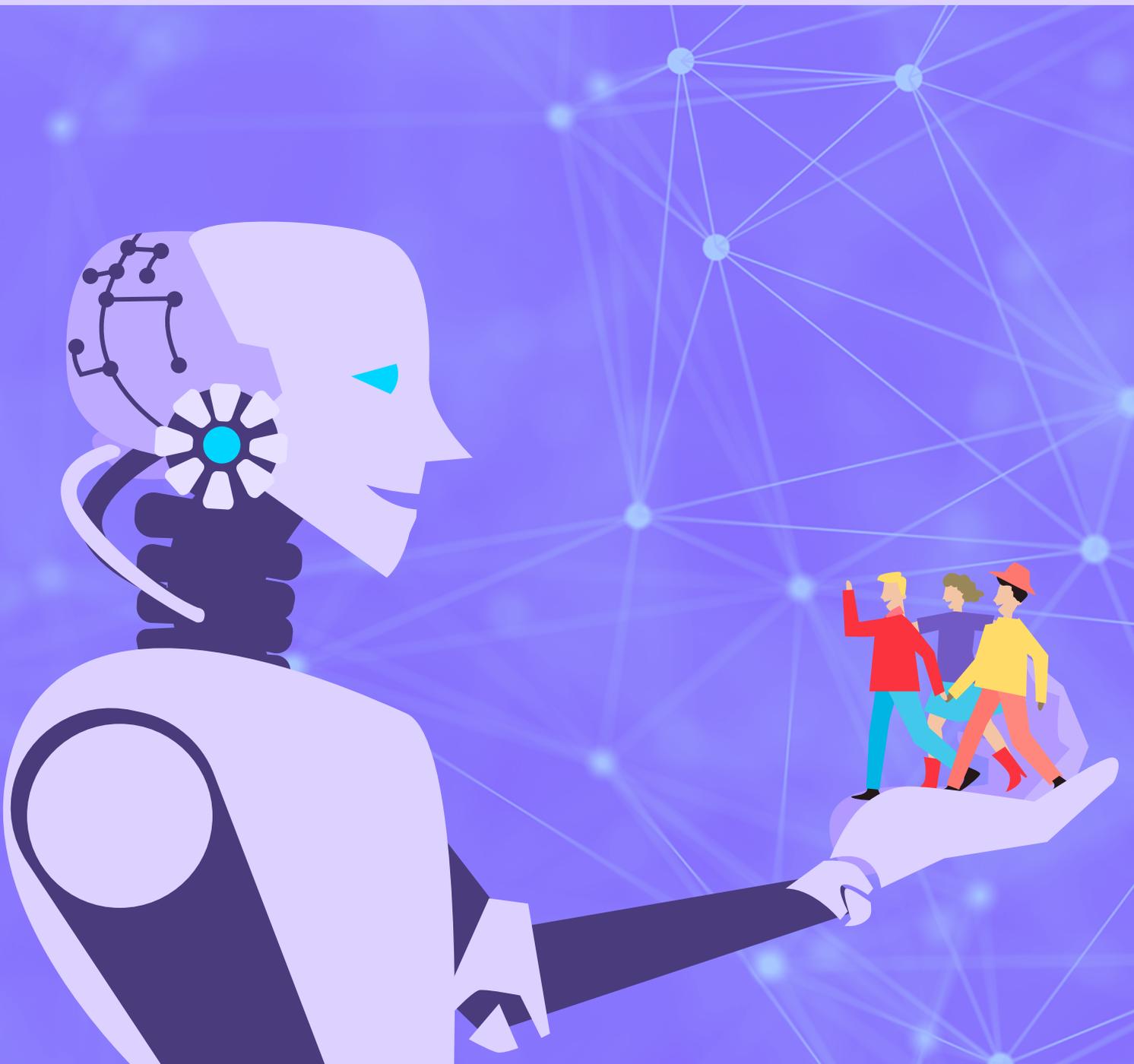




RESEARCH REPORT

# The future of work in Latin America





# HIGHLIGHTS

Our report, *The Future of Work in Latin America*, presents the findings of a survey conducted by the Runa research team with HR executives across the region about the impact of COVID-19 on their teams.

More than 375 professionals participated in the survey, from 25 different industries, with the highest percentages coming from technology (25%), finance (10%), human resources (10%), marketing (9%), consulting (7%), manufacturing (6%), education (4%), consumer goods (4%), logistics and transportation (3%), real estate (3%) and energy and environment (3%). Participants also represented a wide range of company sizes: 28% (<10 employees), 24% (11-50 employees), 10% (51-100 employees), 17% (101-500 employees) and 21% (> 500 employees).

Some recognized survey participants with offices in Latin America included BBVA, Beat, Deloitte, Despegar, Didi, EY, Facebook, Google, Mercadolibre, Michael Page, Nubank, Rappi, Salesforce, Stripe, Uber, Wizeline, and Zendesk. From the world of startups, we had participation from companies such as Ben and Frank, Clip, Conekta, Gympass, Kavak, Liftit, Linio and Yalochat, among others.

The main figures include:

- Less than 5% of companies are working in person from an office today or planning to do so in the next 12 months.
- 45% of companies have adopted technology to monitor employee remote work.
- 38% of companies have created a role or working group to adapt to the new normal and 73% state that the role or group is permanent.
- 100% have implemented a new software since COVID-19, with 66% using video calling software.
- 34% have adopted or plan to adopt robotization in the next 12 months.
- 45% have adopted or plan to adopt AI in the next 12 months.
- Only 14% of HR executives said they felt fully prepared for the COVID-19 crisis.
- The most important skills HR executives will need to develop over the next 12 months are: innovation, emotional intelligence and data analysis.
- The most important skills that employees will need to develop over the next 12 months are: communication, data analysis and resilience.
- 89% of HR executives believe their teams are ready for digitization.
- 64% of HR executives have trained their team in a new skill since COVID-19.
- 63% of HR executives think that COVID-19 presents a psychosocial risk for their employees.
- 59% of companies have offered additional benefits to employees since the start of the pandemic.
- 77% of companies modified their offices to prevent the spread of COVID-19.
- The most widely adopted health protocols in office are: alternating working days (55%), staggered work hours (47%) and acrylic work space dividers (31%).
- The most widely adopted sanitary measures in offices are: disinfection of common areas (73%), employee temperature measurement (63%), and specific disinfection areas (56%).

# INTRODUCTION

In the wake of the COVID-19 pandemic, HR professionals have faced an impending transformation.

The health crisis experienced around the world as of March 2020, revealed the importance of reacting quickly, analyzing future scenarios and acting accordingly to keep the workforce operating efficiently within companies.

The adoption of new work plans, new types of incentives, the integration of new technology, digitization, the need to acquire new skills, as well as the importance of the psychosocial well-being of workers, are the main challenges faced by the human resources area when dealing with a pandemic like the one we are currently experiencing.

With our report, The Future of Work in Latin America, we were able to identify key trends in HR from the current pandemic and predict possible scenarios about how to work in the future. It is true that there is a major change in the way we work both in the short and long term brought on by the COVID-19 crisis.

SECTION 3: PARTICIPANTS

# PARTICIPANTS

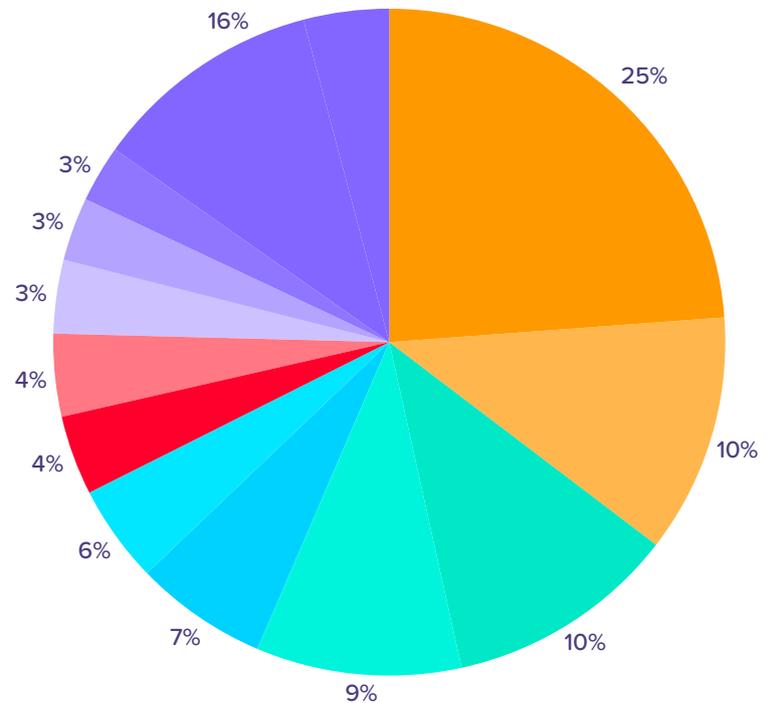
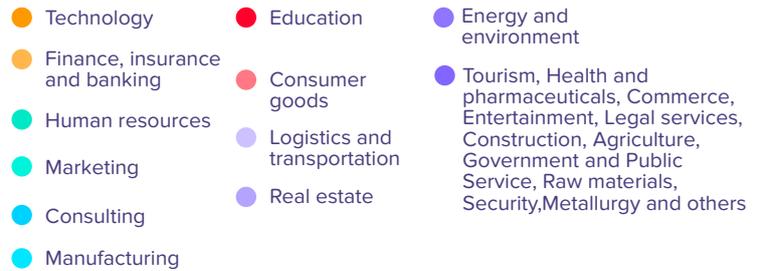
Our survey was conducted with more than 375 HR professionals from Latin America, including directors, managers, coordinators, and Human Resource Business Partners (HRBPs).

Some recognized survey participants with offices in Latin America included BBVA, Beat, Deloitte, Despegar, Didi, EY, Facebook, Google, Mercadolibre, Michael Page, Nubank, Rappi, Salesforce, Stripe, Uber, Wizeline, and Zendesk. From the world of startups, companies that participated included Ben & Frank, Clip, Conekta, Gympass, Kavak Liftit, Linio and Yalochat, among others.

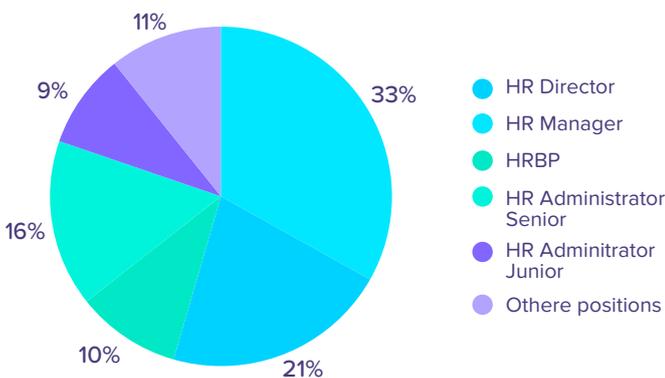
All survey participants had offices in Latin America, with the majority from Mexico (70%), Peru (11%), Colombia (4%) and Argentina (3%), among others.

A wide range of companies were included in the sectors of technology (25%), finance (10%), human resources (10%), marketing (9%), consulting (7%), manufacturing (6%), education (4%), consumer goods (4%), logistics and transportation (3%), real estate (3%) and energy and environment (3%). A wide range of companies sizes were also included: 28% (<10 employees), 24% (11-50 employees), 10% (51-100 employees), 17% (101-500 employees) and 21% (> 500 employees).

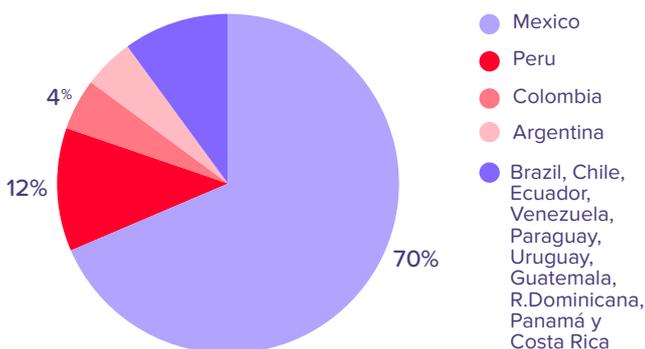
## Industry



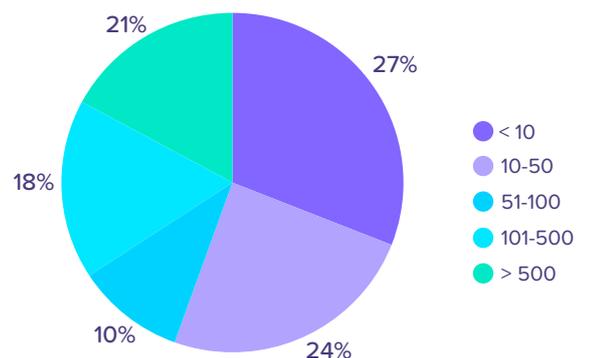
## Role



## Country



## Employee Headcount



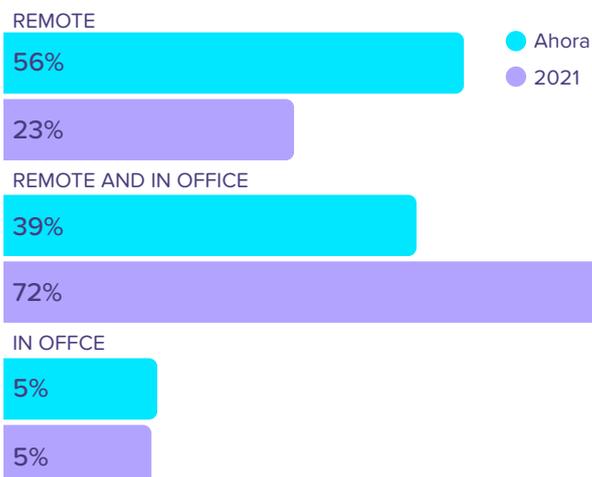
# REMOTE WORK

Before the pandemic, remote work had struggled to establish much of a beachhead, as companies worried about its impact on productivity and corporate culture. With the advent of COVID-19, however, tens of millions of employees were sent home, armed with laptops and other digital technologies, to start work.

After nine months of working from home, companies and employees have shown that remote work is here to stay. Over 94% of our survey participants confirmed that they are working 100% remotely or in a mixed scheme. They expect to maintain that organization over the next 12 months, at least. In fact, only 5% of companies are working 100% from the office. Quite a change from the status quo, just one year ago.

Over 54% of companies we surveyed said they are working 100% remote and will continue to do so over the next 12 months. Latin America technology companies like Rappi and Platzi are leading the charge, adopting a “work from anywhere” policy. “We have a genuine interest in the well-being of each of our collaborators. That is why we have decided to launch this new work model which allows them to further empower their work and enhance their productivity, to continue generating value,” said, Arnoldo Rodríguez, Global Director of Human Resources of Rappi.<sup>1</sup>

## ¿From where is your team working?



“We decided to provide additional benefits to employees recognize the effort they had to make to adapt their lifestyle to home office and, even more so, for parents for home school.”

**Juan Carlos Zua Zua**  
Director General, VivaAerobus

Remote work is also not just for C-levels. Our survey respondents confirmed that remote work has been evenly distributed across strategic, administrative and operational roles. This means that not just management and executives are taking calls from home, but positions like customer service, operations and logistics and administrative services, as well.

The ability to smoothly move to a remote or mixed remote work company has not been easy for all. While industries such as IT, finance and insurance, and roles like management, have had a much more seamless transition; companies in manufacturing and food services, and operational roles like customer service and plant workers, have experienced a more painful transition. How have they done it? Where have they struggled? And what has helped them along the way?

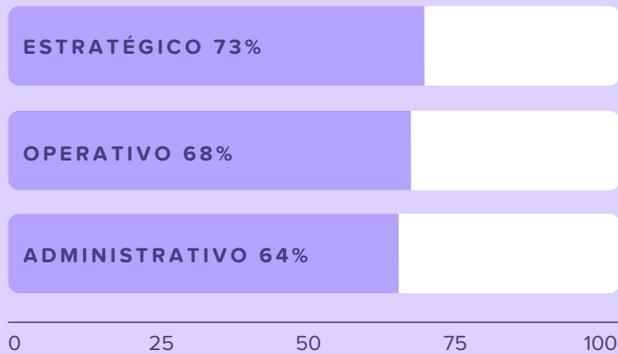
Training has been a key tool for many. 64% of survey respondents confirmed that they trained their team in a new skill since COVID-19. 76% believe that those trainings are most needed in operational roles such as sales, marketing, logistics and customer service.

“We have implemented digital tools for our operational workforce, including warehouse operators and delivery people. The digital divide is more evident than ever, and investing in training for operational roles will only strengthen our competitive advantage,” said Eugenia González Rodríguez, Head of People Operations at Calii, a technology company that connects food producers directly with homes, restaurants and supermarkets.

HR executives have also turned to technology to help them. Over 45% of companies have confirmed they have adopted a tool to monitor employee’s remote work since COVID-19. Since employees are not in the office, it has not been as easy for them to work at the same pace or in the same way as previous. A tool to check in and check out of the

SECTION 4: REMOTE WORK

If your team works remotely, what departments are allowed to work from home?



workday helps with a mindset of entering and leaving the office. It also helps to maintain consistency from day-to-day. Documentation of hours also helps to communicate back to HR how employees are progressing with their work day.

"We are monitoring work through a pulse survey where we ask questions related to remote work, we measure burnout and on the results we execute specific actions either by area or group level. Additionally, within the evaluation, we are placing indicators of effectiveness in performance," shared Ingrid Mandujano, Employee Experience Lead of Yalochat, an artificial intelligence platform.

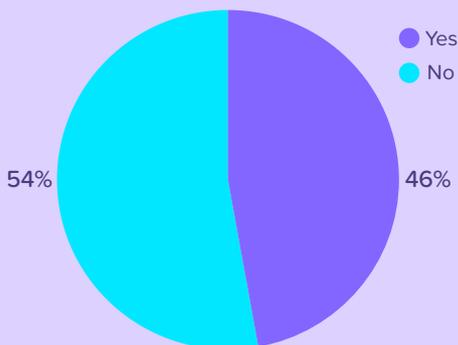
Benefits have also been a resource for HR executives to assist with the transition to remote work. 58% of HR executives adopted new benefits to facilitate the transition to remote work. Survey respondents confirmed the benefits they have implemented include: full or partial payment of a service (51%), payment for home office furnishings (39%) and payment for health or wellness services (30%).

"We decided to provide additional benefits to recognize the effort that employees had to make to fit their lifestyle with the home office and even more with the complexity of the home school for parents," said Juan Carlos Zua Zua, General Director of VivaAerobus, the low-cost Mexican airline.

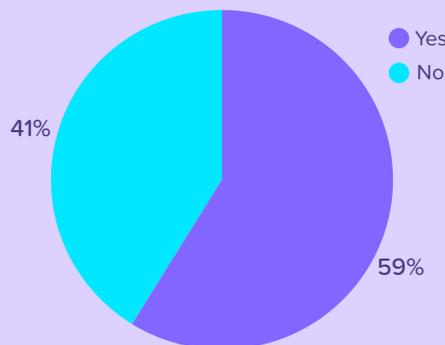
**"We are monitoring work through a pulse survey where we ask questions related to remote work. We measure burnout and on the results we execute specific actions either by area or group level..."**

**Ingrid Mandujano**  
Employee Experience Lead of Yalochat

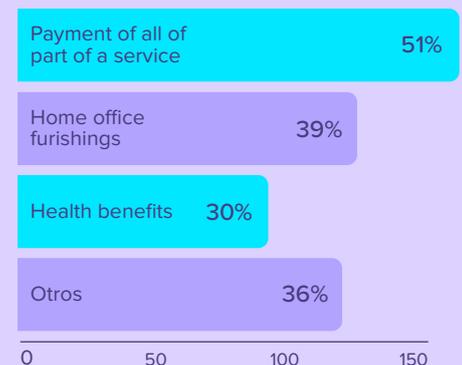
If your team works remotely, have you implemented any system to monitor remote work?



If your team works remotely, have you or do you plan to give workers additional benefits for working from home?



What type of remote worker benefits do you give or plan to give to your team?



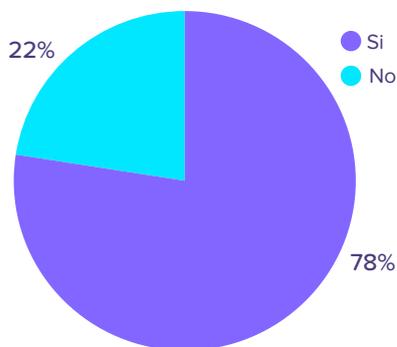
# TECHNOLOGY

A new way of working has enabled the adoption of new tools to facilitate that work across software, robotization and automation, as well as artificial intelligence.

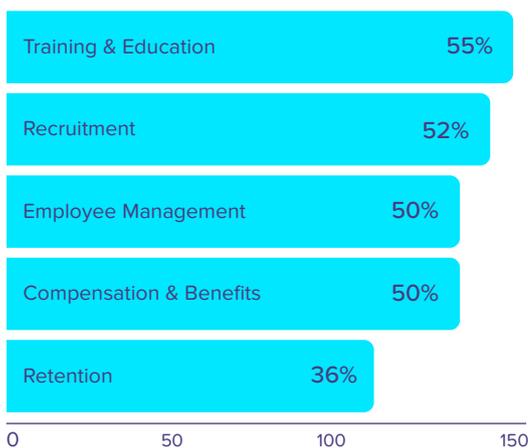
## SOFTWARE

HR executives confirmed that technology is not new to their department. More than 77% of survey participants confirmed that they have used technology in their human resources area before COVID-19, and more than 70% reported that they felt ready for digitization. “One of the measures to give continuity to our growth was to apply diagnostic tests to know the capacity and aptitude of our team to develop digitally. Fortunately for us

Before COVID-19, did the HR area use software in the management of the department?



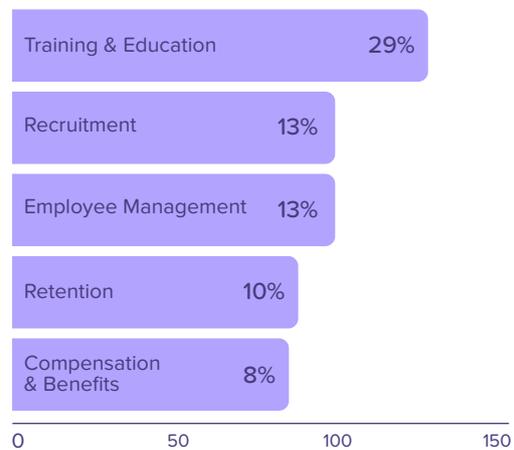
For what kinds of applications did the HR area use software?



and thanks to the actions we have taken, we know that our team is ready to face the digital challenge,” commented Carlos Duarte, Business Development Manager at Bloc, a company that provides legal consulting services.

The most popular technology used by survey participants before COVID-19 was formation tools (communication, collaboration and education), used by 52% of participants, alongside Human Resources Management Software (HRIS), used by 52% of participants, and Talent Attraction Software (Applicant Tracking Systems (ATS) and job boards), used by 50% of participants.

Since COVID-19, has the HR area implemented a new software?



The high penetration of technology across our survey respondents reflects a trend we have been seeing for a long time in the HR industry. With the proliferation of the cloud in 2006, software adoption has gradually become much more widespread. Lower costs and easier distribution has allowed more professionals, on the whole, to adopt software.

HR software, as a subset of that greater industry trend, has also grown. The investment in HR has increased 17x from 2000 to 2019, from \$300MM (77 companies) to \$5.3Bn (238 companies). Today, thousands of companies offer solutions for different challenges HR executives face along the entire employee journey from employee hiring to retention and termination. That number only stands to grow with the increased move toward remote work and its forcing hand of digitalization.<sup>2</sup>

Further proving that trend, 100% of survey participants confirmed the adoption of a new technology since the pandemic began, despite already having adopted technology tools before COVID-19.

SECTION 5: TECHNOLOGY

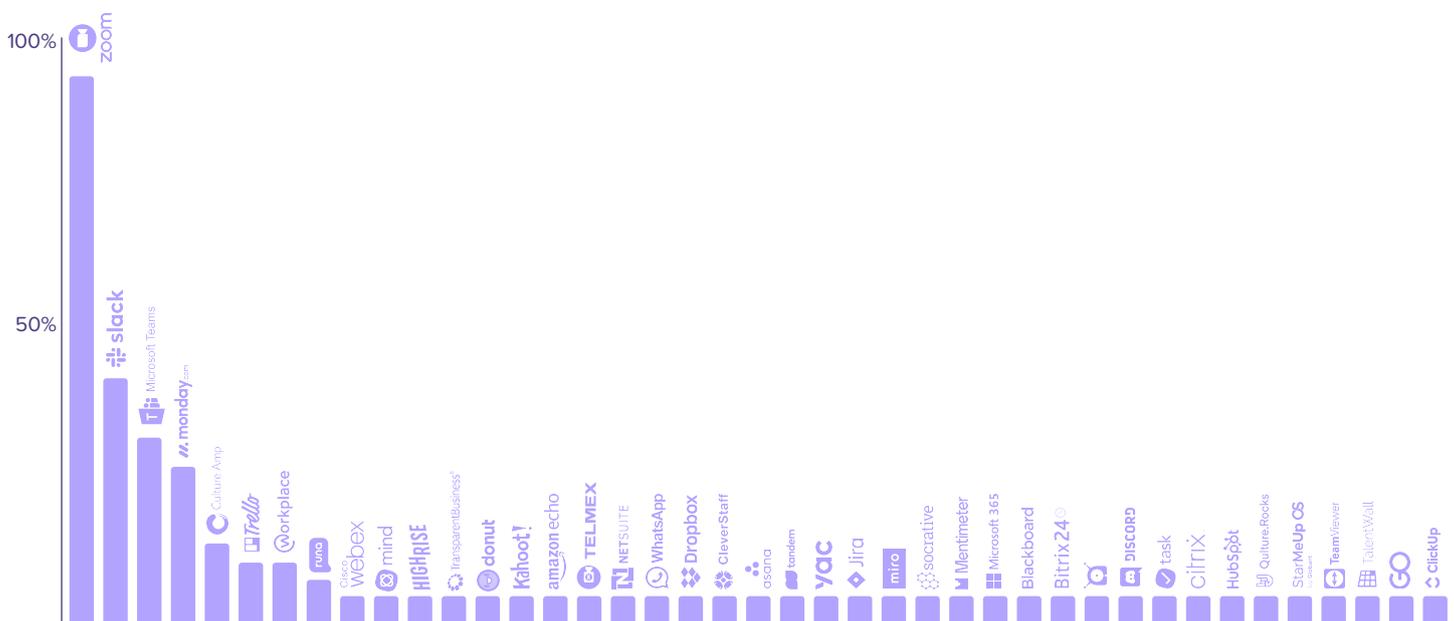
“Companies that are usually avant-garde know that if they do not get on the technology train today, the moment they do, will be too late. Since COVID-19 began, the competition for all has been much more difficult. Technology goes hand in hand with what we can do to differentiate ourselves,” said Camila Checa, Manager at Zendesk, a technology platform for customer service management.

This adoption was most profound in the area of formation, which includes communication, collaboration and educational tools, with 30% of survey respondents confirming they had purchased a new tool in this area. Given the huge shift to remote work in such a short period of time, the need to find solutions to overcome everyday challenges was evident. What used to seem so easy - a conversation in the hallway, stopping by someone’s desk - now requires technology to happen.

It comes as no surprise that the most popular tool adopted was videocalling technology. Nearly everyone who took the survey confirmed the adoption of a video calling software such as Google Meet, Zoom, Skype, Webex or Microsoft Teams. “By adopting video calling software, we have enabled our team to have a better quality of life. Our employees save time on home-to-office and office-to-home transfers to attend a meeting, whether internal or with clients,” shared Rafael Flores, HR Manager at TuCanton, a website for buying and selling homes.

The second most mentioned type of tool adopted in the formation area was chat software. 18% of

Since COVID-19, what new software have you implemented?



“Companies that are usually avant-garde know that if they do not get on the technology train today, the moment they do, will be too late. Since COVID-19 began, the competition for all has been much more difficult. Technology goes hand in hand with what we can do to differentiate ourselves.”

Camila Checa  
Manager, Zendesk

participants confirmed adopting this type of tool specifically. By a landslide, Slack was mentioned as the go-to tool for online chat. Some others also mentioned Microsoft Teams and Google Hangouts chat features.

Also quite popular were collaboration tools, which include technologies that allow two or more members of a team to work together to obtain a shared objective. Some of the collaboration tools mentioned by our survey participants included: Monday.com, Trello, Asana, Jira, Miro, Airtable, Notion, Discord and others. "This tool has allowed us to have greater accountability of tasks, in addition to more timely monitoring and collaborative interaction

## SECTION 5: TECHNOLOGY

at a distance," said Juan Camilo Pineda, Co-founder and Country Manager of Lana, a financial services platform that offers a digital wallet for consumers.

Some additional tools mentioned were in the employee education space. International learning platforms such as Coursera and Udemy and more Latin America focused learning marketplaces like Platzi, Crehana and Ubits were mentioned. Some newer tools that make education and training more fun, like Kahoot and Dekabeza, also made the list.

## ARTIFICIAL INTELLIGENCE

Another important technological trend was the adoption of artificial intelligence. More than 45% of survey participants said they planned to implement AI in their area over the next 12 months and over 90% of those that responded positively are in the process of implementation right now. However, only 7% of HR executives considered themselves experts in the area.

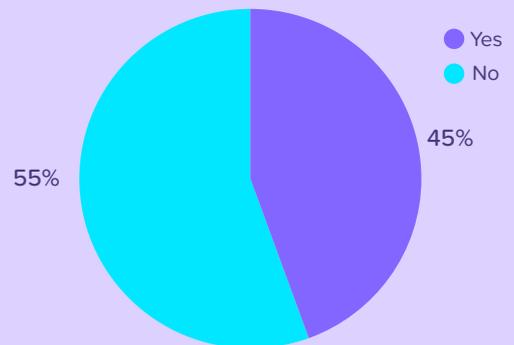
"In our first phase of the company, the focus was the development of the entire core of our business," said Paulo Rizzi, Co-Founder and CTO of Minu, a financial services platform that offers payroll loans. "Now that our technology is in a very robust phase, we can reserve our resources to integrate new things like AI technologies."

AI integration into HR practices can make organizations better because these tools can analyze, predict and diagnose to help HR executives make better, more informed decisions.

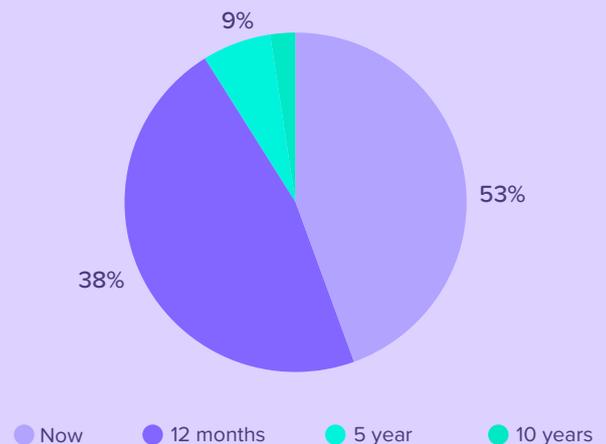
Some companies are using AI in the recruitment area. HR executives have invested in AI to help them analyze a candidate's previous work experience and interests and match them with open roles best suited for them. "We are using AI in recruiting to review the professional background of people and determine the percentage fit with the vacancy. We have also applied AI to our search engine. When candidates look for vacancies, they only see vacancies that makes sense for them to apply to. And, lastly, we are also using AI in the crowd sourcing of candidates," said Israel Garza, CEO of Levu Talento, an application for hiring employees.

Other survey respondents confirmed the use of AI in employee retention, particularly as it relates to employee engagement tools. AI-backed chatbots empower both employees and HR professionals to keep the engagement conversation going, all year long with a human-like and always-on communication tool that engages the user in personalized conversations.

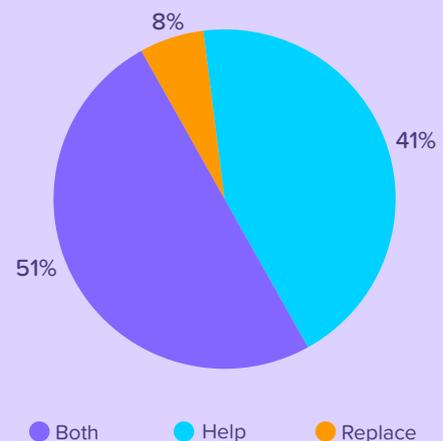
Have you or do you plan to implement artificial intelligence?



In how long, do you plan do implement artificial intelligence?

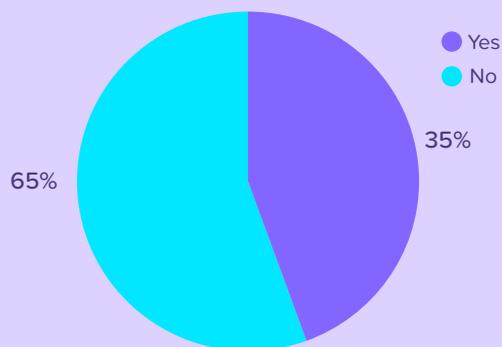


Do you think technology, in general, will replace or help employees?

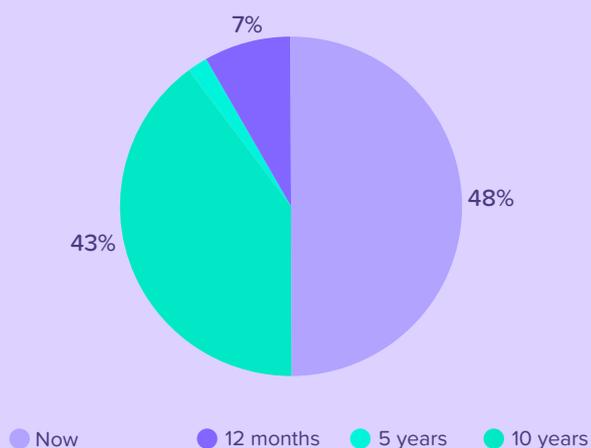


## SECTION 5: TECHNOLOGY

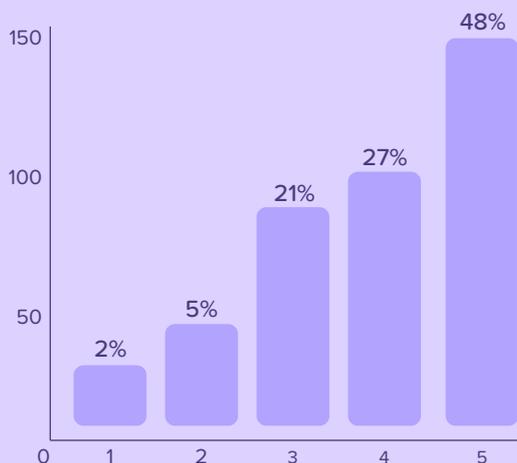
Have you or do you plan to implement robotization?



In how long, do you plan to implement robotization?



Do you think your company is ready for the digital era?



## ROBOTIZATION

Robotization is also on the rise, and not far in the future. 35% of survey participants plan to implement robotization in the next 12 months and more than 38% said they are already in the process of implementation.

Robotization refers to the automation of a system or process by the use of robotic devices. We often think of robots in manufacturing. After all, they can automate repetitive tasks, reduce margins of error to negligible rates and work 24/7 on a floor plant. However, automatization is also used in other industries. Amazon, for example, uses order picking robots in warehouses. These bots can easily integrate with existing systems and product catalogs, and can manage multiple weightloads, making them more efficient and more effective than humans.<sup>3</sup>

“There are many decisions that we make daily with the full awareness that it will not necessarily be the logical or correct one, but the most appropriate for the moment. I don't think that a robot can assume that factor or variable today.”

**Paulo Iria Antunes**

Corporate International & Development Officer, Fagro

Why does robotization make sense in a post-COVID world? One, companies often strive to cut costs during downturns. Additionally, given the health crisis combined with the economic crisis, companies are looking to pandemic-proof their operations. Less people ultimately means less COVID-19.

Will robots replace humans? Less than 8% of survey participants believe that technology will replace people. The majority believe that technology is a tool to augment or increase the performance of employees. While automation takes over certain roles and processes, it actually frees up human talent to focus on higher-level tasks, like analysis, innovation and strategy,

# WORK SKILLS FOR EMPLOYEES

The most important employee skills for the next 12 months are communication, data analytics and resilience. With employees no longer entering the office on a day-to-day basis, it is more important than ever for employees to communicate progress. Progress can be conveyed through conversations with peers and managers (i.e. communication), as well as translated through data and results (i.e. data analytics).

“You have to be effective communicators to gain trust without building it in person. How do you execute this in your work teams and in your leadership style, from how you act as a leader and how you exemplify it with your employees and how you manage your time,” said Alejandro Lunes Aviles, Managing Director Latam of SugarCRM, a technology platform for contact management.

Data analysis is key to a remote workplace. Since we have less in-person interaction, thanks to the proliferation of remote work, we rely on data to deliver the facts. Therefore, it is important for employees to know how to track, read, and interpret data to be successful.

“Nowadays any decision and / or strategy that we make for our companies must be based 100% on data, because with the crisis we are experiencing we have to achieve results based on solid arguments.”

**Natalia Falla**

International Talent Head, JobandTalent

What are the most important work skills for employees to develop over the next 12 months?



## SECTION 6: WORK SKILLS FOR EMPLOYEES

“It is important that employees understand what to do with the information they receive. We have many systems with a lot of information but we rarely use them to analyze and make decisions based on the insights we find.”

**Hernán García González,**  
VP of Talent & Technology at Monterrey Tech

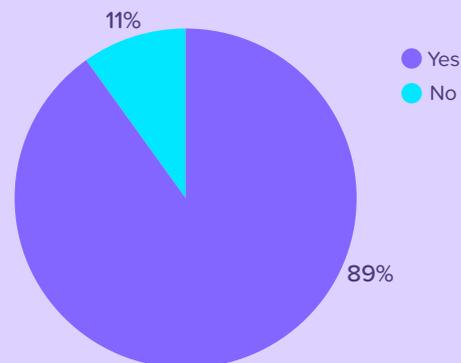
“It is important that employees understand what to do with the information they receive. We have many systems with a lot of information but we rarely use them to analyze and make decisions based on the insights we find,” Hernán García González, VP of Talent & Technology at Monterrey Tech, a prominent technical university in Mexico.

Despite the positive outlook on digitalization across their teams, 89% of participants said they have trained their team in a new skill since COVID-19. More than 83% believed that soft skills were most important, especially given the light of the current work environment. Soft skills referring to characteristics such as creativity, innovation, communication, resilience and collaboration.

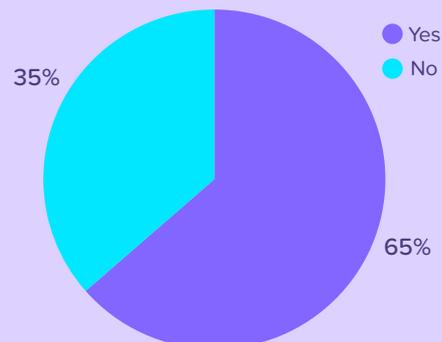
"Digital skills exists amongst our employees, but not necessarily the knowledge," said Sergio Ilian Reyes Villaverde, Director of Human Resources of Grupo Delmar, a transportation and logistics provider. "By 2021, we are going to change our education model to include new skills such as digital skills, business intelligence and learning agility in order to carry out a complete digital transformation."

Over 84% of participants agreed that soft skills were the most important skills to teach, especially given the current work environment. With the challenge of working from home, the ability to self-regulate, communicate and persevere are vital to job success. Soft skills are enablers and regulators of each one of these daily activities.

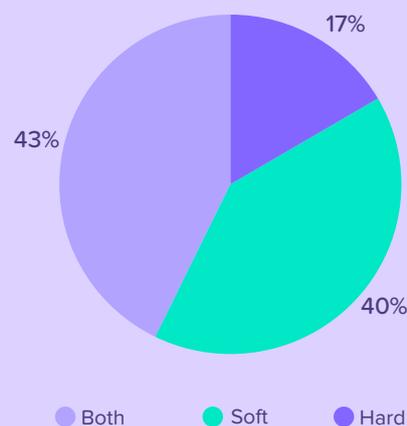
Before COVID-19, did your employees have skills for the digital era?



Since COVID-19, have you train your team in a new skill?



In what type of skill, did you train your team?



## SECTION 6: WORK SKILLS FOR EMPLOYEES



To train employees, HR executives have relied primarily on internal training to educate their teams. More than 73% trained their people internally or with a combination of internal and external help.

Regarding company training sessions, Bruno Barreto, Head of Latin America Emerging Business at Google, shared his experience: "We have had ad-hoc training sessions on remote work, especially on leadership. One training that really caught my attention was "Leading with Empathy", which focused on how leaders can better manage their teams remotely by providing context before ping, communicating with people frequently, etc. "

**"One training that caught my eye is called "Leading with Empathy," which focuses on how leaders can better manage their teams remotely by providing context before ping, communicating with people frequently, etc."**

**Bruno Barreto**

Latin America Emerging Business Head,  
Google

When we spoke with HR executives about the training they provided to their employees, there were some clear trends. Several HR executives spoke about technology training for their teams. For example, teaching their teams to use video calling software like Zoom or chat software like Slack.

Another trend was distance job training. HR executives provided training to their teams on how to set up a home office, organize their day, and when to connect and disconnect. Another popular training was related to how to use collaboration and organizing tools like Trello, Discourse, and others to organize your to-do and to-do list.

**"We offered training to employees to reinforce leadership, remote team management and to also impact the health and emotional well-being of employees."**

**Tania Arias Roca**

HR Business Partner, Clip

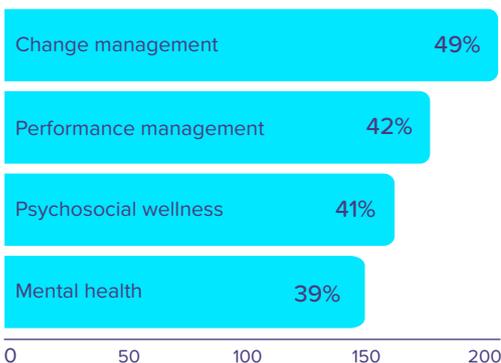
Tania Arias Roca, Clip HR Business Partner, shared with us the training activities that are being carried out at her company: "We offer training to employees to reinforce leadership, remote team management and also to impact the health and emotional well-being of collaborators. " Some of the workshops that Clip has introduced include training on leadership issues, workshops on improving internal company culture, nutrition talks with partners like Gympass and an entire health week of classes with different experts.

# WORK SKILLS FOR HR LEADERS

When HR executives were asked if they felt ready to face COVID-19, only 14% said they actually fully felt prepared. That means more than 86% of those surveyed felt there were areas for improvement in their preparation for the crisis as HR leaders.



In what areas, do you wish the HR area was better trained before COVID-19?



What could HR executives have been better trained in? Survey respondents wanted more training in the following areas: 49% would have liked training in change management training; 42% would have liked training in performance management training; and 41% would have liked training in psychosocial well-being.

As companies transition to the new normal, there are important skills that HR leaders need to develop to better manage their teams. What worked in an office environment and with a positive economy in 2019, probably won't work in a largely remote environment that is also experiencing an economic recession in 2021.

What skills are required to manage the post-COVID-19 workplace? Respondents believe that the most important skills to develop in the coming years are innovation (36%), emotional intelligence (36%) and data analysis (35%).

There is a clear trend towards soft skills, given the requirements of the new normal. There is also the mention of data analytics which reflects our transition to a data-driven world impelled by the remote work environment. Since we are no longer in the office to see how people work, we have to rely on data to give us those answers.

¿What are the top 3 skills HR leaders need to develop in the next 12 months?



## SECTION 7: WORK SKILLS FOR HR LEADERS

“The need to know how to analyze data will be more important, mainly because when working from home or elsewhere, employees will have to demonstrate their results in a way that everyone can understand. In this regard, I mean that not only their peers or managers can understand what they are doing, but also other people they can work with,” said Levi Barbosa Orozco, Talent Operations and HR Executive of Didi, a taxi application.

“The need to know how to analyze data will be more important ... People will have to demonstrate their results in a way that everyone can understand.”

**Levi Barbosa Orozco**

Talent Operations & HR Executive, Didi

In addition to skill development, HR executives have also added new positions to their area. More than 38% of those surveyed confirmed that they had created a new role or taskforce to deal with COVID-19 and the transition to the new normal. More than 73% of them plan to keep the position indefinitely, even after they potentially go back to the office.

What are the roles and responsibilities of these new roles or working groups? After talking to respondents, we found these three areas of responsibility:

- **Health & Hygiene**

Establish health protocols for both home office and the office. Confirm compliance with government requirements related to COVID-19.

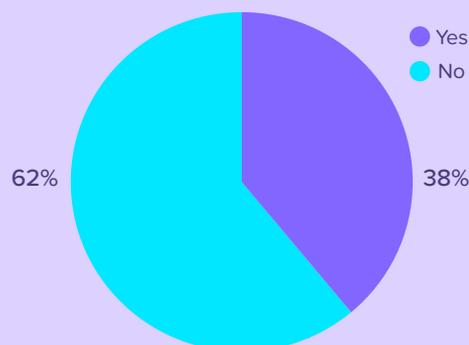
- **Technology and Training**

Ensure that employees adapt to the use of technology to meet their remote work needs and provide them with the necessary training to learn those technologies.

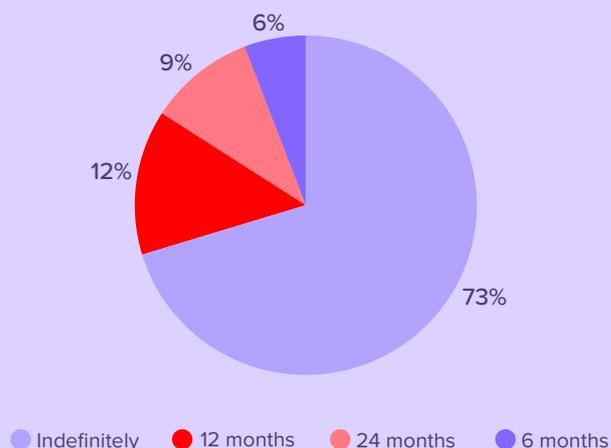
- **Team Wellness**

Establish a pulse survey to map the mental stability of employees while they are in the remote work environment, and evaluate those results to define where help is needed.

Is there a role of taskforce at your company dedicated to COVID-19 or the new normal?



How long do you think that role or taskforce will last?

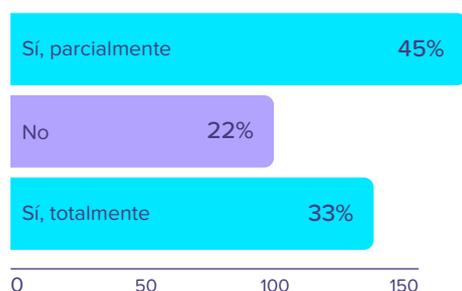


# OFFICE HYGIENE & SAFETY

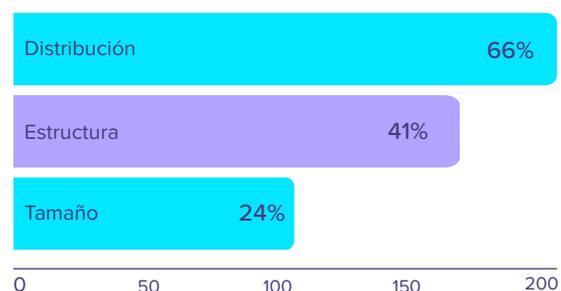
The farther we move from the moment COVID-19 first arrived in Latin America, the closer we get to a shift back to a more mixed, remote and in-office work scheme. As companies prepare for an in-office work setting, whether part-time or full-time, there are a number of measures they are adopting to ensure the safety of their employees and the cleanliness of their workplace.

More than 76% of those surveyed confirmed that they have modified their offices since COVID-19 to make it safe for the new normal. “We moved to a remote environment with some points of contact where collaborators who prefer it can have a space to carry out their activities. Collaborative workspaces are available to the team,” shared Felipe Betancourt Celis, Co-founder of Liftit, a technological platform to manage logistics and commercial transport.

Have you changed your office environment due to COVID-19?



Si tus instalaciones han sido modificadas, ¿de qué manera?



The primary mode of office modification was office distribution, as confirmed by 66% of survey respondents. By office distribution, we are referring to how employees are organized and sit inside (and outside) the office setting. Many companies are even breaking teams into smaller groups and adopting smaller more distributed office models. Companies like Spacemates, Zityhub and AroundMX have popped up since COVID-19 to assist HR executives with this very task. By working with one of these companies, HR executives can set up smaller, more distributed offices across the city. They can even pay extra to ensure a “covid safe” office setup, with acrylic dividers and disinfection stations.

When we spoke with the General Manager of Spacemates, Guillermo Reveles, about his service, he told us the following: “Our model is based on paying for the space you want to occupy for the certain time you require. You can design your memberships according to the needs of each employee without having to commit to a space that you probably won't occupy every day, ”

**“We moved to a remote environment with some points of contact where collaborators who prefer it can have a space to carry out their activities.”**

**Felipe Betancourt Celis**  
CoFounder, Liftit

The second most popular office modification was office structure, as confirmed by 41% of survey respondents. By office structure, we are referring to companies structurally changing how the office is built. When we spoke with survey respondents about how they had structurally changed their offices, some mentioned creating more access to fresh air (such as window implementation), creating area dividers so as to not share so much common space, and introducing terraces and balconies where possible.

The third most popular office modification was size, as confirmed by 24% of survey respondents. Survey respondents who mentioned this modification discussed completely closing their larger offices and instead opting for smaller, more distributed offices. One of the major benefits with this solution is that employees spend less time in public transportation, as well as have less contact with less co-workers on a daily basis.

“It is very important to take care of your team and prevent any contagion. I believe that in these times more than ever it is necessary to take care of physical health so that employees feel safe.”

**Diana Nuñez**  
Community Leader, Endeavor

In addition to office modifications, HR executives are also adopting health and sanitary practices to ensure a healthy, safe work environment. “It is very important to take care of employees and prevent any contagion. I believe that in these times more than ever it is necessary to take care of physical health so that employees feel confident about their well-being,” said Diana Nuñez, Community Leader of Endeavor, the startup community that supports new companies throughout the region .

The most popular measures adopted to promote a safe work environment have been alternative work days, with over 55% of survey respondents adopting this measure. By having less employees in the office at one time, there is less exposure to one another and therefore a less likely potential of contracting the virus.

“Spacing the days employees work helps to avoid having too many people in the office at the same time,

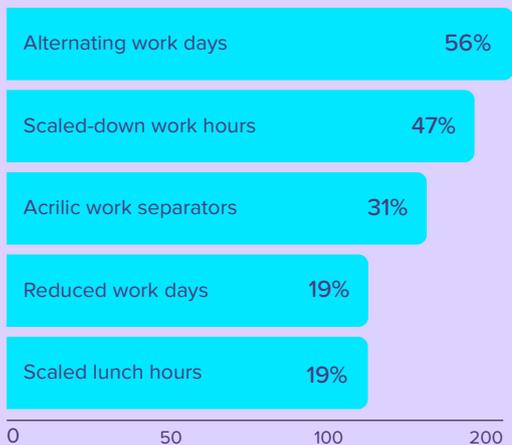
which contributes to increased exposure. It is recommended to use facilities at 30% capacity,” said Ismael Roberto Acuña Medrano, HR Analyst at Emerson, a company that offers technology and services to the industrial sector.

A second most popular method has been scaled down work hours, with over 47% of survey respondents confirming the usage of this method. When a company scales down hours in the office, this means only requiring employees to be in the office for a certain amount of hours, for example 9-11am or 3-5pm. By limiting the number of hours in the office, there is less time for exposure and therefore a lower possibility of the spread of the virus. “We believe that by reducing working hours the opportunities or probabilities of contagion are also reduced,” said Rodrigo Bello, Dream Facilitator at Estudiantes Embajadores, an educational services company.

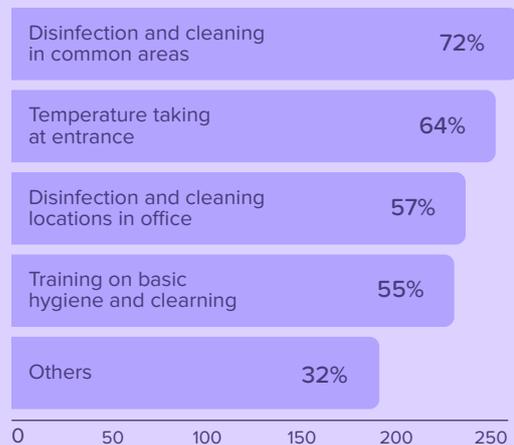
Another popular measure adopted by over 31% of survey respondents has been worker separation. Companies have implemented acrylic work dividers between coworkers and between departments, to ensure limited cross contamination. The World Health Organization confirmed that COVID-19 can be spread through water droplets from a sneeze for a cough, which acrylic dividers would help to prevent.

Additional measures adopted by our survey respondents for office safety included: reduced work-days (19%), staggered lunch hours, (18%), new work shifts (16%) and A/C implementation (11%). “Hygiene practices have been applied in accordance with what is indicated by the authorities: staggered entry, meal and exit times, filters at the entrance to take temperature and

What measures have you adopted to ensure a safe work environment?



What prevention protocols have you implemented to limit the spread of COVID-19?



## SECTION 8: OFFICE HYGIENE &amp; SAFETY



apply antibacterial gel. Also, we increased the purchase of disinfectant bottles for each work station," confirmed the Head of Human Resources at Vivalia, a financial services company.

When we asked HR executives what hygienic protocols they are putting in place, over 72% reported constant disinfection in common areas. Contamination on surfaces touched by employees and customers is one of the main ways that COVID-19 spreads, so it makes sense that disinfection is of top priority. Across respondents, some disinfection procedures include the use of disinfectant sprays on chairs and hard surfaces, vacuums for rugs and floors and soap and water baths for soft surfaces. In terms of frequency, many respondents commented they are doing this on a daily and weekly basis, depending on the measure.

“Sanitation in common areas is essential to avoid contagion risks.”

**Alfonso Bawarsh**  
Managing Director, Grupo Avanza

“Sanitation in common areas is essential to avoid contagion risks. We have implemented it and we have seen very strict protocols also of our clients in mining, where we learned a lot,” shared Alfonso Bawarsh, Managing Director of Grupo Avanza, a human resources company.

In addition to disinfection, more than 63% of those surveyed said they are also taking the employee's temperature upon arrival and keeping a record of such readings. In speaking with respondents, we

observed several trends across companies that have implemented temperature measurement measures including: a dedicated person taking temperatures using a non-contact digital thermometer, a waiting line sequence with a separation of 1.8 meters between each person, and an established log book which is reviewed weekly to observe any trend by department. "The sanitary measure of taking temperature is a requirement of the Ministry of Health of all organizations and of course we support it," confirmed Alejandro Vargas, General Manager of Next Business, a business consulting company.

Finally, more than 55% of those surveyed said that they have established a disinfection and isolation area for the arrival of employees to the office. These disinfection stations include washing bins and spray bottles with disinfectant spray to self-spray at the office entrance. The World Health Organization has established that washing kills the virus on the hands and effectively prevents the spread of COVID-19. Also popular are shoe baths with sanitizing solutions for employees to sanitize their footwear before entering the office. Finally, some offices have even implemented changing areas to allow employees to change clothes upon arrival at the office.

# TEAM WELLNESS

With many employees isolated at home, unable to go out to see friends, to eat dinner or to see a concert, HR executives are concerned about the impact of the continued isolation on their well-being. "The paranoia that can generate having to go to work in a store, get on public transport, live with clients, etc., can generate a lot of anxiety. On the other hand, we have seen that people who have had sick relatives which can also have unfavorable emotional responses. In addition, not knowing how much longer the situation is going to be like this, there is a lot of uncertainty and anxiety that can get worse as time progresses," said Paulina Cavazos, Director of People Operations at Ben & Frank, a company that develops and sells glasses at affordable prices.

More than 63% of those surveyed believe that COVID-19 presents a psychosocial risk to their employees. The main contributing factors are overwork (60% of respondents), ineffective communication (47% of respondents) and lack of job clarity (35% of respondents).

How are HR executives fighting to protect their employees? More than 64% of those surveyed have implemented strategies to combat psychosocial risks. "I believe that technology would help us a lot to prevent and detect these symptoms, however, I believe that the treatment really requires a human contact," said Sergio Cattaneo, People & Culture Director of Casai, a technology platform for tourist apartments to rent in Latin America.

More than 33% of respondents are doing regular one-on-one check-ins with their team. These initiatives are usually carried out by department heads or by members of the human resources team. The purpose of the 1:1 check-ins is not to talk about specific job tasks, but to have a greater focus on job enablement. How are employees achieving their daily work goals? What is working and what is not working? What can the HR department of the company do to help them?

More than 29% are offering employee coaching. Employee coaching typically occurs from manager to direct report, but some companies have also adopted special-case coaching where the HR department will work with specific employees based on a needs assessment through a pulse survey.

Coaching sessions are typical once every 1-2 weeks for 30-60 minutes. HR often provides a guide for coaches to help them lead an effective session.

An additional 25% are offering training workshops on how to work remotely. Many companies have developed an internal guide to remote work with best practices established by companies in their industry or by helpful reports they have researched online. With the established guide, they have created workshops of 30 minutes to 1 hour to better transmit the information inside the guide for application to employee's day-to-day lives.

**"The context is generating anxiety and stress beyond the control of the organization. Investing resources in well-being, and in how to help build resilience, has consequences on the productivity of the organization, but also on the social system by having resilient people and families."**

**Miguel Angel Castuera**  
Coach y HR Executive, Uber

HR executives are also increasing wellness benefits for their workers. More than 51% have offered wellness benefits to employees in popular areas such as stress management (63% of respondents), physical activity (39% of respondents), and financial wellness (35% of respondents).

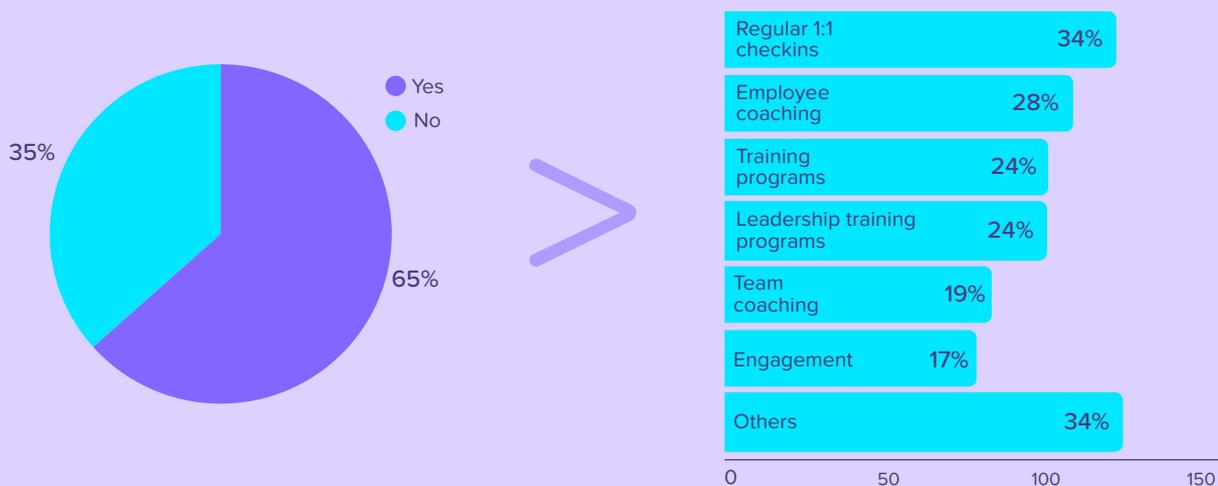
On the importance of employee well-being, Miguel Angel Castuera, Coach and HR Executive at Uber, shared the following: "The context is generating anxiety and stress beyond the control of the organization, investing resources in well-being, and how to support and generate resilience, it has consequences on the productivity of the organization, but also on the social system by having resilient people and families."

## SECTION 9: TEAM WELLNESS

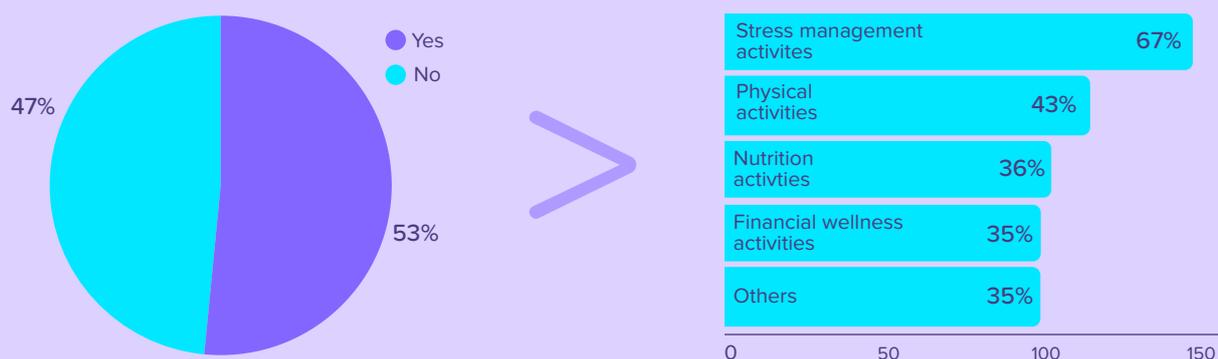
¿Did COVID-19 generate a psychosocial risk for your employees?



Did you implement a strategy to combat the psychosocial risks caused by COVID-19 in your company?



Did you offer a new benefit to employees centered around employee wellbeing?



# CONCLUSION

The global COVID-19 pandemic has changed the world of work as we know it. While many employees will return to the office, the policies governing how and where they work will not. Companies have seen that employees can work from places other than the office, and employees have experienced the benefits of not going to the office.

Technology has entered the human resources area like never before. The widespread adoption of communication tools, collaboration tools, and educational tools has forever changed the way people interact in the workplace.

The skills required by this new world of work are different than before. They require more self-regulation, resilience, and creativity. But, most importantly, they require data analysis. Without face-to-face interaction, teams will measure work product on the hard data, not the spoken word.

If there is one thing that we can definitely conclude after our report, *The Future of Work in Latin America*, COVID-19 has changed the face of work and therefore the human resources industry, as we know it.

## THANK YOU TO OUR SURVEY PARTICIPANTS

|  |                                      |   |                                     |
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| 2Secure  | Despegar                             | JL Inversiones y Servicios                    | Productos de consumo Z              |
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If you are interested in implementing the Runa software for your organization or would like more information about our services of outsourcing and managed payroll, please contact us:



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#### NOTES:

- 1 Forbes staff, 'Rappi adoptará el trabajo remoto "para siempre"', Forbes.co, 3/11/2020, <https://forbes.co/2020/11/03/capital-humano/rappi-adoptara-el-tra-bajo-remoto-para-siempre/>
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