

Business & Investment Guide

Human Capital



HUMAN CAPITAL

Monterrey's Human Capital

Monterrey is known for having the most qualified and productive workforce in Mexico and an unmatched pool of staff with the skills, knowledge, and experience you need to improve your business. As a newcomer to the area, you will need a competent and educated workforce to make your time and efforts worthwhile.

In Monterrey, you have access to a skilled workforce that can help you participate effectively in national and international markets. Our human capital with the highest potential for invention, creativity and collaboration makes Monterrey one of the most progressive and innovative cities in Mexico.

Thanks to its young and hard-working people, Monterrey is considered the business hub of Mexico, but its high-level Universities and teachers makes it also an important educational hub not only for Mexico but for Latin America as a whole.

2.65 million
Economically Active Population

38.4% WOMEN
61.6% MEN

This represent's 59.2% of the N.L. population, and 5% of Mexico's total population.

General Overview

Unemployment Rate in NL | 2015-2020

YEAR	EMPLOYED POPULATION	UNEMPLOYED POPULATION	ECONOMICALLY ACTIVE POPULATION	UNEMPLOYMENT RATE (%)
2015	2,225,108	107,764	2,332,872	4.6%
2016	2,298,936	102,251	2,401,187	4.3%
2017	2,350,902	92,621	2,443,523	3.8%
2018	2,405,650	89,529	2,495,179	3.6%
2019	2,453,895	88,905	2,542,799	3.5%
2020	2,462,587	116,949	2,579,536	4.5%

38,564 new jobs where generated in Nuevo Leon from January 2021 to April 2021.

Productivity by State

STATE	PRODUCED MXN-USD / HOUR
Nuevo León (Monterrey)	\$270 MXN / \$13.6 USD
Querétaro (Querétaro)	\$218 MXN / \$11 USD
Sonora (Hermosillo)	\$215 MXN / \$10.8 USD
Chihuahua (Juárez)	\$175 MXN / \$8.8 USD
Jalisco (Guadalajara)	\$166 MXN / \$8.3 USD

Salary

Productivity and Wages by State | 2015-2020

STATE	OPERATORS WAGE MXN	OPERATORS WAGE USD	ENGINEERS WAGE MXN	ENGINEERS WAGE USD	GDP MXN	POPULATION	GDP PER CAPITA MXN
Monterrey (Nuevo León)	\$6,504.00	\$325.20	\$25,000.00	\$1,250.00	\$1,290,000,000	5,712,208	\$225.83
Guadalajara (Jalisco)	\$6,224.00	\$311.20	\$21,000.00	\$1,050.00	\$1,169,000,000	8,348,000	\$140.03
Ciudad Juárez (Chihuahua)	\$6,337.00	\$316.85	\$20,000.00	\$1,000.00	\$518,000,000	3,741,869	\$138.43
Hermosillo (Sonora)	\$6,000.00	\$300.00	\$18,000.00	\$900.00	\$578,000,000	2,944,840	\$196.50
CDMX	\$5,000.00	\$250.00	\$19,000.00	\$950.00	\$2,866,000,000	9,209,944	\$311.19
Querétaro	\$6,000.00	\$300.00	\$23,000.00	\$1,150.00	\$413,808,000	2,368,467	\$174.72
León (Guanajuato)	\$6,500.00	\$325.00	\$16,000.00	\$800.00	\$762,000,000	6,166,934	\$123.56

\$392.50 USD

Average Monthly Salary

\$23.25 USD

Average Daily Salary

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Salary

Total of inhabited private homes

4.92%

Traders in stores

3.82%

Sales employees, dispatchers
and dependent on trade

3.53%

Truck drivers, cargo
vans and cars

2.75%

Bricklayers, stonemasons
and related

Salary

Average salary: Blue Collar

POSITION	25%	TOTAL - NUEVO LEON MXP PER DAY		
		AVERAGE MXN	AVERAGE USD	75%
General Helper	\$216	\$241	\$12.05	\$260
Operator A	\$227	\$273	\$13.65	\$300
Specialized Operator	\$309	\$397	\$19.85	\$448
CNC Technician	\$405	\$488	\$24.4	\$605
Forklift Operator	\$273	\$306	\$15.30	\$346
Welder	\$299	\$349	\$17.45	\$389
Team Leader	\$329	\$429	\$21.45	\$500
Warehouseman	\$250	\$309	\$15.45	\$351
Quality Inspector	\$278	\$353	\$17.65	\$407
Maintenance Technician	\$380	\$483	\$24.15	\$558

(Rate: \$1 USD = \$20 MXN)

Salary

Average monthly wage for different programming languages

LANGUAGE	AVG WAGE MXN	AVG WAGE USD	MAX WAGE MXN	MAX WAGE USD
C++	\$45,000	\$2,250	\$62,000	\$3,100
Swift	\$35,000	\$1,750	\$70,000	\$3,500
Go	\$30,000	\$1,500	\$55,000	\$2,750
Apex	\$30,000	\$1,500	\$62,000	\$3,100
Ruby	\$32,000	\$1,600	\$85,000	\$4,250
PL-SQL	\$42,000	\$2,100	\$80,000	\$4,000
Kotlin	\$32,000	\$1,600	\$59,000	\$2,950
Typescript	\$25,000	\$1,250	\$70,000	\$3,500
Dart	\$25,000	\$1,250	\$43,000	\$2,150
Java	\$25,000	\$1,250	\$76,000	\$3,800
C#	\$25,000	\$1,250	\$100,000	\$5,000
Python	\$25,000	\$1,250	\$65,000	\$3,250
Cobol	\$25,000	\$1,250	\$42,000	\$2,100
JavaScript	\$25,000	\$1,250	\$93,400	\$4,670
Delphi	\$25,000	\$1,250	\$55,000	\$2,750
PHP	\$25,000	\$1,250	\$80,000	\$4,000
Visual Basic	\$25,000	\$1,250	\$52,000	\$2,600
C	\$25,000	\$1,250	\$42,000	\$2,100

Rate: \$1 USD = \$20 MXN
Source: Innova Work

*87% of IT employees are english speakers
(middle and advanced level).*

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Salary

Average monthly wage for call centers in USD

SERVICE	SPANISH AGENTS	BILINGUAL AGENTS
Customer Service	\$636	\$857
Sales	\$636 + commissions	\$857 + commissions
Cross Sales	\$674 + bonus	\$857 + bonus
Retentions	\$636 + commissions	\$932 + commissions
Back Office	\$636 + bonus	\$857 + bonus
Tech Support	\$712 + bonus	\$1,083 + bonus
Help Desk	\$712	\$857
Collections	\$636 + commissions	\$1,008 + commissions

Source: Jinzai

87% of IT employees are english speakers (middle and advanced level).

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Perks & Benefits

BENEFITS	BLUE COLLAR	WHITE COLLAR
Christmas Bonus	22 days	26 days
Vacations Premium	39%	46%
Vacations Day	7 days	8 days
Savings Fund	7%	8%
Vouchers for groceries	8%	9%
Punctuality Bonus	Yes	No
Attendance Bonus	Yes	No
Productivity Bonus	Yes	Yes
Transportation	Yes	No
Cafeteria	Yes	No

Source: Prodensa

LAW BENEFITS	SUPERIOR TO LAW
Holidays	Insurance for major medical expenses
Vacation Premium	Life Insurance
Aguinaldo	Food Vouchers
Social Security	Savings fund
Payment of utilities	Transport Aid
Days off	Gas Vouchers
Sunday Premium	Company Car
Maternity Leave	
Lactation Period	
Adoption Licence	
Adoption and maternity leave	
Seniority premium	

Source: Jinzai

Perks & Benefits

JOB PROFILE	EXPERIENCE	AVG. GROSS SALARY PER MONTH (USD)
Industrial Engineer	Entry level (0Y exp.)	\$700.00
	Experienced worker (3 to 5Y exp.)	\$2,000.00
Software Engineer	Entry level (0Y exp.)	\$700.00
	Experienced worker (3 to 5Y exp.)	\$2,550.00
Production Supervisor	Entry level (0Y exp.)	\$550.00
	Experienced worker (3 to 5Y exp.)	\$1,750.00
Contact Center Bilingual Supervisor	Entry level (0Y exp.)	\$750.00 - \$1,250
Contact Center Bilingual Agent	Experienced Worker (3 to 5Y exp.)	\$600 - \$800

Source: Jinzai

Most common benefits for IT jobs

Trainings, certifications, health insurance, home office, flexible hours, professional development.

Working Shifts

Legal shifts in Mexico

	DAY SHIFT (1st SHIFT)		MIXED SHIFT (2nd SHIT)		NIGHT SHIFT (3rd SHIFT)	
	WORK HOURS	TIME SCHEDULE	WORK HOURS	TIME SCHEDULE	WORK HOURS	TIME SCHEDULE
6 x 1	8 hrs/day	7:00 - 15:00	7.5 hrs/day	15:00 - 22:30	7 hrs/day	22:30 - 5:30
6 working days 1 rest day	x6 days = 48 hrs	Monday - Saturday	x6 days = 45 hrs	Monday - Saturday	x6 days = 42 hrs	Monday - Saturday (am)
5 x 2	9.6 hrs/day	7:00 - 16:36	9 hrs/day	16:36 - 2:36	Not Applicable	
5 working days 2 rest days	x5 days = 48 hrs	Monday - Saturday	x5 days = 45 hrs	Monday - Saturday	-	
4 x 3	12 hrs/day	7:00 - 19:00	Not Applicable		12 hrs/day	19:00 - 7:00
4 working days 3 rest days	x4 days = 48 hrs	Days can be escalated	-		x4 days = 48 hours	Days can be escalated

Operatives and supervisors working shifts

DAY SHIFT

48hrs/week

(6:00 am - 2:00 pm)

EVENING SHIFT

45hrs/week

(2:00 pm - 10:00 pm)

NIGHT SHIFT

42hrs/week

(10:00 pm - 6:00 am)

Working Shifts

54% of employees

seek a **3-day home office and 2-day office** work model

26% of employees

seek a **full home office** work model

13% of employees

seek an **“in office”** work model

Facts

Monterrey is the entity with more and better trained workers, better salaries and more attractive for talent and investment.
(IMCO, 2020)

Monterrey ranked 2nd as one of the 3 cities in Mexico with the highest proficiency in the English Language.
(EF EPI, 2019)

There is no contractual “trial period” in Mexico, but a “training period” of up to 30 days is lawful.

*Monterrey has gone
20 years without a strike*

Legal Overview

Federal Labor Law

The Labor Law is part of the Mexican Constitution and is the regulatory framework of different laws, regulations and standards. Under this Law, any employee has the right to be unionized, but not the obligation.

Employers must guarantee equal employment for issue of age, race, gender, orientation, political affiliation, religion or believes.

The minimum age to work is 18 years, but a 16-year-old can work with a tutor permit.

The Federal Labor Law (the “Law”) regulates non-governmental employment relationships in Mexico. It applies to all individuals rendering subordinated services anywhere in the Mexican Republic (both Mexican and foreign nationals), and Mexican nationals in Mexico hired to perform personal services abroad.

The Law establishes statutory provisions that must be followed by employers as of the commencing of a labor relationship.

The Law provides two general types of employment relationships: individual/salary and collective/hourly.

- An individual/salary employment relationship is created upon a person being hired to render services in a subordinated position, whether on a temporary, task specific, season, initial training, or permanent basis.
- Collective/hourly employment relationships are established when the employees are organized representing the employees interests before the employer, through a union.

Legal Overview

Employment Labor Agreements

There are two main types of employment contracts for employees in Mexico: indefinite contracts or definite contracts.

INDEFINITE CONTRACTS

Indefinite contracts are characterized by stability without an end-date for employment. The contract continues as long as both parties uphold their bargains.

DEFINITE CONTRACTS

Definite or temporary contracts are defined for a specific period of labor, agreed upon when required by the nature of work provided. This may also encompass trial periods for employment.

The termination of an indefinite contract requires an employer-paid severance, including:

- 3 months of salary
- Seniority premium, 12 days of salary for each year of service (capped at two times the minimum salary) for employees with more than 15 of seniority.
- Seniority severance if applicable, 20 days of the employee's salary
- Due benefits and other payments reimbursement

Legal Overview

Unions

The law establishes that 20 or more employees may form a labor union to bargain collectively with the employer regarding the terms of their employment.

Such labor unions are formed in many cases, and collective labor contracts are executed in the case of industrial enterprises.

Contracts usually amplify or add to the rights enjoyed by the workers under the Federal Labor Law or the Social Security Law and are subject to renegotiation at least every two years.

Labor unions are particularly strong in the petroleum, mining, education, entertainment, textile, restaurant, telephone, rubber, sugar, automotive and newspaper industries.

Labor unions in Mexico have traditionally used the threat of a strike during the negotiation process to exert pressure on management, but negotiations are usually concluded before reaching the stage where the employees actually strike.

The Federal Ministry of Labor is empowered to mediate and rule on labor disputes and to impose sanctions on unions or employers for labor law infringements. Additionally, and in an effort to end a long tradition of irregularities in some unions,

The Mexican government has taken steps to avoid abuses of power and to limit the unions' activities to their intended purpose of employee protection and welfare.

The main labor union confederations in Nuevo Leon are the following:

- Revolutionary Confederation of Workers and Peasants (Confederación Revolucionaria de Obreros y Campesinos "CROC")
- National Federation of Independent Unions (Federación Nacional de Sindicatos Independientes "FNSI")
- Mexican Workers Confederation (Confederación de Trabajadores de México "CMT")

By law, you need 20 or more employees to form a labor union in Mexico.

Legal Overview

Overtime

Overtime is common in Mexico. Companies pay for work performed in excess of the maximum hours for a shift (overtime), as follows:

100% of the base wage

For the first nine hours of overtime per week

200% of the base wage

Hours in excess of the above

Legal Overview

Mexican Institute of Social Security (IMSS)

As part of legislation for the protection of employees, the Mexican Institute of Social Security (IMSS) was created by the Government to cater for the welfare of workers in areas such as medical care retirement and insurance.

The IMSS receives quotas from all the business companies and institutions through contributions which are paid by employees, employers and the government. Contribution rates vary in relation to the amount of salaries paid as well as labor risks.

By law, employers must register all their employees in the social security system, without exception. The social security benefits cover: accidents, medical care, maternity, pensions,unemployment compensation after a certain age, life insurance, retirement fund and day-care.



Legal Overview

Foreign Workers

If any foreign national performs professional activities on Mexican territory, he must obtain a working visa, issued by the Mexican Immigration Authorities.

Depending on the foreigner's activities, it will be necessary to carry out a specific procedure with the Immigration Authorities.

The Mexican Labor Law establishes that in all companies 90% of employees should be Mexican citizens. In consequence only 10% of foreigners may be employed in Mexican companies.

This rule is not applicable to foreign nationals employed as Directors, Administrators and General Managers in Mexico.

In Mexico, all companies' labor force should be comprised of at least 90% Mexican citizens.

Holidays

The Mexican Federal Labor Law establishes 7 mandatory holidays:

January 1st | New Year's Day

February 5th | Constitution Day

March 25th | Benito Juárez's Birthday

May 1st | Labor Day

September 16th | Independence Day

November 20th | Revolution Day

December 25th | Christmas Day

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Education

98.8% / 97.9%

Literacy Rate
(15-24 years / 25 and up)

10.7 yrs

Average years of
schooling

Education Level (15 years and up)

- 1.8% without schooling
- 46.1% basic level
- 25.5% high school
- 26.2% university

School Attendance

- 62.4% 3-5 years
- 95.8% 6-11 years
- 93.2% 12-14 years
- 44.1% 15-24 years

Total enrollment by bachelor's degree (2020)

Social Sciences and Law	104.8k
Natural Sciences, Mathematics	15.45k
IT	29.57k
Services	10.21k
Health Sciences	61.2k
Engineering, Manufacturing and Construction	114.2k
Education	17.46k
Business Administration	146.4k
Arts and Humanities	25.9k
Agriculture and Veterinary	5.74k

Education

There's +150 Universities in and around Monterrey.

Main Universities in Monterrey

UDEM *Universidad de Monterrey*

ITESM *Tecnológico de Monterrey*

UANL *Universidad Autónoma de Nuevo Leon*

U-ERRE *Universidad Regiomontana*

Education

In 2020, Nuevo León was the state with the highest degree of specialization in Educational Services.

(Data Mexico)

Enrollments by Institution in Nuevo Leon (2020)

In Nuevo León, the institutions that concentrated the highest number of students, in 2020, were

- Universidad Autónoma De Nuevo León (246k)
- Universidad Autónoma De Ciudad Juárez (64k)
- Instituto Tecnológico Y De Estudios Superiores De Monterrey (37k)

Universidad Autónoma de Nuevo Leon	40.2%
Universidad Autónoma de Ciudad Juárez	10.5%
Tecnológico de Monterrey	6.05%
Enseñanza e Investigación Superior, A.C.	4.33%
Universidad Metropolitana de Monterrey	3.92%
Universidad de Monterrey	3.86%

Education

Universities

MUNICIPALITY	SCHOOLS	STUDENTS
Allende	5	337
Apodaca	15	2,444
Cadereyta Jiménez	8	2,072
Doctor Arroyo	16	6,370
García	1	409
Guadalupe	23	8,237
Hidalgo	1	81
Juárez	6	462
Linares	11	3,214
Montemorelos	15	2,965
Monterrey	194	94,053
Sabinas Hidalgo	3	688
San Nicolás de los Garza	34	87,036
San Pedro Garza García	23	12,072
Santa Catarina	13	8,646

Education



Universidad de Monterrey is an institution that provides personalized education of academic excellence in balance with comprehensive training for service and commitment to sustainability, within an inclusive and innovative environment. It was founded in 1969 by five religious congregations as well as a group of laypeople and businessmen committed to education that came together to promote a one-of-a-kind project.

UDEM seeks, academic excellence, the promotion of research, the conservation of culture and the extension of these benefits to the rest of the community.

52 years operating.

4 high-school campuses in NL.

46 Bachelor programs.

18 Masters programs.

13 Post-Graduate specialities.

1 PhD program.

1,189 high-school graduates / year.

1,397 Bachelor graduates / year.

258 Masters graduates / year.

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Education



Universidad Autónoma de Nuevo León is an institution of higher education with 87 years of history, considered the third largest public university in Mexico and has the largest educational offer in the northeast of the country. Its main coverage is in Nuevo León and the surrounding states.

Its educational model promotes the comprehensive training of students and is based on two structuring axes: education focused on learning and education based on competencies; an operational axis: the flexibility of educational programs and processes; and three transversal axes: academic innovation, internationalization and social responsibility.

88 years operating.

40 high-school campuses in NL.

81 Bachelor programs.

98 Masters programs.

57 Post-Graduate specializations.

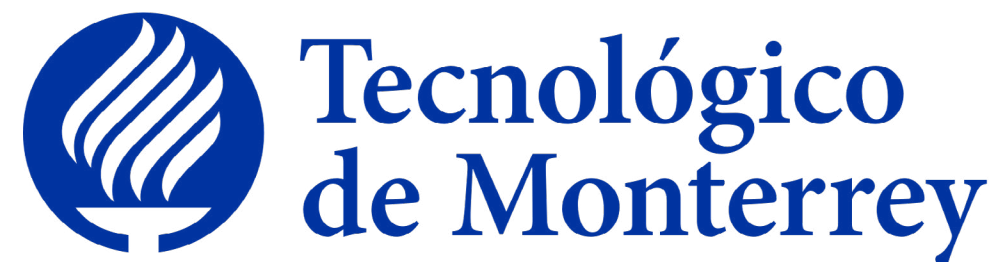
42 PhD programs.

31,948 high-school graduates /year.

15,915 Bachelor graduates / year.

1,422 Masters graduates / year.

Education



Tecnológico de Monterrey is a private, non-profit, independent institution, free from political and religious parties. It was founded in 1943 in the City of Monterrey by Don Eugenio Garza Sada and a group of businessmen, who formed a civil association called Higher Education and Research, A.C., who sponsors its operation.

For its operation as an educational institution, the Tecnológico de Monterrey is recognized by the Ministry of Public Education and his studies are valid throughout the Republic.

77 years operating.

4 high-school campuses in NL.

45 Bachelor programs.

44 Masters programs.

8 Post-Graduate specializations.

12 PhD programs.

5,097 Bachelor graduates / year.

Education

U-ERRE **Universidad** **Regiomontana**

U-ERRE Previously called Universidad Regiomontana, has the commitment to transform communities through the development of talents and capacities.

U-ERRE promotes the integral formation of the human being in the different stages of his life, putting at his disposal a high quality education and training in order to become a leading, competitive professional and a socially responsible actor.

52 years operating.

2 high-school campuses in NL.

25 Bachelor programs.

17 Masters programs.

Language schools

English | Relaciones Culturales

German | Centro Cultural Alemán

French | Alianza Francesa

Chinese | Instituto Confucio

Italian | Dante Alighieri

Korean | Centro de Estudios Asiáticos

All the main universities in the state also offer language courses .



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