



SpencerStuart

2025

Latin American
CHRO Index

Introduction

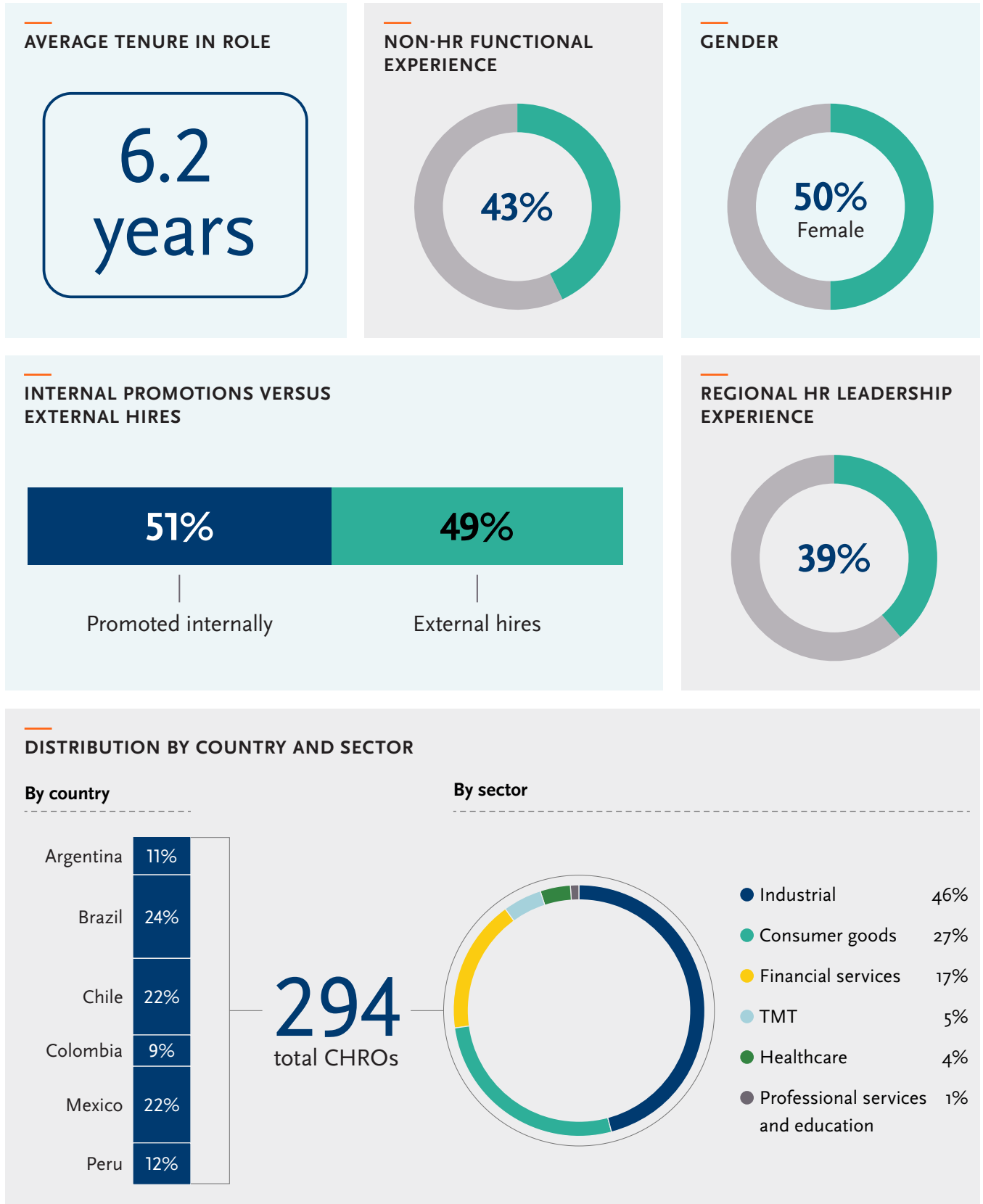
The role of the chief human resources officer (CHRO) in Latin America has evolved into a highly strategic position within the C-suite. Once primarily focused on localized talent management and operating largely in functional silos, today's HR leaders are central partners in enterprise leadership. They are navigating a complex environment shaped by global competition for talent, ongoing economic and social volatility, rapid technological change and the lasting impacts of the pandemic. As organizations across the region pursue international growth, CHROs are increasingly expected to demonstrate a global mindset, cultural agility and the ability to align people strategy with business transformation.

To better understand what drives CHRO success in Latin America, we analyzed the backgrounds and expertise of 294 CHROs across the region using Spencer Stuart's proprietary data, and conducted in-depth interviews with 44 sitting CHROs to capture their firsthand perspectives. Three clear themes emerged from this analysis:

- » The CHRO role has shifted from operational support to strategic leadership, with HR leaders actively shaping organizational design and driving innovation.
- » CHROs are at the center of rapid technological change, balancing workforce reskilling, generational diversity and the integration of AI and automation.
- » Today's CHROs are leading efforts in compliance, ethical governance and fostering people-centric cultures to build resilient organizations.

The shift from a purely functional role to that of a strategic business partner is profound. Success now depends on a CHRO's ability to adapt, remain flexible and address pressing business challenges — ranging from talent management and international mobility to leveraging new technological innovations.

Latin America CHROs: A snapshot



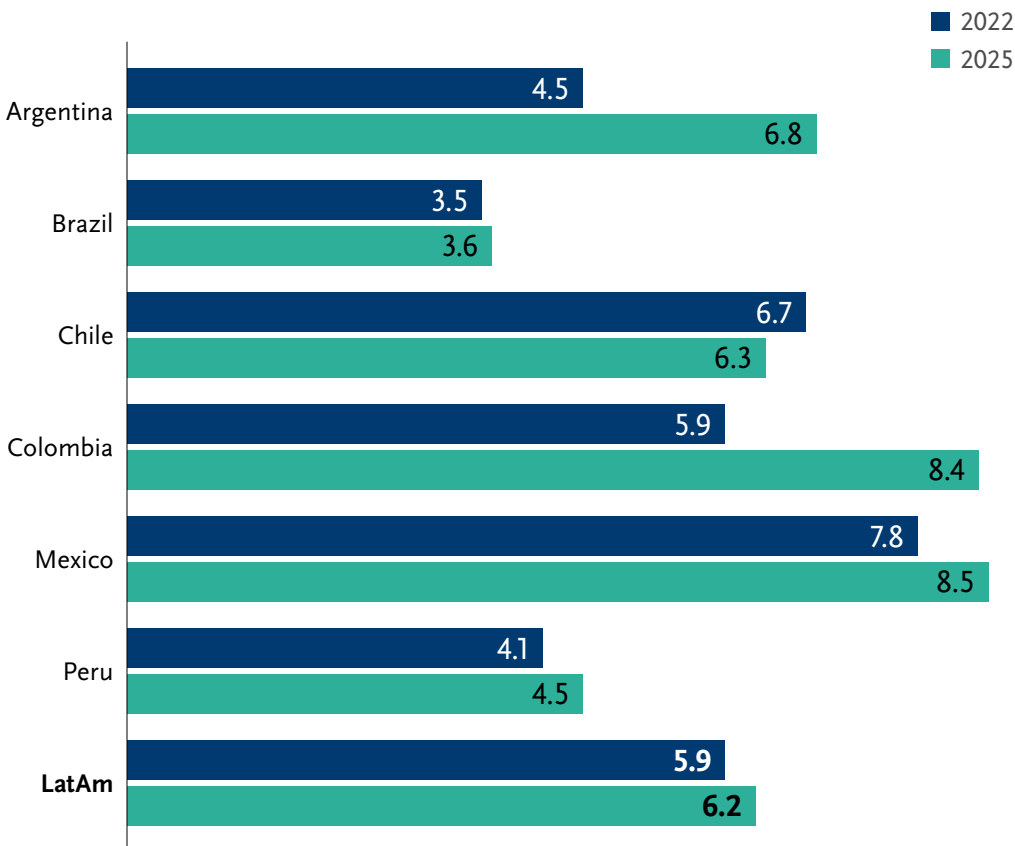
Age and tenure

Age, tenure and overall experience have remained relatively stable over the past four years. The average tenure of a CHRO in Latin America is currently 6.2 years. A closer look at tenure patterns reveals notable gender dynamics: Female CHROs tend to have shorter tenures, averaging 5.2 years, compared with seven years for their male counterparts. However, this is likely because the representation of women overall has increased since the study was last completed in 2022.

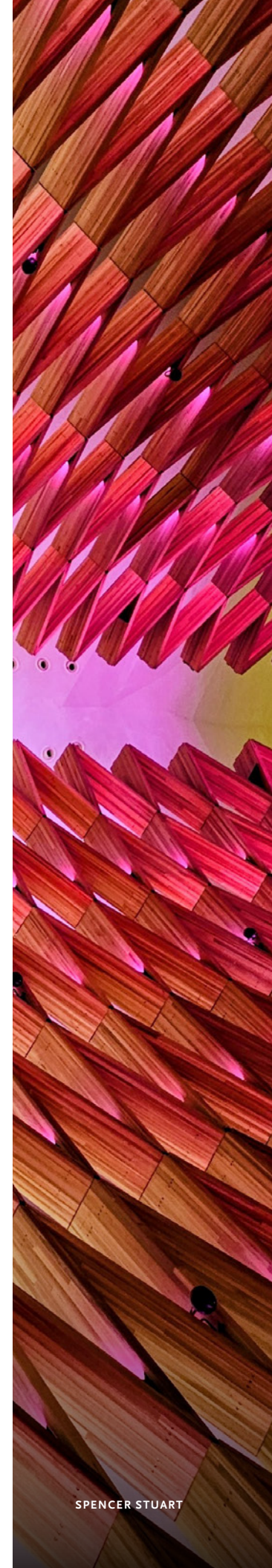
AVERAGE AGE, EXPERIENCE AND TENURE

	2025	2022
Average age CHROs	51.4	51.6
Average experience	27.8	26.9
Average tenure in current role	6.2	5.9

AVERAGE TENURE AT CURRENT ROLE

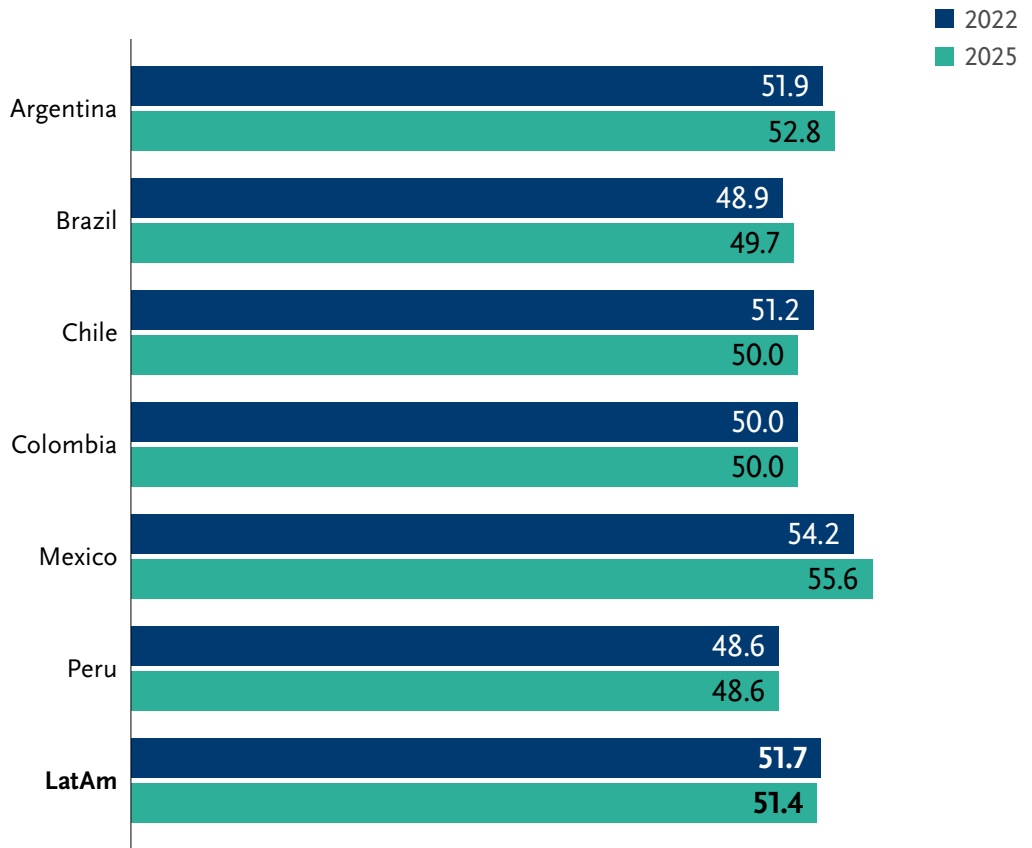


The CHRO population in Latin America is concentrated in mid-career leadership stages, with 80% between ages 40 and 60. In 2025, 121 CHROs were between 41 and 50, and 93 were between 51 and 60, compared with smaller cohorts under 40 or over 60. The youngest CHRO in the sample is 32 years old, based in Chile, while the oldest, 72, is based in Mexico.





AVERAGE AGE OF CHROs BY COUNTRY



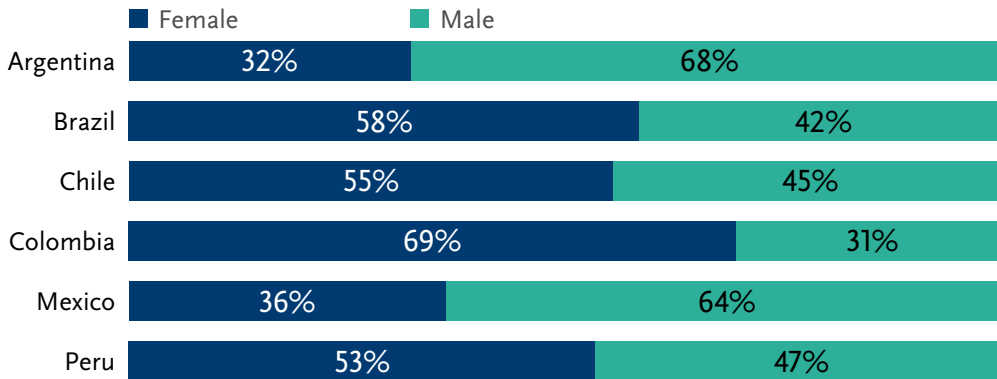
International exposure and career pathways

Multinational experience is a defining feature of CHRO talent in Latin America. By 2025, 68% of CHROs had accumulated experience in multinational environments, reflecting the region’s increasing integration into global operating models. Career paths into the role are also becoming more diverse. More than four in 10 CHROs (43%) have held roles outside of human resources, and 39% have served in regional HR leadership positions, underscoring the premium placed on breadth of perspective and cross-border leadership capability.

Gender diversity

Latin America has reached gender parity at the CHRO level. Women accounted for 50% of CHRO roles across the region, up from 48% in 2022. This figure, however, masks meaningful variation by country. Female representation reached 58% in Brazil, 55% in Chile and 69% in Colombia, while Argentina and Mexico lagged behind at 32% and 36%, respectively. However, Argentina, Brazil and Chile saw an increase in female representation between 2022 and 2025, suggesting positive momentum in select markets.

GENDER DIVERSITY BY COUNTRY



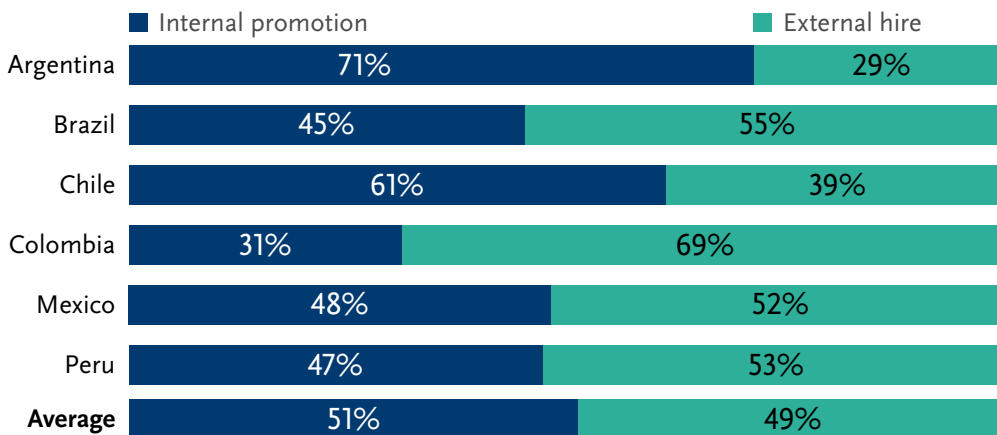
Sector differences are also evident. Female CHROs are most prevalent in financial services (59%), followed by industrial (50%), TMT (50%), professional services and education (50%) and consumer (46%). Healthcare trails behind at 36%, though there are fewer healthcare companies compared with other sectors.

Internally promoted versus external hires

CHRO appointments in Latin America reflect a near balance between internal promotion and external hiring. Over the past four years, approximately 51% of CHROs were promoted internally, while 49% were hired externally.

However, hiring practices differ by country. Argentina and Chile fill most roles internally, (71% and 61%), while Brazil and Colombia tend to lean more on external hires, at 55% and 69% respectively.

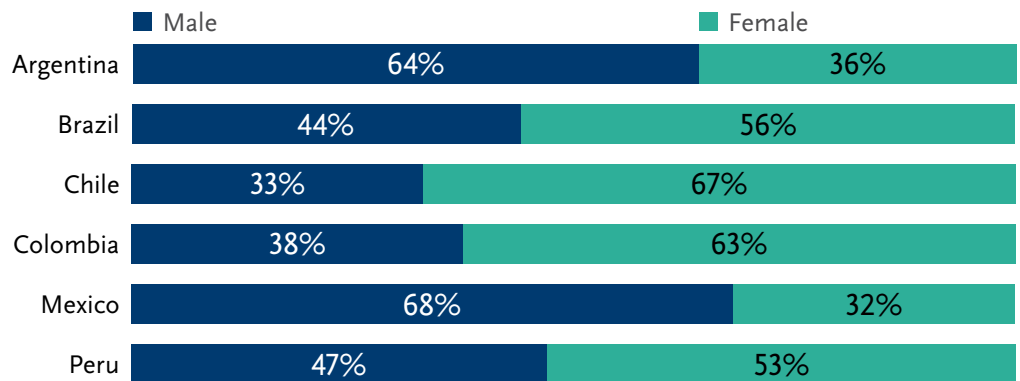
INTERNAL PROMOTIONS VERSUS EXTERNAL HIRES BY COUNTRY





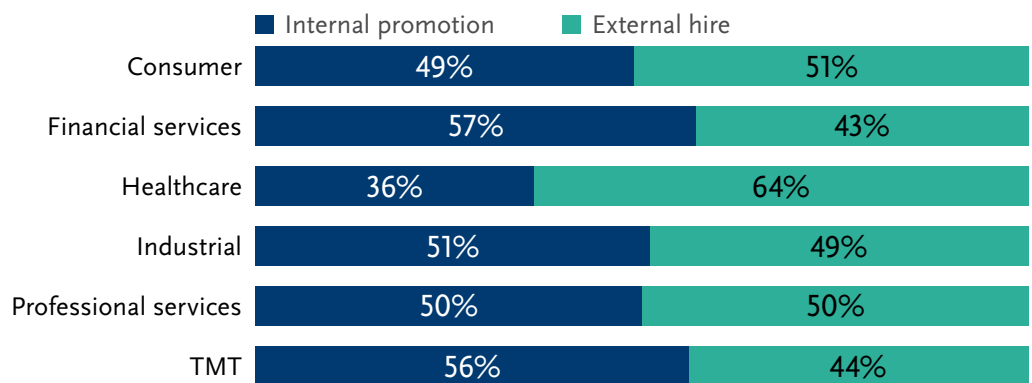
Significant differences also exist in gender distribution for internal promotions. In Mexico and Argentina, men account for the majority of those promoted internally, at 68% and 64% respectively. In contrast, women are more frequently promoted within Chile, Colombia and Brazil, where they represent 67%, 63% and 56% of internal promotions.

GENDER DISTRIBUTION FOR INTERNAL PROMOTIONS



Hiring patterns across industries reveal that most sectors favor internal promotions or maintain a balanced approach. Healthcare is an outlier, however, with most hires coming externally.

INTERNAL PROMOTIONS VERSUS EXTERNAL HIRES BY SECTOR



Individual Style Profile insights

Spencer Stuart's proprietary Individual Style Profile methodology assesses how leaders approach the world around them, solve problems and get things done. It explores what individuals care most about, what gives them energy, the strengths they have developed and how they view themselves. The model is built around two dimensions: how individuals work with people and how they respond to change. The analysis presented is based on 83 CHRO profiles.

EIGHT SOCIOCULTURAL STYLES



RESULTS



CARING



LEARNING



AUTHORITY



PURPOSE



ORDER



ENJOYMENT

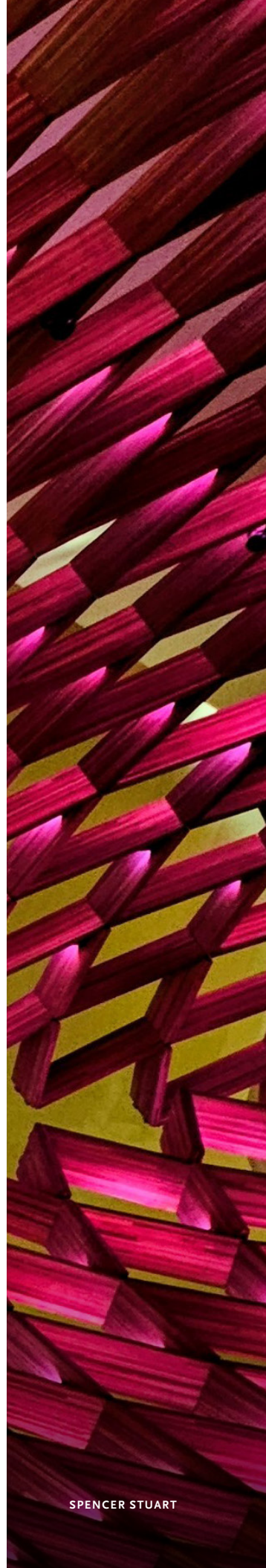


SAFETY

The eight primary sociocultural styles can be used to describe the mindset and actions of both people and groups. The resulting pattern is remarkably consistent across the group. Strong alignment across motivational drives, strengths and self-image suggests that this cohort of CHROs has a stable and well-defined worldview. Their style ordering is therefore a reliable predictor of group behavior. These leaders tend to have a clear sense of direction, supported by capabilities that enable them to persistently pursue long-term objectives.

Self-image is generally aligned with the overall style profile, indicating that leaders in this cohort have a well-developed sense of identity which informs their choices and actions. It may be helpful to consider adjusting this image somewhat to reflect the full set of drives and strengths.

Overall, the dominant style of this CHRO cohort reflects an ambitious, results-oriented mindset combined with a strong commitment to relationships and care for others. This dual orientation positions CHROs as resilient leaders who are motivated to achieve outcomes while supporting people through change. At the same time, balancing these sometimes competing priorities requires multiple trade-offs. In this sense, the group's collective style is akin to that of a "hero": leaders driven to beat the odds, overcome obstacles, deliver results and persist in the face of complexity, while remaining attentive to the needs of those they lead.



Mindsets sponsored, developed and reinforced inside organizations

Organizations are deliberately cultivating mindsets that support accountability, adaptability and sustained performance. Central among these is an ownership mindset in which employees make decisions rather than simply executing instructions. As one leader described, “We aim for employees to act as if they are business owners, making decisions with responsibility and a long-term vision.” This approach aims to empower individuals at every level to take initiative and drive results, ensuring that responsibility and judgment are not limited to upper management but distributed throughout the company.

Companies are also embedding a growth mindset as a fundamental element of how work gets done. This emphasis is reflected in a commitment to continuous learning, openness to change and the ability to adapt as conditions evolve. As one leader remarked, “The company has been working for years with a growth mindset at the core of all our actions and our way of working. I do not foresee any changes, only continued evolution along this path.” These mindsets reinforce a culture in which learning and progress are ongoing rather than episodic initiatives.

Leadership approaches are evolving in parallel. Many organizations are shifting away from top-down management styles toward more modern, people-centered philosophies. As one interviewee explained, “A change in mindset is being promoted in leadership positions, moving from traditional supervision to modern management. The leader must support the employee in all aspects, not just give orders.”

Establishing accountability at every organizational level has become a priority as organizations move away from traditional top-down decision-making and toward empowering leaders and team members to play an active role in driving results and facilitating organizational transformation. One CHRO explained, “Our company seeks to instill an accountability mindset at all levels, breaking the perception that responsibility rests solely with upper management. The goal is for each leader and collaborator to take an active role in execution and change management, which is one of the organization’s greatest cultural challenges.”

Interview highlights: The HR agenda

We interviewed 44 CHROs across Latin America to learn more about how the role is changing and the challenges shaping the HR agenda over the next three to five years. One thing became clear: The pace of technological change is at the forefront of HR leaders’ minds. The rapid adoption of artificial intelligence and automation is fundamentally reshaping workforce structures, making large-scale reskilling and upskilling unavoidable priorities.

CHROs must also manage increasing generational complexity within their organizations. According to one HR leader, “...we’re dealing with very young professionals alongside others who have been with the company for over 30 years. Some adapt quickly, while



others struggle to keep up with the pace of technological change.” Balancing inclusion, productivity and adaptability remains a persistent challenge.

In parallel, HR’s role within organizations is continuing to evolve from a traditional support function to a strategic business partner. CHROs increasingly act as bridges between employee needs and executive priorities, while also leading organizational design efforts to enable flexibility, scalability and growth. “We’ve managed to become part of the core leadership team and bring strategic topics into the conversation,” explained one HR leader. Another emphasized the importance of reframing HR’s mandate: “HR must move away from being ‘HR for HR’ and instead challenge the business, connecting from there with the organization’s purpose.”

Together, these perspectives underscore the growing expectation that HR will actively shape, rather than simply support, business outcomes.

Artificial intelligence and the HR function

Across Latin America, the adoption of artificial intelligence within HR functions is accelerating, transforming how work is done and where HR leaders focus their time. AI is enabling the automation of repetitive and administrative tasks, allowing HR teams to

redirect effort toward higher-value, strategic activities.

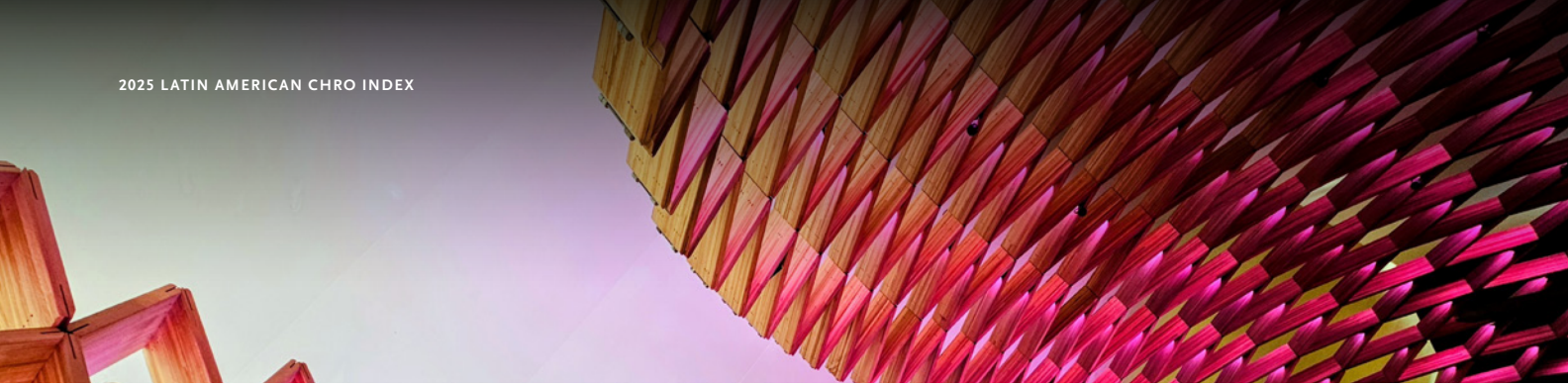
Organizations are increasingly using data analytics to inform workforce planning, talent decisions and organizational strategy while also prioritizing responsible, people-centered approaches to AI implementation.

“Simply put, it streamlines routine tasks and creates space for the business partner role. Processes are enhanced, enabling HR to deliver greater value to the organization. In doing so, HR becomes a partner in shaping the future,” said one CHRO. In this way, AI is positioning HR as an active contributor to the future of the business, rather than a transactional function.



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Despite these advances, challenges remain. Concerns persist around job loss, data security and the need for clear governance and integration processes. Ultimately, AI is transforming HR by boosting efficiency, empowering strategic initiatives and preserving the vital human connection in managing people. In the words of one leader: “You remove friction with the business because there’s no need to ask for information. Knowledge management becomes incredibly effective. Productivity rises.” At the same time, CHROs caution that technology alone is insufficient. In people-centric organizations, in-person interaction remains critical to building trust, relationships and collaboration — outcomes that cannot be fully replicated through virtual tools alone. Maintaining this human connection is essential as HR becomes more digitally enabled.



Artificial intelligence and the workforce

Artificial intelligence is reshaping the broader workforce across Latin America. Many routine and transactional responsibilities are increasingly automated, particularly in areas such as recruitment, payroll, document management and data analysis. As these processes become more efficient, employees are free to focus on more strategic, value-added work. However, this shift is also leading to workforce reductions in certain roles, particularly in entry-level and operational layers, while simultaneously increasing the need for reskilling and upskilling.



In-person interaction remains critical to building trust, relationships and collaboration.”

As one CHRO noted: “While process optimization has increased productivity, it has also reduced the workforce. For example, at a technical training center for bus and truck drivers, 30% of the training programs were created with videos. Similar changes are happening in other areas. Next year, a complete system architecture will be implemented, and shared services will be created, which will bring at least 5% more efficiency.”

While adoption remains in early stages for many industries, technology-driven sectors and innovative companies are at the forefront — applying AI to advanced analytics, fraud detection and performance management. At the same time, many organizations face resistance rooted in fears of job loss, compliance complexity, data security risks and cultural inertia — particularly among long-tenured employees and those in more traditional industries.

To address these challenges, businesses are investing in responsible, human-centered AI practices, prioritizing reskilling initiatives, and nurturing adaptability across the workforce. As one CHRO reflected, “While it is essential for individuals to embrace technology and become familiar with new possibilities, I believe that human skills will be the key differentiator in the workplace. Technology should be leveraged to support and enhance these human skills...establishing trust-based relationships will be essential.” Increasingly, leaders recognize that when deployed thoughtfully, AI can strengthen — not diminish — the human dimension of work. “The challenge is to change mindsets and lose fear. Move from ‘I will lose my job’ to ‘How can AI make me and my job better?’” said another CHRO. This mindset shift is accelerating the adoption of more strategic, data-driven and agile workforce models across the region.

Conclusion

The HR landscape across Latin America is undergoing a profound transformation amid rapid technological change and the acceleration of AI. In response, the CHRO role is shifting from operational support to strategic influence within organizations. Our experience and the interviews with CHROs indicate that the most successful HR leaders will be those who can deftly navigate the convergence of technological disruption and cultural transformation while maintaining trust and preserving the human element of people management.

Methodology

For this report, Spencer Stuart conducted research during the second quarter of 2025 into the background and career trajectory of 294 CHROs who serve the top listed and unlisted companies:

- » Argentina: 31
- » Brazil: 71
- » Chile: 64
- » Colombia: 26
- » Mexico: 66
- » Peru: 36

Historical comparisons in this report refer to the year of data analysis, not the year of publication.

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About Spencer Stuart

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