

FINAL REPORT

Reducing barriers to LPG through employer- sponsored programs

A pilot project in Guatemala



ENERIS
Environment Energy Consultants

**PUBLIC
HEALTH
INSTITUTE®**

July 2016



c/ Duque de Alba 15, 3-6, 28012 Madrid, Spain
Web: <http://www.enerisconsultants.com> Email:
maryse.labriet@enerisconsultants.com



555 12th Street, 10th Floor Oakland, CA, 94607, USA
Web: <http://www.phi.org>
Email: mbashin@phi.org

Special thanks to GenteGas for their precious collaboration

Photo Credit (cover page)
Omar Alfaro, Maryse Labriet

Version of the report: Updated (July 2016)

Synthesis

Objective

The objective of this project was to develop and test employer-sponsored programs to help overcome costs for LPG start up and use among employees in Guatemala. Activities were conducted from September 2015 to July 2016. GenteGas was the local LPG and stove vendor.

Activities

The employer program was presented to 20 companies and one cooperative. Four companies implemented activities and one company partially implemented activities. Three other companies and one cooperative were interested in participating sometime in the future.

Outcomes

A total of four tabletop stoves, two industrial stoves, two cylinders, 13 installation kits and one pressure cooker were sold as the result of these presentations. Payments were made with employee saving funds in three enterprises, and directly by employees in one enterprise.

In light of these results and the level of effort required, the employer program to promote LPG adoption had limited success. This has also been the case with other employer programs due to several barriers:

- Difficulty identifying the person on the employer side with the authority to make decisions about program sponsorship
- Limited employer and employee availability during workdays, causing delays and difficulty implementing on-site activities
- Competition with other products offered to employees through similar employee programs
- Difficulty convincing employers that this activity includes more than product sales, such as health and safety education
- Low employer willingness and/or capacity to use company capital. Employee saving funds are given priority.

Two critical factors needed to engage employers are time and perseverance. Frequent calls and visits are also required. There is no “one-size-fits-all” employer program. Programs must be flexible and adapted to the constraints and preferences of each employer taking into account current activities, employee work schedules, payment preferences and any other employer requirement. Reducing turnover is the primary motivation for employers committed to sponsoring employee activities. Employers from the food, beverage and agriculture sectors are more responsive given the link between gas use, cooking and business activities. They also tend to have a higher proportion of female workers.

Factors to engage employees include agreeing with employers on payment conditions before implementing any activities and conducting multiple interactive employee information and education sessions.

Contents

Synthesis.....	3
Contents	4
1 Introduction	5
2 Description of the employer program framework	5
3 Activities and results	10
3.1 Participating employers.....	10
3.2 Other employers.....	10
4 Lessons learned.....	11
ANNEXES.....	13
Annex 1. Results of the survey with two employers.....	14
Annex 2. Activities and results with participating employers.....	14
Annex 3. Employers possibly interested in future activities	24

Names of employers were removed from this public version of the report

1 Introduction

Two key factors drove the idea of involving employers in making LPG more available to employees for cooking:

- Employers have the potential **to reach a large number of families** through the workforce. Access to households is one of the main challenges in educating, raising awareness and modifying people's behaviors.
- Employers can **facilitate employee purchase of LPG stoves and cylinders**, removing a critical financial barrier for LPG adoption.

These activities are a good fit with corporate social responsibility (CSR) programs already in place. Companies may be motivated by philanthropy and/or by a desire for a good reputation and improved employee retention.

There is no "one-size-fits-all" CSR program. Employers should play a lead role in developing programs that align with their business practices and values.

The objective of this project was to develop and test employer-sponsored programs to help overcome costs for LPG start up and use. Activities were conducted from September 2015 to July 2016 and GenteGas was the local LPG stove and fuel vendor.

2 Description of the employer program framework

The proposed employer program framework includes 5 main steps (Figure 1):

1. **Initial contact with employers** aimed at presenting the objectives of the program and assessing employer interest. The key challenge was identifying the person with the authority to decide whether to implement such a program. This person may be the human resources manager in larger companies, the company manager in smaller companies, or the manager of the CSR program if there is one. A short description of the program can be provided to the employer (Figure 2), although experience has demonstrated that very few read it.
2. **Short survey** to provide an overall assessment of employee needs (Figure 3). Results of this survey¹ may also be useful for convincing employers to engage in clean cooking programs. However, this survey is not a pre-requisite and the assessed needs do not necessarily translate into purchases given the many factors influencing purchasing decisions. The survey is usually distributed and collected directly by the employer. Some companies already conduct internal surveys and may have sufficient information. In other cases, additional questions may be added to the existing survey.

¹ Results of the survey of two companies are provided in annex 2.

3. **Employee activities and payment modalities** are adapted to the employers' preferences. **Cooking demonstrations and related activities** must be adapted to other employee programs such as information days (e.g. environment, health, and Mothers' days). During these events, different vendors are allowed to present and sell their products to employees according to conditions set by employers. These activities must also fit with employee work schedules and time available during the workday. To capture employees' attention, activities should be practical, interactive and short, usually less than 30 minutes. They should focus on the benefits of cooking with LPG and on how to cook efficiently and safely with this fuel (e.g. games, videos, short written instructions²). Educational activities can focus on specific topics (e.g. safe installation, cooking with pressure cooker,) depending on employee needs. Multiple activities may also be planned if time allows.

Payment modalities must be clearly defined with employers before implementing employee activities given their importance in the purchase decision. They can take different forms (Figure 4):

- *Advance payment to vendor by the employer.* Employee reimburses the employer through salary deductions or through employee saving fund. Payment conditions must be negotiated between the employer and the vendor. Agreement between the employer and the employee is also needed regarding the amount paid by the employee each month and the source of payment (salary or savings fund).
- *Credit payment by the employee to the vendor through the employer,* who deducts the amount to be paid from the salary or the employee saving funds. Agreement between the employer and the employee is also needed regarding the amount paid by the employee each month and the source of payment (salary or savings fund).
- *Payment by the employee to the vendor without employer involvement.* Payment conditions must be negotiated between the employee and the vendor like a regular sale. In this case, the role of the employer is to allow the vendor to promote LPG among employees but not to facilitate purchase of LPG stoves, cookers or fuel.

4. **Implementation of employee activities**, product delivery and installation if needed. Products can be delivered at the company for small products, and at the employee's home for stoves and installation. Installation logistics and product availability must be worked out in advance to avoid bottlenecks, especially in the case of big companies. Moreover, some employers may impose very short delivery deadlines.

5. **Follow-up with employees and employers** after ~3 months later to assess satisfaction with the program and identify improvements from both employer and employee perspectives. This follow-up is intended to be verbal and included during another visit or service call (e.g. replacement of the gas cylinder, maintenance visit, etc.).

² Such instructions, in the form of comics, are under preparation by the Public Health Institute in collaboration with GenteGas and will be available soon.

Figure 1. Employer program framework



Figure 2. Program presentation intended for employers

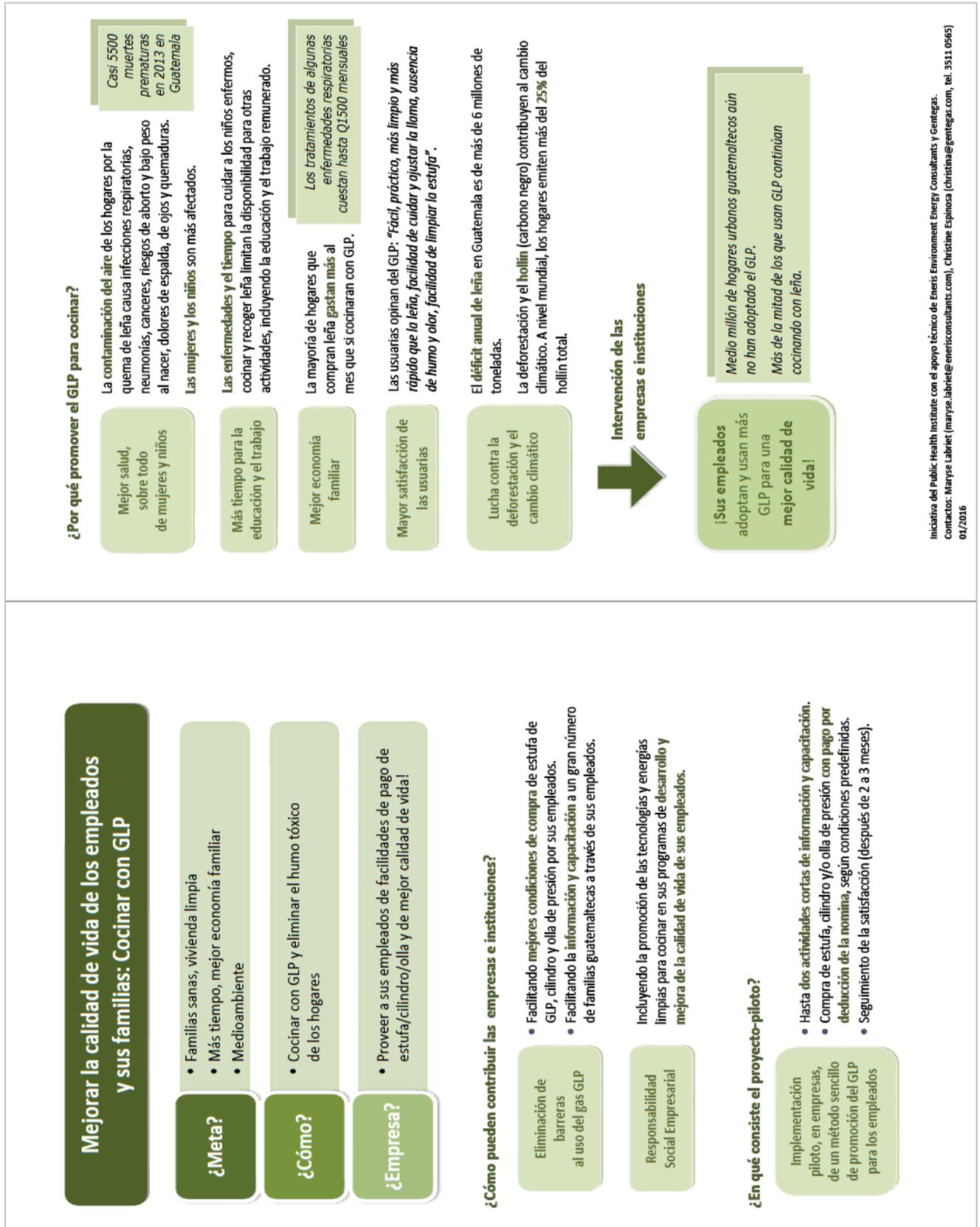


Figure 3. Short employment survey

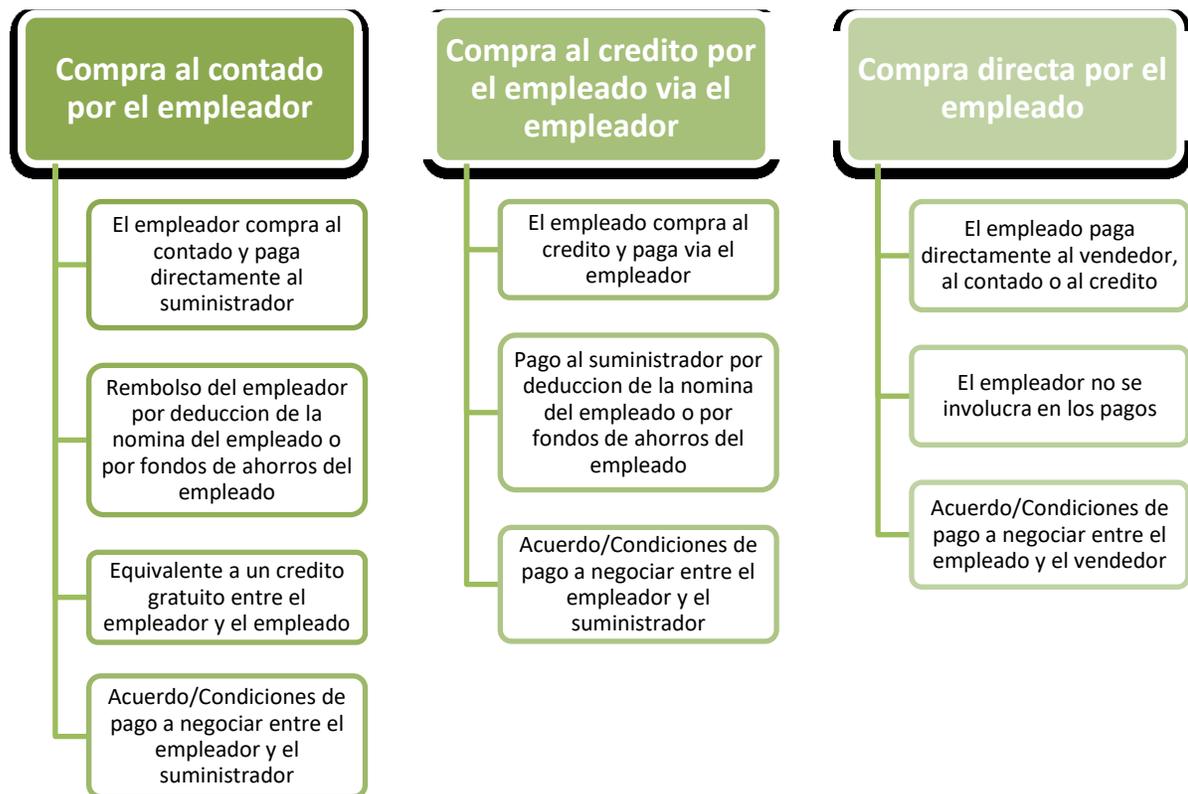
Nombre: _____

1. ¿Qué tipo de combustible usa para cocinar?
 Leña y Gas
 Solamente Leña
 Solamente Gas
2. ¿Qué tipos de estufas tiene en su casa?
 Fuego abierto, pollo o plancha sin chimeneas
 Plancha con chimeneas
 Estufa de Gas
3. ¿Tiene en casa olla de presión?
 No tengo olla de presión
 Sí, tengo olla de presión
4. Si no cocina con gas ahora, ¿Cuál sería la razón?

5. Si no cocina con la olla de presión ahora, ¿Cuál sería la razón?

6. ¿Tiene interés en participar en el programa de adquirir una estufa nueva?
 Sí
 No

Figure 4. Different payment possibilities



3 Activities and results³

3.1 Participating employers

Activities were implemented in 4 of the 20 contacted employers, following different approaches, suggested by employers:

- *Short survey* of employee needs in 2 companies. The two other employers considered their knowledge about employees to be sufficient. Both surveys show that a high number of employees cook with both gas and firewood (37% and 57% of employees respectively), some still cook only with firewood contrary to many employers' assumptions (respectively 3% and 15% of employees), very few use a pressure cooker, and many are interested in buying a new stove (respectively 72% and 75%). (Survey analyses are provided in annex 1.)
- *Bazaars* or kiosks set up in 3 companies.
- *Information/Education sessions* conducted in 2 companies.

A total of four tabletop stoves, two industrial stoves, two cylinders, 13 installation kits and one pressure cooker were sold. Sales were paid from *employee saving funds* (3 companies) and/or *directly by employees* (one company). *No sales* took place at one of the employers. Payments would have been made by the employees directly to GenteGas. The employer was worried about the capital needed if many employees decided to make a purchase. However, no clear conclusion can be made due to lack of clear and consistent information from the employer. This case is an example of the difficulties in interacting with employers, understanding the internal decision making process and accessing the actual decision makers within the company.

3.2 Other employers

Sixteen other employers were contacted. *Partial activities* were implemented in one company. This company decided not to pursue its participation due to the already high employee debt level (up to 16% of the payroll for credit, used mostly for land and house construction).

4 employers expressed *interest in future activities*.

- Employer 1: Lack of time combined with the seasonal nature of the work forced program delay until September 2016.
- Employer 2: Strong interest in the pressure cooker, followed by a lack of responsiveness after several meetings, probably due to lack of time. Follow-up will be done in September 2016 with an action plan for pressure cookers based on experience with other employers. If the activity is successful, other companies in the JUNTOS program may be involved.
- Employer 3: Delay due to lack of LPG distribution by GenteGas in areas where employees live.
- Employer 4: Possible future activities focused on safety and pressure cooker.

13 employers were *not interested*. Either they never answered, or they had no time for the program.

³ Detailed description of activities and results is provided in Annexes 2 and 3.

4 Lessons learned

High potential

Sales potential is high, both in terms of gas stoves (first purchase or replacement of old stoves) and pressure cookers.

Low cost-benefit ratio

Sales were very low compared to the time and effort required to implement the program. Household impacts were therefore low and activity cost-benefit is not very attractive for gas suppliers. Similar results were obtained in other employee programs (ECOFILTRO).

Barriers

1. Difficulty identifying the person with the authority to decide whether to implement the proposed program.
2. Limited employer' availability, resulting in delays in implementation of 2 to 5 months.
3. Written leaflets and emails are rarely read by employers.
4. Limited employee availability during the workday.
5. Competition with other products and capacity-building activities through similar programs.
6. Low employer willingness and/or capacity to pay with company capital; employee saving funds are given priority.

Success factors to engage employers

1. Employers programs need dedicated time and perseverance (frequent calls and visits).
2. The employer decides what to implement. There is no "one-size-fits-all" program. Employer programs must be very flexible and adapted to employers' constraints and preferences, such as existing employee activities, employee work schedule, payment preferences or any other employer requirement.
3. Employers with ongoing employee programs are easier to engage. However, competition with other products is also higher and marketing to employees must be refined.
4. Employees' saving funds facilitates employer engagement.
5. Reduced turnover is the primary motivation of employers committed to employee activities.
6. Written materials are needed for credibility although they are rarely read by employers.
7. Trust between employer and supplier is important. Initial activities may be followed by others.

8. Employers in the food, beverage and agriculture sectors are easier to convince given the strong link between gas use, cooking and business activities. They also usually employ a higher proportion of female workers.

Success factors to engage employees

1. Mutual commitment of the gas supplier and employer is key. Lack of commitment by employer to allow access employees prevents engagement and interaction.
2. Payment conditions must be absolutely clear and agreed upon with employers before implementing employee activities.
3. Information/education sessions are more likely to result in employee engagement and sales than conventional bazaar exhibitions. Multiple sessions are even better since employees like to plan the purchase with their families and typically don't make an impulse purchase. However educational sessions are difficult to implement during workdays.
4. More employee engagement before sales visits or training (e.g. survey, short visits, etc.), leads to more engagement. Typically brief announcements are not enough to get employees to participate actively.
5. Information/education sessions must be interactive.
6. Focus on pressure cookers is more adapted to female workers.

ANNEXES

Mejorar la calidad de vida de los empleados y sus familias: Cocinar con GLP

Resultados de la encuesta con los empleados Empresa 2

Síntesis

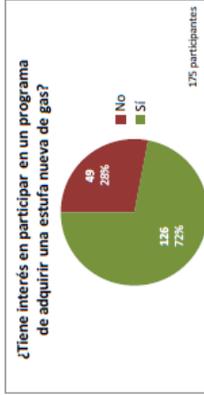
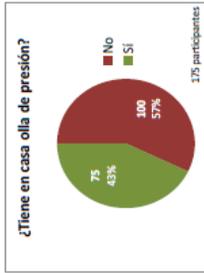
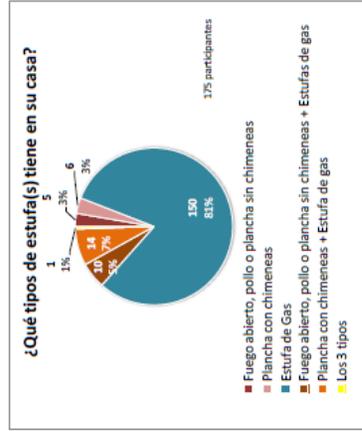
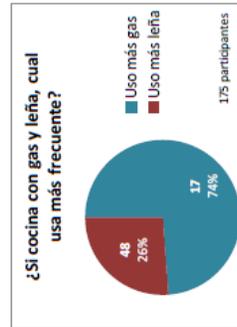
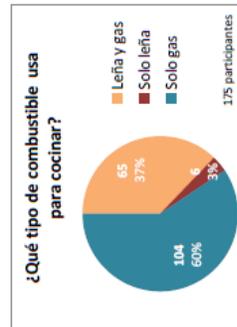
- 6 hogares cocinan con leña solo, 65 hogares usan leña y gas (de ellos, 17 cocinan más con leña que con gas). Los otros cocinan con gas solo.
- 100 hogares no usan la olla de presión para cocinar.
- 126 empleados están interesados en participar en un programa para adquirir una estufa de gas.
- Las razones principales por no cocinar con gas son económicas.
- Las razones principales por no cocinar con la olla de presión son económicas y el miedo.

Recomendaciones

Dado las respuestas, se recomiendan dos líneas de acción complementarias para promover el uso del gas en lugar de la leña para cocinar:

1. Facilitar la compra de estufa y/o olla de presión, según las necesidades, con un sistema de pago por deducción de la nómina.
2. Ofrecerles una capacitación corta sobre los beneficios del uso del gas y la cocción segura y eficiente con gas.

Resultados completos



Si no cocina con gas ahora, ¿Cuál sería la razón?

37 participantes mencionan razones económicas, 3 mencionan preferencias de sabor de algún miembro de la familia, 1 menciona el tema de la seguridad.

Si no cocina con la olla de presión ahora, ¿Cuál sería la razón?

8 participantes mencionan factores económicos, otros 8 el tema de la seguridad/miedo, 5 el hecho de que tiene mucho tiempo para cocinar (asociación de la olla de presión con la gente que no tiene tiempo), 3 mencionan el sabor y 2 explican que no saben cómo cocinar con la olla.

72 participantes mencionan razones varias (olla sucia, no tiene empaque, esta arruinada) o ninguna.

Comentario adicional

Algunos participantes han mencionado de manera espontánea algunas ventajas del uso del gas: medioambiente (8), ahorros de tiempo (8), salud (1). Como estos comentarios no corresponden a ninguna pregunta, se deben interpretar con mucha precaución. Las actividades de información con los empleados permitirán explorar más estos temas.

Annex 1. Results of the survey with two employers

Mejorar la calidad de vida de los empleados y sus familias: Cocinar con GLP

Resultados de la encuesta con los empleados Empresa 4

Síntesis

- Un número importante de hogares cocina con leña: 23 hogares cocinan con leña solo, 86 hogares usan leña y gas (de ellos, 17 cocinan más con leña que con gas). Los otros cocinan con gas solo.
- 34 hogares siguen cocinando con fuegos abiertos, pollo o plancha sin chimenea.
- 100 hogares no usan la olla de presión para cocinar.
- 114 empleados están interesados en participar en un programa para adquirir una estufa de gas (es decir, el 75% de los participantes a la encuesta).
- Las razones principales por no cocinar con gas son económicas (coste del gas y de la estufa).
- Las razones principales por no cocinar con la olla de presión son económicas y la falta de "oportunidad" de conseguir una.

Recomendaciones

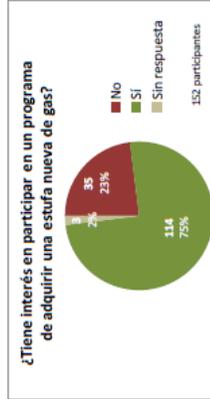
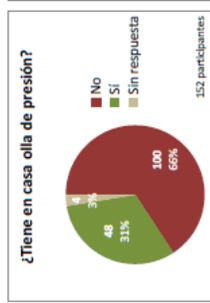
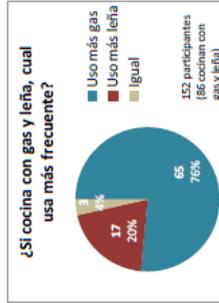
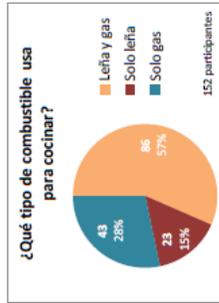
Dado las respuestas, se recomiendan dos líneas de acción complementarias para promover el uso del gas en lugar de la leña para cocinar:

1. Facilitar la compra de estufa y/o olla de presión, según las necesidades, con un sistema de pago por deducción de la nómina.
2. Ofrecerles una capacitación corta sobre los beneficios del uso del gas y la cocción segura y eficiente con gas y con olla de presión, con dos objetivos: promover la adopción del gas por los hogares que cocinan con leña solo, fomentar la cocción eficiente con gas por los hogares que cocinan con leña y gas, y así sustituir más leña (impactos malos para la salud) por gas.

Estimaciones de costes

El coste de compra, si se hace al contado por la empresa, sería de un orden de Q70.000 a Q250.000, dependiendo del tipo de participación efectiva de los empleados que se declararon interesados (¿Solo la mitad? Todos? ¿Algunos adicionales?), y del tipo de equipos que deciden comprar (¿Olla sola? ¿Olla + estufa? ¿Tipo de olla y de estufa?). El coste exacto se sabrá solo cuando los empleados hayan confirmado sus compromisos de compras.

Resultados completos



Si no cocina con gas ahora, ¿Cuál sería la razón?

31 participantes mencionan directamente o indirectamente razones económicas (coste del gas o de la estufa), 2 mencionan preferencias de sabor y seguridad.

Si no cocina con la olla de presión ahora, ¿Cuál sería la razón?

9 participantes mencionan directamente factores económicos, y la gran mayoría menciona el hecho de no tener olla, sin más detalles. Solo 3 mencionan preferencias de sabor, y 1 el miedo. Estos resultados demuestran la necesidad de suministrar más información a los empleados sobre las ventajas del uso de la olla de presión y como preparar comidas ricas de manera segura y eficiente con la olla de presión.

Annex 2. Activities and results with participating employers

Participating employer 1	
General information	
Sector	Production of packaging
Size	960 employees (800 workers, rest administrative), 52 women
Activities for employees (within a corporate social responsibility program or not)	
What are the products or services proposed to employees?	<ul style="list-style-type: none"> - Activities on health, nutrition, environment, cookstoves, education: <ul style="list-style-type: none"> • Cookstove activities with ONIL and Ecofiltro: stoves and water filters are given-away to employees for a symbolic contribution of Q1. deducted from the payroll during 12 months; this money is used to implement stoves in the community. According to survey with employers, filters are not much used, stoves a bit more, although uncertain (eg. lady who served us water: she has a gas stove and a pressure cooker, cooks beans with the pressure cooker; she said she used the ONIL stove “sometimes”, what seemed to mean “never”). No capacity-building is provided by HELPS. • Education: courses for employees to get academic degrees during worktime, in collaboration with University Landiva; “escuela de valores” on alcohol, gender violence. • Nutrition: supported local agriculture, but was not successful and was not pursued. • Health: a doctor is available each day for employees and their families. • Environment: plastics recycling in the community. • Bazaars and ferias (big ones are in June and December).
What is the main motivation of the employer? (ej. reduce turnover, reduce absenteeism, social commitments, etc.)	<ul style="list-style-type: none"> - Reduce turnover.
Do employees pay for these services and products? If yes, how? (pay-roll deduction, savings funds, etc.)	<ul style="list-style-type: none"> - Products purchased during the bazaars/ferias are paid by employees through the Foundation (savings funds) to which employees contribute each month. - The employer imposes strict and non-negotiable rules to suppliers who want to participate in the bazaars: <ul style="list-style-type: none"> • Payment by the employer to the provider after 30 days. • Discount of 10% on the invoice (but full price is invoiced to employees) • Formal agreement to be signed and official forms to be provided (registration, fiscal number, etc.) • Clear administrative rules to be followed during the bazaars and ferias
Description of activities implemented in collaboration with GenteGas	
Was a specific survey made on employees needs? If not, why?	No. Internal survey on employees’ quality life is made by the employer. It indicates that 80 employees (around 10%) use firewood.
How much time between first contact and first sale?	2.5 months
Which products were sold by GenteGas?	Tabletop stove with 2 burners : 2 Tabletop stove with 4 burners : 2 (1 with delivery) Pressure cooker 7l: 1

	Cylinder 25 lb with gas: 2 (with delivery)
	Installation kit: 1
	Total participating employees: 6
What were the activities?	Two bazaars
What was the payment mode?	Credit payment, through a saving fund, following the conditions described above and applied to all suppliers. Number of payments is defined by an internal authorization office, based on the credit level of the employee (the employer limits the credit level to 33% of the payroll). Employees cannot decide the number of payments.
Were information sessions held? If not, why?	No, because of the work load and schedule of employees. Information session was not possible during the bazaar since employees came one by one.
Employees' opinion	
Purchase	- Payment mode.
What was the key motivation of the employee to buy an LPG product through the employer program?	- Prices and types of services offered by GenteGas. - Rapid delivery (required by the employer). - Employees proposal: payment by voucher (done with other products). Economically not very interesting for GenteGas due to employer conditions, in addition of geographic barrier (employees out of GenteGas' work area).
After a few weeks	
What is the opinion on the program? What are the possible improvements?	NA
Employer's opinion	
What is the opinion on the program? What are the possible improvements?	- High satisfaction. - Next bazaars: health in Sept., Christmas in Dec.
What are the 3 key success factors to share with other employers?	- Product: guarantee and rapid delivery. - Program: well define the benefits for employees (eg. to offer a large range of products)
Lessons learned	
What are the 3 key lessons learned?	- Due to the high number of bazaars with similar suppliers during the year, employees take time before deciding a purchase. - Confidence between the supplier and the employer is crucial. An initial small activity may be helpful to develop this confidence. - Reduced cost-efficiency of the activity given the sales conditions and the invested time. - Employees did not know that GenteGas was part of the suppliers. The absence of marketing or of an information session reduces sales opportunities. - Idea to develop: to propose a family activity in collaboration with Incaparina before the health bazaar of Sept.

Participating employer 2

General information	
Sector	Bakery
Size	1300 employees, 15% are women
Activities for employees (within a corporate social responsibility program or not)	
What are the products or services proposed to employees?	<ul style="list-style-type: none"> - Activities in terms of health (sport, nutrition, doctor available on-site, reduced price for lunch), education, discounts on purchase. - Annual activities (Environmental Week, Papa Nicola, vaccination campaigns, Water Days) - Activities in terms of environment (recycling of 90% of the waste, water savings, solar panels for hot water, water recycling), community (economic support of schools of the community), promotion of organic products, are also integrated in the business operations.
What is the main motivation of the employer? (ej. reduce turnover, reduce absenteeism, social commitments, etc.)	<ul style="list-style-type: none"> - Reduce turnover.
Do employees pay for these services and products? If yes, how? (pay-roll deduction, savings funds, etc.)	<ul style="list-style-type: none"> - Products purchased during the bazaars are paid by employees either directly or through a savings funds of the Employees Association ASTRAB (Asociación de trabajadores), which works as a bank within the company. 5% of salary is allocated to this fund. Around 1000 employees participate. Total savings are around 5 million GTQ. Loans to employees of up to 5000Q are possible. Benefits are shared among all contributing employees.
Description of activities implemented in collaboration with GenteGas	
Was a specific survey made on employees needs? If not, why?	No. An internal survey is regularly done. Many employees cook with firewood (precise number not available).
How much time between first contact and first sale?	4 months (first contact: 16/02/2016; first sale: 22-23-25/06/2016)
Which products were sold by GenteGas?	<p>Industrial stove (Supercocinas): 1</p> <p>Installation kit: 12 (1 with installation by GenteGas)</p> <p>Cylinder: 0 (the employer not in the working area of GenteGas)</p> <p>Pressure cookers: 0 (participants were all men, who are more difficult to convince on pressure cooker)</p> <p>Total participating employees: 11</p>
What were the activities?	<p>During Environmental Week, June 2016:</p> <ul style="list-style-type: none"> - Day 1 (Capacity building on many different topic, such as solar panel, LED, etc., employees must choose one session only): Education session by GenteGas, including 15 min on deforestation in Guatemala (requested by The employer), followed by 45 min on cooking with gas. Around 20 participants. - Day 2 (Feria): Kiosk by GenteGas, with different products. - Day 3 (handwork, movie): No activity by GenteGas. - Day 4 (Family): Product presentation. 50-60 personas. <p>Sales occurred on days 1 and 4.</p>
What was the payment mode?	<ul style="list-style-type: none"> - 9 persons paid directly to GenteGas, no credit. - 2 persons paid through ASTRAB (Q84 y Q68).

	Due to past problems with suppliers, the employer requested delivery to be done one day after the sale.
Were information sessions held? If not, why?	<p>Yes, 1 hour session during Day 1. 20 employees (all men) participated. It was interactive (games, questions) and covered:</p> <ul style="list-style-type: none"> - Introduction on deforestation (requested by the employer) - Cooking with gas - Health - Cooking with firewood - Video on GenteGas. - Video on pressure cooker.
Employees' opinion	
Purchase	- Purchase motivation - installation kit: Security (result of the presentation)
What was the key motivation of the employee to buy an LPG product through the employer program?	<ul style="list-style-type: none"> - Purchase motivation - stove: To stop using firewood - Employer program was not used by most of the buyers because they preferred to leave untouched their funds and earn the corresponding benefits. - Suggestion: to make such sessions in other places (local associations, groups of women, etc.)
After a few weeks What is the opinion on the program? What are the possible improvements?	NA
Employer's opinion	
What is the opinion on the program? What are the possible improvements?	- High level of satisfaction related with the information session.
What are the 3 key success factors to share with other employers?	<ul style="list-style-type: none"> - Strict and serious commitment of the supplier - Fast delivery - Capacity building with key social messages and impacts
Lessons learned	
What are the 3 key lessons learned?	<ul style="list-style-type: none"> - Information/Education session results in much stronger results. - Good level of preparation of the employer, clear and efficient rules and instructions (including on clothe), make a difference. - Importance of the mutual understanding. In this case, since the employer requested activities to be focused on environment, GenteGas integrated environmental messages in the information/education session. - To be prepared to provide administrative information on the products, one the company.

Participating employer 3

General information	
Sector	Hotel
Size	185 employees
Activities for employees (within a corporate social responsibility program or not)	
What are the products or services proposed to employees?	<ul style="list-style-type: none"> - Activities in terms of education (collaboration with University Landivar), health (medical services), economy (credits obtained with Banco de los Trabajadores) - Store with basic products at reduced priced, with possibility of payment or payroll deduction. - Annual activities: bazaar once a year - Employee survey made in 2014 concluded that basic needs of employees were already quite well satisfied. Short survey made in our project proved the contrary. - Cooking classes offered by the employer in different local communities to promote professional carriers in cooking for hotels and restaurants.
What is the main motivation of the employer? (ej. reduce turnover, reduce absenteeism, social commitments, etc.)	<ul style="list-style-type: none"> - Social responsibility and marketing.
Do employees pay for these services and products? If yes, how? (pay-roll deduction, savings funds, etc.)	<ul style="list-style-type: none"> - Partial payment of education courses, full payment of products purchased in the store with possibility of payroll deduction and credit with the Banco de los Trabajadores.
Description of activities implemented in collaboration with GenteGas	
Was a specific survey made on employees needs? If not, why?	Yes.
How much time between first contact and first sale?	4 months (first contact: 05/02/2016; first sale: 15/06/2016)
Which products were sold by GenteGas?	Industrial stove with 3 burners, cylinder and installation : 1 (Q2485)
What were the activities?	<ul style="list-style-type: none"> - Information session and presentation of products
What was the payment mode?	<ul style="list-style-type: none"> - Credit payment directly with GenteGas - Access to credit through the Bank appeared to be too long and complex, possibly due to a lack of organisation of the employer.
Were information sessions held? If not, why?	<ul style="list-style-type: none"> - Information sessions: 3 x 30 min during one same day (2 in the morning, 1 in the afternoon), with the same content, so that employees can choose between different times. - Content similar to previous employer, but shorter. - Many questions by participants. - Participants: 46 (18, 10 and 18), half women - Employees needed to sign a presence sheet. A small number of employees participated due to a high work load the same day.
Employees' opinion	
<i>Purchase</i> What was the key motivation of the	<ul style="list-style-type: none"> - Difficulty to attract the employees because of the high number of capacity-building activities offered by the employer. - Interactive format of the session highly appreciated.

employee to buy an LPG product through the employer program?	
<i>After a few weeks</i>	
What is the opinion on the program? What are the possible improvements?	NA
Employer's opinion	
What is the opinion on the program? What are the possible improvements?	<ul style="list-style-type: none"> - Need to assess employees' interest before committing. Hence the relevance of the short survey. - Preference for the activities focused on pressure cooker, expected to better fit employees' needs, even after the employer saw the results of the short survey.
What are the 3 key success factors to share with other employers?	- None
Lessons learned	
What are the 3 key lessons learned?	<ul style="list-style-type: none"> - Difficulty to hold 30 min information session due to late arrival of participants. - Importance to clarify the payment mode before any activity with employees. - Importance of the preliminary information shared with employees to attract them and promote their participation in the information session.

Participating employer 4

General information	
Sector	Beverages
Size	152 employees (only 15 women) Average salary of Q2700
Activities for employees (within a corporate social responsibility program or not)	
What are the products or services proposed to employees?	None (Information provided by the Manager of Human Resources. However, there might have some products sold to employees and paid through payroll deduction, but GenteGas could not verify this information and understand why the Manager would have hidden this information).
What is the main motivation of the employer? (ej. reduce turnover, reduce absenteeism, social commitments, etc.)	NA
Do employees pay for these services and products? If yes, how? (pay-roll deduction, savings funds, etc.)	NA
Description of activities implemented in collaboration with GenteGas	
Was a specific survey made on employees needs? If not, why?	Yes.
How much time between first contact and first sale?	No sale yet. 6.5 months between first contact and first activity (contacts: 27/01/2016; 08/02/2016; 25/04/2016; first activity: 14/07/2016)
Which products were sold by GenteGas?	None
What were the activities?	Kiosk (not part of a bazaar), with information distributed to employees when they went around
What was the payment mode?	<ul style="list-style-type: none"> - If any, payment to be made directly to GenteGas. - Despite an initial high interest in the program, the employer finally did not want to be involved in any payment. Reasons behind this preference are not clear. - Activity was held in July given the “bono 14” (extra salary) paid in July.
Were information sessions held? If not, why?	No
Employees' opinion	
<i>Purchase</i>	
What was the key motivation of the employee to buy an LPG product through the employer program?	No sale
<i>After a few weeks</i>	
What is the opinion on the program? What are the possible improvements?	NA
Employer's opinion	

<p>What is the opinion on the program? What are the possible improvements?</p>	<ul style="list-style-type: none"> - High interest since no similar activity is currently implemented (see doubt on employees' activities mentioned above) - However, the employer manager finally did not want to commit in any payment facilitation, worried by the capital amount possibly needed if many employees decided to make a purchase.
<p>What are the 3 key success factors to share with other employers?</p>	<ul style="list-style-type: none"> - None
<p>Lessons learned</p>	
<p>What are the 3 key lessons learned?</p>	<ul style="list-style-type: none"> - Difficulty to reach the right decision-maker in the company. - Associated with the difficulty mentioned above, difficulty to convince employers that the proposed activity is more than only selling a product, and include health and security education. - Constraint associated with the existence or not of sufficient capital to cover the possible purchases.

Annex 3. Employers possibly interested in future activities

Company	Why did the institution not participate?
<p>1</p> <p>Fruit/vegetable 200 employees, many women Seasonal work (Sept.-June)</p>	<ul style="list-style-type: none"> - Lack of time combined with the seasonal nature of the work forced to delay the program until September 2016. <p>Some more details</p> <ul style="list-style-type: none"> - Several meetings since 2015. - Immediate interest in the environmental and health benefits of the program. - Importance of benefits for the company to convince the Direction in participating. - Existing employees activities focused on health (women, family), security at work. - Existing employees survey made each year. Our questions will be included in it. - Existence of an employee's saving funds based on the additional benefits obtained from <i>fair trade</i> quality of products. Uses of these funds are decided collectively. - Preferred payment modalities: credit payment and deduction from the salary, or direct payment by the employees to the provided. - Existence of an "end-of-contract" payment that create a temporarily improved capacity-to-pay of employees.
<p>2</p> <p>Bakery products 200 employees</p>	<ul style="list-style-type: none"> - Lack of responsiveness after several meetings, probably due to lack of time. - Not in the service area of GenteGas but possible actions focused on pressure cookers. <p>Some more details</p> <ul style="list-style-type: none"> - High interest in the pressure cooker and safety aspects since LPG is used at work. - Existing employees activities focused on health, nutrition, education, security at work. - Existing employee survey made in the context of the JUNTOS Program: all employees have an LPG stove; no information on stacking. Possible additional questions were shared with the employer. - Preferred payment modalities: full payment by the employer to the vendor, and internal arrangement between the employees and the employer. No employees saving funds.

Company	Why did the institution not participate?
<p>3</p> <p>Agriculture Cooperative</p> <p>Men and women have their own structure in the cooperative</p> <p>450 women</p>	<ul style="list-style-type: none"> - Interested, but delay due to the need to explore the feasibility of LPG distribution by GenteGas where cooperative's members live. - Under progress. <p>Some more details</p> <ul style="list-style-type: none"> - Existing employees activities include credit support for agriculture consumables, restroom construction, cookstoves (payment of Q100/month). Needs analysis made by the cooperative. - Low default of payment (2%) - Success factors, according to the experience of the cooperative: strong organisation of the activities, frequent capacity building activities, technical support.
<p>4</p> <p>Restaurants</p> <p>800 employees</p>	<ul style="list-style-type: none"> - Not in the service area of GenteGas. - Possible future activity focused on safety and pressure cooker. <p>Some more details</p> <ul style="list-style-type: none"> - Meeting during the first phase of activities. - High interest in information and capacity building focused on safety since LPG is used at work (this would help convincing the Direction of the company to get committed in activities focused on cooking at home). - Existing employees activities include health services, bazaars, Christmas gifts. - Existence of an employee's saving funds with monthly and voluntary contribution of the employees. Purchases are decided by employees. - Preferred payment modalities: product purchase by the employees cooperative.