the five different sectors of the Lebanese hospitality industry across different geographical locations.

In order to emphasize the role of CSR and its importance in the workplace, action plan is suggested below based on the literature review of this research and the data gathered from hospitality industry under its five different sectors and their geographic dispersion:

- 1- Training employees to get familiar with CSR practices in their sector of operation while emphasizing on the possible positive outcomes accordingly.
- 2- Linking CSR practices to targets as a way to manage by objectives (MBO). In other terms, CSR should be clearly stated in the company's regular targets and objectives while ensuring a reward system for conformity.
- 3- Decentralization of CSR decisions and practices in a way to involve everyone in the firm not only for top management. It should be also a bottom up approach to ensure a participative management and increase employees' motivation accordingly.
- 4- Reporting CSR formally is an essential action to increase accountability and responsibility in this concern.
- 5- The interesting part is that most of the managers and interviewed parties already have insights concerning top practices in CSR in each sector accordingly. In other terms, they are aware of common practices that once worked on, the whole sector will be raised to another level of the sustainable development.

When firms adopt such process, they will be positively impacted by the tangible and intangible benefits of CSR and they will be looking forward to assess the sustainability performance of their suppliers also.

Adding to the previous plan of action suggested for companies, the government has a crucial role in this concern also by creating campaigns to increase the sense of responsibility of customers on this topic to be aligned and supportive to the firm.

Developing governmental laws and regulations to monitor CSR practices which is necessary for the successful implementation of the action plan. Since most of the companies were only involved due to legalities and fear of punishment.

Finally, the collaboration of firms under the hospitality industry and the government is a way to kick off CSR awareness and involvement in order to be gradually incorporated in such company's organizational culture.

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TABLES

Table 1: Overlap between different frameworks; ISO 26000, GRI and UNGC

	ISO 26000	GRI	UNGC
Economic			
-Economic performance	X	X	X
-Market Presence			
Social			
-labor practice and decent work	X	X	X
-Human rights	X	X	X
-Society	X	X	X
-Product responsibility		X	X
Environmental			
-Materials			
-Energy	X	X	X
- Water	X	X	X
-Emissions	X	X	X
-Effluents and Waste	x	x	x
-Supplier	x		
Environmental Assessment			

Table 2: Table of coding - Interviews

Compro	Company Profile	
	Compro Miss	Mission
	Compro Vis	Vision
	Compro Val	Values
	Compro CSR	Corporate social responsibility
Gov	Governance	
	Gov Inv	Involvement of top management in CSR
	Gov Resp	Responsible of CSR
Humrgt	Human Rights	
	Humrgt opp	Opportunities for men and women in top management
	Humrgt rep	Representative of men and women in top management
	Humrgt childlab	Child labor
	Humrgt phychal	Opportunities for physical challenged
	Humrgt disc	Discrimination in terms of race, religion, politics, age and weight
Labprc	Labor Practices	
	Labprc sft	Safety in working conditions
	Labprc trdv	Training and development
	Labprc socdia	Social dialogue and openness
Env	Environment	
	Env Eng	Energy
	Env Wr	Water
	Env Slw	Solid and liquid waste
Fop	Fair Operating Practices	
	FOP Prifix	Price Fixation
	FOP Valch	Value Chain
	FOP cobri	Corruption and bribery
Conis	Consumer Issues	
	Conis Com	Communication
	Conis Adv	Advertising and marketing
	Conis Edn	Education of customers
	Conis Serv	Customer service
	Conis Inf	Information transparency
Condev	Community Involvement and Development	
	Comdev socinv	Social investment
	Comdev vol	Volunteering
Aco	Accounting	
	Acotrp	Transparency
	Acomgt	Accountability among employees
Std	Standards	
	Std Beh	International norm of behavior
	Std Coc	Code of conduct
	Std Fam	Family & csr
	Std Rel	Religion & csr

Table 3: Interview guide

<p>1- Governance</p> <ul style="list-style-type: none"> • What is the level of commitment and involvement of the top management in the CSR practices of your company? • Is there a dedicated person in charge of coordinating and managing the CSR practices of your company?
<p>2- Human Rights</p> <ul style="list-style-type: none"> • Do Men and Women have equal opportunities when it comes to promotion at the middle and top management levels? • What is the percentage of men and women in managerial and top management positions? • Does the company employ children in some of its business activities? • Does the company employ physically challenged people? If yes, what is the % of physically challenged people out of the total number of staff? • The company does not discriminate when it comes to hiring new staff based on? <ul style="list-style-type: none"> -Race /Religion/Political Affiliation /Weight/Age
<p>3- Labor Practices</p> <ul style="list-style-type: none"> • Does the company provide decent and safe working conditions to its team members? • Does the company provide continuous training and development to the staff? • Does the company encourage the social dialogue and allow the employees to form a labor union?
<p>4- Environment</p> <ul style="list-style-type: none"> • The company measures the environmental impact of its business activities mostly in aspects related to waste, water, energy and CO2 emission: In water / In Energy / In solid and liquid waste
<p>5- Fair operating practices</p> <ul style="list-style-type: none"> • What is the company's level of commitment in respecting the principles of fair competition? Any price fixing with the competitors? • Does the company promote the sustainable management principles in its value chain and does it have a preferred business relationship with those who share those principles • What is the company's level of commitment in fighting corruption? Any existing policy regarding bribery?
<p>6- Consumer Issues</p> <ul style="list-style-type: none"> • Does the company deliver what it communicates and promises to its customers? • Does the company give primary consideration in advertising and marketing to the best interests of vulnerable groups, including children, old and illiterate people? • Does the company promote sustainable consumption by educating its customers to understand the impacts of the choices of products and services they make? • Is there any customer service system in place? • Does the company inform the customers about the risks of taking its products and how to take precautions?
<p>7- Community involvement and development</p> <ul style="list-style-type: none"> • Does the company consult with the community representatives to determine priorities for social investment? • Does the company encourage its employees to be volunteers in community service?
<p>8- Transparency /Accountability /Ethical considerations</p> <ul style="list-style-type: none"> • Transparency: In accounting? • Accountability: especially among middle and top management? • Ethical behavior : code of conduct

Table 4: Nomenclature

Letter 1: Name of the Sector	Letter 2: Categorization	Area	Number : Referring to the firm interviewed under each sector and area with no specific meanings Ex: FC.R.2 → <i>Fast Casual / Rural / Second firm.</i>
B: Beverage	C: City Areas		
FC: Fast Casual	S: Secondary Areas		
CD: Casual Dining	R: Rural Areas		
H: Hotel			
NO: Nuts and Oil			

APPENDICES

Appendix A - Consent form

Thank you for taking time in participating in this study by researchers from the Faculty of Business Administration and Economics of Notre Dame University – Louaize. Your opinion is vital for the success of this research and it will be treated in the strictest confidence within the ethical code of practice for field research at the Notre Dame University– Louaize; thus the information gathered will solely be used to compile statistics. No data about you as an individual will be disclosed in any published results.

Consent Statement (Based on IRB Guidebook)

Being informed that any particular treatment or procedure may involve risks which are currently unforeseeable; I, _____, state hereby that my participation in the research study is voluntary. Any refusal to participate will involve no penalty or loss of benefits to which I am entitled. I may as well discontinue participation at any time without penalty or loss of benefits to which I am entitled.

_____,
Signature(s) of the participant(s)
(LR)

or guardian

_____,
Signature of the Leading Researcher

_____,
Signatures of the witnesses (where appropriate)

Appendix B -Interview coding sheets

Interview 1

Industry: Hospitality

Sector: Beverages

Area: Rural

Compro Miss	Reviving some Lebanese terroirs and planting areas to serve customers.
Compro Vis	To reveal the best terroirs of Lebanon, while ensuring sustainable agriculture.
Compro CSR	CSR is about developing sustainable building.
Humrgt Opp	55% of the administrative staff is women and 45% man; in production its 50-50 ratio.
Humrgt Childlab	In some cases yes, subcontracting with Bedouins in rural areas.
Humrgt Disc	No discrimination at all, we have a cultural diverse team; we are young in thinking.
Labprc Sft	We provide a very safe working conditions in plant also.
Env Env	The solar energy – Photovoltaic; we rely also on the skylight (green building); we spend 70% low energy compared to any winery in the world.
Env Wr	We reuse our production water in the irrigation.
Env Slw	Our waste is used as compost, we reuse less weight in our bottles.
FOP Profix	We work with other wineries in Lebanon to promote local production, we meet once per week but we do not fix prices.
FOP Valch	Of course, the model we created is based on keeping the farmers in their lands and train them while keeping their territories for them, this is a sustainable model.
Conis Com	Yes, we do deliver what was communicated to our customers.
Conis Edn	Not yet, we have biodegradable bouchon made from plastic 100% recyclable.
Comdev Vol	<ul style="list-style-type: none"> -Young artistes do the design of our labels. -We donated part of our profits to “Jouzour Loubnan“. -We sponsored the “Lebanese Red Cross” and other communities like “Oum el Nour” and “Saint Vincent de Paul”. -We support “Offre Joie”, they made the concert in the winery. -We subcontract with the farmers, we follow them on technical issues. -We have an educational program to raise awareness about wine.
Std Rel	We try to have Christians, because it’s about wine (alcohol).

Interview 2

Industry: Hospitality

Sector: Beverages

Area: Cities

Compro Miss	We are specialized in Beer production.
Compro Vis	Our mission is to be the leader brewery in the MEA.
Compro Val	Attractiveness, liveliness, quality enjoyment (in work place achieving profit).
Compro CSR	Going green, green brewery, responsibility towards employees and customers and the way we do business.
Gov Inv	-Owners are shareholders now with no operational involvement. -The people who used to work in ALMAZA when it was a family business, somehow kept some of the old culture in the workplace although the whole business has evolved.
Humgrt Opp	We can hire anyone in warehousing less women due to the evening shifts and heavy physical work (carrying boxes...)
Humgrt Rep	It's a 50-50 ratio, noting that the GM was a women.
Humgrt Childlab	No children at all due to Heineken rules.
Humgrt Phychal	Yes, in the production department, there is an autistic person.
Humgrt Disc	No discrimination, we are a diverse workplace, we have Indians, Iraqis, Dutch and other nationalities. Although no discrimination in terms of religion, some people might have issues since it is an alcoholic specialize production firm.
Labprc Sft	-SGS certified since 2012, standards from Heineken also, safety shoes and gloves. -Contractors must abide by the safety regulations through signing a contract. -Heineken celebrate with any company with one year free accident.
Labprc Trdv	-Internal and external training at all levels. -CSR training. -Language training. -They have a budget per year. -Fund certain degrees of training based on jobs.
Env Eng	-Relocation (solar panels, greenfield). -Reducing energy consumption but no real investments. -LED lights (50% low consumptions). -We track the energy consumption on monthly basis to see improvements.
Env Wr	Water is reused in cleaning often rimming bottles.
Env Slw	-Collaborating with "Arc en Ciel" recycling (carton/ paper/ plastic). -Wood also is recycled. -Bottle caps are recycled. -Glasses not recycled since its colored, the safety manager is responsible to deal with these companies to recycle the solid waste.
FOP Valch	-When dealing with suppliers, Heineken rules must be applied; no childlabor under 18, no harmful products, no for generators harming the environment. -There is a supplier code contract to be signed and there are some eco-friendly techniques test for suppliers.
Conis Adv	-We don't market what we give. -We do sponsor events matching our DNA
Condev Socinv	-Sponsorship are done to engage our consumers not only to market the brand. -Sending the bottle to be recycled and used as sand in construction.

Interview 3

Industry: Hospitality

Sector: Beverages

Area: Rural

Compro Miss	To continue our unique, centuries-old practices of wine making, but also to implement the newest and the innovative process to lead the wine-making in Lebanon for future generations.
Compro Val	-Maintain traditions. -Nobless when dealing with stakeholders. -Modernity (at least creating 1 technology per year).
Compro CSR	Responsible towards the environment.
Gov Inv	We have the full support of the general manager, he agrees on our projects.
Humgrt Opp	Not really, 40% are women and 60% men.
Humgrt Rep	We have only two ladies in top management out of 6 employees.
Humgrt Phycal	We do employ physical challenged people (around 1.5% are physical challenged).
Humgrt Disc	No discrimination at all even in religion in terms of recruitment.
Labprc Sft	The agricultural engineer makes sure to provide our staff with right conditions. We are actually people oriented with the staff, very low turnover rate.
Labprc Trdv	-Every staff has to attend at least one training session per year. -Open budget for training. -360 degree evaluation for the top management.
Labprc Socdia	There is no labor union, no one ever came up with the idea.
Env Eng	-We got technical assistance for the UNDP to invest in environment friendly equipment. -We have the environment footprint of each of our twelve product (we got the fund from the EU). We got the Swedish agency to help us in reducing the energy consumption.
Eng Wr	We are working with UNDP on water waste programs.
Eng Slw	-No one is taking colored glass to recycle, no actions till now. -We are using now 50% less in weight of the glass bottle.
Fop Prefix	We work with our competitors on national and international levels (like an institute for wineries in Lebanon) to help the country to be part of the international organization of wine.
Conis Com	-We deliver what we promise. -We put large labels on our exported bottles to Canada but not for the Lebanese market yet.
Conis Edn	We promote the responsible drinking through other parties (Kunhadi) and support NGOs accordingly.
Conis Inf	-We include that our product contains sulfur. -Not recommended for pregnant women. -Amount to be consumed by males and females are mentioned (only for exported products not in Lebanon)
Comdev Socinv	-We paint on the walls of the streets around the city. -We work with the farmers to produce the best quality and stay in their lands. -We support NGOs through the main shareholders. -Focus on waste water treatment. -Training for the farmers
Aco Trp	-Fully transparent with the government and staff. -Access to info to everyone.
Aco Mgt	With ISO standards, we are preventive.

Interview 4

Industry: Hospitality

Sector: Beverages

Area: City

Compro Miss	Producing high en fresh beer, live brewing and creating attractiveness while also selling equipment.
Compro Vis	Seeking more variety in beer and promoting craft beer while growing the industry.
Compro Val	Quality, awareness towards what we do, giving a choice, enjoyment, passion, co-competition.
Compro CSR	To have opportunity to recycle wasted water, as am owner, I believe that social responsibility starts from home also.(recycling)
Gov Inv	The owner is involved in such decisions.
Gov Resp	The sole responsibility is for the owner to set this tone.
Humgrt Opp	Basically same opportunity, but there are more men given. The nature of the job (pub) and late night shifts.
Humgrt Childlab	Not at all.
Humgrt Phychal	I don't mind but I have never had the opportunity to hire such people since it's a tough 8-9 standing job.
Humgrt Disc	We do hire Lebanese people. Only foreigner for housekeeping. No religion biases, however since we are dealing with alcohol there should be a fit in this context.
Labprc Sft	We do have ventilation, fire systems, insulation and a hygienic workplace.
Labprc Trdv	In house training.(beer and food training)
Env Eng	We don't have our generators.
Env Wr	We have filtration for water.
Env Slw	Reusable bottles, crane reuse.
Fop Prifix	Pricing is based on cost and value and not on competition.
Fop Valch	We choose our supplies based on quality and price.
Fop Cobri	Drugs and robbery are not acceptable.
Conis Com	We do deliver what is promised based on the product, it's all about the taste.
Conis Adv	We don't serve under aged.
Conis Serv	We do have tests to avoid consumer dissatisfaction.
Comdev Socinv	Sponsoring some events, feeding homeless, giving 1000 LBP from each bottle to charity.
Std Beh	Not yet.
Std Coc	Not yet, informally communicated.1

Interview 5

Industry: Hospitality

Sector: Beverages

Area: Secondary

Compro Val	Honesty, transparency, pure, neutral.
Compro CSR	-Environment responsibility (how we affect our surrounding) in terms of harmful chemicals, visual and noise pollution. -Being as gentle as possible, no product that pollute. -Economic responsibility: Hire local people when extra, help is needed. Sponsor events and activities (sports and educational such as Batroun Club Sportif) -Responsibility towards customers : in terms of quality of product (organic and safe).
Gov Inv	All family member are involved since it's a family business.
Gov Resp	The children mainly are the one in touch in this concern.
Humgrt Opp	Equal opportunities. We do hire people seasonally.
Humgrt Rep	Since the top management are all family members, it is a distribution in a 50-50 ratio given the structure of our family.
Humgrt Childlab	We do hire people only above 16.
Humgrt Phychal	No, since we don't have job opportunities for such special cases.
Humgrt Disc	No discrimination at all, we do hire on the basis of knowledge of picking and cutting grapes.
Labprc Sft	There is only 4-5 hours of work in lands, no full times, so conditions are only for agriculture employees.
Labprc Trdv	Trainig is only for family members.
Labprc Socdia	No need for any labor union.
Env Wr	We don't use a lot of water, so we don't have any plans for water saving.
Env Slw	-We do recycle in Batroun using the bins offered by the municipality. -We do use lighter bottles for Germany. -The cork is 0 carbon and made from sugar cane.
Fop Prifix	-Our pricing strategy is based on our quality of our product. -There is no fair competition since the ministry of economics doesn't protect the producer.
Fop Cobri	We are working to develop a policy but it takes time.
Conis Com	100% transparent messages, anyone can came to check the factory anytime upon appointment.
Conis Adv	Yes.
Conis Edn	Yes.
Conis Serv	Yes, family members usually.
Conis Inf	Yes, we are using the same labels for local bottles and bottles exported to USA and Europe.
Std Rel	Cherished values are related to the religion. The values are taken from our religious beliefs. What we do is part of our life.
Condev Socinv	We participate in activities for Batroun and the society.
Condev Vol	-Yes, the family is extremely involved in country work, volunteering (work with disabled people). -We do participate in going to NGOs related to autism, elderly people... -We participate in events like MUN to encourage people to be more envolved.
Acotrpr	Yes we are transparent, but we do not report it.
Std Coc	Yes we do have an ethical coc.

Interview 6

Industry: Hospitality

Sector: Beverages

Area: Secondary

Compo Vis	To change the region in terms of eco-friendly system such as stopping plastic and recycled bottles.
Compro Val	Lifestyle, community engagement, equality, impact, transparency, scout spirit.
Gov Inv	The top management is very involved in CSR.
Gov Resp	The owner and the whole team.
Humgrt Opp	We don't discriminate in promotion, for those who have the passion for the brand will be promoted.
Hymgrt Resp	We do have 4 women in top management and 2 men.
Humgrt Childlab	We don't hire people below 18 years old.
Humgrt Childlab	Yes we do have physically challenged people.
Humgrt Disc	We don't discriminate nor in religion, politics, age, weight or race.
Labprc Sft	-It is very safe, insurance and NSSF for employees. -Employees do enjoy 50% discount on bills.
Labprc Trdv	-Training in food safety, social media and marketing training. -Training for waiters and consultancy for HR.
Labprc Socdia	Open door policy.
Env Eng	We installed lights on sensors (no AC).
Env Wr	Filtering water to sell drinking water not like plastic bottles. Water on sensors.
Env Slw	-Recycled bottle (shopping plastic). -Trying to become 0 waste (we don't use straws). -Encouraging 2L bottles instead of 1L.
Fop Prifix	We do not fix price with competitors.
Conis Com	-We are very transparent regarding the product and ingredients. -No Photoshop of pictures in menu for food and beer.
Conis Edn	Yes we do educate our customers concerning our products.
Conis Serv	Yes we have a customer service department, sometimes we reply to customers online.
Conis Inf	Yes, especially concerning age restriction on drinking (below 18), and we include pictures on how we recycle.
Comdev Socinv	-We are major actors in beer wine festival. -Challenge Larnaca-Batroun in windsurf (Sponsorship). -Film festival and bicycle event sponsorship. -Organizing and participating in Batroun International Festival.
Comdev Vol	-We encourage our employees to participate in beach cleaning. -If an employee wants a day off for scouts activities, he can do it, otherwise no.
Acotrp	Actually no transparency in accounting.
Stf Coc	Yes, only for managerial level.
Std Fam	Values are delivered from the human him/herself and scout values.
Std Rel	No link with religion.

Interview 7

Industry: Hospitality

Sector: N&O

Area: Secondary

Compro Miss	To provide natural and healthy quality food.
Compro Vis	To be positioned as the healthiest and premium oil.
Compro Val	-Consistent quality in terms of product, service and communication. -Honesty.
Compro CSR	Being responsible towards employees by creating job opportunities, try to work closely with suppliers and responsible towards the environment: green buildings while also providing organic oil.
Humgrt Opp	We offer equal opportunities for both genders, however in production we only have men,
Humgrt Rep	In managerial position, we have 2 male Vs. 4 women.
Humgrt Childlab	We do hire people below 18 years old.
Humgrt Phychal	The new building is equipped for disabled people, we will encourage them to work in our premises.
Labprc Sft	We will move to a new building that will ensure that employees are enjoying a large cafeteria, shower room if needed, church...
Labprc Trdv	-We have formal and informal training; I spend every 2 months face to face time with every staff to diagnose the work. -Formal training: quality control and hygiene once per year. -Our budget on training is low. -The quality control team is training our employees.
Env Eng	-Our new building is green building with low energy consumption equipment."VRV AC" -Green facades. -LED lights.
Env Wr	We have installed new equipment to save water.
Env Slw	No actions till date; we simply return the glass to the factory that provide it when possible.
Fop Prifix	-We do not fix prices. We have no problem at all since we are basically the most expansive in the market. -We buy from each other in some cases when needs.
Fop Cobri	I did not fire anyone yet.
Comdev Soinv	We are currently creating an educational program for schools.
Std Beh	ISO 22000
Std Rel	-We have a church in our new building, each floor is named after a saint. -Our values are deeply rooted in Christianity, this should be matter realized in work, in action, and in creating job opportunities for other people.

Interview 8

Industry: Hospitality

Sector: N&O

Area: Secondary

Compro Miss	Our mission is to exceed our customers' expectations in terms of quality and delivery through continuous improvement and customer interaction.
Compro Vis	To become the leaders in the industry.
Compro Val	Right moral, honesty, transparency, quality.
Compro CSR	-Searching for risks on the environment and work on it. -We receive annually an auditing company to inspect the D2W usage in nuts, although there is no continuous followings one shot activity per year.
Gov Resp	I am the one involved as an owner, and treat all of the employee as family.
Humrgt Opp	We prefer women over men in general.
Humrgt Rep	In top management we have 2 women and 3 men.
Humrgt Childlab	We don't hire children, it is not legal.
Humrgt Phychal	The factory is equipped but we don't have now.
Humrgt Disc	No discrimination, but we prefer Lebanese employees although we have some Egyptians and Bangladesh.
Labprc Sft	The workplace is safe for employees.
Labprc Trdv	We have training with Boecker or quality control.
Env Eng	We don't have solar panels yet, we have led lights.
Env Wr	We treat water before usage but not after.
Env Slw	-Salt is reused. -Aqua filters are used for water before it goes to sewage. -Oil waste is sold. -Carton recycled and reused.
Fop Prifix	We don't practice price fixing at all.
Comis Com	The company deliver 100% what it promises.
Comis Edv	The company mention anything related to allergies.
Comis Serv	The owner solve it directly in 10 mins.
Comdev Socinv	We offer sponsorship and direct donations to NGOs.
Std Beh	-US patent -HACCP
Std Coc	We have a formally written COC.

Interview 9

Industry: Hospitality

Sector: N&O

Area: Rural

Compro Miss	We have started in 2014, we work with local farmers in Jezzine area and with several cooperatives to help people in the region.
Compro Vis	To continue as a social vision and to become the best olive oil in the country, while increasing our shares and distributing to more supermarkets and restaurants.
Compro Val	Freshness, quality and transparency.
Compro CSR	-Working for the region and competing with local producers. Helping other farmers to produce better.
Gov Inv	All of the employees have the same CSR perspectives.
Gov Resp	All departments including the: General manager, Marketing, Technical, distributor and workers.
Humrgt Opp	We hire more men given the nature of the work.
Humrgt Rep	70% women and 30% men in top management.
Humrgt Childlab	We never hire people under 18 years.
Humrgt Phychal	We are trying to hire physically challenged people, our new building is equipped and accessible.
Humrgt Disc	We do hire local people only and preferably from the region given the mission of our firm. Other than that we don't discriminate based on age, weight, religion...
Labprc Sft	Our workplace is safe, it is made of wood, and we have extinguishers.
Labprc Trdv	We have in house and outsourced training.
Labprc Socdia	We have an open door policy, anyone can come into discuss any topic anytime.
Env Eng	We don't consume a lot of energy, we use batteries a lot.
Env Wr	-We use water to wash pine nuts, and the water will be used in irrigation. -We have a system for water.
Env Slw	We have wood waste, we sell it to other companies for reuse.
Fop Prifix	-No price fixing, pricing is based on quality. -We do help our competitors to set their prices (consultancy).
Fop Valch	We choose suppliers from the region and outside the region if it's necessary for quality like packaging.
Fop Cobri	Bribery and corruption don't occur since everyone is looking up on everyone. There is no one individual responsible for accounting, so it is easy to track any misbehavior.
Comis Com	We deliver what we promise.
Comis Edn	National Labels are very accurate and we educate consumers on specific issues like allergies or sesame and other items.
Comis Serv	We have a call center, if the problem is minor, it is solved directly, otherwise it will be escalated to the General Manager.
Comis Inf	Very transparent and risk of allergies and health problems are all mentioned.
Comdev Socinv	-We don't have a fixed budget. -We sponsor events for the region mainly (churches, sports club).
Comdev Vol	We encourage free training on soap.
Std Beh	No international certificates till date.

Interview 10

Industry: Hospitality

Sector: N&O

Area: City

Compro Miss	To be the best in terms of quality of product service and social responsibility towards employees and environment.
Compro Vis	Our vision is to export more to Europe, USA and MEA.
Compro Val	Our main value is our employee. We value low turnover rates, high reputation and transparency.
Compro CSR	-To deliver quality and safety to consumers. -Provide customer satisfaction.
Gov Inv	Everyone's is involved, we communicate these practices to all employees.
Gov Resp	We don't have a one person in charge, however, the quality manager is handling it.
Humrgt Opp	We offer equal opportunities for men and women.
Humrgt Rep	50-50 ratio.
Humrgt Childlab	We don't hire people below 18 years old.
Humrgt Phychal	-Yes we have the quality department (deaf). -We do encourage disabled people if they are able to do the job.
Humrgt Disc	No discrimination an all in terms of politics, race, age and weight.
Labprc Socdia	-We have an open door policy, there is an evaluation system and is followed up always. -The General Manager protects employees as much as he protects the owner.
Env Eng	-We sell government electricity in weekends when we are closed. -we are working to install solar system and own generators.
Env Wr	-We use water in watering plants but not in production. -The municipality is not allowing us to transform our water for irrigation, but we are doing it actually.
Env Slw	-We outsource recycling activities (Pe bags, tins, plastic bags). -The UNDP in collaboration with BDL and ministries are sponsoring such projects.
Fop Prifix	-We don't fix process, it is healthier for consumer and us to have fair competition, and we will work harder every day.
Fop Valch	-We choose our suppliers based on prequalification. -Our main suppliers are foreigners (Iran, USA, Australia, China...).
Fop Cobri	"Mistakes is part of life", fortunately we did not face any corruption or bribery yet.
Comis Com	We deliver our customers what is promised (we have mention the % of kernels in each bag).
Comis Adv	All ingredients are mentioned and advertised, we are transparent.
Comi Serv	-The customer service department usually solve issues, no need for exaltation. -We know that customers are wrong in some cases, but the customers is always right.
Comdev Socinv	-We sponsor several activities during chrismtas, Fut, Adha, Marathons, Sports events. -We help everyone, we use it as a marketing strategy, "win-win situation".
Comdev Vol	We don't encourage volunteering at the expense of the work unless its urgent.
Aco Trp	We are operating "under the umbrella of the law".
Std Coc	We have a written "employee handbook".
Std Beh	-UNDP certificate. -Ministry of environment certificate. -ISO

Interview 11

Industry: Hospitality

Sector: N&O

Area: City

Compro Miss	To deliver healthy and tasty products to 40 countries taking into consideration the hygiene of our process.
Compro Vis	To be know in the international market in quality and freshness of nuts and coffee basically.
Compro Val	-Modesty (Open door policy). -Transparency in product. Ways of selling. -Generosity.
Compro CSR	Human rights, environment friendly, community, fair trade and customer issue.
Compro Inv	-Given the culture of the firm, both top management and staff are involved in CSR (bottom up/ top bottom approaches). -People get awards for such practices. -In some cases, CSR initiative are taken by employees no necessarily for top management.
Gov Resp	All family members are involved.
Humrgt Opp	Women are involved in top management and are appreciated because they are more hygienic, precised and caring.
Humrgt Rep	In accounting 60% women, HR 75% women, 100% women in quality,workshops are for women mostly.
Humrgt Childlab	We don't hire children at all and we make sure also than our suppliers also do the same.
Humrgt Phychal	We have an autistic person in sales; and in the store and plants we have also flexibility for wheel chairs and the challenged employees did adapt quickly.
Humrgt Disc	All employees are Lebanese due to high costs of papers for foreigners, only a small percentage are Indians and Bangladesh in manufacturing. Other than this, no discrimination at all in term of political affiliation, religion, age and weight.
Labprc Sft	We ensure a very safe working environment.
Labprc Trdv	-We are working on external training for sales, ---- management, customer service, hygiene. -We have a safety training also with the civil defense. -Training is done regularly not based on needs only.
Labprc Socdia	We rotate our staff always and we closely work with women to ensure their adaptedness.
Env Eng	-We have solar energy for manufacturing. -Making sure to shut lights before leaving. -Using led lights. Participating in "Earth Day".
Env Wr	We have installed an RO style in Halat.
Env Slw	-Reuse of the carbon. -All our products ar biodegradable and organic. -Recycled bags. -We use bio fuel/oil.
Fop Prifix	-We have a 90% dominance in this sector, so we control over the prices. -We offer same prices in store or supermarket.
Fop Cobri	-We keep on spreading memos and messages on a weekly basis for employees, and in case of bribery or corruption, we don't act directly, we give chances.
Comis Com	Our products exceed the expectations of customers.
Comis Serv	-We have a hotline number according to departments. -We have also a online complaint platform were a customer issues are solved within a maximum of 48 hours.
Comis Inf	Everything is written on the bags (no genetically modified substance, , precaution).
Comdev Socinv	We sponsor two organizations: Anta Akhi, Tabanna.
Comdev Vol	-We encourage participation in marathon not for the branding.

	-We encourage also Military schools.
Aco Trp	All transparent, auditors can come always, nothing is hidden.
Aco Mgt	We ensure accountability among employees especially since it is a family business (two brothers and sister working with their dad).
Std Beh	-ISO 22005. -HASP. -ISO 9001.
Std Coc	We have an internal policy document: no politics, shaving, customer should be respected...
Std Fam	-Family has effect on CSR more than religion. -Family business are more involved in CSR since its embedded in family values.
Std Rel	Religion has no relation with work. Although owners are Sunni, the workplace is very diverse.

Interview 12

Industry: Hospitality

Sector: N&O

Area: Rural

Compro Miss	We produce safe and high quality products with affordable price to make profit.
Compro Vis	To install new concept (green building), moving to a new factory with solar energy equipment.
Compo Val	Values are derivate from our Lebanese culture and especially Christianity values.
Compro CSR	We mainly look forward for profits but also have a good environment while helping employees and their well-being family spirit is embedded within employees.
Gov Inv	Everyone is involved. We communicate together especially owners and also with the administration staff.
Gov Resp	Since it is a family business, there is no unique responsible of CSR, all together.
Humrgt Opp	No biases, however, for tough physical activities; men are preferred, and women are preferred for some administration ----- that needs punctuality and focus.
Humrgt Rep	25% women – 75% men.
Humrgt Childlab	No children under 18.
Humrgt Phychal	We do have 3 physically challenged people in the inventory department.
Humrgt Disc	We only hire Lebanese and Christian people but we don't care about politics and weight, preferable young people.
Labprc Sft	It's safe to some limits. The roaster is hot in summer time. We try as much as possible but it's a roastery after all.
Labprc Trdv	Yes, we have in-house training for workers and external training for quality manager (some required by FDA).
Labprc Socdia	We have an open door policy. As an owner, I am very close to the employees and always available in the factory.
Env Eng	We have 3 own generators and use led lights, we are planning for the future to install solar panels.
Env Wr	-We don't use a lot of water, only for cleaning. -We are planning for sensor installation in the future.
Env Slw	-We give back the carton and nylon to Mimosa. -The salt waste is given to some near municipalities to be used for winter snow roads.
Fop Prifix	We don't fix prices, it's a fair competition, however we do agree somehow with our near roaster or prices.
Fop Valch	We look for suppliers based on quality-price and also focus on local suppliers.
Comis Com	We are transparent in terms of communication with customers since we export and abroad they are very picky, to avoid legal issues.
Comis Edn	Our employees help customers in term od product ingredients especially for people with hypertension, and health problem since nuts can have them.
Comis Serv	There is no formal customer service department, complaints are through mail or phone, and then the owner will solve everything.
Comdev Socinv	We help NGOs, like Red cross, only those who are known, not every charity.
Aco trp	Very transparent, 80% of our activities are abroad, so we have to be transparent.
Std Beh	-ISO 22000. -ISO 202005.
Std Fam	We are family business and yes it affects the CSR activities, we learned our values from home.

Interview 13

Industry: Hospitality

Sector: N&O

Area: Secondary

Compro Vis	Our vision is to grow and create a large center around our supermarket.
Comp Val	-Generosity which is deeply rooted in our Christian values. -High quality products.
Humrgt Opp	It is a family business, basically family members are in the top management, two brothers and one sister and father, mother.
Humrgt Rep	40% women and 60% men in top management, 80% women and 20% men in middle management.
Humrgt Phylab	We employ deaf and mute people (around 3%).
Labprc Sft	-We provide a safe working environment, we work with employees to make the workplace a better one. -We have suggested an increase in income for employees who give out their mobile phone during work time, however, they are refused.
Humrgt Trdv	-We provide personalized training fo cashier. -We have recently created an HR department dedicated for training.
Hymrgt Socdia	We have open door policy and we don't even like to fire people, we are very inspired by the scouts value.
Comdev Socinv	-We care alor for the community since we were raised in a village. -Owners have dedicated their marriage presents to cancer center and to a social center. -We do support NGOs during Christmas and Easter such as Sesobel and Anta Akhi. -We sell Scouts products at their cost and sometimes less.
Aco Trp	80% transparency.

Interview 14

Industry: Hospitality

Sector: Hotel

Area: City

Compro Miss	Being the number one for guests, owners, employees and stakeholders.
Compro Vis	To grow at a very fast pace.
Compro Val	CSR is a core value.
Compro CSR	-Being responsible towards the environment. -Being responsible towards the country.
Gov Inv	-The general Manager Is fully committed to CSR. -The head of department should lead the activities.
Gov Resp	The HP department is managing and coordinating CSR practices.
Humrgt Opp	We offer equal opportunities, but we have 70% men and 30% women.
Humrgt Phychal	-We have 1% of our employees physically challenged. -We them as stewarding and housekeeping (mute people).
Labprc Sft	We have a safe working environment: Haccap certified for kitchen.
Labprc Socdia	We don't have a labor union, however, we work together and very close to the GM anytime.
Env Eng	-We are working to reduce CO2 emission. -We are putting targets and trying to improve.
Env Wr	We are trying as much as we possible to reduce solid and liquid waste.
Fop Prifix	-We don't fix prices, regular competition. -We have a dynamic pricing strategy (according to season).
Conis Com	We deliver what we promise.
Conis Serv	-Customer satisfaction is measured by the ISG through a system called heartbeat, we also send surveys for customer feedback. -Glitch system is used where client complaint should be reported, written and shared.
Comdev Vol	-We don't have volunteering activities, but we have a target of several actions. -We encourage employees to participate but don't impose on anyone.
Comdev Socinv	-Planting trees in cities. -We used to sell "crepes" for employees and then use the money in country activities. -Christians participate in Iftar and Muslims participate in Christian events. -Ramadan and Christmas are the two main events where the company engages in CSR activities: * On Christmas we collect money (to distribute food, help needed families and fix their houses). *Some goes for Ramadan (Inviting people for Iftar, collecting food, give away clothes). -We work with handicap also. -We participate in beach cleaning. -We have a yearly calendar for CSR. -We report CSR at the chain level.
Aco Trp	We are transparent.
Std Rel	Culture affects CSR spirit more than religion views.

Interview 15

Industry: Hospitality

Sector: Hotel

Area: Rural

Compro Miss	We are here not only to give the moon to our customers but also the stars (going beyond limits).
Compro Vis	To become the best hotel in Lebanon, planning to open several hotels and hopefully giving franchises.
Compro Val	Family Values.
Compro CSR	-Being responsible towards our employees (provide job opportunities). -Being responsible towards the environment. Being responsible towards our own society and neighborhood (employs people from the surrounding). -It is a cycle: people, nature and suppliers.
Gov Inv	Top management is highly involved in CSR.
Gov Resp	Not individually, we all participate.
Humrgt Opp	In service, the ratio is 50-50, but in the restaurant, men more than women due to hard working conditions(carrying boxes and heavy materials)
Humrgt Rep	No women at all in top management. When a women is pregnant and having kids, she leaves. But we don't mind hiring one at all.
Humrgt Childlab	We hire par timers during summer, 17 years old.
Humrgt Phychal	We don't have currently, but we are willing to do, especially in call Center.
Humrgt Disc	-We don't have discrimination at all, we have all nationalities in housekeeping (Lebanese, Bangladesh, Indians). -We don't discriminate based on religion or political affiliation or weight.
Labprc Sft	We provide safe conditions, fire safety, heating system is always on. (Working condition are decent).
Labprc Trdv	-We have training for all employees, but since the staff is the same, training is minimized now. -Seasonal staff are given basic training.
Env Eng	We have our own generators, in low season, refrigerators and lights are turned off, 80% led lights and we plant trees regularly.
Env Wr	We have our own water tanks and we are using sensors for water Measurement. Wasted water are used and filtered.
Env Slw	-Liquid waste are used for irrigation. -No solid waste recycling.
Fop Prifix	-We do not fix prices with competitors. -Our prices is low between low and high season.
Fop Valch	-We contract suppliers from the area. -We believe that is a cycle in helping the neighborhood.
Fop Cobri	In case of bribery or corruption, direct termination.
Comis Com	We deliver what we promise exactly.
Comis Serv	As owner, I am responsible directly to solve customer issues.
Comdev Socinv	We actually don't have the budget to sponsor big events.
Aco Trp	We are transparent in terms of accounting reporting.
Std Beh	We were willing to have international standards, but currently we don't have such budgets.
Std Coc	We have a formal and written code of conduct.
Std Fam	Family values are affecting our practices surely.

Interview 16

Industry: Hospitality

Sector: Hotel

Area: Secondary

Compro Miss	We are selling time.
Compro Vis	Transparency, we are a family business.
Compro CSR	Recycling, solar panels system to heat water, filtering of the sea water in order to reuse it.
Gov Inv	Top management is highly involved in CSR practices, it is part of the hotel's culture.
Gov Resp	No simple person is responsible, all involved.
Humrgt Opp	We don't have an equal opportunities for men and women, but it is like that.
Humrgt Rep	70% men and 30% women.
Humrgt Childlab	We don't have children, sometimes we have trainers under 17 but they are not even paid.
Humrgt Phychal	Yes we have around 3% physically challenged people: -Mentally retarded (housekeeper). -Two wheel chair individuals.
Humrgt Disc	We don't discriminate based on race, gender, age, weight or political affiliation. However, we prefer people from the region for convenience problems, less traffic, proximity...
Labprc Sft	We have air conditioners and safe environment.
Labprc Trdv	We have in-house training and handovers.
Labprc Socdia	We have an open door policy.
Env Eng	-Solar panel to heat water. -We always share awareness to turn off lights that aren't used.
Env Wr	We filter water from the sea given our near location to the beach.
Env Slw	-We have a machine to chop food, put their in sewage which will become organic food for fish. -We recycle. -We used to put on the customers bed a card asking them if they want to change towels , however it did not work.
Fop Prifix	We don't fix prices with competitors.
Fop Valch	-We base our decision on "AL WAKIL" because we want quality, they make sure that the products are original such as alcohol. -Other things are bought from local suppliers.
Fop Cobri	-Our premises are all monitored by cameras. -We have magnetic cards, we can track the loot 100 entries of a room. -In case any corruption or bribery is found (money lost...), we transfer the issue to the insurance company and through legalities, the concerned employee will be accountable.
Conis COM	We deliver what we communicate to customers.
Comdev Socinv	-We offer sponsorship and charity help. -We offer special prices for NGOs and schools.
Comdev Vol	We do encourage volunteering, it is not a profit, we can manage scheduling.
Std Beh	No international certificate.

Interview 17

Industry: Hospitality

Sector: Hotel

Area: City

Compro Miss	We are passionate about “making moments”, we do ordinary things in an extraordinary way.
Compro CSR	Sustainability is about meeting current needs while at the same time pursuing and contributing to the future.
Gov Inv	-We have the full support for the top management. -The HR initiated an action of reusing used items in offices. -We receive directions from the head office: example we will be cleaning the beach on 5 June.
Gov Resp	There is no CSR manager or coordinator, HR, marketing are all involved.
Humrgt Opp	As a staff, we have 16% women Vs. 84% men in operational position since men are more interested in such kind of jobs.
Humrgt Rep	In top management, the ratio is 50-50.
Humrgt Phychal	We have currently only one disabled person out of 270 full timers.
Labprc Sft	We have an issue in the HR department, it is not convenient, no windows.
Labprc Trdv	We ensure to provide an average of 10 hours training for each staff per year.
Labprc Socdia	We do open door policy, but no labor union.
Env Eng	-We are using led bulbs across the hotel. -We have a linen policy change in each room.
Env Wr	We have replaced all faucets into sense.
Fop Valch	We make decision to buy from local suppliers when possible.
Comis Edn	We have light menu section.
Comdev Socinv	-We have a social committee composed of members from each department to organize activities. -Every year, we run the marathon for an NGO. -We collect pens and notebooks for students in need.
Acotrp	-All financial reports are 100% transparent, with the ministry of finance. -All staff are 100% registered in NSSF.

Interview 18

Industry: Hospitality

Sector: Hotel

Area: Rural

Compro Miss	To create heartfelt experiences for guests; significant opportunities for team members. When delivering high value for owners and to become a landmark in the Lebanese hospitality.
Compro Vis	To demonstrate excellence and be renowned for a genuine service and exceed customers satisfaction.
Compro Val	High quality, seeking for perfection, family spirit.
Compro CSR	-To specify to the employees on objectives then we move to the guests. -to commit and give the best to our guest.
Gov Inv	-We have no support from the owners of the business. -No awareness for owners about CSR. -The owner is not giving enough attention to this business due to other business occupations.
Gov Resp	No one is responsible for CSR practices.
Humrgt Opp	We have equal opportunities but it depends on the nature of the job (security, men).
Humrgt Rep	Dominance of ladies in the managerial positions.
Humrgt Phychal	We don't employ physically challenged but we are willing to hire some of them.
Humrgt Disc	We don't discriminate based on age, weight, race, religion or political affiliation.
Labprc Sft	The work environment is safe and in family spirit, people are working here for years and are happy.
Labprc Trdv	We don't have currently training programs, but we are working on it.
Labprc Socdia	We are working in a family spirit environment, very close, but there is no labor union.
Env Eng	Electricity is turned off upon using a card.
Env Wr	We have installed two buttons for flushing.
Env Slw	-No recycling activities. -The food left over is giving to staff.
Fop Prifix	-We don't fix prices, almost all hotels in the surrounding are the same in terms of pricing. -We refer customers to other hotels in case we are fully booked.
Comis Com	-Yes, we deliver what we promise "Walk the Talk" -We are very transparent and realistic about what we offer in our hotel.
Comis Serv	Yes, we have a customer service department that reply within 24 hours to solve the issue.
Comdev Socinv	-We provide 40% discounts (not in cash) to conferences for associations. -The owner gives a lot on a personal level but not as hotel. -We don't report CSR activities.
Std Beh	The executive chef has the food safety certificate and their handling out and spreading it to employees (subordinates).
Std Fam	We are affected by family values, we are working as family.
Std Rel	-No conflict regarding religion. -The owners religion is not reflected or doesn't affect the spirit and ambiance of the hotel.

Interview 19

Industry: Hospitality

Sector: Hotel

Area: Secondary

Compro Miss	We are putting hospitality services on the highest levels in order to satisfy the demands and expectations of guests. Our aim is to make the hotel a place for encounters, pleasant meetings and gala ceremonies.
Compro Vis	To continue to apply and set the highest standards of service quality and in that way to justify and uphold the reputation that we have among the guests, competition and the wider community.
Compro Val	Our core values: authentic and indigence experiences to our guests.
Gov Inv	The holding company has more impact on CSR through standardized rules.
Gov Rep	The General manager confirms if there is any sponsorship decision.
Humrgt Opp	Some positions require male candidates while others require females (technicians, engineer, carpenter, and electrician: men).
Humrgt Rep	30% Female and 70% male.
Humrgt Childlab	We employ 16 years and above as seasonal waiters.
Humrgt Phychal	-The holding company encourages employs disabled people. -We have currently one person on the wheelchair, he is the supervisor of the building management system; in others he monitor and control the mechanical and electrical equipment via software.
Humrgt Disc	We do not discriminate based on race, age, weight or political affiliation.
Labprc Sft	-We have air conditioner everywhere. -Employees fill out surveys "Employer engagement survey" to ask the employees about the environment and if they are feeling comfortable.
Labprc Trdv	We have minimum three hours of training per year (two hours online and one hour in instructor led training)
Labprc Socdia	There is no labor union for hotels in Lebanon.
Env Eng	-We are using led lights (we have a vision to shift the whole hotel to led). -The holding hotel always track how much energy was saved (they set a goal of 20% less energy every year after year).
Env Wr	-We have a goal to reduce 20% of water usage year after year. - cut leakages of water. -Monitor intake of water.
Env Slw	-Goal to reduce 30% of wastes. -Installed a homemade system for rain water gathering.(gathering water by redirecting the rainwater pipe to a container; it has compartments to sort out dirt and solid waste that come with the water). -We give solid waste to Ramco.
Fop Prifix	We cooperate with competitors (hotels in Beirut) on quarterly basis to share best practices, recruitment challenges but nor price fixing.
Fop Valch	We have a checklist for choosing suppliers based on standards (not to employ children, not having the environment, no cap certified)
Fop Cobri	We have anti-bribery system in the code of ethics provided by the holding hotel under specific laws.
Comis Com	We deliver what we promise.
Comis Edn	We have a green program, we put cards on bed to ask customers whether they want their linen to be changed and explaining to consumers why they are doing so.
Comis Serv	-We collect all feedback from social media and surveys. -If we got a rating from customers below 3, the General manager will call the customer directly.

	-We reply to 100% negative comments within 24 hours and 80% of positive comments.
T65Comis Inf	We have a risk assessment program (responsible of safety manager).
Comdev Socinv	-We work with the children cancer center, Basma. -We add a 1\$ on every bill to the donated to children in Unicef, but we ask customers first if they would like to pay it.
Std Coc	We have a formal code of conduct and rules imposed by the holding hotel; and we do training every year to learn the chain's ethics.

Interview 20

Industry: Hospitality

Sector: Fast Casual

Area: City

Compro Miss	To deliver best service and best taste in a consistent manner.
Compro Vis	To improve our customer services and increase franchises.
Compro Val	Quality, being presentable, Lebanese values, training.
Compro CSR	Not only doing profits, but also helping the environment, supporting NGOs, gifts, giving back to the society.
Gov Inv	The top management is not involved, every branch is acting solely and on their own.
Gov Resp	No one is dedicated to be in charge of CSR practices.
Humrgt Opp	The working conditions are more suitable for men (working with oil and heats).
Humrgt Rep	65% male, 35% female.
Humrgt Childlab	Usually we don't hire children, however, every branch is acting solely in this concern.
Humrgt Phychal	No, we don't hire physically challenged people, the infrastructure is not suitable (small locations).
Humrgt Disc	No discrimination in terms of age, race, weight, religion and political affiliation.
Labprc Sft	Good working conditions, we have even filtration in branches to capture odors.
Labprc Trdv	Only upon hiring, there is a chef in one of the branches, he will follow up on new employees.
Labprc Socdia	Open communication since branches are small, they call directly the manager or the owner.
Env Eng	Led lights, lights are always off but the oven is always on.
Env Wr	We don't have a lot of water corruption so we don't plan for such practices.
Env Slw	No recycling activities, only reusing Cola glasses.
Fop Prifix	We don't plan for price fixation, however, our product is known in term of price everywhere.
Fop Valch	No, we hire supplies based on quality and price.
Fop Cobri	We have cameras everywhere, we directly investigate and terminate contracts accordingly.
Conis Com	We deliver what we promise.
Conis Edn	No educational program.
Conis Serv	Yes we have an employer handling consumer issues and compensation plans, in case of more seriousness, escalations to owner.
Comdev Socinv	-We have sponsorship programs for NGOs. -We don't have a budget.
Comdev Vol	We don't encourage volunteering.

Interview 21

Industry: Hospitality

Sector: Fast Casual

Area: Rural

Compro Miss	We don't have a mission.
Compro Vis	We don't have a vision.
Compro Val	No values.
Compro CSR	Environment, community.
Humrgt Opp	Branch manager are ladies, we think that women are more responsible.
Humrgt Rep	66% ladies – 34% men.
Humrgt Childleb	We don't employ children under 18.
Humrgt Phychal	We had one, he didn't find the job interesting so he left. I am looking now to hire physically challenged people.
Humrgt Disc	We don't discriminate based on age, weight, politics or religion, however, we do prefer Lebanese people.
Labprc Sft	The company is providing a decent and safe working conditions.
Labprc Trdv	We don't have training ,we only receive food safety training. I paid 500\$ on each one of them. Any new employee is taught by the previous staff.
Env Eng	We have solar energy panels.
Env Wr	We have a filtration system.
Env Slw	-All detergents are organic, plastic and cartons are taken by a company. -We have a filtration system to decrease the CO2 and SO2.
Fop Prifix	We don't fix prices with competitors.
Fop Valch	We lead for quality not sustainable suppliers. No suppliers are known for their sustainability to work with.
Fop Cobri	We don't take firm decision concerning employees, "Haram".
Comis Com	We deliver what we promise.
Comis Adv	We take into consideration valuable groups.
Comis Serv	-We have a customer service for delivery; problems are solved within 24 hours. -When order is taken, an SMS is sent to customer (tracking system).
Comdev Vol	We support our staff to volunteer.
Comdev Socinv	-All neighbor do not pay delivery charges and they have discounts. -Our insurance covers all people living. 200 meters away from the restaurant. -We support the Red Cross, Civil Defense through discounts. -If a person dies from neighbors, they will receive sandwiches for free
Acotrp	We are transparent with government.
Std Rel	We are generous with our staff. I don't want to make my Christian identity visible.
Std Fam	The family has huge impact, my father (owner) is very generous, I am more attentive to costs and expenses; it's a negative dilemma.
Std Beh	-Employees are certified level 3 food safety. -The kitchen is also certified food safety. -Central kitchen is HACAP certified.

Interview 22

Industry: Hospitality

Sector: Fast Casual

Area: Rural

Compro Miss	We aim to have high quality. We don't compensate for quality.
Compro Vis	We are expanding on branches and considering franchises opportunities.
Compro Val	Quality, Honesty.
Compro Csr	No idea. I have never heard about it.
Cov Resp	No one is responsible
Humrgt Opp	It depends on the person, no equal opportunity.
Humrgt Rep	Only the owner is female, we are a small scaled business.
Humrgt Childlab	We don't hire children under 18
Humrgt physchal	We don't mind hiring a physically challenged individual and we support the idea especially in the call centers in the future. (It must be noted that one time a physically challenged customer asked them to be served to his car since the architecture of the shop is not fitting his hard conditions).
Humrgt Disc	-When it comes to hiring, we only hire Lebanese people as waiters, Egyptians as runners. -We prefer Christian people in front of the customers. -No discrimination in terms of political affiliation, weight and age.
Labprc Sft	The workplace is very safe, the kitchen also has windows.
Labprc Trdv	Till date, we only have internal handovers and training, we might consider future plans to outsource training.
Labprc socdia	Managers are delegated to solve problems, not everything is directly reported to the owner, if it is a serious issue, the owner will solve it with the manager not employees directly.
Env Eng	We might consider the solar panel when we grow further.
Env Wr	No actions till date
Env Slw	No actions till date , we throw them
FOP Prifix	We put our prices based on the environment and the price of the restaurants in the surrounding but we do not fix prices.
FOP Cobri	The issue of bribery and corruption depends with whom, if it is the waiter , he will be fired immediately, if it is someone indispensable for the business, we try to solve it. We are trying to come up with a new system concerning bribery.
Conis Com	We deliver what we promise.
Conis Edn	No we don't, if an underage ordered a shisha, we offer it.
Conis Serv	Customers complaints are reported directly to the owner.
Comdev Socinv	Concerning volunteering and charity work, it depends, if it is feasible given the size of our restaurant, its okay.

Interview 23

Industry: Hospitality

Sector: Fast Casual

Area: City

Compro Miss	We Serve quality and high end ingredients.
Compro Vis	Our vision is to expand abroad, to Dubai for example.
Compro Val	Moral, hygiene, good physical appearance.
Compro Csr	To be environmentally responsible, however we are not applying it definitely since no support from the government.
Gov Resp	No individual is responsible about CSR.
Humrgt Opp	We prefer woman especially administration since she is more punctual and responsible.
Humrgt Rep	60% Women, 40% Men
Humrgt Childlab	We don't hire children.
Humrgt Phychal	No, we did not consider it yet given the small size of our shops.
Humrgt Disc	We don't discriminate based on weight, age and political affiliation or race, as long as the person is physically presentable and hygienic.
Labprc Sft	We have equipped our shops to be safe for employees, we have air conditions, automatic extinguishers, and first aid kits are available also for unpredicted work incidents (Knife).
Labprc Trdv	We first outsource training then we handle it internally through paper handovers.
Labprc Socdia	We have an open door policy, the manager is always available.
Env Eng	We use regular generators, no actions are taken in this concern. We turn off the billboard at night. We were thinking of having our own generators, but the neighbors won't accept it.
Env Wr	One of our new branches have sensors.
Env Slw	No actions are taken in this field.
FOP Prifix	No price fixing, our prices depend on the market and equality (we offer fresh meat not frozen).
FOP Valch	Yes we do purchase from local suppliers, he has high hygienic standards, and we used to deal with him long time ago.
FOP Cobri	In case of corruption and corruption, direct termination.
Conis Com	We exactly offer what is presented in our menus, no Photoshop is used.
Conis Edn	Employees take into consideration if any customer has a certain allergy on some items, they change gloves accordingly.
Conis Serv	The shop manager is the one resolving all complaints directly.
Comdev Socinv	The work is far away from volunteering " I cannot play this game", employees will be lying and taking advantage of this opportunity and will be jealous among each other.
Aco Trp	We have an auditor , we are transparent
Std Coc	We have a formal and written code of conduct in the kitchen (Clothes , schedule, cleaning techniques)
Std Beh	-No ISO certification -Every 3 months the employees will have to pass by the ministry of health to do medical tests.

Interview 24

Industry: Hospitality

Sector: Beverages

Area: Secondary

Compro Miss	To preserve quality and values that we provide to customers and be in as many places as possible.
Compro Vis	We have 37 branches now, till 5 years we are expecting to have 50 branches inside and outside Lebanon, partnering in Qatar and franchise in Egypt.
Compro Val	-Transparency is the main value(between customers and the company) -Integrity -Profitability
Compro Csr	Responsible towards consumers, employees and the country.
Gov Inv	Decisions come from the management but the implementation is from bottom (some ideas were generated from low level managers)
Gov Resp	No dedicated person is in charge, but we might consider in the future when we grow further to include a CSR manager.
Humrgt Opp	We have no biases in recruitment when it comes to gender, however, for some positions we prefer women, like operations and cashier (80% women -20%men)
Humrgt Rep	80% women – 20% men
Humrgt Childlab	No children under 18 whatsoever (Franchises should take the approval of the headquarter if they want to do so and they will not accept surely)
Humrgt Phychal	“It’s a dream” , we are trying to hire physically challenged people in call centers but we are not finding. We are adjusting our infrastructure to fit those needs (elevators, ramps..). we believe that the turnover rate of such employees is very low since they are usually dedicated and our company will be the winner in this case and honored to do so.
Humrgt Disc	We do not discriminate based on race, religion , political affiliation and weight. Concerning age, we prefer young people for cashier under 60 years old , but for delivery it’s okay.
Labprc Sft	We provide a good working environment; employees have lockers , time for lunch , food safety and free meal per day.
Labprc Trdv	In addition to proper handovers, employees are trained internally for food safety and operations once per month (QPA).
Labprc Socdia	We have an open door policy “ we are in the people business”. We want to keep employees happy and satisfied (open discussions).
Env Eng	We have a future strategy in 2019.
Env Wr	We don’t have a saving system however we have our own tanks. Water pipes are activated on touch to limit waste.
Env Slw	We are saving 8 million straws per year (using paper straws). We are recycling in branches (3bins are placed) We give back plastics and glass to Freddy market. We are doing our tanks used for oil , so no need to buy oil in plastic tank since it needs 15 years to be biodegraded (every month we need 1600 tanks).
FOP Prifix	We don’t fix prices with competitors
FOP Valch	We take into considerations whether our suppliers are doing CSR practices: we ask from our suppliers to use tanks instead of glass to reduce waste.
FOP Cobri	In case of robbery, termination is the decision. We have a policy that an employee must sign if they commit robbery. Since employees can enjoy a free meal/day, in case they eat more it is a problem but not termination, but in case they take food to home, its robbery.
Conis Com	Pictures are the same as real. We communicate real slogans “ Tawakna Lebnen” “ Ahreen el Jou3”.
Conis Serv	We have a customer service in place, people in branches can solve the problem but they don’t call the management, there is formal reporting at the end of the day. In case of

	poisoning or robbery, it will be directly escalated to management.
Comdev Socinv	<p>We help even on daily basis. Sponsoring Sainte Jude. On Christmas : we have charity events. We send trucks to Sesobel, SOS, elderly houses to feed those people. On Ramadan also we provide help. We don't have a fixed budget, it depends. We do not communicate it on social media.</p>
Comdev Vol	We encourage people to volunteer, they can take day off to help others.
Aco Trp	We are doing auditing internally , and we are transparent with the government.
Std Beh	<p>-ISO 22000 2005 and aiming for the 2008 -QPA : Quality Premium Award -Yearly contract with Boecker for training and auditing -GOLD</p>
Std Coc	We have a formal code of conduct (written)

Interview 25

Industry: Hospitality

Sector: Beverages

Area: Secondary

Compro Miss	Continuously providing a unique experience and sharing our passion for exceptional food quality and service.
Compro Vis	We are aiming to open abroad. We already have branches in Dubai , KSA and Abou Dhabi. Our target now is Europe.
Compro Val	Quality of food, diversity, teamwork, training, coaching, respect and justice.
Compro Csr	There is a system , internal laws , policies , a strong management team and communication. The system should be implemented equally.
Gov Inv	The chairman is working on the quality and service. He is involved in everything. He is reachable anytime and anywhere.
Gov Resp	-Not a single person is dedicated. -Any person with an initiative can speak up his/her mind.
Humrgt Opp	We provide equal opportunities for men and women.
Humrgt Rep	The majority in top management is men. The deputy general manager is a woman.
Humrgt Childlab	No hiring below 18 years old, 16 years old are hired as part timers during summer.
Humrgt Phychal	We tried to hire physically challenged people but we did not had the chance yet.
Humrgt Disc	In terms of race , we hire lebanese people only for managerial positions and assistant management jobs. We have some foreigners in the kitchen and waiters. In terms of religion, political affiliation and weight, no biases. Minimum age is 18 years old
Labprc Sft	-All employees are insured. -Sometimes health insurance -Employees are trained. -Staff meal every week.
Labprc Trdv	We have 2 types of training : in-house and outsourcing. -In house for customer service(waiters , cashiers, recruitment) -Outsource: (hospitality training) We provide also employees with the chance to learn English in centers. If an employee wants to continue his or her education, they can take courses online or training sessions we encourage them and pay tuition also.
Labprc Socdia	We have special forms for incidents reports.
Env Eng	We try not to waste energy We turn off the lights when we close. We regularly check on the electricity consumption We are putting led in the new branches if it doesn't ruin the design.
Env Wr	No system is used for water , only sensors for water taps.
Env Slw	We give leftover staff meals for associations. We recycle In the restaurant, we don't prepare meals in advance in order not to waste a lot.
FOP Prifix	We put our prices based on the cost and we study profit and losses.
FOP Cobri	We have cameras , we ask for documents and investigate , if any bribery or corruption is approved , direct termination.
Conis Com	We deliver what we promise , we don't use photoshop for our menus.
Conis Edn	We don't educate consumers directly, if they ask we are available.
Conis Serv	We track everything through comment cards and we have reports for every complaint. We resolve complaints on the spot , the manager is empowered to solve the problem.
Conis Inf	We don't inform customers about the risks of taking its products and how to take precautions.

Comdev Socinv	-We often food for companies as sponsoring, not in cash. -Sponsoring activities are directly linked to Marketing department. -The owner and his wife also help a lot. -During Christmas , we decorate and do a dinner.
Comdev Vol	The company encourages its employees to volunteer.
Aco Trp	We are very transparent
Std Beh	-ISO 22000 -We have auditors to check food in fridges (spot checks)

Interview 26

Industry: Hospitality

Sector: Casual Dining

Area: Secondary

Compro Miss	We are dedicated to serve our guests in a friendly environment, high value, and high quality.
Compro Vis	We are restricting the vision. We are focusing on sustaining what we are already doing. We are focusing on catering and on corporate business in order to become expert (B2B).
Compo Val	-The value are within the company, how we act, how we behave with each other: Environment friendly, transparency, shareholders, accountability, modern prices, teamwork, scouts....
Compro CSR	-after 2007, we went to another phase: internal implementation of CSR with our company. -Being transparent towards our stakeholders (internally and externally). -Being accountable. -We were pilot in CSR practices (packaging,). -Owners are deriving these values from scouts.
Gov Inv	Top management and are committed to CSR practices: "Happy companion" which was an idea initiated by the owner to have the challenged people to places they were never been before.
Gov Resp	HR department is in charge for CSR practices
Humrgt Opp	We offer equal opportunities for men and women.
Humrgt Rep	We have 5 men and 0 women in top management positions since there was no opportunities.
Humrgt Childlab	We don't hire under aged unless in summer time jobs.
Humrgt Phychal	Yes, we were the first to recruit physical challenged people.
Humrgt Disc	-We usually hire Lebanese people unless for some jobs we hire foreigners (few Syrians due to legalities). We have Indians who have been working with us many years, and he is the assistant were housekeeper. -We can ask someone not to work in frontline if he has a lot of allergies in his face. -We don't discriminate in terms of religion, however we do prefer people from the region. -No political discrimination.
Labprc Sft	-Safe working conditions. -We help employees find apartments (we help employees to the maximum) and offer the flexible scheduling.
Labprc Trdv	-Every 6-8 months we have training for managers, team leaders and potential leader: they travel to attend conferences and workshops in food safety, communication, HR, management, creative thinking, -We do orientation for all employees. -Mdp program is done once per year targeting food safety, consumer behavior, management (in-house and outsourced). -Doors are open for learning new skills in kitchen -Training is initiated by owners or persons themselves
Labprc Socdia	We have an open communication style.
Env Eng	-We have installed new light bulbs for energy saving. -We have a management schedule to reduce our energy consumption.(turn off closed departments, turn off the second generator). -We have our own generators. -First company to go green.
Env Wr	We don't work on saving water but we do awareness campaign (we are aiming to become 0 waste company). -We have no sensors yet.
Env Slw	-"L'ecoute" company come and take our plastic and paper waste. -Organic food waste is sent to pork farms. -We use to work with a Lebanese company for plate recycling, but it is closed since 2006's war, now we are working with an international company.

Fop Prifix	-We do not change our prices based on our competitors.
Fop Valch	We try to have suppliers within the area (less transportation costs and pollution and we help the area also.
Fop Cobri	-We have verbal and written warnings (salary reduction). -We go very far with bribery and corruption issues. -we make sure no to tell everyone about such incidents, only the management and the concerned individual.
Comis Com	The customer gets what he/she sees/
Comis Edn	-On the menu, there is no indicators but we educate our customers through messages (Avocado benefits, kale benefits, ...) and we do not serve beer for under aged. -Calories are cited on the menu.
Comis Serv	-We have a system of customers service in place. -There is always a reporting activity of all incidents even if solved directly (archiving).
Comis Inf	During Beer Festival, we have we have cabs and we don't serve under 18.
Comdev Socinv	-We work with St. Maron Church (we distribute meals). -We work also within Red Cross Jounieh (we distribute meals). -With every "cheese burger order", we are offering help for SESOBEL. -We have worked with Kunhadi to promote awareness on drinking and dining. (we do not promote on CSR activities).
Comdev Vol	We encourage employees to take initiatives on Christmas and Ramadan. Every month each employee pay a small amount and give it for the company.
Acomgt	High level of accountability.
Std Beh	-HACCP -ISO 22000 -ISO 26000
Std Coc	There is a formal code of conduct. (written)
Std Rel	Religion affect CSR. Example on Christmas time is crucial for staff to gather money and donate.

Interview 27

Industry: Hospitality

Sector: Casual Dining

Area: City

Compro Miss	We are in the casual and fine dining sector.
Compro Vis	To be the leader in the category that we are operating within.
Compro Val	-Attention to details related to everything. -Quality is key for us. -Belief in people and our team. -Empowerment. -Transparency. -CSR. -Consistency.
Compro CSR	Giving back to society and NGOs (like Himaya and Donner Sang computer).
Gov Inv	Although one owner exist, it is not operating as a family firm. We have 150 employees, idea are inspired from the marketing department.
Gov Resp	The marketing department.
Humrgt Opp	We offer equal opportunities for women and men.
Humrgt Rep	We promote internal people and since most of them are men, then men are more represented than women in top management positions.
Humrgt Childlab	We have children 16 and above as part timers.
Humrgt Phychal	We have one disabled person in the central kitchen.
Humrgt Disc	-We don't discriminate based on race, however some races are not hired to legal issues in Lebanon. -Concerning age, waiters should be young and kitchen employees in mid 40s. -No discrimination in term of weight and political affiliations.
Labprc Sft	-We have installed fire extinguisher in all areas. -All employees are covered by NSSF or insurance. -We work with Java for fire safety issues. -We are authorized by GWR for food safety. -We have specific rules and regulations to abide by in terms of safety.
Labprc Trdv	-Everyone is trained for food safety. -Kitchen employees are trained for food preparations. -Frontlines are trained to deal with customers properly, -Managers training and leadership training.
Labprc Socdia	Our team is valued. The HR department is always ready to solve and improve employee's situations. "We wouldn't be the same without the team".
Env Eng	We are using led lights in the kitchen.
Env Wr	We have installed regulators for water.
Env Slw	-We do not recycle, we don't have huge volumes. -We do not give away food for security reasons.
Fop Prifix	We might modify our prices according to customer's feedback.
Fop Valch	Actually not.
Fop Cobri	Yes, there is a disciplinary action, warnings (verbal and written), it depends on the solution the HR and branch manager step in usually.
Comis Com	-We don't use Photoshop for meals on menu. -We don't compromise in terms of quality, we have mystery shoppers with GWR.
Comis Serv	-We review comments on social media and feedback cards. -We reply on negative feedback online such as Zomato. While asking for phone numbers to take corrective actions with customers. -Employees have the authority to give away food in case any problem, and the manager call again customers to apologize.
Comis Inf	-If people ask, we answer.

	-There is a sentence written on the menu “If you are allergic to pork or alcohol please ask for assistance”. -There is a light section done by dietician where a exact calories counting is available.
Comdev Socinv	-Sponsoring and helping “Donner sang compter and “Himaya”. -Annual dinner for scouts. (vouchers giveaway) -Voucher giveaway for Red Cross fundraising.
Comdev Vol	It’s a personal choice.
Acotrp	Yes we are transparent, we are audited and all documents are presented to the ministry.
Std Beh	We are not certified but we try to follow standards through audits, ministry and GWR.
Std Coc	We have a format code of conduct (written).

Interview 28

Industry: Hospitality

Sector: Casual Dining

Area: Rural

Compro Miss	We are in the market to serve food, drinks and shisha especially since customers need it.
Compro Vis	We are aiming to give franchises in few years hopefully.
Compro CSR	-Sponsorship (specific budgets) for every year. -We see sponsorship as marketing too, if they won't give us something in return, we won't do it (minimum). We report our sponsorship activities online (FB, insta, whatsapp,...) -We donate a lot for churches, festivals and sports team.
Gov Inv	Owners are involved in CSR.
Gov Resp	The three owners are involved and responsible with limitation to the budget.
Humrgt Opp	We offer equal opportunities, however men apply more.
Humrgt rep	Men are less than women in top management.
Humrgt Childlab	Yes, we recruit 17 years old children as part timers in summertime.
Humrgt Phychal	We don't mind having physically challenged people, however no one applied yet.
Humrgt Disc	-We are biased towards having locals more than foreigners although Lebanese people do not accept all tasks. -We have to pay around 2000\$ for a Lebanese chef where an Egyptian only 600\$, but we do prefer locals. -We are biased towards Christianity although we have other religions. -We don't mind about political affiliation, age and weight.
Labprc Sft	We provide social security for all employees.
Labprc Trdv	We train only new employees based on the job.
Labprc Socdia	We have an open door policy, owners are almost present in their branch and accessible anytime.
Env Eng	No solar panels, we have our own generators, we are using led lights.
Env Wr	We have installed sensors in the kitchen, dish washer and toilets to track and limit consumption.
Env Slw	Carton recycling, we separate plastic and carton and we outsource recycling activities.
Fop Prifix	We monitor competition but we do not fix prices, we prepare offers for customers.
Fop Valch	We choose our suppliers based on quality and price.
Fop Cobri	We have cameras all over, if bribery occurs, the employee will have to pay back and will be fired accordingly.
Conis Com	We deliver what we promise, we don't use Photoshop at all.
Conis Edn	We don't offer shisha and alcoholic beverages to people below 18.
Conis Serv	The call center is transferred directly to the owner's personal phone.
Comdev Socinv	We offer sponsorship and charity for school, churches and other entities but only for marketing purposes (win-win situation otherwise will not engage).
Comdev Vol	Not at all, we are not interested to support employees in volunteering.
Acotrp	We have internal and external auditing and we are transparent to the government.
Std Beh	GOLD (Ministry of Health)
Std Coc	We have a clearly stated and written code of conduct. We have monetary punishment also.
Std Fam	Since we are a family business, we tend to give more and help.
Std Rel	Religion has not to do with CSR.]

Interview 29

Industry: Hospitality

Sector: Casual Dining

Area: Rural

Compro Miss	To offer quality food and good experience.
Compro Vis	We are working on the booklet for franchise, to become international and grow locally.
Compro Val	Hygiene, competency, honesty.
Compro CSR	To reduce waste, using gas that pollute less, giving back to nature.
Gov inv	We are very involved, since it's a family business.
Gov Resp	One of the owners is involved with CSR.
Humrgt Opp	Women and men enjoys same opportunities.
Humrgt Rep	50-50 ratio.
Humrgt Childlab	We hire Lebanese part timers under 18; "parents want to engage their children in work during summertime".
Humrgt Phychal	We don't mind to hire, however, the architecture is not ready yet for challenged people.
Humrgt Disc	Yes we do also hire Lebanese for waiters' positions, foreigners only for housekeeping and kitchen. We don't discriminate based on politics, religion age and weight.
Labprc Sft	In the main branch, safety should be reconsidered, however, in new locations it is better.
Labprc Trdv	We do onsite training, handovers from previous employees.
Env eng	We are using led lights, we are paying a lot for energy.
Env Wr	No actions in this concern.
Env Slw	No actions within concern, however, we are putting few napkins on tables to reduce solid waste.
Fop Prifix	We do not fix prices with competitors.
Fop Valch	Our suppliers are mostly from neighborhood.
Fop Cobri	Camera inspection all over , and direct monitoring from owners.
Conis Com	We deliver exactly what we promise.
Conis Adv	-We do not offer shisha for kids in case ordered. -We suggest not to offer sugar-apple cream for pregnant women.
Conis Serv	We don't have a department, owners are directly involved to solve problems on site.
Comdev Socinv	We sponsor and help NGOs.
Comdev Vol	We don't allow employees to leave during weekends no matter what, on weekdays, they can switch among each other in case needed for country work or volunteering.
Std Beh	No standards now.
Std Coc	Oral code of conduct.
Std Fam	Owners themselves have different perception on CSR; for example one owner offers shisha for children while other owner's not.

Interview 30

Industry: Hospitality

Sector: Casual Dining

Area: Secondary

Compro Miss	To provide a quality environment for a good food and good mood.
Compro Vis	To live the company, for every employee to live it.
Compro Val	Safety, satisfaction, respect, code of conduct.
Compro CSR	-A responsible company is a one with a structure. -In the perspective of employee: good work environment for the employee –insurance-training and coaching. -In the perspective of customers: quality for consumers, telling the truth about the product, safety, respectful service, good mood. -In the environment perspective: abiding by the Ministry of Health and the Municipality of each branch, training for garbage separations.
Gov Inv	-It's a family business, however it does not feel like that. -In case of decisions related to CSR: the marketing and HR departments come up with the ideas and plans, but the owners are the ones who confirm at it.
Humrgt Opp	-50%-50% operations. -Headquarters 70% women- 30% men. -In three branches: women are more (Byblos- Batroun- Jounieh). -In Beirut, men are more since we have late closing time wich is not feasible in some cases for women.
Humrgt Rep	70% women- 30% men.
Humrgt Childlab	We have 17 years old as part timers.
Humrgt Phychal	-We have wheel chaired people in call center. -We don't have the 3% quotation but we don't mind to have more people. We want to start working with NGOs to recruit people with physical disabilities.
Humrgt Disc	-We try our best to hire Lebanese but we have 30% foreign nationalities (in kitchen and housekeeping). -We have decided not to hire any foreigner in managerial position, only Lebanese. -No discrimination in terms of religion, political affiliation, weight and age.
Labprc Sft	-Safety is a title for our company. -We provide insurance and emergency case insurance. We follow up with injured employees.
Labprc Trdv	-We have customer care training and sales training (in-house). -Each employees has a certain budget per year to spend on self-development., and even to follow MBA program if suitable with work schedules. -We have agreements with universities to get scholarships for employees.
Env Eng	We have hoods with filtration with several filtration stage.
Env Wr	We have around 17 branches, not all branches have water sensors, only new ones.
Env Slw	-Separating the garbage. -Training for awareness. -Collaborate with Arc-en-ciel for plastics. -We ask our customers if they want "cutleries" in order to reduce waste. -We put a limited number of napkins on table (9 only) to reduce waste.
Fop Prifix	-Prices are based on costs, not following the competitors.
Fop Valch	-We try to work with locals, with respect to quality and costs. But quality comes first.
Fop Cobri	-We have cameras everywhere. -We treat bribery and corruption case by case.

Conis Com	-We are transparent with customers, we deliver what we promise. -We deliver the slogan promises.
Conis Serv	We have a customer care department.
Condev Socinv	-We sponsor events for NGOs (SOS). -We cooperate with Arc-en-ciel. -We have a budget for community work.
Acotrp	It is a confidential issue, we prefer not to reply.
Std Beh	ISO certified.
Std Coc	Yes, we have a standardized code of conduct.

Interview 31

Industry: Hospitality

Sector: Casual Dining

Area: City

Compro Miss	We are working on a mission to cover the 5 upcoming years. What is important is the service to our employees and customers.
Compro Vis	We are working on it also. Now we are looking to grow the brand locally and to get franchises. We want to keep our position as leaders in the market.
Compro Val	-Integrity (internal and external), human approach, philanthropy , quality in terms of product and waste, efficiency.
Compro CSR	-We have a budget for CSR. We believe that we should be involved in country. -Our main CSR activity for this year is to focus at the environment. -We also have some activities related to some NGOs or cause like Himaya (one year strategy). -Last year we were helping Heartbeat and Children cancer center (we also involve our customers). -Donate 1000 LBP when a customer order a certain items to Himaya or other NGOs (I, the marketing manager come up with this decision).
Gov Inv	The CEO is extremely involved in CSR activities. He never says no to any proposal related to CSR. He usually ask and following up concerning the output. He asked personally to help some NGOs because he felt involved also as a father.
Gov Resp	Not a unique person. We all work together.
Humrgt Opp	We are only 18% females, this industry is rich in male. Women are basically in headquarters (9%). We tried to hire some women as drivers but the conditions of work do not match. We recently motivate more female involvement.
Humrgt Rep	91% are males and 9% females.
Humrgt Childlab	No employee sbelow 16 but we don't know about the suppliers whether they do or not.
Humrgt Phychal	-We don't hire physically challenged people. -We have people who had accidents in work (we helped them from A to Z; they are still working with us).
Humrgt Disc	-We have several nationalities such as Bengalis, Syrians and Egyptians but we are replacing them with Lebanese now due to legal issues. -We don't discriminate in terms of religion, we are a diverse workplace. We search for near employees. -Politics is forbidden in the company's bylaws. -In terms of age, honestly we don't hire old people for waiters' position since we want to relate to our customer target audience.
Labprc Sft	It is a safe working environment. We are working to renovate the office to enhance employees' well-being and provide a fresh atmosphere. For the restaurants, we have space constraints.
Labprc Trdv	-We have some mandatory training (hygiene and customer services). -We have reduced however the budget for training this year. -We are focusing on middle management training. -We support employees pursuing their education (we have some corporate deals with universities to support our employees: Microsoft, American center,...)
Labprc Socdia	Usually, employees report to the line manager, the HR next.
Env Eng	I cannot provide this information.
Env Wr	We have machine to measure consumption.
Env Slw	-We came up with a "no straw campaign", although we had faced resistance internally and externally. Unfortunately we were not able to launch it especially with delivery services. -Some branches recycle but on small scales. We do also cooperate with "Arc-en-ciel" but

	they are not able to transport and store our quantities.
Fop Prifix	We put the prices that we see are fit to our brand.
Fop Cobri	-We have created a new paralegal position to avoid any risk. -This activity should be covered by the procurement office.
Conis Com	-We create appetite while taking the pictures, its normal. But we make sure that we have the same product offered. -We have mystery shippers.
Conis Adv	We advertise in a way to have any category.
Conis Serv	We have no information on the menu, except for vegetarians and for allergic people.
Comdev Socinv	-Helping NGOs (Heartbeat, Himaya, Children cancer center). -Donations.
Comdev Vol	-We encourage our employees to donate money and food during Christmas. -We have welcomed the Red Cross to our premises -We helped the “ Banque Alimentaire”. -During Christmas, we have visited and sponsored “Rouh zouron bi bayton”.

Interview 32

Industry: Hospitality

Sector: Beverage

Area: Secondary

Compro Miss	We are a microbrewery aiming to offer natural products 100% Lebanese. We were the first to use Lebanese herbs in beer and exporting worldwide. Our main thing is to offer choice for customers (we have around 7 different tastes of beer).
Compro Vis	I don't seek exclusivity in the market as long as I seek to offer always a wide variety of choices.
Compro Val	Competence, recycle, natural, quality.
Compro CSR	Being responsible in terms of recycling, using natural raw materials, and cleaning bottles, opening firms to treat glass bottles, better infrastructure, developing and executing legislative programs.
Gov Inv	All employees are involved
Gov Resp	I used to live abroad, CSR is embedded in my mind already, my son also, however the external challenges that we are facing are forcing us to adapt to the situation since we are not able to change.
Env Wr	I have my own filters in the firm, however I need clean water, filters are rejecting 25 to 30% of the water purchased which is scaring.
Env Slw	We tried to call several companies to take glass bottles but with no success. No companies in Lebanon to clean and recycle glass bottles although they can use the sand in construction or something. In order to do so (crashing bottles), we need energy and water and we lack both. We try as much as possible to take them from restaurant but it's still a small quantity. Other than bottles in glass, we use all natural materials and recycled items. We clean our bottles internally and we reuse them. We use carton holder recycled (biodegradable) instead of plastic (need 100 of years). If I have to pay a higher price for recycled bottles, I purchase a new one better since people are becoming very price sensitive.
Aco trp	We are struggling in this issue.
Labprc Trdv	We have on site and of site training. We are also open for university students to come and learn about micro brewing activities.
Std Beh	FDA Approved (since we are exporting to US)
Comdev Socinv	-we sponsor university events (NDU) -we don't have a fixed budget for sponsoring since we are a small microbrewery. -we sponsor as for publicity for legal issues. -we offer sometimes sports group some level of production for free so they can sell it. -In some case we sell at cost as sponsoring. -In some manifestations we used to sponsor also.
Fop Prifix	We do not fix prices. Competition is not fair worldwide. There is a beer selling firm in Paris, saying that it is 100% natural from Lebanese where no single item is from here, where is the Lebanese embassy in France to protect local producers?