### Bogota, an opportunity for shared services centers

According to ATKearney’s Global Services Location Index 2017:

- **4th** largest market in Latin America, sharing 11% of the region’s SSCs.
- **10th** most competitive country of the world.
- 3rd in Latin America, after Brazil and Chile to develop a global services operation.

#### LATAM

- **Mexico** 20%
- **Brazil** 32%
- **Chile** 3%
- **Argentina** 8%
- **Uruguay** 7%
- **Costa Rica** 12%

**COLOMBIA**

- **Colombia** 11%

#### Bogota 4th city of Latin America after Sao Paulo, San Jose and Mexico City, with more than 35 SSCs.

The city stands out as the country’s main cluster, with more than 60% of the SSCs and around 50% of the jobs.

#### Location and employment generated by SSC in Colombia (2016)

<table>
<thead>
<tr>
<th>City</th>
<th># of SSCs</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bogota</td>
<td>62%</td>
<td>47%</td>
</tr>
<tr>
<td>Medellin</td>
<td>16%</td>
<td>32%</td>
</tr>
<tr>
<td>Cali</td>
<td>16%</td>
<td>8%</td>
</tr>
<tr>
<td>Others</td>
<td>6%</td>
<td>13%</td>
</tr>
</tbody>
</table>

### SSC Services Portfolio, 2016

- **Finance & Accounting**: 65%
- **Technology**: 42%
- **General & Administration**: 39%
- **Human Resources**: 35%
- **Procurement & Logistics**: 32%
- **Others**: 6%

#### Some foreign companies with SSC established in Bogota

- Scotiabank + Amazon + Delta + Diageo
- Johnson & Johnson + Medtronic
- Abbot + B Braun + Belcorp + Nokia
- Schlumberger + Thomas Greg & Sons

### Notes

- The SSC industry is recent and thriving. More than 60% of the centers are between three and five years old.
- More than 50% of the SSCs have more than 200 employees.
- 98% of the SSCs offer services in Spanish, 40% in English, 20% in Portuguese, 3% in French, and 1% in German.
- Around 50% of the SSCs cover the Americas (North, Central, and South), 39% have a local focus and 13% have a global reach.
In the last 10 years, the number of annual graduates in Colombia of careers of interest has tripled, from 63,800 in 2007 to 201,600 in 2017. Management, economics, accounting and related areas register an average annual growth of 13%, while computer systems engineering and related exhibit an average annual growth of 6%.

Bilingual Population in Colombia

- 73% Bogota
- 9% Medellín
- 5% Cali
- 3% Bucaramanga
- 2% Barranquilla
- 8% Others

It is estimated that between 8% and 17% of the Colombian labor force is bilingual (2 - 4.5 million). Bogota shares more than 70% of this population.

Average salary by position, (2018) US$/Month

<table>
<thead>
<tr>
<th>POSITION</th>
<th>FINANCE</th>
<th>ACCOUNTING</th>
<th>PROCUREMENT</th>
<th>HR</th>
<th>IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>7.122</td>
<td>7.279</td>
<td>5.929</td>
<td>6.534</td>
<td>7.152</td>
</tr>
<tr>
<td>Manager</td>
<td>4.280</td>
<td>3.794</td>
<td>3.929</td>
<td>3.916</td>
<td>3.723</td>
</tr>
<tr>
<td>Boss</td>
<td>2.350</td>
<td>1.766</td>
<td>2.250</td>
<td>2.488</td>
<td>2.053</td>
</tr>
<tr>
<td>Coordinator</td>
<td>1.495</td>
<td>1.480</td>
<td>1.429</td>
<td>1.641</td>
<td>1.696</td>
</tr>
<tr>
<td>Analyst</td>
<td>1.241</td>
<td>1.177</td>
<td>1.144</td>
<td>1.204</td>
<td>1.156</td>
</tr>
<tr>
<td>Assistant</td>
<td>961</td>
<td>857</td>
<td>758</td>
<td>751</td>
<td>813</td>
</tr>
<tr>
<td>Clerk</td>
<td>602</td>
<td>571</td>
<td>614</td>
<td>613</td>
<td>502</td>
</tr>
</tbody>
</table>

Exchange rate: US$ 1 = COP$ 2.800

*The wages do not include the social benefits assumed by the employer. These are between 34% - 50%.


SHARED SERVICES CENTERS (SSC)

Institutional support

- Free Trade Zone Regime
- Labor incentives
- VAT exemptions and export/import benefits
- R&D incentives

Tax Incentives

Bogota’s strategic position

- 47 daily international flights.
- Neutral accent with willingness to support.
- Low risk of natural disasters (earthquakes).
- Eastern time zone USA.

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