

# Family-friendly Policies in the Private Sector in Mexico

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## About Fundación FEMSA

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## Acknowledgements

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## About this Report

In Mexico, childcare is one of the main obstacles preventing women from participating and remaining in the labor market to the same extent as men. Nine out of ten people who leave the labor market for caregiving reasons are women, and seven out of ten women who want to work do not do so because they have no one to care for their children, elderly, or sick family members ([IMCO, 2023](#)).

The private sector can play an important role to help recognize, reduce, and redistribute unpaid care work by creating family-friendly policies. This publication, developed by IFC in collaboration with Fundación FEMSA, highlights good practices from five companies in Mexico that have implemented various initiatives in support of families and early childhood. The featured companies are: Viva, a Mexican low-cost airline; Gentera, dedicated to financial services; Coca-Cola FEMSA, which produces and distributes Coca-Cola brand beverages; and FEMSA Servicios, the holding company of FEMSA, which operates three of its business units.

The report does not aim to provide an exhaustive assessment of these companies' policies but rather seeks to describe some of the practices driven by the private sector in Mexico that can serve as inspiration for other companies. The report includes the following practices:

- Breastfeeding support initiatives (Viva)
- Provision of childcare through daycare centers (Gentera)
- Flexible work policies (FEMSA Servicios)
- Events for childhood development and academic and sports recognition (Coca-Cola FEMSA)

By implementing these initiatives, the companies have not only contributed to meeting care needs and reducing barriers for working parents—especially mothers—but have also generated business benefits. While this study focuses primarily on policies targeting children and mothers, it is essential that companies promote measures encouraging shared caregiving responsibilities between fathers and mothers and make these efforts visible to foster a cultural shift toward more equitable workplaces.



# Introduction

In Mexico, women continue to face barriers to participating in and remaining in the labor market. The labor force participation rate for women was 46.8% in 2023,<sup>1</sup> while for men it was 77.4%, a gap of 30% ([World Bank, 2024](#)). Despite women representing 43% of the workforce in Mexico, only 3% hold a general management position in the private sector ([IMCO, 2024](#)).<sup>2</sup> Women's participation in the labor force is crucial for economic growth. If 18.6 million more women joined the workforce between 2025 and 2035 to reach the average female participation rate of OECD countries, an additional 6.9 trillion pesos could be added to Mexico's GDP ([IMCO, 2025](#)). This would represent a GDP that is 3.7% higher compared to a scenario where women's labor force participation follows the current trend ([IMCO, 2025](#)).

Childcare and other unpaid care responsibilities represent one of the main obstacles in Mexico for women to participate in the labor market to the same extent as men. Women tend to be the primary caregivers for children aged 0 to 5, and three out of four caregivers in Mexico are women ([INEGI, 2022](#)). On average, women spend 1.5 times more time on caregiving tasks than men. While women dedicate 38 hours per week to these activities, men spend 26 hours ([IMCO, 2023](#)). This unequal burden of caregiving responsibilities leads to women being 9 out of 10 people who leave the labor market for caregiving reasons ([IMCO, 2023](#)).

The private sector can play an important role to help recognize, reduce, and redistribute unpaid care work by creating family-friendly policies. Through these policies, companies help address caregiving needs and reduce barriers for parents – especially mothers – to remain in the workforce. Additionally, implementing these policies encourages parents to share and redistribute caregiving responsibilities ([UNICEF, n.d. a](#)). According to IFC studies, such policies not only benefit families but also increase productivity, profits, and employee loyalty within companies, attract more and better talent, and improve corporate image among investors and customers ([IFC, 2019](#)). Furthermore, family-friendly policies contribute to early childhood development by facilitating stimulating and affectionate interactions between parents, caregivers, and their children ([UNICEF, n.d. a](#)). Children who benefit from quality childcare services are more likely to break the cycle of poverty, have better health outcomes, and be more productive in adulthood ([IFC, 2019](#)). Investing in childcare solutions for working parents is a win for children, parents, employers and economies as a whole.

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<sup>1</sup> The labor force participation rate is the proportion of the population aged 15 or older that is economically active.

<sup>2</sup> Data on the number of women on corporate boards in Mexico comes from an analysis of more than 200 companies listed on the Mexican Stock Exchange (*Bolsa Mexicana de Valores*) and the Institutional Stock Exchange (*Bolsa Institucional de Valores*), as well as 15 Real Estate Investment Trusts (FIBRAs).



# What are family-friendly policies?

According to UNICEF, family-friendly policies are actions or decisions that support parents and/or caregivers in balancing their work and family life. While these policies are diverse and include a wide variety of actions, they generally aim to provide three key types of support for parents and caregivers of children: time, financial resources, and services ([UNICEF, n.d. a](#)). The case studies detailed in this report cover these three key resources.<sup>3</sup>

Family-friendly policies focused on providing time allow caregivers to better balance their work and caregiving responsibilities and may include measures such as parental leave or flexible work arrangements. Policies focused on providing financial support, such as paid maternal and parental leave or gifting birth kits and school supplies, help alleviate the economic burdens on families and ensure that caregivers can afford the necessary services for their children. Finally, policies focused on providing services, such as daycare centers, breastfeeding infrastructure, and health services, ensure that children receive adequate care in safe environments.

## Family-friendly policies

### Time



- Maternity, paternity and adoption leave
- Family leave
- Sick leave
- Breastfeeding breaks our hours
- Gradual return to work
- Part-time work
- Flexible work arrangements

### Financial resources



- Full or partial subsidies for childcare
- Discounts and partnerships with services or providers
- School materials
- Savings funds
- Health insurance

### Services



- Accessible and affordable on-site childcare
- Lactation rooms
- Medical services
- Mental health services
- Community and resources for parents

<sup>3</sup> While support measures are often grouped into categories like time, financial resources, or services, these distinctions frequently overlap. For example, on-site childcare is a service but also reduces time and financial burdens on families. This publication highlights a range of initiatives without rigidly classifying them.

# Methodology

In May 2024, IFC launched a call for a group of companies in Mexico to share their best practices in family-friendly and early childhood policies. The invitation was extended to companies participating in initiatives or working groups committed to improving these practices in the private sector, particularly the CCE Network for Early Childhood (*Red CCE por la Primera Infancia*).<sup>4</sup> IFC received proposals from 12 companies, which were then evaluated in coordination with Fundación FEMSA. Four companies were selected to showcase a variety of sectors, geographical locations and types of practices: Viva, Gentera, FEMSA Servicios and Coca-Cola FEMSA.<sup>5</sup>

Between June and November 2024, IFC carried out the following activities with the four selected companies to delve deeper into the implementation of their policies:

<sup>4</sup> The CCE Network for Early Childhood is an initiative of the Early Childhood Subcommittee of the Business Coordinating Council (CCE). It is made up of more than 48 companies and business organizations in Mexico that seek to promote and implement initiatives that strengthen the private sector's engagement in favor of early childhood.

<sup>5</sup> The selected companies implement various family-friendly policies. Those described in this report are examples of the multiple actions they have adopted to support their employees in balancing work and family life.

<sup>6</sup> For more information on key informant interviews, refer to Annex.

<sup>7</sup> For more information on focus group discussions, refer to Annex.

## 1

### Document review

Documents and data related to the implementation and results of the documented policies were reviewed, including institutional policies, employee satisfaction survey results, policy tracking and outcome data, communication materials, among others.

## 2

### Key informant interviews with leadership and employees

The IFC team conducted key informant interviews with senior management and staff in decision-making positions to understand the vision and strategy of the family-friendly policies. Additionally, staff responsible for implementing the documented policies were interviewed. For each company, IFC conducted three key informant interviews.<sup>6</sup>

## 3

### Focus groups with beneficiaries

IFC conducted focus groups with employees who have used the documented policies to gain deeper insights into their perceptions of the impact of these policies.<sup>7</sup>

## 4

### Field visits

The IFC team visited the offices of the four companies in Monterrey (FEMSA Servicios and Viva) and in Mexico City (Coca-Cola FEMSA and Gentera) to conduct interviews and focus groups. Additionally, the team visited a Coca-Cola FEMSA distribution plant in Tlalnepantla, State of Mexico, and conducted a tour of the Advenio childcare center as part of the visit to Gentera in Mexico City.

# Case Studies

This report describes four types of family-friendly policies promoted by Viva, Gentera, FEMSA Servicios, and Coca-Cola FEMSA. For each case study, a box summarizing the company and the policy is included, along with a context section to frame the highlighted policy, a description of the company, the policy and its implementation, a summary of its results, and a section identifying the key factors that contributed to the success of the policy.





## VIVA<sup>9</sup>

### Supporting breastfeeding in the airline industry

**Company:** Viva

**Profile:** Low-cost Mexican airline. It employs 4,800 people (60% men, 40% women) across 8 cities in Mexico.

**Policy:** Breastfeeding support programs, including lactation rooms, additional leave days for operational staff, breastfeeding kits, and support groups for mothers.

**Category:**   

Time, financial resources, services.



## Context

Breastfeeding provides all the necessary nutrients and hydration for children, as well as emotional and psychological benefits. Because it contains antibodies that protect babies against disease, it also helps families save on medical expenses (UNICEF, n.d.). The World Health Organization (WHO) and UNICEF recommend exclusive breastfeeding for the first six months of life, on demand, without the use of formula or other foods (WHO, n/d).

There are also advantages to breastfeeding support for companies in terms of reduced absenteeism and an increased rate of return to work after childbirth, as workers are more likely to return to a workplace where there is a positive environment around breastfeeding (UNICEF, n.d. b). Breastfeeding support contributes to improved satisfaction among female staff, which has positive impacts on productivity. Mothers who can breastfeed or comfortably pump breast milk at work are less stressed and better able to concentrate on their work responsibilities (UNICEF, n.d. c). Moreover, breastfed babies have a lower tendency to be sick, which can result in fewer days of absence for mothers, translating into greater continuity and stability at work (UNICEF, n.d. c).

In Mexico, only 34% of children were exclusively breastfed during their first 6 months of life (BBF, 2023), below the average of 43% for the Latin America and the Caribbean region (UNICEF, 2023). In contrast, many infants in Mexico receive additional foods or liquids as early as their first month of life, such as formulas, dairy

milk and sweetened beverages (UNICEF, 2022). There are several barriers that result in the early abandonment of breastfeeding for women who are able and choose to do so. However, studies indicate that return to work is one of the most frequent causes (UNICEF, 2024), given the absence of breastfeeding support policies and the lack of adequate conditions (such as breastfeeding rooms) in workplaces (INSP, 2021). According to a survey of 190 Mexican companies in 2021, only about half had lactation rooms in their facilities, a proportion slightly higher than the average recorded in companies across Latin America (IFC, 2023).



## Legal obligations concerning breastfeeding for the private sector in Mexico

The Mexican Federal Labor Law<sup>8</sup> states that during the breastfeeding period, which may be extended up to six months, female workers are entitled to two extra half-hour breaks a day to feed their children in a suitable and hygienic place designated by the company. If this is not possible, and subject to prior agreement with the employer, the workday will be reduced by one hour during said period ([Government of Mexico, 2024](#)).

In addition, the Mexican Standard<sup>9</sup> establishes the need to have a private, adequate and hygienic space for breastfeeding or pumping milk, as well as to promote breastfeeding in the workplace ([ISSSTE, 2023](#)).



Increasing the practice of breastfeeding among working mothers implies recognizing that reconciling breastfeeding and work requires a support network both inside and outside the workplace, which includes employers ([UNICEF, 2024](#)). This network is of particular importance to ensure the right to breastfeed for mothers working in the field or in operational positions, who face significant challenges due to lack of time and flexibility in their schedules, lack of support, knowledge and adequate spaces, as well as logistical constraints. These challenges are shared by employees of companies like Viva, as airports, airplanes and airline facilities often have limited space for workers and customers to extract and store milk during their breastfeeding period.

<sup>8</sup> Article 170, fraction IV of the Mexican Federal Labor Law: <https://www.diputados.gob.mx/LeyesBiblio/pdf/LFT.pdf>

<sup>9</sup> Certification requirement, number 12, entitled "Carry out actions for co-responsibility in work, family and personal life with equal opportunities".



A circular photograph of a Viva Airlines flight attendant, a woman with dark hair tied back, smiling warmly. She is wearing a dark blue polo shirt with a Viva logo and a green safety harness. She is holding a clear baby bottle with a white cap. To her left is an airplane window showing a view of blue sky and white clouds. A green and red graphic overlay is in the top left corner.

# #Soymamá VIVA

## About Viva

Viva is a low-cost airline in Mexico with the youngest fleet in Latin America. The company began operations in 2006 and currently operates around 400 daily flights along 130 routes on 83 aircraft. In 2023, Viva was the airline with the second highest volume of passengers traveling from the Mexico City International Airport, carrying 8.8 million people ([El Economista, 2024](#)). Faced with growing demand for domestic air services, the company signed an agreement in 2023 to purchase 90 new aircraft and expand its operating capacity ([Reforma, 2023](#)).

According to 2024 data, Viva employs more than 4,800 people (60% men, 40% women) who operate in 8 cities in Mexico, as well as several sales outlets. Around 75% of Viva's staff work in operational positions or with activities in the field, sales or control centers, and the remaining 15% are administrative workers. Of the company's female personnel, the majority (74%) work as cabin crew, a position in which women are over-represented (70%) compared to men (30%).



## Viva's breastfeeding support initiatives

To effectively comply with their legal obligations, guarantee breastfeeding rights and ensure coverage for all staff, regardless of their role, companies need to invest in adequate infrastructure and implement breastfeeding support policies, including training and awareness-raising for employees and management to promote a change in the organizational culture. In this sense, Viva's experience shows how companies can propose creative solutions that even exceed legal requirements to support breastfeeding within their operations, and in doing so, benefit their business.



*"Our goal is to double the size of the company, so we have the challenge of attracting and retaining the talent we will need in this expansion. We know that many of these people will be fathers or mothers and we want them to come to the right environment. We want to offer them a culture where we take care of all our employees, with clear rules and the support they need, depending on the stage they're on in life."*

*Eric Pascual, Chief People Officer*

Since 2018, Viva began implementing various initiatives to support breastfeeding among its female employees. First, the company built breastfeeding rooms at their facilities in Monterrey and Mexico City (including the training center) for its operational and administrative workers. These spaces are equipped with an ergonomic

chair, a table, a refrigerator with freezer, a sink with soap and paper towels, power outlets, a whiteboard, trash can, and a logbook. The two lactation rooms at Viva's offices in Monterrey also have a hospital-grade electric breast pump that allows employees to perform single or double pumps in about 15 minutes. In 2024, Viva opened a breastfeeding booth at the Monterrey International Airport for female passengers and workers in the airport community, in collaboration with the government of the state of Nuevo León ([Viva, 2024](#)).

In 2024, 81 Viva employees made use of their maternity leave, of which 92% work in operational positions. Besides maternity leave, the company grants its operational staff (cabin crew, maintenance, warehouse, interiors, and sales) an additional 30 days of paid leave to breastfeed. In the case of administrative personnel, the company grants them the benefit of working from home for 30 days after their maternity leave.

Once they return to their on-site activities, Viva employees are entitled to a breastfeeding period, which can be extended until the child is two years old. During this period, administrative and operational personnel (apart from cabin crew members) may arrive or leave the workplace one hour later/earlier, according to their needs, and take two daily periods of up to 30 minutes each to breastfeed or pump milk in the company's breastfeeding rooms. In the case of cabin crew members, after the end of the 30-

day breastfeeding leave, they have the option of pumping during the flight<sup>10</sup> or during their transits between flights. To ensure that the extended breastfeeding period is respected, Viva raises awareness among leaders and aircraft captains of the company's policies on breastfeeding and its importance.

*"From the company's Wellbeing department, we make sure to inform the immediate supervisor when a female employee is breastfeeding. We have also carried out on-site activations with cabin crew members to communicate our policy concerning breastfeeding, emphasizing the importance of supporting mothers at this stage. We explain that breastfeeding is an essential physiological need, and it is essential to understand that it is a natural process that must be respected and cared for".*

*Alba Martínez, Wellbeing and People Experience Manager*



Once employees return to work after maternity leave, Viva provides them with a breast milk extraction and preservation kit, in collaboration with Medela, an international medical device company specializing in breastfeeding and baby products. The kit includes the necessary supplies to pump breast milk in lactation rooms and in transit during the working day, including a manual pump and a cooler with 4 150-mililiter bottles for breast milk compatible with all Medela breast pumps,

a cooling element to preserve milk for up to 12 hours, and a care kit with hydrogel patches to reduce nipple discomfort, lanolin for moisturizing and milk collection bags.




<sup>10</sup> According to Viva's Wellbeing staff, cabin crew members can perform extractions during the flight using the seats in the flight attendants' area (covering themselves with a blanket, if they wish), or using the bathroom. In the latter case, the extraction is performed to avoid congestion; the extracted breast milk is discarded to comply with sanitary recommendations.

## Community and resources for parents at Viva

Viva's Wellbeing department manages and moderates a Pregnancy and Breastfeeding Club through a group chat. This is a space for Viva to share useful information (for example, hospital offers for childbirth and company activities for maternity and paternity) and for mothers who work at Viva to raise questions and ask for advice, taking advantage of the experience of other working mothers. Although the space does not formally function as an employee resource group, it is a forum for conversations among employees who are mothers, some of whom are breastfeeding, through which they can build a community.


The Wellbeing team organizes other fora to reconcile motherhood and breastfeeding with working life, such as the talk "Embracing motherhood and my profession". This forum, moderated by Viva's Wellbeing team, brings together employees who have just become mothers, to hear from an expert in childcare and breastfeeding, who talks to them about the physical and emotional process that mothers will experience upon their return to work.



*"They bring pediatricians, psychologists, breastfeeding experts. Most of them are women who share how they balance motherhood and work, both those who are cabin crew and those who have administrative roles. It is enriching, because the circumstances are different, but you don't feel alone. You have a common denominator of wanting to take care of your children and the desire to do your best at work. You feel accompanied by being with people who are going through the same thing you are."*

*Operational Planning employee, mother of a 3-year-old*

To include fathers as well as mothers, Viva offers a "Workshop for future parents", which addresses topics related to maternity and paternity, and provides tools so that employees can prepare for the arrival of a baby to their family.



*"The most valuable thing is that you have parents who are in the same sector and who can help you ground yourself to the reality of things. Being able to generate a group where you can talk about everything that is coming up is very cool. It helped me to learn about other experiences, other fears. To have someone else who has already been through that experience guide you is a great thing".*

*Employee of the Operations Control Center Department, father of a 2- and 5-year-old*

Additionally, Viva designed an external communication campaign in partnership with Medela entitled #VivaLaLactancia (a play on the brand's name meaning "Long Live ("Viva" in Spanish) Breastfeeding"), which was launched on social networks in August and September 2024. The objective of the campaign was to raise awareness among Viva's clients and staff about the importance of breastfeeding to promote the health of mothers and babies, as well as to disseminate how the company supports its staff to continue breastfeeding upon returning to work. During this campaign, the company published testimonials from Viva employees and informative capsules such as "tips for pumping milk on a flight" and "how long can pumped breast milk last during a trip".



## Results

### **Viva's benefits supporting breastfeeding exceed legal obligations, with positive impacts for its staff and corporate image.**

Thanks to the implementation of measures to favor the well-being and work-life balance of working mothers, including support for breastfeeding, Viva was one of 28 workplaces (among 119 applicants) recognized by the Mamá Godín (Office Worker Mom) organization in its 2024 Ranking ([Mamá Godín, 2024](#)). Since 2020, the Mamá Godín Ranking evaluates private, social and public organizations with the aim of analyzing the correlation between motherhood and women's exit from the formal economy.



*"The first thing I would say to other HR departments is: dare to design and implement programs to support moms and dads. Creating positive environments where the family is embraced will generate much greater engagement and loyalty from employees. This will make a company much more admired by the community."*

*Eric Pascual, Chief People Officer*

### **Viva's family-friendly policies help position it as an attractive company for talent.**

The air transport sector demands talent with specific knowledge, experience and technical skills. For a company like Viva, which has ambitious medium-term growth objectives, it is key to offer a compelling value proposition to attract and retain top-quality talent. Viva has positioned itself as an appealing company for talent thanks to the implementation of policies focused on meeting the needs of personnel in areas such as health, wellbeing and development, including breastfeeding support. In 2024, Viva's turnover rate (4.5%) was lower than the aviation sector's global average, which can reach up to 18% for cabin crew and airline customer service agents, and nearly 50% for ground handling personnel ([Tabakovic, 2024](#)).



*"We have conducted focus groups with operational staff, who have shared that they came to the company mainly on the recommendation of others. Given that this is a very small sector, personal recommendations play a key role. Consistency between what we communicate and what is actually experienced within the company has been fundamental in attracting talent and strengthening our reputation as a good place to work".*

*Alba Martínez, Wellbeing and People Experience Manager*



**Policies benefiting mothers and fathers, including breastfeeding support, can increase staff retention, especially among working mothers, who are more likely to leave the labor market to perform caregiving tasks.**

Ninety-six percent of Viva's female employees who took maternity leave between 2023 and 2024 are still working at the company by the end of 2024.

*"I was initially terrified of getting pregnant, because I was not aware of how the process would work. I had heard horror stories from other airlines saying that if you were a flight attendant and got pregnant, you got fired. It took me so long to become a flight attendant to lose it so easily. However, when I informed the company of my pregnancy, the response I received was very different. I am surprised and grateful for the support they have given me."*

*Cabin crew member, expecting her first baby*

# Key enablers: What elements enabled the successful implementation of the policy?

## **1. Establishing an organizational commitment to support breastfeeding and outline a strategy with goals.**

The company has outlined a strategy with clear goals in a wellbeing model with six dimensions (My Work Environment, My Education, My Finances, My Health, My Community and My People), which applies to all staff. Viva's commitment has also been backed by concrete investments in programs that enable and sustain its wellbeing strategy. Through this, Viva recognizes that this commitment not only has a positive social impact but also strengthens the relationship between the company and its employees. By providing support at this crucial stage in the lives of its employees and their families, Viva contributes significantly to the overall wellbeing of its team, promoting a healthier and more balanced work environment.

## **2. Establishing alliances with companies or organizations with expertise in breastfeeding.**

Viva collaborates with Medela, a company specialized in breastfeeding products. This has enabled the company to access high-quality products for its employees and to receive specialized guidance. This has resulted in better solutions (including portable devices for operational staff) and greater comfort for employees, in terms of facilities and quality equipment.

## **3. Going beyond legal requirements.**

In terms of breastfeeding, Viva not only complies with legal obligations, but has also implemented awareness and communication programs to highlight its importance and achieve a more holistic approach that goes beyond breastfeeding leave and breaks. In this regard, they have trained supervisors to provide effective and comprehensive support to breastfeeding mothers.





**GENTERA®**

## Partnering with allies to offer childcare services

**Company:** Gentera

**Profile:** Financial services to traditionally underserved sectors of the population. It employs 27,000 people in Mexico and Peru.

**Policy:** On-site childcare services through a partnership with Advenio

**Category:**   

Time, financial resources, services.

## Context

In Mexico, the use of childcare services is low. According to recent figures, there are 0.91 childcare centers per thousand children up to six years old, and only half of the municipalities in the country have public daycare centers ([World Bank, 2020](#)). 91% of children aged 0 to 2 and 25% of children aged 3 to 5 do not attend early education centers or kindergarten ([ENASIC, 2022](#)). This can be explained, in part, by factors such as gender roles and expectations placed on women to take on caregiving responsibilities,<sup>11</sup> the lack of available early education centers, distrust in the quality of daycare services,<sup>12</sup> as well as low public spending allocated to childcare services ([World Bank, 2020](#), [ENASIC, 2022](#)).

Evidence suggests that expanding access to childcare services contributes to women's labor participation. Having these services allows women to work more hours, earn more income, and gain participation in the formal sector ([IFC, 2019](#)). The fact that more women remain in their jobs also benefits companies by leading to higher retention rates and lower costs associated with employee turnover ([IFC, 2019](#)). While offering childcare support presents an opportunity to create benefits for families, businesses, and communities, a survey of 190 companies in Mexico found that only 18% provide these services, which is below the Latin American average of 31% ([IFC, 2023](#)).

### The Mexican Social Security Institute (IMSS) Reform and the CECI Model in the Workplace

The IMSS reform in early childhood education and care (approved in January 2025) introduces the Model of Early Childhood Education and Care Centers (CESI) in the private sector. These centers will provide free early education and care to children from 43 days old to 4 years of age, in safe, nurturing, and stimulating environments.

The CECI Model allows one or more companies to participate as investors by providing the land, construction, and infrastructure for the center. At least 51% of the children served must be children of employees from the investing company, while up to 49% may be children of IMSS beneficiaries employed by other companies. Companies may choose to operate the center themselves or hire a specialized provider in early childhood education and care to manage the services. IMSS will provide a per-child payment (adjusted by region) and will set the operational regulations, including mandatory training guidelines for staff.

This model encourages business sector involvement in childcare, fosters public-private collaboration, and helps optimize available resources. It also aims to expand service availability and provide greater support to working families.

<sup>11</sup> According to the 2022 National Survey for the Care System (ENASIC), 82.2% of respondents stated that children aged 0/5 in their care do not attend early education or kindergarten because "there is no need".

<sup>12</sup> Mexico allocates 0.04% of its GDP to childcare services, a figure almost eight times lower than OECD average (0.29%) ([World Bank, 2020](#)).





## About Gentera

Gentera is a Mexican business group that provides financial services such as microcredits, insurance, and savings to low-income segments of the population.<sup>13</sup> Through its five subsidiary companies (Compartamos Banco México, Compartamos Banco Perú, Yastás, ConCrédito, and Aterna), Gentera provided \$196.67 billion MXN in financial services in 2023.<sup>14</sup> In the third quarter of 2024, Gentera provided financial services to over 5 million people in Mexico and Peru.<sup>15</sup> Gentera has 400 service offices and over 100 branches in Mexico, distributed throughout the country.

According to 2024 data, the Group employs over 27,000 people, of which approximately 75% are employed in Mexico. Of these, approximately 7% work in the Mexico City corporate office (CEAS) and 64% work in the field, directly visiting clients in their communities to provide advice and facilitate access to financial services. According to 2024 data, 2,592 people employed by Gentera in Mexico are responsible for a combined total of 3,019 children aged 0 to 6 years, of which 2,718 (90%) are children of field staff and 301 (10%) are children of CEAS staff.

<sup>13</sup> 80% of Gentera's clients are women.

<sup>14</sup> Gentera. (2023). 2023 Sustainability Report. [https://www.gentera.com.mx/Gentera/themes/media/informe2023/documents/Gentera\\_IA\\_2023\\_valor\\_que\\_promueve\\_el\\_talento\\_de\\_nuestros\\_colaboradores.pdf](https://www.gentera.com.mx/Gentera/themes/media/informe2023/documents/Gentera_IA_2023_valor_que_promueve_el_talento_de_nuestros_colaboradores.pdf)

<sup>15</sup> Gentera. (2024). Corporate Presentation 3T24. <https://www.gentera.com.mx/wcm/connect/oa9c4178-oc6e-4efa-aocb-eefd29638c5e/Gentera+3T24.pdf?MOD=AJPERES>

## Partnership with Advenio to provide childcare services

The challenges of finding accessible and high-quality childcare services are also reflected in the reality of Gentera's staff. An evaluation conducted by IFC in 2021 on a sample of Compartamos Banco sales staff, one of Gentera's business units, revealed that 75% of staff with children under 6 years old found it difficult or very difficult to find formal childcare services, and 92% expressed that they would like to use a daycare for their children.

Gentera recognized that addressing the childcare needs of its staff is important for both personal development and the company's success. Through periodic pulse surveys, it was revealed that family and childcare-related benefits are valued by Gentera's staff and that they believe the company is committed to them and their families.<sup>16</sup> The FISSEP Model, which is part of Gentera's philosophy, aims to promote the comprehensive development and well-being of employees and their ability to fulfill their responsibilities. One of the dimensions of the FISSEP Model is Family.<sup>17</sup>



*"The main axis of our philosophy is our people. To be consistent with this philosophy, the most important and valued thing is that people are happy and feel fulfilled. Productivity indicators are just a consequence of people feeling valued."*

*Eduardo Vargas, Deputy Director of Corporate Philosophy*

Gentera operates under a complex model where the majority of its staff (89%) work in the field while a minority are in the Assistance and Services Center (CEAS, in Spanish) in Mexico City. This structure poses challenges for designing policies that meet the childcare needs of all staff. Recognizing this limitation, Gentera launched a program focused on CEAS staff who work from an office with a more stable base, while seeking alternatives for field staff.

Since 2013, Gentera has had an alliance with Advenio, a provider of early education services specializing in the development of babies from 43 days to children up to 6 years old. Advenio's childcare center is located on the first floor of Gentera's corporate office in Mexico City and operates from 7 a.m. to 7 p.m. CEAS staff at Gentera can use this service for free up to three times a week. For those who require daily service, the option to access it at a preferential price is offered.

Before the pandemic, Gentera subsidized around 70 full-time places for children at Advenio. Since the pandemic, and with a shift to a more flexible work model, the scheme was adjusted to offer 20 free places per day to Gentera staff. Currently, Gentera subsidizes the rent of the space, furniture, and payment for services in exchange for Advenio guaranteeing these 20 free places daily for Gentera staff. The remaining places

<sup>16</sup> According to the results of the 2023 Great Place to Work Survey, 90% of Gentera's staff believes that the company is committed to them and their families.

<sup>17</sup> The name of Gentera's "FISSEP Model" derives from the six dimensions it includes: Family, Intellectual, Health, Social, Spiritual and Professional.



(approximately 50 per day) are open to the public. In 2023, Gentera invested approximately \$1.7 million MXN in Advenio's childcare center. In 2024, 54 CEAS staff members who are parents and their 62 children used the Advenio center. To enroll their children in Advenio's childcare center, Gentera staff must complete an enrollment form and register on Advenio's mobile app. Space reservations must be made via WhatsApp or email 24 to 48 hours in advance. Parents are free to visit their children at any time and can pick them up and drop them off as needed during the day. The Advenio app provides daily notifications on aspects such as entries, diaper changes, meals, naps, and departures, complemented by a digital report at the end of the day. It also includes a live video surveillance system that allows parents to monitor their children from their phones.

Advenio offers educational programs tailored to each age group with specific objectives. For babies, the focus is on sensory stimulation, while for older children, it centers on play and gross motor skills. The center has nursing services, a dining room, a lactation room, and professionals such as a music teacher, occupational therapist, and educational psychologists, all trained under a program developed by Advenio. These services ensure that children receive comprehensive and quality care during their stay.

To formalize the alliance with Advenio, Gentera involved various key areas, including benefits, legal, tax, finance, labor relations, security, and maintenance. These areas provided recommendations to ensure that the agreement was safe for the children and

to mitigate risks for the company and the staff using the service. For example, the legal area ensured that the necessary documentation was obtained to guarantee that Advenio complies with applicable safety regulations (in terms of adequate ventilation systems, emergency exits, fire extinguishers, etc.) and to certify that Advenio is the party responsible for the care of the children. To ensure good coordination, Gentera holds monthly meetings with Advenio to review updates on the operation of the childcare center and follow up on any concerns or areas for improvement.

The leadership of Gentera's Corporate Philosophy and Benefits area recognizes that replicating a model like Advenio's in each of the more than 500 branches across the country is not feasible. However, the company is exploring alternatives to bring childcare benefits closer to field staff, who often face even greater challenges than CEAS staff in accessing quality, affordable childcare. For example, staff in focus groups mentioned that childcare is often one of the main reasons why women in the field have to stop working. Some of the options being considered include establishing alliances with other companies to set up daycare centers in strategic locations and providing other types of benefits to staff according to their needs, such as the option to adjust their work schedules.

## Results

### The childcare center plays a role in retaining talent, especially women.

Having a free and easily accessible service alleviates financial burdens, facilitates care management, and allows people, particularly women and those without family support networks, to keep their jobs when they have children. At Genera, nearly 90% of women return to work after taking maternity leave, and of these, 95% stay with the company for at least 12 months.<sup>18</sup> This is an improvement from 2015, when only 77% women returned after a year.<sup>19</sup> This has helped Genera retain talent and facilitates more women reaching leadership positions.

*"When I found out I was pregnant, I didn't know whether to keep working or leave. When Genera announced that the childcare center would reopen after the pandemic, it was definitive for me to continue working. Without the childcare center, I would have had to leave my job."*

*Employee from CEAS, 3-year-old child*

*"Female employees do not stop their careers at Genera because of motherhood. If we didn't have the women Directors who have used the daycare, we would miss out on all their strategy and contributions. That would directly impact the business."*

*Gerardo Márquez, Director of Compensation and People Administration*

### The childcare center allows staff to focus on their work and be more productive.

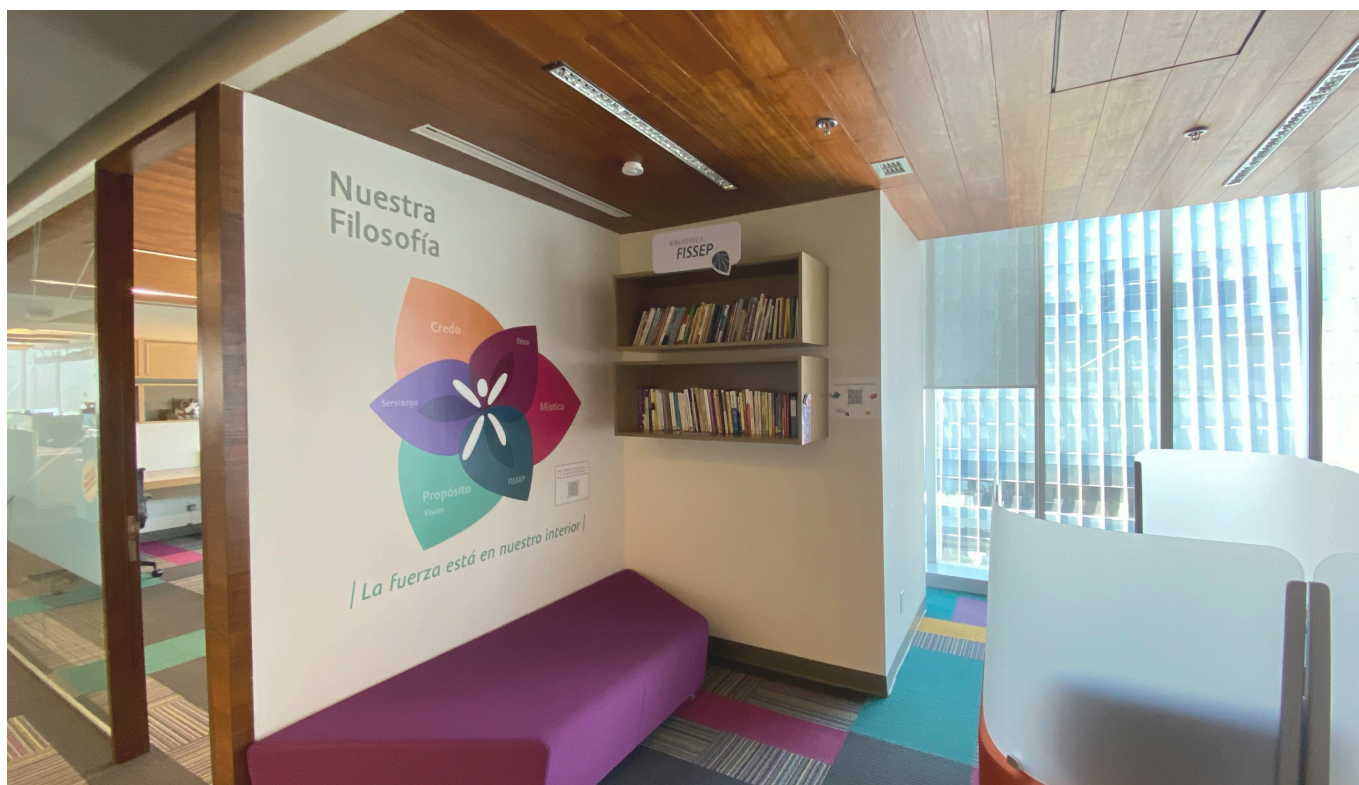
Having a trusted daycare at their workplace gives staff the peace of mind that they can focus on their tasks and be close to their children in case of any emergency.

*"With the daycare, I know that given any situation, I can be with my daughter as soon as I press the elevator button and go down to the lobby. This relieves my worry and allows me to focus on my work and deliver results. These results allow me to continue in the company because I am meeting my goals."*

*Employee from Infrastructure area,  
5-month-old daughter*

<sup>18</sup> Genera. (2023). 2023 Sustainability Report. <https://www.genera.com.mx>

<sup>19</sup> Genera. (2015). 2015 Sustainability Report. <https://www.genera.com.mx>



**The childcare center contributes to the development of children and reinforces the perception of staff that the company is committed to them and their families.**

Some employees who use Advenio's service have observed improvements in their children's social, language, and learning skills, leading many to take advantage of the service five days a week. This benefit generates a sense of gratitude and helps staff feel that the company cares about them and their families. According to the 2023 Great Place to Work survey, 90% of Gentera staff stated that "the company is committed to me and my family."



*"I appreciate Gentera for the benefits it give us as parents. As an employer, Gentera puts in 50% by giving us these benefits, and we as employees have to contribute the other 50% to move the business forward."*

*Collections area employee,  
father of a 2-year-old*



*"For me, Advenio's childcare center has been about seeing my child's development while I develop as well".*

*Medical Service employee,  
mother of a 3-year-old*

# Key enablers: What elements enabled the successful implementation of the policy?

## **1. Partnering with formal childcare service providers.**

Forming alliances with childcare service providers like Advenio allows companies to offer care options to their staff without assuming all the risks. A specialized childcare provider can manage the logistical and legal aspects of care and deliver a quality service for the children.

## **2. Involving relevant areas.**

Promoting family-friendly policies, especially those related to childcare, requires involving key areas of a company. In the alliance with Advenio, Gentera involves various teams, such as Security, Maintenance, Legal, and Human Resources, to ensure that accident prevention standards are met, that the facilities are adequate and safe, that contracts are clear, transparent, and fiscally responsible, and that the service meets employees' expectations. This allows for an integrated approach where each area plays a key role in ensuring the success and sustainability of an agreement.

## **3. Reflecting on whether the policy is working properly and adjusting it when necessary.**

After the pandemic, Gentera reviewed whether Advenio's childcare center was still profitable in a new flexible work context. Following this analysis, the agreement was adjusted to reach a new scheme, where Gentera continued to subsidize the space and requested Adevenio to guarantee 20 spaces daily at no cost to the company, which proved to be more economically viable for both parties. That proved to be more economically viable for both parties. This approach allowed for resource optimization and adaptation to the new needs of staff and the business.





# FEMSA

## Promoting flexibility for a better work-life balance

**Company:** FEMSA Servicios

**Profile:** The holding company of FEMSA, it manages and operates three FEMSA business units, focused on the retail, beverage and digital services sectors.

**Policy:** Hybrid Work (FEMSA Flex)

**Category:**  

Time, Financial resources

## Context

In recent years, due to technological advances and the COVID-19 pandemic, flexible work modalities have become increasingly normalized in companies in Mexico and around the world. Some flexible work practices include flexible hours, staggered schedules, personal days off, remote work, and hybrid work ([IADB, 2022](#)).<sup>20</sup> According to a survey of 190 Mexican companies, 54% report that they offer their staff the possibility of working from home according to the age of their children ([IFC, 2023](#)).

There is evidence that these practices translate into more attractive companies for talent, with lower absenteeism rates, reduced costs, and higher productivity ([ILO, 2023](#)). For example, a survey of 100 companies in Mexico with flexible work policies revealed that in 84% of the companies, productivity has remained the same or improved since their implementation, and in 54%, business sales have remained the same or improved ([Forbes, 2023](#)). Flexibility policies can also help retain staff. According to the Work Reimagined Survey 2024, 75% of employees and 76% of employers interviewed in Mexico agree that flexibility benefits positively impact a company's ability to attract talent ([EY, 2024](#)).<sup>21</sup>

Flexible work arrangements are especially valued by women, particularly those with caregiving responsibilities, and is a way to

encourage their participation in the labor market ([McKinsey, 2023](#)). In a survey of women working full-time in a hybrid mode in the United States, 72% reported that they would look for a new job if their employer switched to an in-person modality ([Forbes, 2023](#)). Additionally, hybrid work schemes can help promote shared caregiving responsibilities by allowing men more time and freedom to adapt their schedules and redistribute household responsibilities ([IMCO, 2022](#)).



<sup>20</sup> Flexible hours are a goal-oriented work modality that allows employees to choose when to start and end their workday. Staggered working hours enable staff to select a schedule from a range defined by the company, considering a full workday. Personal days are leave granted to staff to dedicate to personal and/or family matters. Remote work is a 100% off-site modality reserved for positions that do not require in-person interaction. Finally, hybrid work allows staff to alternate between remote and in-person work.

<sup>21</sup> The survey, conducted by EY, is a global study that explores trends in the workplace. In its fifth edition, the survey included 17,350 employees and 1,595 companies with more than 500 employees from 23 countries (including Mexico) and 27 sectors.





## About FEMSA Servicios

FEMSA Servicios is the holding company of FEMSA,<sup>22</sup> which ranks 4<sup>th</sup> among the largest companies in Mexico ([Expansión, 2024](#)). FEMSA Servicios is responsible for the operation and management of FEMSA's three business units focused on the retail, beverage, and digital services sectors, with operations in 18 countries across Latin America and Europe.<sup>23</sup>

As of December 2024, FEMSA Servicios employs 457 people (51% women and 49% men). Of these, 39% of women and 43% of men have dependents under the age of 25.

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<sup>22</sup> A holding company is a commercial entity whose primary function is to own and/or manage the assets of other companies or corporations.

<sup>23</sup> FEMSA's business units operate in: Mexico, Guatemala, Nicaragua, Costa Rica, Panama, Colombia, Venezuela (which is reported as an equity investment since it is a non-consolidated operation), Ecuador, Peru, Brazil, Uruguay, Chile, Argentina, Netherlands, Luxembourg, Germany, Switzerland and Austria.

## FEMSA Servicios' flexibility policies

In 2022, FEMSA Servicios established a flexible work program to improve the well-being of its staff during the pandemic and to continue being an attractive company for talent that was aligned with global work trends. The program is part of FEMSA's Sustainability Strategy, which FEMSA Servicios must adhere to. For FEMSA, fostering a diverse workplace that ensures the comprehensive well-being of employees is the way to guarantee staff satisfaction and create optimal working conditions. The well-being of employees is conceived as a way to maximize value creation as a company.



*"The focus on quality of life, flexibility and attraction of specialized talent is critical. We must be at the forefront of how to work better."*

*José Antonio Fernández Carbajal (2022)*

Starting in 2020, when most FEMSA Servicios staff worked remotely during the pandemic, the company maintained informal flexibility agreements. In 2022, an institutional flexible work program applicable to all FEMSA Servicios staff was launched, recognizing that people's needs vary according to their different life stages.

*"Our culture is the most relevant element FEMSA has for its business strategy. It is a tool for the company's growth through its people and the creation of economic and social value."*



*Aldo Becerra, Director of Human Resources at FEMSA Servicios*

**FEMSA Flex** consists of a series of guidelines to promote a balance between personal life and work, including hybrid work, reduced work hours on the last Friday of each month, two personal days per year, one birthday day per year, defined meeting scheduling hours, and respect for disconnection during vacations and non-working hours. The guidelines serve as an institutional framework and FEMSA Servicios allows staff to define the flexibility schemes that work best for them, as long as they are previously approved by their supervisor. For example, employees with children can agree to start their workday a few hours earlier or later than established to take them to daycare or school. After a period of preparation and enablement, FEMSA Flex began to be formally implemented in July 2022. In October 2022, FEMSA Servicios conducted a pulse survey with staff to assess how the program was performing.



To design this program, the Human Resources department mapped the positions that could be considered for hybrid work arrangements, as well as people in leadership positions who could promote it. With feedback from leaders and their staff, the proposal was adjusted to be feasible in an operational context. Once the program was approved, training sessions and communication campaigns were conducted through newsletters, WhatsApp bots, emails, and office screen announcements.

FEMSA Servicios identified that both leadership and their staff should prioritize building trust, communication, and constant feedback. To reach flexibility agreements aligned with staff needs, supervisors have conversations with their teams about their preferences and performance every three months. Additionally, FEMSA Servicios offers digital courses to build leadership skills in flexible schemes through FEMSA University.<sup>24</sup>

In addition to FEMSA Flex, FEMSA Servicios offers a **flexible maternity benefit** that extends the legally mandated maternity benefit. This benefit was designed in response to a staff turnover analysis that found some women did not return to work at the company after their maternity leave. In Mexico, the Federal Labor Law establishes a paid leave of 84 calendar days. Once this leave is over, FEMSA Servicios offers 3 months of 100% remote work and an additional 6 months of 50% remote work and 50% in-person work in the office. The benefit includes full salary

and benefits during this period. The leave must be communicated and agreed upon between the employee and their supervisor.



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<sup>24</sup> FEMSA University is an educational platform designed for the personal and professional development of FEMSA staff and its business units. The platform includes a wide range of courses and certifications to promote the continuous learning of employees.

## How can companies in Mexico promote co-responsibility in childcare through parental leave policies?

Women's equality in the workplace cannot be achieved without men's equality at home ([World Bank, 2020](#)). When parents share caregiving responsibilities more equally, child development improves ([Metropolis, n.d.](#)), the disproportionate burden on women is reduced, and their time and resources are freed up to fully participate in the labor market, pursue higher education, and advance professionally.

Companies can drive cultural and systemic change by promoting a more balanced distribution of caregiving responsibilities. Policies such as flexible work arrangements and extended maternity and paternity leave help challenge social norms, stereotypes, and stigmas surrounding men's roles in caregiving ([Metropolis, n.d.](#)).

In Mexico, the Federal Labor Law grants only five days of paid paternity leave—far below the global average of 22.5 days ([IFC, 2024](#)). Beyond duration, the funding model also impacts gender equality: while maternity leave is covered by the Mexican Social Security Institute (IMSS), companies must cover the cost of paternity leave themselves, often discouraging them from offering extended benefits. Furthermore, many employees are unaware of their right to paternity leave ([El Economista, 2025](#)).

While broader debate between the public and private sectors is needed, some companies are already leading the way. Mastercard Mexico, for instance, has offered up to 16 weeks (112 days) of paid paternity leave since 2021, far exceeding the legal standard. This policy enables fathers to take an active role in caregiving and promotes shared responsibility at home.

Such benefits not only improve employees' and families' lives but also strengthen business performance. According to McKinsey ([2021](#)), fathers who take paternity leave feel more motivated, are more likely to remain with their organizations, and report higher productivity and better time management after returning to work.

## Results

### Flexibility is an investment in satisfaction and productivity.

According to a pulse survey conducted with FEMSA Servicios staff, 83% responded that FEMSA Flex has increased their job satisfaction, 77% that it has increased their work commitment, and 60% that it has helped increase productivity.<sup>25</sup> In a comprehensive well-being survey conducted with staff in 2023, work-life balance and flexible hours were the two identified by respondents as the most important for their work well-being.<sup>26</sup>



*"It's a win-win: when an employee is well, the company is well."*

*Employee in the Treasury area, 1-year old child*

### Flexibility attracts and retains talent.

Employees note that among their social circles, there is interest in working at FEMSA Servicios due to the flexibility benefits and that they have turned down job offers from other companies because they do not have the same quality of benefits. For example, an employee in the Compensation area with a 3-year-old child mentioned: *"I quit my previous job after giving birth and was considering leaving the workforce. Then I was interviewed to join FEMSA Servicios, and they told me they had flexibility, which was very important to me. I took the job, and they have fulfilled the flexibility commitment."*



*"Part of FEMSA's culture is thinking about the employee. This generates a sense of belonging. That's why there are employees who have been working here for many years."*

*Employee in Tax area at FEMSA Servicios with 17 years at the company*

<sup>25</sup> The pulse survey was conducted by FEMSA Servicios in October and November 2022 as part of the FEMSA Flex pilot. The sample included 189 responses and 22 conversations with employees from FEMSA Servicios (94% of the sample), Fundación FEMSA (4%), and FEMSA Difusión y Fomento Cultural (2%). The survey was administered to individuals in various positions within the company and with different lengths of tenure.

<sup>26</sup> The Well-Being Survey was conducted in September 2023 among FEMSA employees, including those from FEMSA Servicios, with the goal of measuring well-being levels across each dimension of the Comprehensive Well-Being Model. A total of 359 employees (79% of the staff) participated in the survey, nearly 50% of whom reported being parents.



### **Flexibility allows for a better balance between work and personal life.**

A staff survey revealed that 68% believe that flexibility policies help prevent burnout.<sup>27</sup> Being able to work remotely on certain days of the week saves them the time spent commuting to and from the office, which can represent more than two hours a day. Having the flexibility to choose how and where to work facilitates the organization of work and home responsibilities and gives employees more time with their families. Employees who have used the flexible maternity benefit say it allows them to spend more time with their babies and experience the separation process more gradually. Additionally, delivering results and meeting objectives in a flexible scheme translates into greater openness from leaders to extend flexibility permissions (for example, in case of needing to be absent or modify the workday due to an emergency or family-related event).

*"Having quality time is very important because it reduces stress. It helps you recharge, and the next day you come back with all the energy".*

*Employee in Financial Information area at FEMSA Servicios, children aged 7 and 2*

<sup>27</sup> FEMSA Flex pulse survey, 2022.



# Key enablers: What elements enabled the successful implementation of the policy?

## **1. Creating a sense of ownership of the policy.**

From the launch of the policy, the Human Resources area and FEMSA Servicios leadership communicated to staff that the flexibility program would only work if there was a commitment to continue delivering results. The company trusted that its staff has the capacity to make the best decisions about how and where to work, according to their needs and life stages, while continuing to meet their work objectives. An important aspect of FEMSA Flex is that it is a universal benefit for staff, regardless of gender; this opens the possibility for male employees to access a flexibility scheme that allows them to spend more time at home, where they can be more involved in care and household tasks.

## **2. Listening and placing challenges on the table.**

To design and launch the flexibility program, FEMSA Servicios adopted a collaborative and open process with staff. The Human Resources department ensured that the proposal was open to feedback before and during its implementation. By taking the time to listen to staff, FEMSA Servicios was able to adjust solutions to the experiences of both leadership and their teams. For example, for managing remote work, the lack of in-person interaction can make it difficult to build relationships and team cohesion. Therefore, FEMSA Servicios is considering adapting the flexibility policy in 2025 to create more opportunities for in-person interaction and to have team-strengthening rituals.

## **3. Seeking leadership support.**

One of the first steps in socializing FEMSA Servicios' flexibility policy was identifying people in leadership positions who could support and promote the proposal. This was useful for generating internal alliances, persuading others who showed more resistance, and facilitating the policy's permeation from the top positions of the company.



## Integrating children through development and recognition events

**Company:** Coca-Cola FEMSA

**Profile:** FEMSA's business unit dedicated to beverage bottling. It employs 40,000 people in Mexico.

**Policy:** Recreational events for children of company staff

**Category:**  Services





## Context

Playful activities facilitated by caregivers support the emotional and mental development of children and reduce stress, as they impact brain functions such as the regulation of hormones like cortisol (AAP, 2021). UNICEF (2020) points out that the bonding between parents and children in education strengthens their well-being, confidence, and academic performance. Research shows that schools with a high level of parental involvement tend to show significant improvements in skills such as math and reading, demonstrating the positive impact of family involvement in learning (Harvard, 2023).

## About Coca-Cola FEMSA

Coca-Cola FEMSA is the largest beverage bottler, in terms of sales volume, within the Coca-Cola System in Latin America, with operations in 10 countries. The company's portfolio includes carbonated beverages, juices, nectars, waters, teas, sports and energy drinks, and dairy and plant-based protein products.

In Mexico, the company has 28 plants and 884,000 points of sale. In 2023, its total revenues were \$245.1 billion MXN.<sup>28</sup> As of 2024, Coca-Cola FEMSA employs around 40,000 people in Mexico, who collectively have a total of 28,162 children.

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<sup>28</sup> Coca-Cola FEMSA (2023). Integrated Report 2023. <https://coca-colafemsa.com/wp-content/uploads/2024/03/KOF-AR-2023-SPA.pdf>.

## Niños KOF y KOFcitos events

Since 1992, Coca-Cola FEMSA has implemented programs aimed at integrating the children of its staff through activities and events organized by the company. These programs seek to strengthen the sense of community among those who work at Coca-Cola FEMSA by promoting environments where parents and children can share quality time and build bonds through recreational activities and recognition of good academic or sports performance. Juan Carlos Núñez, Labor and Comprehensive Wellness Manager of the Mexico Division, mentioned that as part of its employer brand and organizational culture, Coca-Cola FEMSA considers it essential to integrate families to create a “Coca-Cola family” that fosters a sense of admiration and pride among children for the work of their caregivers.

*“My father was a delivery driver, and when I was a child, I came to the summer camps and other company events with him. Now, I’ve been coming with my children for two years. They have fun and are already looking forward to next year’s event. Even though they are very young, they remember.”*

*Sales Leader, 2 children –16 years in Coca-Cola FEMSA*

This benefit is part of FEMSA’s Wellbeing Model, which aims to foster a workplace that ensures the comprehensive well-being of employees, their families, and the communities where Coca-Cola FEMSA operates.

*“Our actions aim to increase well-being in all areas of people’s lives. This impacts the quality of life of employees, their sense of belonging to the company, and workplace safety. In the business, we see it translated into lower turnover and high retention. It helps us achieve business results since the commercial strategy is carried out through the staff.”*

*Amalia Pruneda, Human Resources Director, Coca-Cola FEMSA, Mexico Division*

Niños KOF is an annual event organized by Coca-Cola FEMSA Mexico to recognize the academic and sports performance of its employee’s children. The program is aimed at children aged 1 to 15 years (previously, 5 to 15 years) who have obtained a minimum average of 9 out of 10 points<sup>29</sup> in the last school year or who have excelled in a sport. Children can be accompanied by a caregiver. The Niños KOF events, held annually at different locations and regions where the

<sup>29</sup> The grading system in Mexican schools is numerical and is based on a scale from 5 to 10: Excellent (10), Very Good (9 and 8), Good (7 and 6), and Failing (5).



company operates, take place in venues such as cinemas or recreational parks. During the activity, diplomas and gifts such as t-shirts are awarded in recognition of the children's efforts. Annually, 43 events are held at 204 locations nationwide, open to all staff, both operational and corporate.

The KOFcitos initiative was designed to offer an annual event in different areas of the country where Coca-Cola FEMSA operates for employee's children aged 3 months to 5 years, who can be accompanied by two people (parents or guardians). This initiative was created as a result of a demographic analysis that identified an increase in the number of young employees, newly married, and with younger children, for whom Coca-Cola FEMSA had no dedicated events. Currently, KOFcitos is a free event held in different cities where the company operates, open to all company staff. During the event, early stimulation activities such as sensory, playful, and musical dynamics are carried out, ensuring age-appropriate experiences for participants. Unlike the Niños KOF event, KOFcitos prioritizes quiet and noise-free spaces, such as daycares and playrooms, to offer a comfortable and safe environment since the audience is younger children. In 2023, 2,624 children in different cities in Mexico participated in KOFcitos.

The planning of these activities is coordinated between the central Human Resources department and the different locations to ensure uniformity and quality. The Human Resources team shares information with the regional teams through sessions about the initiatives, the calendar, and key guidelines. This ensures a homogeneous execution throughout the country,

using the same designs, gifts, and materials. Additionally, criteria such as the target audience (children of employees) are defined, and safety measures, such as the presence of adequate medical services, are prioritized. Experts in different areas contribute their vision to ensure safe and successful events.

To communicate this event, the Human Resources department identifies employees with children aged 0 to 15 years who can participate in Niños KOF or KOFcitos, sends them personalized emails and text messages with information about the events, and carries out dissemination campaigns through newsletters and announcements. Coca-Cola FEMSA also includes the benefits of Niños KOF and KOFcitos in the induction process for new employees.



## Results

### **Family-oriented programs are well received by staff.**

Satisfaction surveys conducted with staff participating in Niños KOF and KOFcitos events and the high participation levels show that the events are valued by employees with children under their care. These two events received a rating of 4.66 out of 5 from participating parents.<sup>30</sup> Additionally, the Niños KOF event had a participation of 14,864 children, and KOFcitos had 2,018 children participating.



*"I always tell my daughters to try to get a 10 so they can be invited to the program. Only those with a good average are recognized. For them, it's a reward when the school year ends. Our girls put more effort to school to be able to go to the Coca-Cola event. It's an incentive."*

*Warehouse Assistant at Coca-Cola FEMSA,  
father of 3 daughters*

### **KOF events have strengthened the bond between employees and the company, promoting a family-oriented culture.**

This strategy is especially effective in initiatives that aim to involve employees' families, showcasing a work environment that appreciates generational continuity and long-term staff commitment.

### **The events motivate staff to encourage their children to perform well in school.**

Since the Niños KOF and KOFcitos events have limited spots, Coca-Cola FEMSA sometimes has to prioritize participating staff. One of the criteria for selecting staff is their children's academic performance.

<sup>30</sup> The satisfaction survey questions were: How would you rate the event venue, organization, ceremony, gift, and activities? 5,308 people responded to the survey for the Niños KOF program and 2,018 for the KOFcitos.

# Key enablers: What elements enabled the successful implementation of the policy?

## **1. Dedicating time to event planning, especially to mitigate risks.**

In activities involving children, it is essential to plan thoroughly and anticipate setbacks. Consulting experts to map out potential risks for each activity helps mitigate unforeseen events and ensure participants' well-being. Effective planning includes selecting certified staff, providing pre-event instructions, considering proximity to medical centers, and preparing for emergencies. Additionally, hiring people to monitor and care for children during events facilitates proper supervision and minimizes the possibility of accidents.

## **2. Understanding staff demographics and their needs.**

Continuously analyzing staff demographics is crucial for designing benefits that respond to their life stages and changing needs. Coca-Cola FEMSA not only conducts national organizational climate surveys every two years but also uses this data to adjust and create new initiatives. For example, by identifying changes in staff composition, such as an increase in young employees with small children, the company has designed specific events to address these new needs. This demonstrates the importance of innovating in program offerings and evolving based on the staff's demographic dynamics.

## **3. Communicating strategically.**

Clearly and accessibly communicating events through various channels is key to adequate dissemination. Conducting information sessions with leadership and unions allows for greater visibility of events and amplifies communication efforts for higher participation.





## Call to action: What can companies do to design and implement family-friendly and early childhood policies?

The implementation of family-friendly policies in the private sector in Mexico represents a key opportunity to build more equitable, inclusive, and productive work environments. Through the practices documented in this report, it is demonstrated that it is possible to address the needs of workers without compromising business productivity.

The four case studies included in this report reflect how companies of various sizes and from different sectors have adopted diverse approaches to support their staff and benefit their families. These range from well-equipped lactation rooms that help balance maternity and work life, to hybrid work schemes that offer greater flexibility; childcare services, and activities designed to strengthen the bond between companies and families. Each experience offers valuable lessons on how companies can build an organizational culture focused on well-being, which positively impacts employee satisfaction, productivity, and corporate image.

However, it is essential to recognize that these policies should not be directed exclusively at mothers or female caregivers. Doing so reinforces gender stereotypes and perpetuates the idea that caregiving is solely a woman's responsibility. Companies have the opportunity —and the responsibility— to design policies that recognize and promote shared responsibility, involving all employees, regardless of gender, in the care and well-being of their families. Such an approach can contribute to greater participation of women in the workforce and provide both women and men with better growth opportunities to access leadership positions.

The following are ten actions that companies can implement to think “outside the box” and adopt a

transformative approach that places caregivers and their families at the center of their workplace well-being strategies, promoting equality and contributing to a cultural shift that is necessary for inclusive development.

Companies should ensure that their policies in favor of caregivers and early childhood are inclusive and align

**1**

**Align with corporate strategy:**

with their values, objectives, and priorities. It is crucial to clearly define the needs to be addressed and the desired impact on the business. Conducting internal diagnostics to understand the demographic composition of the workforce, identifying staff needs, and knowing their experiences

**2**

**Understand the staff and the local context:**

is key. The current legal framework should also be evaluated, especially in countries such as Mexico, with specific regulations on childcare, breastfeeding, maternity, paternity and adoption leave, among others. There are many childcare solutions available from the private sector. Companies should analyze the costs, feasibility, and alignment with

**3**

**Consider all available options:**

organizational needs and objectives, as well as assess existing market alternatives to determine if they can complement or replace an internal solution.

Companies should calculate the costs of implementing, operating, and maintaining the policy. It is advisable to integrate these resources into financial

**4**

**Budget:**

planning.

To ensure the policy's viability, it is crucial to present a business case based on data showing its impact on the business. Involving key leaders from the

5

**Obtain leadership support:**

beginning is recommended.

Identifying strategic areas within the company to lead the policy implementation is important.

Forming alliances with external actors, prioritizing those with experience and high-quality

6

**Engage internal and external allies:**

standards, is also encouraged.

7

**Mitigate risks:**

When it comes to policies and benefits that involve impacts or direct treatment with children,

companies must have a clear strategy to mitigate possible risks and ensure the safeguarding of minors.

For example, in the case of childcare service provision, companies can opt for alternatives without direct supervision and partner with accredited providers to ensure quality and reduce liability.

Clearly and accessibly inform about the policy's benefits, eligibility criteria, and expected impact on staff

8

**Communicate strategically:**

well-being. The information should be communicated in a timely manner and reach the desired audience through various channels.

Define performance indicators to measure the policy's effectiveness. Conducting periodic

9

**Monitor, evaluate, and learn:**

evaluations and adjusting based on the results facilitates effective and sustainable implementation.

Encouraging the participation of both mothers and fathers in caregiving responsibilities promotes

10

**Promote shared responsibility in childcare:**

an equitable redistribution of household duties and facilitates the inclusion and retention of women in the labor market.



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## Annex

This methodological annex provides an overview of the qualitative data collection approach used for the study, specifically focusing on Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs).

### Key Informant Interviews

Company	Number of KIIs Conducted	Participants	Data Collection Approach
Viva	3	<ul style="list-style-type: none"> <li>• Chief People Officer</li> <li>• Human Resources Shared Services Director</li> <li>• Wellbeing and People Experience Manager</li> </ul>	Semi-structured interviews (virtual and in-person)
Gentera	3	<ul style="list-style-type: none"> <li>• Benefits Director</li> <li>• Corporate Philosophy Director</li> <li>• Benefits Team</li> </ul>	Semi-structured interviews (virtual and in-person)
Coca-Cola FEMSA	3	<ul style="list-style-type: none"> <li>• Human Resources Director</li> <li>• Social Development Officer for Mexico, Head of Culture and Diversity for Mexico</li> <li>• Human Resources Commercial Analyst</li> </ul>	Semi-structured interviews (in-person)
FEMSA Servicios	3	<ul style="list-style-type: none"> <li>• Human Resources Director</li> <li>• Justice, Equity, Diversity and Inclusion Manager</li> <li>• Human Resources Manager</li> </ul>	Semi-structured interviews (in-person)

## Focus Group Discussions

Company	Number of FGDs conducted	Participants	Data Collection Approach
Viva	2	Sex-mixed groups (7 mothers and 3 fathers)	Semi-structured interviews (in-person)
Gentera	1	Sex-mixed groups (3 mothers and 2 fathers)	Semi-structured interviews (virtual)
Coca-Cola FEMSA	3	Sex-mixed groups (2 mothers and 4 fathers)	Semi-structured interviews (in-person)
FEMSA Servicios	3	Sex-mixed groups (5 mothers and 3 fathers)	Semi-structured interviews (in-person)

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