

NEWSLETTER

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LETTER FROM THE PRESIDENT BY LARRY RUBIN

GOVERNMENT LEADER SERIES

- Pedro Haces
- Jacqueline Ward

AMSOC EVENTS

- Innovation Mission: Understanding innovation ecosystem in the United States

ORGANIZATIONS STEERING GROUP

- Honeywell: Leading the Way in Technological Innovation, Sustainability, and Social Responsibility

FROM DEBY BEARD

- A Jewel in the Heart of Mexico City: Hotel Marquis
- JW Marriott Masai Mara: A Haven of Elegance in the Wilderness

EASY RECIPES

- *Cempasúchil* and corn soup



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LETTER FROM THE PRESIDENT

Dear Readers,

In keeping with the dynamic start of President Sheinbaum's administration, the American Society has been organizing and facilitating meetings to expedite the implementation of projects in favor of businesses and social associations in both countries.

AmSoc's Public Affairs Task Force held a meeting with congressman Pedro Haces, parliamentary coordinator and General Secretary of the Autonomous Confederation of Workers and Employees of Mexico (CATEM), to review Mexico's labor landscape and how to support efforts to promote a mutually favorable environment for nearshoring and other forms of bilateral cooperation in the field of trade.



Pursuing this same objective, the Public Affairs Task Force held a meeting with Jacqueline Ward, General Counsel for Economic Affairs of the U.S. Embassy, who spoke about U.S. interagency efforts to work harmoniously and present a unified voice through which to provide timely information to the Sheinbaum administration. The meeting saw participants discuss the 2026 USMCA review and the importance of integration of regional value chains.

In partnership with AMIIF and FIFARMA, the American Society organized the *Innovation Mission: Understanding innovation ecosystem in the United States*, featuring working meetings between Mexican legislators and representatives of global pharmaceutical companies.

The Organizations Steering Group focuses on how industry leader Honeywell combines innovation and sustainability, highlighting its generous donation of air purifiers to 18 organizations, four hospitals, and several schools in Acapulco.

As we approach to the U.S. presidential elections, EY's opportune analysis examines the transcendence of the electoral result for Mexico, the main trading partner of the United States, and provides some insights for businesses needing to adapt to geopolitical changes while taking advantage of opportunities as they arise.

Deby Beard recommends the Marquis Reforma Hotel as the perfect launchpad for discovering Mexico City's dynamic cultural tapestry. But if what we really want is a far-flung retreat amid breathtaking surroundings, she commends the JW Marriott Masai Mara Lodge, which combines world-class luxury with awe-inspiring natural spectacles.

To close this edition, Rosita Horta tells us about *cempasúchil* (marigold), a flower widely used in traditional seasonal decorations that can also be used to make *cempasúchil* and corn soup. Don't miss her recipe!

We are interested in your feedback. Please feel free to write to us at newsletter@amsoc.mx

Best regards,

Larry Rubin



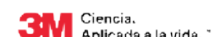
Deloitte.



ORACLE



nextshore



PEDRO HACES

AmSoc’s Public Affairs Task Force held a meeting with Pedro Haces, congressman, parliamentary coordinator and General Secretary of the Autonomous Confederation of Workers and Employees of Mexico (CATEM), in which Haces recognized the efforts of the American Society and its president to facilitate links and establish alliances between diverse productive sectors of Mexico and the United States, which are each other’s number one trade partner.

Haces stressed that North America is the most productive area in the world thanks to the fact that Mexico and the United States are such closely interconnected neighbors.

Haces, an expert in labor-management relations, explained that the CATEM organization was founded 15 years ago and at present brings together 1,193 unions comprising 7 million workers.

He pointed out that the recent labor reform provides guarantees for both employers and workers, and stressed the importance of workers having a clear understanding of any collective bargaining agreement they work under, since such instruments describe benefits enjoyed by workers and the obligations they owe to the employer.





He highlighted the importance of the role of women in CATEM, who currently occupy 9 of the 26 positions on the organization’s National Executive Committee.

Haces stressed CATEM’s efforts to provide support in key areas for companies facing adversity, and the advent of industrial mechatronic reengineering, which will require technical training for workers, something that will be crucial if Mexico is to sustain productivity and growth.

As Policy Coordinator in the Chamber of Deputies, he stressed ongoing work to defend labor rights and workers’ wages, pointing to salary increases, seniority rights and other benefits provided under the new law. He also touched on labor issues related to medical care and insurance, workplace health and safety and mandatory breaks from duties during the working day.

Haces reported that CATEM has recently opened a representative office in the United States for the purpose of maintaining open dialogue with the U.S. Department of Labor.

Mr. Haces spoke of Mexico’s proximity to U.S. and the advantage this provides to U.S. companies setting up shop in the country in terms of savings on merchandise shipping, even in a market of competitive wages for specialized labor. He stressed the need for worker training in industries requiring robotics engineering, agrochemicals and artificial intelligence.



JACQUELINE WARD

The Public Affairs Task Force meeting held on October 16 received Jacqueline Ward, General Counsel for Economic Affairs of the U.S. Embassy, who led a discussion of the trade relationship between the United States and Mexico that stressed nearshoring, sustainable energy, and the environment as issues of foremost importance.

General Counsel Ward spoke about U.S. interagency efforts to work harmoniously and present a unified voice, providing the new Mexican administration with timely information. In her talk, she shared a chart showing the U.S. agencies focused on Mexican economic issues, while mentioning U.S. Embassy efforts to facilitate meetings with key players in the U.S. for Mexican officials traveling to the U.S. Moreover, she noted that the embassy also has invited these officials to talk about complex issues such as sustainable energy. These efforts, she mentioned, could also profit from private sector participation.

She also stressed the importance of the integration of regional value chains. For example, matters of energy must be approached from a regional perspective, because problems in one country will very likely affect other countries in the region. Indeed, North American integration has become the favorite refrain of U.S. Ambassador, who has expressed the importance of this regional perspective, and the importance of meeting environmental targets under the free trade agreement.



Meeting participants discussed the 2026 USMCA review that must be approved by the U.S. Congress again, very likely in a drawn-out process that will involve certain renegotiations. This is much different from the fast-track approach of earlier trade deals. In such a scenario and after the US presidential election, the Chatham House Rule will probably be reinvoled in order to get a feel for the prevailing ideas of the administrations of both countries.

In the aftermath of the Constitutional Reform recently passed in Mexico, it will be important to focus on the secondary legislation. Since President Sheinbaum has stated that private investment will be allowed under clear rules, markets and key stakeholders are anxious to learn just what these rules will be, especially because the secondary legislation will determine whether the energy targets she has set can be met. Moreover, legislation issuing from these reforms will no doubt impact long-term investments.



U.S. companies invited to the National Palace received President Sheinbaum’s inaugural address with enthusiasm, especially the welcome she extended: “Thank you for coming to the National Palace. I’m open to dialogue with you.” It was also reassuring to see that in the first two weeks of her administration she has opened three crucial working groups to address the Judicial Reform, Energy, and Foreign Direct Investment.

U.S. companies need to participate in these working groups in order to get acquainted with the mindset of the new administration.

Regarding direct foreign investment in general, the areas requiring urgent attention are energy, medical and health, and cybersecurity.



INNOVATION MISSION: UNDERSTANDING INNOVATION ECOSYSTEM IN THE UNITED STATES

The American Society of Mexico is committed to creating synergies and strategic solutions that drive development and prosperity in the region. To this end, in partnership with AMIIF and FIFARMA, it organized the *Innovation Mission: Understanding innovation ecosystem in the United States*, featuring working meetings between Mexican legislators and representatives of global pharmaceutical companies. We appreciate the collaboration of the US Chamber of Commerce and the innovation centers supporting the analysis and dialogue roundtables.

Let us develop the resources of our land, call forth its powers, build up its institutions, promote all its great interests, and see whether we also, in our day and generation, may not perform something worthy to be remembered.

Daniel Webster / June 17, 1825



WASHINGTON

BOSTON



HONEYWELL: LEADING THE WAY IN TECHNOLOGICAL INNOVATION, SUSTAINABILITY, AND SOCIAL RESPONSIBILITY

Honeywell

Honeywell is a multinational integrated technology company that works with a wide range of industry sectors around the world. Its business is aligned with three megatrends: automation, future aviation and energy transition.

Honeywell is devoted to helping organizations solve the world's toughest, most complex challenges, providing solutions through its Aerospace Technologies, Industrial Automation, Building Automation, and Energy and Sustainability Solutions businesses that help make the world smarter, safer and more sustainable.



Honeywell has made a generous donation of air purifiers to 18 Steering Group Organizations, four hospitals, and several schools in Acapulco. To date, five states have received contributions from Honeywell that serve to support the well-being and health of their communities.

These devices, designed to remove pollutants, allergens and other harmful agents from the air, represent a significant step toward improving indoor air quality, and are expected to benefit directly as many as 14,175 people. In view of the current context of health concerns over airborne pathogens, the importance of these air purifiers cannot be overstated.



The Organizations Steering Group hopes this initiative will inspire other companies to join in similar efforts to foster the wellness of communities.

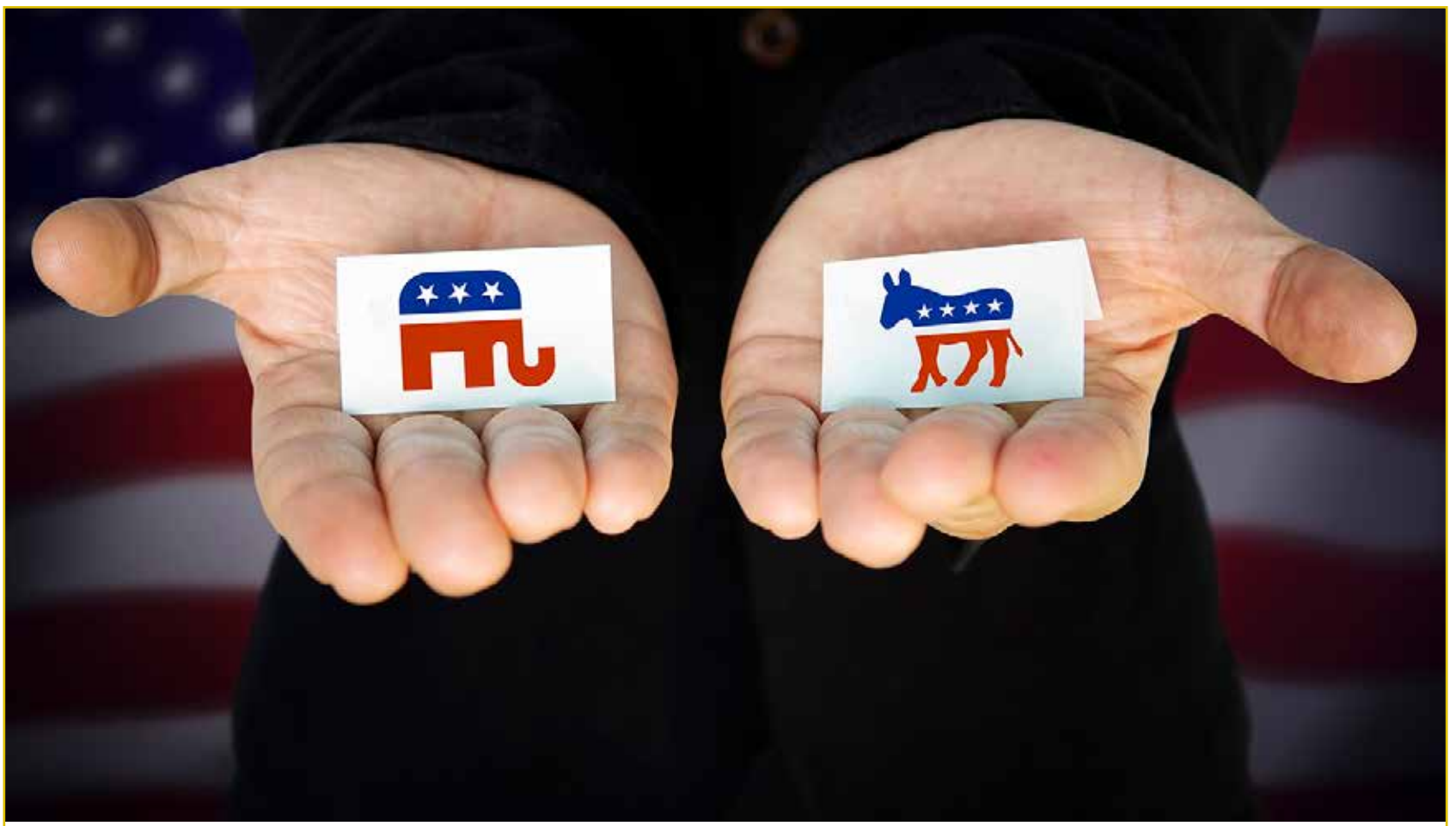
The Organizations Steering Group is deeply grateful to Honeywell for its commitment to social responsibility and its support of this cause. This donation is a clear example of how companies can play a crucial role in improving the quality of life of communities.



U.S. ELECTIONS: A DECISIVE CHANGE FOR MEXICO'S FUTURE

The upcoming U.S. presidential elections will mark a turning point in relations between the U.S. and several countries, including Mexico, especially in key areas such as trade, technology, environment and immigration policy. Mexico, the main trading partner of the United States, undoubtedly hopes that the policies of the next administration do not affect supply chains and cross-border trade. In this light, the decision the American people make is crucial.

While Kamala Harris and Donald Trump share a protectionist approach to trade, their methods vary. Harris would likely maintain the Biden administration's current priorities, focusing on environmental protection and labor rights. In contrast, Trump has expressed his intention to impose higher tariffs on imports and changing the rules under which Mexican exporters operate. The 2026 revision of the USMCA, regardless of the winner, will be key to establishing future economic and trade relations in North America.



Harris' environmental policy stressing renewable energies differs little from that of the Biden administration and the new administration in Mexico, something that promises Mexico an array of opportunities to develop clean energy. Former President Trump, in contrast, has favored putting the brakes on climate policies, particularly relaxation of multilateral rules, a situation that would likely foster uncertainty for pro-environmental policy advocates in North America.

In short, Mexico's future is closely linked to decisions made at the U.S. ballot box. At EY, we see many opportunities and challenges in the near offing. As such, both countries must maintain open and constructive dialogue. Moreover, companies should currently be running through business environment scenarios to prepare for the eventual winner in the United States.

NEARSHORING INSIGHTS

As U.S. trade policies shift from one administration to the next, *nearshoring* emerges as a key strategy for U.S. companies seeking to reduce reliance on supply chains in Asia. Due to its proximity to the U.S. and trade agreements such as the USMCA, Mexico is positioned as an attractive partner in this context. However, companies looking to produce in Mexico must be prepared to face challenges associated with infrastructure, security, and talent shortages, particularly in the south-southeast region.

These issues notwithstanding, the U.S. elections could accelerate the implementation of incentives to promote *nearshoring* in the region, while driving a U.S. industrial policy aimed at attracting production chains from Asia, for example, microprocessor production. Both Harris and former President Trump have expressed interest in bolstering competitiveness of local manufacturing, albeit through distinct approaches. If Mexico wishes to capitalize on investments by foreign companies, it must invest in improving transport and logistics networks as well as electric power capacity generated from clean energy sources.

THE ROLE OF THE USMCA AND REGIONAL STABILITY

The upcoming revision of the USMCA in 2026 offers an opportunity to adapt the agreement to current global trade conditions and trends that emphasize digitalization and sustainability. In a context of a global reorganization of production, known as *nearshoring*, the USMCA could include clauses that encourage e-commerce, data security and environmental sustainability in the region, which would benefit Mexico, Canada and the United States.

The USMCA could evolve to encompass additional areas such as cooperation and deeper integration in the fields of technology and innovation. Regional stability, however, will depend not only on the policies adopted by the U.S. administration, but also on the policies Mexico adopts and its ability to adapt quickly to changes in trade rules.

Looking ahead, *nearshoring*, sustainability, and technology will be key pieces in the trade relationship between Mexico and the United States. Both countries have a unique opportunity to strengthen their trade ties through policies that promote investment and sustainable growth. Undoubtedly, the upcoming elections in the United States will be decisive for the direction of this relationship, and companies must be prepared to adapt to geopolitical changes while taking advantage of opportunities as they arise.

For more information, see: [2024 US elections key cross-border business issues | EY - US](#)

Ari Ben Saks

Tax Associate Partner,
coordinator of nearshoring investment services at EY Mexico,
and member of EY's global Geostrategy group



A JEWEL IN THE HEART OF MEXICO CITY: HOTEL MARQUIS

DEBY BEARD

Standing on the grand Paseo de la Reforma in the heart of Mexico City, where modernity, history and culture inhabit every corner, the elegant Marquis Reforma Hotel & Spa fuses art deco splendor and contemporary luxury, providing a matchless gateway to the city's many splendors.



The Marquis Mexico City itself is a feast for the eyes. Its stately art deco exterior evokes the glamour of a bygone era. Stepping inside, we are enveloped within a stunning atrium, where natural light cascades down on the gleaming marble floors, generating a sense of serenity and awe.



The hotel boasts both classical elegance and modern touches, the overall décor featuring rich textures and warm hues tastefully crafted to provide an experience of refinement. This attention to detail extends to the luxurious rooms and suites, where plush furnishings, fine linens, and panoramic views of Chapultepec Park or Reforma Avenue entice guests to unwind in style.

For food lovers, the Marquis offers an array of international and local culinary options that are sure to delight the palate. A la Parilla is a vibrant bistro that draws inspiration from Mexican cuisine giving it a contemporary twist. From dishes featuring fresh seafood to self-indulgent desserts, each creation is a thoughtful blend of traditional ingredients and modern flair.

What truly sets the Marquis apart is its Spa Marquis, one of the most exclusive wellness sanctuaries in the city. Spanning 16,000 square feet, the spa provides a full range of treatments to soothe both body and mind. Whether treating yourself to a deep-tissue massage, soaking in the hydrotherapy pools, or simply reclining in the serene ambiance, you will enjoy a total escape after a day out on the town.



The hotel provides a perfect launchpad for discovering Mexico City's dynamic cultural tapestry. Within easy walking distance, guests can discover landmarks such as Chapultepec Castle, the Museum of Modern Art, and the National Museum of Anthropology. Trendy Condesa or posh Polanco, where you will find the some of the city's finest restaurants, boutiques and night clubs, are only a short ride away.

Standing at the crossroads of Mexico City's fast-paced rhythm and deep historical roots, the Marquis Reforma Hotel & Spa offers a unique respite for travelers seeking both connection and peace. Whether you are visiting for business or leisure, the experience of the Marquis Mexico City will leave a mark that lingers long after you return home.



DEBY BEARD

Ensnconced on the plains of Masai Mara, the JW Marriott Masai Mara Lodge provides a luxurious retreat in harmony with the breathtaking surroundings, offering guests a front-row seat to the Great Migration, one of the world's greatest wildlife spectacles.

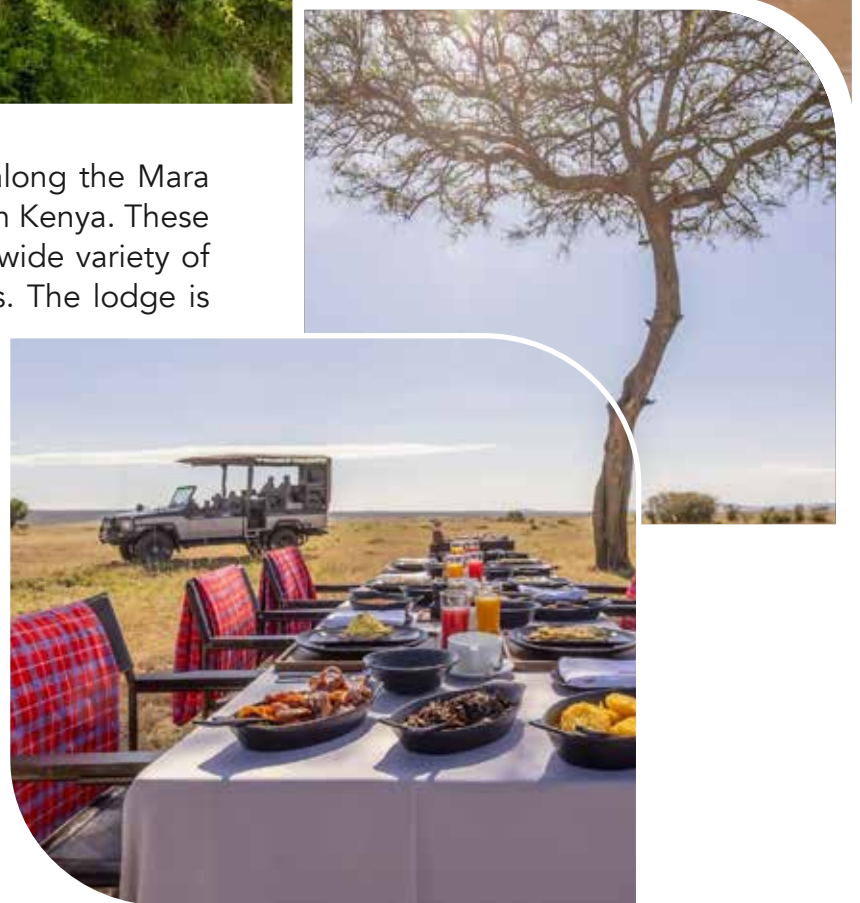
The Masai Mara is named after the Masai people, one of Africa's most widely known native peoples. The Masai are celebrated for their pastoral culture, colorful traditional clothing, as well as for the prowess of their warriors. Visitors to the Masai Mara may have the opportunity to visit a "manyatta" (a Masai village) to learn about their customs and witness their rituals.





Vast grassy plains, lush rolling hills, and riverine forests along the Mara and Talek rivers comprise the topography of Masai Mara in Kenya. These distinctive habitats provide shelter and sustenance for a wide variety of animal species, making the region ideal for photo safaris. The lodge is perched on the banks of the Talek River, an area that attracts everything from herds of elephants to prowling lions. With its world-class luxury, the hotel's design accentuates the sense of place with rich earth tones and traditional African motifs. Each suite opens onto a private deck, where guests can witness herds of wildebeest and graceful giraffes grazing only a stone's throw away.

The rooms themselves are designed with tranquility in mind. Spacious interiors are appointed with rich wooden furnishings and large windows that seem to invite the outdoors in. The lodge's commitment to comfort is reflected in its plush bedding, fully furnished bathrooms, and many other thoughtful amenities, ensuring guests can unwind in peace after a long day on safari.





During your stay at the JW Marriott Masai Mara, expert guides will lead you on daily game-watching tours deep into the heart of the Masai Mara Reserve. During the Great Migration (July through October), the landscape is boiling with the thundering hooves of wildebeest and zebras, which at any time may be set upon by lions and cheetahs.

The lodge is renowned for personalized experiences, beginning with intimate early-morning drives to witness the sunrise over the Mara and ending with nighttime safaris to spot elusive nocturnal creatures. These tours provide guests the opportunity to appreciate the delicate ecosystem of the Masai Mara, while experiencing exhilarating close encounters with majestic elephants and perhaps the endangered black rhino. Whether witnessing the awe-inspiring spectacle of the Great Migration or simply enjoying a quiet moment on the private deck, the lodge offers experiences both intimate and expansive.



CEMPASÚCHIL (MARIGOLD) AND CORN SOUP

ROSITA HORTA

INGREDIENTS

- 4 cempasúchil flowers (petals only)
- 2 fresh ears of corn
- 2 medium onions
- 3 cloves of garlic
- 1 jalapeño chili pepper
- 1/2-liter chicken stock
- ½-liter of cream
- 1 teaspoon olive oil
- Salt and pepper
- Shredded cheese and cilantro for garnish



INSTRUCTIONS

1. Clean and soak the cempasúchil petals in cold water for 30 minutes and drain.
2. In a pot, heat the oil and sauté the onion, garlic and jalapeño until soft.
3. Add the corn and cook for 5 minutes.
4. Add the cempasúchil petals and cook for 2 more minutes.
5. Pour in the chicken broth and bring to a boil.
6. Reduce heat and add the cream. Simmer for 10 minutes and add salt and pepper to taste.
8. Serve hot, garnished with shredded cheese

TIPS

- Make sure the flowers are free of pesticides and contaminants.
- Use only the petals of the flower, as the centers can be bitter.

BRIEF OVERVIEW OF THE BEAUTIFUL CEMPASÚCHIL FLOWER

ORIGIN

Rich in history and symbolic significance, the *cempasúchil*, or marigold, is endemic throughout North America. *Cempasúchil* can often be found growing in the wild in Mexico and Central America.

CULTURAL SIGNIFICANCE

The Aztecs and Maya considered it sacred and used it in diverse rituals and ceremonies. In Mexican culture, *cempasúchil* is associated with mourning and is often used in rituals surrounding the Day of the Dead in the belief that the flower helps once a year guide the souls of the deceased back to their homes.

TRADITIONAL USES

- For decoration altars and grave sites on Day of the Dead
- As votive offerings to the deceased
- In traditional medicine to treat both digestive and respiratory problems
- As feed for monarch butterflies

SYMBOLISM

- Its yellowish orange color represents light and guidance
- The shape of the blossom symbolizes life and death
- The scent is believed to attract the souls of the deceased

IMPORTANCE IN THE CELEBRATION OF THE DAY OF THE DEAD

The *cempasúchil* is an essential element in the celebration of the Day of the Dead in Mexico. It is used to decorate altars, grave sites and houses, offered to the deceased as a form of respect and love.

