

SHARED SERVICES CENTERS IN ARGENTINA

2025 REPORT





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THE FUTURE OF SSCS IN ARGENTINA

In an international context where efficiency and operational optimization are key to competitiveness, Shared Services Centers (SSCs) in Argentina are at a defining stage of evolution.

The year 2025 marks a balance point between operational maturity and strategic transformation: local SSCs are not only consolidating their role in the region but also positioning themselves as essential allies in the global expansion of organizations.

Today, SSCs' agendas are driven by three main priorities:

- **Operational efficiency, high performance, and process quality** as a response to macroeconomic challenges.
- **Automation and continuous improvement** through standardization and intelligent technology adoption.
- **Strategic talent management**, where leadership and career development become competitive advantages.

Argentina reaffirms its position as a **global hub**, combining strong technical talent, cultural adaptability, and a competitive cost structure. This combination allows local SSCs to deliver high-quality, scalable, and sustainable international services.

The **2025 Study** provides a comprehensive overview of the SSC model in the country—its priorities, functional evolution, and the trends reshaping talent management, process automation, and global expansion.

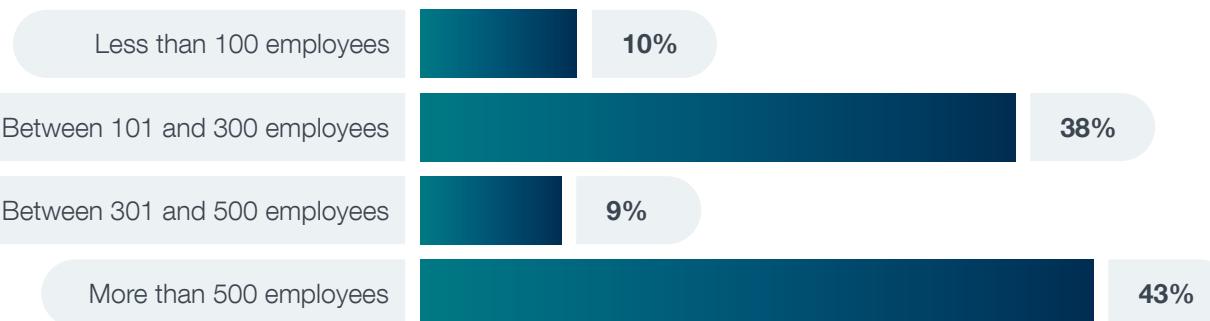




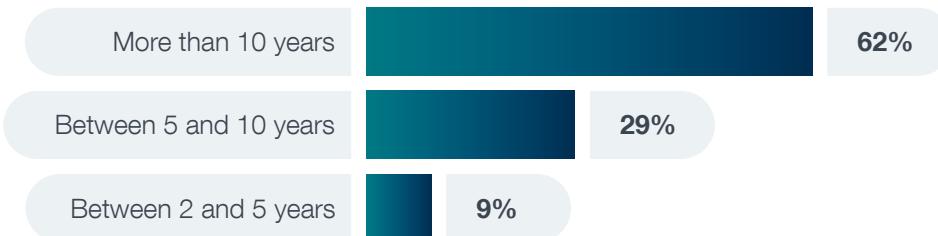
METHODOLOGY AND SAMPLE SCOPE

The **2025 Shared Services Centers Market Survey** in Argentina was conducted between August and September, with participation from directors and managers across the country. The sample includes **over 30 companies** of varying sizes, ages, operations, and regions they support, offering a detailed and well-rounded view of the current landscape and future outlook for the industry.

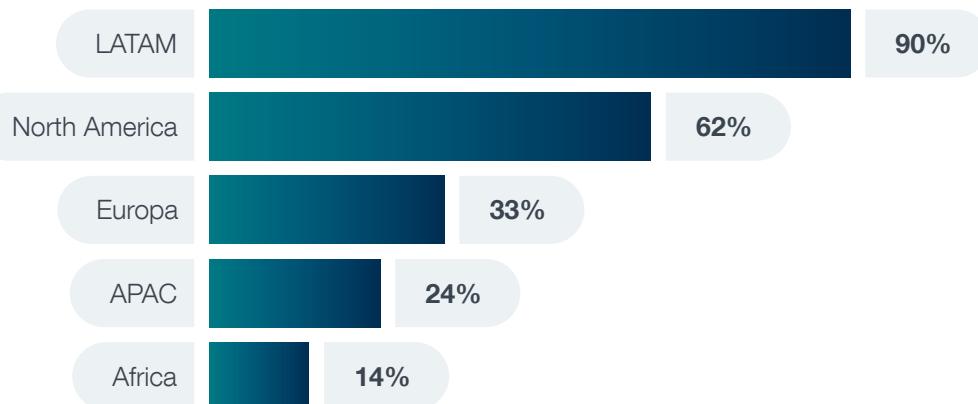
HEADCOUNT SIZE



YEARS OF OPERATION



REGIONS SUPPORTED*



*Values are expressed in relative frequency, not absolute percentages.



CURRENT LANDSCAPE OF SSCS IN ARGENTINA

In 2025, SSCs in Argentina face a challenging environment marked by the need for greater efficiency, the search for specialized talent, and an uncompetitive peso-to-dollar exchange rate that puts both projects and growth at risk.

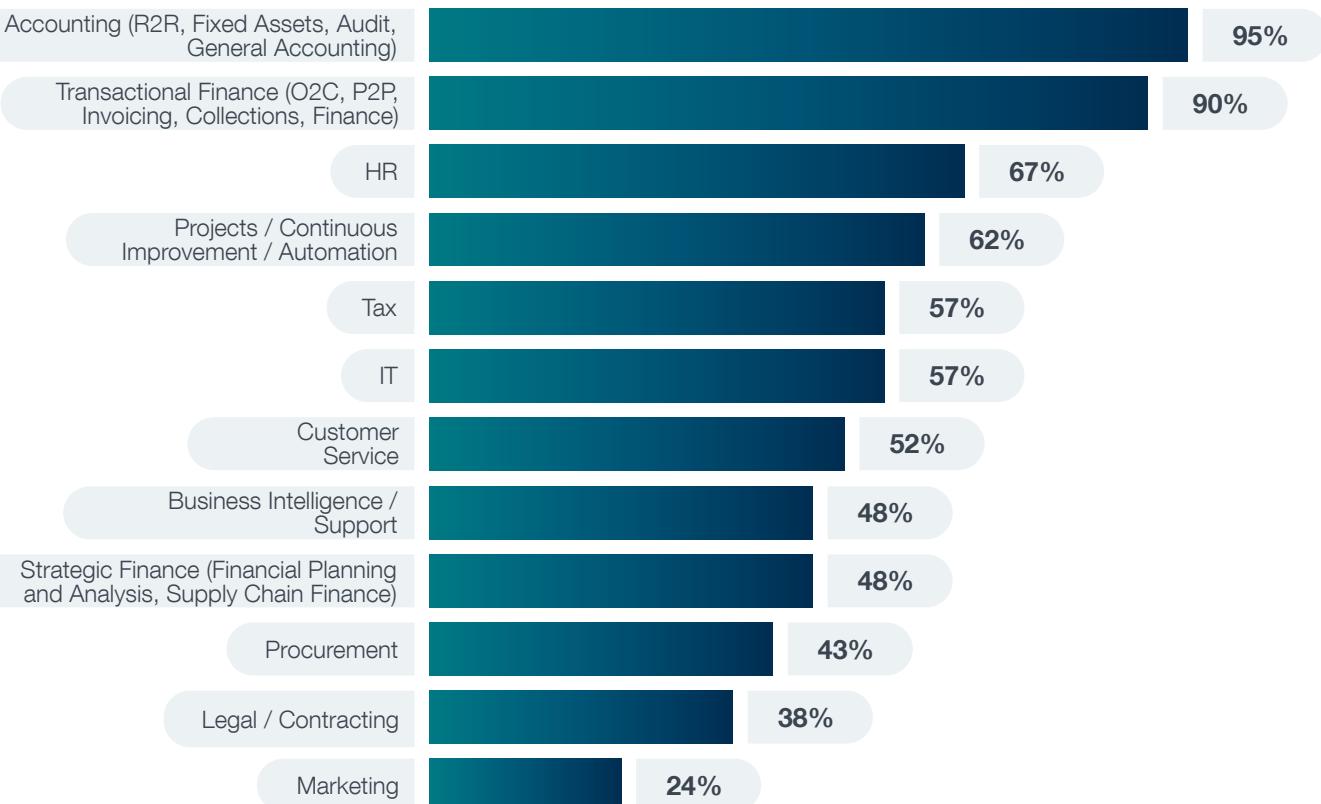
The **centralization of processes** continues to strengthen as a key strategy for boosting competitiveness. However, the focus has shifted toward a more cautious model—one driven by savings and standardization—without losing sight of innovation and service quality.

The range of services provided by SSCs reflects how organizations are adjusting their priorities in line with business demands and economic conditions. In this context, **Latin America** is solidifying its role as both a regional and global support center, with **90% of operations concentrated within the region**. Support for new markets, especially North America, continues to expand, demonstrating the maturity and competitiveness of the Latin American ecosystem—capable of delivering high-value solutions on an international scale.

Traditional **financial functions** remain the core of the model, while areas focused on efficiency, analytics, and automation continue to grow steadily. **Accounting** remains the most common service provided, while **Transactional Finance** has increased by **18%**, positioning Argentina as a key hub for transactional financial operations.

The most rapidly evolving areas include **Process Management, Continuous Improvement and Automation, and Business Intelligence**, highlighting the rising demand for analytical and strategic support capabilities that aid in decision-making.

SERVICES PROVIDED



*Values are expressed in relative frequency, not absolute percentages.

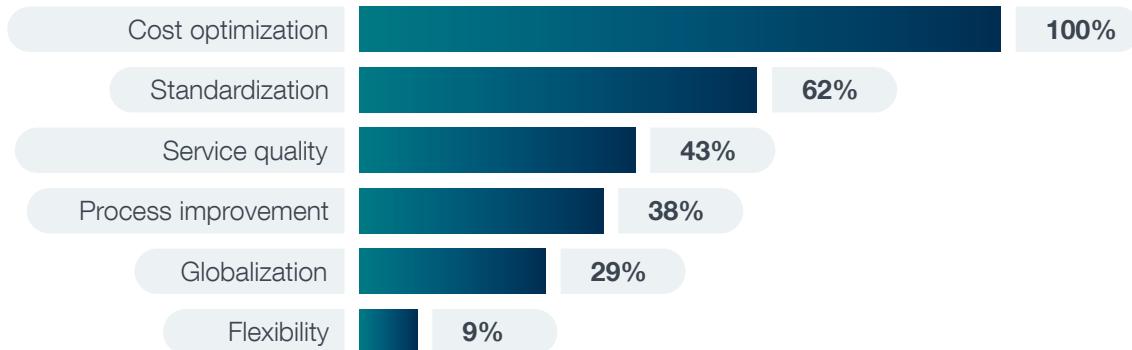


Efficiency and Control as a Priority

Process centralization within Argentina's SSCs remains fundamental to maximizing efficiency and control. **Cost optimization** continues to stand as the top priority, reflecting organizations' need to reduce expenses and ensure sustainability in a challenging economic environment.

However, compared to 2024, there are clear **strategic shifts in priorities**. **Standardization** has gained greater importance, as companies consolidate internal processes to minimize operational risk. By contrast, **process improvement**—which was a more prominent focus in 2024—has decreased by **44%**, showing that internal innovation has taken a back seat to the need for predictable results.

KEY SSC OBJECTIVES*



*Values are expressed in relative frequency, not absolute percentages.





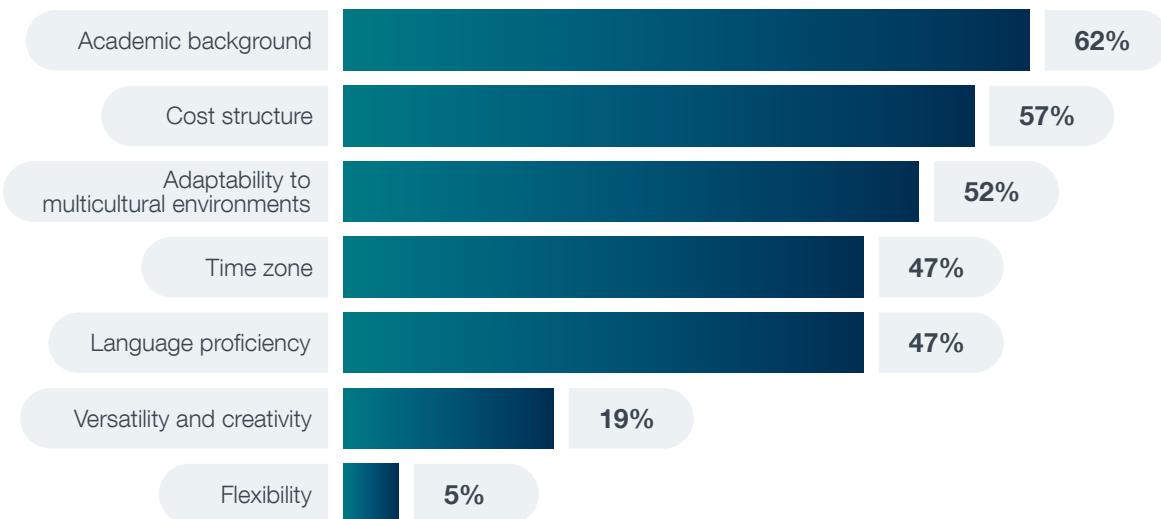
Advantages of Operating an SSC in Argentina

In 2025, the advantages of operating a Shared Services Center in Argentina remain consistently strong compared to last year. The **cost structure and high level of specialized talent** continue to stand out as major differentiators. The **academic background and language proficiency** of professionals are key factors that ensure competitive performance and the ability to manage complex operations.

Adaptability to multicultural environments remains high, while **team versatility and creativity** are increasingly valued. This highlights the growing need for professionals who can quickly adjust to new technologies, internal processes, and the demands of global clients.

These shifts demonstrate that Argentina continues to be a **strategic hub**—not only for its cost efficiency and talent quality but also for the ability of its SSCs to deliver teams that operate with efficiency and adaptability in an ever-evolving global context.

FACTORS POSITIONING ARGENTINA AS AN SSC LEADER*



*Values are expressed in relative frequency, not absolute percentages.



Expansion and Project Management in SSCs

SSCs are showing **signs of selective expansion** and operational adjustments. More than **30%** of centers have added new functional areas, while **24%** have expanded their services to other countries or regions. Within this international growth, **presence in North America** increased by **24%** compared to the previous year, reflecting a strengthened global reach.

Organizations are now focused on **diversifying capabilities** and consolidating their international footprint **without compromising efficiency**.

However, this growth brings greater **project management challenges**. Costs have become one of the main constraints: more than one-third of SSCs reported **delays or temporary suspensions** in the past six months. Still, the majority maintained normal operations, showcasing **financial resilience and stability**.

IMPACT OF COSTS ON PROJECT EXECUTION*





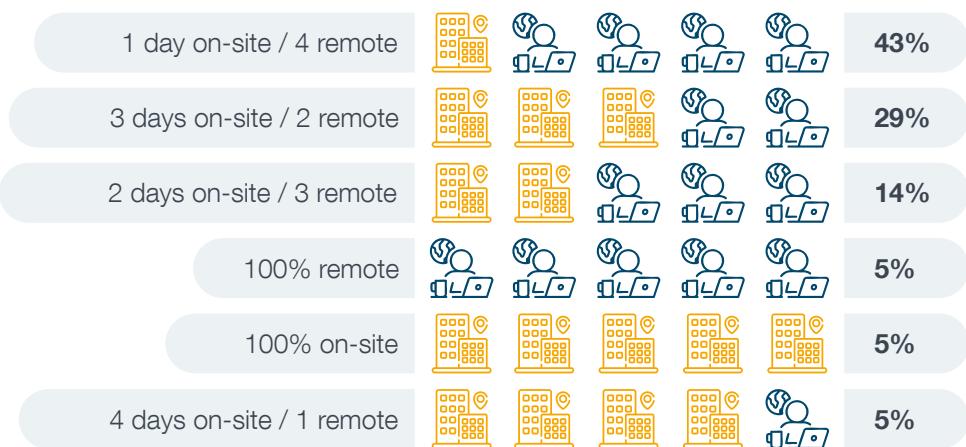
Work Models: Between Flexibility and On-Site Presence

The **hybrid model** remains the dominant standard among SSCs, though with a noticeable trend toward **greater on-site presence**. Many organizations are increasing office days to enhance **team cohesion, operational efficiency, and cultural alignment**.

However, nearly half of SSCs still operate with **one on-site day and four remote**, often due to **space limitations or logistical reasons** rather than a structural preference for remote work. At the same time, more than a quarter already follow a **three-on-site, two-remote** schedule.

Fully remote or fully on-site arrangements remain marginal, as most organizations agree that **in-person work is regaining ground** and that **hybrid models** are likely to evolve toward **more consistent office attendance**.

CURRENT WORK MODEL



*Values are expressed in relative frequency, not absolute percentages.

In terms of impact, these model adjustments have not produced major changes in results: **75%** of respondents indicated that productivity was **not affected**, while **25%** said that productivity was **not formally measured**.

Work Model Trends 2025–2026

- 38% plan to increase on-site presence
- 62% do not foresee changes

Overall, organizations aim to **balance remote flexibility with in-person collaboration**, seeking closeness, cohesion, and clear guidelines to maintain productivity while preserving adaptability.



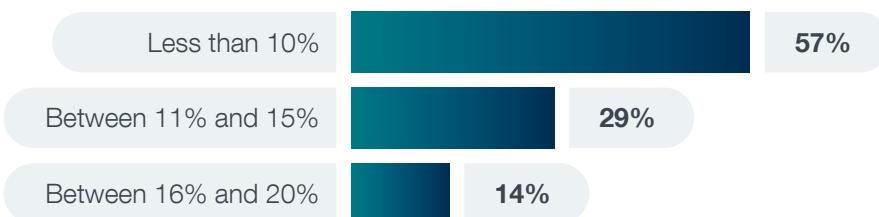
Turnover in SSCs: Stability as a Competitive Advantage

Shared Services Centers are maintaining **low and controlled turnover levels**, reinforcing the trend observed in previous years. **57%** of organizations report turnover rates below **10%**, confirming SSCs' ability to sustain stable teams in a highly competitive labor market.

Compared to 2024, SSCs achieved **greater stability**, with **9% more organizations keeping turnover below 15%**. These levels highlight the **effectiveness of retention strategies** and strong corporate culture.

The consolidation of **Employee Value Propositions (EVP)** and a growing emphasis on **career development** remain key pillars for fostering long-term engagement and a stable work environment.

CURRENT TURNOVER LEVELS





STRATEGIC TALENT MANAGEMENT AND DEVELOPMENT

Organizations in Argentina are strengthening their focus on **developing leadership potential and optimizing team management**. The most common initiatives include **mentoring, performance evaluations, and management skills development programs**—all aimed at preparing and supporting future leaders.

MOST COMMON INITIATIVES TO DEVELOP INTERNAL LEADERS





Temporary Hiring

Although **90% of companies** maintain an internal **Talent Acquisition team**, many also rely on **external or temporary staffing** to strengthen their response capacity. This approach is mainly used in three areas:

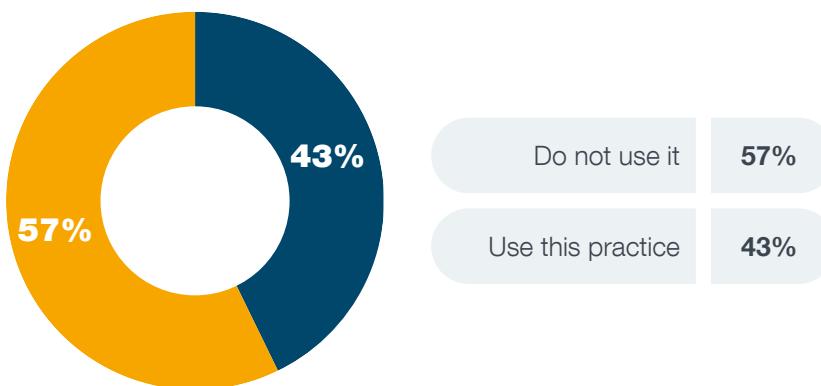
MAIN REASONS FOR USE



**Values are expressed in relative frequency, not absolute percentages.*

Temporary hiring has become a **strategic tool** for SSCs. It allows them to expand operational capacity and remain flexible during demand peaks or special projects—without compromising team stability. It also serves as a **gateway to specialized talent**, with many temporary professionals ultimately joining the organization permanently

USE OF TEMPORARY HIRING



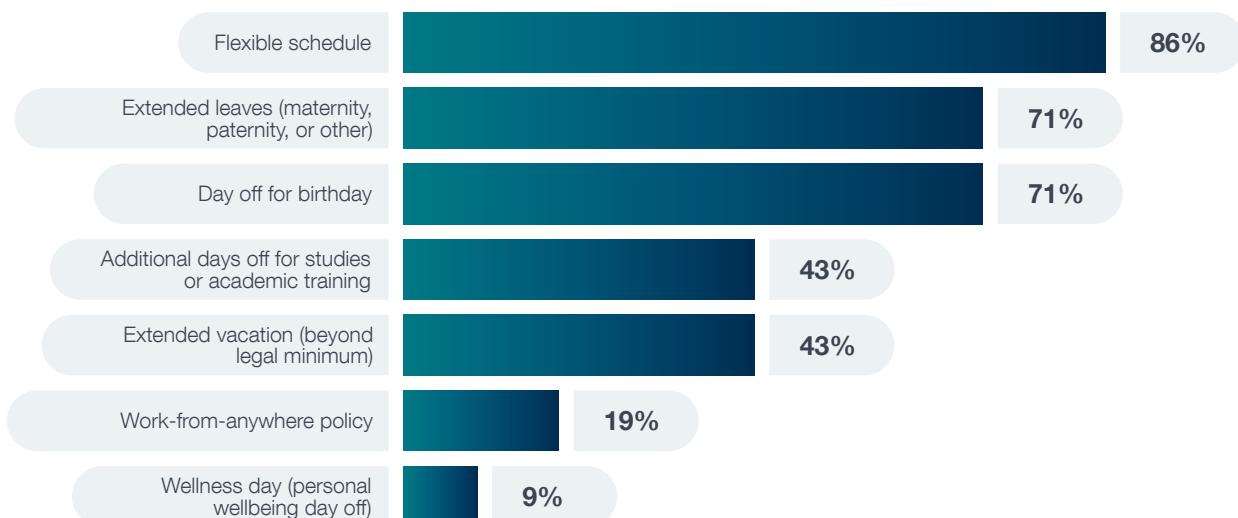


Compensation and Wellbeing Initiatives

Organizations are expanding their **employee value propositions** by incorporating benefits that go beyond financial compensation. The focus is on **health, professional development, and overall wellbeing**, with the goal of increasing engagement and retention in an increasingly competitive market.

Among the most notable benefits, **90%** of companies offer **discounts or memberships for physical activities**, and **86%** provide **family healthcare plans**, reflecting that **health and wellbeing are strategic priorities** for SSCs. These programs not only complement salary offerings but also contribute significantly to **team stability and satisfaction**.

WORK-LIFE BALANCE BENEFITS (IN DESCENDING ORDER)



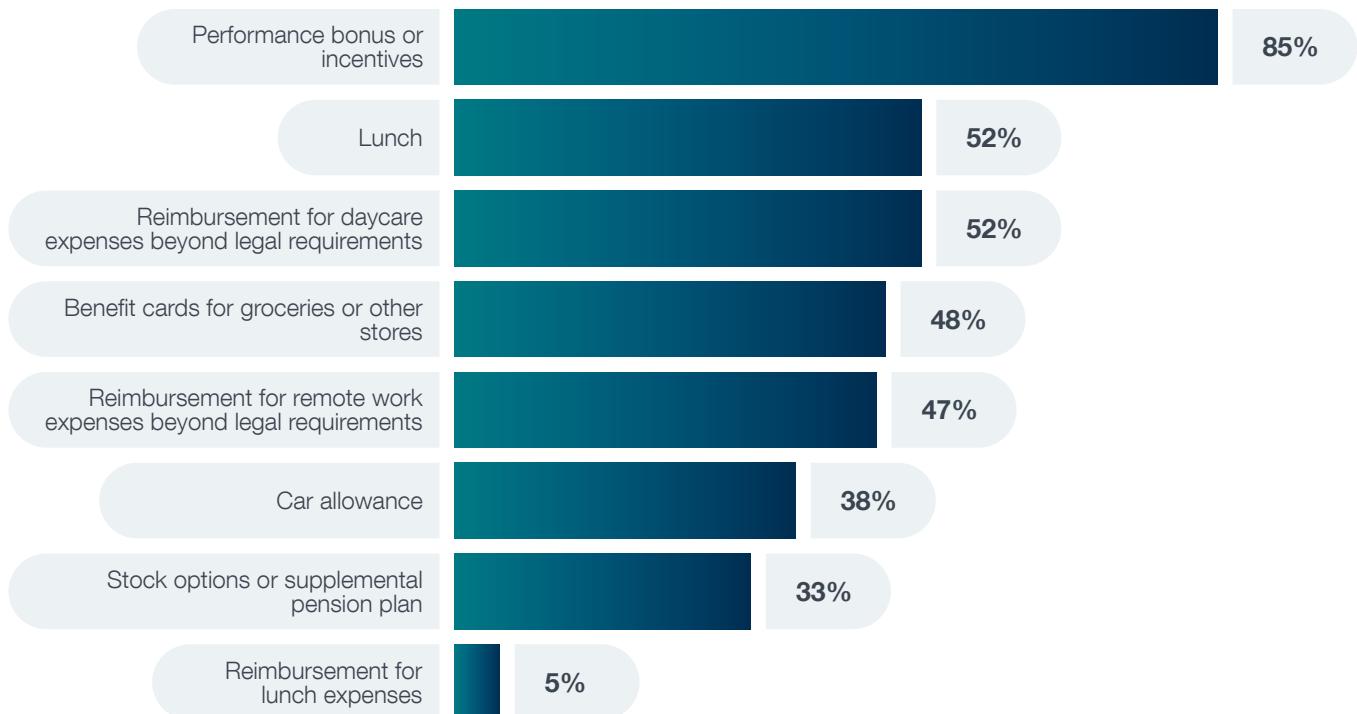
Work-life balance is now a core pillar of wellbeing strategies. The adoption of flexible schedules and extended leaves reflects a cultural shift toward more human and sustainable work models, where personal time is valued as an essential component of engagement and productivity.

HEALTH AND DEVELOPMENT BENEFITS





COMPENSATION-RELATED BENEFITS





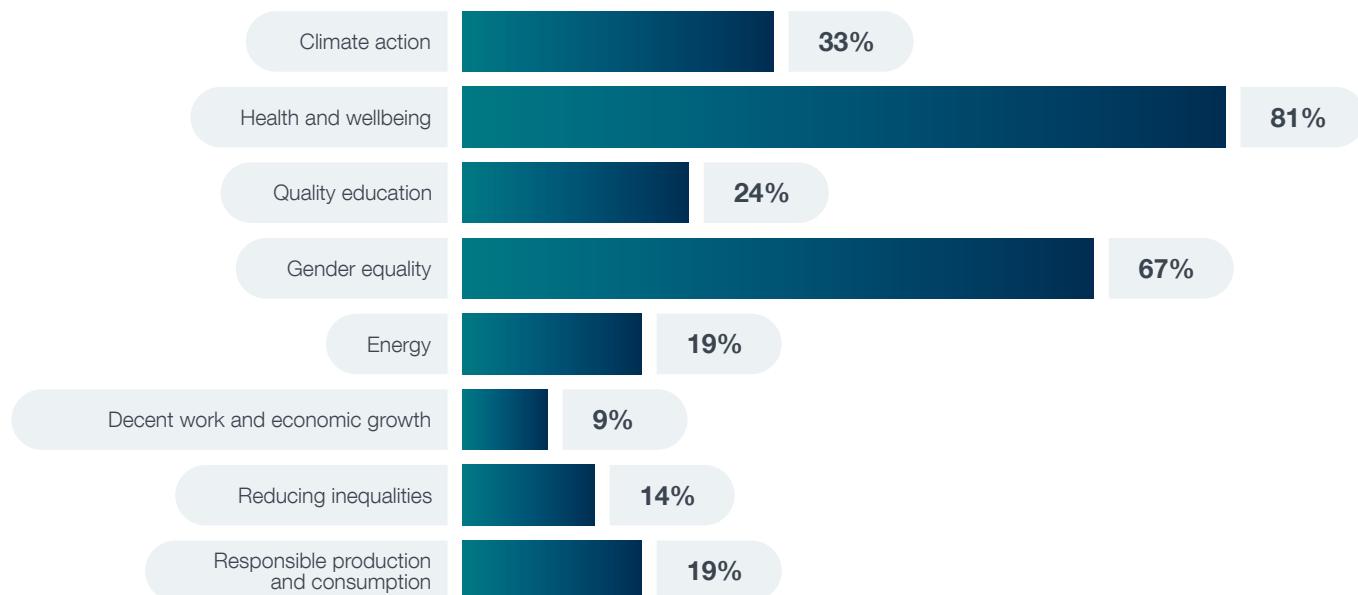
DIVERSITY, EQUITY & INCLUSION (DEI) AND SUSTAINABILITY

ESG Priorities

Organizations are directing their **ESG policies** toward key areas of social and environmental impact. Compared to last year, there is a noticeable increase in the focus on **employee health and wellbeing and gender equality**, showing a stronger commitment to the social dimension of ESG initiatives.

This strategic approach aims not only to meet corporate goals but also to **strengthen employer branding** and create an environment that **motivates and retains talent**. Internal DEI and sustainability initiatives are now integrated with **development programs, growth opportunities, and benefits**, reinforcing employee engagement and positioning SSCs as attractive employers in a competitive market.

KEY ESG FOCUS AREAS





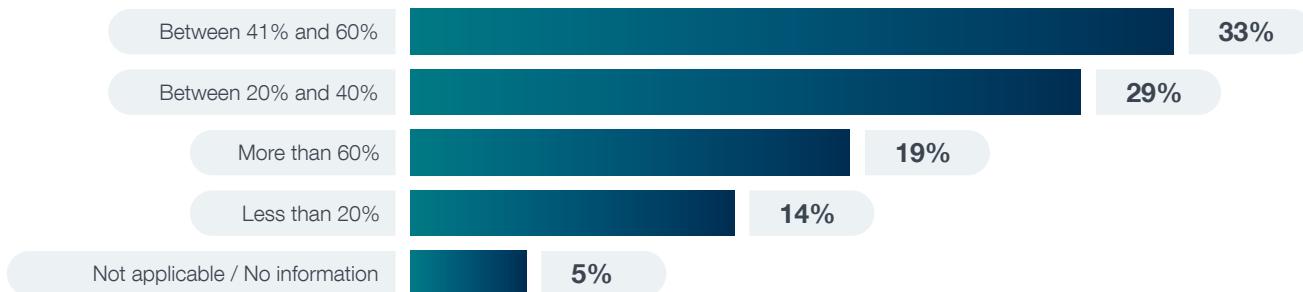
Female Leadership Representation

The representation of **women in leadership roles** within SSCs shows moderate but steady progress. More than half of organizations (52%) now have at least **40% female leaders**, indicating positive movement toward more equitable structures.

However, **43% of centers** still fall within lower or mid-level representation ranges (under 40%), showing that **gender parity in leadership** remains a work in progress.

This presents an opportunity to **strengthen policies and practices** that promote female participation in senior roles—turning inclusion into a true **competitive advantage** in talent management.

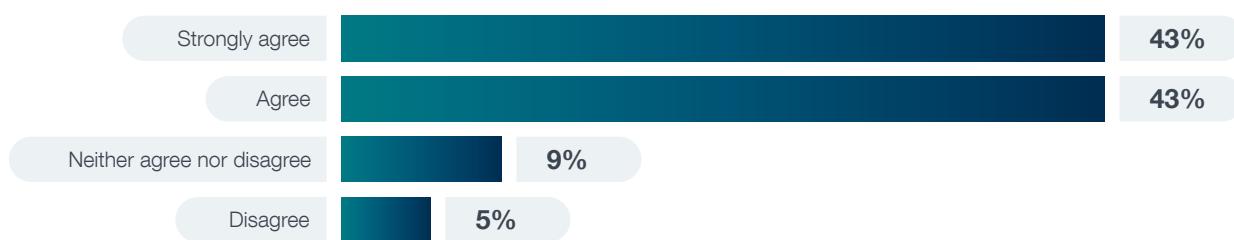
FEMALE LEADERSHIP IN ORGANIZATIONS



The Impact of DEI and Sustainability

Companies continue to **consolidate DEI and sustainability initiatives** as strategic levers to strengthen employee engagement and connection with the organization. The majority report a **positive impact** of these initiatives on employee commitment.

PERCEIVED IMPACT OF DEI AND SUSTAINABILITY ON ENGAGEMENT

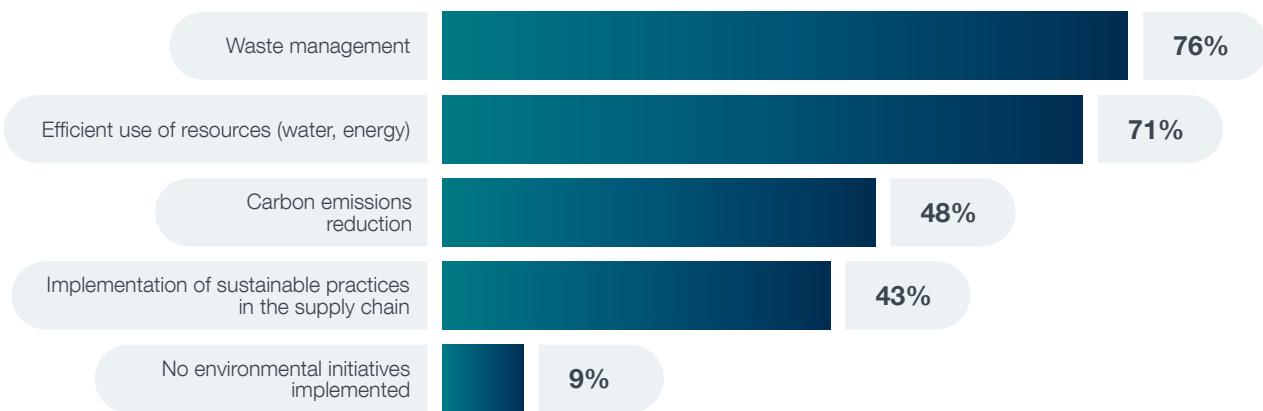




Environmental Initiatives: A Tangible Commitment

In addition to promoting equity and inclusion, SSCs in Argentina are **implementing concrete actions** to reduce their environmental footprint. Most organizations prioritize **efficient resource use** (water, energy) and **waste management**, focusing on high-impact measures that go beyond cost savings and reflect a genuine commitment to **environmental responsibility**.

STRATEGIES TO REDUCE ENVIRONMENTAL IMPACT



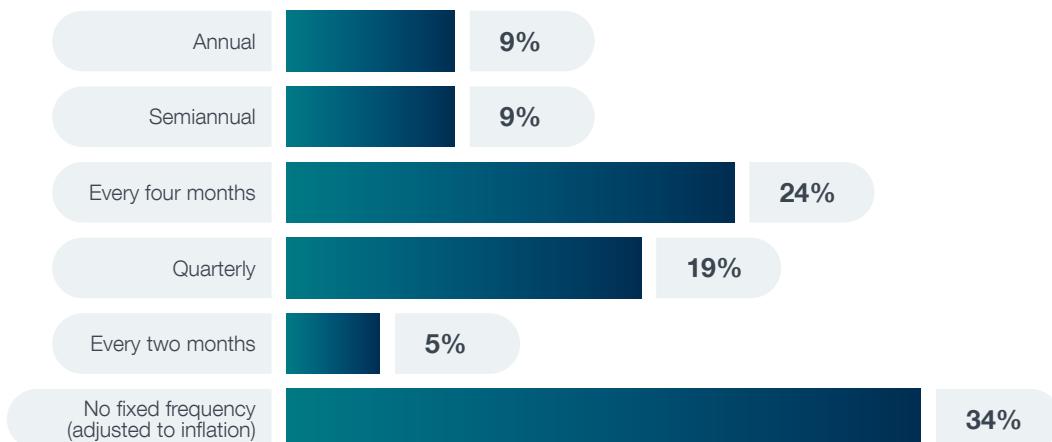


SALARY STRATEGIES AND EXPECTATIONS FOR A SUCCESSFUL 2025 CLOSE

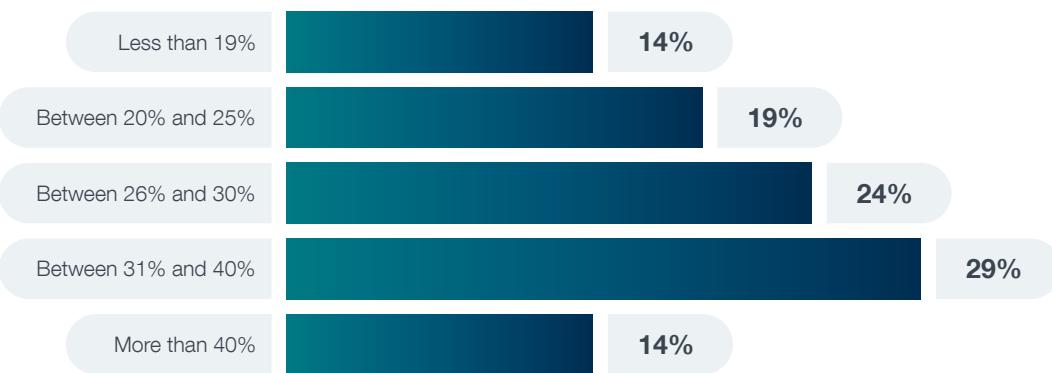
In 2025, SSCs are fine-tuning their **salary policies** to balance **talent retention** with **financial sustainability**. While one-third of organizations do not have a fixed schedule for salary adjustments, the majority conduct **regular reviews**, mostly **quarterly or every four months**. This shows a **proactive approach** to inflation and market competitiveness.

At the same time, most organizations are planning **salary increases between 31% and 40%**, aligning adjustment frequency with raise magnitude to ensure **competitive pay** and maintain **motivation and commitment** among key teams.

SALARY ADJUSTMENT FREQUENCY



PROJECTED SALARY INCREASE BY END OF 2025





BUSINESS OUTLOOK AND OPPORTUNITIES FOR 2026

SSC Growth Areas

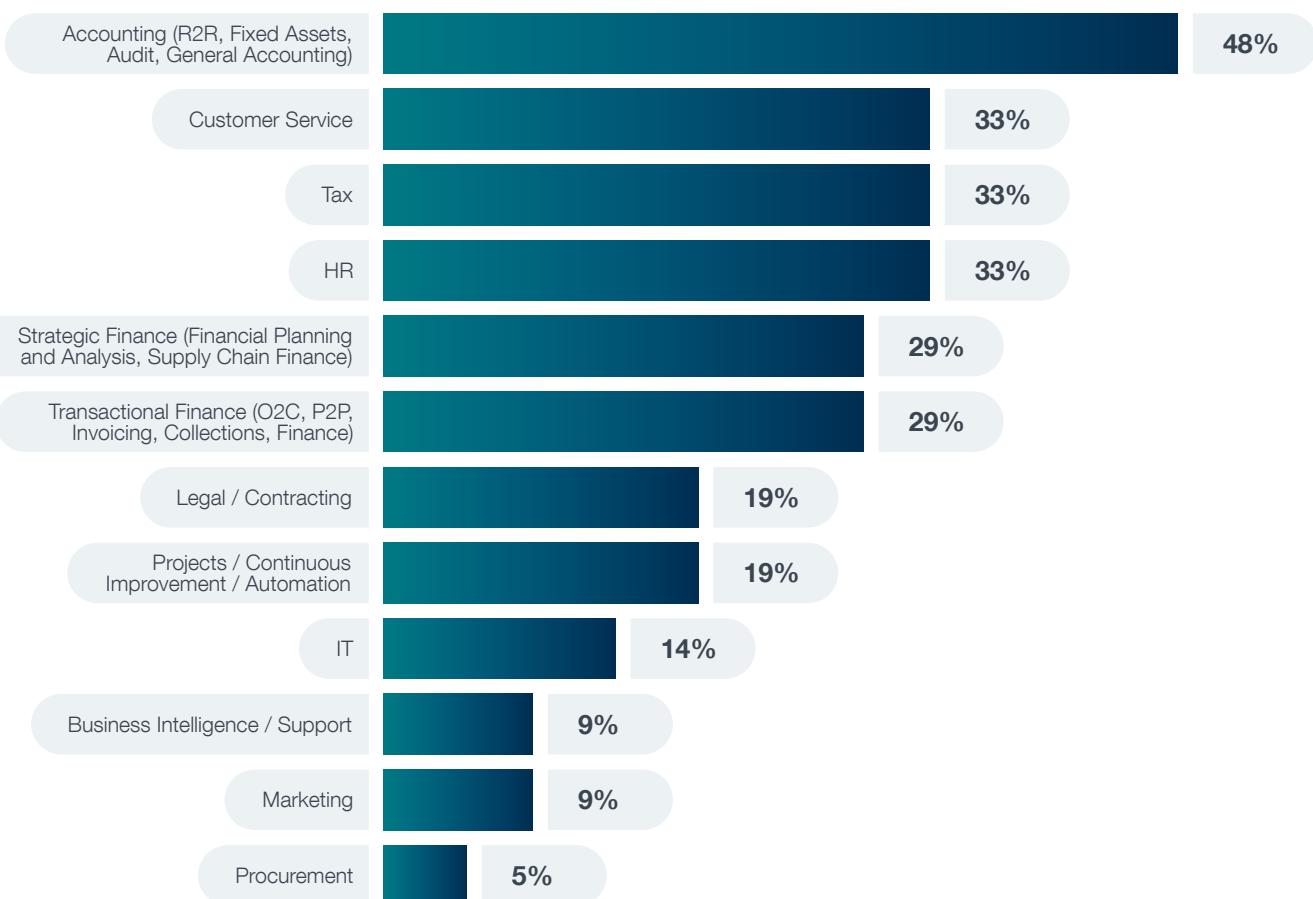
The areas developing within SSCs show a consolidation of traditional functions while expanding into more **strategic and innovation-driven roles**. Accounting continues to serve as the **core pillar**, while other critical functions are steadily gaining importance.

Accounting remains the leading area with **47%** (+52% compared to last year), reinforcing its central role and the ongoing need to **optimize traditional accounting processes**.

Customer Service and Strategic Finance have shown significant growth, highlighting the **increasing complexity of client-focused processes** and the growing impact of SSCs on **business decision-making and financial planning**.

New areas of focus are emerging, such as **Projects / Continuous Improvement / Automation and Business Intelligence / Support**, signaling a clear shift toward **innovation, data analysis, and process improvement** within SSC operations.

SSC GROWTH PRIORITIES BY AREA*



*These values are expressed as *relative frequencies*, not absolute percentages.



ARGENTINA: A STRATEGIC PARTNER IN THE GLOBAL EVOLUTION OF SSCS

By Ezequiel Arcioni, Director at Michael Page

The evolution of Shared Services Centers (SSCs) in Argentina marks a new chapter in the maturity of the global operating model. **The country has become an increasingly sophisticated hub within the international services network**, with North America (NAM) emerging as a strategic region that reflects stability, consistency, and continuous improvement in operational quality.

This growth takes place in a challenging environment, where **exchange rates and operational costs are pushing organizations to rethink structures and move decisively toward process optimization**. Today, the pursuit of productivity and scalability goes beyond centralization, driven by smart technologies, automation, and advanced data analytics.

In this context, **Artificial Intelligence has shifted from promise to a tangible ally within SSCs**, delivering real impact in transactional tasks, data management, reporting, and customer service. The challenge now lies in **balancing technological innovation and human talent development**, building complementary models that enhance efficiency without sacrificing agility or service quality.

Within the framework of the Knowledge Economy, Argentina's potential is remarkable. According to Argencon, with the right policies and incentives, the country could generate over **150,000 new skilled jobs and nearly USD 10 billion in additional exports** over the next decade—positioning this industry as the third most important in the country and one of the main contributors to its fiscal and trade surplus.

In this scenario, **SSCs stand as a key driver of high-quality private employment**. At Michael Page, we see a promising horizon for expansion, both in the growth of existing operations and the arrival of new centers, powered by the combination of local talent, competitiveness, and technological adoption.

Thus, **Argentina continues to strengthen its role as a strategic partner for global operations, bringing together talent, resilience, and innovation**—and positioning itself as a regional benchmark in the transformation and future of shared services.





SALARY REPORT

AREA	POSITION	MINIMUM	MAXIMUM
FINANCE AND ACCOUNTING			
P2P/AP/Collections	Manager	\$ 3.339,73	\$ 4.573,97
	Supervisor	\$ 2.831,51	\$ 3.484,93
	Team Leader	\$ 2.323,29	\$ 2.904,11
	Sr Analyst	\$ 1.742,47	\$ 2.468,49
	Analyst	\$ 1.234,25	\$ 1.742,47
	Jr	\$ 1.016,44	\$ 1.452,05
R2R/Accounting/O2C	Manager	\$ 3.847,95	\$ 5.372,60
	Supervisor	\$ 3.194,52	\$ 4.356,16
	Team Leader	\$ 2.541,10	\$ 3.267,12
	Sr Analyst	\$ 1.887,67	\$ 2.613,70
	Analyst	\$ 1.306,85	\$ 1.815,07
	Jr	\$ 1.125,34	\$ 1.524,66
Finance	Manager	\$ 4.138,36	\$ 5.590,41
	Supervisor	\$ 3.484,93	\$ 4.428,77
	Team Leader	\$ 2.613,70	\$ 3.412,33
	Sr Analyst	\$ 2.032,88	\$ 2.758,90
	Analyst	\$ 1.452,05	\$ 2.032,88
	Jr	\$ 1.161,64	\$ 1.524,66
Treasury	Manager	\$ 4.719,18	\$ 6.171,23
	Supervisor	\$ 3.557,53	\$ 4.573,97
	Sr Analyst	\$ 2.032,88	\$ 2.904,11
TAX	Manager	\$ 3.775,34	\$ 4.719,18
	Team Leader	\$ 2.323,29	\$ 3.049,32
	Sr Analyst	\$ 1.742,47	\$ 2.468,49
	Analyst	\$ 1.306,85	\$ 1.815,07
	Jr	\$ 1.089,04	\$ 1.452,05



POSITION	MINIMUM	MAXIMUM
HUMAN RESOURCES		
Manager	\$ 3.993,15	\$ 5.808,22
HRBP	\$ 2.758,90	\$ 4.210,96
Talent Acquisition Analyst	\$ 1.815,07	\$ 2.541,10
Sr Analyst	\$ 1.669,86	\$ 2.323,29
Ssr	\$ 1.234,25	\$ 1.669,86
POSITION	MINIMUM	MAXIMUM
PROCUREMENT		
Supervisor	\$ 2.904,11	\$ 3.557,53
Team Leader	\$ 2.541,10	\$ 3.194,52
Sr Analyst	\$ 1.742,47	\$ 2.468,49
POSITION	MINIMUM	MAXIMUM
MARKETING		
Manager	\$ 3.267,12	\$ 4.719,18
Team Leader	\$ 2.541,10	\$ 3.194,52
Sr Analyst	\$ 1.960,27	\$ 2.613,70



ABOUT PAGEGROUP

A global company with local knowledge and experience. Founded in the United Kingdom in 1976, PageGroup is a leading company in the recruitment and hiring of permanent and temporary positions. With operations in 37 countries and more than 7,500 employees, PageGroup offers recruitment services and career opportunities at a local, regional, and global level.

Our solutions in Argentina

Our purpose is to change lives by connecting professionals with companies so that both parties can reach their full potential. To achieve this, we work with a methodology that allows us to align companies' needs with candidates' aspirations, in a way that helps build long-term relationships and promote growth for both sides.

PageExecutive

Page Executive is the brand specialized in executive recruitment and selection.

Michael Page

Michael Page provides specialized recruitment services for mid- and senior-level management positions, as well as highly technical roles.

PageInterim

Page Interim offers temporary recruitment alternatives for professionals and payroll management.

+345

clients trusted us
during 2023

+1100

candidates found a job
through us during 2023

At PageGroup, we believe in diversity and inclusion. We uphold equal opportunities without discrimination based on gender, age, religion, sexual orientation, or any other aspect that could be considered exclusionary.

Page Executive
Michael Page
Page Interim

Part of PageGroup