

Michael Page

GBS new
talent





GBS in LATAM

USD 50 B

Annual BPS LATAM Market
(Value of Services)

8 – 12%

Estimated growth
2024 - 2028

96%

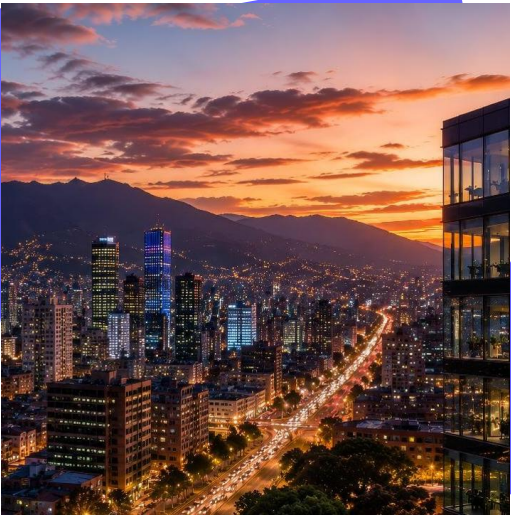
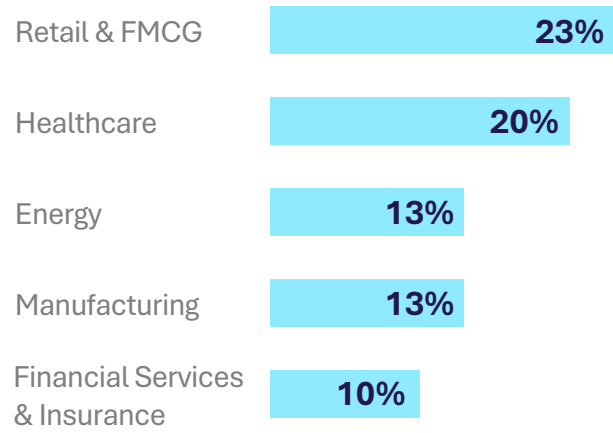
Plans to maintain or expand
its operations in LATAM

Why choose LATAM?

- 60%** Same time zone **United States** and **Canada**.
- 59%** Quality of **bilingual** and **digital** talent.
- 40%** **Infrastructure** and **Cloud** Reliability.

Bogota, key for SSC / GBS in Colombia

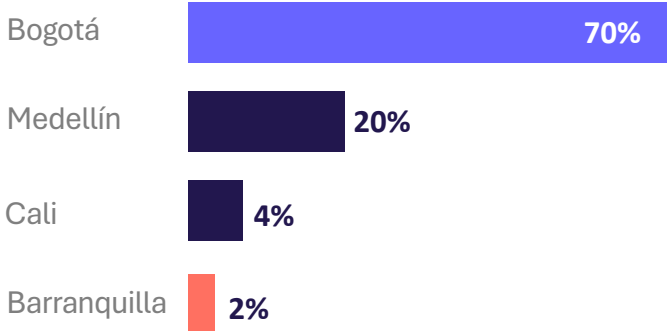
Top sectors SSC / GBS



70%

SSC /GBS centres in Colombia are in Bogotá

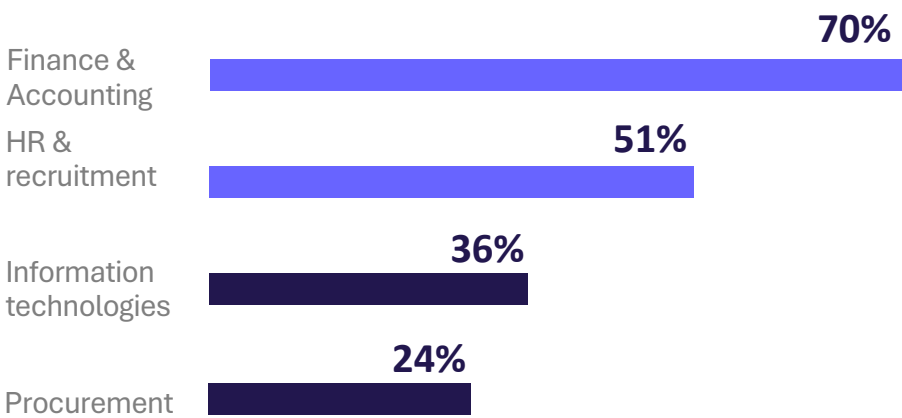
Presence by city



Source: SSON e Invest in Bogota

What SSC / GBS in Bogota offers?

% of centres offering each service



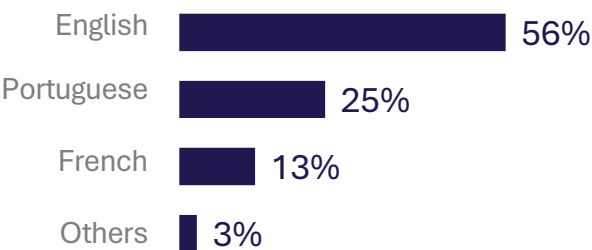
Multifunctional model

- Finance remains the core of the sector
- 43.3% of the centres serve more than 10 business units

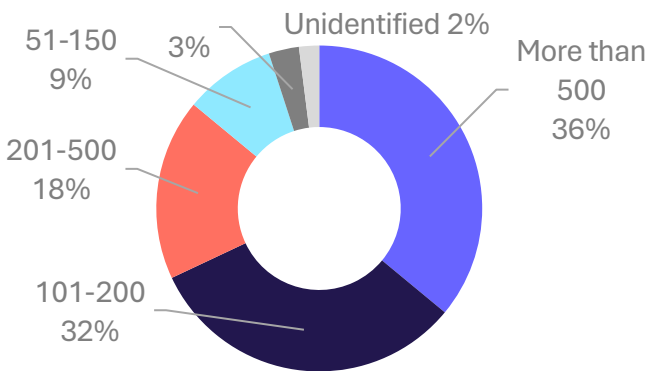


We also serve the world

Languages in which the services are provided:

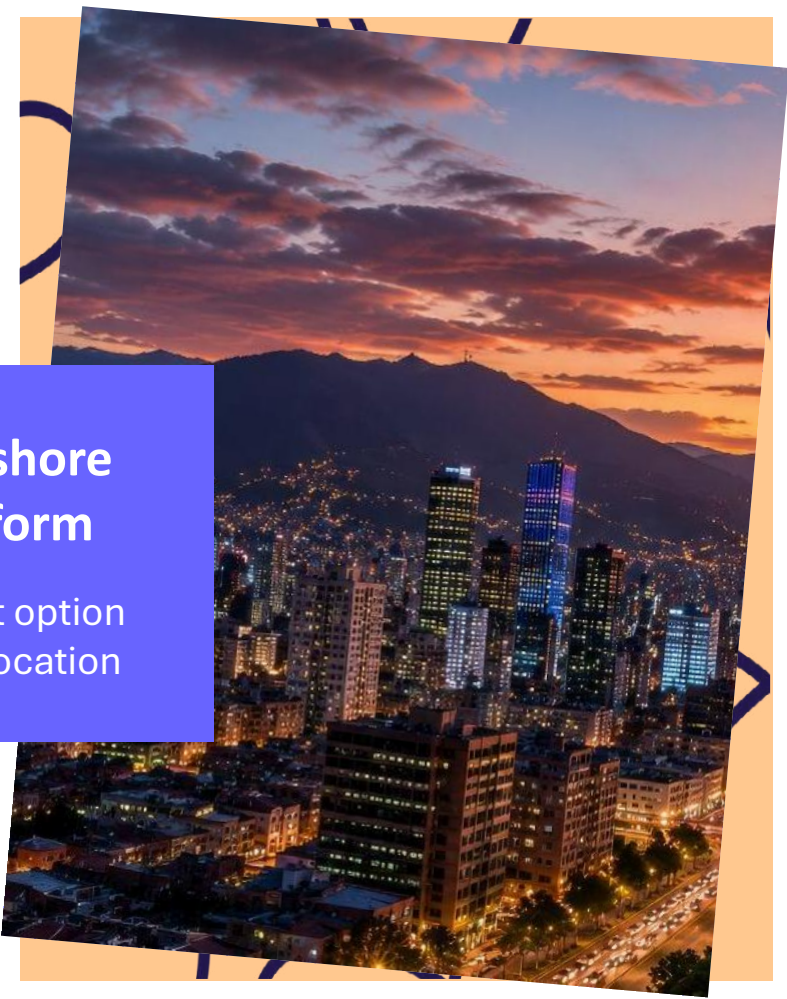


SSC by number of employees:



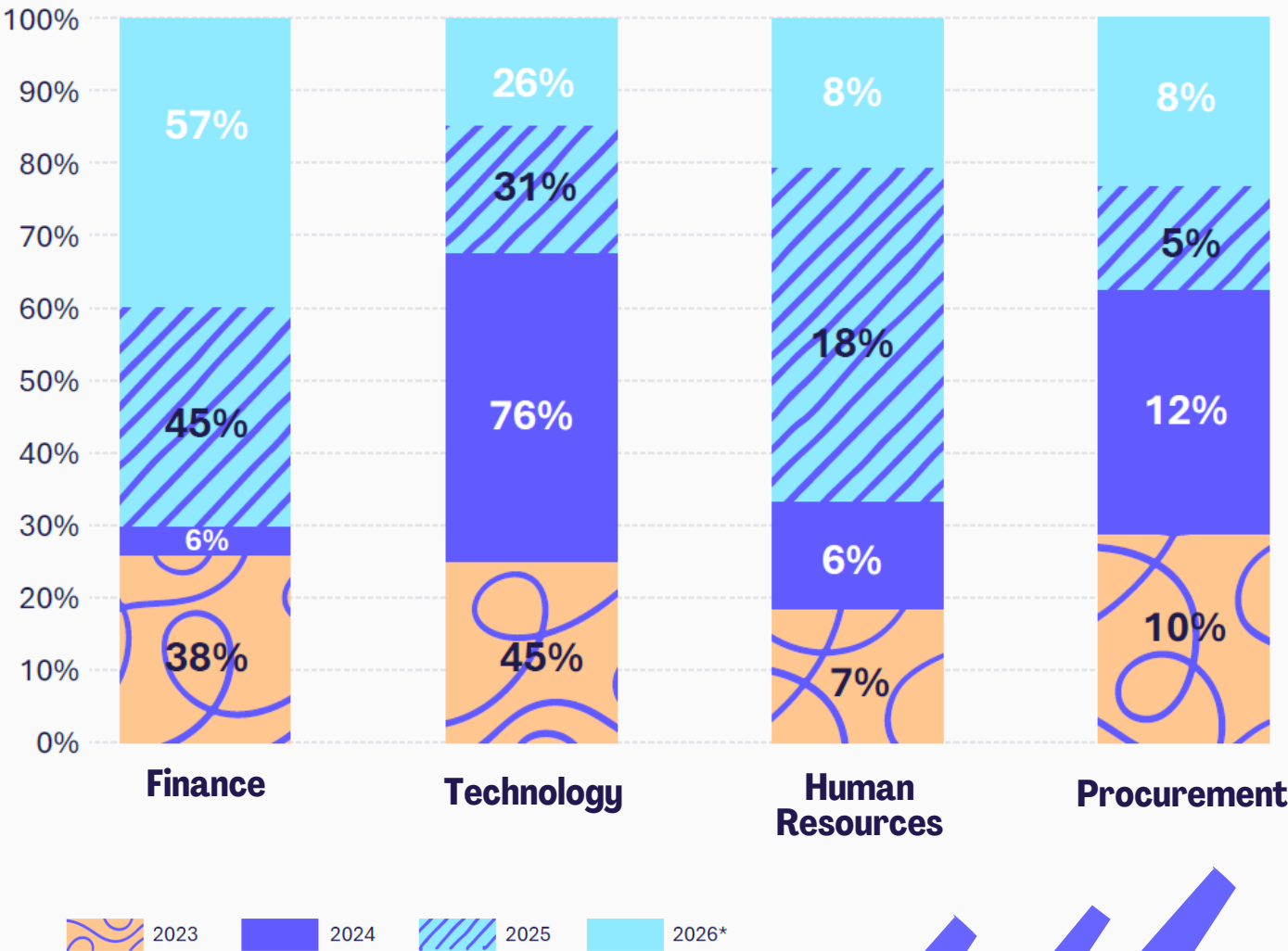
Nearshore platform

A great option for relocation



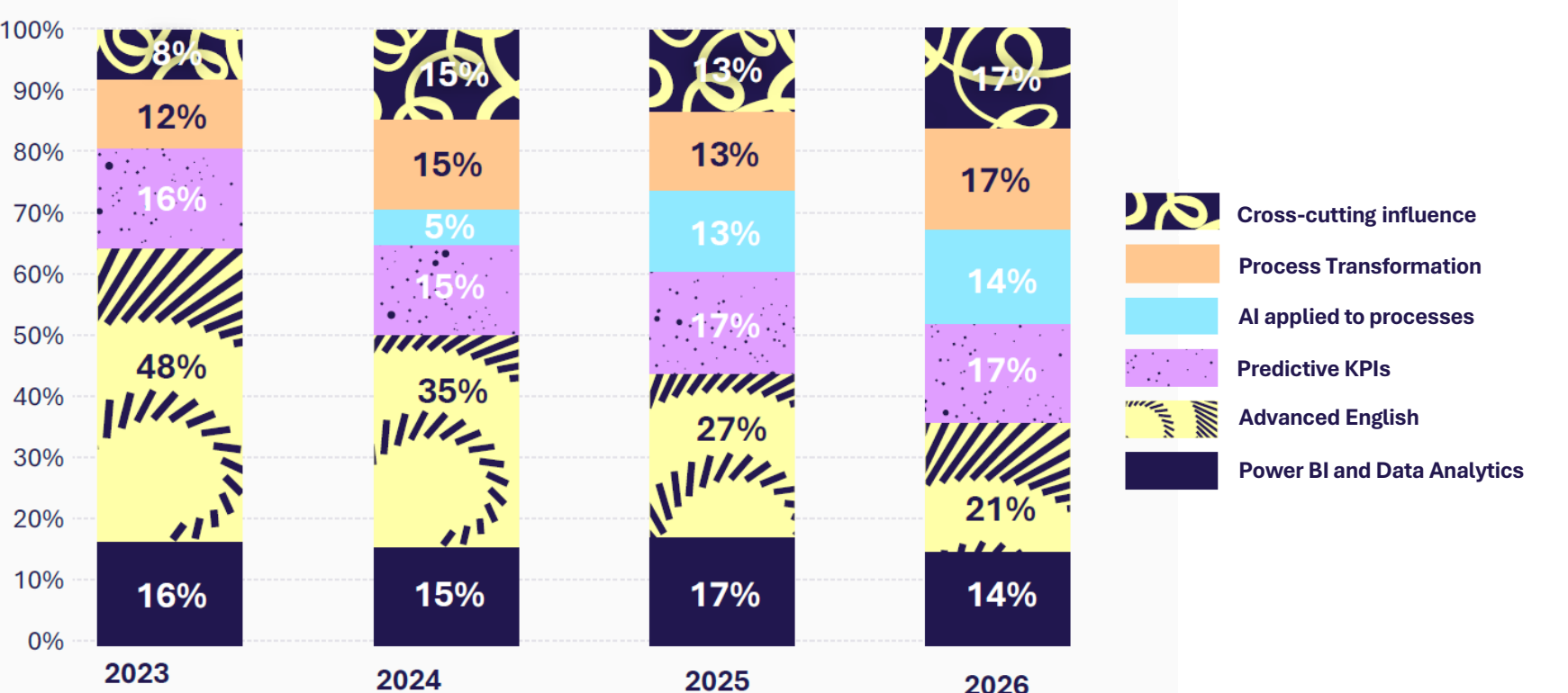
GBS talent demand

Consumption of services over time



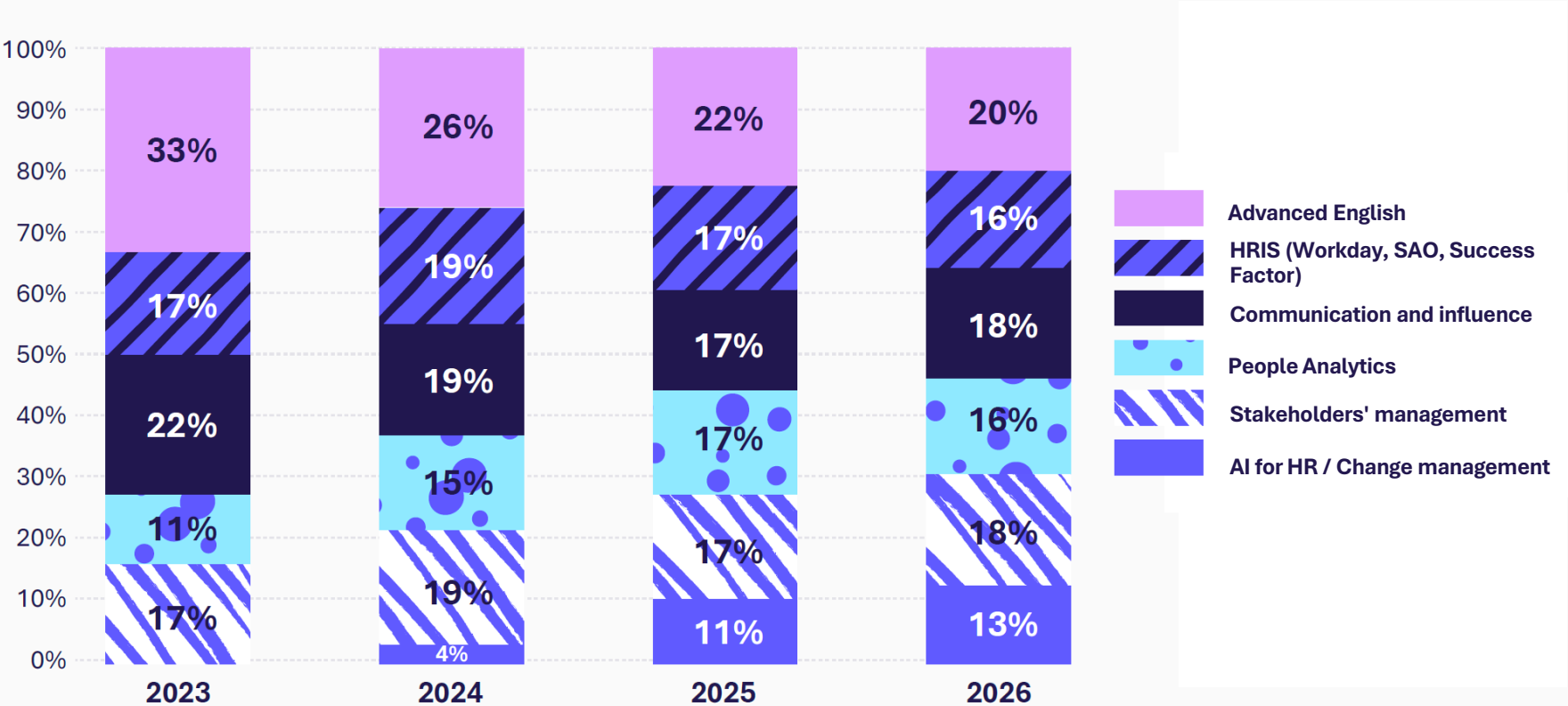
GBS talent demand

Time-Based Skill Usage for Finance



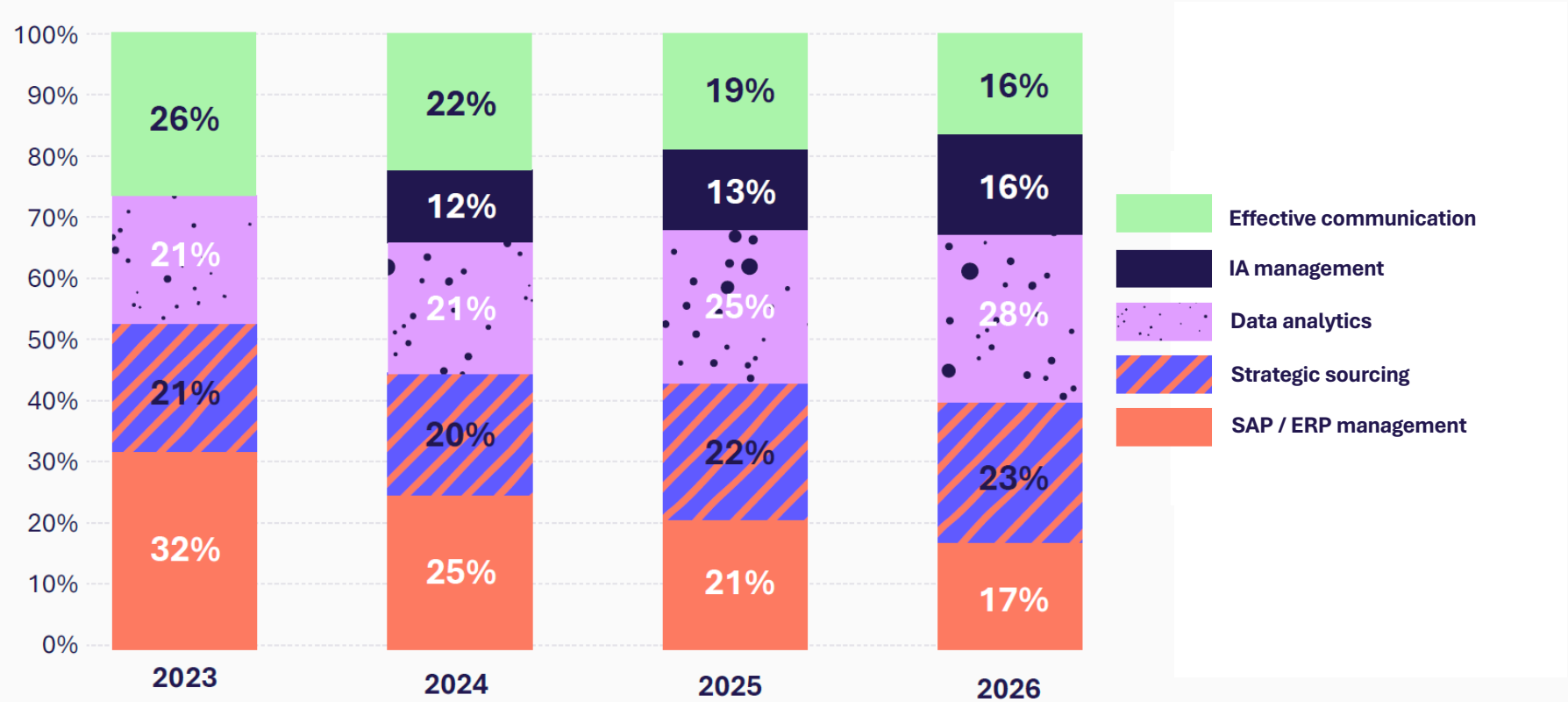
GBS talent demand

Time-Based Skill Usage for Human Resources



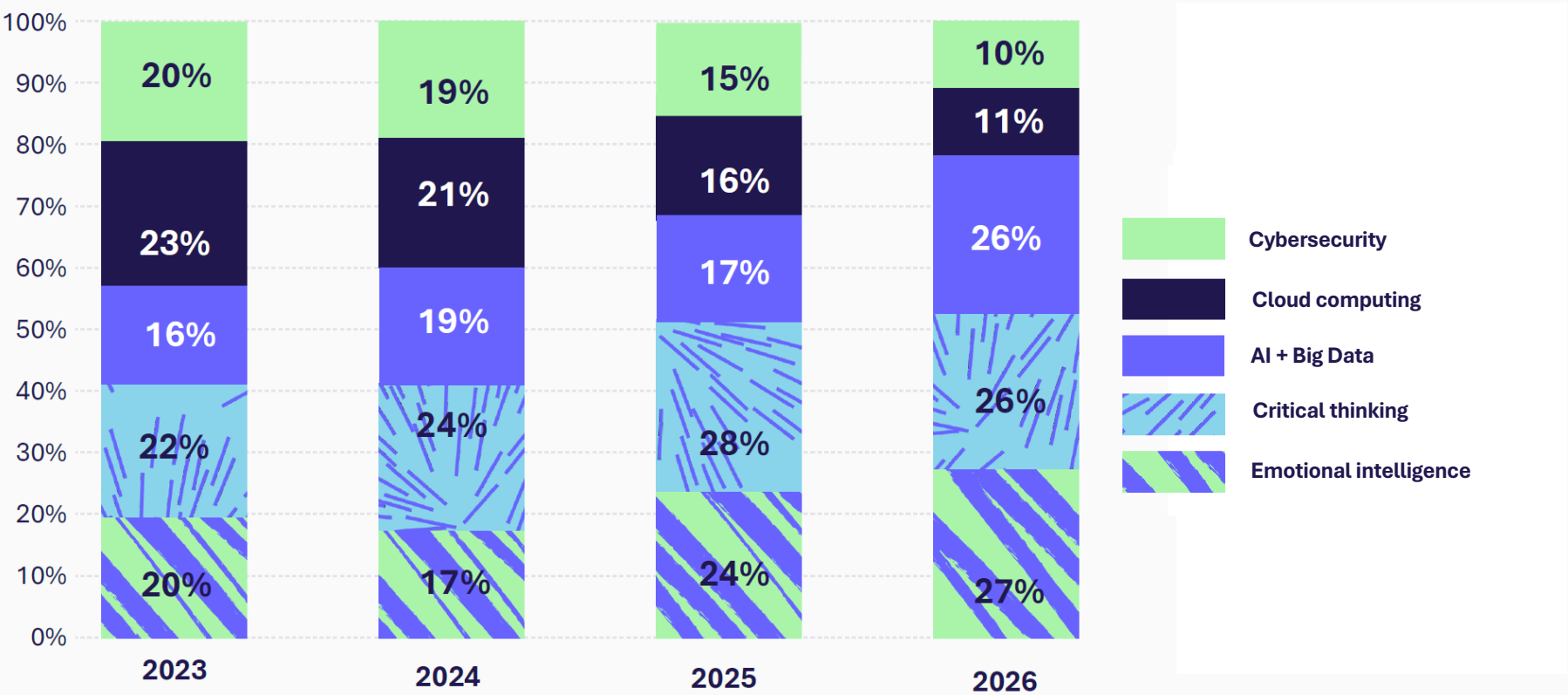
GBS talent demand

Time-Based Skill Usage for Procurement



GBS talent demand

Time-Based Skill Usage for Technology



GBS turnover

9 – 15%

Turnover in these models

12%

Turnover
average

60% reports
less than

10%

Why employees leave?

- Compensation remains important, but it's not the only factor. Flexible Work (Hybrid)
- A strong culture ranks among the top non-monetary retention strategies
- Professional development is critical, especially when employees feel they've hit a glass ceiling within GBS/SSC

Where the turnover concentrates?

Analyst / Associate:

Greater mobility, because there is a broad and competitive market for finance professionals with English skills and experience in ERP/GBS.

Senior Analyst / Specialist:

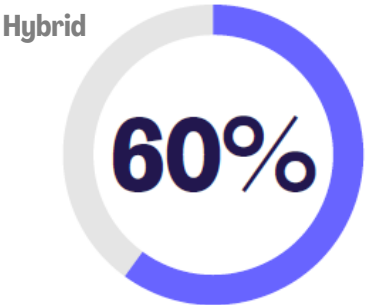
Medium-to-high risk; these professionals already have enough experience to receive external offers or seek a promotion.

Manager and higher levels:

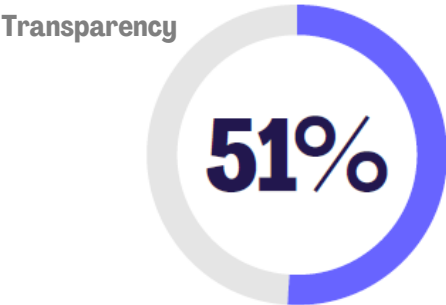
Lower turnover in terms of volume; however, each departure has a greater impact on continuity, leadership, and knowledge.



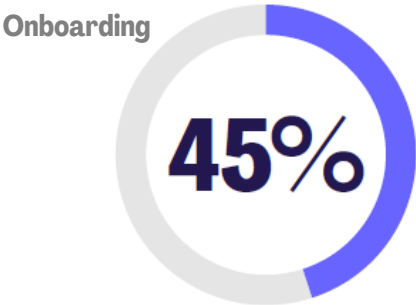
What motivates employees



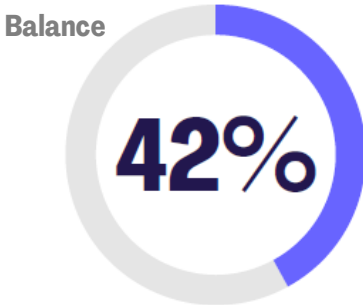
Say they would be more likely to look for another job if they were asked to come into the office more often



of professionals currently looking for work come from companies with non-transparent salary structures



consider leaving on their first day due to a poor onboarding experience



of employees feel that they would lose their work-life balance if they accepted a new job

**For professionals,
work-life balance is...**



Remote leadership: is it an obstacle?

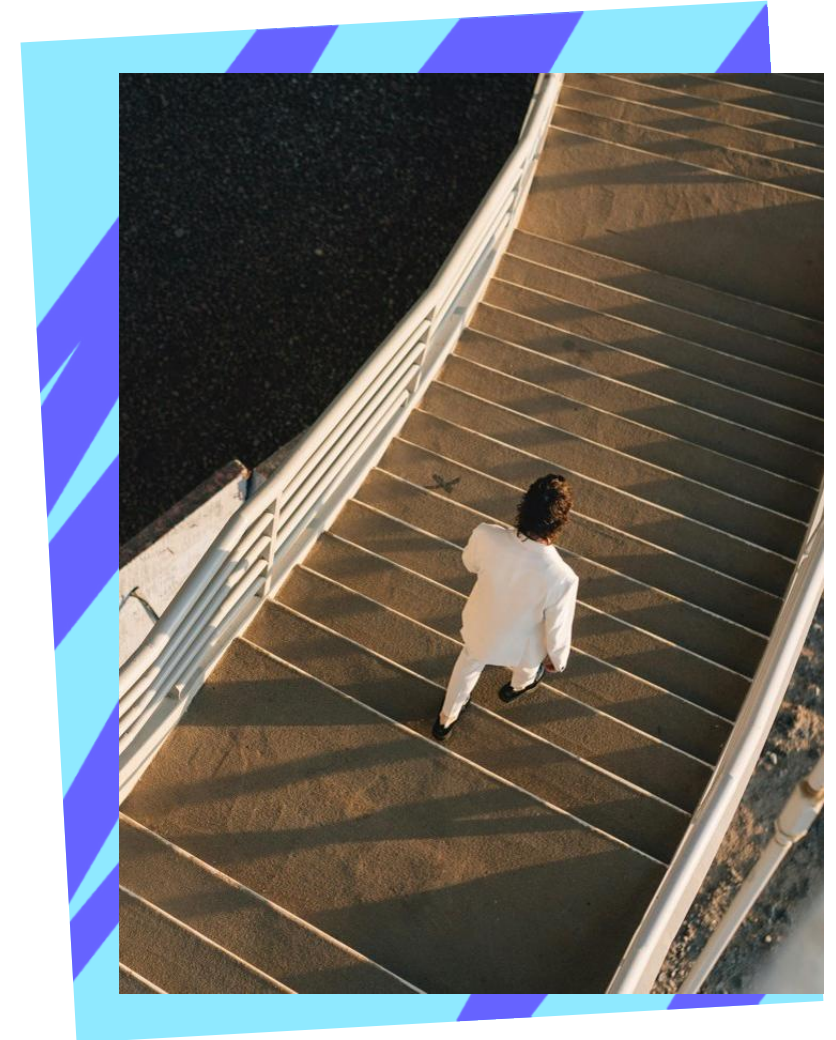
Not necessarily. In GBS structures, it is common for process leadership to have a regional or global scope and to be based outside the country where the operation is carried out

Possible model:

- Global/Regional Tower Lead or Global Process Owner — outside Colombia
- Site/Operations Leader — Colombia
- Managers/Team Leads — Colombia
- Analysts/Specialists — Colombia

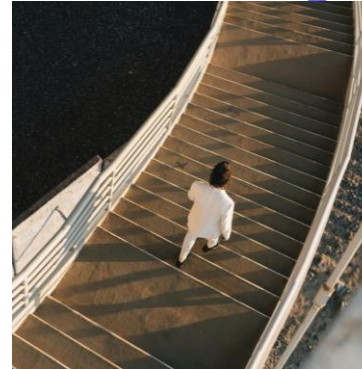


GBS should feel like an integral part of the organization and not like an isolated unit that simply processes transactions. HR must permeate the corporate culture at the service centre. Employees must have access to the same principles, values, communications, recognition, and development opportunities as the rest of the organization. Leaders must be able to manage distributed teams and work with different cultures and time zones. Autonomy must be an explicitly sought-after competency during the selection process.



Key takeaway

Salaries for comparable bilingual finance talent are approximately **14% higher in Brazil, 21% higher in Mexico and 34% higher in Costa Rica versus Colombia.**



Overall, the same salary-cost trend is observed across comparable bilingual finance / GBS roles.

The percentages shown are comparative salary benchmarks and should be presented as indicative market references, not as statutory or universal salary differentials.

Employer cost / fully loaded: Employer cost is the percentage confirmed for each market; fully loaded monthly cost is calculated as gross salary plus the applicable employer cost.



Talent for the future

Finance

From Traditional Accountant to Predictive Strategist

Procurement

Strategic Sourcing to Anticipate Complex Global Scenarios

Human Resources

Predictive and Preventive People Analytics

Technology

The most technologically advanced field calls for candidates with strong interpersonal skills

What does this mean on a large scale?

At the very heart of the most technology-driven processes, the best-paid skills are critical thinking and emotional intelligence.

Michael Page

Daniel Camacho

Director Michael Page

daniel.camacho@michaelpage.com.co



**Connect talent that
makes a difference**