

Global Capability Centers: Driving India’s Global Knowledge Economy

GCCs are captive or wholly owned centers established by multinational corporations to serve their global operations from India. Earlier, these centers were largely associated with back-office processing, IT support and cost savings. Today, they are increasingly handling high-value functions such as artificial intelligence, cybersecurity, product engineering, data science, finance transformation, legal operations, supply chain analytics, sustainability reporting and global R&D.

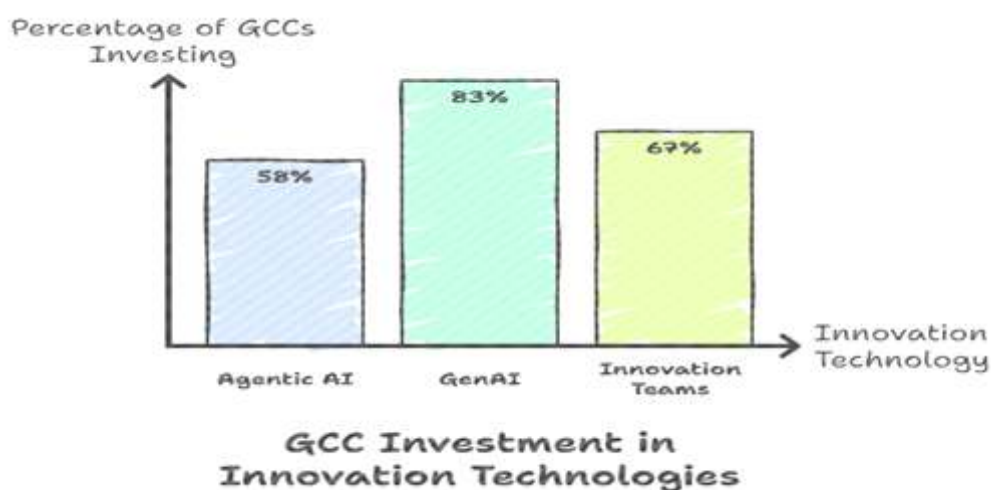
India’s GCC ecosystem has expanded to **2,117 centers operating across 3,728 units**, employing **2.36 million professionals** and generating **USD 98.4 billion in revenue as of FY26**, according to the **Nasscom-Zinnov India GCC Landscape Report 2026**. The number of GCCs has grown **32% since FY21**, with **506 Forbes Global 2000 companies** now operating GCCs in India.

Redefining India’s Service Economy

India’s GCC sector has emerged as a major pillar of the country’s services economy. Unlike traditional outsourcing models, GCCs are owned by global corporations and are closely integrated with their parent organizations. As a result, India-based teams are no longer limited to execution, but are contributing to enterprise strategy, product development, platform modernization and global business transformation.

The sector also has a measurable impact on India’s GDP. With India’s nominal GDP projected at around USD 4.15 trillion in 2026, GCC revenue of USD 98.4 billion is equivalent to approximately 2.4% of GDP. This is a significant contribution from a sector focused on high-value services such as technology, engineering, analytics, finance and digital transformation.

Further, EY’s GCC Pulse Survey 2025 shows that India-based GCCs are rapidly moving towards innovation-led growth with investments in agentic AI, GenAI, and creating dedicated innovation teams

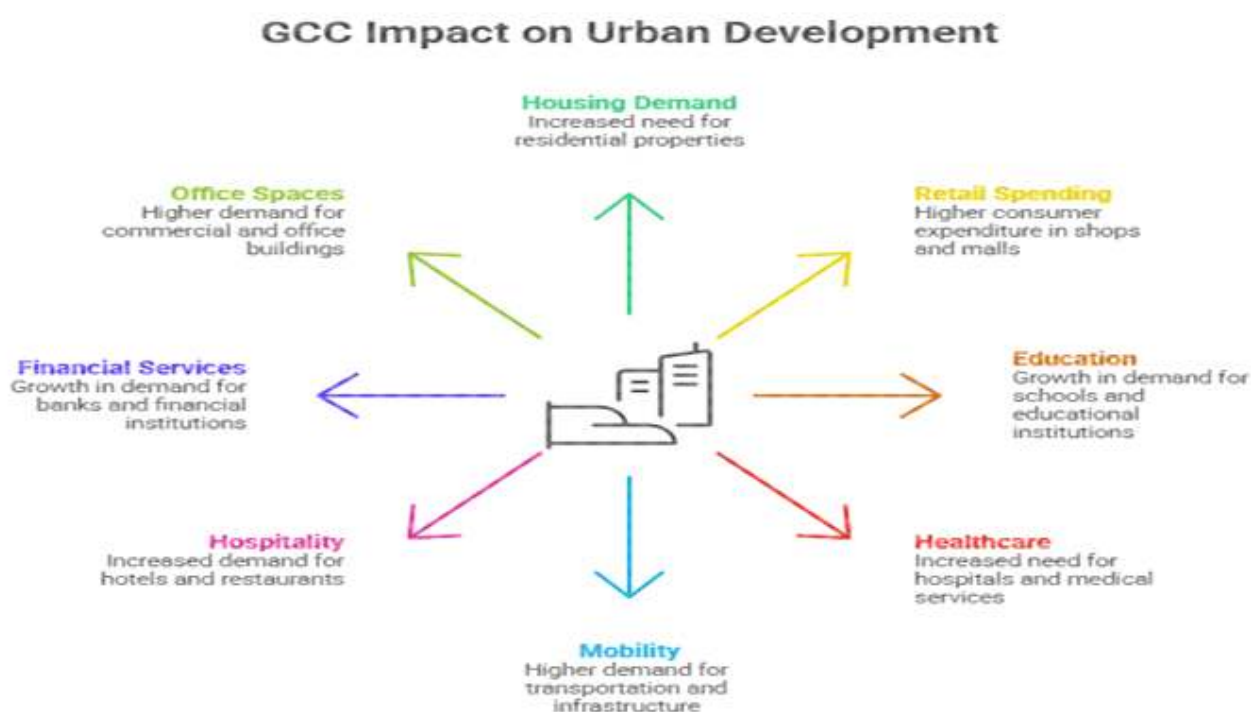


Supporting MSMEs, Startups and Domestic Innovation

The impact of GCCs extends to start-ups, suppliers, vendors, real estate developers, professional services firms, technology partners, staffing companies, training institutions, facility management providers and local MSMEs. Every GCC requires a wide ecosystem of support services including office infrastructure, cybersecurity, cloud services, HR consulting, transport, cafeteria services, legal advisory, compliance, recruitment, skilling and business travel.

This creates a strong ripple effect beyond direct employment. Since many of these requirements are fulfilled by Indian enterprises, each GCC investment helps circulate spending across the local economy and strengthens domestic business networks.

Accelerating Urban Development In India's Business Hubs



The induced impact comes from the consumption generated by GCC employees and related service providers. High-skilled professionals employed in GCCs contribute to housing demand, retail spending, education, healthcare, mobility, hospitality and financial services.

Cities with dense GCC clusters such as Bengaluru, Hyderabad, Pune, Mumbai, Chennai, Gurugram and Noida have seen strong demand for Grade-A offices, premium housing, co-working spaces, international schools and urban infrastructure.

Diversifying India's Export Basket

GCCs are a major contributor to India's services export strength. India's overall exports reached a record **USD 825.3 billion in FY25**, driven significantly by services exports, according to the Economic Survey 2025–26 highlights released by PIB. GCCs strengthen this export base by bringing foreign enterprise operations, digital platforms and high-value knowledge work into India.

The export impact is not limited to software. GCCs support global banks, retailers, energy companies, pharma companies, automakers, logistics firms and industrial manufacturers. This diversifies India's services export basket beyond conventional IT services and strengthens the country's resilience in global value chains.

Advancing India's High-Skill Talent Economy

GCCs are redesigning India's employment market by creating demand for advanced technical and managerial skills. India's GCC workforce of **2.36 million professionals** is now one of the largest pools of enterprise technology and business capability talent in the world.

The shift from back-office work to strategic global roles is pivotal. India-based teams now lead global products, manage cybersecurity operations, design AI models, conduct analytics for global markets and support board-level business decisions. This creates new career pathways for Indian professionals and encourages universities, skilling institutions and industry bodies to upgrade curricula.

Employment Area	Nature of GCC Work	Economic Benefit
Technology	Software, cloud, cybersecurity, AI/ML	High-value digital employment
Engineering & R&D	Product design, simulation, embedded systems	Innovation and IP creation
Finance & Risk	Global finance, audit, compliance, analytics	Professional services exports
Healthcare & Pharma	Clinical analytics, drug discovery, regulatory operations	Life sciences capability building
Retail & CPG	Customer analytics, supply chain, pricing, digital commerce	Global business process leadership
HR & Legal Operations	Global shared services, contracts, workforce analytics	Formal services employment

Fostering Regional Growth Beyond India's Major Metros

The next phase of growth is moving toward Tier-II and Tier-III cities. This is important for balanced regional development and reducing pressure on major metros.

Karnataka's GCC Policy 2024-2029 highlights that the state hosts **500+ GCCs** and accounts for **35% of India's GCC workforce**. Its "Beyond Bengaluru" initiative seeks to promote cities such as Mysuru and Mangaluru as future GCC locations.

Maharashtra has also approved its **Global Competence Centre Policy 2025**, aiming to establish **400 new GCCs by 2030**, attract **₹50,600 crore investment** and create four lakh skilled jobs, including in Tier-II and Tier-III cities such as Nashik, Nagpur and Chhatrapati Sambhajinagar.

Growing GCC Sectors in India

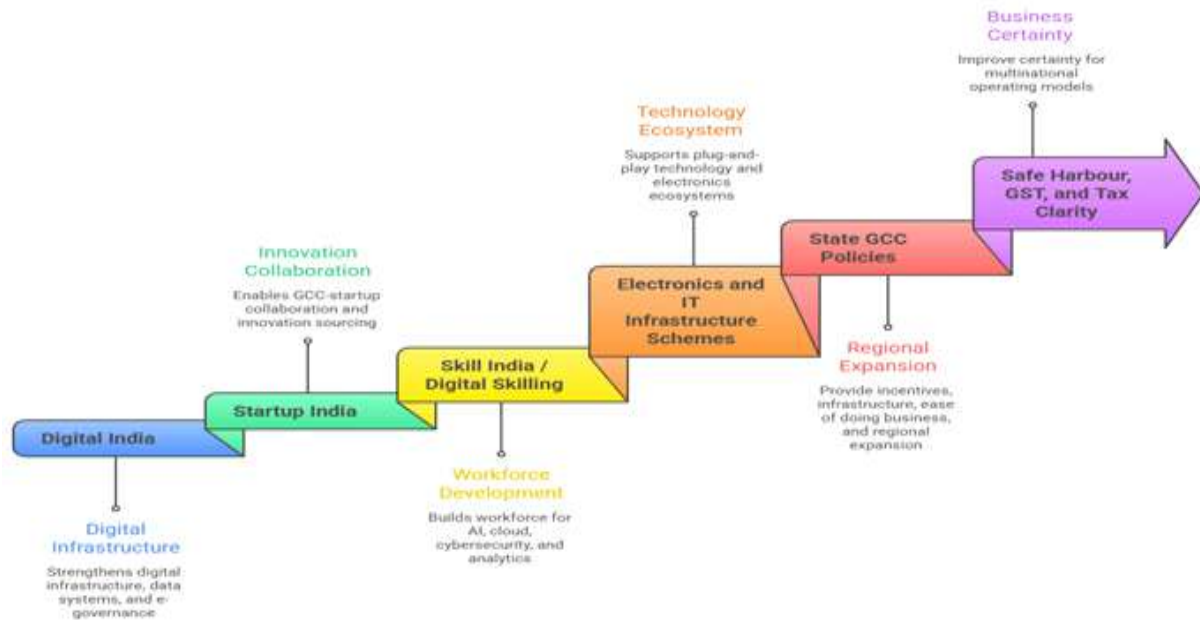
India's GCC ecosystem is concentrated in high-value sectors where global firms require digital, analytical and operational capabilities. While technology and BFSI remain the largest segments, newer demand is emerging from healthcare, manufacturing, retail, energy and supply chain functions.

Sector	Key GCC Functions in India	Growth Relevance
Software, Internet & IT Services	Product engineering, cloud, AI, cybersecurity, platform operations	Core strength of India's digital talent base
BFSI	Risk analytics, compliance, fintech platforms, fraud detection, finance operations	Strong presence in Mumbai, Pune, Bengaluru, Hyderabad, NCR
Healthcare & Pharmaceuticals	R&D analytics, regulatory support, clinical data, AI-led discovery	Rising demand from global pharma and medtech firms
Manufacturing & Automotive	Engineering design, digital twins, supply chain analytics, embedded software	Supports Make in India and Industry 4.0
Retail & Consumer Goods	Customer analytics, pricing, digital commerce, supply chain	Driven by global retail digital transformation
Energy & Sustainability	ESG analytics, clean energy operations, carbon accounting	Supports green transition and climate reporting
Logistics & Supply Chain	Control towers, route optimization, procurement analytics	Links India to global trade and supply chain resilience

Government Policies Supporting GCC Growth

India's policy environment is increasingly supportive of GCC expansion. At the national level, the Government of India has emphasized infrastructure, innovation, skilling and startup collaboration as key enablers. PIB notes that government-led initiatives have created a strong foundation for international companies to grow, collaborate and innovate in India. These include electronics and IT infrastructure support, startup development, DPIIT-recognized startup growth and digital skilling.

Key Indian Policies and Initiatives Supporting GCCs



EY India has noted that India's GCC sector is benefiting from policy shifts including tax reforms, safe harbour rules, GST clarity and incentives, which are helping improve competitiveness and global confidence.

Conclusion

The future of India's GCC ecosystem will depend on how effectively the country converts its current scale into long-term strategic advantage. The next phase must focus on deeper innovation, stronger industry-academia linkages, advanced digital infrastructure, wider participation of Tier-II cities and continuous upskilling in AI, cybersecurity, data science, finance, engineering and global operations.

For India, GCCs should not be viewed only as employment generators, but as platforms for building intellectual property, leadership capability, research excellence and global enterprise ownership from Indian soil. Policy support, faster approvals, stable tax frameworks, urban infrastructure and talent development will be critical to retain investor confidence and attract the next wave of high-value global mandates.

Going forward, India can position itself not merely as a destination for global capability delivery, but as a global command centre for technology, innovation and business transformation. With coordinated efforts from government, industry, academia and trade promotion institutions, GCCs can become a defining pillar of India's journey towards a knowledge-led, innovation-driven and future-ready economy.