

ARE B-CORPS READY TO BE A GATEWAY TO THE JOB MARKET FOR WOMEN AND YOUNG PEOPLE IN LATIN AMERICA? A PROSPECTIVE STUDY OF ARGENTINA, CHILE AND URUGUAY.

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ABSTRACT

B-Corporations – an emergent phenomenon in Latin America since 2012 - have an annual turnover of less than 2 million dollars and employ fewer than 10 employees on average. There are 369 Certified B-Companies nowadays. Among Certified B-Corps, 85% of these companies' employ between 0 and 49 workers.

One great challenge that must be addressed in the next few years is the employability of young people aged between 15 and 24 years old in Latin America. Although there have been several initiatives to face this issue, the outcomes have not proved to be enough so far both in terms of employment rates and job opportunities. By the same token, women –regardless of age groups- have also shown lower employability rates as well as fewer job opportunities as compared to men.

This study seeks to shed some light on the issue of whether B-Corps are a genuine means of employability for these two groups so comprehensive future strategies can be effectively designed and implemented in terms of public policy.

Results: There is still a wide lack of knowledge of *NI Nis*¹, as well as a remarkable sensibility towards employability issues, so B Corps can be seen as an opportunity to foster employment. Our study found that there is a lack of readily available training platforms, several communication issues among parties, lack of support and enough flexibility in the system so *NI Nis* and women alike may be able to encounter suitable jobs according to their skills. *NI Nis* are perceived as a more difficult group to hire across the board as compared to women over 25 years old. In both cases we pointed out that hiring people from these two groups adds points towards the B certification process. Experts in public policy design are aware and conscious about this reality; however, they do acknowledge results have been lean so far and therefore much needed public policies are due.

Keywords: B-Corp | gender | NI NIs | employability | Latin America

¹ The ILO defines the NINI as a percentage of a population of a given age and gender who are not employed neither involved in education or advanced training.

1. INTRODUCTION

Certified B-Corps have an undeniable social statutory objective that allows them to address certain groups facing employability difficulties.

The aim of this research is to answer the following two questions regarding B-Corps in Argentina, Chile and Uruguay: Could certified or prospective B-Corps generate jobs for young people aged between 15 and 24 years old neither working nor studying (“*ni ni*”)? Could these companies generate jobs for women?

Even though we are fully aware that these are two distinct groups we sought to relate the employability issues that “*ni ni*” and women face alike and whether B-Corps could be an answer to tackle these problems.

Nowadays in Latin America, the insertion opportunities for young people in the labor market are a great concern both for themselves as well as for their families. Governments and the society as a whole are also interested in understanding this phenomenon so they can timely design effective interventions. Likewise, women have also shown a lower degree of employability than men, a situation that, albeit seeing some improvement in recent years with specific employability policies targeting women, is still a far cry from being equitable with the levels of male employment.

Our research proposal is focused on finding the employability potential of B -Corps Companies in Latin America, for young people aged between 15 and 24 years of age who neither study nor work, as well as of women with difficult job opportunities. Regarding the former group our study found that many of these young people are in a sort on “limbo” where they find themselves lost and aimlessly.

The criteria we sought to work with were: Better knowledge of the parties (employer – prospective employee), competences required for the job, willingness to work among both study groups, risks of hiring people from these groups, gender issues in terms of achieving gender equality. In our research, we were aware of the fact that some B- Corps do know that issues of employability are in their genesis. On the other hand, we found other B-Corps whose objective is more related to environmental issues and employability issues are linked to incentives fostered with public policies. Finally, we took into consideration that the service sector requires more competences and skills per se, a fact that may influence the hiring decision process among these groups.

The objective of the proposed research project is, first of all, to explore the status of B Corps in Argentina, Chile and Uruguay, in order to have (or build if applicable) criteria to measure the employability of the “*ni ni*” and female population, as well as to develop recommendations for the generation of employment policies for this type of companies.

The methodological proposal, presented below, is based on a qualitative study that sets the stage to allow B Corps to better understand and evaluate their impact on the potential inclusion of “*ni ni*” and women in the labor market.

Firstly, we will present a brief background of B-Corps and the main constructs of employability. Secondly, we provide the general characterization of B- Corps in Latin America. Thirdly, the research problem is posed. Fourthly, the methodology is explained and then the census and its analysis are discussed. In the annexes, we show the complete census of B-Corps in the three studied countries. We suggest an in-depth analysis of two companies in further studies to be conducted in the future.

2. LITERATURE REVIEW

2.1. B-Corps and their relevance to generate jobs

The "B Companies", which take the name of the "Benefit Corporations" or "B Corps" (beneficial companies) of American law, are companies that redefine the sense of business success, using the strength of the market to solve social and environmental problems.

They emerge as an initiative of B Lab, a foundation co-founded in 2006 by Jay Coen Gilbert, whose aim is to lay the foundation for creating the necessary conditions for companies with a sustainable vocation to prosper.

It is worth noting that B Corps set high social, environmental and transparency standards that are reinforced by their statute. A Benefit Corporation goes way beyond the shareholder's profit maximization, it seeks to attend the interests of employees, providers, customers and the community at large. Success is entirely redefined: it goes beyond generating financial profits; it entails all the ways in which the organization positively impacts its environment.

In Latin America, B Corps are being promoted by "Fundación Sistema B" - a non-governmental organization (NGO) - that acts as a consultant and as a rating agency through a global platform that facilitates and scales the companies interested in being qualified. This new type of company extends the fiduciary duty of its shareholders and managers to incorporate non-financial interests, fulfilling a commitment to generate positive socio-environmental impacts, operating with high standards of performance and transparency."²

Troncoso Campos (2014) posed that B-Corps base their business model on four pillars: Government, Workers, Community and Environment. The pillar of the Workers refers to improving the lifestyle of the workers, through the establishment of clear and fair guidelines for them. For example, performance should be based on fair wages and awards; benefits must be offered to increase employee satisfaction, improve their health and improve their standard of living; the possibility of training and education should be granted to lead to greater productivity in conjunction with a flexible, safe and healthy work environment, respecting and promoting the fundamental principles for the dignity of work. In addition, an opportunity must be provided for workers to be shareholders of their own company so they become involved in the company's decisions.

² <http://www.sistemab.org/espanol/la-empresa-b>

2.2. B-Corps certification process

The B Corp certification as a third party standard is administered by the non-profit B Lab that requires for-profit businesses to meet certain social and environmental performance standards. As of April 2018, there are currently 2788 B Corps certified in 150 industries and 64 countries worldwide.

Firms wishing to achieve the B Corp certification must complete the online B Impact Assessment, consisting of over 200 questions, and provide supporting data on the topics of governance, workers, community, customers, and the environment. Certification requires a minimum assessment score of 80 points out of 200. Once a company has completed the assessment and taken the actions for the B Corp certification, the assessment is retaken every two years. The rationale behind B-Corps is based on:

Sustainability

Of the 200 largest companies in the world, 95% issue sustainability reports (KPMG, 2017). There has been a paradigm shift in the last decades and consumers are beginning to demand that, in addition to financial profit, every company must make a positive contribution to society (Winston, 2018). Sustainable brands are more likely to attract talented workers, investors, community partners, and consumers (Nielsen, 2015). “Certified B Corporations are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using business as a force for good”.

Corporate Social Responsibility

Corporate endeavors to operate in a socially or environmentally responsible manner are known as Corporate Social Responsibility (CSR). Becoming a B Corp is a manageable way to report on social and environmental commitments in a different and probably cheaper way than the more traditional CSR program.

The B Corp certification per se

As we stated in section 2.2, the B Corp certification provides third-party authenticity to a company’s claim of environmental and social impact. The certification requires firms to provide detailed evidence of efforts in these areas. This third-party review prevents “green washing” or false claims about company efforts.

Branding strategy

Becoming a B Corp can also be a branding strategy. A significant segment of the consumer population prefers to purchase products or services from a company that practices social and environmental responsibility. There is global evidence that customers will pay more for products and services provided by companies that demonstrate a serious commitment to positive social and environmental impact. In addition, a strong CSR program can aid employee recruitment, retention and development.

2.3. Group stereotypes

Owuamalam and Zagefka (2014), in their study of *Psychological Barriers to the Workplace*, propose that those (people) “whose dispositional self-esteem is low to begin with generally hold negative views about their self-compared to those whose dispositional self-esteem is high. To the extent that focusing on negative metastereotypes increases the salience of their social identity, it seems likely that such external devaluation would match the pessimistic self-regard of those individuals whose dispositional self-esteem is low. For this reason, we do not expect that employability beliefs of such individuals would visibly fluctuate to the same degree as one might expect among those whose dispositional self-esteem is high”.

This point raises two challenges in terms of research results: first, establishing whether B-Corps have the potential to employ the groups in question, and, second, generating some recommendations in line with actions aiming at influencing their self-esteem, in order to be employable.

2.4. Employability and its determinants

The Business & Management Dictionary defines the term "employability" as: “The potential for obtaining and keeping fulfilling work through the development of skills that are transferable from one employer to another. Employability is affected by market demand for a particular set of skills and by personal circumstances. Employees may take responsibility for developing their own employability through learning and training, or, as part of the psychological contract, employers may assist their employees in e their employability. An important factor in employability is the concept of lifelong learning.”

Harvey (1999) suggests that the definition of employability that will be adopted will determine its operationalization; therefore, depending on which definition is adopted, we will have different sets of dimensions and indicators. It is crucial to convene a precise definition of the concept of employability. The author establishes the first limit to any measurement of a person’s employability status: whether or not the individual "wants to work". If the person does not intend to look for a job, no matter how many good attributes they have, they will not be "employable". The actual employability of a particular individual will depend first and foremost on how strong his/her decision is to seek and get a job.

A second limit to the potential employability of people is given by the labor market itself. Namely, if there are no jobs in the labor market which match the training or skills set of the person, he or she will not be able to find a job, regardless of how good the training or skills might be.

Harvey (1999) also argues that employers are supposed to have an idea of which attributes are necessary to occupy a certain position. Nevertheless, this is not always the case. The "attributes" considered by entrepreneurs and employers are skills, abilities and competences that, in many cases, can be rather complex to define. Sometimes the

employer searches among the attributes for certain attitudes and motivations that are not visible to the naked eye, which leads to the problem of determining the candidates' employability for the position. In the author's words, "... we presume that the recruitment (placement) of graduates is a rational activity. However, despite the coincidence among employers regarding the attributes they seek, the recruitment process in each company is, in practice, idiosyncratic, prejudicial, restrictive and sometimes bizarre".

According to the International Labour Organization (ILO) in its Recommendation 195 (as of the year 2004) on the Development of Human Resources, the components of employability can be summarized in the following four dimensions:

1. Capacities, which include the basic capabilities (including the so-called "basic skills" according to the SCANS24 Commission).
2. Competences, which include the 3 dimensions (cognitive, procedural and attitudinal) emphasizing, amongst them, the competence of learning to learn.
3. Personal and cultural factors, amongst which are motivations and interests as well as internal obstacles.
4. Structure of opportunities, amongst which are family, schooling, the State and the market.

Grip et al. (2004) poses that "*Employability refers to the ability and willingness of workers to remain attractive to the labor market (supply factors), to react and anticipate changes in tasks and in the work environment (demand factors), facilitated by the human resource development instruments available to them (institutions)*". The authors find that there are 2 central aspects in the modern concept of employability: availability and skills for being as pro-active as possible in order to remain attractive to the job market.

2.5. Employability: exclusion and inequality

Based on the definitions stated in the previous section, we found that in Latin America there are groups with unequal employment opportunities or employability. Young people (from 14 to 25 years of age) called "*ni ni*", are mostly characterized by lack of skills and training, which is a serious limitation for their employability. In the case of women, exclusion can be given, in addition to the lack of labor supply and lack of training for skills required, in some cases by gender exclusion issues. We conducted our analysis in the context of Argentina, Chile and Uruguay and took into account the distinct traits of the two study groups.

2.6. "Ni nis" and their employability

Moreover, in a recent study conducted in Uruguay (Rofman, 2014), 102.000 young people aged between 15 and 29 years old were found to be neither studying nor working, representing about 17% of the total population in that specific age group. According to this study 8 out of 10 of these young people belong to the lowest income segments and 4 out of 10 do not actively seek for employment. In addition to the latter,

when we consider gender, the authors found that women who were “ni ni” in most cases were young mothers who had dropped out of school and who were basically committed to caring of their children. Nevertheless, the expression “ni ni” did not include domestic chores or raising offspring as unpaid work.

Argentina faces the same problem, there are 750.000 people who neither work nor study . “This situation is three times more frequent in women than in men” stated Alexandra Manera, the HR Manager of Adecco in Argentina and Uruguay. She even suggests a change in the denomination of this group from “ni ni” to “without –without”, since the fact of being jobless and drop-outs is not will-related. In fact, 42% of the women interviewed that being a mom implied dropping out of school and quitting their jobs whereas for men 13% considered having a child as a hindering factor for seeking a job or finishing their studies.

By the same token, Chile presents an alarming unemployment rate among people aged between 15 and 24 years old that triples that of those aged 25 to 65 years old. Even though there have been various training and employment programs (Acero et al, 2010, Contreras et al, 2017) there is still a compelling need for social policies to reduce these social gaps more effectively.

Table 1: Youth NINI participation rate 2014 (% of population between 15-24 years)

	Total	Female	Male	Quantity 000
Argentina (Urban)	19.30	24.79	14.28	750 ⁽¹⁾
Chile	17.45	21.71	13.19	500 ⁽²⁾
Uruguay (Urban)	17.13	20.45	13.87	140 ⁽³⁾
Cono Sur	22.53	24.25	15.14	

Source: WORLD BANK

http://dataviz.worldbank.org/t/LCSPP/views/Ninis_sp/Crosstab_youthSP?%3Aembed=y&%3Adisplay_count=no

(1) Source: ADECCO

(2) Source: OCDE

(3) Source: INE Instituto Nacional de Estadística

2.7. Gender and employment

Progress on gender diversity at work has stalled. To achieve equality, companies must turn good intentions into concrete action. Since 2015, the first year of a Research of this topic made for McKinsey, “...corporate America has made almost no progress improving women’s representation. Women are underrepresented at every level ...”.

This should serve as a wake-up call: until companies close the early gaps in hiring and promotion, women will remain underrepresented.

Graphic 1: Women participation rate in the labour force, women (% of the female population between 15-64 years) (estimate modelled by the ILO).

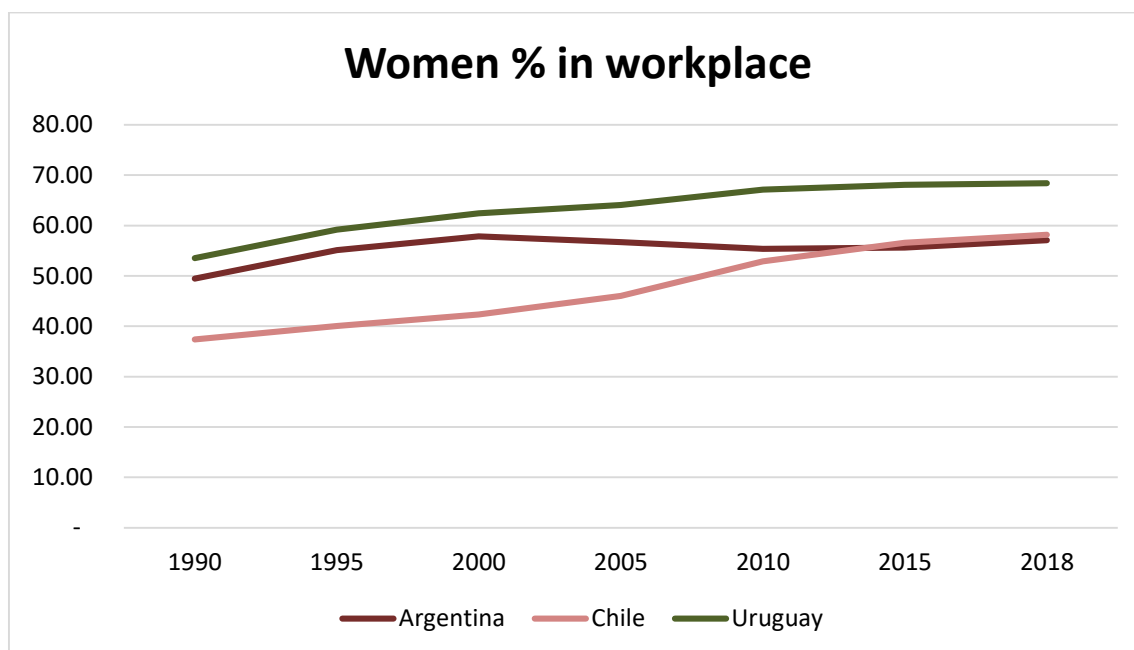


Table 2: Women and employment

Country Name	1990	1995	2000	2005	2010	2015	2018
Argentina	49.47	55.10	57.85	56.70	55.35	55.65	57.10
Chile	37.38	40.04	42.37	46.05	52.88	56.57	58.17
Uruguay	53.54	59.16	62.46	64.09	67.15	68.12	68.41

Table 3: Annual and accumulate Variation (%) (baseline 1990)

Country Name	1990	1995	2000	2005	2010	2015	2018
Argentina	49.47	3.76	5.60	4.84	3.93	4.13	5.10
Chile	37.38	1.93	3.63	6.31	11.28	13.97	15.13
Uruguay	53.54	3.66	5.81	6.87	8.87	9.50	9.68

Source: <https://datos.bancomundial.org/indicador/SL.TLF.ACTI.FE.ZS>

Source: International Labour Organization (ILO), Labour market indicators

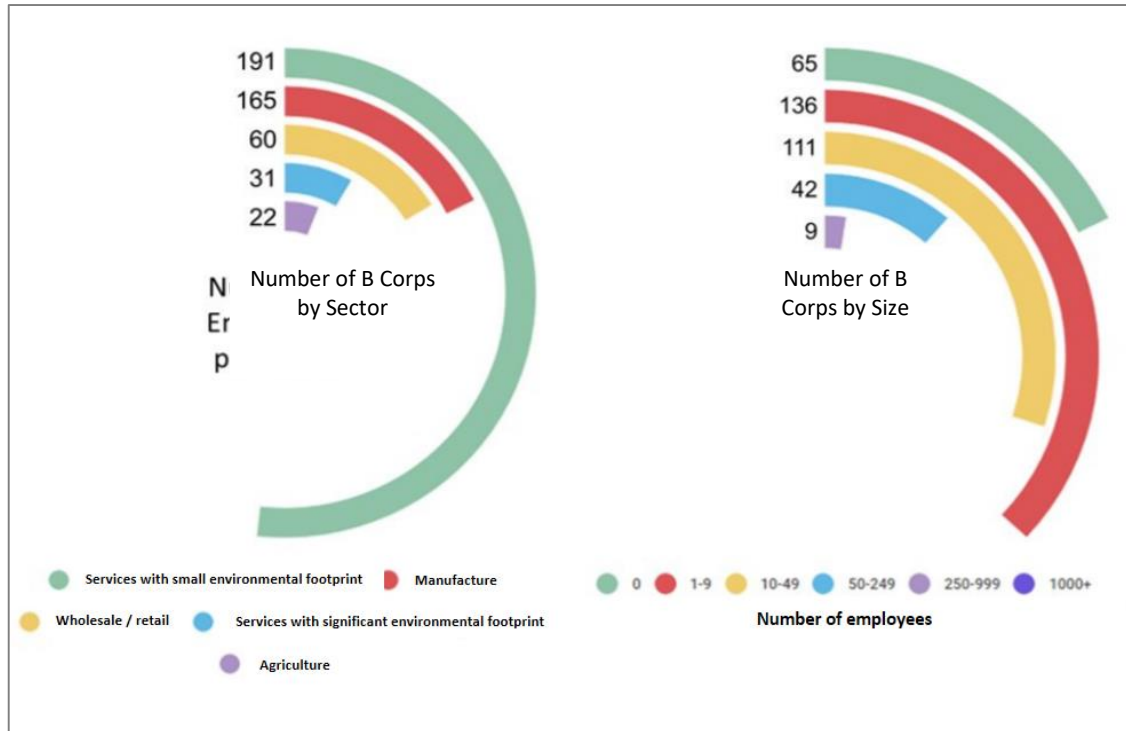
In this sense, there is empirical evidence (Terjersen, 2017) that B Corps can contribute to inclusion, not only within the companies themselves, their suppliers and customers of the value chain, but also through the purpose of their commercial activities. According to Terjersen (2017) certification as a B-Corp indicates that a for-profit firm meets

requirements for “social and environmental performance” and integrates stakeholders into firm governance documents.

B-Corps further seek to support research and to understand how these companies generate greater and better social and economic opportunities for the current research studied groups in Latin America.

2.7 B-Corp in LATAM

Graphic 2 - B-Corps in LATAM



Source: <https://sistemab.org/wp-content/uploads/2018/05/1er-Reporte-de-Impacto-de-las-Empresas-B-Abril-2018-Espa%C3%B1ol.pdf>

Latin America currently has 369 Certified B Corps. More than 80% of them fall on one of the following two sectors: services with a small environmental footprint and manufacturing. In addition, 85% of these Certified B-Corps employ between 0 (only owner, no workforce) and 49 employees.

In terms of types of impact generated by companies, the region shows a wide variety of outcomes. The B Impact Assessment Score includes 24 different business models with social or environmental impact. In the region, there are 21 business models implemented by current certified B-Corps. Amongst companies that have an Impact Business Model, the majority (42%) has models associated with Community, followed by Clients (32%) and Environment (23%).

Social development is not the sole responsibility of governments; in fact, increasing “failures” of both the government and the markets expand old problems such as unemployment, inequality and exclusion. For this reason, social needs arise and change

is required to generate unprecedented demands for activation, mobilization and collective action.

When looking at the reasons for choosing these three countries, Chile is currently the country with the highest number of Certified B-Corps. In a similar line, Uruguayan and Argentinian B-Corps perform best in Latin-American at the Environment and Community scores obtained in the B Impact Assessment (BIA).

The analysis and systematization of the prevalent reality in these companies will certainly contribute to a better understanding of the complex issue of employability among the aforementioned groups as well as to spot job opportunities and foster government support.

3. METHODS

3.1. First Phase

As a means of generating a systematic and detailed review of B-Corps, a thorough prospective study will be developed among referent B-Companies in Argentina, Chile and Uruguay.

In the **first phase** of the study, we will **census** B-Corps in the three countries object of the current study so we can have a first approach to understanding how these companies are comprised of and the rationale for their existence.

Census: The information to be collected comprises: country, city, sector, activity start date, employees classified by gender, founders classified by gender, income in US dollars for the last two years.

The inclusion criteria for the Census will be companies with *more than 3 employees and over two years in business without interruption*.

3.1.1. Census results

Our study included certified B – Corps of Argentina, Chile and Uruguay with more than 3 employees and over two years of ongoing business.

Table 1 shows the number of firms classified by industry sector and country which is the “cluster” base of our analysis.

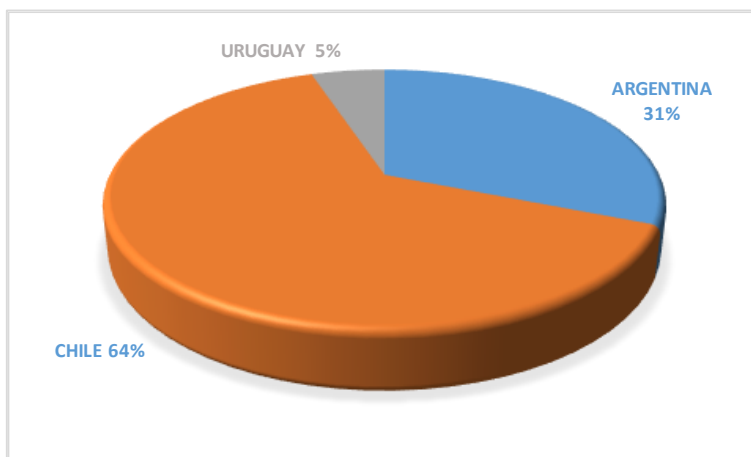
Table 3 – Certified B- Corps in Argentina, Chile and Uruguay

INDUSTRY	AR	CH	UY	Total by industry	(%) by industry	Job needs of Technical Competences
- ADVERTISING AND / OR COMMUNICATIONS	5	7	1	13	6.6%	Yes
- AGRICULTURE, FORESTRY AND FISHING		2	1	3	1.5%	?
- CONSULTANCY	9	26	2	37	18.9%	Yes
- EDUCATION	1	18	1	20	10.2%	Yes
- EDUCATION & COMMUNICATION			1	1	0.5%	Yes
- FINANCIAL ACTIVITIES		7		7	3.6%	Yes
- FOODS		2		2	1.0%	?
- HEALTH		2		2	1.0%	Yes
- LEASE AND REPAIR		1		1	0.5%	?
- MANAGEMENT AND SUPPORT SERVICES		2		2	1.0%	Yes
- MANUFACTURED GOODS	21	16	1	38	19.4%	?
- OTHER SERVICES	13	9	1	23	11.7%	?
- DESIGN AND CONSTRUCTION		2		2	1.0%	Yes
- RECYCLING	3	4	1	8	4.1%	?
- TECHNOLOGY / ENGINEERING / ENERGY	4	7	1	12	6.1%	Yes
- TRANSPORTATION	1			1	0.5%	?
- TOURISM		4		4	2.0%	?
- WHOLESALE	4	16		20	10.2%	?
- Total	61	125	10	196		

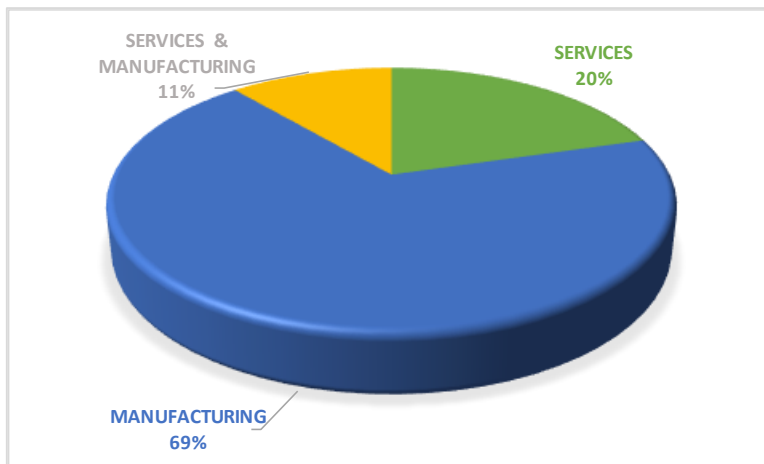
Source: Own elaboration based on <https://bcorporation.net/> acceded on September 12, 2018.

We classified the industries in 2 big groups (services and manufacturing), then there is a classification by industry, and finally we added one column with our own classification of the needs of technical competences and abilities for work in the core of the business.

Graphic 2 – Certified B- Corps by Country



Graphic 3 – Certified B- Corps by Activity Sector



The rationale to add this aspect is based on the conceptual background of our study “job opportunities for women and *ni-ni*”. We assumed that if a certain position to be part of the core staff of one of the analyzed firms demands some special competences, women (with these competences) should be considered, but *ni-ni* should not.

The next 2 graphics show the percentage of B-Corps by country, and the distribution in our “cluster” of firms by industry, classified by services, manufacturing, and both.

3.2. Second Phase: the word of the experts

Technological innovation and changes in the way work is organized nowadays have placed human beings, their skills and knowledge at the center of productive activity. In this way, the employability mainly of young people has become a concern that requires the effective intervention of different interest groups. In this line, women's employability opportunities are also worrying as compared to those of men.

In a global context of scarcity and deterioration in the quality of employment and education, in a context of incessant technological change, the employability or ability of young people to get a good job and / or adapt to changes in the labor market should be of interest not only to the individuals, but also of training institutions and companies, as well as the government and society as a whole.

The two groups that have been the focus of this research are clearly in a more vulnerable position regarding entry and permanence in the job market. We expect benefits and a positive impact of B-Companies on these groups.

"There is increasing sensitivity to create companies that have an impact purpose. I want to believe that it's going to be a positive future". Pablo Sánchez, coordinator of B Corp, Spain.

Expert interviews were held and professional surveyors specially trained for the study-purpose conducted them. Information gathered was processed and thoroughly analyzed by experts in *qualitative* methods to assure the soundness of the study outputs.

We have set out a **second phase** of the study to build on the knowledge acquired in the first phase by using the **Delphi method** with a representative panel of experts from the three participating countries. The panel was comprised of B-corps directors and experts in the fields of human resources and public policies.

This methodology had implied the following process:

1. Choose the *facilitator* and identify the experts who participated in the interviews.
2. Define the *situation* to be researched, for example the experts should be made clear that they will merely express their opinions on whether B Corps generate employment for women and young people who neither study nor work.
3. Conduct the *round of questions* with the experts (here we can think of a purely qualitative phase of the study with open questions).

Only for illustrative purposes, here there are some of issues used for the interviews to the panel of experts:

- Benefits of being a B company in practice.
- Are B Corps comparable in Argentina, Chile and Uruguay? Why?
- Do you consider that B Corps generate better job opportunities for women / young “*ni ni*” compared to other types of organizations? Why?
- What measures can be proposed to encourage B Corps to hire women and young people who do not study or work?
- With the compilation of responses from the first round of questions, a second round of quantitative questions of closed type answers with Likert scale, for example, could be used.

After completion of the **second phase**, enough information was available to portray the following:

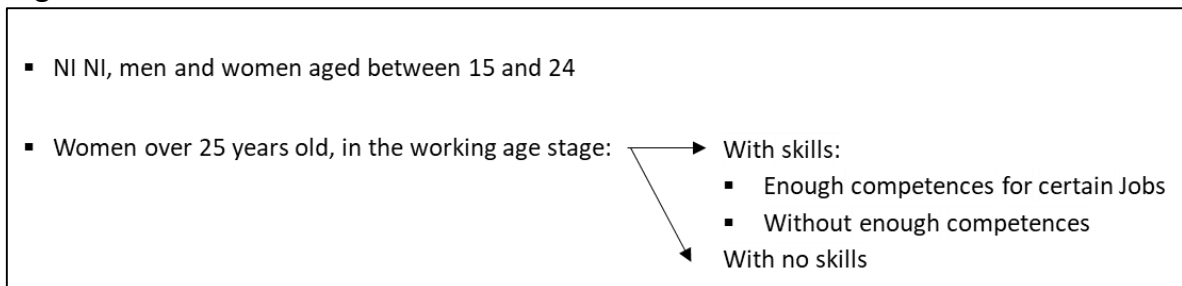
- A snapshot of B-Corps in the region of Argentina, Chile and Uruguay in terms of founders, purpose and number of employees.
- Whether B-Corps foster job opportunities among the two groups object of this research.
- Possible future scenarios to detect critical areas for intervention.
- A more complete canvas where government and public policy makers can develop more effective policies to create genuine job opportunities both for women and people aged between 15 and 24 years old.

3.2.1. Sample inclusion criteria:

- Relative importance of the total number of B-Corps in each country and years of operation.
- Productive sector/ no apparent special competences
- Private sector experts (2 from Uruguay) regarding employability in traditional companies.
- Public sector expert (1, Uruguay) regarding employability in minority groups (disabled people, NINIs and so forth)

3.2.2. Groups to be studied: Women and “ni ni”

Segmentation:



4. RESULTS AND DISCUSSION

The unemployment rate for the population aged between 15 and 24 years old triples that of the 25 to 65 segment of the population. Those who neither study nor work usually come from low level economic households; therefore, these young people have lower income expectations than the rest of the population.

Nevertheless, other academic works show that in all of the levels of employment and study, young people tend to overestimate the income of workers with different educational levels. At the same time, the minimum wage they would be willing to take on a job exceeds 30% the legal minimum amount.

A core and fundamental finding is that NINIs do possess non cognitive skills similar to those of other young people. That is, they are as likeable, responsible, and emotionally stable and report a degree of self-esteem and satisfaction towards life, among other socioemotional measurements. In addition, they are more tolerant to risk and less impatient than other people of the same age who do work and study.

Poverty and lack of incentives to get an education and access to the job market are among the main causes that generate the exclusion of these two groups. However, there are other causes that arise related to group vulnerability and lack of government responses.

Some of the public policies currently implemented in Argentina, Chile and Uruguay

Public policies aimed at mitigating these problems with women and NINIs have a wide array of measures from transferring money to the households to family counseling and support, work programs and scholarships to study. Nevertheless, all available assessments and their impact in improving the conditions of both groups are quite limited and require further research work (Amarante, Ferrando y Vigorito, 2013; Carrasco et al., 2015; Bérigolo et al., 2016).

Work policies for young people entail various interventions; most of them contemplated in the Ley de Empleo Juvenil, which includes subsidies, labor practices for graduates, protected jobs for the young, etc.). In addition, proper training and encouraging work study balance (for instance by reducing the working hours or adding extra leave days).

It is worth noting that Chilean B Corps are more evolved regarding the grasping of the purpose, probably due to the period of time they have been operative in the market as well as for the development of the B movement in that country. However, we did find out throughout the survey that for many B corps, human resources are not the main focus of their strategy, they do address HR issues but only as a part of fulfilling what is needed to be certified. For instance, Argentinean and Uruguayan B-Corps which work in the service sector do not have specific HR policies or strategies to target our study groups – that is: women and NINIs.

Another crucial point to take into account is that there is a lack of a wide network to transfer experience and knowledge among B Corps in these three countries. It would be a great intervention challenge to generate these networks so B Corps can get the most synergies out of the best practices, lessons learned and improvement of HR management.

Regarding the need to design public policies to improve the employability conditions of our two study groups, at least from what was stated from our panel of experts, there was the feeling that the policies were there, the problem is that they were scattered, they were short term and did not pose a specific benefit for B Corps alone. In fact, policies on employability is mostly seen by these experts as a tax break or in a few cases (Chile) as an improvement in working conditions for women or for those NINIS who are in charge of their families (flexible work schedules, breast feeding rooms, leave for study, among other measures).

Perhaps a deeper analysis is due on this matter to better assess the extent to which the role of government may aid these vulnerable groups. We also deem crucial that both B Corps and our study groups become aware of one another's existence. It may seem obvious, but our study shows that has not been the case so far.

5. CONCLUSION

The B Corp movement has been gaining traction globally, and the countries we are analyzing are no exception to the rule. There is an overwhelmingly active certified B Corp community mainly in Chile followed by Argentina, and more slowly by Uruguay.

Our census analysis and in-depth interviews of B Corps in Argentina, Chile and Uruguay provided the following conclusions:

- First, B corps are private organizations created to solve a problem or social needs of general interest and to attain social and economic value maximizing either their profits or their social impact. Nevertheless, to fulfill their mission they must adopt several practices including the generation of job opportunities without discriminating vulnerable groups or minorities. Therefore, we can safely state that creating employing opportunities for vulnerable groups such as women and ni nis are at the very core of the B corp existence. A caveat worth noting is that our study found that in general B corps find it easier to hire women than ni nis perhaps due to the lack of training of the latter group. This points out a very significant future line of research where women and ni nis should be studied and addressed as two completely different groups.
- Second, B Corps are managed with a business approach, i.e. they conduct their activities with a minimum amount of remunerated work, and they take the economic risk in their practice by combining suitable resources that allow them to be viable and sustainable in the long run. This might have a negative outcome regarding the employability of our study groups since B- corps might be reluctant to hire women or ni nis if this poses a threat to the going concern principle of the organization.
- Third, these companies address social needs in a direct way by producing goods and rendering services at economically significant prices as long as their activity remains attached to their social purpose. In many of the companies we studied women lead and work for those organization because they were initially the founders and not because they were perceived as a vulnerable group. The latter reinforces the idea that separate line of research should be conducted to reach conclusions that allow policy makers and other stakeholders the design and implementation of incentives and public policies.

- Last but not least, even though B Corps are for profit organizations, they must reinvest part of their earnings to fulfill their mission, therefore, they are a potential fertile field to create genuine employment opportunities for vulnerable groups.

We are fully aware that to reach a more general conclusion it is necessary to replicate the study in other regions of Latin America since realities in each country do present an array of variations worth analyzing and the more countries participate the more information is going to be available for policy makers and other stakeholders.

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ANNEX – *verbatim*s and comments of interviewers (in original language - spanish)

	COUNTRY	EMPLEABILITY WOMEN IN B-CORPS	EMPLEABILITY NINI IN B-CORPS	PUBLIC POLITCS
1	Chile	<p><i>En nuestra empresa nosotros nunca ponemos aviso por género, contratamos al más idóneo, considerando todas las variables, si es hombre, mujer, adulto mayor o joven no es parte de la variable de decisión.</i></p> <p><i>Como la mujer está muy castigada en el mercado de trabajo ya el solo hecho de no hacer diferencia hace un avance.</i></p> <p><i>Nosotros en particular como contratamos vulnerabilidad y la mujer es más vulnerable, entre hombre y mujer terminamos contratando más mujeres.</i></p> <p><i>Somos intensivos contratando gente te diría.</i></p>	<p><i>No me atrevería a decir que generan mejores oportunidades o que se generan las oportunidades que deberían generarse.</i></p> <p><i>Te pongo un ejemplo: para nosotros contratar una mujer para aseo, en edad de tener hijos, para nosotros es super complicado, financieramente el riesgo es gigante, si la mujer tiene hijos es contradictorio con el espíritu que tiene la empresa porque lo que hay que pagarle legalmente cuesta lo mismo que el sueldo.</i></p> <p><i>Entonces, ¿cómo lo hago? Se me genera un problema concreto, porque si contrato mujeres, si yo potenciara eso pondría en riesgo a toda la empresa.</i></p> <p><i>Con servicios donde la tarifa es mayor el efecto se amortigua, pero en el caso del aseo que es la base de la pirámide sale lo mismo que el sueldo de la persona.</i></p> <p><i>La colocación de la persona ni siquiera se autofinancia, te mata digamos.</i></p>	<p><i>Para política pública no tengo claro si el nini no encuentra trabajo o no quiere trabajar.</i></p> <p><i>En el caso de la mujer tengo claro que es por el tema de la sala cuna, abordarlo es potenciar a ese segmento.</i></p> <p><i>Otra cosa para potenciar mujeres es que los costos de la empresa por maternidad sean distribuidos por igual entre hombres y mujeres, que sea un % del sistema.</i></p> <p><i>Nosotros lo vemos en los millenials, en los profesionales de la empresa, aunque la empresa sea B, una empresa “cool”, uno tiene claro que la permanencia no va a ser eterna, ese segmento necesita mayor flexibilidad, estamos en la misión de hacer cada vez más socialmente el trabajo.</i></p> <p><i>Estoy convencido que el mercado laboral chileno necesita mayor flexibilidad laboral de la que hay hoy, nuestra empresa hay cosas que no puede hacer por las rigideces del mercado laboral, por ejemplo, por la falta de fraccionamiento de trabajar.</i></p> <p><i>El nini me parece que no quiere compromiso de tan largo plazo tampoco.</i></p> <p><i>Las dos cosas como que no conversan mucho.</i></p>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

2	Chile	<p>No, es que depende que tipo de empresa sea, cuando contratamos gente mi colega tiene más amigas mujeres y contrata mujeres y yo tengo más amigos hombres y contrato hombres, entonces no hay como un tema de género importante, depende de las capacidades que tenga cada profesión.</p> <p>En algunos casos he trabajado con más mujeres por los contactos pero no hay ni discriminación positiva ni negativa con el género.</p>	<p>En nuestro caso no porque siempre necesitamos gente que tenga un título profesional o técnico, peor no trabajamos con personas que no tengan un título.</p> <p>Lo que podría pasar es que alguien con un título no tenga mucho trabajo, pero no es nuestro caso.</p>	<p>No sé si es solo para empresas B, pero hay algunos incentivos que el estado pone como por ejemplo bonos donde se incentiva la contratación de mujeres o de jóvenes, eso ya existe en Chile pero nosotros no lo hemos usado.</p> <p>Creemos que hay que incentivar lo público privado</p>
3	Chile	<p>No lo sé, bueno, sí, la certificación te exige un mínimo de mujeres contratadas</p>	<p>No lo sé, yo creo que es más que nada género y discapacidad</p>	<p>Quizás apoyo monetario, en una asociación, no se para tema genero pero si para tema jóvenes, que pague una parte la empresa y otra parte el estado.</p> <p>Con los ninis también estás haciendo una apuesta con plata.</p>
4	Chile	<p>Creo que si generan oportunidades más conscientes y más justas de pagos laborales, etc, hay una conciencia en general sobre eso.</p>	<p>La verdad no sé, no tengo conocimiento de eso, no sé si no estudian pero si no trabajan si, les dan bienvenida a practicantes a gente que está comenzando en su área laboral que parta de una empresa B.</p>	<p>Se pueden dar mayores incentivos a las empresas b para darlas a conocer, publicitarlas en los portales de trabajo más.</p>
5	Chile	<p>No sé, porque la gente que persigue ser B, es más por un tema medioambiental</p>	<p>No creo</p>	<p>Beneficios tributarios sobre todo para los que no estudian</p>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

		<i>entonces puede que otras empresas tengan igualdad de género.</i>		
6	Argentina	<p><i>Para mí sí, mi proyecto está enfocado en mujeres y de entornos vulnerables tenemos indicadores que las mujeres invierten más del 80 % de su sueldo en su familia.</i></p> <p><i>En la certificación se ve que al ser una empresa B se tienen en cuenta que tiene que ser más igualitario, hay mucho premio si se le da oportunidad a la mujer</i></p>	<p><i>No te sabría decir, no trabajo mucho con ese grupo (se escucha cortado), con gente que no estudia, tiene que ver con la cultura organizacional de este tipo de empresas que son más de dar oportunidades, para que estudien y trabajen</i></p>	<p><i>Hay políticas de primer empleo que te ayudan porque te pagan una parte con capacitación, nosotros no pudimos usar ese programa porque no había nadie en el padrón que nos sirviera.</i></p> <p><i>A nivel impuesto hay mucho para hacer, está el plan Empalme que sirve para 2 años, siguen cobrando el plan y vos le pagas el salario, y te generas un ahorro.</i></p> <p><i>La licencia por maternidad que sea compartida es fundamental para generar igualdad de oportunidades, yo trabajo con mujeres fundamentalmente.</i></p>
7	Argentina	<p><i>Yo creo que si, por lo menos en nuestro caso creo que si, por muchas razones, acá las mujeres ganan igual que los hombres, tenemos flexibilidad en términos de home office, de horarios, proyecciones de carrera interesantes.</i></p>	<p><i>No lo sé, no lo sé, creo que todavía no es un movimiento que tenga escala para mover esa aguja, me parece, al menos en Argentina</i></p>	<p><i>No sé, el resto de los países, argentina tiene un costo laboral muy alto, generar beneficios o exenciones puede ser beneficioso en términos de lo que cuesta un empleado registrado en argentina.</i></p>
8	Uruguay	<p><i>Si, definitivamente, entras en un circuito donde te miras con otras empresas b, tienes que tomar acciones de mejora para la siguiente certificación y usualmente esas acciones pasan por las personas que integran y las mujeres en empresas b están</i></p>	<p><i>Si, por lo mismo, en nuestro caso tomar gente sin CV para determinadas operaciones básicas cotidianas y ahí la tercera o cuarta persona con 18 años que ni</i></p>	<p><i>Por lo menos se podría discutir la campaña que estamos haciendo, que se muestre en tv, que esto es algo necesario, que se muestre más lo que hacen las empresas b, para que conozcan las prácticas, para dar oportunidades, a veces</i></p>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

		<i>consideradas como un grupo que tiene barreras de ingreso al empleo, entonces tomar a una mujer en una empresa b tiene relevancia y formarla capacitarla, tu decisión pasa por inclinar la balanza hacia la mujer</i>	<i>estudia ni trabaja, son 2 varones y 2 mujeres</i>	<i>las empresas quieren solo gente con experiencia, pero alguien de 18 años va hacer su primera experiencia contigo , eso necesita un apoyo, por ejemplo te exonero 50% de exoneración al BPS al menos por unos meses.</i> <i>Hay que generar cultura de trabajo en esa gente , para que tenga disciplina , no rinden cuenta a nadie , entonces insertarlos es difícil, todos somos responsables como sociedad , las políticas públicas deberían dar un poquito de incentivo en este sentido.</i>
9	Chile	<i>Por su naturaleza sí, hay un match entre valorar la equidad de género, algo que es importante para la empresa b, las mujeres tienen sensibilidad social, la oferta y demanda se juntan mejor en una empresa b</i>	<i>Yo creo que las empresas b recogen una inquietud de estos jóvenes porque le dan sentido al trabajo y eso es algo que ellos valoran</i>	<i>Primero fomentar a las empresas b, antes que a las mujeres y ninis , hay que reconocer la existencia de estas empresas , que hoy por ejemplo es una figura que no existe legalmente, hay mucho por hacer todavía, reforzar la institucionalidad de las empresas b.</i>
10	Uruguay	<i>Si, se trabaja con un propósito, que está en nuestro ADN que tiene que ver con la gobernanza de la empresa</i>	<i>Hoy en día en Uruguay indirectamente si, directamente todavía no. Indirectamente no son las empresas generadores de esos empleos pero si en los primeros puestos que generan.</i>	<i>De alguna manera, esto de la ley de interés colectivo puede ayudar a promover, las empresas que promueven el contratar en igualdad de condiciones a hombres y mujeres y también para los ninis, hay que encontrar sinergias para potenciar estas cosas.</i>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

11	Uruguay	<p><i>No estoy tan segura de esto, a la interna sí, pero sí creo que el marco b te genera mayores oportunidades de emprender a las mujeres, pero a las empresas más grandes supongo que trabajan sobre género, peor al final del día tenemos temas de machismo, de las 2800 pymes cuantos gerentes son mujeres y de las grandes también</i></p>	<p><i>Yo creo que sí, porque hay muchas que están enfocadas, por ejemplo los privados de libertad, naturalmente si, en nuestro caso es el caso de Sabrina , ella estaba en el programa de empleo juvenil, capaz si se pasa 1 año y medio sabático no sé qué le pasaría, creo que es una buena opción trabajar en una empresa b. Es una buena oportunidad para el que quiere trascender, si eso mueve a los ninis va a ser una buena oportunidad.</i></p>	<p><i>Empleo juvenil, instrumentos de liderazgo femenino, darles difusión, vincular los instrumentos y darles difusión, me parece que lo primero es entender los sectores más vulnerados en Uruguay y luego generar instrumentos de inclusión, lo haría de forma urgente, no lo pondría como obligación tipo cuota, crearía el instrumento y listo.</i></p>
12	Argentina	<p><i>A ver, es pregunta tricky , de alguna manera si porque te comprometes a tener mejor trato y demás peor por suerte hay muchas otras que no son b que adoptan este cambio de paradigma e incorporan mujeres, por suerte existe esto, una cosa no quita a la otra.</i></p>	<p><i>Parecido a lo anterior, no necesariamente, hay muy pocas b con gran estructura, que tienen gran posibilidad de inversión social en la práctica, no la tienen, una cosa es en términos ideales y otra es la realidad, en la práctica no es tan sencillo, en Argentina y Uruguay somos de mediana para abajo y eso te dificulta la operativa.</i></p>	<p><i>Hoy se está estudiando en Argentina, la nueva forma jurídica, el marco legal, para que te puedas inscribir así, la ley va a tener lineamientos para comprometerte con las minorías, con los menos favorecidos, eso es lo que yo conozco.</i></p>
13	Chile	<p><i>No sé, no me gusta hacer generalizaciones, hay muchas políticas que al ser empresas b lo tienes que medir, por ejemplo lo del género, en la práctica no sé si es así</i></p>	<p><i>Si trabajan ya no son ninis, no tengo idea.</i></p>	<p><i>El gobierno no sé qué puede hacer para empresas b únicamente, si reconocer el espíritu de las empresas b, pero no sé si soy partidaria de acotar tanto desde las políticas públicas.</i></p>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

14	Chile	<i>Si, lo tienen incorporado como un valor, son todas mujeres soy el único hombre</i>	<i>Yo creo que dependiendo no te sabría decir si el tipo de espacio está dado</i>	<i>Primero dar amparo legal a las empresas b, hay que dar privilegio por ser b, para ciertos contratos estatales nos dejan afuera porque tenemos fines de lucro, al menos en Chile, sería bueno que nos dieran mayor cabida, ese espacio legal entre la empresa y la fundación, eso ayudaría a las mujeres y a los ninis</i>
15	Argentina	<i>Si, entiendo que sí, uno de los grandes desafíos del cuestionario es crear un ambiente de diversidad, las empresas b quieren ser cuidadosas, enseñar eso, para mujeres cabeza de hogar para ese tipo de gente, la empresa b tiene esa sensibilidad para este tipo de público desde el vamos, desde sus estatutos.</i>	<i>No lo podría definir rápidamente, no somos ONG, somos negocios ambiental, social y económico financiero.</i> <i>Si desde lo social trato de tener gente marginada ahí te diría que si, porque ese es mi plan, pero no es una terminal de gente nini, ellos tienen que aceptar los desafíos</i>	<i>Por ejemplo, cuando nosotros empezamos con estos planes, nos dimos cuenta a posteriori que de alguna manera el 120% lo tengo que tiene una discapacidad, lo mismo se podría hacer con los ninis, para darles la chance de la formalidad.</i> <i>Yo contrato a alguien con una discapacidad y su sueldo lo descuento fiscalmente de los impuestos en un 120%.</i>
16	Argentina	<i>No necesariamente, las empresas b, tienen en sus 5 ejes de cuestionario hay uno en donde hacen hincapié en género, en discapacidad, en extranjeros, pero al to tener un requerimiento mínimo podés llegar a los 80 pero sin tomar en cuenta el tema género para nada.</i> <i>cuanto más diverso más equitativo, o hay un factor ambiental que pesa más, y tienen un 100% hombres, no creo que por ser empresa b se</i>	<i>No creo que tampoco tenga impacto, porque la realidad que como empresa b podés tener un especial foco en tu dotación de capital humano, hombre mujer, personas con dificultades, tienes un abanico enorme, discapacitados, gente con educación insuficiente, etc, dependiendo de la compañía donde decida poner el foco la empresa.</i>	<i>Me imagino como incentivo poder desgravar impuestos, tener tasas mejores, por ejemplo, en envases, se fomenta que si tienes un plantel equitativo te den un descuento.</i> <i>Hay algunos planteos a nivel gobierno, hay un plan en Argentina, hay varios de hecho.</i> <i>Argentina trabaja, el gobierno quiere reducir el gasto fiscal, entonces para no destinar</i>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

		<i>consiga mejor equidad en cuanto a género.</i>	<i>No quiere decir que por ser empresa b que los ninis tengan mayores oportunidades, ese es mi punto.</i>	<i>dinero a subsidiar mujeres directamente, si la empresa incorpora a esas mujeres a su plantilla de trabajo, el gobierno le da un beneficio a la empresa, si la mujer recibe 5000 pesos y la empresa la contrata, el gobierno por 2 años le paga el subsidio y la empresa recién a los años empieza a pagar esos 5000 pesos, eso es un ahorro para la empresa por mes de 5000 pesos. Ese sería un ejemplo.</i>
17	Uruguay	<i>No creo que género y empleabilidad tengan distintas barreras que las tradicionales</i>	<i>Si tuviera que buscar gente ni ni, debería ir a bancos de datos del MIDES3, y en función de ciertos grupos / familias de ciertos contextos, ver el núcleo familiar e intentar arrimar a los nini. Cuando buscamos personal sin competencias o muchas exigencias, usamos los portales tipo busco job y se encuentra de todo tipo de demanda No todos los nini tienen aversión al trabajo, el tema es como identificar cuales quieren hacer algo de su vida</i>	<i>Por ejemplo, el instituyo Los Pinos para los ninis de enseñanza de oficio y alianzas con empresas para que le den trabajo ... es un buen programa de inclusión También lo son las estructuras tipo CAIF4, que también pueden ser una puerta para contactar nini No he trabajado con empresas B, ni he reclutado este tipo de perfiles (ni ni), salvo por temas fiscales (por ciertos beneficios).</i>
18	Uruguay	<i>Lo que pasa es que ahí es como muy ingenuo pensar en una empresa B, tiene que ser rentable para ser sustentable, tal vez quienes están gerenciando esas empresas</i>	<i>Acá se han llevado a cabo una serie de incentivos para que las empresas contraten jóvenes, pero los ninis es más profundo, las</i>	<i>Acá se han llevado a cabo una serie de incentivos para que las empresas contraten jóvenes, pero los ninis es más profundo, las políticas públicas deberían venir me</i>

³ Ministerio de Desarrollo Social (Social Development Ministry)

⁴ The CAIF Plan, whose objective is to guarantee the protection and promote the rights of children from conception to 3 years, implements a public intersectoral policy of alliances between Civil Society Organizations, the State itself, and the Municipalities in Uruguay.

ANNEX – verbatims and comments of interviewers (in original language - spanish)

		<p><i>están más sensibles a este tipo de problemática que el empresario tradicional.</i></p> <p><i>Por ese lado puede ser que cuando busquen generar oportunidades de empleo sean más sensibles a la hora de contratar.</i></p> <p><i>Pero ahí luego viene la realidad de las mujeres que si tienen las competencias adecuadas para el trabajo que se diferencia de los nini que ni estudian ni trabajan , ahí las competencias que han desarrollado son mínimas salvo Los Pinos o alguna organización que les desarrolle algo.</i></p> <p><i>En Uruguay hay pocas empresas B, la sensación es que ese tipo de empresarios como lo que ocurre es que están más sensibles a solucionar esos problemas sociales por el lado del producto o servicio que brindo , también ayudo por el lado de empleo pero van a tener que desarrollar algún tipo de capacitación porque si las personas no tienen realmente las competencias básicas , por ejemplo si hablamos de los ninis lo que se ha intentado hacer a través del MTSS son cursos básicos hasta de presencia y llegando a vincularse, cosas muy básicas de socialización.</i></p>	<p><i>políticas públicas deberían venir me parece desde antes para que tengan al menos un mínimo por eso es que no tienen ni siquiera la motivación para estudiar ni para trabajar.</i></p>	<p><i>parece desde antes para que tengan al menos un mínimo por eso es que no tienen ni siquiera la motivación para estudiar ni para trabajar.</i></p> <p><i>Muchos de esos jóvenes vienen de familias de dos tres generaciones que no trabajan, hay que ver que necesito hacer antes para captarlos antes, que necesito hacer desde las políticas, los beneficios, etc.</i></p> <p><i>Así se les va a generar algo bueno después, a veces los incentivos se generan porque son las propias empresas que los dejan estudiar y trabajar y luego los insertan , ese tipo de organizaciones que dan la chance que estudien y trabajen aunque no sean carreras universitarias, de repente son carreras más de tipo operativo , técnicos , por ejemplo el bachillerato técnico que está en el centro, que hacen alianzas con las empresas que son padrinos de la institución están obligadas a tomar a esos chicos en pasantía, que si no no los toma nadie, y ahí capaz los logras sacar.</i></p>
19	Uruguay	<i>Mi visión es que muchas veces, la gran diferencia de</i>	<i>La estrategia para los ninis es distinta, soy</i>	<i>Para mí no hemos llegado a captarles la atención, este</i>

ANNEX – verbatims and comments of interviewers (in original language - spanish)

		<p><i>empresas B, el último taller que dimos de transformación de RSE a sistema B, todo lo que es filantropía, que no quede solo en exoneración tributaria, hay que dar herramientas para que la persona se inserte.</i></p> <p><i>Hay que dar la posibilidad que vea, cuando MTSS cuando habla de la conducta de trabajo, que se genere hábito, que logres captar la atención, son públicos distintos, son como dos investigaciones en una (nota de Ricardo).</i></p> <p><i>Hoy el programa de barrido tiene 75 mujeres, se anotaron 2500 para el programa, el impacto no es mucho, hay que pensar estrategias para llegar a mas, capaz consigo presupuesto para 15 Beneficios tributarios sobre todo para los que no estudian 0, pero cuando terminan se insertan ¿ la absorbe el mercado?</i></p>	<p><i>media principista todavía, hay que trabajar sobre la voluntad y la actitud, nadie está perdido, nadie elige donde nace, hay que dar oportunidades, después uno lo toma o lo deja, hay que genera r oportunidad. Pero en la era de la robótica, esta población es la más amenazada, vos y yo daremos clase, nosotros nos rebuscamos pero esta gente capaz no.</i></p>	<p><i>año hicimos un curso en el colegio IUA de Punta del Este que es un colegio uruguayo-argentino hicimos taller para estudiante para docentes, les planteamos hacer coaching, con objetivos con plan de trabajo, materializar esos objetivos, no quieren cerrar, les pareció una instancia de aprendizaje.</i></p> <p><i>Yo vivo en Villa Argentina cerca de Atlántida y hacemos parte de trabajo pro bono y otro pago, este año hicimos tres participantes de Master Chef una era sefaradí, otra inmigrante, les planteamos coacheirlas durante el proceso y ellos nos daban taller de cocina, se puede y estuvo bueno.</i></p> <p><i>Hay que estar apasionado, es por convencimiento, hace un mes más o menos se hizo el congreso de gestión humana y lo cerro Alberto Levy y nosotros mostramos nuestro proceso , hicimos story telling hablamos de coaching , de equipo no nos podemos quejar de este primer año.</i></p> <p><i>El nos felicitó nos quiere llevar a la UBA a dar una charla con él porque el basó su ponencia es su historia de que se llenó de títulos pero se perdió de la crianza de sus primeros hijos, con su última hija busco revancha.</i></p> <p><i>Hay que convencer a los gerentes que inviertan en coaching, la gente se</i></p>
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ANNEX – *verbatim* and comments of interviewers (in original language - spanish)

				<i>compromete va a trabajar con ganas.</i>
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