

# DOES AMERICA'S PULLBACK HAVE GLOBAL 'LEGS'?

Mexico & Latin America Board  
Perspective | 10-Minute Panel  
Version | 2026

# EXECUTIVE ANSWER

*Yes — but selectively and structurally.*

- Spillover is real
- Impact is concentrated in U.S.-exposed entities
- Not a systemic regional retreat

# TRANSMISSION MECHANISM

*Influence travels through exposure — not ideology.*

- U.S. funding & contract leverage
- Multinational messaging alignment
- No automatic legal export to Mexico/LATAM

# EXPOSURE MAPPING

*Overreaction without exposure analysis is governance risk.*

- Federal contractors & U.S.-listed firms most sensitive
- Domestic/regional companies show continuity
- Board duty: quantify exposure before recalibration

# REGIONAL POSITION (2025 DATA)

*Progress institutionalized — implementation uneven.*

- 24% women CEOs

- 33% female board representation

- 42% leadership targets

- 88% anti-harassment protocols

# GOVERNANCE RESPONSE

*Recalibration — not retreat.*

- Reframing language, preserving substance
- Linking inclusion to retention & litigation risk
- Embedding oversight within ESG structures

# BOARD-LEVEL CONCLUSION

Political cycles are temporary. Talent markets are structural.

- Latin America shows evolution, not abandonment
- Gender equity tied to competitiveness & capital access
- This is risk stewardship — not activism

February 2026

**THANK YOU**