

The Future of Work Arrives Early: How HR leaders are leveraging the lessons of disruption

Mexico

RESEARCH OVERVIEW

Oxford Economics and the Society for Human Resource Management (SHRM) partnered with SAP SuccessFactors to understand the realities of a post-pandemic workplace for both employers and employees in 10 countries.¹ Our research offers a glimpse of the various workforce strategies adopted by organizations in response to COVID-19, including insight into hiring and layoffs, expectations for future employment changes, readiness for remote work, and investment plans around digital technologies.

This brief report highlights research results for **Mexico** and suggests next steps for HR leaders as they plan for the years ahead. The results show that HR leaders in Mexico are investing more than others in return-to-work and learning technologies, but may need to focus more on ensuring that employees have access to the technology and environments needed to be productive under these new ways of working.

MEXICO'S RESPONSE TO COVID-19

Experiences with COVID-19 vary from country to country, based in some part on the scale of the virus spread, national responses to controlling the pandemic, and local economic realities.

Like its northern neighbor, Mexico has struggled to control the virus. Though the government shut down non-essential industries early in the pandemic, maquiladoras—foreign-owned factories that manufacture products for export—have become hot spots for the virus and have struggled to remain operational, and the country has the highest rate of death by health workers.

Understanding regional and local differences will be critical for HR leaders in Mexico and across the world as they make plans for their global workforces.

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¹ Australia, Brazil, Canada, China, Germany, India, Mexico, Spain, United Kingdom, United States. To learn more about the research, including a detailed overview of each country, visit: <http://www.sap.com/human-experience-shrm-oe>

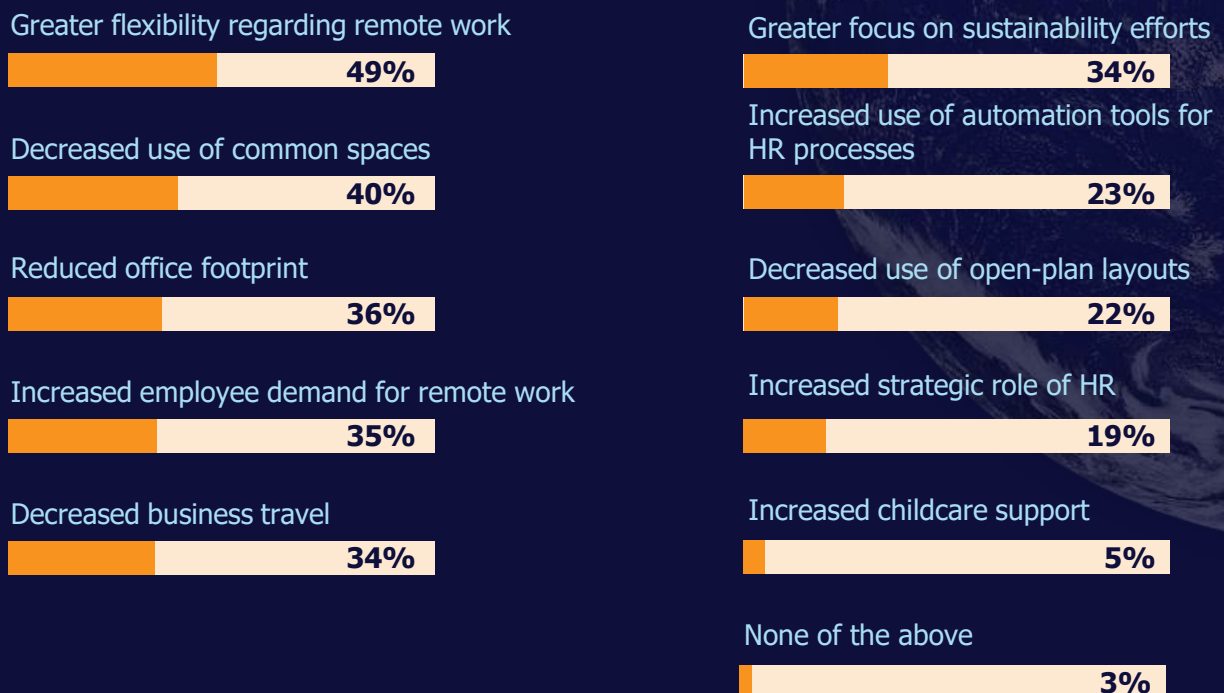
REDEFINING THE WAY WE WORK

The pandemic has redefined work and altered workspaces for millions of employees around the world, forcing leaders to adapt to unexpected disruptions, anticipate future challenges, and plan for strategic changes.

- A majority of HR professionals surveyed in Mexico say their organization has effectively handled new ways of working in response to COVID-19 (87%) and is well prepared to address the changing work environment (77%).
- Mexican respondents to our survey are more likely than their peers in other countries from our sample to be investing in return-to-work technologies for testing and tracing over the next year—more than one-quarter say they are, compared with less than one-fifth among others. Top changes include increasing sanitation and cleaning (72%), checking temperatures of employees (58%), and providing PPE (58%).
- But with change comes challenges. Nearly half (49%) of Mexican respondents expect COVID-19 to increase flexibility for remote work over the next year, and maintaining productivity given new ways of working is expected to become top challenges for businesses (64% cite it as a top barrier).

FIG. 1: A range of workplace changes expected in 2021

Q: Which of the following long-term changes (12+ months) do you expect COVID-19 to have on the workplace? Top-three ranked



THE POST-PANDEMIC TALENT CRISIS

Attracting and retaining top talent remains a concern for leaders around the world, though many—including respondents in Mexico—may be underestimating the extent to which competition for talent will present a challenge in the days ahead.

- Mexican respondents expect a range of factors to become more important to attracting and retaining talent, including finding new ways of bringing products to market (75%), providing healthcare and other benefits (69%), and flexible work policies (67%), among other factors.
- Reskilling must be viewed as a long-term talent investment. Respondents in Mexico are more likely than others to say they will invest in learning programs for reskilling and upskilling over the next year (50%, vs. less than 40% on average around the world).

FIG. 2: Flexible work will not be the only talent differentiator

Q: To what extent do you expect the following to become less or more important in an organization's ability to attract or retain talent, given the effect of COVID-19?
"Somewhat more important" and "Much more important" responses



MIXED MESSAGES ON TECHNOLOGY

Most organizations are satisfied with the technology they have for new ways of working—but are they accommodating all workers?

- Nearly three-quarters (73%) say their company has the technology it needs to navigate the changing work environment.
- Like others around the world, Mexico could do more to provide technology to all employees that improves their ability to work flexibly and remotely. Just 24% say most employees can work remotely and have the technology they need to do so. Anticipated investments in remote collaboration tools, mobile platforms, and learning programs may help close the digital gap.

Q: Which technologies do you plan to invest in the most over the next 12 months? Top three technologies

50%

Learning programs for reskilling and upskilling, as well as new procedures

43%

Remote collaboration tools

37%

Mobile platforms