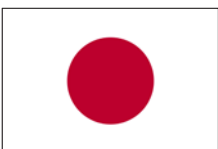




Family Friendly Policies in the Mexican Private Sector: HSBC's Maternity, Paternity, and Adoption Leave Policy

In partnership with the Government of Japan:



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How did HSBC Mexico improve its competitiveness in the market and promote gender equality through a corporate policy?

Closing the gender gap in labor participation is crucial for Mexico's economic growth. To achieve this, companies can play a role in addressing the main obstacles that women, especially mothers, face in obtaining and maintaining formal employment.

In this regard, we present the case of HSBC Mexico, one of the five largest banks in Mexico, with a workforce of more than 14,000 people, most of whom work in over 800 branches in the country. To become an employer of choice to attract the best talent, as well as to retain and motivate its staff, HSBC Mexico decided to introduce competitive non-monetary benefits policies.

In June 2022, HSBC Mexico launched an update to its Leave Policy, which included an extension to maternity, paternity, and adoption leave. Paternity leave witnessed the highest increase in paid day extension, with a 500% increase from the previous leave policy.

The Leave Policy enabled HSBC Mexico to offer a competitive benefits package to attract and retain the best talent. One year after the Policy's introduction, employees have reported increased feelings of satisfaction and company loyalty. Furthermore, HSBC's commitment to promote gender equality has been bolstered through its extended paid leave options available to both men and women, which may encourage men to be equally involved in early childcare responsibilities.

Over 85% of the 580 people who have taken maternity, paternity or adoption leave in the last year continue to be employed in the company after taking leave. In addition, thanks to the introduction of a new absence-recording system, HSBC Mexico's Human Resources team has access – for the first time—, to a database that assesses absence and turnover behavior in real-time, which provides information on the impact of the Policy and will inform future decisions on the introduction and adjustment of other benefits offered by HSBC Mexico.

Introduction

In Mexico, the female labor participation rate¹ was 45.7% in 2022, while the rate for men stood at 75.5% (a gap of 23.5%) ([World Bank, 2023a](#)). Women's participation in the labor force is critical to economic growth. In Mexico, if 8.2 million women are added to the labor force to reach the average female participation of member countries of the Organization for Economic Cooperation and Development (OECD), the country's GDP could grow by 15% by 2030 ([IMCO, 2023](#)). However, women – especially those who are mothers – face several barriers to enter and/or remain in the formal labor force, including the persistence of traditional gender roles, the burden of dual work and family responsibilities, and the lack of affordable childcare options.

¹ The labor participation rate is the proportion of the population aged 15 years and older that is economically active.

Penalties for Maternity in Mexico

Mothers of children aged 0-5 years are less likely to participate in the formal labor market and tend to earn less than other women without children (a phenomenon known as the "motherhood penalty"), while men with children experience higher rates of participation in the formal labor market (a "paternity premium") ([ILO, 2019](#)).

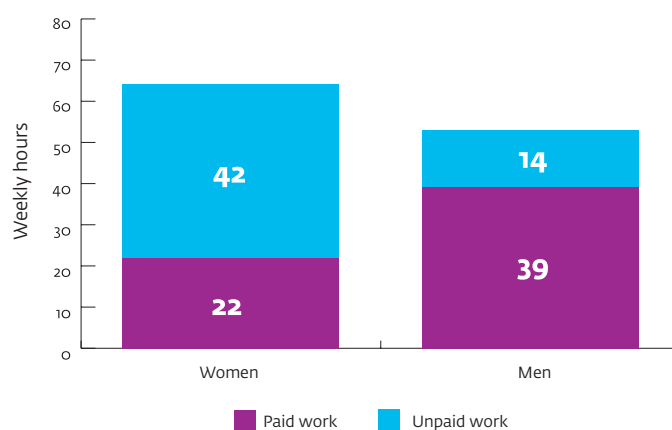
Around 1 in 10 Mexican women aged 15 years or older report having suffered labor discrimination for deciding to exercise their right to motherhood and family or for being of reproductive age ([INMUJERES, 2022](#)). In Mexico, the motherhood penalty tends to be more severe for poorer and younger women. Mothers in Mexico are more likely (from anywhere between an increase of 5 to 10 percentage points) to drop out of the labor force compared to women without children. In terms of the wage gap, the average daily wage of the poorest women with children is 40% lower than that of men with children, and 25% lower than that of women who are not mothers ([Campos Vázquez et al., 2021](#)).

The total burden of paid work plus unpaid care work is greater for women than for men in Mexico (see Graph 1). It is estimated that Mexican women experience an increase of 15 or more hours per week of unpaid work after giving birth, regardless of whether they continue or pause paid work. In contrast, the increase experienced by men is only 5 hours per week ([Aguilar Gómez, et al., 2019](#)).

The economic value of caregiving tasks is equal to 26% of Mexico's GDP, a figure that is higher than the value of several main sectors of the Mexican economy such as commerce (20%), manufacturing industries (18%), and real estate services (10%) ([IMCO, 2023](#)). This burden of unpaid care work prevents women from participating in the labor market on equal terms, which pushes women to seek jobs that offer greater flexibility, such as informal, part-time, or self-employed jobs that come with lower wages and can perpetuate wage gaps associated with motherhood.

Private companies can take action to enable women's participation in the labor force, by implementing family-oriented policies² that recognize, reduce, and redistribute women's unpaid workload. An IFC study shows that adopting such policies in the private sector helps increase productivity, staff satisfaction, and loyalty, attract better

Chart 1
Average hours per week dedicated to paid and unpaid work in Mexico



Source: [INEGI, 2021](#)

talent, investors, and customers, and increase profits ([IFC, 2019](#)). Providing maternity and paternity leave has also been found to contribute to a decrease in staff turnover and absenteeism ([National Partnership for Women & Families, 2021](#)). Furthermore, a positive correlation has been found between the number of maternity leave days required by

² Examples of family-friendly policies are flexible work, extended maternity, paternity, adoption or care leave, and breastfeeding rooms, among others.



law and the representation of women in a company, which contributes to more equitable labor force participation ([World Bank, 2023b](#)).

On the other hand, paternity leave has the potential to enable fathers to lay the groundwork for a more equitable sharing of caregiving responsibilities ([McKinsey & Company, 2021](#)). Paternity leave encourages co-responsibility in caregiving, enabling women to have more time available to devote to other activities such as working, studying, or resting ([IMCO, 2022](#)). However, gender norms and cultural traditions continue to pose serious obstacles for fathers to take paternity leave. In some countries, fathers do not take leave either due to concerns about facing negative prejudice in the workplace, or because they have less interest or incentives to take it ([OECD, 2016](#)). Another obstacle is the gap between maternity leave days and paternity leave days. A World Bank study across 118 countries that analyzed differences in parental leave rates found that maternal leave stood at an average of 192.3 days while paternal leave days were limited to an average of 22.5 days ([World Bank, 2023b](#)).

In Mexico, the Federal Labor Law³ (*Ley Federal de Trabajo*, or LFT) establishes paid maternity leave of 84 calendar days

(6 weeks before and 6 weeks after giving birth) and paid paternity leave of only 5 working days. This period is well below the global average of 192.3 days for maternity and 22.5 days for paternity leave in 118 countries ([World Bank, 2023b](#)). In cases of adoption, according to the LFT, women are entitled to a paid leave of 6 weeks and men to a paid leave of 5 working days.⁴ It should be noted that, for adoption, the LFT refers only to cases of heterosexual couples, although same-sex adoption is legal in 12 states, including Mexico City.

Some companies in Mexico offer paid and extended maternity, paternity, or adoption leave to demonstrate their commitment to the well-being of their staff and/or to position themselves as attractive employers. According to an IFC study, of 193 Mexican companies surveyed, 48% offer maternity leave and 49% offer paternity leave above what is legally required ([IFC, 2023](#)). On average, the surveyed companies offer almost 5 weeks of paid maternity leave in addition to what is required by law and 24 days of paid paternity leave above what is required by law ([IFC, 2023](#)). In the case of adoption leave, out of 80 Mexican companies surveyed for a market study in 2022, 70% offer the days of leave established by law, while the rest of the companies either provide less leave, or no adoption leave at all (Mercer, 2022).

³ Federal Labor Law, article 170. <https://www.diputados.gob.mx/LeyesBiblio/pdf/LFT.pdf>.

⁴ Federal Labor Law, article 132, XXVII Bis. . <https://www.diputados.gob.mx/LeyesBiblio/pdf/LFT.pdf>.

HSBC in México⁵

The HSBC Group provides banking and financial services to approximately 39 million customers in 62 countries and territories. With total assets of USD 2,967 billion as of December 2022, HSBC is one of the world's largest banking and financial services organizations. HSBC has operated in Mexico as a subsidiary of Grupo Financiero HSBC since

November 2002, and today ranks fifth in the Mexican market by asset size ([El Economista, 2023](#)). According to April 2023 data, HSBC Mexico employs 14,343 people (49% women and 51% men) in more than 870 branches across the country.

HSBC Mexico's General Leave Policy

According to February 2022 data, nearly 1 in 10 of HSBC Mexico's total workforce - representing 698 mothers and 572 fathers - are responsible for children under the age of 2.⁶ As part of its non-monetary benefits to attract and retain talent, HSBC Mexico introduced a General Leave Policy in June 2022.⁷ The Policy applies to all personnel from the moment of hiring. Within the Policy, there are 10 types of leave, including the extension of paid maternity leave to 115 calendar days and the extension of paid paternity leave to 30 calendar days. In the case of paternity leave, the applicant can flexibly choose when to use the leave days from the date of birth of their child with a maximum range of 6 months to use them.



We aspire that everyone has the same opportunities. We want to have the most resilient, productive, and creative workforce, and the only way to do that is by having diversity, making them feel an essential part of the project, and knowing that we are all going to grow together here."

Jorge Arce
CEO, HSBC Mexico

Paid leave	Benefits under the Mexico labor law ⁸	HSBC Mexico's benefits under the 2022 Leave Policy
Maternity leave	84 calendar days	115 calendar days
Paternity leave (parental leave)	5 working days	30 calendar days
Adoption leave – primary caregiver	42 calendar days, for women	45 calendar days, irrespective of gender
Adoption leave – secondary caregiver	5 working days, for men	30 calendar days, irrespective of gender

⁵ Methodology: For the development of this note, research was conducted on secondary sources, including studies previously prepared by IFC, World Bank, academic sources, reports from international organizations, market studies and public information from the Mexican government. In addition, a review of primary sources provided by the HSBC Mexico team was carried out, including documented company policies, manuals and relevant statistics. Eight interviews were conducted with members of the Benefits area, as well as with senior management representatives from HSBC Mexico, and three virtual focus groups were convened with 14 people (10 women and 4 men) from various areas and positions in HSBC Mexico who had taken maternity, paternity or adoption leave in the last year.

⁶ HSBC Mexico does not have a direct record of employees with children over 2 years of age in their care, as this information is captured by the insurance company that provides benefits to the bank's employees.

⁷ This scheme is complemented by other non-monetary benefits offered by HSBC Mexico, including the Flexible Work Policy implemented since 2020, vacation days above the legal requirements, as well as other leaves of absence granted by the institution to its employees, such as the special period of absence of one to three months and the sabbatical period of up to 12 months.

⁸ The most recent reform to the LFT was published on December 27th, 2022.

In addition, HSBC Mexico introduced a gender-neutral adoption leave, differentiating only between primary and secondary caregiving roles (unlike the LFT, which establishes longer days for adoptive mothers than for adoptive fathers). HSBC Mexico's adoption leave provides 45 calendar days of paid leave for primary caregivers and 30 calendar days of paid leave for secondary caregivers. This allows personnel to access this leave regardless of their sex, sexual orientation, or gender identity.

Inclusion of LGBTI⁹ people in HSBC Mexico's Leave Policy

Due to socioeconomic and cultural factors, LGBTI workers may face barriers, such as leave policies that only cover biological mothers or fathers, but do not equally cover same-sex couples, people who adopt, or people who become caregivers through other means. To reflect the diversity of its workforce, HSBC Mexico's Benefits team sought to ensure that the Leave Policy was inclusive, and that staff could access maternity, paternity, and adoption leave, regardless of their sex, sexual orientation, or gender identity. For example, there was a case of an HSBC Mexico employee who, before the publication of the new Policy, did not know how to apply for maternity/parental leave, as her wife was the one who went through the pregnancy. The new Policy gave her ease, as she was able to take 30 days of parental/paternity leave to accompany her wife during childbirth and in the first days of her child's life.

The process for adopting the Leave Policy

The journey to update the maternity, paternity, and adoption leave offered by HSBC Mexico began in 2020 when HSBC's UK headquarters shared its leave policies as a reference for the group globally. With this guideline and a market study of benefits offered by other companies in Mexico¹⁰, the Benefits team at HSBC Mexico began working on a proposal to improve its leave offering. According to the market study, in 2020, HSBC Mexico was already above the law in terms of maternity leave and aligned with the law in paternity and adoption leave. However, according to Carlos Prieto, the Deputy Director of Benefits at HSBC Mexico, "the goal was not only to be competitive but to be above the market," which led to the revision of their Leave Policy.

The Benefits team analyzed the leave offered by HSBC in Brazil, Uruguay, Chile, and Argentina, and presented a proposal to the management team to increase leave days.

The proposal was intended to reduce the gap between maternity and paternity leave and to include same-sex couples, as well as to standardize and formalize the process of requesting leave. According to the Human Resources and Benefits area of HSBC Mexico, in previous years, the request and granting of leave was done informally and could be subject to the discretion of the leaders of each team.

“

We increased both maternity and paternity leave to send a message. We want to be an inclusive organization and contribute to an equal division of roles, especially since 51% of our staff are men. If we don't offer longer paternity leave, there will be no change.”

***Laura Perea
Deputy General Director for Human Resources
for Mexico and Latin America, HSBC***

⁹ LGBTI is the acronym formed from the initials of the words lesbian, gay, bisexual, transgender and intersex. The abbreviation is commonly used in reference to people who are attracted to others of the same sex, people with gender identities different from the sex they were assigned at birth, people with non-binary identities, and people whose sexual characteristics do not fit traditional definitions of male or female.

¹⁰ The market study in which HSBC Mexico participated was conducted by Mercer in 2022, and includes 80 Mexican companies that were surveyed on leave of absence or absenteeism programs.

To accompany the proposal submitted to HSBC Mexico's Executive Committee, the Benefits team analyzed the number of employees who had had children over the past few years, to calculate the potential impact of extended parental leaves on company operations. The analysis showed that there would be no negative impact on daily operations and that, on the contrary, the extension of paid maternity, paternity, and adoption leaves can improve staff retention in bank branches, where turnover can be higher due to the pressure of working in customer service and meeting organizational objectives, especially with customers who may be upset, frustrated or confused about their financial situation. The analysis and resultant proposal demonstrated the importance of the extended leave benefits, which was influential in enabling the Executive Committee to support the revision of the existing policies.

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“We put the customer at the center, but to serve them well, we need our employees to feel part of the project. To achieve this goal, we must be inclusive and diverse, and provide staff with a variety of benefits to allow them to have a good work-life balance, be well with their families, and with their mental health. If we do this, people are more motivated, and this impacts the quality of their work.”

Jorge Arce
CEO, HSBC Mexico

The rollout of the new Leave Policy coincided with the introduction of a new Human Resources system for HSBC Mexico. Through this system, employees can request a leave of absence from their computer or cell phone, unlike previously when they had to verbally request it from their direct supervisor. The system validates the request and sends it to their supervisor for final approval. The Benefits team created a guide and a glossary of key terms¹¹ so that HSBC Mexico staff can understand the process for requesting a leave of absence. In addition, inquiries can be made via the Human Resources system or through a call center.

“

We do not want an important moment to become something complex. That is why leaves of absence can be requested from a mobile app. No documents are required; the only thing we ask of employees is assertive communication with their supervisors. To be more flexible, we have to share responsibilities, trust people, and facilitate processes.”

Gerardo Del Valle
Human Resources Benefits Manager,
HSBC México

To raise awareness about the changes in the Policy, the HSBC Mexico Benefits team established a new Employee Value Proposition (EVP) called “Being HSBC”. As part of this EVP, two videos were created to communicate the changes to the Policy. The first one shows conversations with people who were about to become parents, in which they were informed about the extension of the leave to record their reactions in real-time. The second is a video explaining the pillars of HSBC Mexico's benefits offering, including details about the different types of leave. In addition, other media such as email, webinars, and face-to-face events were used to inform the benefits of the Policy and the application process.

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“We sought to send the message that this is a right, that we formalized it, and that it is not subject to discretion. We also wanted to communicate the bank's genuine interest in the well-being of its employees. We are a team that gives its best at work, but to ensure the best version of our teams, we must offer them these benefits.”

Laura Perea
Deputy General Director for Human Resources for
Mexico and Latin America, HSBC

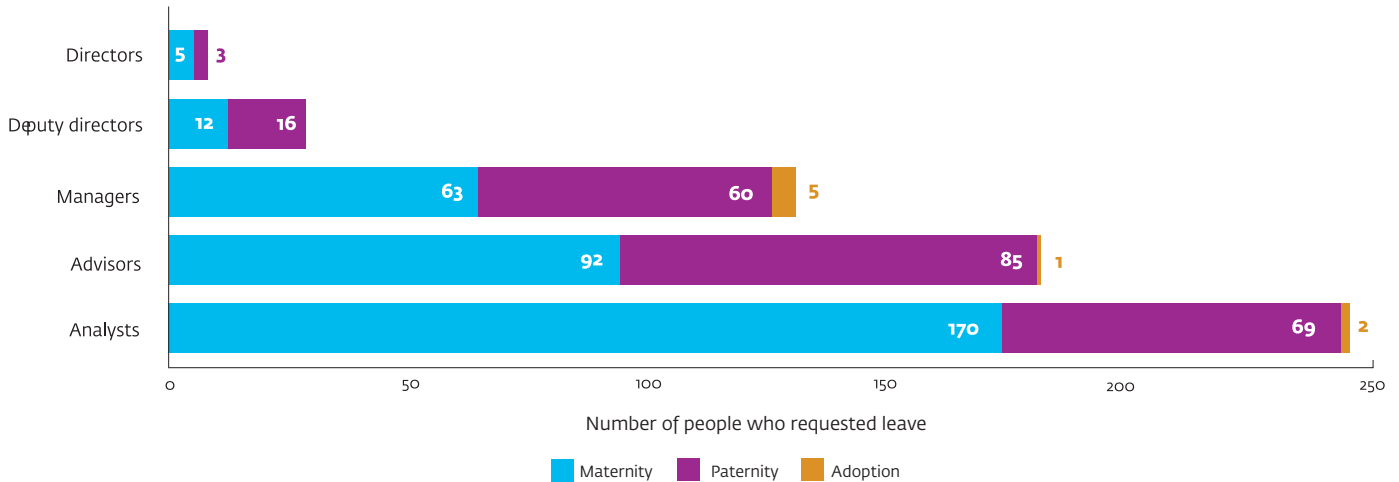
¹¹ The glossary includes terms such as maternity, paternity, adoption, same-sex couple, primary caregiver and secondary caregiver. The Diversity and Inclusion area supported the Benefits team in preparing the glossary and ensuring that the wording of the Leave Policy was inclusive.

The results of the Leave Policy

Since the update of HSBC Mexico's Leave Policy in June 2022 and until July 2023, 583 requests were received for maternity (342), paternity (233) and adoption (8) leave. Requests for leave come mainly from employees in junior positions in the bank with the number of leave requests decreasing as the job profile increases. Only in the case of the sub-directorates does the number of paternity leaves exceed the number of maternity leaves requested.

Chart 2

Distribution of maternity, paternity and adoption leave usage by position in HSBC Mexico (June 2022 - July 2023)



By formalizing the application process, HSBC Mexico eliminated the possibility of discretionary approval for maternity, paternity, and adoption leave. Thanks to the company's new absence registration system, the application process for these leaves is traceable and extremely accessible to applicants. The system performs a first approval after verifying that the requirements are met, and then sends the request to the applicant's direct supervisor for final approval. The system only requests supporting documentation in the case of maternity leave, as this is required to process the leave through social security.

As a result of the new absence registration system, HSBC Mexico has more information on leave usage and can use this data to measure the impact of the benefits they offer. Prior to the introduction of the Policy, only data on maternity leave usage was recorded, as mothers had to go through the formal process to request their leave through social security. Between 2019 and 2021, HSBC Mexico granted 946 maternity leaves, an average of 315 leaves per

year. Paternity and adoption leaves were not requested through a formal process but were informally agreed between the applicant and their supervisor. Due to the lack of data on paternity and adoption leave use prior to 2022, it is impossible to compare or identify changes in the use of paternity and adoption leave before and after the Policy.

The availability of maternity, paternity and adoption leave usage data allows HSBC Mexico to measure the impact of the Policy on employee turnover and retention. Prior to the Policy, HSBC Mexico did not cross-reference leave usage with unexplained absences, turnover, and retention of staff who took leave. With the implementation of the Policy, HSBC Mexico now has data that will allow them to take action to reduce absenteeism and turnover levels, particularly in the branches, where the highest levels are observed, as well as to verify the impact of the Policy on staff retention. For example, of the 583 people who requested any of these leaves between June 2022 and July 2023, more than 85% remained employed in the company after taking the leave.¹²

¹² HSBC Mexico did not track retention after maternity, paternity and adoption leave prior to the introduction of the Policy.



One year after the introduction of the Policy, improvements have been observed in the satisfaction levels of the HSBC Mexico staff, particularly those who self-identify as caregivers. The annual organizational climate survey revealed that in 2022 –the year the Policy was introduced–, 71% of HSBC Mexico's staff felt that the organization cared about their well-being, 2% more than in 2021. In the case of people who identify themselves as parents, the percentage in 2022 was 73%, compared to 71% in 2021. Furthermore, in focus groups conducted with HSBC Mexico staff, some mothers reported feeling better about their personal well-being and mental health because the extended leave allowed them more time to recover physically, adjust to the arrival of their child, and find childcare options before returning to work. "I liked being able to spend an extra month with my child and not having to leave him so quickly at daycare," said Lourdes,¹³ an HSBC Mexico employee for more than 6 years, based in Reynosa, and a mother of 3 children, including a 9-month-old child. Mothers who participated in the focus groups noted that they feel a high level of satisfaction and loyalty to the company, in addition to reporting greater commitment, motivation, and productivity upon returning to work. In addition, they pointed out that other benefits offered by HSBC Mexico, such as flexible work¹⁴ and breastfeeding breaks, are highly valuable complements to maternity leave.

The new policy reduced the gap between maternity leave and paternity leave, seeking to encourage fathers to be more involved in the care of their children. According to the information obtained through the focus groups, the

extension of paternity leave is recognized as an important step to promote gender equality in HSBC Mexico and an incentive for men to exercise more active childcare responsibilities. "The fact that the dad can be involved from the beginning is important for him to realize all the effort involved in taking care of a baby," said Gloria, a sales consultant with a 7-year career history at HSBC Mexico and a mother of 2. The new Policy is a positive step to help ensure and normalize the notion that fathers can take that time without fear of losing their jobs or suffering negative repercussions. "I have been able to be a full-time father, split activities with my wife, and be home for whatever is needed with the support of my boss," said Ivan, a software distribution manager with 18 years of experience at HSBC Mexico and a first-time father.

“

The extension of leave, especially paternity leave, is an enormous success because part of what has prevented women from achieving greater equality is this difference in roles and the possibilities of each one to participate in the care of children.

***Silvia Tapia
Deputy General Director of Audit for Mexico
and Latin America, HSBC***

¹³ The names of the participants were changed to maintain their anonymity.

¹⁴ Since March 2022, HSBC Mexico has a Flexible Work Policy that allows all company staff to initiate a process to request flexible schedules, remote work, staggered hours or work from home. Supervisors can establish a trial period to determine if the flexible working request is compatible with the responsibilities of the role, the needs of the team or clients.

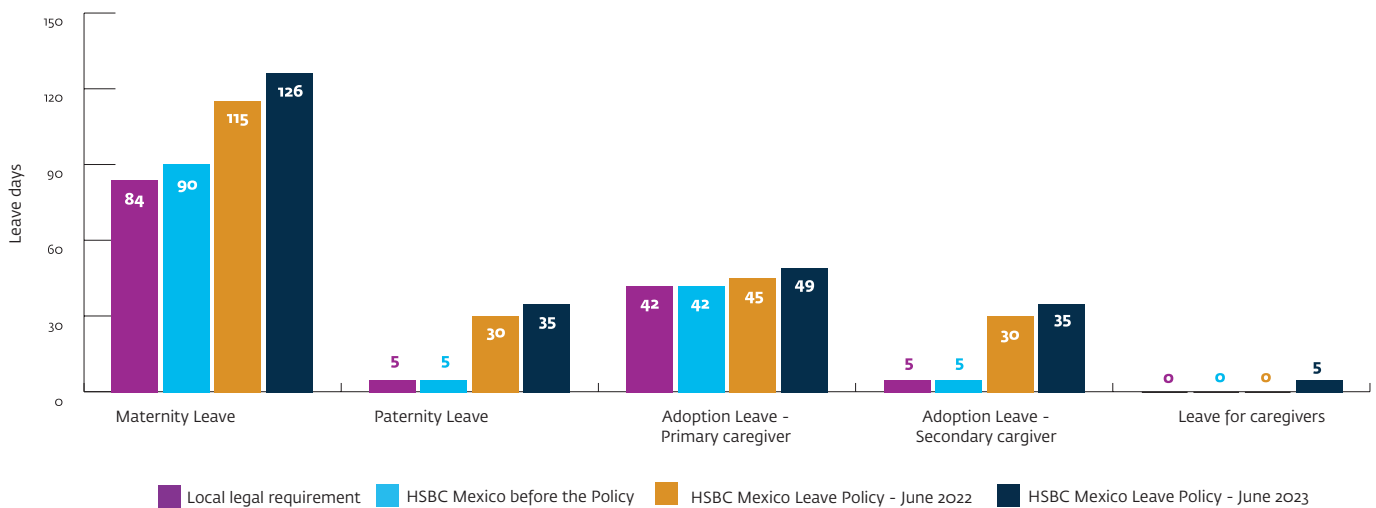
The new Policy has improved the competitiveness of HSBC Mexico's non-cash benefits compared to other companies in the sector. According to focus groups with HSBC Mexico staff, the Policy has made the benefits package more attractive compared to other companies where they have worked before, which has increased their satisfaction and commitment to stay with HSBC Mexico. "The leave issue has been a very good thing on HSBC's part," said David, a collaborator in the multinational area, based in Mexico City and with 5 years at the company. "I used to work at another bank where there were no such benefits."

Finally, one year after the introduction of the Policy, no negative impacts on productivity have been observed in HSBC Mexico. After the launch of the Policy, there have been no problems such as having to cover "gaps" when someone takes leave or the misuse or unjustified rejection of leave.¹⁵ Since maternity, paternity and adoption are usually planned, the applicant can coordinate in time with his or her team to

make necessary adjustments, for example, in the goals to be met by an individual considering their leave. The use of extended leave has not been reported to negatively impact team productivity, said Laura Perea, Deputy General Manager of Human Resources for Mexico and Latin America, HSBC.

Following the positive results and to continue to improve HSBC Mexico's benefits package, in June 2023, CEO Jorge Arce requested Human Resources to make an additional extension to maternity, paternity, and adoption paid leave. Furthermore, a new leave of absence for caregivers was introduced, which grants 5 days a year to all HSBC Mexico employees so that they can be absent from work in case they need to take care of a direct family member (children, spouse, parents). Between June and August 2023, 329 people used this new leave: 200 women and 129 men. This provision is not in the national labor law, making HSBC Mexico a pioneer company in Mexico to recognize and support the varied care needs of its staff.

Chart 3
Comparison of HSBC Mexico's licensing offerings before and after the Policy vs. legal requirements in Mexico



The intention behind this move is to take another step to improve the work-life balance of HSBC Mexico's staff, strengthening the offer of benefits and continuing the process of aligning with the global corporate directive to close the gender gap in this kind of benefits.

¹⁵ Both applicants and their supervisors have the option of filing a report if they detect any irregularity or to file a complaint. As of April 2023, there have been no cases of misuse of licenses or unjustified rejection of a license application.

Recommendations for the private sector in the implementation of family-friendly policies

1. Understand the company's objectives and how family-friendly policies align with them. HSBC Mexico sought to differentiate itself from other companies in a competitive market as an employer that cares about the welfare of its staff. Introducing extended maternity, paternity, and adoption leave improved the employee experience, in turn improving staff satisfaction, performance, and loyalty.

2. Consider the local context and varied needs of employees, and their evolution. For HSBC Mexico, positioning itself as the employer of choice in the country's banking sector required an analysis of the requirements of Mexican law, as well as a market study at the national and regional levels. Benchmarking allows organizations to compare their policies with those of other companies in the same industry or region. This allows them to identify best practices and ensure that their policies are competitive and attractive to current and potential employees. In addition, benchmarking can help organizations understand the potential costs and benefits of a new practice or policy, as well as be aware of any legal or regulatory requirements that need to be met. By performing thorough benchmarking, organizations can make informed decisions, ensure they meet the needs of their staff, and stay competitive in the marketplace.

3. Leverage HR data and staff surveys to assess the impacts of leave extension. Without data, it is impossible to determine whether the introduction of a new policy is achieving its intended objectives or not. By collecting and analyzing data, organizations can measure the impact of an action on staff satisfaction, retention, and productivity. For example, with the introduction of the new Human Resources system, HSBC Mexico collects data that can help determine if its leave policy is being used equally by male and female employees, and effectively assess its impact on turnover rates and staff engagement, among other metrics. In addition, this data can help identify areas for improvement, inform future decisions, and develop better responses for when change is required.

4. Complement parental leave with other family-friendly policies. The benefits of extended leave can be enhanced if they are accompanied by flexible work policies, adequate facilities and breaks for breastfeeding, and subsidies or childcare services, among other family-friendly policies. HSBC Mexico has a Flexible Work Policy for its personnel, which is highly valued by people with children because it allows them to better manage their schedules and spend more time with their families. In addition, it is important to ensure that these benefits are inclusive and explicitly mention staff who are part of the LGBTI community. HSBC Mexico is also considering other options, such as new part-time or multi-role working arrangements to suit the needs of people who are not eligible for flexible working due to the nature of their activities.

5. Communicate the new policies widely, conduct awareness campaigns for all staff, and measure results. An important factor in the successful implementation of HSBC Mexico's parental leave extension was its internal communication strategy. Using different media channels (email, videos, webinars), HSBC Mexico created a communication strategy to educate staff about the benefits of the Policy, publicize the process to request leave, and advocate that the new benefits are a standard and a right for all people working in the bank. It is advisable to accompany the communication efforts with training and awareness-raising for all personnel, especially for those who lead teams, to respect the leave periods, understand how they benefit the company, and encourage the use of paternity leave. It is recommended to measure the levels of interaction or response to this type of communication and awareness campaigns to measure their success and impact in promoting a change in the workplace culture.

Sources

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