

## **Interest groups in service companies: Your analysis**

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Received July 10, 2017; Accepted December 4, 2017

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### **Abstract**

The new globalised environment requires businesses to offer products and services that meet environmental, social, and cultural requirements where not only performance must be with their customers, employees, suppliers and partners, but to other groups such as: communities, family members of its employees, environment, among others, the above obliges entities take actions that identify all of its stakeholders (interest groups). This research was conducted in 23 companies from Ciudad Obregon, Sonora, for which a diagnostic tool was applied to managers and/or owners, where identified Social responsibility activities carried out with respect to its stakeholders in its six sections: customers, suppliers, employees, environment, community and Government

### **Social Responsibility, Interest Groups and Stakeholders**

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**Citation:** ACEVES-LÓPEZ, Jesús Nereida, GONZÁLEZ-NAVARRO, Nora Edith, RODRÍGUEZ-ECHEVARRÍA, Moisés and LOPEZ-PARRA, Maria Elvira. Interest groups in service companies: Your analysis. RINOE Journal- Labor and demographic economics. 2017.1-1:19-29.

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## 1. Introduction

The current times, are of strong challenges towards the business sector, the global context sharpens the demands of companies towards their market. Companies must establish strategies that allow them to adapt and respond to new scenarios, and not only in financial terms, but also respond to environmental and social demands, that is, they must act as socially responsible companies.

This gives rise to a concept that is currently being used, Corporate Social Responsibility. Restrepo (2008), makes reference to the concept of Social Responsibility according to the Just Globalization report, points out that the social responsibility of the organizations implies carrying out activities beyond their legal obligations, if not that they should be carried out by their own will. Carroll, (1999) points out that "Corporate social responsibility encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at any given moment". The commitment of companies to carry out sustainable actions is increasingly required, however this can not be done with only their internal activities, it is necessary to include all the agents participating in your company, that is, your stakeholders, it is important to identify them, prioritize them and take them into account in their decisions.

### 1.1 Justification

Organizations must respond not only to the interests of the entity, but also must address the ecological, social and cultural environment of the environment where the company performs, this implies a close relationship with all participants that make up the internal environment and external performance of the business, this is where the so-called "stakeholders or stakeholders" appear.

So it is extremely essential that the company clearly know the objectives of each of its stakeholders. Castillo (1988), quoted by Dopico, Rodríguez and González (2012), mentions that a systematization of the stakeholders must be established with respect to the company's responsibilities towards them, for which it indicates three types: 1) Primary Responsibilities, that have to do with the direct participants of the entity, such as: shareholders, managers and employees. 2) Secondary Responsibilities, those that have to do with the specific environment of the entity are considered: suppliers, customers, consumers, competitors, local community and the habitat of the company. 3) Third level responsibilities, refers to the commitment that is made to the members of the social environment of the administration, community and nature itself.

Clarkson (1994) cited by Dopico, Rodríguez and González (2012), establishes that the interest groups are divided into: volunteers and non-volunteers, being volunteers: those who voluntarily relate to the company: suppliers, shareholders, employees, managers, customers and investors. Non-volunteers: those who do not directly choose a relationship with the entity, such as: citizens, public administrations, communities, the environment and even future generations.

Considering the stakeholders will allow the company to perform sustainable actions under a systematic scheme, so it is important to identify and prioritize them. But for this, companies must establish actions to follow in each of their interest groups, and know the result of those actions.

The present work seeks to guide the companies participating in the research, identifying how they are internally with respect to the activities that they are carrying out with their stakeholders, this will allow the owners and / or managers to have a complete map of the relationships that he carries out formally or informally with his stakeholders, in such a way that he can plan actions that allow him to work collaboratively with his participants in sustainable terms.

### Problem

Globalization requires businesses to respond to global markets, and this implies not only offering quality products and / or services, but also identifying a balance between the objectives of the company itself and those of its stakeholders, both globally and locally, this taking into account the context of the market and the institutional framework, seeking compatibility between the values of the company and the values of society, where it operates, taking into account the requirements and expectations of the population towards the company. Vives (2009), cited by Ojeda, Conraud and Álvarez (2015), p.28. This requires the performance of a new entrepreneur, which allows organizations to move from traditional companies to sustainable companies.

For which it is important to identify those participants who can directly or indirectly influence the entity, once the identification has been made, the prioritization and communication with them will proceed. It is essential that the entities carry out the analysis of all the participants that affect or have to do with their business, since the entity alone will not be able to respond to the global demands to which it is submitted today, it must work in a collaborative with all these actors.

It is therefore important to first identify who these participants are, but what actions the company is carrying out with its stakeholders, it will only be from this information that the employer can establish action plans that will allow to generate strategies to consider their stakeholders in their decision making.

### 1.3 Objectives

#### 1.4.1 General Objectives

Identify social responsibility actions carried out by service companies with their main interest groups, for decision making.

#### 1.4.2 Specific objectives

- Identify the social responsibility activities of service companies in the client's interest group.
- Identify the social responsibility activities of service companies in the Suppliers' interest group.
- Identify the social responsibility activities of service companies in the employee interest group.
- Identify the social responsibility activities of service companies in the Environmental interest group.
- Identify the social responsibility activities of service companies in the Community interest group.
- Identify the activities of social responsibility of service companies in the government interest group.

### 2. Theoretical framework

"A responsible company is one that performs responsible business operations in the different activities of the business and also performs social responsibility actions. In this sense, it is being said that social responsibility is a component of being a responsible company ". (Rodriguez, 2005).

According to Martinez (2011) establishes that the Corporate Social Responsibility is the grouping of the innovative actions of an organization, based on compliance with laws and ethical values, to institutionalize a transparent corporate governance, which brings together the ongoing activities of the organization the generation of wealth, in a respectful way, with respect to human rights, with the commitments of its activities on society and the environment.

The Corporate Social Responsibility or Corporate Social Responsibility according to Boza and Perez (2009), is a term that refers to a grouping of obligations and legal and ethical responsibilities that come from the activity of organizations and impact on the categories: social , labor, environmental and human rights.

Boatright (2000) affirms that corporate social responsibility is assiduously expressed as the voluntary adoption of commitments that go beyond the purely economic and legal responsibilities of the company, for this reason it compromises that companies must abandon certain measures of profits to achieve non-economic purposes. While it is true that companies must undertake sustainable actions, it is clear that they can not carry it out unilaterally, that is to say it is necessary to involve all the participants in their value chain, or rather, their stakeholders or stakeholders. .

Therefore, it is essential that companies establish a close relationship with their different interest groups, in such a way that they are considered for decision making. In this regard Jiménez, (2002), mentions that "Stakeholders are people or groups that have or claim rights or interests in a company and its activities, past, present and future.

Such rights and interests are the result of transactions made with the company, or of actions carried out by the company, which may be legal or moral, individual or collective. "Other authors who have worked with the topic of interest groups are Olcese, Rodríguez and Alfaro (2008), point out that "The interest groups of a company are the individuals and groups that contribute, voluntarily or involuntarily, to their capacity and their activities of creation of wealth and that, therefore, are its potential beneficiaries and / or carriers of risk ".

Clarkson (1995), cited by Hernández and Hernández (2014), establishes as a classification the stakeholders, in primary and secondary, primary: those groups indispensable for the entity to survive and secondary those that may or may not affect the entity but that do not they are indispensable for the survival of the company. It is important that organizations identify the types of stakeholders, as well as the interests of each group.

The theory of interest groups according to Schaltegger (2003), cited by Aceves, Navarro and Rodríguez (2015), p.105, points out that any sustainable management must create competitive strategies, such as: Efficiency, Sufficiency and Consistency. (See table 1).

Efficiency	Sufficiency	Consistency
Reduce environmental damage, waste reduction, among others.	That is counted in the organization with enough to decrease the pressure of demand.	Include technological innovations, by balancing existing and new activities and not increasing environmental impact.

**Table 1** concepts  
 Source: Aceves, Navarro y González (2015)

### 3. Methodology

#### 3.1 Kind of investigation

This research is of the non-experimental transactional type, because the variables under study are not manipulated, only information of the situation that the company kept at that moment is described, where the situation of the analyzed participants was not altered.

#### 3.2 Participants

This investigation was carried out in 23 companies of Cd. Obregón, Sonora, of service turnaround, registered fiscally as moral persons. The study refers to identifying the activities that the companies carry out with respect to their clients, suppliers, employees, environment, community and government. For this investigation a probabilistic sample was taken for convenience, taking as sample those companies that accepted to participate in the investigation, see table 2.

#### 3.3 Materials

The method used was the interview through a structured questionnaire. The measuring instrument was adapted from Herrera, Larrán, Lechuga y Martínez (2014). An instrument was applied which includes four sections, section I, consists of the data of the interviewee which contains seven items, section II, is made up of the general data of the company which contains five items, section III, is composed of two items related to knowledge and participation in seminars, course or conference of corporate social responsibility and section IV, is divided into six categories: customers, suppliers, employees, environment, local community / society and corporate governance / shareholders.

The category of clients consists of nine items, suppliers consist of seven items, employees by 17, environment is composed of nine, local community / society by five and corporate governance / shareholders ten. The instrument was formed by 71 reagents. The scale of evaluation, is a scale of Likert, is from 5 to 1, where 5 (always), 4 (almost always), 3 (sometimes), 2 (almost never) and 1 (never), the 0 was used, to identify those who did not respond.

#### 3.3 Procedure

1. Research on the topics of interest groups and the instrument to be applied in the research.
2. Selection and adaptation of the instrument to be applied.
3. Identification of the total population, based on the MSMEs that have an agreement with the Technological Institute of Sonora.
4. Visit to the businessmen, to present the project and request their participation in the project.
5. Selection of the sample that was made based on the MSMEs that agreed to participate in the study and authorized the publication of the results obtained.
6. Application of the instrument to the selected sample.
7. Analysis and presentation of results

### 4. Results

The results obtained in the four sections of the instrument applied to the 23 companies in the service sector are shown below. Regarding the first two sections of the instrument applied: I data of the interviewee and II General data of the company, the following was obtained (see table 2).

	number	%
<i>I.- Data of the interviewee</i>		
<i>Relationship with the company</i>		
Owner	5	21.7
Executive	6	26.1
Manager	8	34.8
Others	4	17.4
<i>Gender</i>		
Female	13	56.5
Male	10	43.5
<i>Age</i>		
18 to 25	2	8.7
26 to 40	8	34.8
41 to 60	12	52.2
I do not answer	1	4.3
<i>Seniority in the company</i>		
7 months to 1 year		
2 to 5 years	1	4.3
6 to 10 years	7	30.4
11 years and up	7	30.4
Civil status	8	34.8
Single		
Married	6	26.1
I do not answer	15	65.2
<i>Level of studies</i>		
Technical	2	8.7
Professional	2	8.7
I do not answer	20	87
<i>II.- General information of the company</i>		
<i>Company structure</i>		
Family		
Not familiar		
I do not answer	5	21.7
<i>Number of employees</i>		
0 to 10	2	8.7
11 to 50		
51 to 250	10	43.5
250 and up	8	34.8
I do not answer	2	8.7
<i>Service sector</i>		
Offices	2	8.7
restaurant		
Cleaning	6	26.1
Others	1	4.3
<i>Year of constitution 1937 – 1951</i>		
1952 – 1967	15	65.2
1968 – 1983		
1984 – 1999	1	4.3
2000 – 2015	1	4.3
No answer	3	13
	6	26.1
	10	43.5
	2	8.7

**Table 2** Results of sections I and II of the companies surveyed

Within the data obtained in these sections, it can be identified that they are micro-enterprises, due to the number of employees, they are non-family companies, 87% have professional studies.

In section III of the instrument, whose objective is to identify the degree of knowledge and participation in courses of Corporate Social Responsibility of the interviewees, the following was obtained (see table 3 and 4).

	Frecuency	%
Values	10	43.5
Medium	5	21.7
Very High	8	34.8
Total	23	100

**Table 3** Degree of knowledge about RSE

	Frecuency	%
No	9	39.1
Yes	14	60.9
Total	23	100

**Table 4** participation in courses, seminars

As can be observed, the respondents state that they have knowledge on the subject of social responsibility and 60% of them acknowledge having taken courses in relation to the questioned issue, this in some way demonstrates that the sustainability issue is present in the business leaders of this sector. The results obtained with respect to section IV of the diagnostic instrument are shown below, corresponding to the activities carried out by the managers / owners and / or managers of the 23 companies surveyed, in relation to their interest groups in their six categories: Clients, Suppliers, Employees, Environment, Community / Society and Corporate Governance / Shareholders.

### Customers

Regarding the category of clients, the following stands out: 100% of respondents indicate that they always (5) respect the privacy of their clients' data; 91% state that they always (5) respond to complaints; 78% of respondents always (5) take measures to prevent customer complaints; 91% always (5) fulfills its commitments on quality and fair Price.

74% state that they always (5) inform their clients about the appropriate use of their products and warn them of possible risks; 48% affirm that they always (5) have certifications regarding the quality of their products; 65% state that they always (5) incorporate the interests of their clients in their business decisions; 61% of the respondents always (5) perform customer satisfaction evaluations, and 39% state that they always (5) provide their clients with information about the environmental factors that affect their products.

### **Suppliers**

Regarding the supplier category, the following can be highlighted: 65% of the respondents state that they always (5) seek to know the social and environmental conditions of the products they buy; 52% state that they always (5) always try to buy from suppliers in the area; 57% of respondents indicate that they always (5) establish supplier relations policies based on mutual benefit; 52% state that they always (5) inform suppliers of the changes in their company; 30% respectively state that they always (5) and almost always (4) in their purchase contracts integrate ethical, social and environmental criteria; 26% respectively state that they always (5) and sometimes (3) incorporate the interests of their suppliers in their business decisions, and 43% state that they always (5) consult suppliers about their perception of their company.

### **Employees**

Regarding the employee category: 65% state that they always (5) give information to their employees in prevention of occupational risks; 70% state that they always (5) recognize the importance of stable employment for their employees and society.

70% of the interviewees state that they always (5) support employees who wish to continue training; 57% state that (5) the contracting processes are formalized and rigorous; 43% state that they always (5) help their employees to reconcile work and personal life; 57% of respondents state that they always (5) take into account the interests of employees when making decisions; 57% mention that they always (5) establish channels of dialogue with workers and their representatives; 48% say that they always (5) develop periodic training programs; 52% state that (5) promotions are always based on objective criteria (seniority, achievement of objectives, etc.).

52% state that they always (5) record suggestions, complaints and complaints from employees; 57% mention that always (5) the evaluation of the performance of the personnel is done in a regular and periodic way; 57% state that they always (5) Evaluate the work environment of their employees on a regular basis; 61% mention that (5) employees are always informed of the evaluation results; 61% state that (5) always has tools that facilitate internal communication in the company; 52% state that always (5) the company has professional career plans designed; 39% mention that (5) employees always participate in making business decisions, and 52% state that they always (5) give social benefits to employees not required by law.

### **Environment**

Regarding the environmental item: 43% indicate that they always (5) reuse and recycle materials; 48% state that they always (5) minimize the environmental impact of their activities; 39% mention that they always (5) make investments to save energy; 43% state that they always (5) implement programs to reduce water consumption.

35% indicate that almost always (4) designs products and packaging that can be reused, repaired or recycled; 30% mention that environmental audits are regularly carried out (5); 30% say that they always (5) adopt ecological product / service design measures; 30% indicate that they never (1) adopt programs for the use of alternative energies, and 22% respectively state that they always (5) and sometimes (3) voluntarily agree to legal environmental regulations.

### Local community / society

Regarding the item on local community / society: 61% said that (5) is always considered part of the community and is concerned about its development, 52% indicated that it always (5) maintains Transparent Relations with local politicians; 52% indicated that they always (5) incorporate the interests of their community in their business decisions; 52% said that they always (5) support sports or cultural activities in their community, and 35% indicated that they always (5) have support programs for unfavorable groups.

### Corporate governance / shareholders

Regarding the heading of corporate governance / shareholders, the following can be ruled out: 74% indicated that they always (5) inform their owners / shareholders of changes in business policies; 52% said that they always (5) provide complete and accurate financial information; 70% said that always (5) balances the level of authority, responsibility and decision-making in their company, 74% indicated that (5) the fulfillment of the objectives is always checked; 61% mentioned that always (5) seeks to balance the needs of the organization and its stakeholders; 70% indicated that they always (5) establish strategies to follow.

48% affirmed that always (5) has a corporate code of conduct applied to government bodies; 57% said that they have always (5) represented the interest groups in the governing bodies; 57% stated that they always (5) annually establish objectives to be met in terms of corporate social responsibility, and 43% indicated that they always (5) promote the participation of minute owners, if they exist.

For greater clarity of the foregoing (see Annex 1).

### 5. Conclusions

The conclusions of each of the activities carried out with the groups of interest in each of the categories investigated are shown below. Regarding the Customers section, it can be observed that the most sustainable activities carried out by these companies are: respecting the privacy of their customers' data, addressing complaints, complying with the quality of their product as well as reporting the use thereof, in a way, the entities are increasingly aware of the importance of serving their clients and being able to respond to their needs.

The activities that it carries out the least are: owning certifications, providing information to its clients regarding environmental factors, and it is to draw attention, that there is a percentage that never evaluates its clients, it is in these areas that the companies they must pay attention, because although it is shown, in some way the companies are aware of the importance of the client, it is essential not to stop observing it and respond to the needs of an increasingly demanding customer. Providers, in this section, the interviewees mostly stated that they carry out activities in response to this interest group, however in each of the questions there are activities that never or almost never take place.



Being the least carried out: incorporating the interests of its suppliers in their decisions, consult suppliers about their perception of their company, inform their suppliers of the changes in their company, as can be observed, companies need to take their suppliers into account, in the development of their activities, because these are the ones that provide the product or required inputs, that the entity offers.

Employees, the activities carried out least by companies in this area are: employees participate in decision-making, however it is noted that of the respondents, the majority responded that if they take into account the interests of employees to the When making decisions, the company does not have professional career plans designed, employees are not informed of the results of their evaluation, does not evaluate the work environment, although companies, although they consider the role of the worker to be important, still need to perform actions that go beyond just hiring.

Environment, although, the results show that companies are already more aware of their environmental environment, it still requires hard work in: the performance of environmental audits, product design, ecological packaging, use of alternative energy programs and the realization of legal environmental regulations.

Community. The actions that are least carried out are: support for sports or cultural activities in the community, support program for unfavorable groups, however, most companies respond that they are interested and concerned about the development of their community and in some way that can be related to actions in terms of reuse and recycling of materials, since companies when questioned by caring for the environment, immediately think of these actions.

Government / corporate / shareholders. In this section we can clearly see the few actions carried out by companies with respect to the government, such as having codes of corporate conduct applied to government bodies, having stakeholders represented in the government, however, in the concept of shareholders more activities are identified in this aspect, that can be understood, since we worked with moral persons, which within their functions is participation with partners.

It can be seen that somehow respondents are carrying out activities with their stakeholders, however it is clear that there is still a lot of work to be done. These results will firstly provide information on the status of companies, and will probably help to sensitize employers and managers the importance of identifying all its participants with the aim of establishing alliances that help the company to respond to their new financial demands, environmental and social.

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### Aneex 1 Results of the section IV

Activities Category / activities	% Measurement scale					
	5	4	3	2	1	0
<b>Clients</b>						
Respect the privacy of your customers' data	10	0	0	0	0	0
Respond to complaints	91	9	0	0	0	0
Take measures to prevent customer complaints	78	17	4	0	0	0
Fulfills its commitments on quality and fair price	91	9	0	0	0	0
Inform your clients about the appropriate use of their products and warn them of possible risks	74	22	4	0	0	0
It has certifications regarding the quality of its products	48	17	13	4	9	9
It incorporates the interests of its customers in their business decisions	65	17	9	0	9	0
Conduct customer satisfaction evaluations	61	13	13	0	13	0
Provides customers with information on the environmental factors that affect their products	39	17	22	13	4	4
<b>Suppliers</b>						
Try to know the social and environmental conditions of the products you buy	65	9	13	0	9	4
Always try to buy from suppliers in the area	52	30	4	4	0	9
Establishes supplier relations policies based on mutual benefit	57	17	17	0	4	4
Inform suppliers of changes to your company	52	26	0	9	4	9
In its purchase contracts it integrates ethical, social and environmental criteria	30	30	22	0	9	9
It incorporates the interests of its suppliers in its business decisions	26	13	26	4	13	17
Consult suppliers about their perception of your company	43	13	13	13	9	9
<b>Employees</b>	65	13	13	0	4	4
Gives information to its employees in occupational risk prevention	70	13	17	0	0	0
Recognizes the importance of stable employment for its employees and society	70	26	4	0	0	0
Support employees who wish to continue training	57	13	30	0	0	0
The hiring processes are formalized and rigorous	43	39	17	0	0	0
Help your employees reconcile work and personal life	57	26	13	4	0	0
It takes into account the interests of employees when making decisions	57	30	9	4	0	0
Establish channels of dialogue with workers and their representatives	48	17	17	9	9	0
Promotions are based on objective criteria (seniority, meeting objectives, etc.)	52	22	17	0	4	4
Record employee suggestions, complaints and complaints	52	17	13	13	4	0
Staff performance evaluation is done regularly and periodically	57	22	13	9	0	0
Evaluates the work environment of its employees on a regular basis	57	17	9	17	0	0
Employees are informed of the evaluation results	61	4	9	17	9	0

It has tools that facilitate internal communication in the company	61	4	22	4	9	0
The company has designed professional career plans	52	4	13	17	13	0
Employees participate in business decision making	39	17	13	17	13	0
Provide social benefits to employees not required by law	52	22	9	9	9	0
<b>Environment</b>	43	30	22	0	4	0
Minimizes the environmental impact of its activities	48	26	17	4	4	0
Make investments to save energy	39	22	26	9	4	0
Implements programs to reduce water consumption	43	26	17	9	4	0
Design products and packaging that can be reused, repaired or recycled	17	35	17	13	13	4
Environmental audits are carried out periodically	30	17	9	13	26	4
Adopt ecological product / service design measures	30	17	17	9	22	4
Adopt programs for the use of alternative energies	26	17	17	4	30	4
Voluntarily access legal environmental regulations	22	13	22	13	17	13
<b>Local Community / Society</b>	61	30	9	0	0	0
It is considered part of the community and is concerned about its development	52	22	9	9	4	4
Maintain Transparent Relationships with local politicians	52	22	13	4	4	4
Incorporate the interests of your community in your business decisions	52	9	17	13	9	0
Support sports or cultural activities in your community	35	9	13	22	17	4
Has support programs for unfavorable groups						
	74	17	4	0	0	4
<b>Corporate Governance / Shareholders</b>	52	26	13	4	0	4
Inform your owners / shareholders of changes in company policies	70	22	0	4	0	4
The fulfillment of the objectives is checked	74	9	13	0	0	4
Seeks to balance the needs of the organization and its stakeholders	61	26	9	0	0	4
Establish strategies to follow	70	22	4	0	0	4
Has a corporate code of conduct applied to governing bodies	48	17	13	4	13	4
It has represented the interest groups in the governing bodies	57	4	9	9	17	4
Establishes annually objectives to fulfill in matters of corporate social responsibility	57	17	13	4	4	4
Promotes the participation of minority owners, if there are	43	17	9	9	17	4