

INDUCTUS

I R R E S I S T I B L E

INDIA

— A GCC INDUSTRY COMPENDIUM —

Table of Contents

01	CEO's Acknowledgement	04	10	Policy and Ecosystem	66
02	Evolution & Transition of GCC and OSDC in India	06	11	Hidden Risk Chapter: Cracks in the Foundation	74
03	The Big Picture	20	12	Road to 2040: A Futuristic Outlook	81
04	Geography: City-by-City Atlas	27	13	Awards and Recognition	88
05	Workforce & Compensation: The Talent Story	33	14	Glossary	92
06	Sector Breakdown	45			
07	AI as an Inflection Point	50			
08	GCC as a Nation-Building Asset	55			
09	Financial Metrics - The Business Case	61			



USA

EUROPE

Country & Region Specific Dialogues

INDUCTUS

The
**GLOBAL GCC
SUMMIT**

25th September 2026, New Delhi, INDIA

Celebrating INDIA:

The Emerging Tech & Talent Capital of the World

UK

JAPAN



Alouk Kumar

Alouk Kumar

Founder, CEO & Managing Director
Inductus Limited

Convener, The Global GCC Summit 2026

CEO's Acknowledgement

The Global GCC Summit - 2026 is conceptualized on the simple yet powerful belief that knowledge, collaboration, and innovation have the ability to transform investment decisions and shape the future of the global business ecosystem.

This research-led industry compendium has been conceived & designed with that very purpose: to serve as a practical and strategic guide for global enterprises evaluating India as the destination for establishing their Global Capability Centers (GCCs), Offshore Service Delivery Centers (OSDCs), and other tech & talent-enabled global business operations.

Over the past several years, as conversations with global corporations, investors, policymakers, technology leaders, and industry experts continued, one common observation emerged. While India is universally recognized as the world's leading destination for Global Capability Centers (GCCs) and Offshore Service Delivery Centers (OSDCs), many organizations continue to seek a comprehensive, practical, and strategic understanding of how to successfully establish, operate, and scale their presence in one of the world's fastest-growing knowledge economies.

This research paper has therefore been conceived not merely as an industry report but as a strategic knowledge framework that seeks to answer the questions that occupy the minds of boards, chief executive officers, global capability leaders, chief technology officers, chief financial officers, investors, and transformation leaders across the globe.

How should an enterprise identify the most suitable location within India? What ecosystem should it expect? How can it access world-class talent? What policy and regulatory frameworks support global investments? How can organizations mitigate operational risks while accelerating innovation? What role do academia, government, digital infrastructure, research institutions, and industry partnerships play in building globally competitive centers of excellence? More importantly, how can India become not merely a delivery destination but a strategic partner in shaping the future of global enterprises?

These questions have guided every chapter of this publication.

The objective has never been to present statistics alone. Numbers describe growth; knowledge enables decisions. Accordingly, this document is designed for decision-makers who seek clarity, confidence, and long-term value creation.

The Global GCC Summit 2026 has been envisioned as a platform where industry leaders, government, academia, investors, technology partners, and global enterprises converge to exchange ideas, build partnerships, and shape the future of the global capability ecosystem. It seeks to create a common knowledge platform that enables informed investment decisions while encouraging greater collaboration between all stakeholders responsible for strengthening India's innovation ecosystem.

I extend my heartfelt appreciation to the distinguished industry leaders, policymakers, academicians, researchers, multinational corporations, government institutions, technology partners, and members of the global GCC community whose experience, insights, and constructive contributions have enriched this publication. Their collective wisdom has transformed this work into a resource that is both practical and forward-looking.

I express my sincere gratitude to Inductus' research team members, **Ms. Anushka Sehrawat**, **Ms. Nikita Apoorva**, and **Ms. Monika Rajaura**, for their tireless efforts and exemplary contributions in completing this research report on time. Their dedication reflects a shared commitment to advancing India's position as the world's most trusted destination.

As this publication reaches leaders across industries and geographies, I hope it serves a purpose far greater than information. May it inspire confidence among global corporations, encourage collaboration across borders, support evidence-based policymaking, and guide enterprises in building resilient, future-ready, and innovation-led global operations from India.

It is with this conviction that I dedicate this publication to the global community of innovators, entrepreneurs, policymakers, business leaders, researchers, and young professionals who are collectively redefining the future of work, technology, and economic progress.



Evolution & Transition of

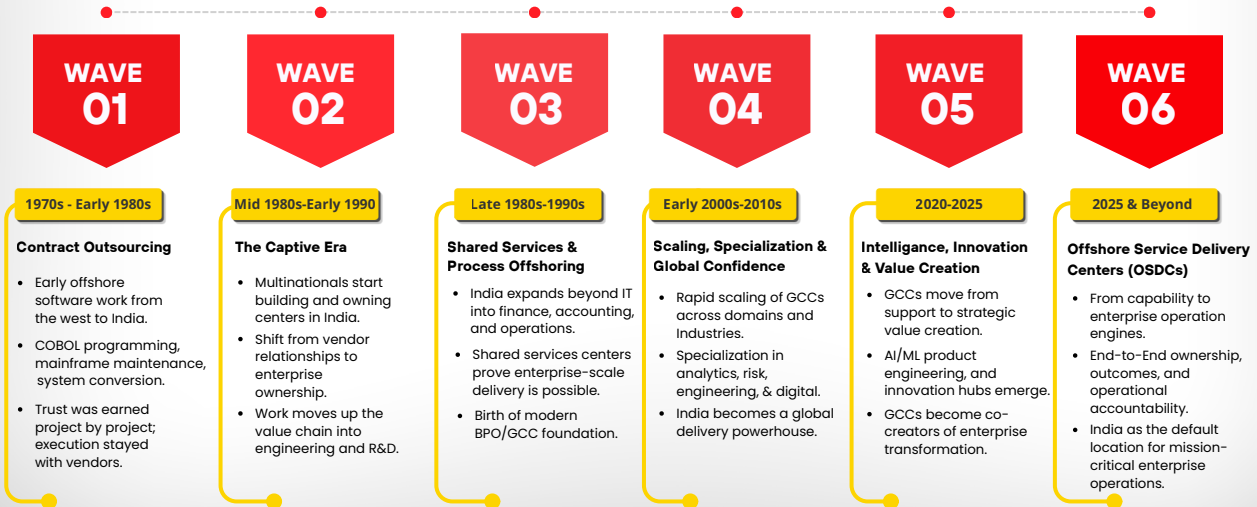
Global Capability Centers (GCC) & Offshore Service Delivery Centers (OSDC) **in India**



The Origin: A Story No-one Planned

Back in 1973, multinational companies were not planning to build Global Capability Centers (GCCs) in India as we know them today. What actually happened was smaller, more accidental, and far more interesting: a handful of Western corporations, squeezed by cost pressure and starved of programming talent at home, took a chance on a country nobody associated with technology, and it worked. That first bet is the real origin of everything this playbook is about.

Captives, shared services, BPO, GCCs, and now Offshore Service Delivery Centers (OSDC) are just a few of the subsequent chapters in India's offshoring narrative that address the same fundamental query posed by every generation of businesses: How much of my operation can I safely and then confidently place in India? The answer has expanded almost every decade since. Understanding that arc matters because it explains why India is not simply "cheaper." It is a market that has been trained, cycle after cycle, to absorb more complex, higher-stakes work each time a new wave of enterprises tests it. This chapter traces that arc in five movements.



Wave 01

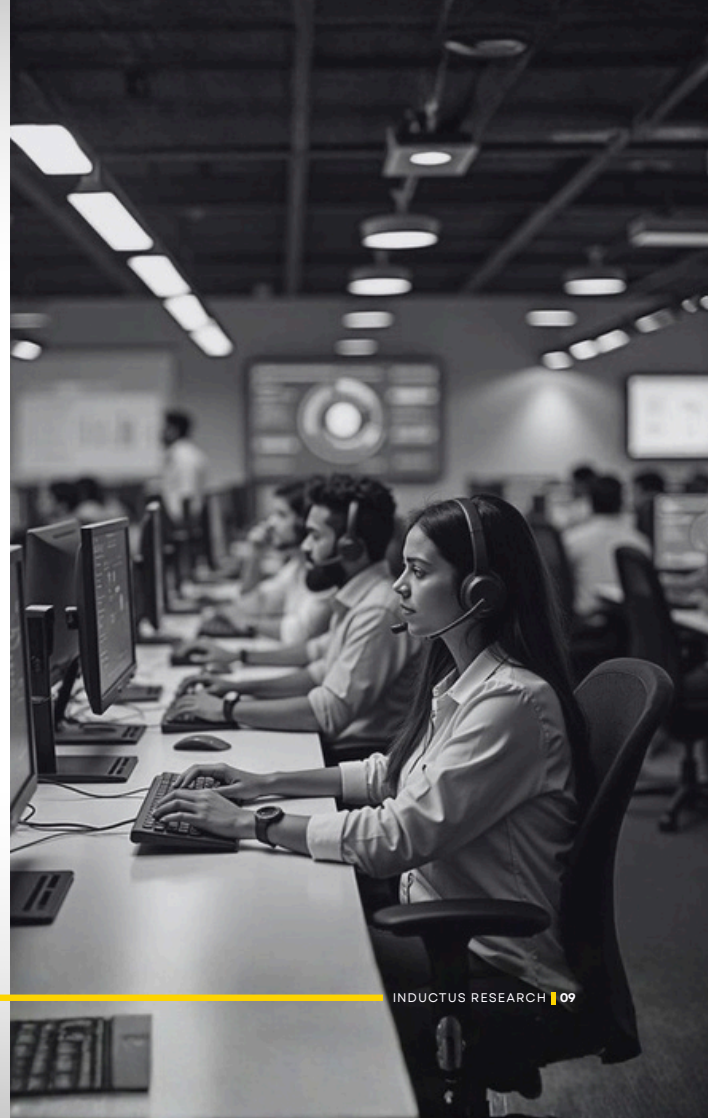
Contract Outsourcing (Early 1970s–early 1980s)

The earliest documented offshore software work sent to India was contract-based, not captive. Burroughs Corporation's relationship with what would become TCS, beginning around 1973, is generally regarded as the first instance of offshore software outsourcing from the West to India: COBOL programming, mainframe maintenance, and system conversion work that Western firms couldn't staff fast enough domestically.

Institutional Group Information Corporation and a string of Burroughs' own banking customers followed through the late 1970s, and by 1983, the Swiss National Bank had become one of the first major European institutions to send offshore software work to India.

This wave had three defining features that are easy to overlook in hindsight:

- The work was invisible to the outside world. There was no "BPO" category, yet this was simply vendor-executed IT work, quietly delivered.
- Trust was earned project by project. There was no brand of "Indian IT," only individual vendor relationships built on delivery performance.
- The client retained everything except execution. This is worth noting because it is the same principle that resurfaces, formalized, in the modern GCC and OSDC models decades later.



Wave 02

The Captive Era (Mid-1980s–Early 1990s)

Once contract outsourcing had de-risked the idea of India, multinationals stopped asking vendors to do the work and started asking, "Why don't we just own this ourselves?"

Citibank's establishment of Citicorp Overseas Software Ltd. in 1984 marked the shift to the first major captive software center built by a multinational in India, rather than a vendor relationship. Texas Instruments followed in 1985 with what is widely considered India's first captive engineering R&D center, doing genuine semiconductor design work rather than back-office processing. Motorola and Hewlett-Packard extended this into embedded software and hardware engineering later in the decade.

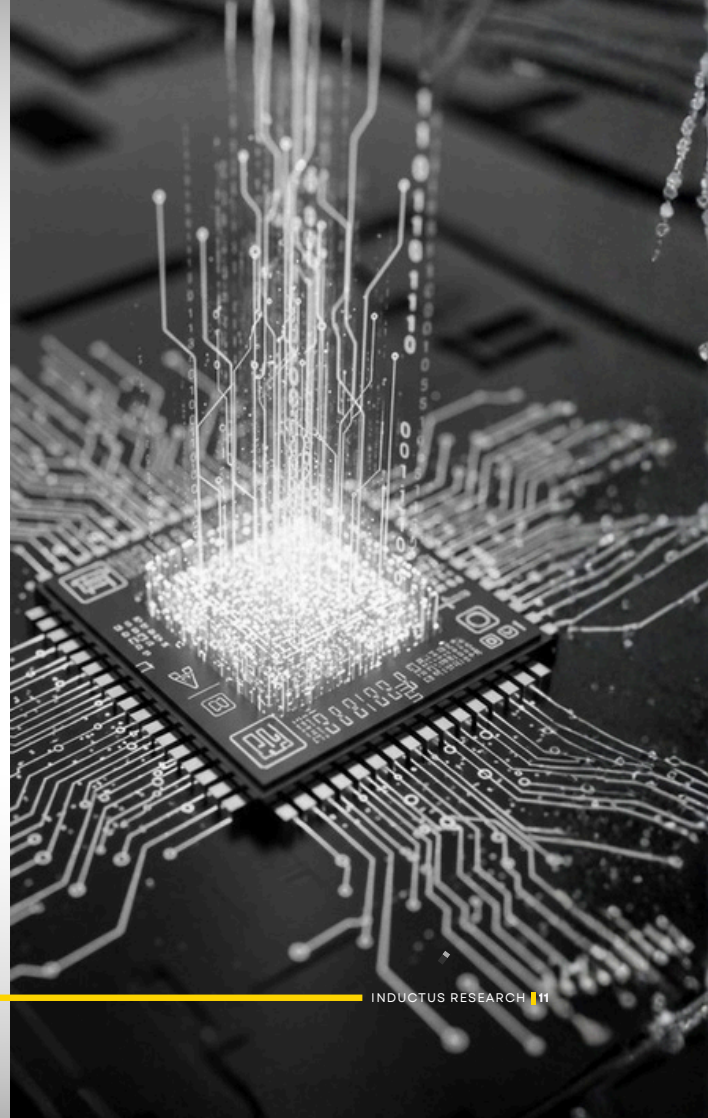
This is the moment the center was born, as distinct from the contract. The captive model changed the calculus in three ways:

Ownership of IP and process moved fully to the enterprise.

Talent became a long-term asset, not a rotating vendor pool.

The scope of work climbed the value chain, from maintenance coding to actual product engineering and R&D

This is the direct ancestor of today's GCC: a wholly owned, enterprise-governed operation built for capability rather than capacity. The vocabulary was different, but the objective, a dedicated extension of the enterprise rather than a transactional vendor, is identical to what the Inductus OCC doctrine articulates today: "Organizations no longer seek outsourcing partners that simply execute transactions; they require dedicated operational teams that function as an extension of the enterprise."



Wave 03

Shared Services and the Birth of Process Offshoring (Late 1980s–1990s)

The third wave is where India stopped being purely a technology story and became a business operations story.

American Express's shared services buildout in Gurugram in the late 1980s and its expansion through 1993 proved that finance, accounting, and card operations, not just software, could be run offshore at enterprise scale. Citibank extended its own capability from software into financial processing in Mumbai the same year. HSBC moved banking operations into shared services in 1980. Then came the moment that matters most for anyone building a GCC today: Swissair's 1992 joint venture, which created dedicated airline revenue accounting and reconciliation capability in India, is arguably the first true back-office process operation built for a non-technology sector.

British Airways followed in 1996 with World Network Services, scaling airline finance and customer service operations, and GE Capital's 1997–1998 buildout of GECIS (later Genpact) industrialized the whole model, turning what had been a series of bespoke captive experiments into a repeatable, scalable operating system for offshore finance, credit, and customer operations.

Three structural shifts define Wave Three:

- **Cross-industry validation:** Airlines, banks, and financial services firms, not just technology companies, proved India could run core enterprise processes. Process, not just software, became exportable.
- **Reconciliation, claims, collections,** and customer service joined coding as legitimate offshore work. Scale became the objective.
- **GECIS** in particular treated the India operation as an industrial-grade delivery engine, not an experimental outpost.

By the end of this wave, India had been tested across software, engineering R&D, and core financial and operational processes and had passed every test. That track record is what triggered the explosive, well-known growth of the 2000s: the arrival of GCCs across nearly every sector and function, from R&D and engineering to finance, HR, procurement, and analytics.



Wave 04

Scale, Maturity, and the Commoditization Risk (2000s–2010s)

As GCCs multiplied through the 2000s and 2010s, India's advantage became a double-edged sword. Talent depth, cost arbitrage, and delivery maturity attracted hundreds of new centers, but scale also flattened differentiation. Many centers were built, staffed, and measured the same way a vendor-managed outsourcing contract would be: headcount targets, SLA compliance, and cost per transaction.

The captive label had changed, but the operating philosophy for a large share of the market had quietly reverted to a transactional one. This is the tension that sets up the final, current transition and the one this playbook exists to address.

This is the quiet contradiction at the heart of Wave Four. Ownership had shifted; philosophy had not. A center could be wholly captive on paper while still being run, measured, and valued as if it were a transactional supplier, capacity rented by the seat rather than capability built for the long term. And because this drift was gradual and largely invisible from outside the organization, it went unaddressed at exactly the moment when GCCs, at scale, had the leverage to demand something more ambitious of themselves.

That contradiction is the tension the rest of this playbook exists to resolve. The frameworks emerging today, from captive to capability-first operating models, are not a new idea so much as a correction: a deliberate return to the ownership instinct that built the first captives in the 1980s, now formalized into a repeatable discipline rather than left to the judgment of whichever multinational happened to get it right.



Wave 05

2026 The Transition to Operational Capability

The frameworks emerging now, with Offshore Service Delivery Centers (OSDC) being the clearest articulation, represent a conscious correction of Wave Four's drift back toward transactional thinking. The doctrine is explicit: "Offshore Service Delivery Centers (OSDC) transform business operations from outsourced processes into dedicated enterprise capabilities."

The five defining shifts of this transition are worth stating plainly, because they summarize fifty years of evolution in one table:

From	To
Outsourcing	Enterprise Extension
Capacity	Capability
Process Execution	Process Ownership & Improvement
Cost Optimization	Business Performance
Static Operations	Continuous Operational Improvement

What is striking, once you trace the history in this chapter, is that this "new" philosophy is really the return of a very old instinct, the one Citibank and Texas Instruments acted on in the 1980s when they chose ownership over contract labor. What's genuinely new this time is the formalization: a structured operating system (capability discovery, capability blueprint, technology readiness review, quarterly capability review, and a defined maturity model running from operational foundation through strategic enterprise capability) that makes "dedicated, capability-first" the default design principle rather than something only the most sophisticated multinationals stumbled upon.

The governance principle underlying this model is the same one Citicorp Overseas Software Ltd. embodied forty years earlier, now written down as doctrine: the client owns the business, the process, and the governance; the India-based partner builds, operates, and continuously strengthens the operational capability required to deliver it.

Potential Service Recipients

Industry	Potential Service Recipients	High-Value Services Delivered through an India GCC
Banking, Financial Services & Insurance (BFSI)	Global banks, investment banks, insurers, asset managers, fintechs	Risk & compliance, fraud analytics, AML/KYC, AI & data science, quantitative research, regulatory reporting, cybersecurity, finance operations, software engineering
Healthcare & Life Sciences	Pharmaceutical companies, biotech firms, medical device manufacturers, healthcare providers	Clinical data management, pharmacovigilance, regulatory affairs, R&D support, AI-driven drug discovery, medical coding, digital health platforms, shared services
Retail & Consumer Goods	Global retailers, FMCG companies, e-commerce platforms	Supply chain analytics, demand forecasting, pricing analytics, digital commerce, customer experience, finance operations, procurement, ERP support
Manufacturing & Industrial	Automotive, aerospace, engineering, industrial equipment companies	Product engineering, digital twins, IoT development, predictive maintenance, PLM, procurement, supply chain optimization, engineering R&D
Technology & Software	SaaS providers, enterprise software firms, cloud companies, semiconductor companies	Software development, cloud engineering, DevOps, AI/ML engineering, cybersecurity, product management, platform engineering, customer success
Telecommunications	Telecom operators, network providers, infrastructure companies	Network operations, OSS/BSS development, 5G engineering, cloud infrastructure, cybersecurity, customer analytics, automation
Energy & Utilities	Oil & gas companies, renewable energy firms, utilities	Asset monitoring, predictive analytics, ESG reporting, GIS analytics, engineering design, finance shared services, procurement

Industry	Potential Service Recipients	High-Value Services Delivered through an India GCC
Media & Entertainment	Streaming platforms, gaming companies, broadcasters, publishers	Content operations, AI-based recommendation engines, platform engineering, digital marketing analytics, finance operations, and localization.
Travel, Hospitality & Aviation	Airlines, hotel chains, travel technology firms	Revenue management, customer analytics, pricing optimization, reservation platforms, finance operations, digital transformation, loyalty management
Logistics & Supply Chain	Shipping companies, logistics providers, freight operators	Route optimization, warehouse automation, AI forecasting, procurement, finance operations, transportation analytics, digital platforms
Professional & Business Services	Consulting firms, legal services, accounting firms, HR providers	Knowledge management, research & analytics, finance, HR shared services, automation, AI copilots, legal process support
Automotive & Mobility	OEMs, EV manufacturers, mobility providers	Embedded software, autonomous systems, battery R&D, simulation engineering, digital manufacturing, connected vehicle platforms
Chemicals & Materials	Chemical manufacturers, specialty materials companies	Process engineering, laboratory analytics, product lifecycle management, procurement, ESG reporting, R&D support
Real Estate & Infrastructure	Property developers, infrastructure operators, REITs	Smart building analytics, BIM support, project management, financial planning, procurement, ESG analytics
Public Sector & Government Technology	Government agencies, digital public infrastructure organizations	Digital platforms, cybersecurity, citizen services, AI analytics, cloud modernization, shared service operations



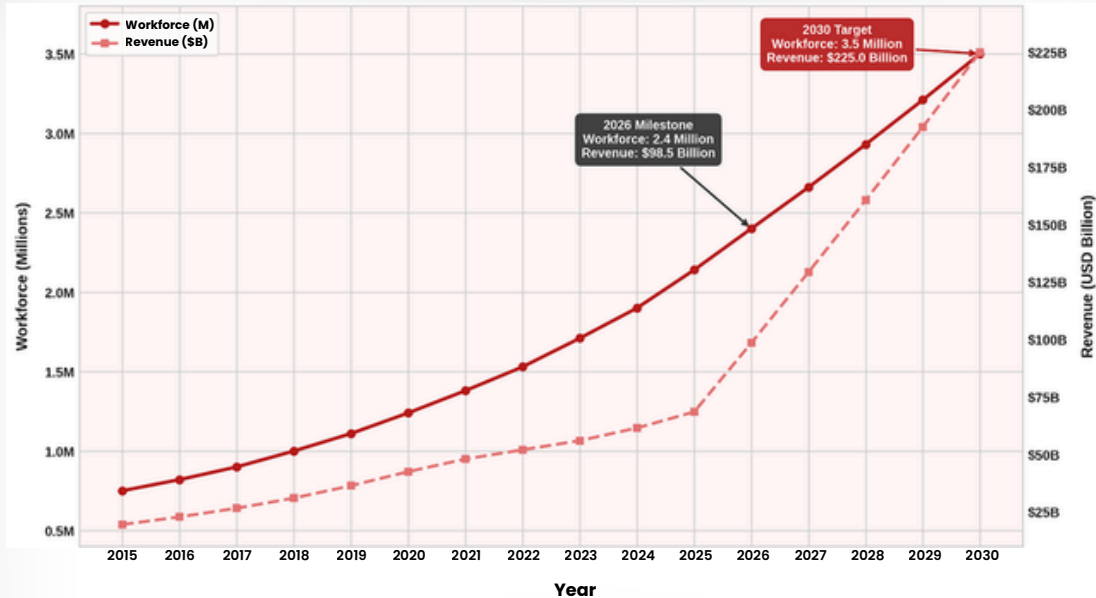
Chapter

01



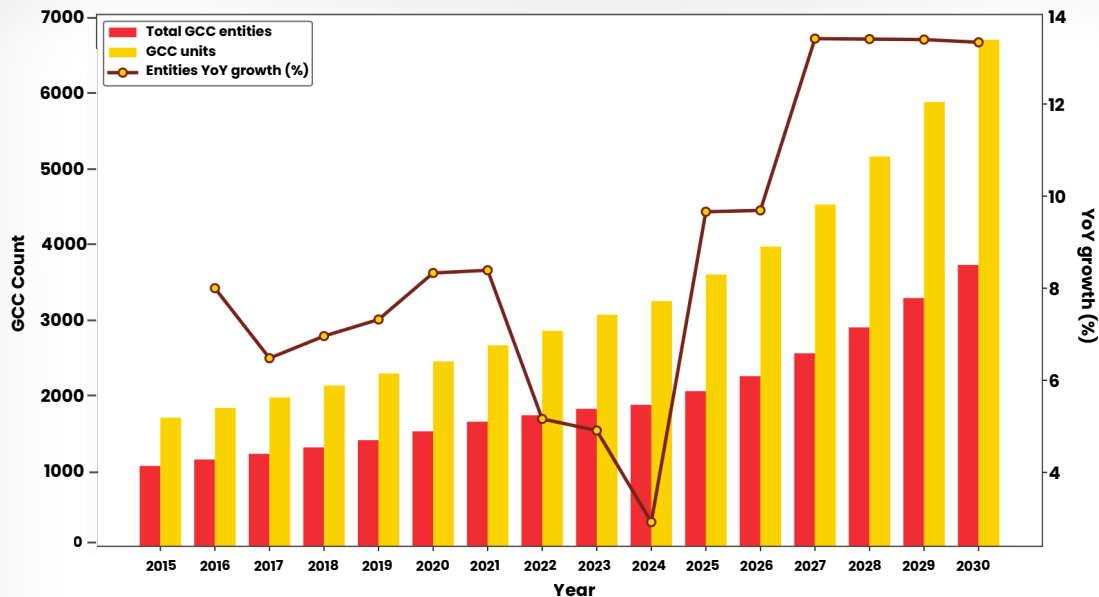
THE BIG PICTURE

GCC Workforce vs Revenue (2015 - 2030)



The dual-axis line chart tracks the parallel growth of India's GCC workforce (left axis, in millions) and revenue (right axis, in US\$ billion) from 2015 to a projected 2030. Both metrics rise in near lockstep, starting from modest levels around 2015 and accelerating sharply after roughly 2023, forming a hockey-stick curve rather than a gradual climb. By 2030, both curves continue to climb steeply, with the workforce approaching 3.5M and revenue nearing \$225B, illustrating that workforce expansion and revenue generation are scaling together, reinforcing the idea that India's GCC ecosystem operates as an industrial-scale economic engine rather than a purely cost-driven talent hub.

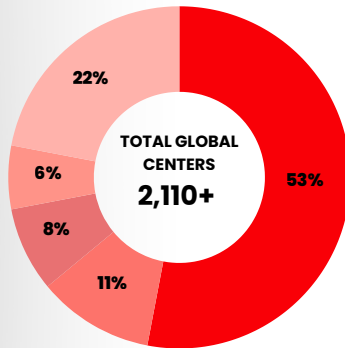
GCC Entities, Units & YoY Growth (2015 - 2030)



The trajectory illustrated above maps the Indian GCC ecosystem's evolution from a nascent experiment in 2015 to a structural inevitability by 2030. The data reveals a dramatic inflection point beginning in 2025, where year-on-year growth accelerates from single-digit anomalies into a sustained plateau of 13.5% annual growth by 2027. This is not a gradual incline; it is a hockey-stick curve that signifies a systemic rewrite of global operating models. By 2040, the ecosystem consolidates at a steady-state maturity, representing a permanent and irreversible architectural shift where the Indian tech stack ceases to be a "capability" and becomes the de facto global standard.

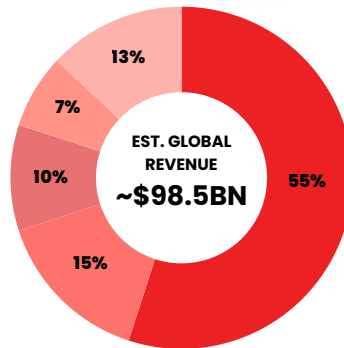
India's Share in the **Global GCC Market**

Global Share by Number of
GCC CENTERS



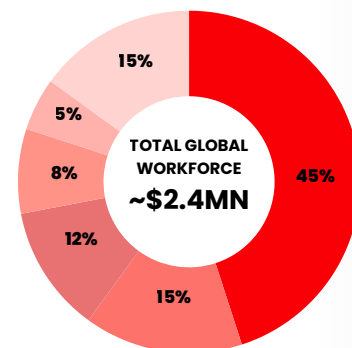
India
China
Philippines
Poland
Others

Share by Global
GCC REVENUE



India
United States
Germany
United Kingdom
Others

Global Share By
GCC TALENT



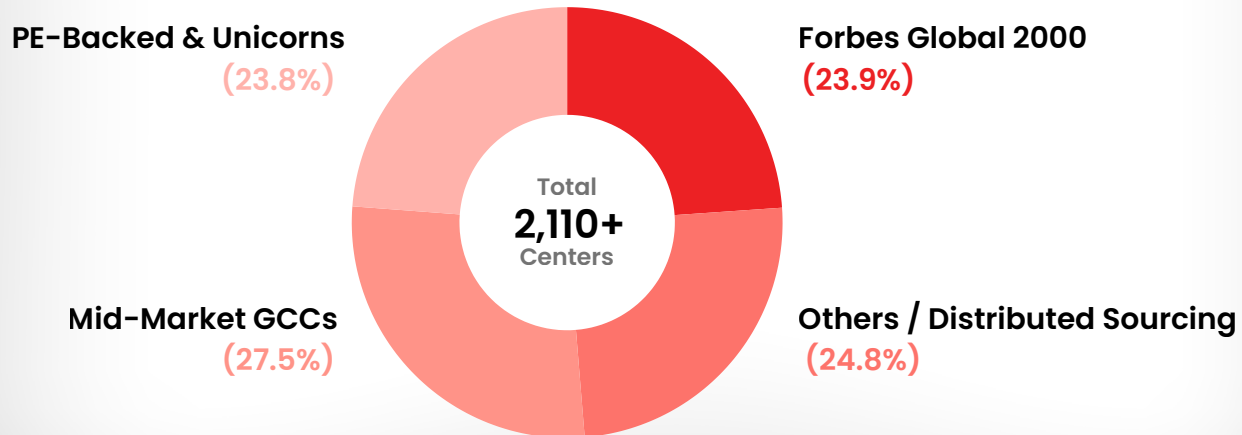
India
China
Philippines
United States
Brazil
Others

The three donut charts illustrate India's significant leadership in the GCC/ODC sector across three key metrics. India maintains a dominant position, accounting for 53% of the approximately 2,110+ total global centers. In terms of financial impact, India captures 55% of the estimated \$98.5 billion in global GCC revenue. Furthermore, the country is the primary hub for human capital, employing 45% of the global workforce of 2.4 million. Collectively, these charts demonstrate that India consistently outperforms other nations in operational volume, financial contribution, and talent density within the global market.

GCC Company Profile Mix (Q2 2026)

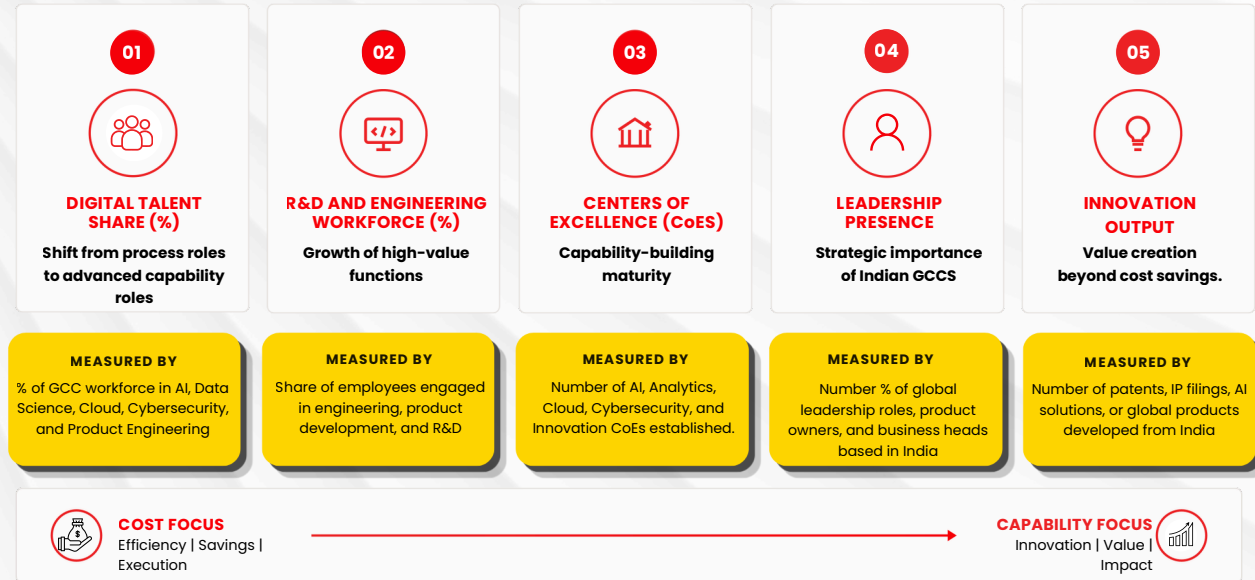
The visual illustrates the market-share composition of the India GCC (Global Capability Centers)/ODC (Offshore Development Centers) ecosystem for 2026, comprising 2,110+ centers. The ecosystem is fairly evenly distributed across four primary segments, with **mid-market GCCs holding the largest individual share at 27.5%**. The remaining market is **split among others/distributed sourcing at 24.8%, Forbes Global 2000 companies at 23.9%, and PE-backed unicorns at 23.8%**.

India GCC Ecosystem 2026: Market Composition Share



Cost to **Capability Shift**

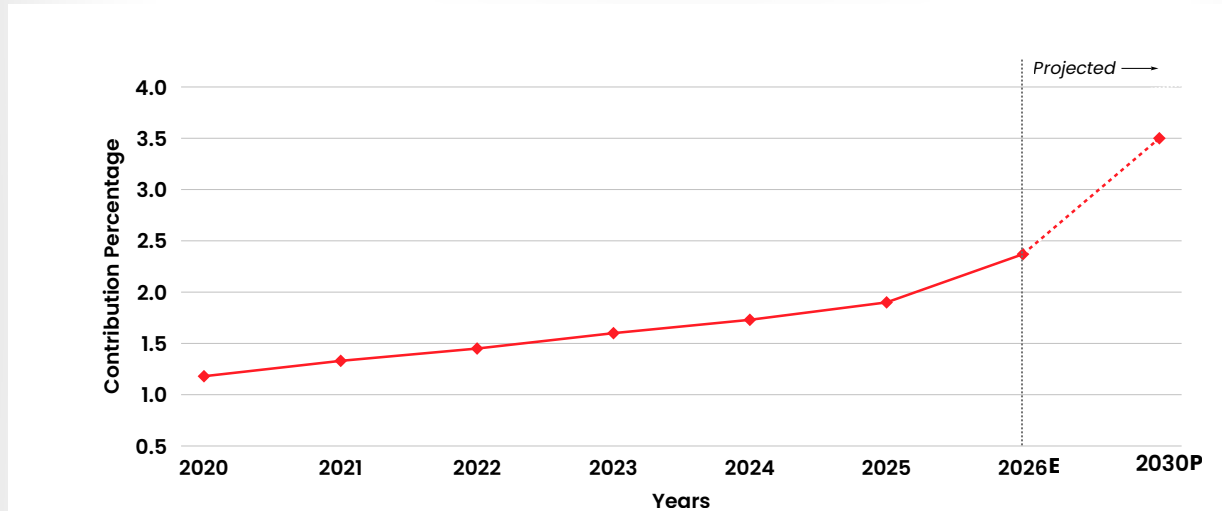
Key Parameters Tracking the Evolution from Cost Centers to Strategic Value Creators



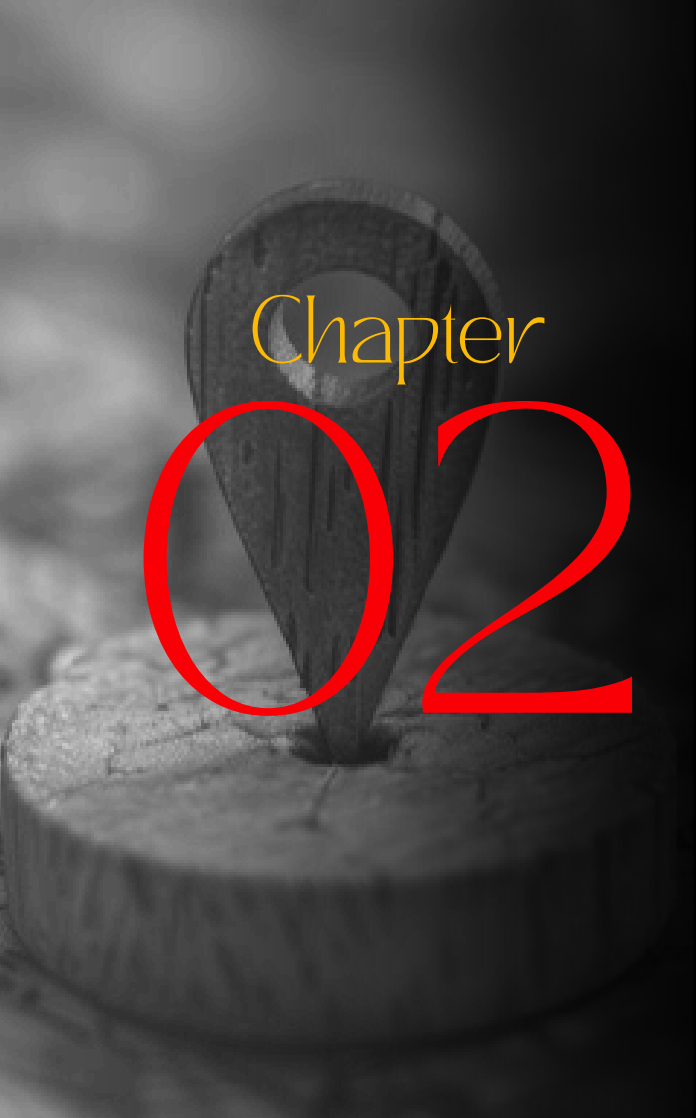
STRONGER CAPABILITIES, HIGHER IMPACT, SUSTAINABLE GROWTH.

GCC Contribution to India's GDP

Estimated direct contribution based on GCC Revenue as a share of India's Nominal GDP.



It illustrates the estimated direct contribution of GCCs, as a percentage of India's nominal GDP, from 2021 to 2030 (projected). The data reveal a steady upward trajectory, starting at approximately 1.7% in 2021 and consistently exceeding 2.1% around 2025. By 2030, the ecosystem's contribution is projected to peak at roughly 3.5%, underscoring the expanding economic footprint and growing strategic importance of GCCs in India.

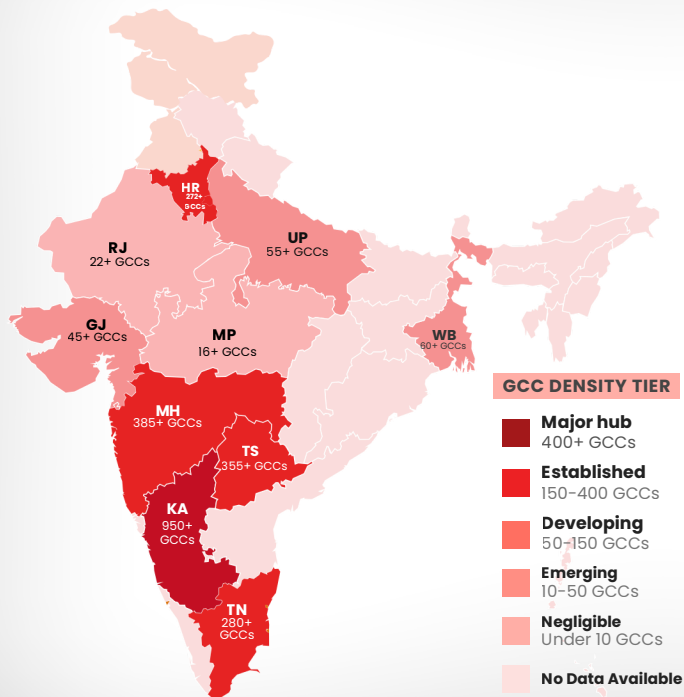


Chapter 02

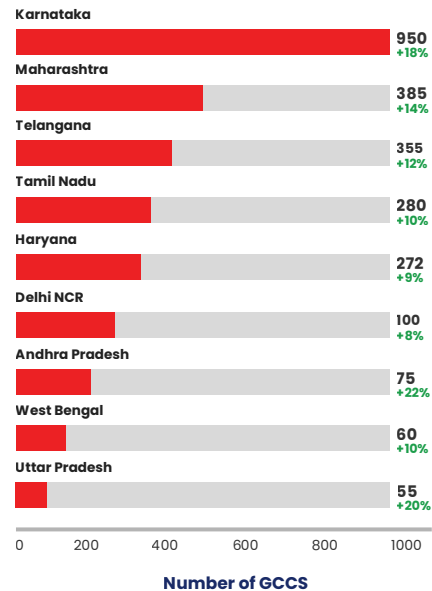


GEOGRAPHY **CITY-BY-CITY ATLAS**

Tier-1 City Breakdown

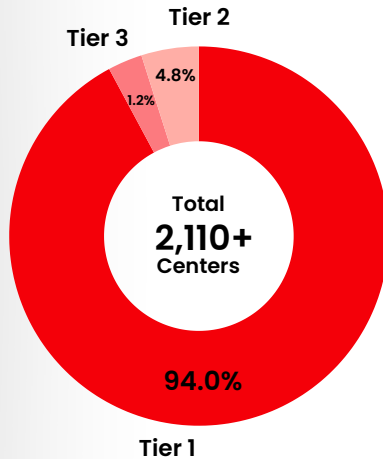


TOP STATES BY GCC COUNT

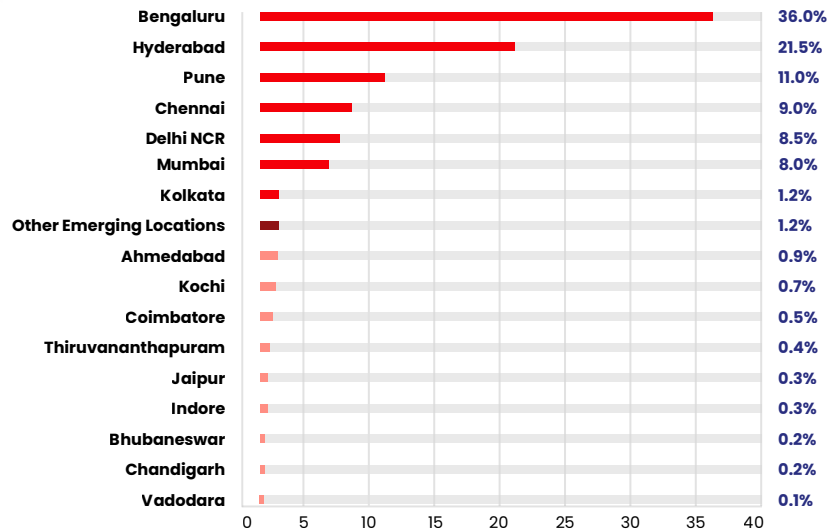


Real Estate Signal (Grade A Office Leasing Share Gap)

GCC Leasing Share by City Tier



Top GCC Leasing Cities & Locations



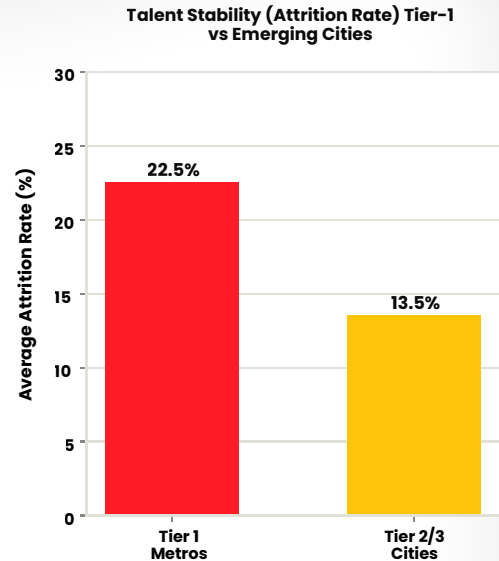
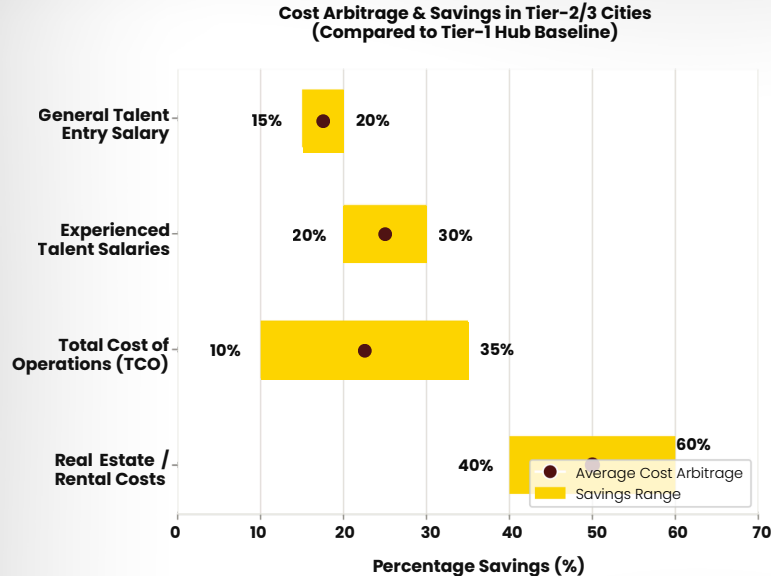
The chart illustrates the overwhelming dominance of Tier 1 cities in the GCC leasing market, commanding a massive 94% share, led by Bangalore (36%) and Hyderabad (21.5%). In contrast, Tier 2 and Tier 3 markets represent emerging yet highly fragmented segments, accounting for just 4.8% and 1.2%, respectively. The dual-pane visualization highlights how a small handful of primary tech hubs continue to absorb the vast majority of institutional office space.

GCC Location Tier Comparison: Tier-1 vs Tier-2 vs Tier-3

Metric	Tier-1	Tier-2	Tier-3
Office & Real Estate			
GCC Leasing Share (FY2024–25)	94%	4.8%	1.2%
Grade A Office Rent (₹/sq.ft./month, 2025)	₹75–180	₹40–80	₹25–50
Occupancy Cost Savings vs Tier-1	Baseline	20–30% lower	35–50% lower
Talent Supply & Cost			
Annual STEM Graduate Output	~6–8 lakh/year	~2–3 lakh/year	~80,000–1.2 lakh/year
Employee Cost vs Tier-1	Baseline	10–20% lower	20–35% lower
Attrition Rate	15–25%	10–18%	8–15%
Specialized Skills Hiring (AI, ML, Data, Cybersecurity, Cloud)	Excellent	Moderate	Limited
Leadership Hiring Availability	Excellent	Moderate	Low
Infrastructure & Ecosystem			
Grade A Office Availability	Very High	Moderate	Limited
International Connectivity	Strong	Moderate	Limited
Vendor & Consulting Ecosystem	Extensive	Growing	Limited
Strategic & Policy			
Government Incentives	Moderate	Strong	Very Strong
Scalability to 5,000+ Seats	Excellent	Moderate	Challenging



Tier-2 & Tier-3 Cost Arbitrage and Attrition Rate Advantage



These visuals highlight the key operational advantages of expanding into Tier-2/3 cities compared to Tier-1 hubs. Tier-2/3 locations deliver significant cost savings across operations and real estate (up to 60%), along with lower talent acquisition costs. Additionally, emerging cities offer superior talent stability, exhibiting a lower average attrition rate of 13.5% compared to 22.5% in Tier-1 metros.

01 Coimbatore

Industrial Engineering, Automotive, IoT

Embedded systems, industrial IoT, manufacturing-tech R&D



Talent supply
~65K STEM
grads/year



Cost vs tier-1
18-25% lower



Policy
Strong

02 Ahmedabad & GIFT City

FinTech, IFSC, Semiconductors

FinTech operations, chip design, compliance & quant services



Talent supply
Largest Tier-2
GCC talent pool



Cost vs tier-1
15-22% lower



Policy
Very Strong

03 Kochi

Cybersecurity, Logistics Tech, Digital Platforms

Cloud, security engineering, supply-chain analytics



Talent supply
~40K STEM
grads/year



Cost vs tier-1
17-24%
lower



Policy
Strong

04 Thiruvananthapuram

Product Engineering, InsurTech

Software R&D, insurance platforms, product development



Talent supply
~30K STEM
grads/year



Cost vs tier-1
18-26%
lower



Policy
Strong

EMERGING SPECIALIZATIONS AND THEIR CAPABILITY INDEX

05 Jaipur & Indore

BFSI Tech, AI, Digital Commerce

FinTech engineering, credit risk modelling, AI/ML services



Talent supply
~55K STEM
grads/year



Cost vs tier-1
16-24% lower



Policy
Very Strong

06 Bhubaneswar & Vadodara

Semiconductors, Deep-Tech R&D

Silicon validation, embedded systems, chip design



Talent supply
~30K STEM
grads/year



Cost vs tier-1
22-32%
lower



Policy
Very Strong

07 Mangaluru

BFSI Operations, Shared Services

Banking operations, digital engineering, support functions



Talent supply
~25K STEM
grads/year



Cost vs tier-1
22-30%
lower



Policy
Very Strong

08 Visakhapatnam

Pharma-Tech, Life Sciences, Data Science

Healthcare informatics, digital pharma, analytics



Talent supply
~35K STEM
grads/year



Cost vs tier-1
20-30%
lower



Policy
Very Strong



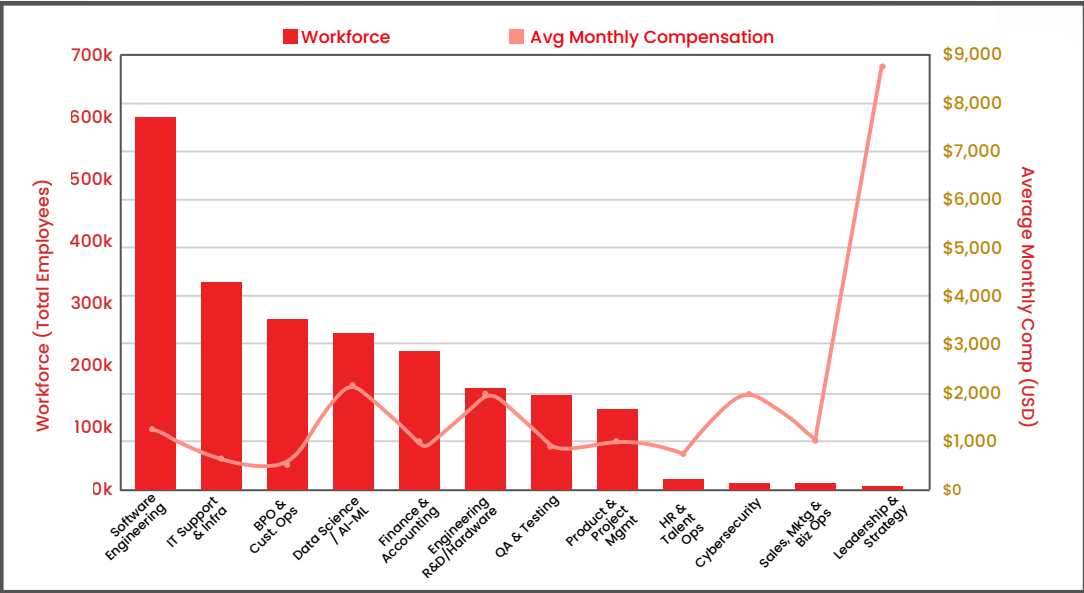
Chapter

03

**WORKFORCE &
COMPENSATION**

THE TALENT STORY

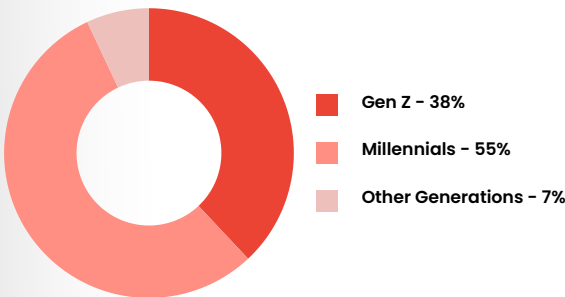
Workforce Size vs. Average Monthly Compensation by Function



The chart illustrates a clear inverse relationship between workforce volume and compensation across corporate functions. Large-scale technical and operations teams, such as software engineering, boast the highest employee headcounts but sit in lower average monthly salary bands. Conversely, highly specialized niches culminating in leadership & strategy maintain the smallest talent pools while commanding the highest average compensation, peaking near \$9,000 USD.

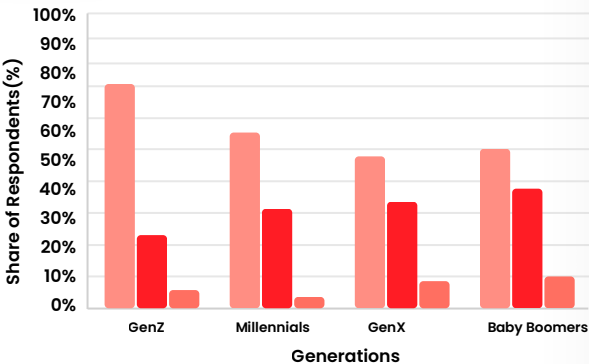
Work Culture Edge

Gez Z vs Millennial share of GCC workforce



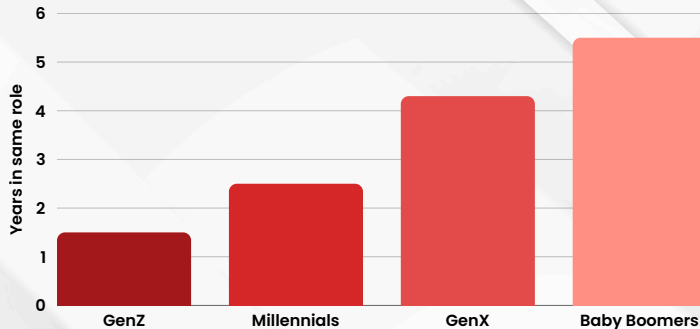
The visual outlines the workforce distribution in the GCC region, highlighted by a dominant Millennial presence. It reveals that Millennials constitute the largest segment at 55%, with Gen Z following at 38%, and other generations accounting for the remaining 7%. This streamlined graphic provides a clear, focused breakdown of current-generation workforce demographics.

Preferred Work Model Across All Generations



Preferred work model across all generations, tracking the preferences of Gen Z, Millennials, Gen X, and Baby Boomers. Across all age groups, a hybrid work model emerges as the clear favorite, peaking at approximately 71% among Gen Z and gradually decreasing to 50% among Baby Boomers. Conversely, a fully remote setup represents the second most popular option across the board, while a strictly on-site or full-time office model remains the least preferred choice for all generations surveyed.

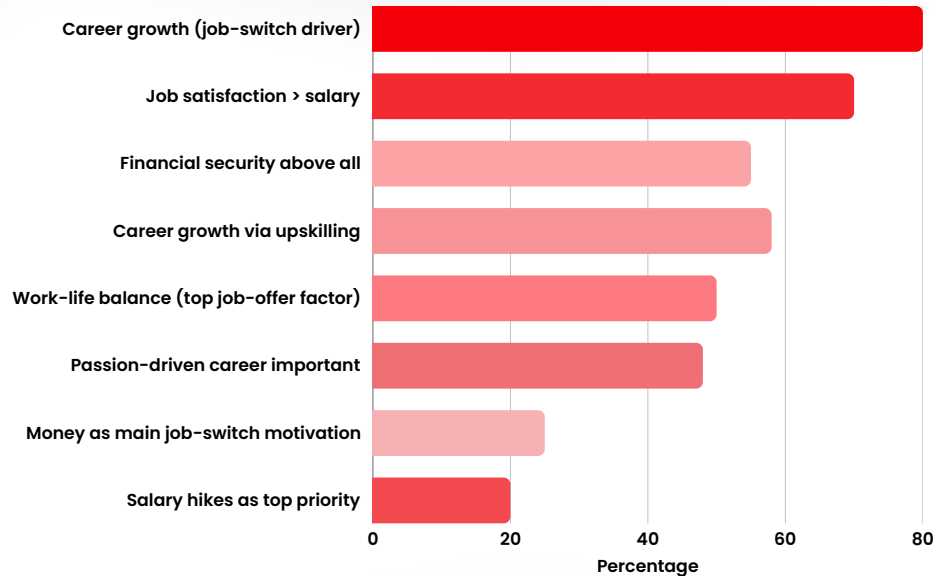
Average Preferred Tenure in the Same Role (years)



The chart demonstrates a clear, linear increase in preferred job longevity corresponding with older generations, starting at the lowest with Gen Z at approximately 1.5 years. In contrast, Millennials favor roughly 2.6 years, and Gen X prefers over 4 years, while the Baby Boomers/Conventionalists cohort shows the highest commitment, with a preferred tenure of about 5.5 years.

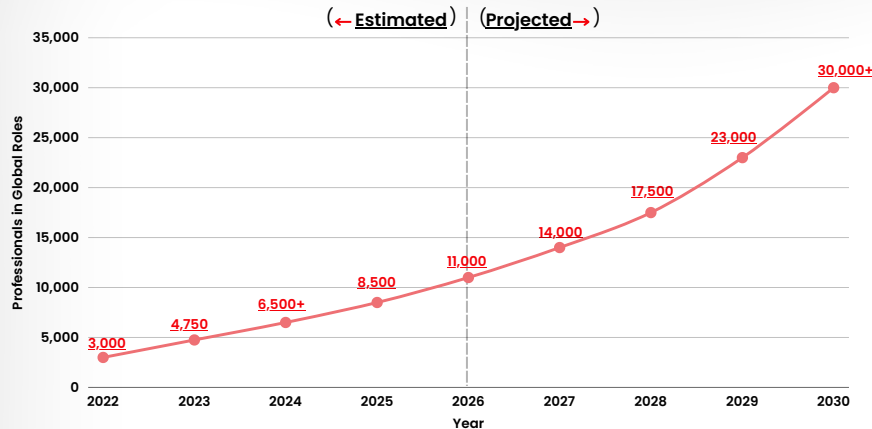


Career Drivers in the GCC



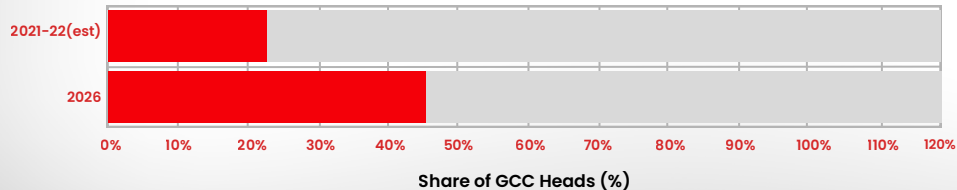
The chart highlights key factors influencing employee career decisions and mobility. It demonstrates that internal fulfillment and professional advancement lead the data, with "Career growth" (~78%) and "Job satisfaction > salary" (~72%) emerging as the primary motivators. Mid-tier priorities like financial security, upskilling, and work-life balance remain highly valued between 50% and 57%, whereas purely monetary drivers like immediate salary hikes rank lowest at approximately 21%.

Leadership Elevation: GCC heads reporting to Global CXOs

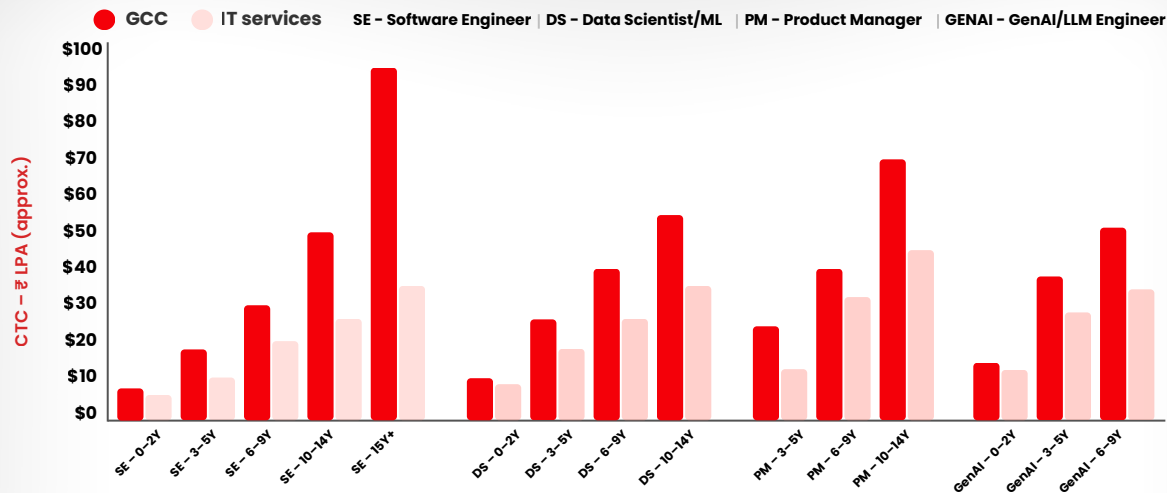


The data reveals a structural transformation as GCCs shift from regional operations to core drivers of global corporate strategy. The top chart shows professionals in global roles rising from 5,000 in 2024 to 12,000 in 2026, projected to reach 30,000 by 2030. This talent surge aligns with the bottom chart, showing the share of GCC heads reporting directly to global CXOs more than doubling from 22% in 2021-22 to 50% in 2026. This direct reporting eliminates management silos, accelerating operational agility, value co-creation, and strategic alignment at the board level.

Reporting Structure Shift: Who GCC Heads Report to?



GCC Pay vs. Indian IT Companies



The graph compares the **CTC midpoints (in LPA) between GCCs and IT services** across various tech roles and experience levels, demonstrating a clear compensation premium for GCC roles. Across software engineering, data science, product management, and GenAI/LLM engineering, GCCs consistently offer higher salaries than IT services at every career stage. This **compensation gap is most pronounced in product management and GenAI roles, with GCCs commanding premium ranges up to 72% and 65%, respectively, over their IT services counterparts.**

SOFTWARE ENGINEER

₹8 – ₹95 LPA

45–58% GCC premium

DATA SCIENTIST / ML

₹11 – ₹65 LPA

40–57% GCC premium

PRODUCT MANAGER

₹27.5 – ₹74 LPA

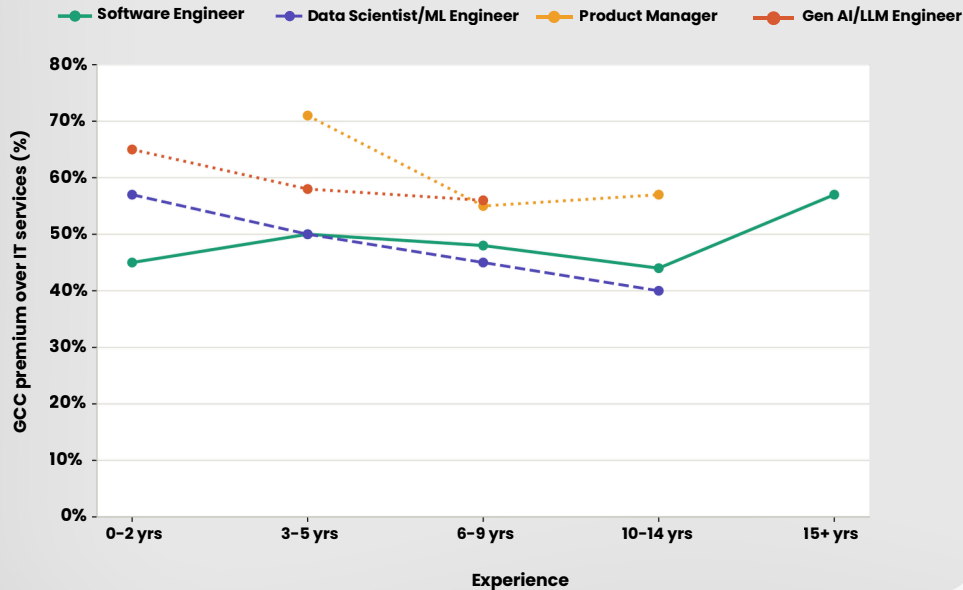
55–72% GCC premium

GENAI / LLM ENGINEER

₹14 – ₹51.5 LPA

56–65% GCC premium

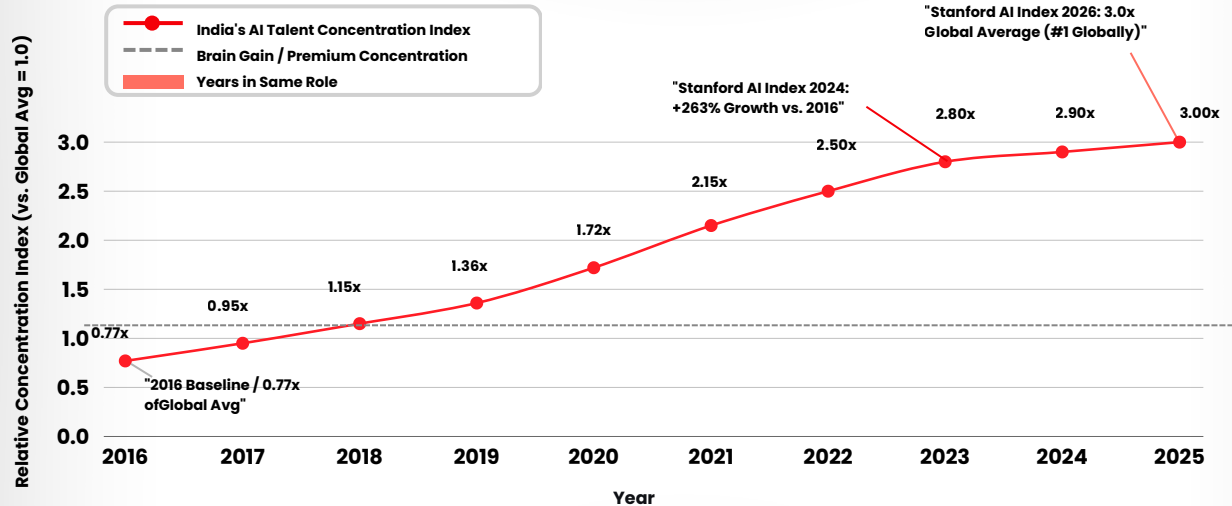
GCC Pay premium over IT services by role & experience %



The graph tracks the "GCC Pay premium over IT services" by role and experience % across several advanced tech positions. It highlights that product managers with 3-5 years of experience enjoy the highest salary bump at over 70%, though this premium decreases slightly as experience grows. Meanwhile, GenAI/LLM engineers consistently command a strong premium of 55% to 65%, while data scientists see their premium gradually taper off from 57% to 40% as seniority increases.

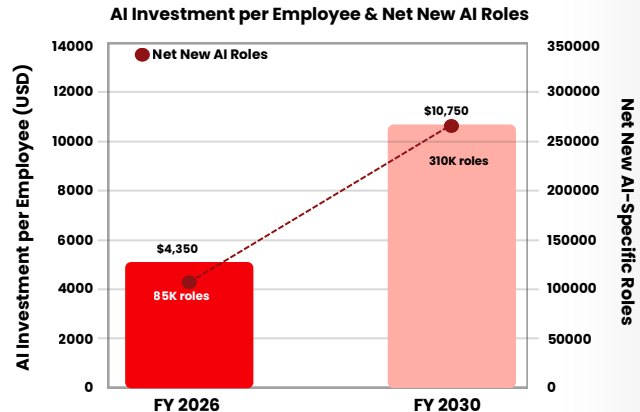
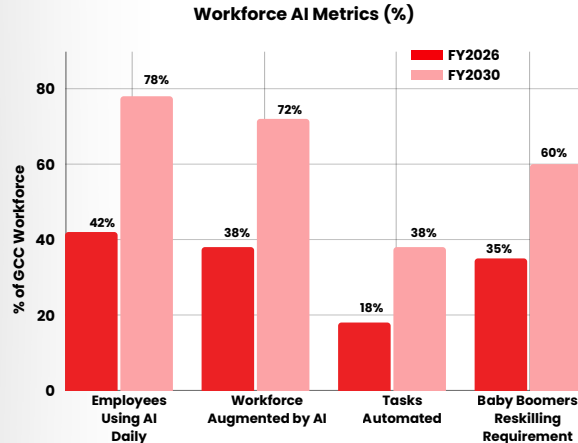
Brain Gain Index

The 'Brain Gain' Index: India's AI Talent Concentration (2016–2025)



India's GCC concentration index has grown nearly 4x over the past decade, from 0.77x in 2016 to 3.0x in 2025. What started as a cost-driven experiment has become a strategic priority for global enterprises, with India now hosting three times the global average density of capability centers. This isn't just growth; it's a fundamental shift in how the world delivers technology, innovation, and business transformation.

GCC Workforce Transformation Metrics: FY2026 & 2030

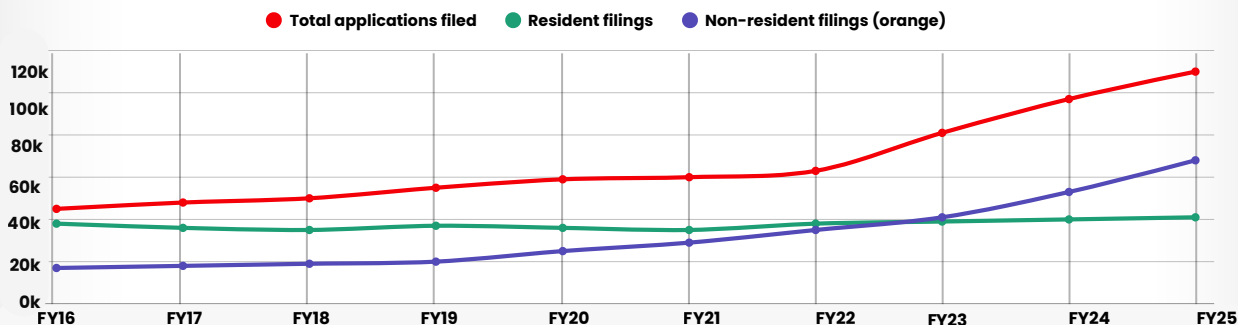


The GCC workforce is undergoing a fundamental restructuring, with daily AI usage projected to reach 78% and cognitive task automation to 38% by 2030. This transformation demands a massive upskilling of 60% of the talent base while fueling the creation of over 225,000 specialized AI roles. As investment per employee climbs to \$14,000, productivity gains are expected to surge toward 45%, signaling a permanent transition to an operating model defined by high-intensity, real-time human-AI collaboration.

Patent Filing Trends

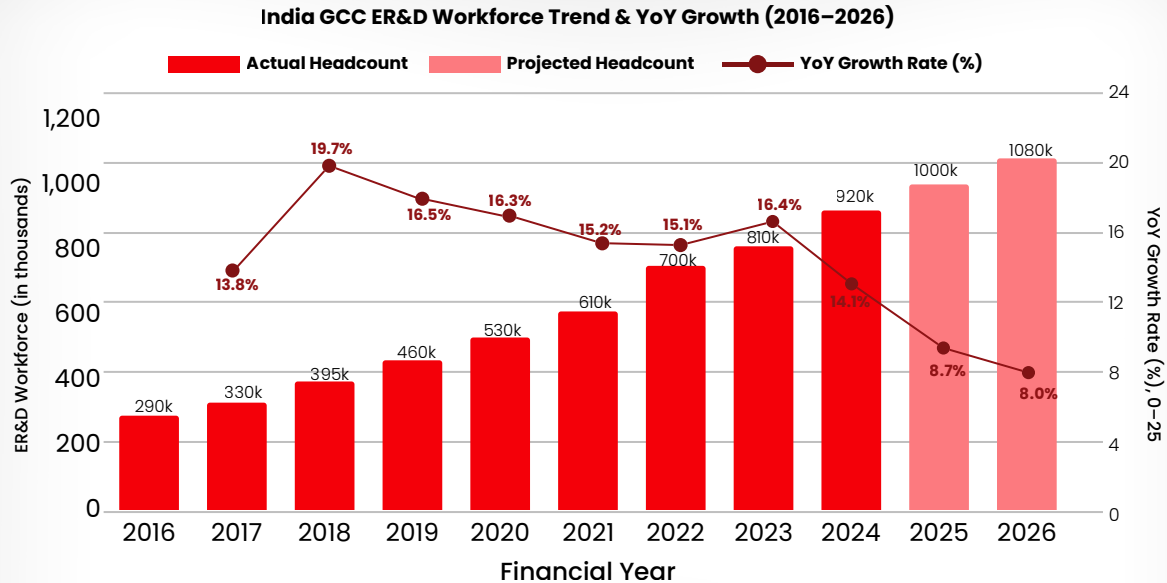
India patent filing trend: 2016–2026

Total applications filed at Indian Patent Office (CGPDTM), financial year basis



India's patent ecosystem has witnessed sustained growth over the past decade, with filings increasing from 46,904 applications in FY 2015–16 to a record 110,375 applications in FY 2024–25. Growth accelerated after FY 2020–21, reflecting rising innovation activity and stronger IP awareness. In 2024, India became the world's sixth-largest patent filer, recording its eighth consecutive year of growth. A notable trend has been the increasing contribution of domestic innovators, with resident filings accounting for nearly 62% of total applications in FY 2024–25, marking one of the most significant shifts toward native innovation globally.

ER&D Workforce **Growth**



India's GCC ER&D workforce has nearly tripled over the past decade, rising from 290,000 in 2016 to a projected 1.08 million by 2026. While absolute headcounts continue to rise steadily, the annual YoY growth rate peaked at 19.7% in 2018 and has since stabilized to a mature 8.0%. This transition highlights an ecosystem shifting from rapid personnel expansion to high-value talent consolidation.



SECTOR BREAKDOWN

5 MAJOR SECTORS



01

Technology

~900+

~1.0–
1.1 Mn

~50–
52%

Infosys, Cognizant,
HCLTech, Accenture,
TCS, Wipro

AI-native workflows,
cloud infrastructure,
product engineering,
cybersecurity

02

BFSI

~350–
400

~400K
–450K

~18–
22%

CIBC, SMBC, Julius Baer,
Charles Schwab,
Vanguard, UBS, SBI,
Barclays

Risk management,
regulatory technology,
digital assets, AI-driven
compliance, fraud
detection

03

Automotive & Manufacturing

~250–
300

~250K
–300K

~12–
14%

Bosch, Ford, Hyundai,
Mercedes-Benz, BMW,
Continental, Volvo

Software-defined
vehicles (SDVs), EV
powertrains, digital
twins, and autonomous
systems

04

Healthcare & Life Sciences

~120–
150

~150K

~8–
10%

Sanofi, Evernorth, Optum,
Cipla, MSD, Amgen,
Novartis

AI-led drug discovery,
clinical trial optimization,
precision medicine, and
patient engagement
platforms

05

Retail & Consumer Goods

~100–
120

~100K
–120K

~6–7%

Nestlé, Lulu Group,
leading global CPG
brands

Analytics-driven
merchandising, AI-
powered marketing,
omnichannel operations,
supply chain
optimization

SECTOR X HQ ORIGIN MATRIX

INTENSITY: ● Low (<30) ● Mid (30-80) ● High (80-150) ● Dominant (150+) ● Fastest growing cell

Sector \ HQ origin	North America	Europe	UK & Ireland	Asia-Pacific	Middle East	Rest of World	Total
 Technology & Engineering	390 (22%)	82 (5%)	55 (3%)	48 (3%)	12 (1%)	8 (0%)	595
 BFSI	145 (8%)	98 (5%)	88 (5%)	32 (2%)	18 (1%)	5 (0%)	386
 Healthcare & Pharma	110 (6%)	52 (3%)	38 (2%)	28 (2%)	8 (0%)	4 (0%)	240
 Manufacturing & ER&D	68 (4%)	72 (4%)	28 (2%)	55 (3%)	6 (0%)	5 (0%)	234
 Retail & Consumer	88 (5%)	32 (2%)	22 (1%)	38 (2%)	10 (1%)	4 (0%)	194
 Energy & Utilities	28 (2%)	38 (2%)	18 (1%)	22 (1%)	24 (1%)	5 (0%)	135
 Semiconductor & Deep Tech	48 (3%)	18 (1%)	12 (1%)	32 (2%)	4 (0%)	2 (0%)	116
 ESG & Sustainability	18 (1%)	28 (2%)	12 (1%)	8 (0%)	10 (1%)	4 (0%)	80
 Column total	895	420	273	263	92	37	1980

Sectors Tracked

6

HQ Regions

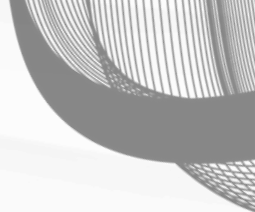
8

Dominant Origin

N.AMERICA

Fastest Rising

EUROPE - BFSI



1

Diversification Beyond North America:

While US-origin GCCs remain the market foundation, notably in technology and BFSI, global cohorts are now outpacing North American growth, signaling a more distributed operational footprint.

2

The European BFSI Acceleration

The Europe-BFSI intersection is currently the highest-velocity growth segment. BFSI office leasing share has surged from 15% to 27% since 2021, driven by strategic scaling by firms such as UBS, Deutsche Bank, and BNP Paribas.

3

Resurgence of APAC Manufacturing

Engineering and manufacturing GCCs have expanded their market share from 11% to 17%. Driven by APAC leaders such as Toyota, Hyundai, and Tata Technologies, this shift is centralizing innovation in hubs like Chennai and Pune.

4

Emerging Middle East Energy Quadrant

The energy transition is becoming a key driver of GCC formation, with major entities such as Saudi Aramco, ADNOC, and DEWA using India as a primary base for sustainable operations.

5

ESG as a Growth Catalyst

Driven by stringent European regulations (CSRD, TCFD), sustainability-focused GCCs represent the fastest-growing vertical in the current matrix, marking a pivotal shift in investment priorities.

FASTEST-GROWING VERTICALS

Fastest Growing (Now)		Future Verticals (Next Wave)
	Technology AI, Data Engineering, Cloud, Cybersecurity	Agentic AI, Autonomous Systems, AI Platforms
	BFSI Fraud Detection, Risk Analytics, Digital Banking	AI-native Finance, Real-time Autonomous Compliance, Digital Assets
	Automotive EV Engineering, Software-Defined Vehicles (SDV)	Autonomous Driving Systems, Mobility AI Platforms
	Healthcare AI Drug Discovery, Clinical Trial Analytics	Genomics-driven Medicine, Predictive Healthcare Systems
	Retail & CPG AI Marketing, Omnichannel Platforms, Supply Chain Analytics	Hyper-personalized Commerce, AI-driven Demand Simulation
	Engineering R&D Product Engineering, Embedded Systems, IoT	Full-stack Product Ownership, Digital Twin Ecosystems
	Deep Tech Advanced AI Research, HPC Labs	Quantum Computing, Quantum Cryptography, Frontier Science Labs



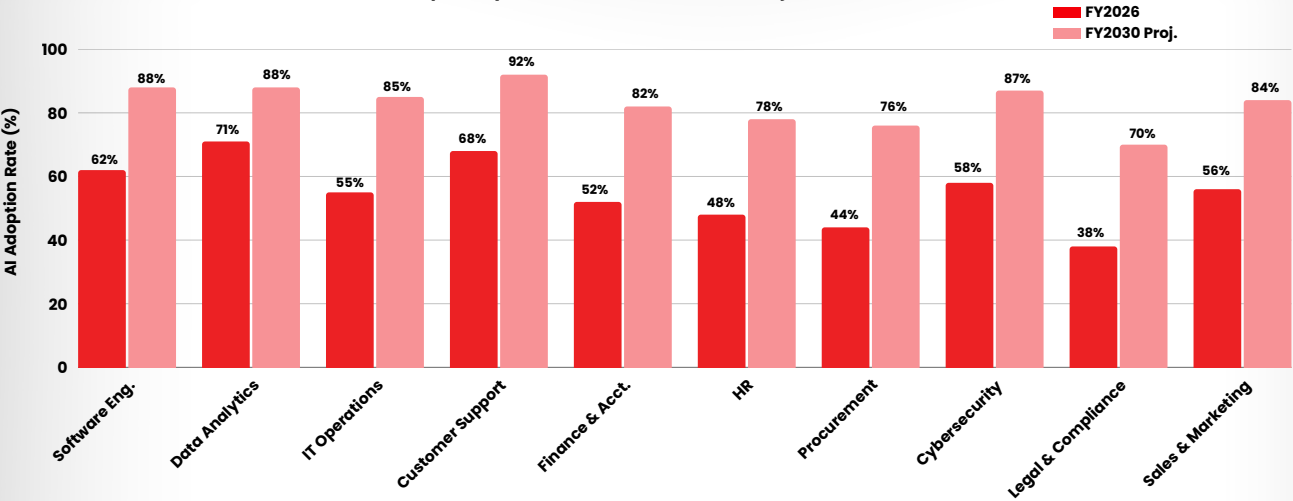
Chapter

05

AI AS AN
INFLECTION
POINT

AI Adoption across functions

AI Adoption by Function — FY2026 vs 2030 Projection

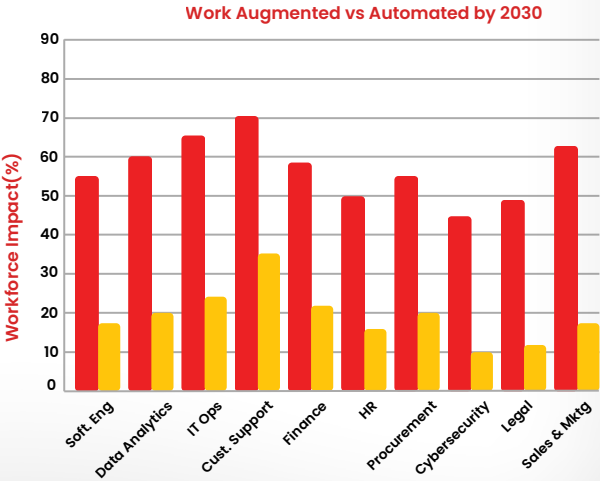
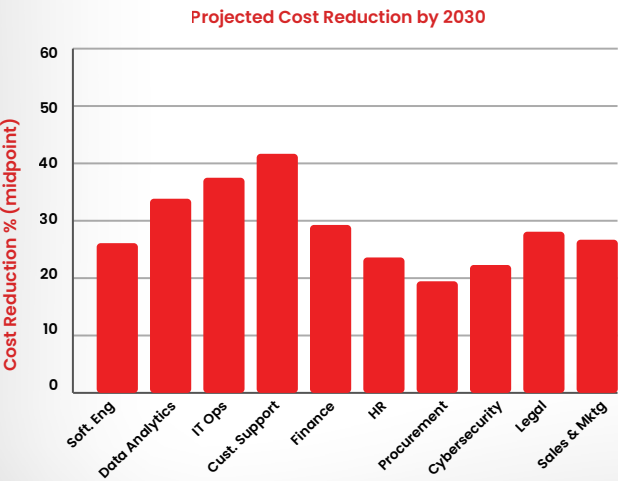


The data illustrates a fundamental shift in GCC operational efficiency, with AI adoption projected to reach 70–90% across all functions by FY30. High-automation domains like customer support and software engineering are already realizing productivity gains exceeding 40%, transitioning roles from routine execution to high-order strategy.

This rapid integration of AI is not merely optimizing output but actively redefining core workflows, moving entire departments toward predictive and automated operating models.

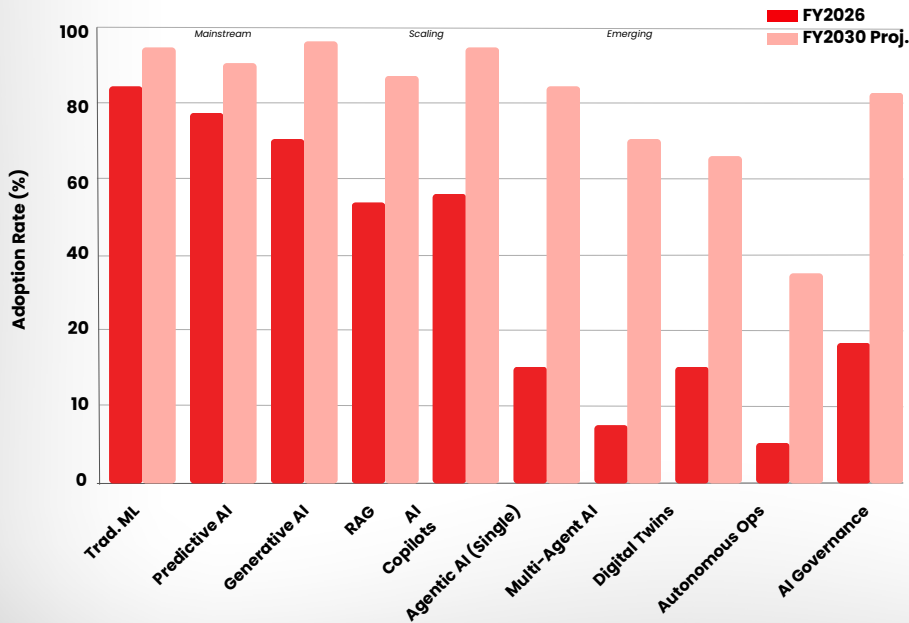
Cost Reduction and Workflow Automation due to AI

By 2030, AI integration will fundamentally reshape the GCC workforce, driving 25–50% productivity gains while shifting roles toward higher-value strategic oversight. While automation leads to headcount reductions in operational functions like customer support and IT, growth in AI-native engineering and cybersecurity roles demonstrates a net-positive talent shift. Ultimately, these efficiencies allow for substantial cost reductions and a pivot toward predictive, data-driven business models across the enterprise.



Adoption rate by AI Tech type

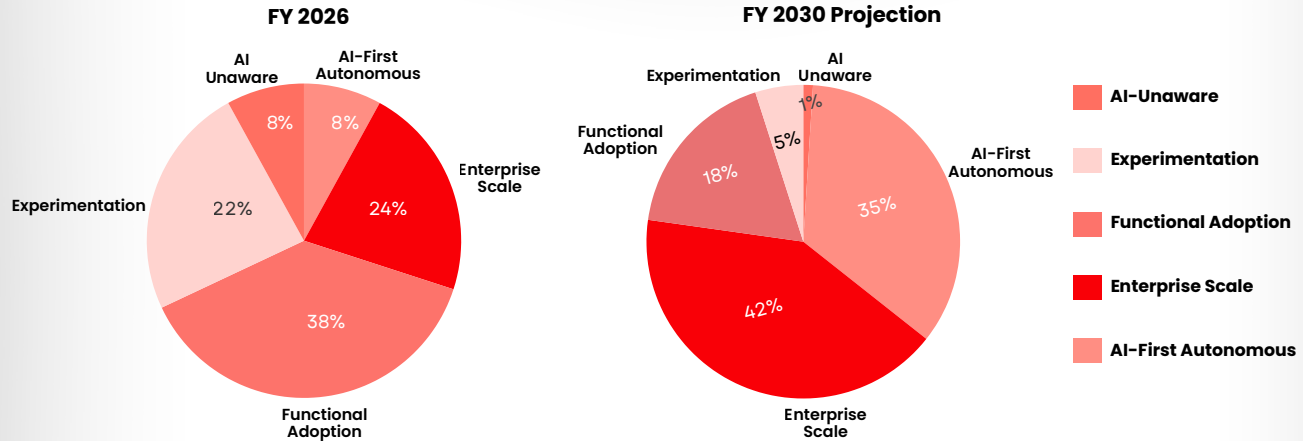
AI Technology Adoption — FY2026 vs 2030 Projection



The enterprise landscape is transitioning rapidly from AI-assisted workflows to a fully autonomous, multi-agent ecosystem. Foundational technologies such as Generative AI and RAG are projected to achieve near-universal adoption (91%–97%), while sophisticated, agentic architectures will scale to 88%.

As deployment complexity grows, AI governance platforms will become essential, with adoption surging to 85% to ensure compliance and explainability. This shift marks the enterprise's evolution toward an integrated, governed, and self-managing intelligent infrastructure.

AI Adoption Maturity Stage



GCCs are rapidly professionalizing, with the segment of organizations reaching "Enterprise Scale" or "AI-First" status projected to rise from 32% to 77% by 2030. This transition marks a shift from isolated pilots to high-intensity investment, with budgets scaling up by 25% to support agentic architectures and specialized talent.

As operations move toward autonomous, AI-driven P&L accountability, productivity gains are expected to reach 50%–70%. Success at this level requires moving from static policy guidelines to real-time governance, making AI the core pillar of competitive advantage.

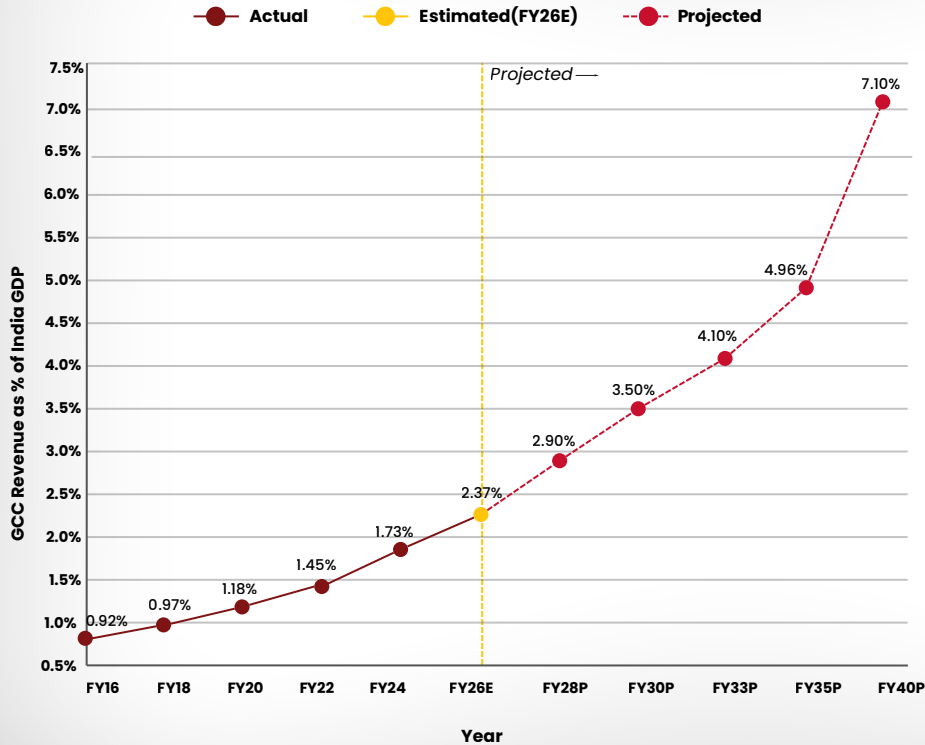


Chapter 06



GCC AS A NATION-BUILDING ASSET

GCC Revenue as a Share of India's GDP



GCC revenue as a share of India's GDP rose from 0.92% (FY16) to 1.73% (FY24), is estimated at 2.37% (FY26), and is projected to reach 7.10% by FY40, consistently outpacing nominal GDP growth. The acceleration is driven by new GCC establishment, workforce expansion, rising value per employee, higher-value global mandates, and domestic-market participation. Projections are indicative and subject to India's GDP trajectory, exchange rates, global conditions, and enterprise investment patterns.

Direct, Indirect, and Induced Economic Impact

Impact Category	FY2026 Estimate (US\$B)	Methodology	% of India's GDP
Direct GCC Revenue	98.5	Inductus GCC Insights	~2.37%
Direct GVA	~95-98	Revenue adjusted for intermediate consumption	~2.3-2.4%
Indirect Impact (supply chain, vendors)	~77-80	sector-specific multiplier (0.81x direct GVA) based on India's input-output tables	~1.9-2.0%
Induced Impact (employee consumption)	~83-85	sector-specific multiplier (0.87x direct GVA) based on consumption patterns	~2.0-2.1%
Total GVA Footprint	~255-263	Direct + Indirect + Induced	~6.2-6.4%

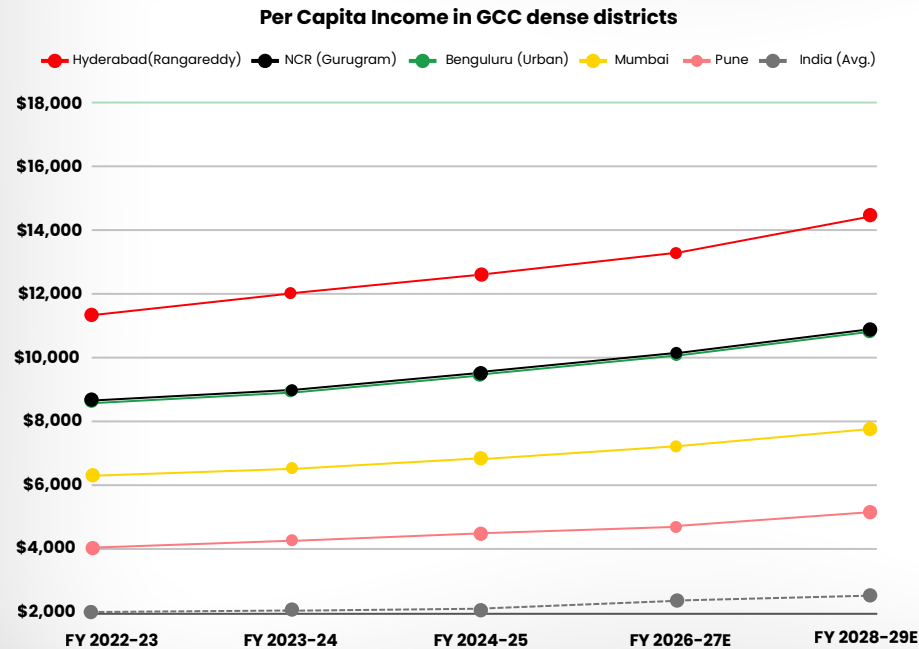
India's GCC ecosystem is projected to generate USD 98.5 billion in direct revenue by FY2026, representing ~2.37% of India's GDP. When supply chain multiplier effects (0.81x) and induced consumption impacts (0.87x) are included, the total economic footprint expands to USD 255-263 billion, equivalent to 6.2-6.4% of India's GDP. This makes the GCC sector larger than the combined GVA of 25 Indian states and Union Territories.

Tax Revenue Generated by GCC

Tax Category	FY2026 (₹ Trillion)	FY2030P (₹ Trillion)	Growth Driver
Personal Income Tax (PIT)	1.02	1.85	Headcount → 3.3M; avg. Salary up 25%
Corporate Income Tax (CIT)	0.6	1.1	The revenue base doubles, and margins improve
GST & Indirect Taxes	0.4	0.72	Vendor/services spend scales with revenue
Total GCC Tax Contribution	~2.02	~3.67	~16% CAGR in tax generation
India Total Gross Tax Revenue	~42.0	~72.0	~14% CAGR (MoF projections)
GCC Share of Total Tax	~4.8%	~5.1%	Above-system-average growth

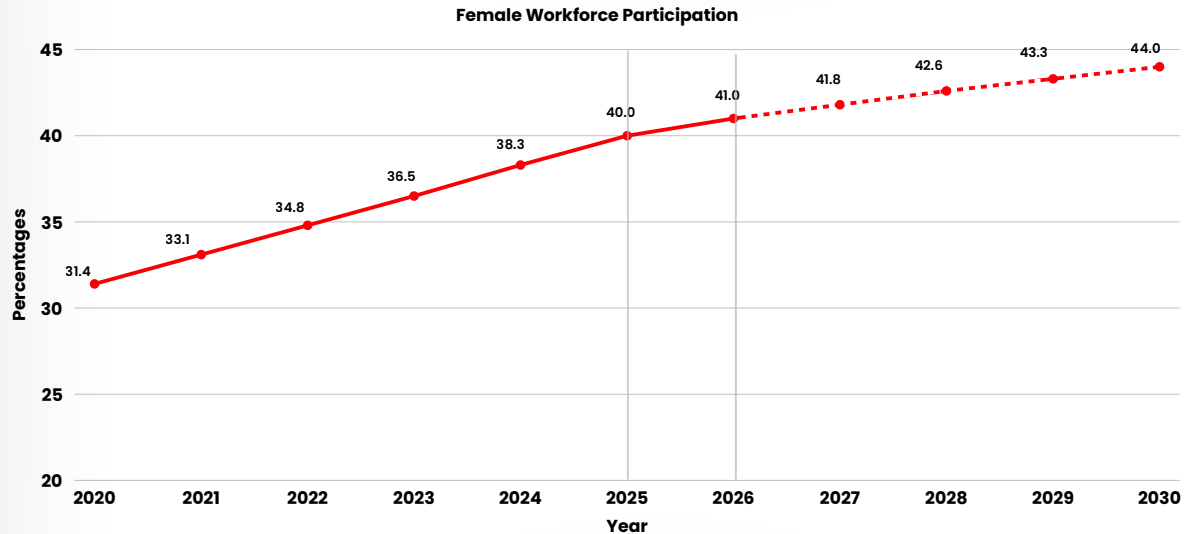
This table projects India's Global Capability Center (GCC) tax contribution from FY2026 to FY2030, broken down by tax category. Personal income tax leads the growth, rising from ₹1.02T to ₹1.85T, driven by headcount expansion to 3.3M employees and a 25% rise in average salary. Corporate income tax nearly doubles from ₹0.60T to ₹1.10T as the revenue base scales and margins improve, while GST & indirect taxes grow from ₹0.40T to ₹0.72T in line with vendor and services spend. Total GCC tax contribution is projected to rise from ~₹2.02T to ~₹3.67T, a ~16% CAGR, outpacing India's overall gross tax revenue growth of ~14% CAGR (₹42.0T to ₹72.0T, per MoF projections). As a result, the GCC sector's share of India's total tax revenue is expected to inch up from ~4.8% to ~5.1%, reflecting above-system-average growth.

India's Social Metrics-01

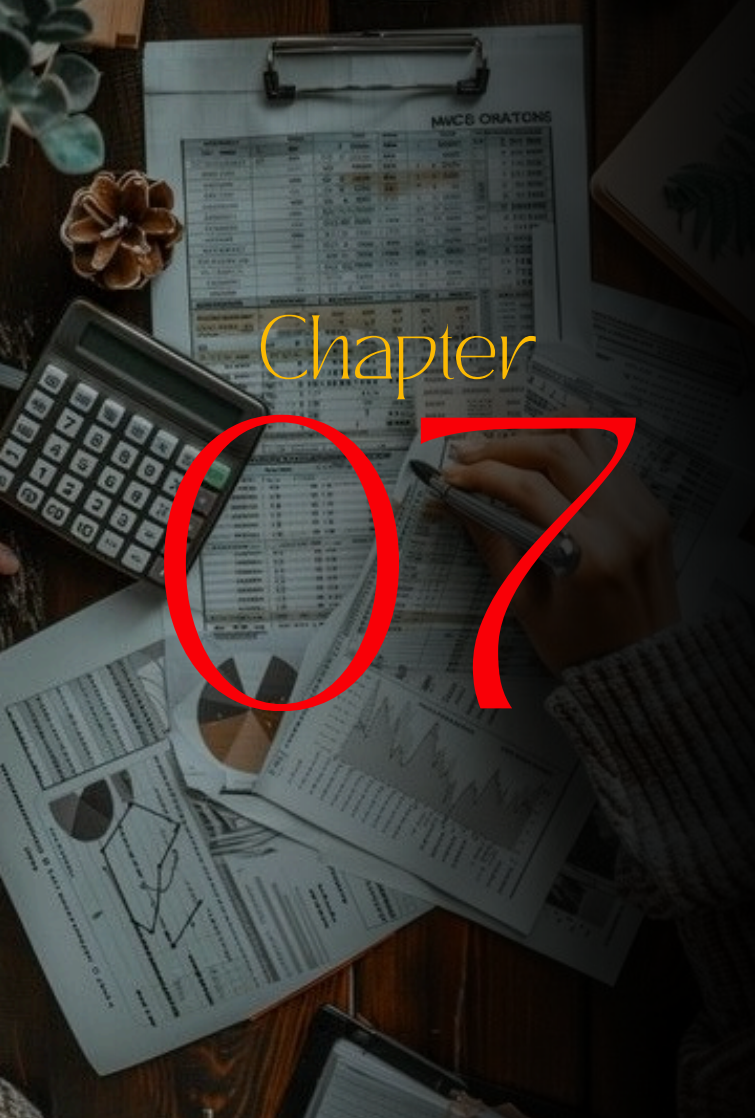


The line chart tracks per capita income (in USD) across five Indian metro districts and the national average, from FY2022-23 through a projected FY2028-29. Hyderabad's Rangareddy district leads throughout, rising from roughly \$11,100 to \$17,350, followed closely by NCR's Gurugram and Bengaluru Urban, both climbing from the \$8,700-\$8,800 range toward \$13,500-\$13,700 by 2028-29. Mumbai trails behind at \$6,400 to \$9,950, with Pune further down at \$3,960 to \$6,310. The India average sits well below all five, shown as a dashed gray line rising from about \$2,000 to \$3,115. Only the FY2024-25 city figures and the multi-year India and Pune data are drawn from official district-level income statistics; the remaining historical and projected points are extrapolated at a consistent ~10% nominal growth rate.

India's Social Metrics-02



The line chart tracks the share of women in India's Global Capability Center workforce from 2020 to 2030, with projections. Reported figures show growth from 31.4% in 2020 to 38.3% in 2024, reaching 40% in 2025 (solid markers). From there, the dashed line projects a further rise to roughly 44% by 2030, based on industry estimates of a 3–5 percentage point improvement over the current baseline. Years between the reported data points are interpolated, not directly sourced, and the 2030 figure is a directional industry estimate rather than an official target.



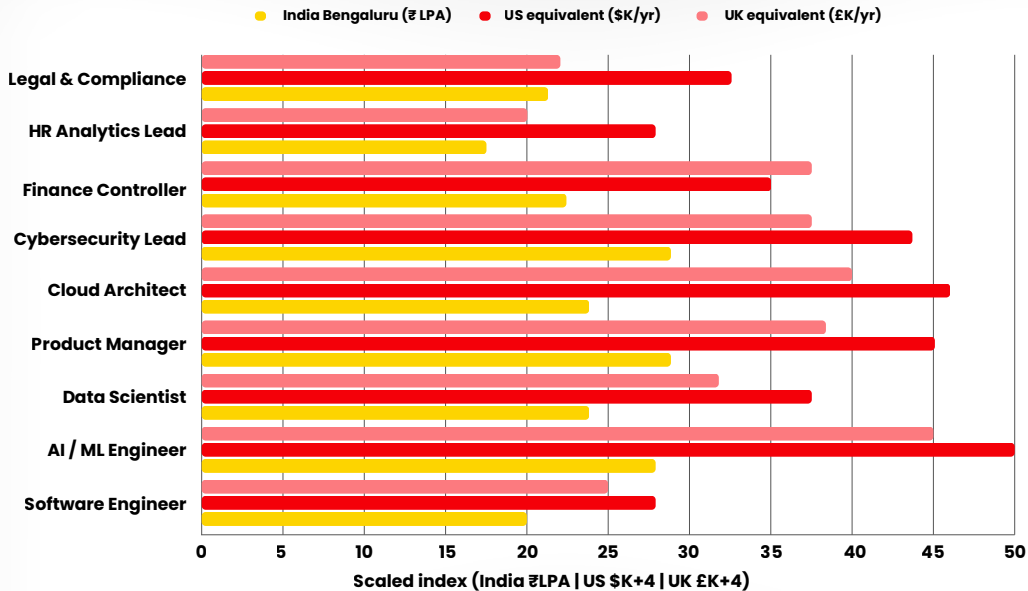
Chapter

7

FINANCIAL METRICS THE BUSINESS CASE

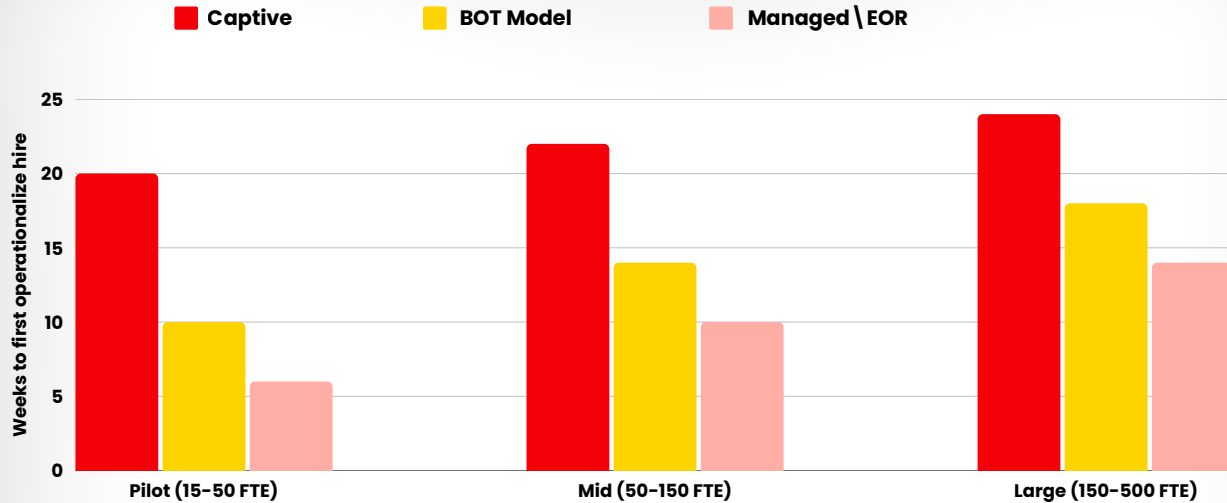


Cost Arbitrage Calculator



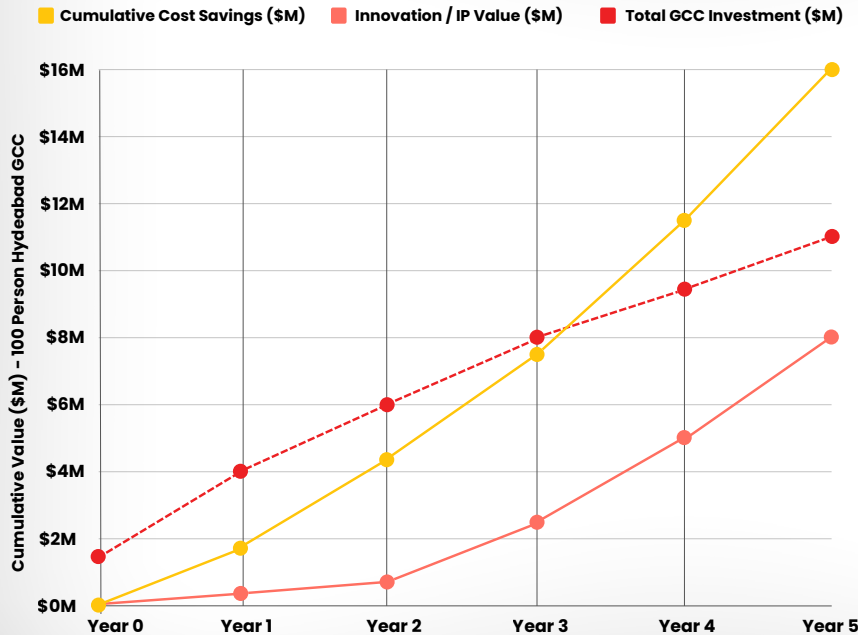
The benchmarking across 9 roles in Bengaluru versus San Francisco revealed a 3–4x cost advantage for AI/engineering talent. Applying fully loaded multipliers, a 100-person team in Bengaluru runs at ~\$5–6M annually versus \$16–18M in SF. The \$10–12M annual delta fully amortizes the GCC setup cost in Year 1 and generates compounding P&L returns from Year 2 onward, validating the board's \$9.5M projection.

Set Up Cost & Timeline to Operationalize



Synthesizing data from multiple reports (2025–2026), we observed a clear correlation between team size, setup cost, and time-to-hire across four GCC archetypes. Pilot EOR models start at \$200K–\$500K with 6–12-week hiring timelines, while large captive entities require \$2M–\$3M+ and 16–24 weeks. Mid-size BOT setups (\$500K–\$2M, 12–20 weeks) emerge as the most common entry point, balancing cost, control, and speed. Mega GCCs (500+ FTE) incur \$3M–\$8M in setup costs, with 5–9-month buildouts and hub-and-spoke models across 2+ cities, unlocking SEZ and state incentives at scale.

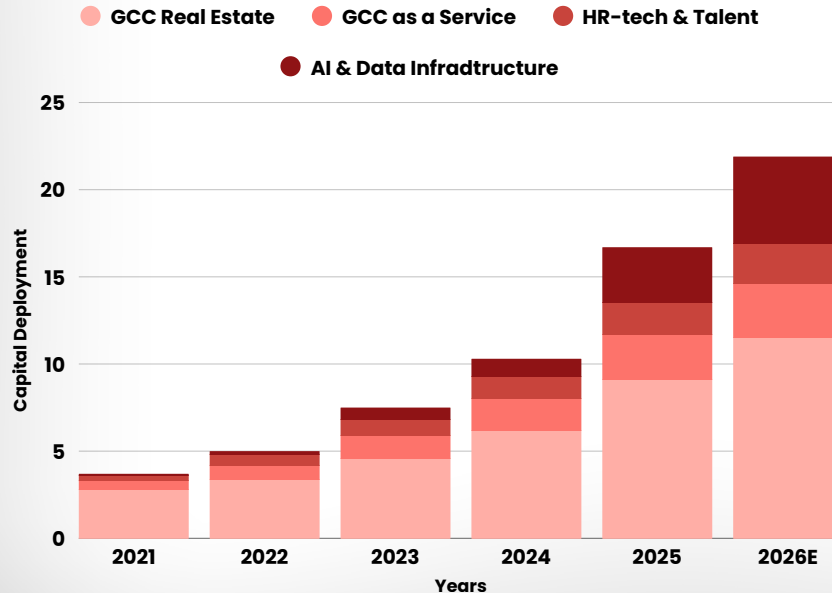
ROI Studies: Year 1, Year 3 & Year 5



This line chart models the 5-year value trajectory of a 100-person GCC based in Hyderabad, tracking three cumulative metrics in US\$ millions. Total GCC investment grows steadily and roughly linearly, from about \$2M at Year 0 to around \$11M by Year 5, representing ongoing capital deployment. Cumulative cost savings start near \$0 but overtake total investment by around Year 3, accelerating sharply to reach about \$16M by Year 5, the highest value of the three curves. Innovation/IP value starts flattest, staying below \$2M through Year 2, then curves upward to reach roughly \$8M by Year 5. The overall pattern suggests a typical GCC maturity curve: upfront investment dominates early on, but cost savings compound and overtake investment within a few years, while innovation/IP value builds more slowly before accelerating in later years, together illustrating a positive long-term ROI trajectory.

GCC Capital Deployment Trends

Capital Deployment : Real Estate, Services, Talent & AI Infrastructure (2021–2026E)



The stacked bar chart shows capital deployed (in US\$ billion) across four categories of GCC-related infrastructure and services in India, from 2021 through 2026 (estimated). The four segments are GCC Real Estate (the largest and base layer throughout); GCC-as-a-Service; HR Tech & Talent; and AI & Data Infrastructure. Total capital deployment grows steadily each year, from under \$5B in 2021 to over \$20B by 2026E, roughly a 4-5x increase over the period. GCC Real Estate remains the dominant category throughout, though the newer segments (especially AI & Data Infrastructure and HR Tech & Talent) appear to grow as a larger share of the mix in later years, reflecting diversification beyond just physical real estate into tech-enabled and service-oriented GCC investments. The tooltip highlights that GCC-as-a-Service accounted for \$1.8 billion of capital in 2024 specifically.



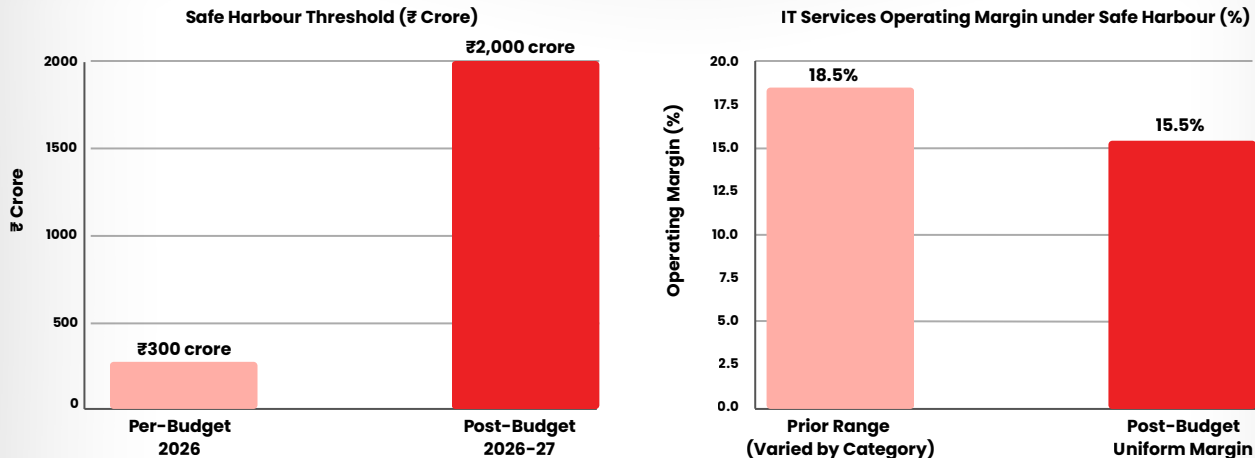
Chapter

08



**POLICY &
ECOSYSTEM**

Budget 2026-27: Safe Harbour Reform for GCCs / IT Services



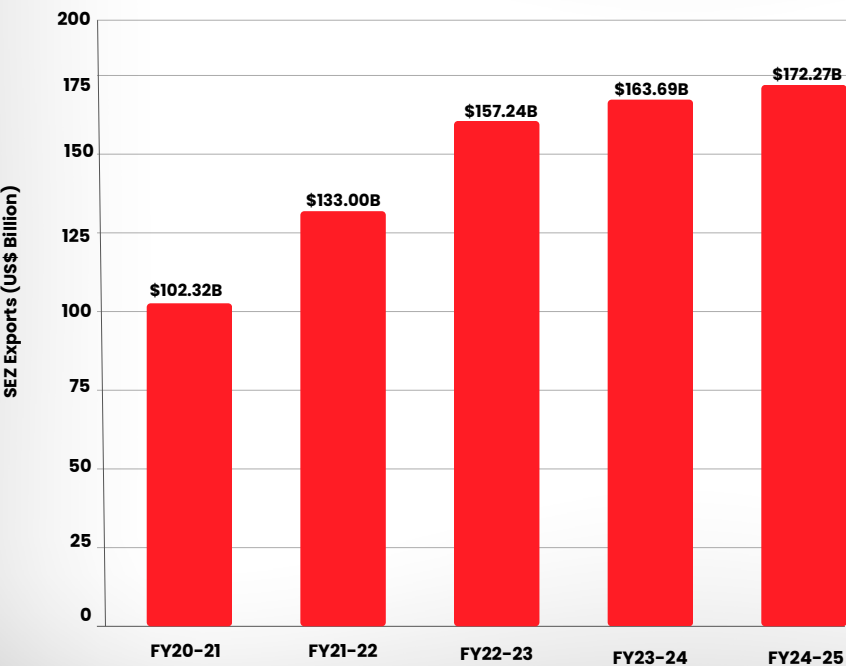
The two-panel chart illustrates a proposed safe harbor reform in India's budget 2026-27, targeted at GCCs and IT services companies. The left panel shows the Safe Harbor threshold jumping from ₹300 crore pre-Budget 2026 to ₹2,000 crore post-Budget 2026-27, a roughly 6.7x increase in the revenue threshold under which companies can qualify for simplified transfer-pricing treatment. The right panel shows the corresponding operating margin requirement under Safe Harbor shifting from a prior range that varied by category (represented at 18.5%) to a uniform post-budget margin of 15.5%, suggesting a lower, standardized margin threshold applies across categories going forward.

Key Indian Policy and Tax Reforms Impacting GCCs (2025–2026)

Category	Measure	Details / Impact for GCCs
Direct Tax	Safe Harbour threshold expansion	Raised from ₹300 crore to ₹2,000 crore, with a uniform 15.5% operating margin for IT/ITeS, automated approvals, and extended transfer-pricing certainty to large, mature GCCs for the first time.
Direct Tax	MAT rationalisation	Simplifies minimum alternate tax provisions applicable to GCC and IT-services entities.
Direct Tax	Faster Advance Pricing Agreements (APAs)	Quicker APA resolution timelines reduce transfer-pricing disputes and litigation overhang.
Direct Tax	Data center services tax certainty	Long-term tax certainty for foreign companies procuring data center services from India.
Indirect Tax	GST removal of 'intermediary services' from place-of-supply rules	Restores zero-rating for IT/ITeS exporters and is expected to reduce GST litigation.
Indirect Tax	Customs automation	Better automation makes it easier to import the key technology infrastructure (servers, networking gear).
SEZ	One-time concessional DTA sales	Eligible SEZ manufacturing units may sell a prescribed share of output in the Domestic Tariff Area at concessional duty, linked to export performance.
SEZ	Extended incentives for cloud & data center operations in SEZs	Aims to draw global tech and manufacturing firms into SEZ-based delivery models.
SEZ Policy	SEZ 2.0 reform committee	A 17-member committee was notified (March 2026) to overhaul the SEZ Act, 2005, shifting from export-linked to investment-linked, WTO-compatible incentives.

SEZ & IT Park **Data**

India SEZ Export Trend (FY 2020-21 to FY 2024-25)



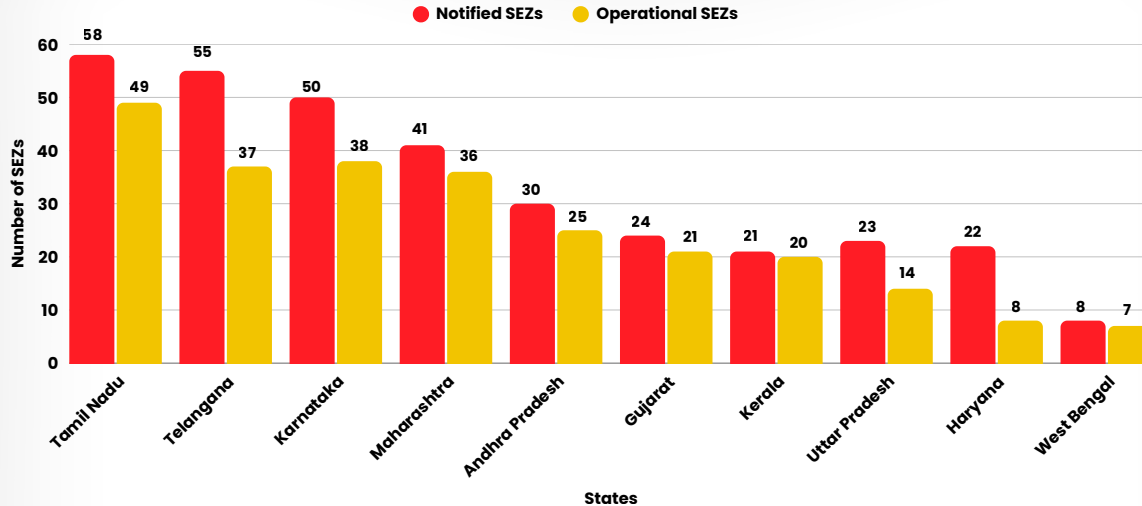
The bar chart tracks India's SEZ (Special Economic Zone) export values in US billion dollars from FY2020-21 to FY2024-25, showing steady year-on-year growth: \$102.32B (FY20-21), \$133.00B (FY21-22), \$157.24B (FY22-23), \$163.69B (FY23-24), and \$172.27B (FY24-25), roughly 68% cumulative growth over the five years. A footnote adds further context: as of December 2025, SEZ employment stood at 31.73 lakh persons with a cumulative investment of ₹7.86 lakh crore, and SEZ exports for Apr-Dec FY25-26 had already crossed ₹11.70 lakh crore, up 32.02% YoY.

State-wise Distribution of SEZ

State/UT	Notified SEZs	Operational SEZs	Rank (Operational)	State/UT	Notified SEZs	Operational SEZs	Rank (Operational)
Tamil Nadu	58	49	1	Chandigarh	2	2	15
Karnataka	50	38	2	Chhattisgarh	2	1	16
Telangana	55	37	3	Jharkhand	2	1	16
Maharashtra	41	36	4	Arunachal Pradesh	1	0	18
Andhra Pradesh	30	25	5	Bihar	2	0	18
Gujarat	24	22	6	Goa	3	0	18
Kerala	20	19	7	Manipur	1	0	18
Uttar Pradesh	23	14	8	Nagaland	2	0	18
Haryana	22	8	9	Delhi (NCT)	0	0	18
West Bengal	8	7	10	Puducherry	0	0	18
Madhya Pradesh	8	6	11	Sikkim	0	0	18
Odisha	5	5	12	Tripura	1	0	18
Punjab	3	3	13	All India Total	368	276	—
Rajasthan	6	3	13				

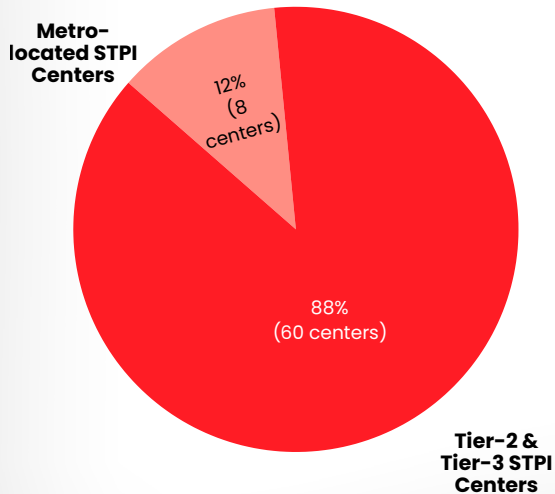
Top 10 States by Notified & Operational SEZs

Top 10 States by Notified & Operational SEZs (as on 18 March 2025)



This grouped bar chart compares the number of notified SEZs (red) against operational SEZs (yellow) across India's top 10 states. Tamil Nadu leads with 58 notified and 49 operational SEZs, followed by Telangana (55 notified, 37 operational) and Karnataka (50 notified, 38 operational). Maharashtra (41/36) and Andhra Pradesh (30/25) round out the upper tier, while Gujarat (24/21), Kerala (21/20), and Uttar Pradesh (23/14) form the middle group. Haryana (22/8) and West Bengal (8/7) rank lowest. Notably, Uttar Pradesh and Haryana show the widest gaps between notified and operational SEZs, suggesting slower conversion of approved zones into active ones compared to states like Kerala, where nearly all notified SEZs are operational.

STPI Network: Metro vs Tier-2/3 Distribution



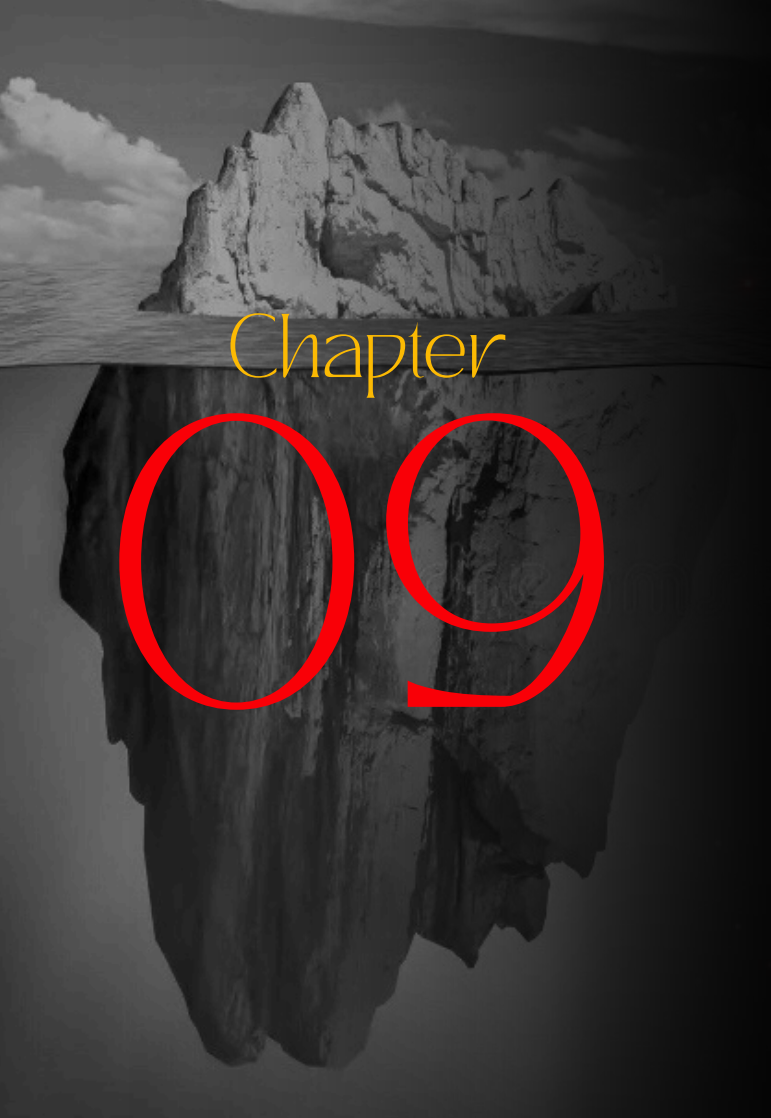
68 Total Centers as of FY 2024-25

The graph presents the geographical distribution of Software Technology Parks of India (STPI) centers, segmented into two clear categories: metro-located centers and those situated in Tier-2 and Tier-3 cities. The data reveals a pronounced urban-centric skew, with metro-located STPI centers commanding a dominant 88% share of the total. This leaves a mere 12% for Tier-2 and Tier-3 STPI centers, a striking disparity of 76 percentage points between the two segments. This overwhelming concentration in metropolitan areas underscores a strategic focus on established tech hubs, which historically offer superior infrastructure, talent pools, and connectivity. However, the stark underrepresentation of centers in smaller cities also highlights a significant untapped potential. The marginal 12% allocation suggests that tier-2 and tier-3 regions remain largely on the periphery of the STPI ecosystem, pointing to a critical need for policy interventions aimed at decentralizing IT growth and encouraging innovation beyond India's major urban corridors.

State-wise GCC Policies

State	Policy (Year)	Targets	Rank (Operational)
Karnataka	GCC Policy 2024–29	500 GCCs; 350K jobs; US\$50B output	Internship, rental & EPF reimbursement; ₹100 cr AI Fund; Nano GCC support
Uttar Pradesh	GCC Policy 2024	1,000 GCCs; 500K+ jobs	100% stamp duty waiver; ₹25 cr CAPEX subsidy; ₹40–80 cr OPEX support
Andhra Pradesh	IT & GCC Policy 4.0 (2024)	GCC hub across major cities	25% CAPEX subsidy, 50% rental support, 6-month salary reimbursement
Maharashtra	GCC Policy 2025	400 GCCs; 400K jobs	20% CAPEX subsidy; payroll incentives, and sector-specific clusters
Gujarat	GCC Policy 2025–30	250+ GCCs, ₹10,000 cr investment, 50K+ jobs	CAPEX & OPEX support; 10-year GIFT City tax holiday
Tamil Nadu	Budget 2024–25	Hiring growth across key corridors	Payroll subsidy (30%–10% over 3 years); capital grants

State	Policy (Year)	Targets	Rank (Operational)
Telangana	GCC Ecosystem Framework	Strengthen Hyderabad GCC ecosystem	Single window clearance; skilling; prototyping, and selective tax support
Madhya Pradesh	GCC Policy 2025	50+ GCCs; 37K+ jobs	Up to 40% CAPEX subsidy; payroll & R&D incentives
Rajasthan	GCC Policy 2025	200+ GCCs; 150K jobs	50% training reimbursement; 25% green project subsidy
Odisha	GCC Policy 2025	5 GCC hubs; ₹1,000+ cr investment; 50K+ jobs	30% CAPEX subsidy; relocation support; internship subsidy
Bihar	GCC Policy 2026	First 25 GCCs	30% CAPEX subsidy; lease, power & cloud reimbursement; renewable energy support

A grayscale image of an iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while the much larger, jagged base is submerged below. The sky is cloudy.

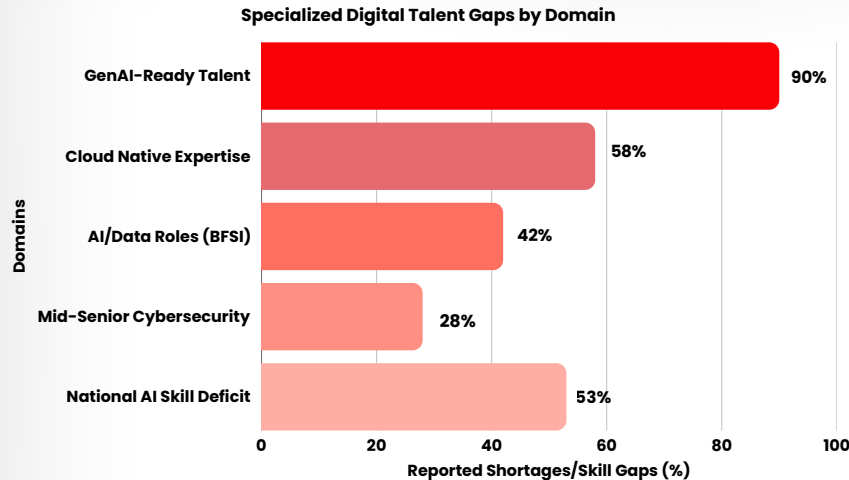
Chapter

09

A dark background featuring a glowing circuit board pattern with red and white lines and dots, resembling a digital or technological theme.

**HIDDEN RISKS -
CRACKS IN THE
FOUNDATION**

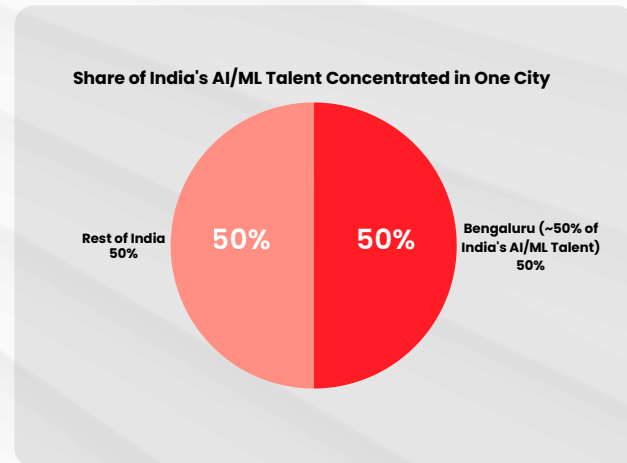
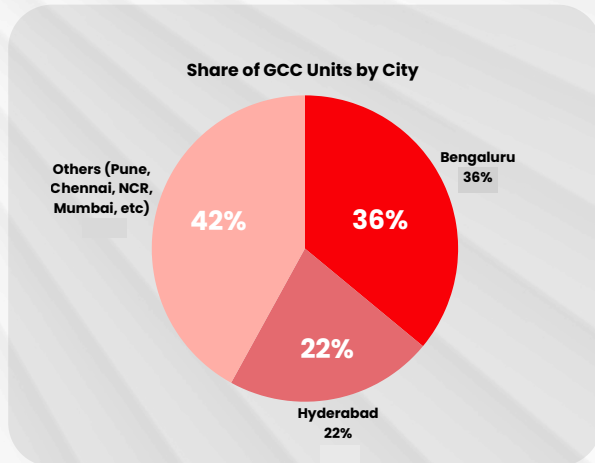
Gaps in Specialized Digital Talent



Overall, the data illustrates a clear transition in India's talent landscape from addressing workforce scale to developing deep, specialized expertise. Organizations that invest in continuous upskilling, industry-academia collaboration, AI-focused learning pathways, and internal talent development will be better positioned to overcome these shortages and sustain digital transformation in the coming decade.

The data underscores a widening disconnect between the pace of digital transformation and the availability of specialized talent. GenAI-ready professionals face the most acute shortage (90%), reflecting the rapid acceleration of enterprise AI adoption and limited workforce readiness. Significant gaps in cloud-native expertise (55–60%), the national AI talent pool (53%), and AI/data roles within BFSI (42%) further highlight the growing scarcity of advanced digital capabilities. Even established domains such as mid-to-senior cybersecurity (25–30%) continue to experience persistent talent shortages. Collectively, these trends suggest that access to specialized digital skills has become a strategic differentiator, compelling enterprises and GCCs to invest more heavily in upskilling, strategic hiring, and AI-focused workforce development to sustain innovation and growth.

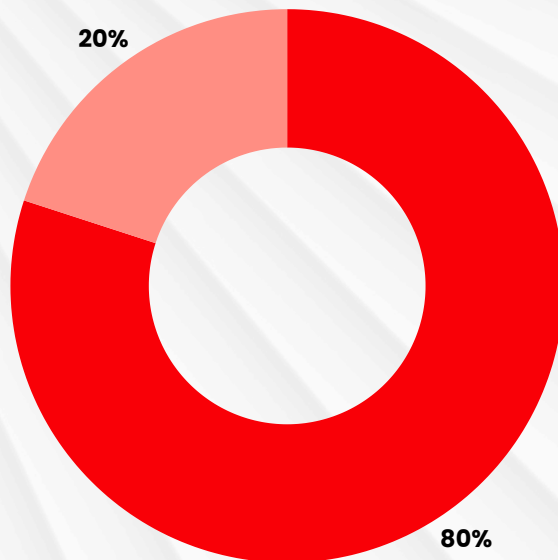
Concentration Risk



The charts highlight the growing concentration of India's GCC ecosystem and advanced AI talent in a few metropolitan hubs. Bengaluru alone accounts for 36% of all GCCs and nearly 50% of the country's AI/ML talent, while Hyderabad hosts another 22% of GCC units, leaving the remaining 42% distributed across cities such as Pune, Chennai, NCR, and Mumbai. This geographic concentration creates increasing ecosystem risk, including intensified competition for talent, rising operating costs, wage inflation, and infrastructure pressures. The data underscores the strategic need for organizations to diversify into emerging Tier-I and Tier-II locations to access scalable talent pools and build more resilient GCC operations.

Growing Leadership **Readiness Gap**

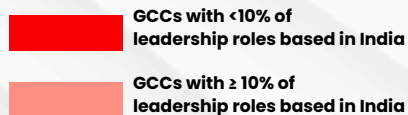
The Leadership Localization Gap



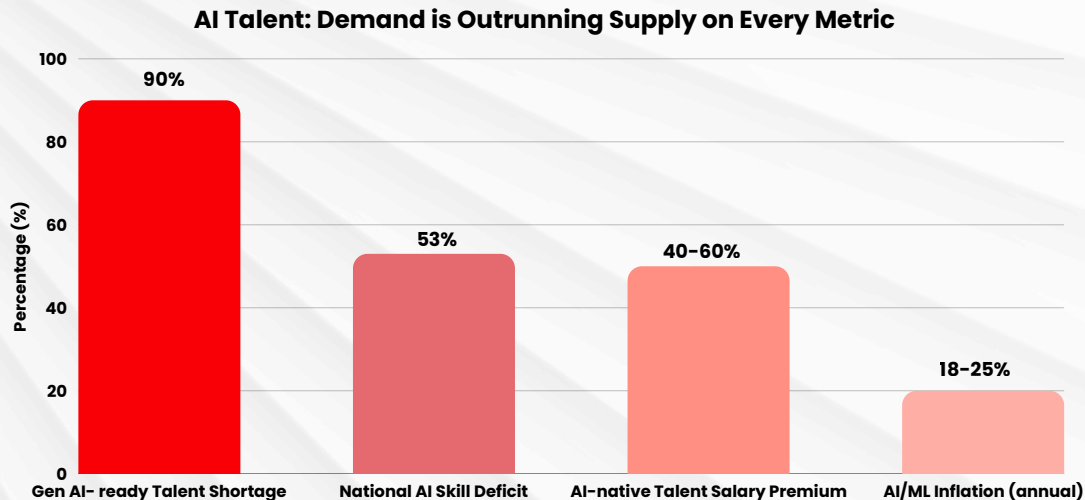
The chart highlights a significant leadership localization gap within India's GCC ecosystem, where nearly 80% of GCCs have fewer than 10% of their leadership roles based in India. While GCCs have evolved beyond delivery centers into strategic innovation hubs, senior decision-making continues to remain concentrated at global headquarters.

At the same time, demand for experienced leaders is accelerating, with global leadership roles in Indian GCCs growing by nearly 40% annually to exceed 6,500 positions in 2024. This trend is expected to intensify as mid-to-senior professionals account for nearly 77% of GCC hiring by 2025, and 56% of new roles created in H1 2026 target talent with 4–10 years of experience.

However, many organizations continue to rely on reactive rather than structured succession planning, creating a leadership readiness gap that could constrain the next phase of GCC growth. Strengthening local leadership pipelines and succession strategies will therefore be critical to sustaining India's transition from an execution hub to a global innovation and decision-making center.

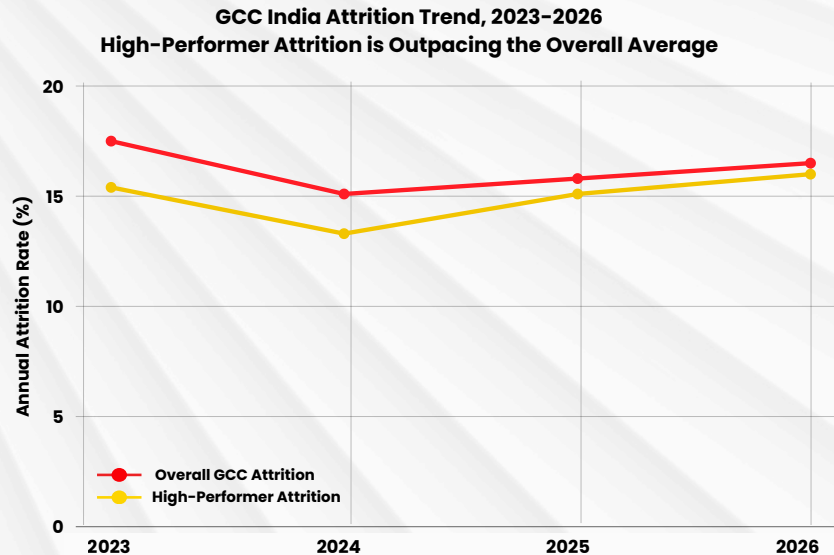


AI Demand–Supply Gap in Talent



The chart illustrates a structural imbalance between AI talent demand and workforce availability, with every key metric signaling a tightening talent market. GenAI-ready talent faces the most critical shortage (90%), while the national AI skill deficit (53%) highlights the limited pipeline of qualified professionals. This scarcity is driving a 40–60% salary premium for AI-native talent and annual AI/ML salary inflation of 18–25%, intensifying competition for specialized expertise. The findings suggest that AI talent has become a strategic constraint on enterprise transformation, compelling organizations and GCCs to accelerate upskilling, strengthen academia-industry partnerships, and adopt AI-led workforce development strategies to remain competitive.

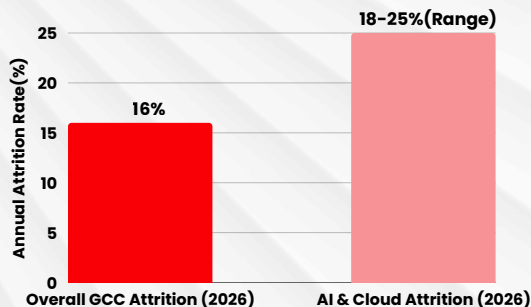
Surging Attrition in Critical Roles



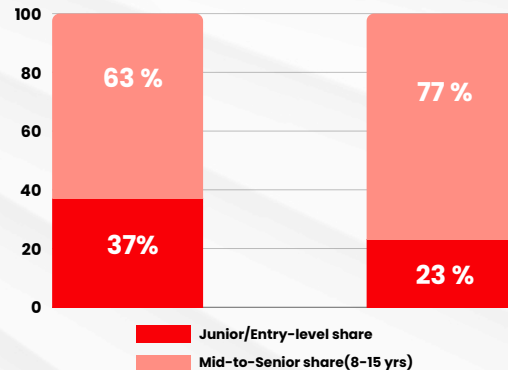
India's GCC attrition trends reveal that while overall employee attrition has rebounded to 16.0% in 2026, the more pressing challenge is the consistently higher attrition among top performers, which reached 16.5%. Although the gap between overall and high-performer attrition has narrowed since 2023, organizations continue to lose their most critical talent at a faster pace. This underscores the need for GCCs to move beyond competitive compensation and invest in differentiated career pathways, leadership development, meaningful work, and AI-enabled workforce strategies to retain high-impact talent.

From Hiring to Retention: The Evolving GCC Talent Landscape

Critical-Skill Roles Attrite Faster Than The Organization Average
Tenure in AI/Cloud Roles Has Compressed to 18-24 Months



GCC Hiring Is Shifting Toward Experienced Talent
Mid-to-Senior Hiring Share, 2023 VS 2025



The talent challenge in India's GCC ecosystem is becoming increasingly concentrated in high-demand digital domains. While overall GCC attrition stands at 16%, AI and cloud roles experience significantly higher attrition of 18-25%, with average employee tenure shrinking to just 18-24 months. This highlights intense competition for specialized talent as enterprises accelerate AI-led transformation. Going forward, sustained success will depend not only on hiring but also on building strong internal talent pipelines, continuous upskilling, and differentiated retention strategies for critical digital skills.

India's GCC hiring strategy is rapidly shifting toward experienced professionals as centers take on more strategic, innovation-led mandates. Between 2023 and 2025, the share of mid-to-senior hires (8-15 years' experience) increased from 63% to 77%, while entry-level hiring declined from 37% to 23%. This reflects the growing demand for specialized expertise, leadership capability, and domain knowledge, signaling that future GCC growth will be driven more by high-value talent than workforce scale alone.



Chapter

10

**ROAD TO 2040:
A FUTURISTIC
OUTLOOK**

Overall Indian GCC Ecosystem: Key Macro Projections (2025–2040)

Metric	2026 (Current Base)	2030 (Projected)	2040 (Projected)
Total Number of GCCs	2,100+	~3,500	~9,000
Total Employment (Professionals)	~2.4 Million	~2.5 – 3.5 Million	~8 Million
Annual Economic Value (Revenue)	~\$98.5 Billion	~\$200–225 Billion	~\$980 Billion
Contribution to India's GDP	~2.37%	~3.5% (by 2030)	~7.10%
Average Workforce per GCC	~1,050	~1,000	~900 (Shift to smaller, high-value teams)

India's Global Capability Center (GCC) ecosystem is poised for a dramatic transformation over the next decade. While the number of GCCs is projected to grow from over 2,100 in 2026 to nearly 9,000 by 2040, the real story lies in the evolution of value creation rather than scale alone. Economic contribution is expected to surge from \$98.5 billion to \$980 billion, with GCCs accounting for over 7% of India's GDP.

At the same time, the average workforce per center is likely to decline, reflecting a shift toward AI-enabled, highly specialized, and high-value operations. This signals India's transition from being the world's preferred delivery hub to becoming a global center for innovation, digital engineering, and enterprise transformation.

Strategic Control & Operating Model Shift (2025 vs. 2040)

Operating Model Parameter	2025 Scenario	2040 Scenario
Primary Mandate	Global delivery & back-office operations (Cost-arbitrage focus).	Enterprise-wide strategic mandates (Innovation, R&D, and AI governance).
% of GCCs Managing Strategic Mandates	~25% (Primarily Tier-1 captives of Fortune 500s).	~45% (Including mid-sized enterprises and Nano GCCs).
Preferred Operating Model	Large, centralized delivery centers (1,000+ employees).	"Nano GCCs" (Compact, specialist teams of 10–150 people for high-value innovation).
Core Value Proposition	Operational efficiency & cost savings.	Intellectual Property (IP) creation, product engineering, and enterprise AI leadership.

India's GCC operating model is expected to undergo a fundamental transformation by 2040, evolving from large, cost-driven delivery centers to innovation-led strategic enterprises. As nearly 45% of GCCs take on enterprise-wide mandates, organizations will increasingly adopt Nano GCCs, small, specialized teams focused on AI, product engineering, and R&D. This shift reflects a broader transition from delivering operational efficiency to creating intellectual property, driving enterprise innovation, and shaping global business strategy, positioning India as a hub for high-value decision-making rather than execution alone.

Sector-Wise Evolution & Strategic Role by 2040

Sector	Primary Role & Function by 2040	Key Change from 2025
Space Tech	R&D hub for satellite data analytics, space mission engineering, and commercial launch support systems.	Move from basic data processing to full-spectrum mission-critical engineering and design.
Legal Tech	AI-driven contract lifecycle management, global compliance automation, and predictive legal analytics.	Shift from manual legal processing to developing proprietary AI algorithms for global legal operations.
Agritech	Innovation lab for precision agriculture, AI-powered global supply chain optimization, and food security analytics.	Evolution from farm-management apps to developing global solutions for sustainable and scalable farming.
Artificial Intelligence (AI) & Analytics	Core engine driving all GCC operations; centers for enterprise-wide AI governance, model development, and product innovation.	Transition from a support function to the central strategic control hub for global enterprise AI.
Semiconductors & EV	Specialized "Nano GCCs" handling niche R&D, chip design, and electric vehicle powertrain systems.	Emergence of compact, deep-expertise teams focused on cutting-edge hardware-software integration.
Digital Engineering	Centers of Excellence (CoEs) for digital product design, IoT, cloud engineering, and full-stack product development.	Move beyond maintenance and support to becoming primary R&D partners for global product roadmaps.

Emerging GCC Hubs – Tier-2 & Tier-3 City Expansion

Hub Type	Key Cities / Destinations	Projected Share of New GCCs (by 2030)	Key Drivers & Incentives
Traditional Tier-1 Hubs	Bengaluru (~950), Hyderabad (~350), Chennai (~280), Pune (~200), Gurugram (~170).	~70-80% (Retain majority but growth saturates).	Established ecosystem, leadership talent, and better international connectivity.
Emerging Tier-2 Hubs	Coimbatore, Indore, Kochi, Vizag, Ahmedabad, Jaipur.	20-30% of all new GCCs.	40-60% lower real estate costs; 10-15% lower attrition rates; large untapped engineering talent pool.
Emerging Tier-3 Hubs	Nashik, Nagpur, Bhopal, Kanpur, Mysuru, Hubballi.	Rapidly growing (Targeted by state policies).	Aggressive state-level incentives (subsidies, tax breaks) and improving infrastructure.
Policy-Driven Destinations	Navi Mumbai (Maharashtra), Noida-NCR (UP).	High growth corridors.	Dedicated GCC policies with fiscal benefits, R&D support, and plug-and-play office spaces.

India's GCC expansion is entering a multi-city growth phase. While established Tier-1 hubs will continue to host the majority of new GCCs due to their mature ecosystems and leadership talent, future growth is increasingly shifting toward Tier-2 and Tier-3 cities.

Lower operating costs, stronger talent availability, reduced attrition, and targeted state incentives are making these emerging locations attractive for new investments.

As state governments compete through dedicated GCC policies and infrastructure development, India's next wave of GCC expansion will be defined by a more geographically diversified and resilient ecosystem.

Scaling Strategy by 2040 – The 3 Pillars (Enterprise, Policy, Talent)

Scaling Pillar	Detailed Strategy	Specific Data / Projections for 2040
Enterprise Drivers	Democratization of GCCs beyond Fortune 500s. Mid-sized global enterprises will set up captives in India.	By 2040, 80% of all GCCs will be operated by mid-sized enterprises. Over 7,000 new centers will be established by this cohort.
Government Policy Support	States are launching aggressive, dedicated GCC policies to attract investments, offering financial subsidies, rental reimbursements, and R&D grants.	• Maharashtra: Targets 400 new GCCs & 4 lakh jobs with ₹11,702 crores outlay. • Uttar Pradesh: Aims for 1,000+ GCCs & 5 lakh jobs. • Karnataka: Plans to add 500 GCCs via its 'Beyond Bengaluru' policy with R&D incentives.
Talent Architecture (Upskilling)	Massive upskilling and academia-industry collaboration to build a specialized workforce in AI, R&D, and digital engineering.	Workforce to grow from 2 million to 8 million by 2040. Collaboration with IITs, IIMs, and industry bodies to build a "Talent Architecture for GCC 4.0" to bridge the skills gap.

India's path to 9,000 GCCs by 2040 will be driven by the convergence of enterprise demand, proactive government policies, and a future-ready talent ecosystem. As GCC adoption expands beyond Fortune 500 companies to mid-sized global enterprises, dedicated state incentives and large-scale investments in AI and digital skills will accelerate ecosystem growth. Together, these forces will transform India from the world's leading GCC destination into the global epicenter for enterprise innovation, engineering excellence, and strategic capability development.

High-Level Roadmap – Milestones to 2040

Timeframe	Key Milestones & Expected State of GCCs
By 2027	Tier-2 city expansion accelerates. First wave of "Nano GCCs" in Semiconductors and Space Tech emerge. AI becomes a standard offering, not a differentiator.
By 2030	The GCC ecosystem is worth nearly \$225 billion in value. 20-30% of new centers are in non-metro cities. Mid-sized enterprises begin dominating new GCC setups. State policies mature and compete aggressively.
By 2035	Strategic mandates (AI governance, IP creation) surpass delivery mandates in value contribution. Indian GCCs become global R&D headquarters for many mid-sized MNCs.
By 2040	~9,000 GCCs employing 8 million professionals, contributing ~7% to India's GDP. India solidifies its position as the world's primary hub for enterprise innovation, R&D, and AI stewardship, with a decentralized network of innovation hubs across the country.

India's GCC ecosystem is projected to evolve from a global delivery hub into the world's leading center for enterprise innovation over the next 15 years. The journey will be marked by the rise of AI-native operations, Nano GCCs, and Tier-2 expansion in the near term, followed by a shift toward strategic R&D and IP creation by 2035. By 2040, a geographically diversified network of nearly 9,000 GCCs is expected to position India as the global headquarters for enterprise innovation, AI governance, and next-generation capability development.



AWARDS & RECOGNITION

Recognizing the Capability Culture and Innovation of India's Global Capability Centers

Categories of Recognition Earned by Indian GCCs



Recognitions dedicated to GCC capability generally fall into five broad categories:

01

Workplace Culture Excellence:

Independent, survey-based Excellence of employee trust, fairness, and workplace experience, the most common and widely tracked recognition among Indian GCCs, renewed annually.

02

Diversity, Equity & Inclusion (DEI) Recognition:

benchmarking of gender representation, inclusive hiring, and equitable leadership pipelines, plus specific indices for LGBTQ+ workplace equality and disability inclusion.

03

Innovation & Technology Excellence:

recognition for patent output, R&D depth, and the maturity of a center's innovation culture often reflecting a GCC's shift from support functions to product ownership.

04

Global Capability & Operational Excellence:

recognition of a center's scale, service maturity, and strategic value to its global parent including "most admired GCC" and best-in-class shared-services/GBS distinctions.

05

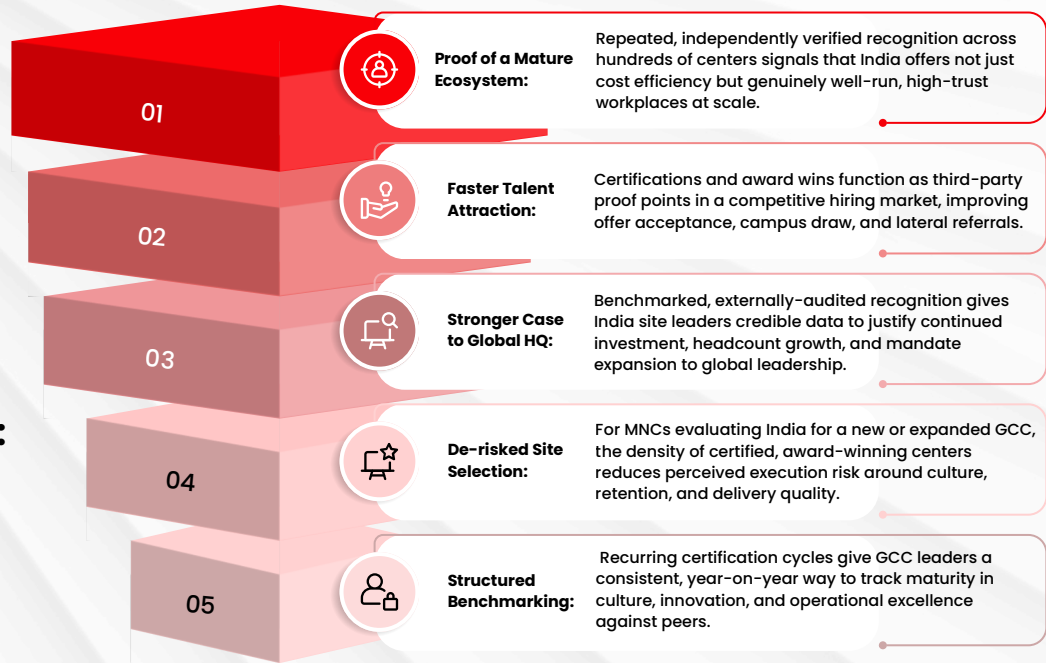
ESG, Safety & Governance Certifications:

green-building (LEED/IGBC) certifications for GCC campuses, safety accreditations, and responsible-business recognitions that increasingly factor into site-selection decisions.

Illustrative GCC Profiles and Their Recognitions

GCC Profile (India Location)	Category	Year	Recognition Earned
A Leading Global Retail-Tech GCC (Bengaluru)	Workplace / DEI	2017–2024	Certified great workplace in India (2024); featured in a Best Companies for Women in India list for eight consecutive years
A Leading Global Retail GCC (Bengaluru)	Workplace / DEI	2024	Workplace-certified for the fourth consecutive year; ranked in the Top 10 GCCs on a national gender-diversity Hall of Fame list
A Global Banking & Financial Services GCC (Pune / Bengaluru)	Workplace / DEI	2024–2025	“Top Employer 2025” certification; recognized for diversity & inclusion policies among large employers in 2024
A Global Consumer Electronics R&D GCC (Bengaluru)	Innovation	2015, 2017, 2020	Recognized as a “great place to innovate” three times for its R&D culture, patent output, and AI/IoT capability
A Global Investment Banking GCC (Bengaluru)	Capability	2025	Named “Most Admired GCC of the Year,” reflecting its role as the firm’s second-largest global hub for live risk and trading systems
A Global Marketing & Technology GCC (Chennai)	Workplace	2022–2025	Certified as a best place to work for four consecutive years as it scaled into a full global capability center
A Global Retail GBS Center (Bengaluru)	Capability	2023	Won a global “Best GBS” distinction, recognizing service innovation and value delivered beyond process efficiency
A Global Banking GBS Center (Chennai / Bengaluru)	Workplace / DEI	2022–ongoing	Certified great workplace; Gold-rated on a national LGBT+ workplace equality index for two consecutive years

Why this matters for MNCs Establishing GCC in India:



GLOSSARY

- **APA—Advance Pricing Agreement:** a formal agreement between a taxpayer and tax authority that fixes transfer pricing terms in advance to avoid disputes.
- **BOT Model—Build, Operate, Transfer:** a GCC setup model where a service provider builds and operates a center before transferring ownership to the client.
- **Captive Center** – A wholly owned offshore unit established and controlled by a multinational enterprise, as opposed to an outsourced vendor arrangement.
- **CER**—City Economic Region: an Indian government initiative to develop Tier 2 and Tier 3 city infrastructure through challenge mode financing.
- **CoE**—Center of Excellence; a specialized unit within a GCC focused on building deep capability in a specific domain.
- **CSRD**—Corporate Sustainability Reporting Directive: a European Union regulation mandating sustainability disclosures, cited as a driver of ESG GCC growth.
- **DTA**—Domestic Tariff Area; the part of India outside Special Economic Zones, distinguished for customs and tax purposes.
- **GCC**—Global Capability Center: an offshore unit owned and operated by a multinational enterprise to deliver technology, operations, or strategic functions.
- **GECIS**—General Electric Capital International Services; GE's offshore captive, later renamed Genpact, credited with industrializing the shared services model in India.
- **GIFT City**—Gujarat International Finance Tech City, India's international financial services center offering tax and regulatory incentives.
- **IFSC**—International Financial Services Centre.
- **Nano GCC**— A compact, highly specialized GCC team, typically ranging from 10 to 150 employees, focused on a narrow area of deep expertise.
- **OSDC**—Offshore Service Delivery Center: an evolved GCC model emphasizing dedicated, enterprise-owned operational capability rather than transactional outsourcing.
- **PE-Backed Unicorn**—A privately held company valued at over one billion dollars that has received private equity investment.
- **Safe Harbour**— A regulatory provision that allows companies meeting certain conditions to receive simplified tax treatment on transfer pricing.
- **SEZ 2.0**—The proposed overhaul of India's SEZ Act 2005, shifting incentives from export-linked to investment-linked models.
- **STPI**—Software Technology Parks of India: a government body supporting IT and software export infrastructure through a network of centers.
- **Transfer Pricing**—The pricing of transactions between related entities within a multinational group, regulated to prevent tax avoidance.

Inductus GCC: Service Models

Every organization enters India with different objectives. Some intend to establish a wholly owned Global Capability Center. Others require a dedicated operating team without creating a legal entity. Inductus supports both through operating models designed around ownership, governance, and long term business requirements.

Build Operate Transfer (BOT)

Establish— Stabilize— Transfer

Designed for organisations planning to own and operate their India centre independently. Inductus establishes the operation, builds the team, manages the initial operating phase, and transfers the people, infrastructure, and operational capability once the centre attains maturity.

Company Owned Partner Operated (COPO)

Ownership from day one — Operational support throughout

The client owns people, intellectual property, and business operations from inception. Inductus manages recruitment, infrastructure, compliance, administration, and day to day operations, allowing leadership teams to focus on building the business instead of managing the operating environment.

Offshore Service Delivery Center (OSDC)

Dedicated operations without establishing a local entity

An Offshore Service Delivery Center (OSDC) provides a dedicated operational team managed by Inductus and aligned to the client's governance, technology, and business objectives. Unlike conventional outsourcing, teams are built exclusively for one enterprise with a structured approach to capability development, operational governance, and continuous improvement.



+91-92346-92346

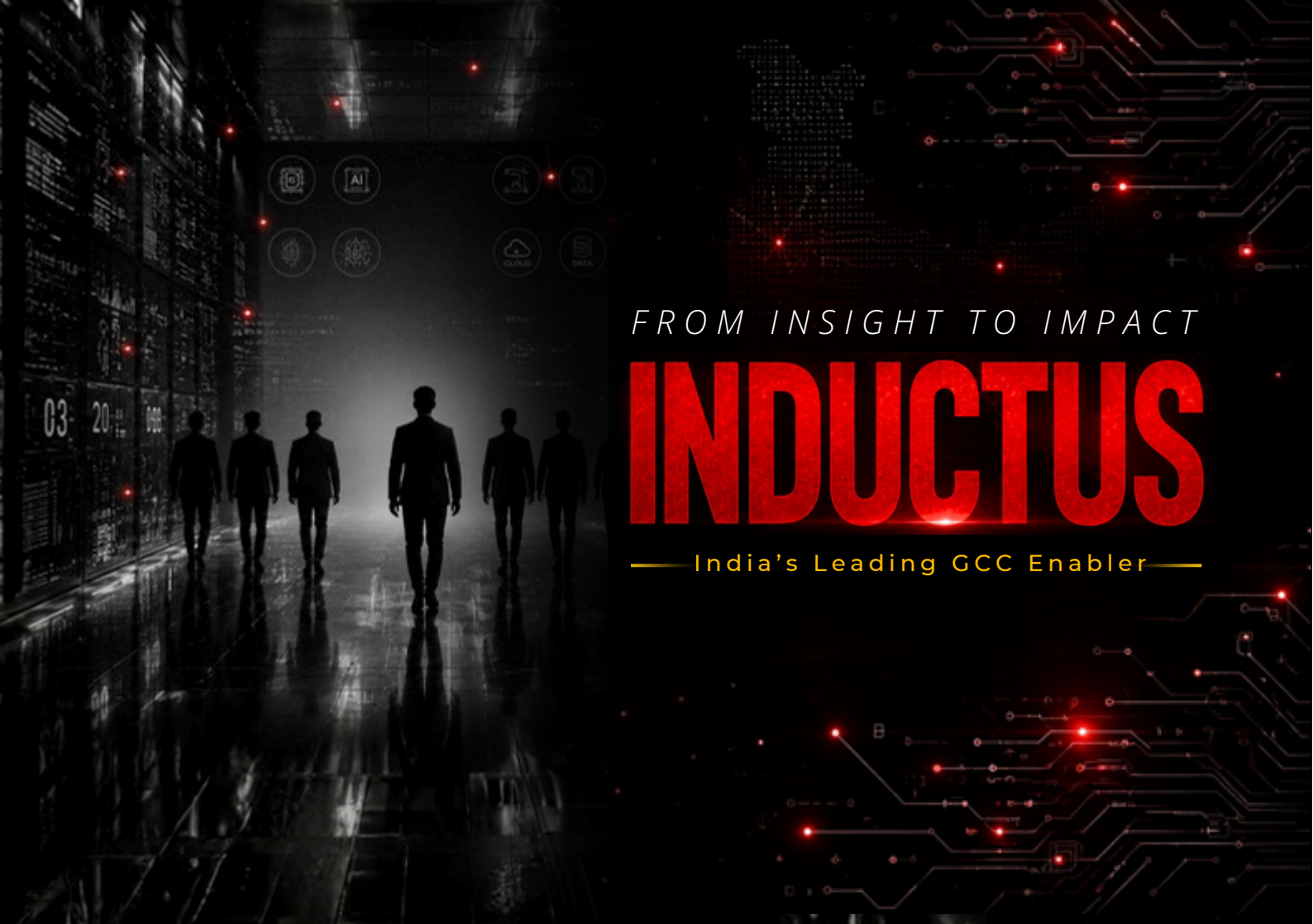


gcc@inductusgroup.com



www.indcutusgcc.com





FROM INSIGHT TO IMPACT

INDUCTUS

— India's Leading GCC Enabler —