

# GLOBAL CAPABILITY CENTRES

FROM BACK OFFICE TO  
GLOBAL NERVE CENTER

MSL COCKPIT



“India's emergence as the GCC capital of the world is driven by several key factors. First, its favorable talent pool and demographic advantage, and second, the growing maturity of Global Capability Centers (GCCs) and their ecosystem. With increasing credibility and awareness, India's GCCs are progressively taking on greater ownership of product, market, and innovation strategies, positioning the country as the epicenter of high-value R&D and technological advancements. Beyond talent, India also offers an undeniable opportunity for R&D localization, closely aligning with the needs of global firms to address diverse markets. To fully unlock this potential, however, targeted skill development in next-gen technologies will be essential to maximize its intellectual capital. The country's industry ecosystem is fostering deep innovation that will not only serve global markets but also redefine regional market potential, establishing India as the preferred destination for high-value R&D and global market influence.”

**Akshayita Saxena**

Head of Brand, Corporate Communications and Marketing,  
Bosch Global Software Technologies

“India's GCC ecosystem isn't just about cost efficiency or talent abundance—it's about strategic reinvention. Global enterprises aren't setting up GCCs here just to 'support' operations; they are co-creating the future of their industries. What makes India truly unparalleled is its ability to blend deep domain expertise with a culture of continuous problem-solving. The agility of Indian talent, combined with the country's regulatory evolution and digital-first mindset, makes it not just a hub, but a launchpad for global innovation. The next wave of GCCs in India won't just serve global businesses—they will define them.”

**Syeda Meher Taj**

Director - Branding, Marketing and External Communications,  
EY Global Delivery Services

“India GCCs have evolved from operational hubs to dynamic launchpads for global innovation, shaping the future of global business models. These centers are not just adopting cutting-edge technologies like seamless automation, quantum computing, agentic AI, and digital twins— they are architecting specialized solutions that are redefining industries, from precision healthcare and smarter cities to agile global supply chains.

What truly sets Indian GCCs apart is their ability to build a future-ready workforce - creating deep-tech expertise, driving job creation, and advancing specialized skills at scale. Their expansion into tier-two cities is unlocking untapped talent fueling inclusive growth and reinforcing India's position as a digital sustainability leader. Today, Indian GCCs are rewriting industry paradigms - delivering transformative solutions, enhancing enterprise resilience, and leading in emerging domains, including sustainable technologies. As global enterprises seek strategic innovation partners, India's GCCs are not just rising to the challenge; they are defining what's the next for the world.”

**Kavita Mehra**

Senior Director & General Manager,  
India Centre of Excellence, Dell Technologies



# Media Intelligence Brief: Conversations through 2024

In 2024, Global Capability Centres (GCCs) have featured heavily in conversations across the media in India, and prominent thought leaders have said, 'India will not only be the back office, but the office of the world.'

**Through 2024, companies have rapidly expanded the existing capability centers and opened several new ones. This trend transcends industries and functions and is spread across major urban clusters in India. It has led to a boost to commercial real estate and relentless competition for talent and even impacted the trend of reverse brain drain, accelerating it by bringing more Indians back to India.**

Several associations and consulting firms have published reports highlighting different aspects of this trend, and opinion leaders, workforce and talent specialists, real estate advisors, media, and wider audiences have all commented on these throughout the year.

The year-end 2024 report tries to capture how this discussion has shaped through the year, which of these trends have resonated most strongly, and whether there are any points of consensus on the impact built as a result of these deep dives done by experts. The report will also identify the most influential journalists, Opinion leaders, and even politicians discussing this.





# India's GCC Boom

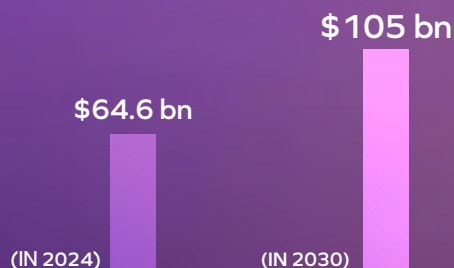
## \$100B Industry in the Making

The growth story of GCCs in India has been phenomenal over the last few years. NASSCOM predicts that The GCC market in India is expected to grow from \$64.6 billion in 2024 to between \$99 billion and \$105 billion by 2030. The number of companies operating GCCs in India is projected to rise from approximately 1,700 to around 2,100–2,200 by 2030. Employment within GCCs is anticipated to increase from 1.9 million to between 2.5 million and 2.8 million by 2030.

While sectors like software, internet, and banking currently dominate, future growth is expected to be driven by retail, healthcare, and pharmaceutical industries.

We discuss the challenges and evolving landscape of talent, skills, and behaviors in demand and some of the new operating models being deployed by GCCs. We have organized the research into a few key sections: Talent & Workforce, Infrastructure and real estate, State policies, which allow us to consider some of the developments in this space, and finally, a list of multinational corporations and associations mentioned in the news. We also highlight some of the mentions from politicians and KOLs on X.

Across some of the key states we studied, Karnataka, Tamil Nadu, and Telangana led to mention volumes in many categories.

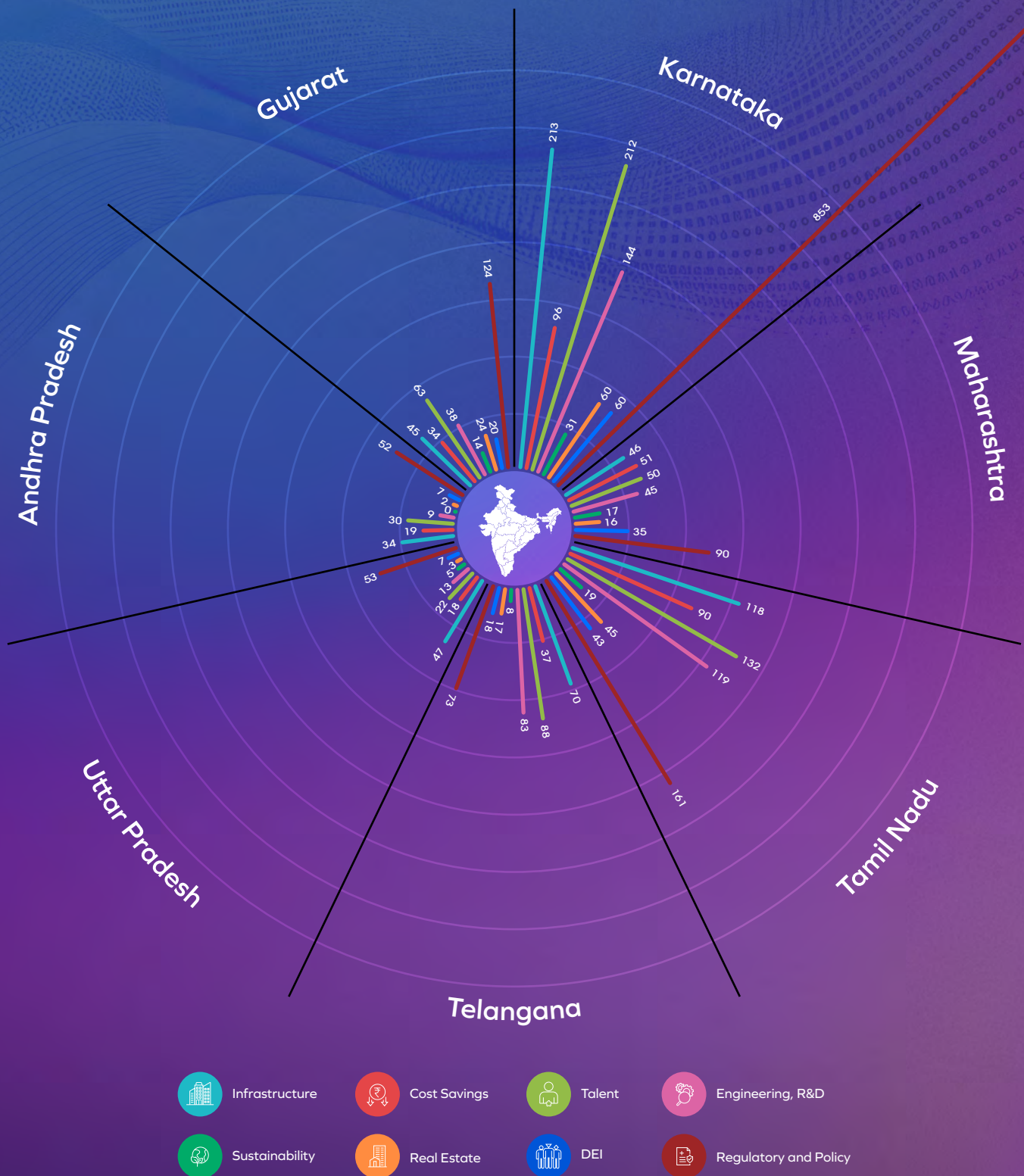


KEY  
INSIGHT

The GCC market in India is expected to grow from \$64.6 bn in 2024 to between \$99 bn and \$105 bn by 2030



## Top Publisher Mentions across themes on Focus states



Policy-related mentions were significant since the governments of each state have been trying to attract investments based on favorable policy environments. The competing states also realize it's not a level playing field, with a concentration of talent and infrastructure limited to particular hubs and cities. However,

changing work environments (post-pandemic, leading to remote working) and building on legacy capabilities (such as Chennai's expertise and reputation in the Automotive industry) are playing out their respective competitive advantages.



While the report covers mentions from 2024 and the analysis reflects the developments during last year, there have been some key movements in 2025.

## **State Initiatives for GCC Promotion**

Andhra Pradesh and Gujarat are actively promoting Global Capability Centres (GCCs) through policies that enhance women's participation, foster innovation, and create employment opportunities. Andhra Pradesh announced its IT & GCC Policy in December, and Gujarat on February 11, 2025. Gujarat aims to attract about 250 new facilities, generate over 50,000 jobs and seek investment worth Rs 10,000 crore.

## **Union Budget 2025 and GCC Focus**

India's Union Budget 2025 emphasizes the importance of Global Capability Centres (GCCs) by introducing a national framework to support their growth in tier II cities. This strategic move aims to boost job creation and enhance the country's innovation ecosystem.

## **New GCC announcements by McDonalds and UBS**

Hyderabad emerges as a key hub for Global Capability Centres (GCCs) with major expansions by companies like UBS and McDonald's. The city's growth in the GCC sector reflects its strategic position in attracting investments and creating employment opportunities.

[For raw data and visualisations from Jan 2025, please refer to our public dashboard.](#)



THEME 1

# The Talent War





# Finding & Keeping the Right People

**From 2020  
to 2024,**

**India saw  
advancements**

in artificial intelligence (AI), machine learning (ML), blockchain, Internet of Things (IoT), robotic process automation (RPA), edge computing, and quantum computing with essential tools like Python, R, TensorFlow, and PyTorch. In response to the growing tech skills gap, 86% of Indian businesses are actively reskilling their IT workers.

The [joint forces of reverse migration](#), cost arbitrage, and favorable govt. policies have been driving up investments in talent in Tier 2 and 3 cities across India.

A report in August mentions how “Hiring is 60-70% more cost-effective, infrastructure more viable and scalable. These locations offer cost arbitrage, standardization, lower attrition rates, better government policies, and subsidies,” according to Munira Loliwala, vice president for strategy and growth at TeamLease Digital.

According to TeamLease data, emerging tech hubs such as Chandigarh, Jaipur, Ahmedabad, Indore, Bhubaneswar, Vizag, Coimbatore, and Kochi have a combined installed tech talent of 490,000-540,000. That is around 10% of the total technology talent pool of about 5.5 million available in the country.

[The tech landscape in India](#) has been shifting towards tier-II cities, with growing investments in AI, ML, and blockchain. The country's tech market, which stood at \$254 billion in FY24, is expected to reach \$350 billion by 2025. High-demand skills such as AWS and DevOps have been on the rise.

Data from staffing firm Ciel HR shows that salaries of AI specialists have been outpacing those of their peers in [traditional IT roles by 35-70%](#).



# Beyond IT: The Future Skills Driving GCCs

Around 30% of the new global capability centers (GCCs), set up in India are in the semiconductor sector, points out Vinay Konanur, VP-Emerging Technology, UNext. "We have over 55 semiconductor GCCs here. Our nation's increasing English proficiency has been a major attraction for global companies to set up their R&D wings here and source and leverage local talent across vertical and horizontal domains."

Konanur says there are job opportunities for skilled professionals such as IP core developers, EDA tool developers, ASIC design engineers, and analog/mixed-signal design engineers in the R&D sector. Besides, there are job roles in design testing, wafer fabrication, quality analysis, system integration, and distribution sectors.

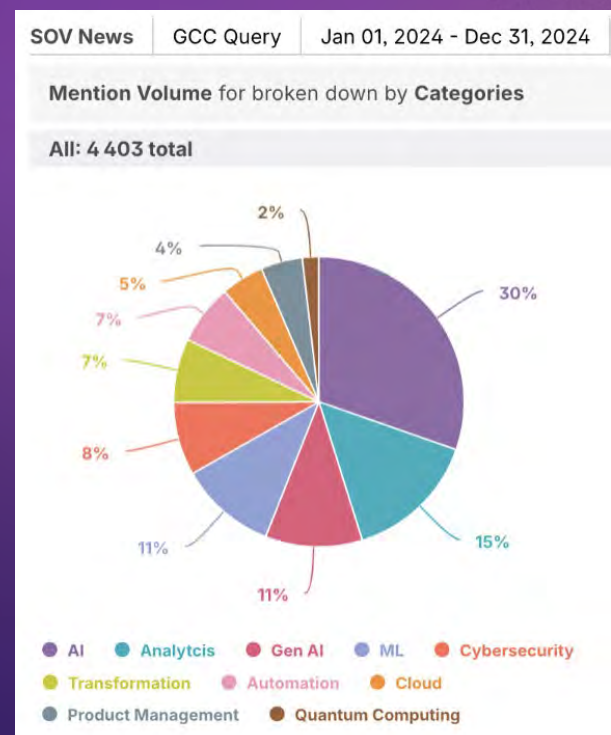
Konanur suggests that people need a combination of skills in hardware design, software development, data science, and business analytics. Expertise in areas such as semiconductor design, system architecture, embedded systems programming, signal processing, and machine learning is also needed to develop innovative solutions and drive product development.

From 2020 to 2024, the country leapfrogged in technologies including Artificial Intelligence (AI), Machine Learning (ML), Blockchain Tech, IoT, Robotic Process Automation (RPA), Edge Computing, and Quantum Computing with essential tools like Python, R, TensorFlow, and PyTorch. However, this caused a major shortage of the right expertise as only 2.5% of engineers in India possess AI skills, and only 5.5% are qualified with basic programming abilities.

This leaves a lot of responsibilities on the hiring organization to retrain and upskill talent. Each state is trying to tackle these challenges in its own way. For example,

Forty life sciences firms with global capability centers (GCCs) in Hyderabad have agreed to work as a consortium on a suggestion from the Telangana government to help create a pipeline of industry-ready candidates.

**Forces such as regulatory policies on data localization, decoupling from single supply chain systems, geopolitical tensions, significant advancements in technology in both software and hardware such as semiconductor fabrication and design, and typically upstream product management and operational roles are reshaping the GCC business.**



*Fig: Key specializations mentioned by top publishers as part of GCC reports.*



# Paying to Win: The GCC Salary Surge

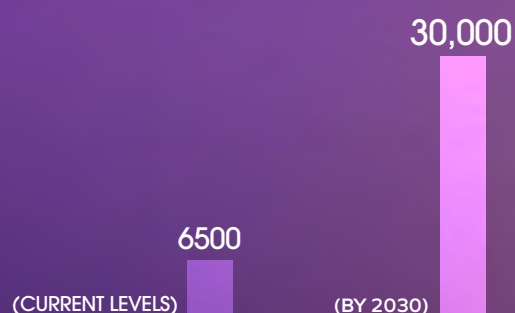
Despite inflation, entry-level salaries in the IT sector have stagnated at around Rs 3-4 lakh for over a decade. In contrast, Global Capability Centres offer higher pay, with some roles earning over Rs 8 lakh annually and an average of Rs 5.2 Lakhs. GCCs focus on quality and strategic alignment, attracting talent from premier institutions. Skills that are seeing an increasing demand in GCCs are PyTorch, AWS, DevOps, NLP, Kubernetes, Hyperledger Fabric, Blockchain, Tableau, SQL, and ServiceNow, according to The 'Digital Skills and Salary Primer for FY25'.

Leadership roles in GCCs are set to grow from the current levels of around 6500 to more than 30,000 by 2030. While US CXO salaries have grown by 15% between 2020 and 2024, Indian counterparts have seen a rise of nearly 40% in the same period, according to data from recruitment firms, executive search and hiring firms like EMA Partners, Insist Consulting, Michael Page, Randstad, Teamlease and Avasar.

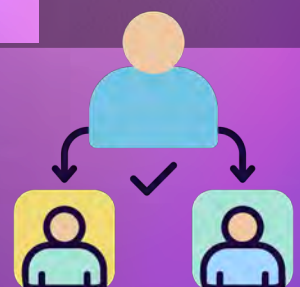
"The adoption of hybrid work models and Generative AI (Gen AI) has redefined product development and enhanced innovation, enabling businesses to focus on delivering value-driven outcomes," Siemens Technology Services' CEO and MD Pankaj Vyas stated.

GCCs in India also drive global firms' decision-making and are no longer just back offices. Interestingly, data reveals that Indians constitute approximately 10-13 percent of leadership roles in GCCs.

"Large companies have been outsourcing functional processes such as supply chain, financial analytics, human resources, and payroll to India thanks to the quality of manpower, cost control, process focus, and other reasons for years now, but the US heads always had primacy. That's changing with responsibility being shared more in the '2 in a box' collaborative management model", said R Suresh, managing director of executive search firm Insist Consulting.



**Leadership roles in GCCs are set to grow from the current levels of around 6500 to more than 30,000 by 2030.**





"The boss of a GCC in India can get \$1-1.5 million at the top end whereas a CXO in a multinational in the US can get paid \$800,000-1 million at a \$2-5 billion company."

"We are expecting to see the gap reducing over the next decade with factors such as advancements in technology, India's young and English-speaking working population, and the China+1 strategy," said Anshul Lodha, Managing Director of Michael Page India.



**According to a report by HSBC, GCCs are closely aligned with their parent organizations, working on various functions such as HR, finance, tech, and product development. Some companies are performing 70%-80% of their finance operations from GCCs in India, but on average, a 30-40% penetration is considered a stable state, with a few exceptions at either end of the spectrum.**

BFSI GCCs employ between 3,20,000-3,60,000 professionals, accounting for 20-25% of the total GCC workforce, and 30% of digital banking products produced globally are developed in India, [according to ANSR](#), which specializes in setting up and managing GCCs. Companies like Barclays, TransUnion, and OakNorth, among others, are hiring technology leaders, particularly for roles in cloud, artificial intelligence, and machine learning, as well as cybersecurity, risk management, and compliance.

Many BFSI players are pressing the reset button to ramp up their presence in cybersecurity, AI/ML, cloud, data protection, corporate treasury, and risk modeling, said Lalit Ahuja, CEO of ANSR.

A significant focus on digital transformation is creating a demand for leaders with knowledge of blockchain and cybersecurity. Amidst a strict regulatory environment, executives with expertise in risk management and compliance are also needed, according to Jyoti Bowen Nath, Managing Partner at Claricent Partners.



# Breaking Barriers: Why Women in GCCs Still Lag in Leadership

In GCCs, the percentage of women tech professionals is expected to increase from 25% to 35% by 2027. However, according to a report by TeamLease Digital, there has been a persistent gender pay gap in the tech industry, ranging from 10-17% on average and sometimes reaching [22-30% for roles like Data Analysis](#).

**The number of women in mid—and senior-level positions, however, remains significantly lower, creating a talent void. With a mere 6.7% of women in executive roles in GCCs, a Pure Storage and Zinnov report showed a considerable decrease in the available talent pool of women as they move up the career ladder. The report said that at the senior level (9-12 years of experience), the representation was at 15.7%.**



Lalitha Indrakanti, CEO at Jaguar Land Rover Technology; Gangapriya Chakraverti, MD at Ford Global Business Services; Eva James, VP at Renault Nissan Technology & Business Centre India; or Mamatha Madireddy, MD of HSBC Global Service Centres—these are

just a few examples of the women who spearhead operations on the tech side of some of the most well-known global brands. Despite the roster of women leaders at technology firms, they still account for just about 14.5% of top roles in GCCs, industry data reveals.

More needs to be done to reverse the trend of roughly 51% of working women in the tech sector [exiting the workforce by the age of 30-35](#) due to family issues, gender bias, pay gaps, and lack of women-led teams.

Despite employing a significant number of women in the workforce, some balance ought to be struck in the GCCs, focusing on retaining and employing women in leadership roles.

[Ramkumar Ramamoorthy](#), partner at [Catalinca](#) and former chairman and managing director of Cognizant India, also sees huge opportunities for students.

“A global automotive major in Chennai wants to hire a large number of women graduates with Mechanical Engineering degrees and a working knowledge of digital technologies. They are keen on taking the proportion of women in their automated plant floors to over 50%. We need to educate parents so that their children grow their careers in any discipline they are passionate about as opportunities exist across disciplines of specialization,” he says.

Some of the larger opportunities for women in technology-led careers are in specific practices such as Data Science and Analytics, Cybersecurity, Cloud computing, AI and Machine Learning, and UI/UX designers.



# Mind the Gap: The Skills Shortage Holding GCCs Back

In the rapidly evolving tech ecosystem, the success of Global Capability Centers (GCCs) hinges on the leadership's ability to blend both intrapreneurial and entrepreneurial skills. Leaders must seamlessly navigate the intricacies of business and technology, influence key stakeholders, and cultivate strong cross-functional relationships. This unique skill set enables leaders to drive internal innovation by refining existing processes and leveraging available resources while taking calculated risks to explore new business opportunities.

To remain competitive, GCCs must prioritize employee empowerment and foster bottom-up innovation. This approach engages the workforce and facilitates the upskilling and reskilling of talent, unlocking significant human capital. Encouraging inclusive dialogues, where diverse perspectives are integrated into strategic decision-making, fosters innovation and ensures organizational adaptability. By creating these platforms for collaboration, leaders can drive sustainable growth and adaptability in an increasingly complex market environment.

**Tech roles such as Quantum Computing Scientist, Blockchain Developer, AI Ethics Officer, AI Researcher, Cybersecurity Analyst, 5G Technology Specialist, Sustainability in Tech Expert, Smart City Technology Planner, and Edge Computing Specialist will be sought after in the coming years. Currently, in the manufacturing segment, Tamil Nadu accounts for 43% of the total employed female workforce.**

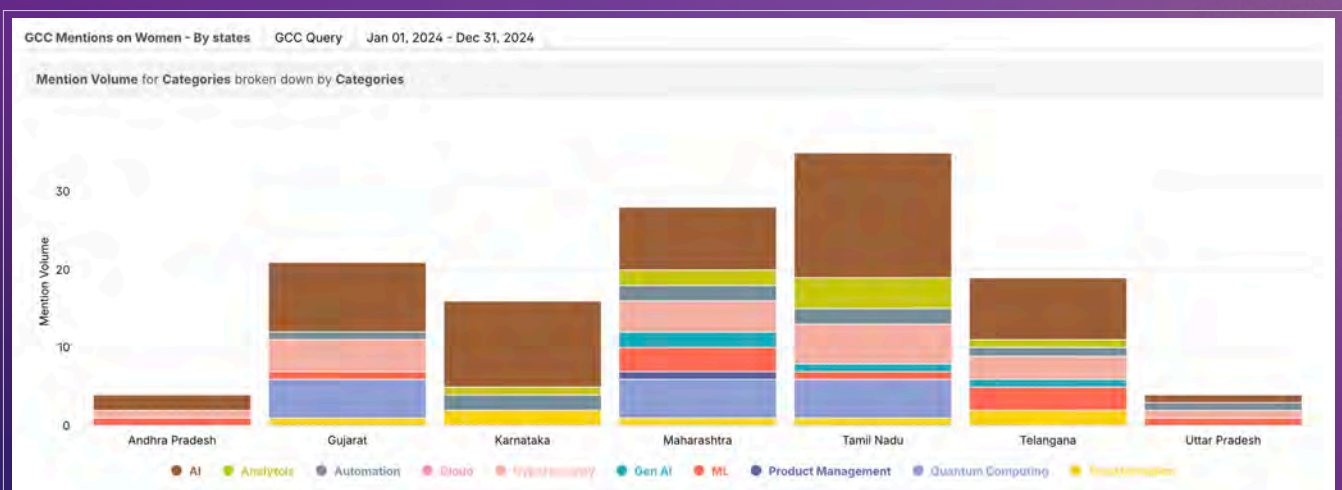


Fig: Mentions of women, related to GCC mentions across states. Tamil Nadu leads mentions due to a number of key initiatives to increase participation of women in the workforce.



# Fresh Talent, Tough Market: Are GCCs Ready for Gen Z?

The current view regarding opportunities for student and youth populations is centered around good prospects over the medium to long term concerning GCCs. Typically, GCC hires tend to be experienced middle management, to begin with, and after the first 1000 members, organizations look to scale up their operations.

**Mature operations amongst GCCs are best poised to take advantage of students. However, the industry has been skeptical about the proficiency levels and skills of those getting out of academia. Some states have established formal agreements to ensure skilling becomes a joint industry responsibility in this regard.**



Karnataka Information Technology Minister Priyank Kharge stated in November that 100 engineering colleges will be "adopted" by an equal number of corporates by next year as the government makes efforts to rope in industries to boost students' employment prospects.

"So, we suggested to them to give training. We will create an environment for it. Taking a practical approach, they have asked us to provide a framework. So, 100 colleges will be adopted by 100 corporates or GCCs (Global Capability Centres) working in Karnataka as a start probably by next academic year. They have given a commitment," he said.

Tamil Nadu's '[Naan Mudhalvan](#)' platform supports students in four ways: placements, guidance to pursue higher education, help with competitive examinations, and mentoring for entrepreneurship. While a majority of students in the automotive and manufacturing sector were absorbed in Tamil Nadu, several were hired by global capability centres (GCCs) in Bengaluru and firms in Hyderabad and Pune.

"We take time to make them productive, which is a big productive loss for the organization, as well as the country," said Subhashini Sriram of Carelon, a healthcare GCC with about 18,000 employees across India, in an industry event.

Prateek Dubey, CHRO of Mankind Pharma, said productivity starts practically after six months, speaking about the current skill gaps.



# Homecoming: Why Indian Talent is Returning

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The Government is also monitoring how American visa policies, especially for IT and tech, management, and other qualified professionals, evolve as Donald Trump returns to the White House.

"So to that extent, we don't want to look at it as more restrictions and so on. We have to look at it as how the American policy also pans out," a source said. The sources said that the government also wants to highlight how multinational companies - including those from the US - are setting up global capability centers (GCCs) in India, which is a clear pointer to the need to have qualified Indian professionals in their midst. The fact that they are setting up GCCs in India shows that they are keen to hire qualified Indian workers for cutting-edge work, they added.

The rise of global capability centers (GCCs) has seen many returning talent across areas such as insurance, actuarial, investments, operations, and information technology. He explains the factors: "Internally, our teams have acknowledged the enduring appeal of our organization's culture and values, strong leadership, and clear organizational direction. Additionally, our commitment to fostering an inclusive workplace, providing career development opportunities, promoting work-life balance, offering flexibility, and ensuring stability have all played pivotal roles."

**Meanwhile, there are signs that returning middle management and senior management roles are being freshly valued amongst GCCs. Choosing boomerang candidates (those who return after leaving) is a strategic initiative for companies, says Jaspreet Singh Bakshi, Head of Human Resources, Global Capability Center, Marsh McLennan.**



# THEME 2

# Office Wars





# The Next GCC Real Estate Battle

India's commercial real estate sector has been experiencing a surge in demand driven by global capability centers (GCCs) and flexible office spaces. The market is witnessing record leasing volumes, with significant contributions from GCCs and IT sectors.

This growth is not just in terms of office space but also in the diversity of industries using GCCs. The sector is dominated by three major industries: Manufacturing, IT/ITeS, and Banking, Financial Services, and Insurance (BFSI), which together account for about 78% of the total space occupied by GCCs.

The GCC sector's growth is particularly evident in the recent leasing activity. Over the past 18 months, GCCs leased an astounding 35.2 million square feet of office space, with Bengaluru, Hyderabad, and Chennai accounting for around 75% of this demand. Bengaluru, in particular, stands out, hosting around 42% of the total space occupied by GCCs, driven by its thriving tech ecosystem and access to top-tier talent.

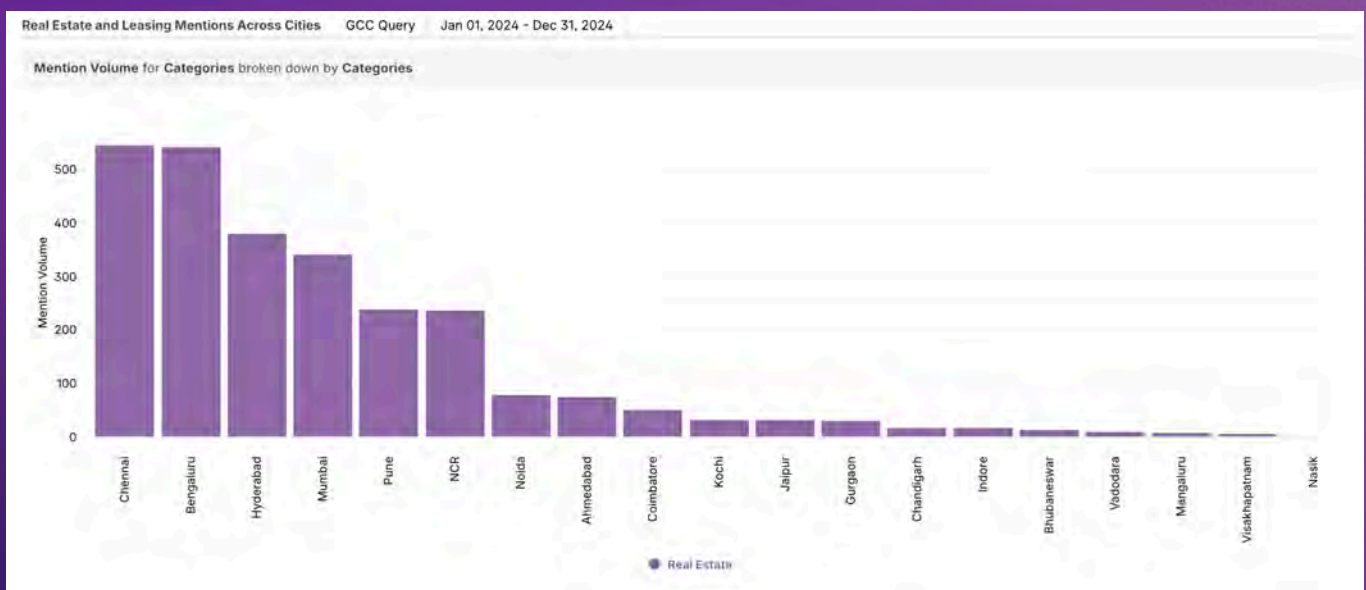


Fig: Real Estate and Leasing mentions across cities.

Cities like Bengaluru, Hyderabad, and Chennai are at the forefront of this growth, with GCCs increasingly choosing these locations for their operations.



# Metro or Mid-Tier?

## Where GCCs Are Expanding Next

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"Three of the six major cities witnessed more than 10 million sq ft of annual leasing. Bengaluru especially witnessed remarkably strong demand of close to 22 million sq feet and accounted for one-third of the total space uptake in 2024. New supply during the year also remained above the 50 million sq ft mark and kept vacancy levels range-bound," said [Arpit Mehrotra, MD, Office Services](#), India, Colliers.

**ET has reported, based on information from sources, that the government is working on a new policy to provide incentives for setting up global capability centers (GCCs), especially in tier-2 and tier-3 towns and cities. The policy, being prepared by the Ministry of Electronics and Information Technology, is likely to provide incentives over and above those currently being provided by respective state governments where the GCCs are located.**

Ahmedabad, Pune, Vadodara, Mangaluru, Coimbatore, and Chandigarh are some of the emerging cities that are turning out to be winners, leaving India's IT hub, Bengaluru, and NCR behind, TOI has reported. Consulting firm Zinnov's data shows the GCC talent pool in these cities has grown 26% to 71,000 in 2023-24, from 56,000 in 2020-21. [Karthik Padmanabhan, managing partner at Zinnov](#), said the number of GCC units in emerging cities rose by about 27% between these years. "Historically, Bengaluru and NCR have been the dominant players in the GCC space. However, the focus is now shifting towards these emerging hubs, propelled by a combination of factors such as the availability of skilled professionals, lower operating costs, and work-life balance."

Chief Minister Siddaramaiah [announced](#) on November 19 that the upcoming Bengaluru GCC district, or the Global Innovation District, will be part of the Knowledge, Wellbeing, and Innovation City (KWIN City), located 45 minutes from the Kempegowda International Airport.

"The office market of Bengaluru is significantly driven by GCCs. With GCCs accounting for almost half of Bengaluru's Grade A office space demand, the city can potentially witness annual GCC space uptake of about 8-10 million sq ft for the next few years," said Vimal Nadar, Senior Director & Head of Research, Colliers India.

"Additionally, in the long term, the conducive policy environment can supplement Bengaluru's office market with a favorable GCC ecosystem in emerging hotspots such as Mysuru, Mangaluru, Hubballi-Dharwad-Belagavi, etc.," Nadar added.

[Anshuman Magazine, Chairman & CEO](#), India, Southeast Asia, Middle East & Africa, CBRE, said, "The establishment of numerous Global Capability Centres by international corporations further highlights Hyderabad's strategic significance on the global stage. Moving forward, we anticipate sustained demand for high-quality, convenient workspaces, particularly in the IT corridor and its extended areas. This demand will continue to drive new developments, ensuring that Hyderabad remains at the forefront of the global office market."

The Zinnov-Nasscom India GCC Landscape Report said, "India's tier II and tier III cities are becoming pivotal in scaling up GCCs; house about 7% of total GCC units in FY2024, up from about 5% in FY2019."



# Beyond Bengaluru: The Rise of India's Emerging GCC Hubs

Expansion in non-metro hubs will be a significant aspect of the global capability center (GCC) boom in India in the coming years, with GCCs in tier-II and tier-III locations expected to grow 15-20% by 2025, suggests data sourced from ANSR that helps multinationals set up these facilities.

**Complex civic challenges, such as floods, water scarcity, and traffic congestion, force many companies to consider other locations for expansion. Notably, with a global focus on sustainability across corporates, these GCCs are being constructed to the highest standards to ensure global businesses are not lacking in their sustainability efforts.**

According to Neeti Sharma, CEO of TeamLease Digital, Ahmedabad, Kolkata, Coimbatore, Indore, and Jaipur are top choices for sourcing IT/BPM talent. At the same time, Coimbatore, Vadodara, and Jaipur are noteworthy for companies seeking strong engineering and R&D talent alongside other domains.





## THEME 3

# The GCC Gold Rush



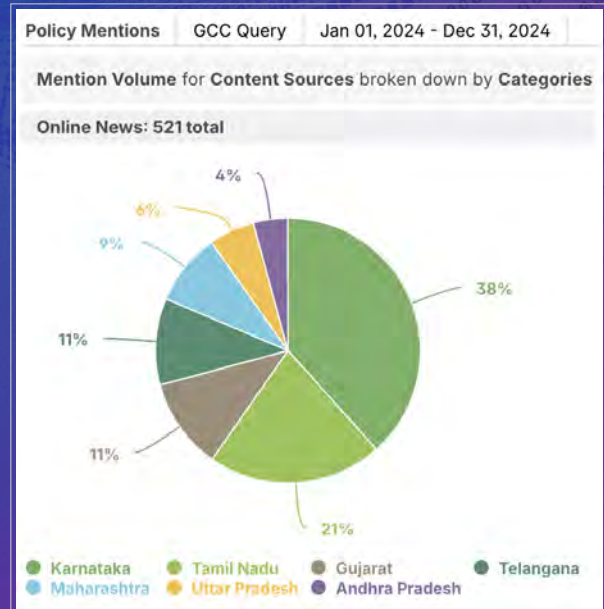


# Which States Are Winning?

Despite Bengaluru and, by extension, Karnataka having a headstart in GCC businesses, the remaining states in India are fiercely competing to gain traction in establishing GCCs.

Most states demonstrate that an available workforce and talent are key anchors, followed by infrastructure development and favorable state policies to reduce barriers to doing business. Several states have enhanced policy instruments to garner momentum in growing this segment.

The Policies being drafted are typically based on a few development pillars—these include Talent, the Local ecosystem, Infrastructure, incentives, and Regulatory easing.





## Karnataka



- Aims to have 1000 GCCs, generating USD 50 Billion from a current USD 22.5 Billion from approximately 500 GCCs
- Provides incentives for GCCs, including financial grants, subsidies, and ease of doing business
- Focuses on Tier-2 and Tier-3 cities for GCC expansion in the “Beyond Bengaluru” initiative.

## Tamil Nadu



- Incentives for AI, IoT, and big data GCCs with Chennai as a GCC Hub. Strength in the BFSI and manufacturing segment due to industry orientation.
- Tamil Nadu R&D policy 2022 specifically addresses the GCC opportunity with a focus on Product R&D, Advanced Manufacturing, and Mobility segments.
- Offers a Talent Pool Development Program for skill building in partnership with industry.

## Telangana



- Focus on Hyderabad as a global GCC hub, with a focus on established T-Hub innovation accelerators, ease of doing business, and single-window clearance.
- It offers CAPEX and OPEX subsidies and grants and is looking to extend them to Warangal and Karimnagar.
- Promotes AI, IoT, blockchain, and cloud computing.
- Special incentives for women entrepreneurs and startups.

## Andhra Pradesh



- CAPEX subsidies and tax incentives for GCCs and co-working space developers
- Focus on employee health and wellbeing with HRA subsidies to draw talent back.
- Dedicated IT investment regions in Vizag and Amaravati.

## Gujarat



- Leveraging GIFT City initiatives and focusing on being the only international financial service center (IFSC) in India.
- Development of an AI School/Center of Excellence.
- Assistance for job creation and focus on emerging technologies like AI, ML, blockchain, and quantum computing.

## Maharashtra



- Focuses on Mumbai as a GCC hub for financial services.
- Incentives for fintech GCCs, including stamp duty waivers and financial subsidies
- Development of fintech hubs in Pune and Nagpur (both having a significant talent base) with supporting public infrastructure.



## Uttar Pradesh



- Capital subsidy for IT parks and banking on a large infrastructure push to attract GCC investments. With a strong presence in the ESDM (Electronics System Design and Manufacturing) and IT sectors—employing over 350,000 professionals and hosting nearly 200 companies—Uttar Pradesh is likely to attract downstream GCCs.
- Incentives for semiconductor fabrication and electronic component manufacturing.

The Karnataka government tabled the Karnataka State Employment of Local Candidates in the Industries, Factories, and Other Establishments Bill, 2024, in the state assembly on July 15. The Bill mandated that factories or other establishments appoint 50 percent of local candidates in management categories and 70 percent in non-management categories. This was subsequently put on hold.

This table provides a comprehensive overview of the efforts by key Indian states to promote GCCs and attract global investments through tailored policies and incentives.

While each state is trying to develop state-specific incentives, each is trying to carve out competitive advantages in well-tuned policy approaches. GCC policies have encountered challenges along the way, such as reservations for local talent.





THEME 4

# Who's Leading the GCC Race?





# Top MNCs & Industry Movers

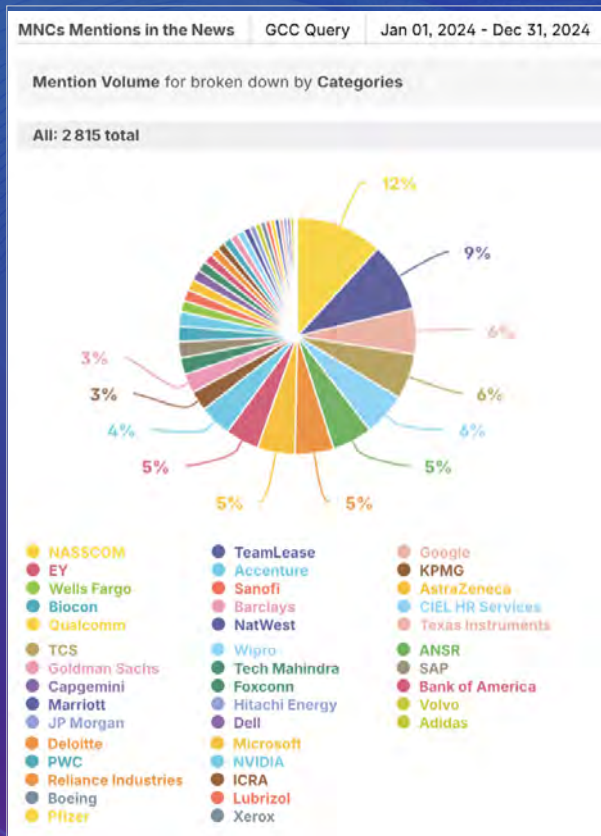


Fig: Most mentioned MNCs among top Publishers

Certain sectoral plays have surfaced from news publishers online when we looked at mentions of top multinationals in the news.

Industry apex body NASSCOM was featured strongly regarding several reports and insights it continued to publish about GCCs. Recruitment and staffing firms and specialists like Teamlease, CIEL, and ANSR, a consulting firm specializing in GCCs and responsible for setting up as many as 120 GCCs, were leaders in the second category. Consulting firms like KPMG, Deloitte, Capgemini, and EY formed a cluster of knowledge leaders with insights about the growth of the GCC segment.

Rating agencies like ICRA and BFSI leaders such as Wells Fargo, Goldman Sachs, Natwest, and Bank of America spoke not only of market opportunities but also of the setup of their operations. Healthcare specialists like Sanofi, Biocon, and AstraZenica featured strongly. Traditional technology enterprises such as Infosys, TCS, and Tech Mahindra found mentions among themes about talent and transformation. Marquee industry leaders such as Adidas, Volvo, Boeing, Citi, Xerox, and Texas Instruments were also mentioned for setting up their operations in India.

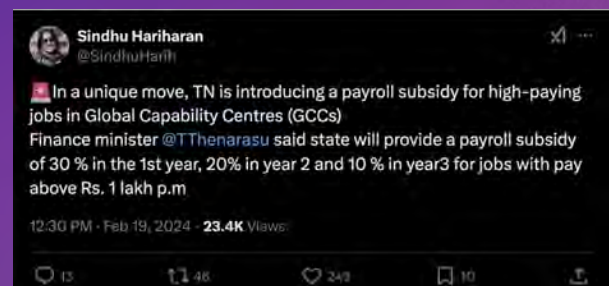
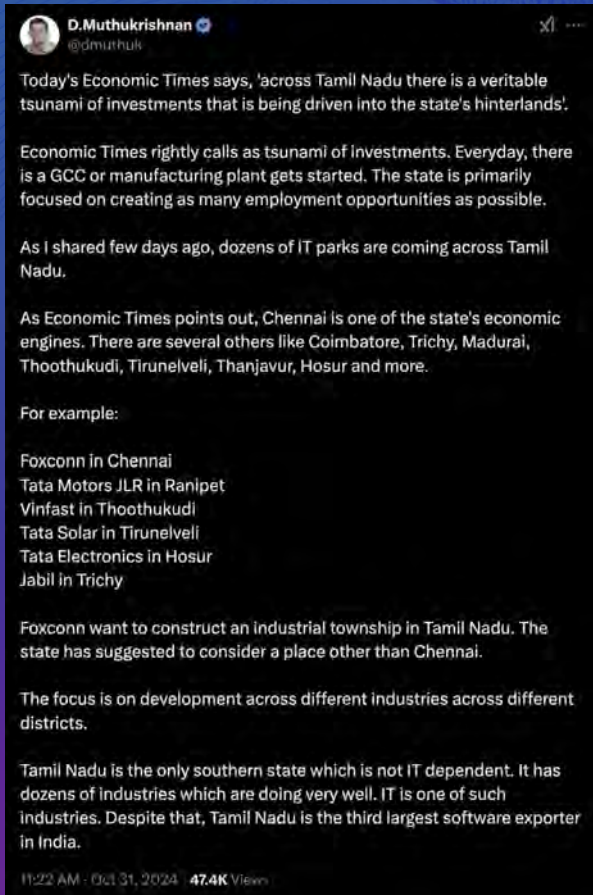






# The Voices Shaping the GCC Narrative

Following are some of the high reach and engagement tweets from X on GCCs





# What's Next for GCCs?

## Risks, Rewards & Opportunities

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Global political headwinds are likely to be a key determinant in the short term of GCCs' future. Coupled with regulatory guidance and increased scrutiny on technology platforms and technologies (especially on the ethical use of AI and skepticism towards Artificial General Intelligence), these factors remain key considerations in GCCs' success.

Furthermore, multinational firms are likely to hedge their bets on a single country in terms of their GCC footprint. Other Asian economies with sizeable educated talent bases and a favorable policy environment will likely provide competition.

However, CFOs have remained [largely positive](#) towards these developments in their outlook.

"The Indian IT industry heavily depends on H-1B visas, with 80-85% of revenue for leading Indian IT firms coming from the US market. Trump's visa restrictions in the past posed significant operational challenges for Indian firms, and if these restrictions continue, companies may need to rely more on local hiring in the US."

Samir Bhandari, Co-founder & CFO, hBits

"During Trump's first term, US companies significantly increased investments in India, which is expected to continue. India could play a key role in semiconductor manufacturing and other critical supply chains as US firms seek alternatives to China. The increased FDI will likely lead to more GCCs and research and development (R&D) facilities in India, boosting employment and innovation."

Nagesh Bailur, CFO, Randstad India

"There are challenges coming in from other markets, whether Mexico or countries in Eastern Europe or South Asia, which provide a pool of talent. At some point, India's existing workforce will be challenged by these smaller countries posing as a destination," said [Vikram Ahuja, Co-founder of ANSR](#).

On the domestic front, this limited skill availability leads to increased competition with IT services, as both sectors seek skilled professionals.

**As we look ahead, the future of Global Capability Centres (GCCs) in India remains an exciting space to watch. With continued investments, evolving talent dynamics, and policy shifts shaping the landscape, India is poised to strengthen its position as a global innovation and operations hub. While challenges such as regulatory developments and geopolitical considerations will influence this growth, the overall trajectory remains positive. For firms looking to navigate this dynamic ecosystem or explore new opportunities, the Magnify Practice provides deeper insights and strategic guidance. Get in touch to learn more.**



# Key Considerations for GCC Leaders

Key Area	Insight	Considerations for GCCs	Potential Impact
<b>Talent Strategy &amp; Workforce Planning</b> 	Tier 2/3 cities are emerging as viable talent hubs due to cost advantages and lower attrition.	How can GCCs balance expansion into emerging cities while ensuring access to skilled talent and infrastructure? What role can partnerships with universities play in building a steady talent pipeline?	Lower operating costs, improved talent retention, and access to new talent pools.
<b>Skills Development &amp; Leadership Growth</b> 	AI, ML, blockchain, and cybersecurity skills are in high demand, but supply is constrained. Leadership roles in GCCs are increasing.	How can GCCs develop structured talent development initiatives to address skill shortages? What investment is needed in leadership training to align with global expectations?	Competitive edge in attracting and retaining skilled professionals, stronger alignment with global HQ mandates.
<b>Diversity &amp; Inclusion</b> 	Women's participation in GCC leadership remains low (~6.7% in executive roles).	What structured efforts can GCCs undertake to improve gender diversity at senior levels? How can leadership programs and incentives help bridge the gender gap?	Enhanced employer brand, and improved innovation through diverse leadership.
<b>Regulatory &amp; Policy Engagement</b> 	State governments are aggressively competing with incentives, but policy stability varies.	How can GCCs engage with policymakers to navigate evolving regulations and maximize incentives? Should firms diversify across multiple states to mitigate policy risks?	Access to state benefits and reduced regulatory uncertainty.
<b>Infrastructure &amp; Expansion</b> 	GCCs are driving demand for commercial real estate, but metro hubs are reaching saturation.	Could a <b>hub-and-spoke</b> model—where Tier 1 cities host high-value functions and Tier 2/3 cities provide support—offer an optimal expansion strategy?	Optimized real estate costs, better risk distribution, and access to untapped markets.



Key Area	Insight	Considerations for GCCs	Potential Impact
<b>Automation &amp; AI Adoption</b> 	GCCs are evolving beyond back-office functions, but AI-driven automation may impact workforce needs.	How should GCCs approach AI and automation while ensuring workforce adaptability? What upskilling programs might be needed to manage the shift?	Increased operational efficiency, future-proofed workforce.
<b>Competitive Benchmarking</b> 	Other GCC hubs (Poland, Mexico, Ireland) are emerging as alternatives to India.	How does India compare to global GCC hubs in terms of cost, talent availability, and innovation capacity? What factors could influence future location strategy?	Informed decision-making for future expansion and risk mitigation.
<b>Cybersecurity &amp; Compliance</b> 	BFSI GCCs are strengthening cybersecurity, AI/ML, and regulatory compliance capabilities.	How should GCCs anticipate and prepare for evolving data security and AI governance regulations? Are internal risk and compliance teams equipped to handle upcoming challenges?	Increased trust and stability in global operations, reduced compliance risks.
<b>Industry Collaboration &amp; Branding</b> 	GCCs are often perceived as cost centers rather than strategic innovation hubs.	How can GCCs reposition themselves within parent organizations and industry networks to showcase their strategic value? What role can thought leadership and branding play in shifting perceptions?	Better talent attraction, and increased influence within parent companies.



# Methodology

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The Magnify team uses Brandwatch to power insights across media on topics. Analysts segment the data into thematics to understand the governing ideas and key voices across media narratives and make sense of developments. The analysis covers mentions across news sites, 'X', blogs, forums, and other open platforms. It has been done on English mentions only.

- Did you like what you read?
- Would you like to suggest any specific edits?
- Interested in our Magnify Services for Intelligence on Topics?

[For raw data and visualisations from Jan 2025, please refer to our public dashboard.](#)

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