GCC Landscape Report

2025

Leadership Foreword

Shweta Sawhney

Founder & CEO

altre

"India's GCC story has reached a decisive inflection point. The old cost-led delivery model has evolved into a global strategic capability model. The data in this report makes that shift unmistakably clear. 2025 saw a near-even split between new GCC setups and expansions, reflecting growing confidence in India as a permanent anchor even as existing GCC mandates are deepening. GCCs now own core innovation and global decision-support functions. This report is designed to move beyond headline growth and offer a grounded view of how cities, sectors, talent, and policy are shaping the next phase of GCC evolution. Having served over 10+ GCC clients over the last few years, our objective is to help decision-makers navigate this complexity with clarity, context, and conviction."

Anurag Tyagi

Founder & CEO - Build Tech

altre

"As GCCs continue to scale in size, scope, and strategic relevance, on-ground execution has become a critical differentiator. Speed-to-market, cost certainty, access to talent, and long-term operational resilience are now closely interconnected decisions. In the 2025 landscape, the shift is not only toward established hubs such as Bengaluru, Hyderabad, Pune, and Chennai, but also toward more sophisticated approaches to location strategy, micro-market selection, and delivery models. Growth in mature markets, the increasing adoption of flexible and managed office formats, and early decentralization into Tier-2 cities reflect a more nuanced, execution-led GCC strategy. We hope these insights support GCC leaders in translating strategic intent into outcomes that are scalable, efficient, and future-ready."

Alouk Kumar

Founder & CEO

INDUCTUS

"India's GCC landscape has transformed dramatically, from under 800 centers a decade ago to over 1,800 units spanning 2,700+ locations today. Three shifts define 2025: First, companies are building for scale immediately, not testing the waters. Second, the work has evolved beyond support functions to strategic technology, AI/ML, cloud architecture, and global product development. Third, geography is diversifying beyond metros, driven by state-level incentives and distributed talent confidence. The execution challenge remains complex: regulatory navigation, talent pipelines, and balancing cost with culture. At Inductus, we've advised and executed 50+ GCC transactions in 2025, distilling patterns around Tech, Strategy, Industry, Operations, and Policy. India's GCC story is still early-stage, but the shift is clear: building capability at speed and scale is the prerequisite of the current business landscape as these are globally integrated teams solving globally relevant problems."

Foreword

Saraswathi Ramachandra

Managing Director & Country Head

Lightcast

"India's GCC landscape has reached a stage where scale and efficiency are no longer the most interesting story. What I see today, both in leadership conversations and in operating reality, is a shift toward deeper accountability where global organizations are not just locating work in India, but anchoring critical decisions, platforms, and long-term capabilities here. This transition changes the nature of leadership expected within GCCs, from managing delivery to exercising judgment across technology, talent, and risk. And I have seen that GCCs that recognize this shift early are already moving from being extended arms of global organizations to becoming accountable centres of enterprise capability.

Over the next few years, India's GCC advantage will be tested less by the availability of talent and more by leadership depth and institutional maturity. Centres that continue to rely primarily on cost arbitrage or rapid headcount growth will find it harder to sustain relevance, even as demand remains strong. The real differentiation will emerge between GCCs that genuinely own outcomes with clear decision rights and long-term accountability and those that remain execution-focused despite their scale. In that sense, the future of India's GCC landscape will be shaped by credibility and trust as much as by capacity."

Mr. Rajesh Menon

VP & Head of GBS

CROWDSTRIKE

"2025 was a scale-up year for Global Capability Centers, and India stood unmistakably at the center of that momentum.

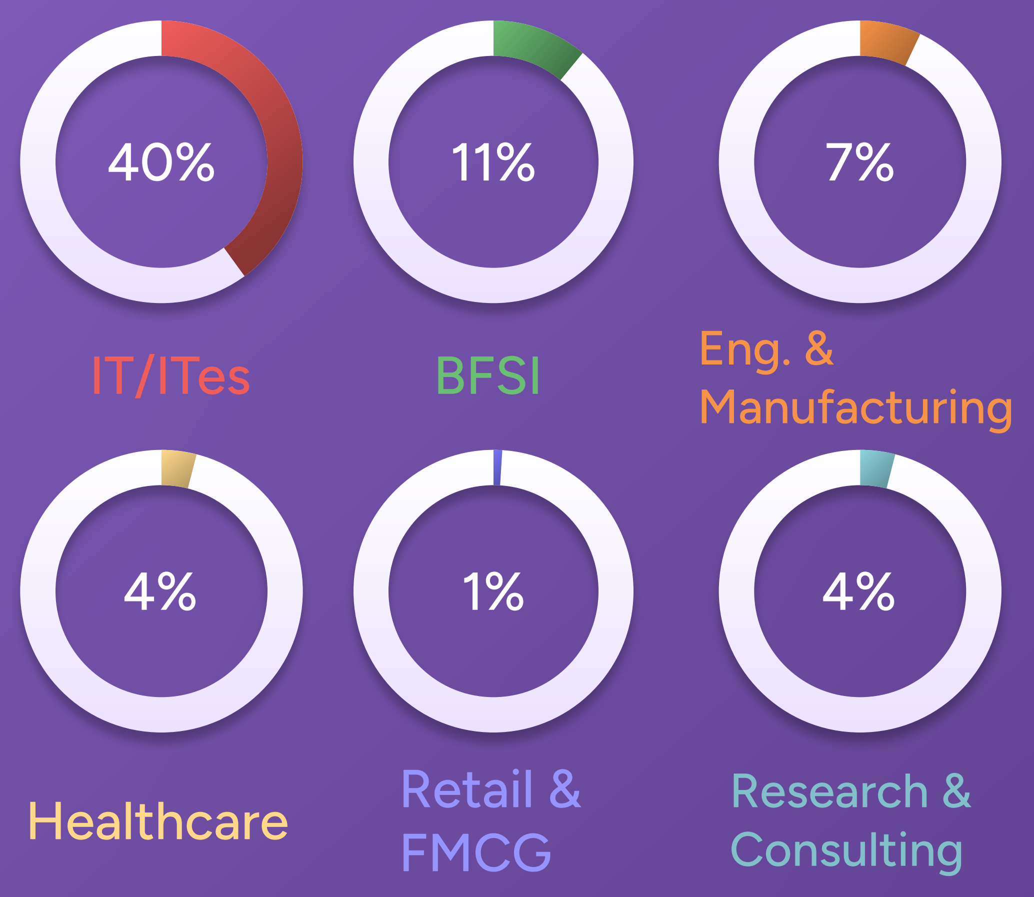
Yet, 2025 also surfaced the hard truths of growth. As GCCs expanded in scope, geography, and strategic influence, across Tier-1 and Tier-2 cities, flexible delivery models, and broader mandates, complexity followed. AI adoption accelerated globally, but consistent ROI measurement, governance clarity, and leadership readiness often lagged ambition. They made it clear that the next phase of GCC evolution will be defined less by expansion and more by disciplined execution.

This is where the 2026 agenda becomes both sharper and more deliberate, engineering-first, innovation-led, and people-centric. We must move from AI pilots to engineered platforms with clear outcomes, from functional delivery to product-centric ownership, and from activity metrics to measurable enterprise impact. 2026 is about treating engineers, architects, and domain specialists not as resources, but as value architects, individuals who design systems, platforms, and solutions that shape business outcomes end-to-end."

GCC Landscape: Start of 2025

Total GCCs: **1700+** | Total GCC Units: **2700+**

Industry Share of GCCs in India



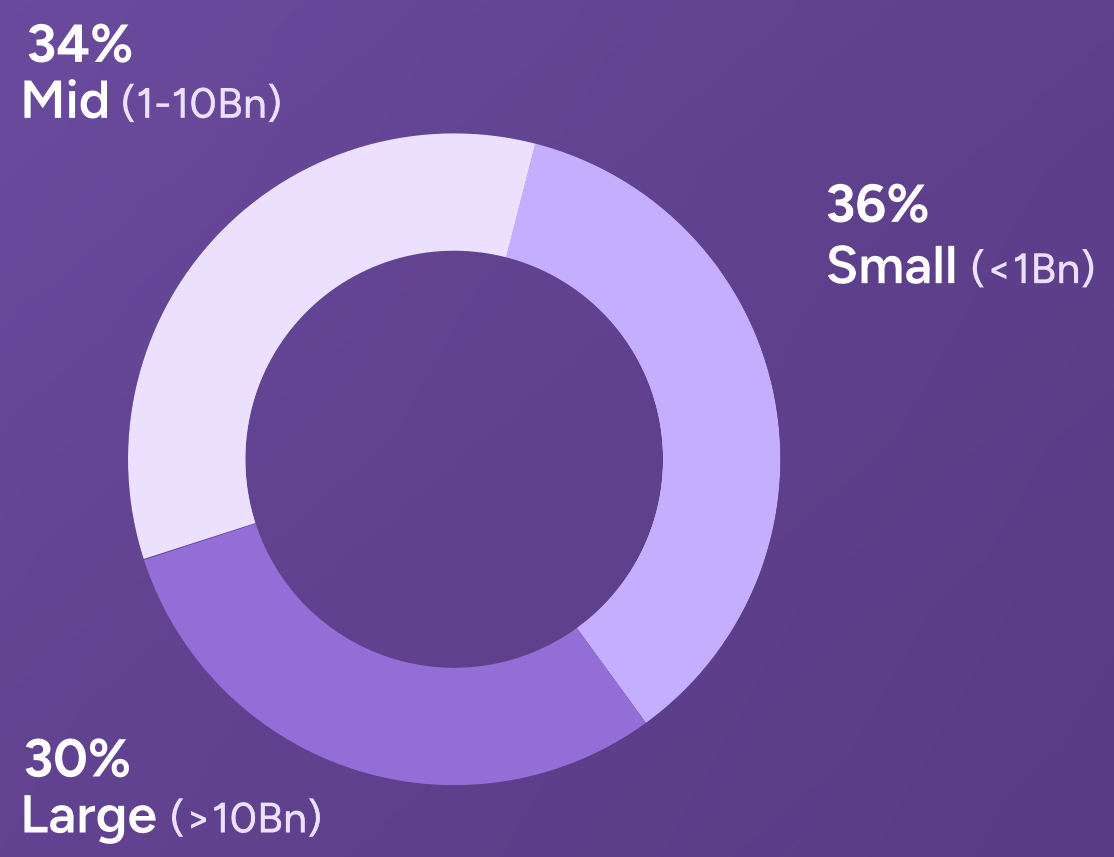
Other: 34% *(Includes logistics, EdTech, HRTech, Media and Gaming, Hospitality, etc.)*

Trends observed in 2025

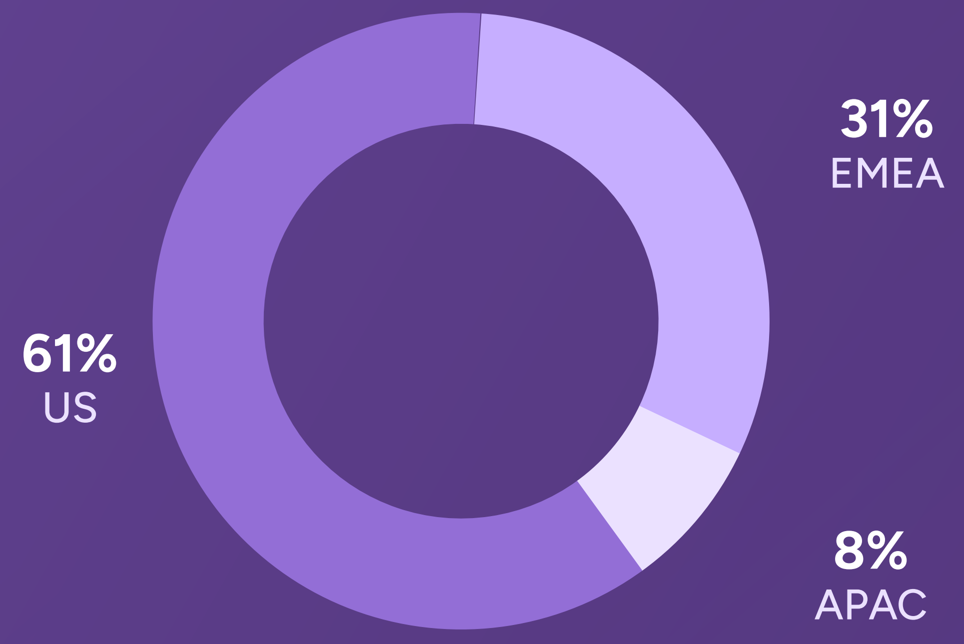
- Tier-2 & Tier-3 cities emerged as the next growth engine to retain talent better, reduce attrition, and tap into stable local ecosystems.
- Growing reliance on flexible & managed spaces to scale faster, test new cities, & stay agile.
- India moved up the value chain in global operations to owning innovation, digital platforms, cybersecurity, and product development.

Source: Altre & Inductus Research

Size of GCCs by Revenue



Headquarters regions of GCCs



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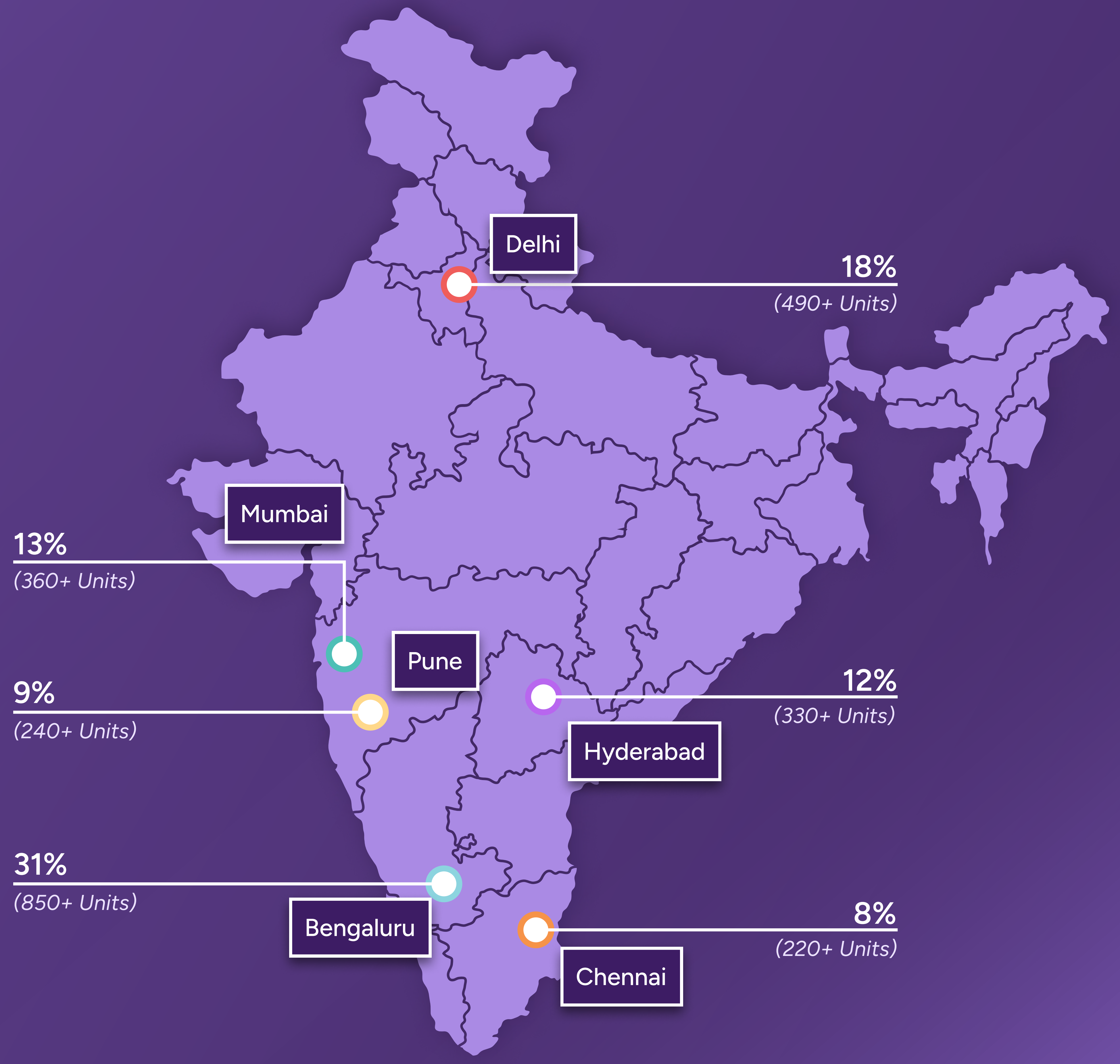
City Wise Distribution of GCC Units



Tier 2 = 8% *(220+Units)*
Presence in GIFT City, Vadodra, Coimbatore, Kochi, Trivandrum, Nagpur, Vizag, etc.

GCCs in 2025: Pan-India Key Trends

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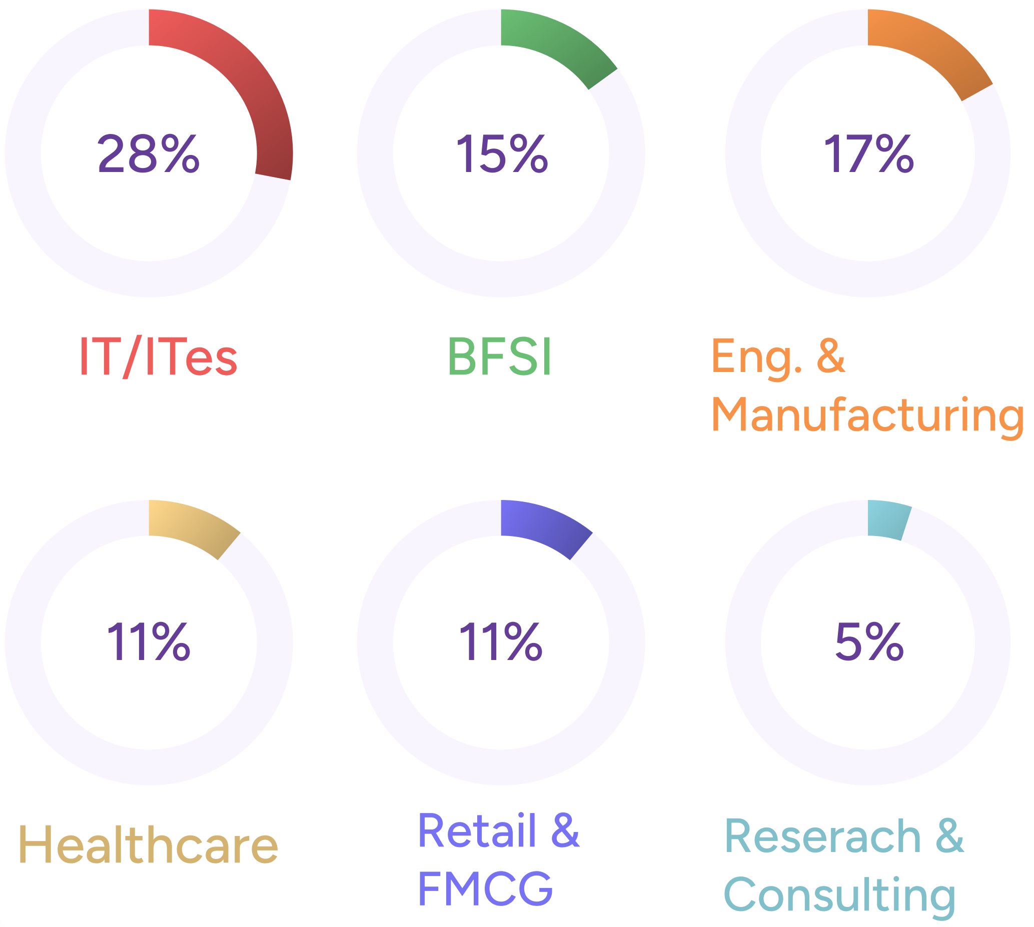
Total GCC setups in 2025: **170+** | Total Area Take-up: **23Mn+ sqft**

Industry Share of New GCCs – 2025

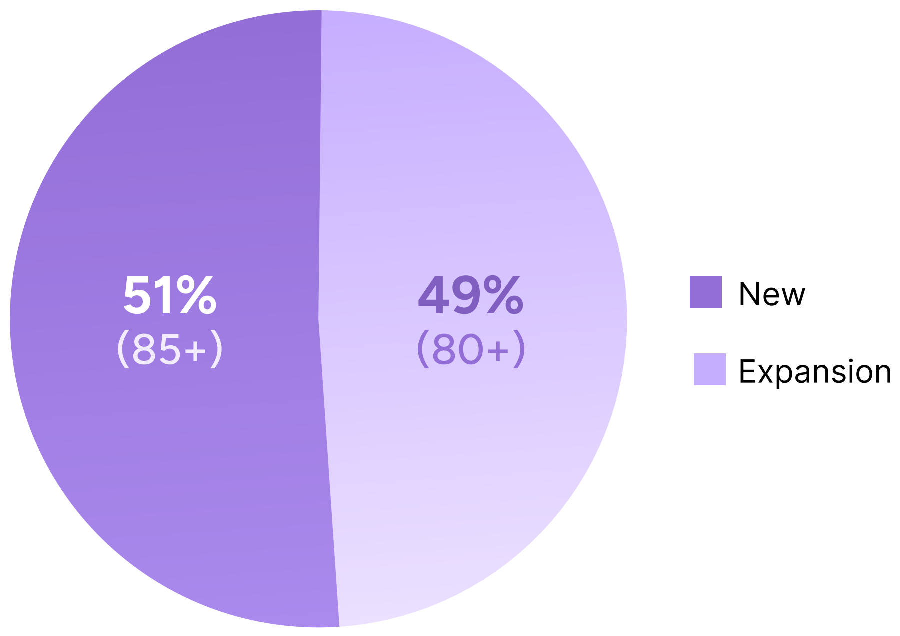


Top Industry Occupiers in 2025

J.P.Morgan, Deloitte., Google, Walmart, HCA Healthcare, LG, McDonald's, Carlsberg, Rolls-Royce, NETFLIX

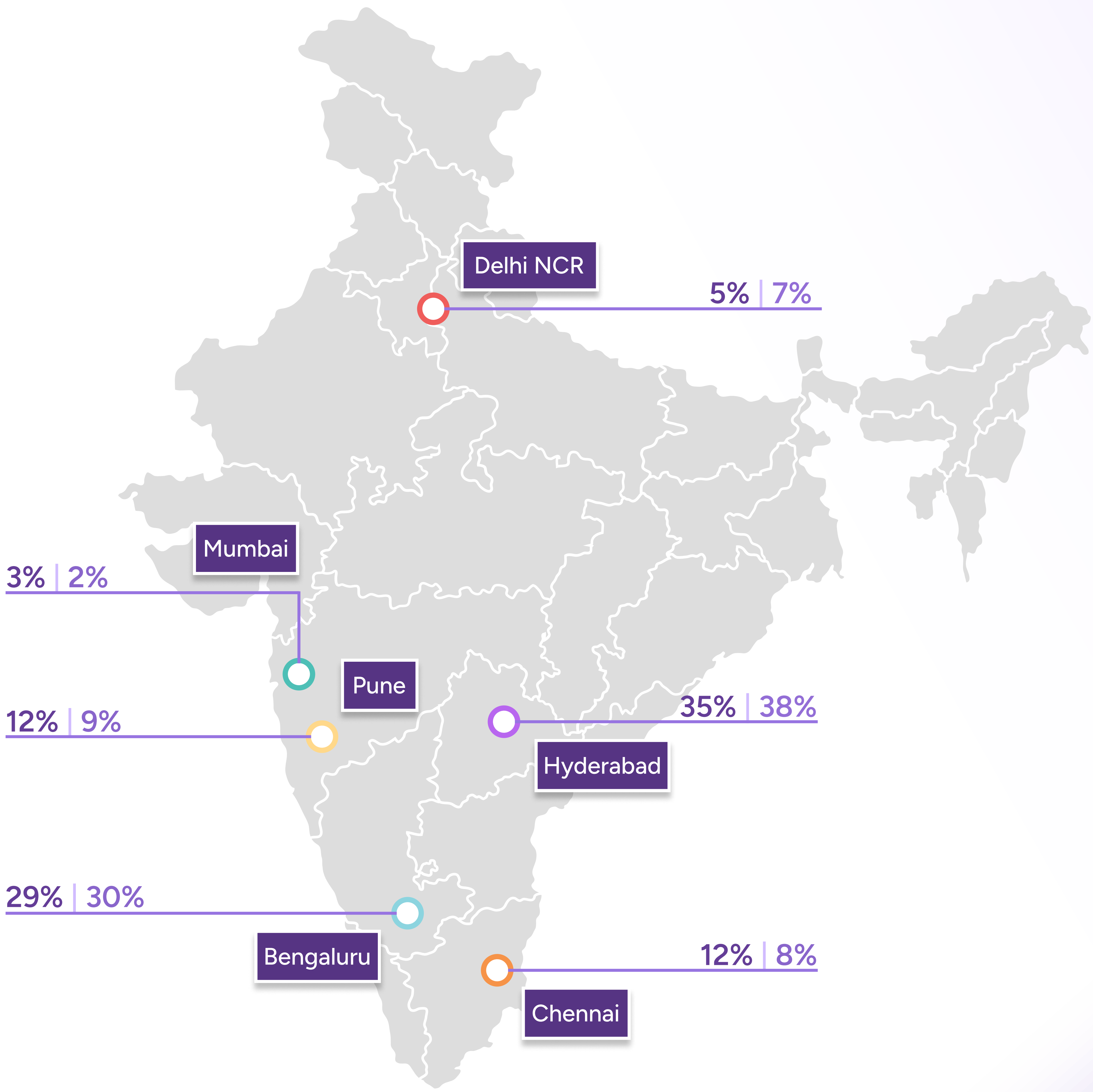
Headquarters regions of GCCs in 2025

New vs Expansion



City Wise Distribution of GCCs in 2025

% Distribution of 2025 GCCs | % Distribution of New GCCs



Source: Altre Research

GCCs in 2025: Pan-India Key Trends

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Scale-up year, not just hype

2025 saw 170+ GCC setups and the activity was almost evenly split between new (51%, 85+) and expansions (49%, 80+), signalling that India is now both a first-entry market and a scale market for global HQs, not a "pilot-only" destination. Critically, GCCs in India are shifting from cost-led delivery centres to value-creation hubs, owning product engineering, AI/data platforms, cybersecurity, and global decision support.

India's GCC Anchor Markets

Bengaluru, Hyderabad, Pune, and Chennai continued to dominate national GCC momentum. The year also reinforced a clear "Hyderabad momentum, Bengaluru depth, Pune/Chennai scaling" pattern, showing why Grade-A absorption and talent-led micro-market demand are clustering in these ecosystems. At the same time, Tier-2 markets also entered the mix with ~7 GCC additions in 2025, signaling decentralization beyond the top hubs.

HQ-Origin Skew: US-led, EMEA steady, APAC rising

The HQ-origin skew staying US-heavy (~65%) reflects both a large installed base and a 2025 acceleration cycle driven by visa/people-mobility constraints and a strong fit between India's GCC evolution (AI/data, product engineering, cybersecurity). EMEA (~25%) remains a consistent engine while APAC (~10%) is smaller but structurally rising, especially Japanese cohorts scaling India to offset domestic workforce shortages.

Industry mix broadened, but mostly tech-/digital-led

New GCC adds were led by Tech (28%), followed by Engg & Manufacturing (17%) and BFSI (15%), with Healthcare (11%) and Retail/FMCG (11%). 2025 new flow strongly skewed toward tech-centric growth even within BFSI/healthcare, e.g., Rapid7 (cyber), CrashPlan (data resilience) and large-cap BFSI tech hubs expanding footprints.

Policy tailwinds

Beyond the 2025 scale-up, policy support strengthened on multiple fronts. GST changes reduced tax uncertainty for cross-border GCC services, while CII pushed a national GCC framework to make India easier and cheaper to scale in. In 2025, at the state level, Gujarat, Madhya Pradesh, Maharashtra, Uttar Pradesh and Odisha launched their GCC Policies and several states began pushing Tier-2 GCC roadmaps with single-window support and incentives.

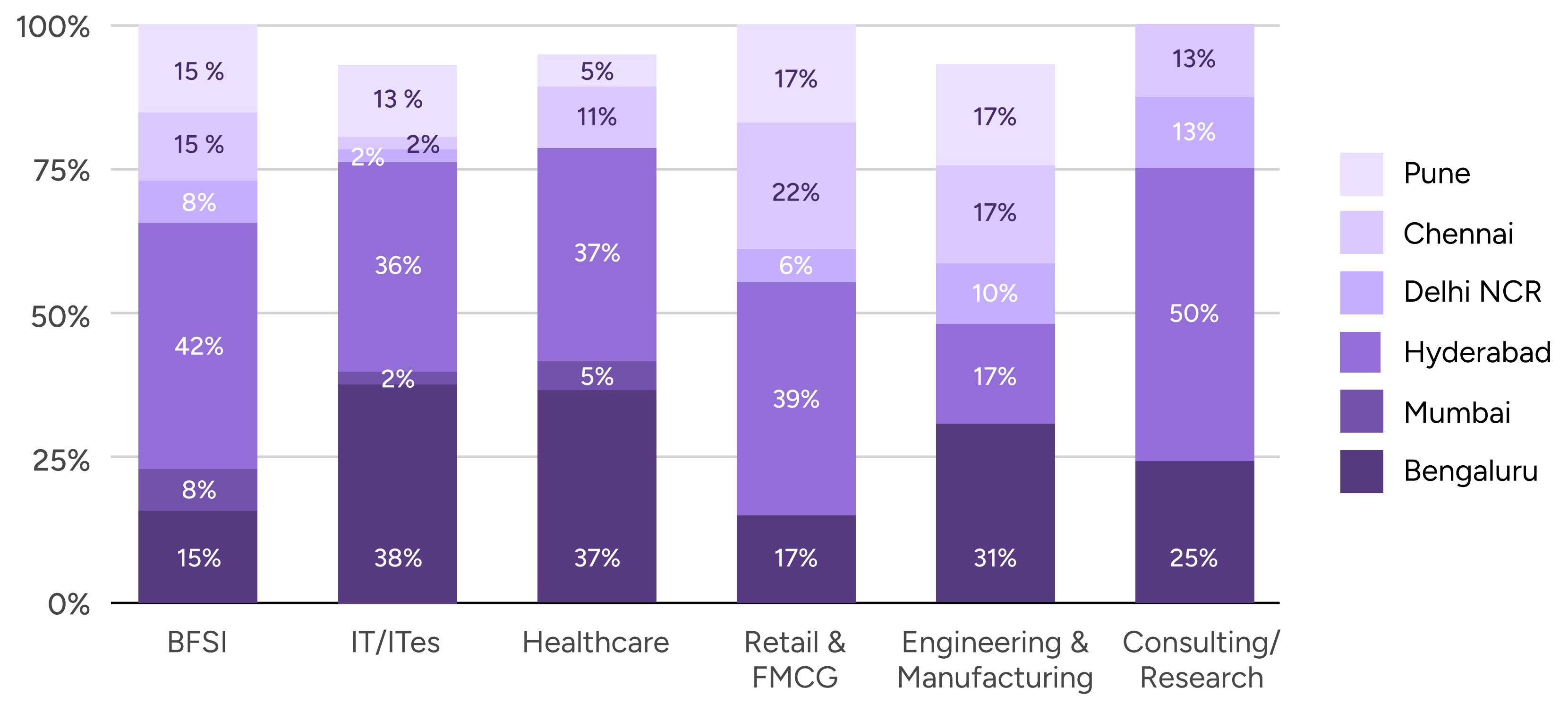
Talent Trends: The Rise of Tech-led, Value-Creating Roles

Across 2025, hiring patterns within GCCs shifted from pure support to higher-value tech and digital roles. Reports highlight strong demand for AI/ML engineers, data scientists, cybersecurity specialists, cloud engineers, DevOps, and full-stack developers, with GCCs increasingly serving as global product and platform hubs. Cross-GCC hiring rose to ~60%, reflecting integrated global teams and strategic operational mandates.

Source: Altre Research

GCCs in 2025: Industry Wise Trends

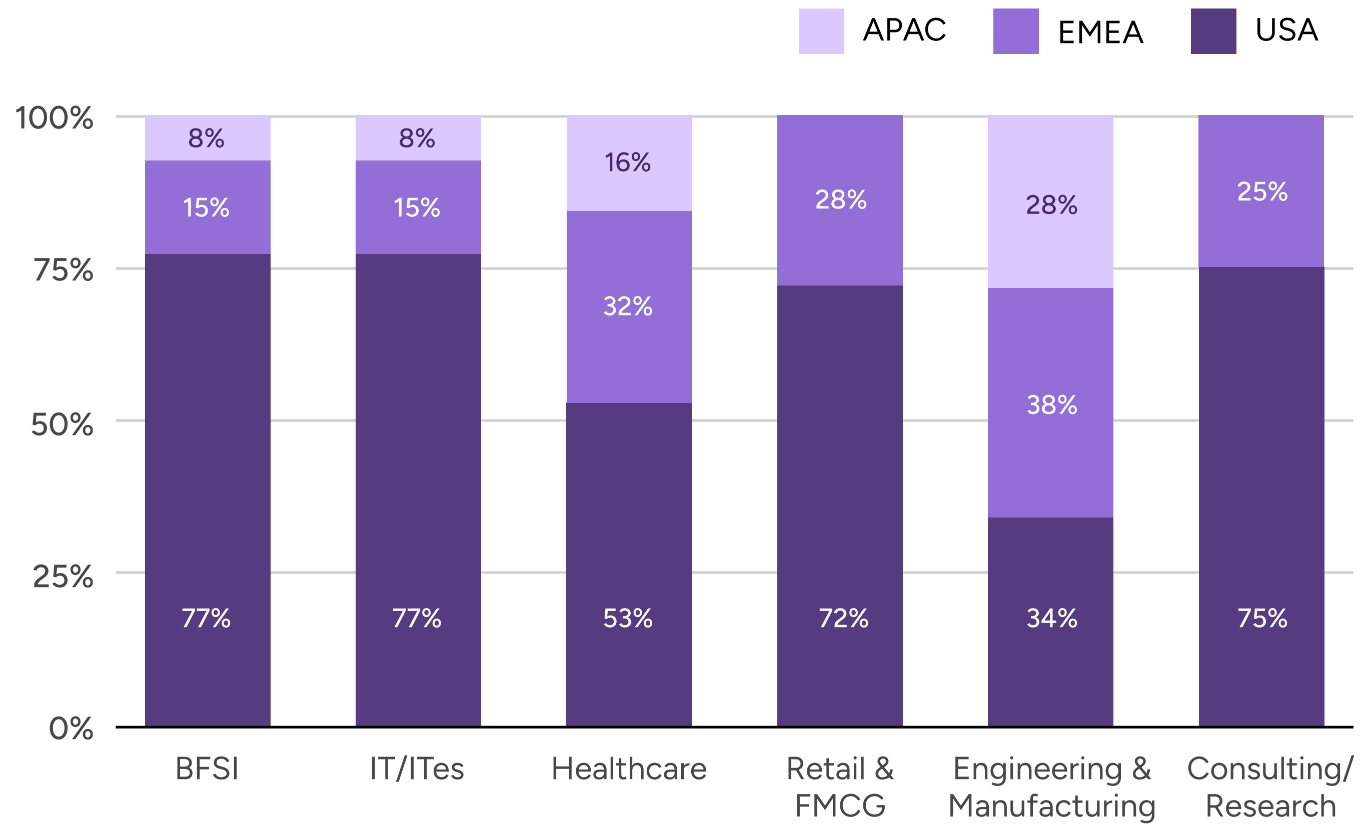
Leading Indian Cities



City tells why the industry is choosing that ecosystem

- Hyderabad is the dominant cross-industry magnet (highest share in BFSI, Consulting/Research, strong in Retail/FMCG, tied in Healthcare).
- Bengaluru is the tech & engineering depth market (highest in IT/ITeS; strongest for Engg & Manufacturing).
- Chennai is "consumer & industrial" play (high in Retail/ FMCG, meaningful in Engg & Manufacturing).
- Pune is supportive, not dominant (best visible in IT/ITeS and BFSI, lower elsewhere).
- Mumbai shows up mainly in BFSI (still relevant, but not the growth centre in 2025).

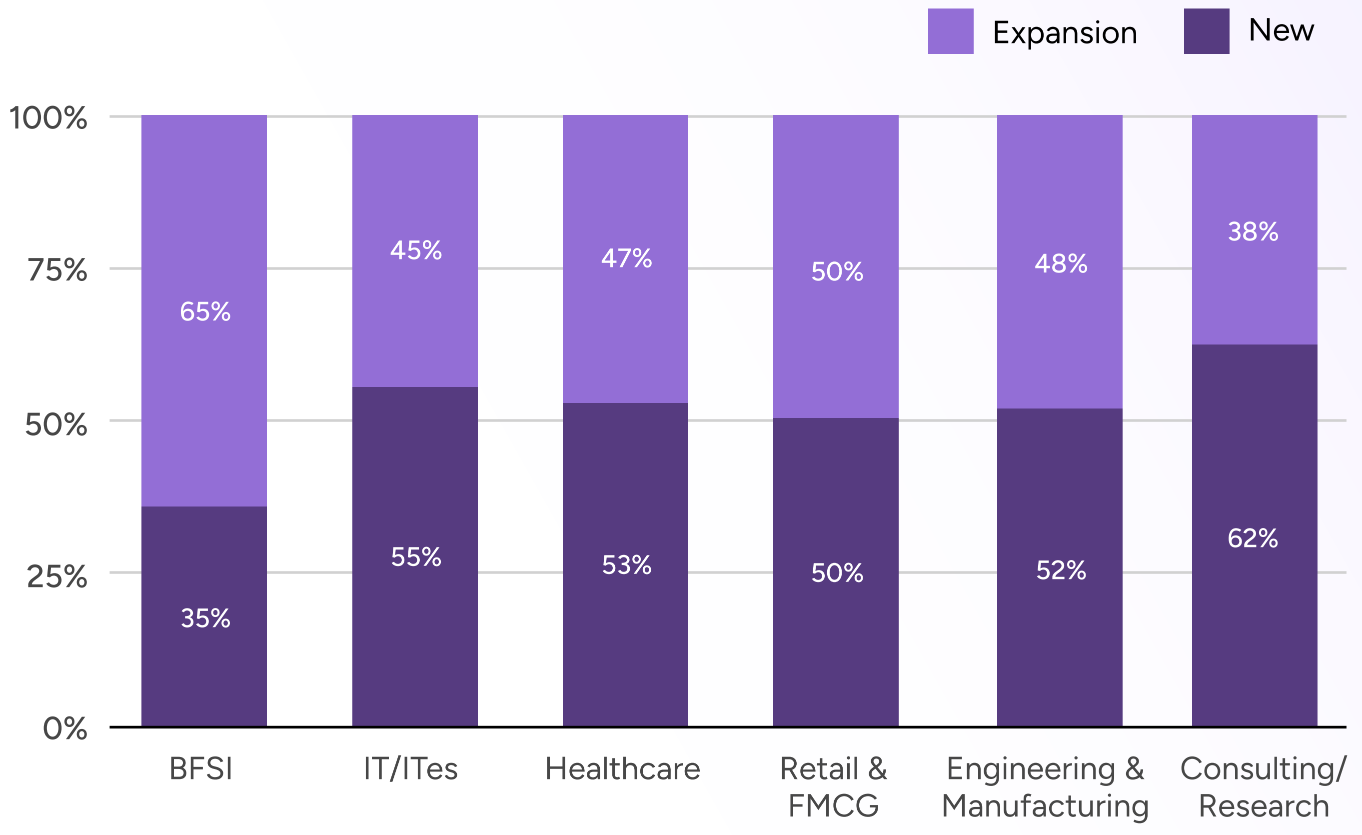
GCCs by HQ Country



HQ-origin tells who is driving which sectors

- BFSI + IT/ITeS are strongly US-led (both 77% USA); explains the platform/engineering-heavy mandate style.
- Engg & Manufacturing is the most diversified (EMEA 38%, APAC 28%, USA 34%); manufacturing/industrial GCCs are a multi-region story, not US-only.
- Healthcare is balanced vs others (USA 53%, EMEA 32%, APAC 16%); more Europe/APAC presence than in tech/BFSI.

New and Expansion



New vs expansion tells maturity

- BFSI is expansion-led (65% expansion); mature centres scaling mandates, not just new logos.
- IT/ITeS is new-led (55% new); still the biggest "entry wedge".
- Consulting/Research is most new-skewed (63% new); fresh captive/knowledge hubs being set up.

Source: Altre Research

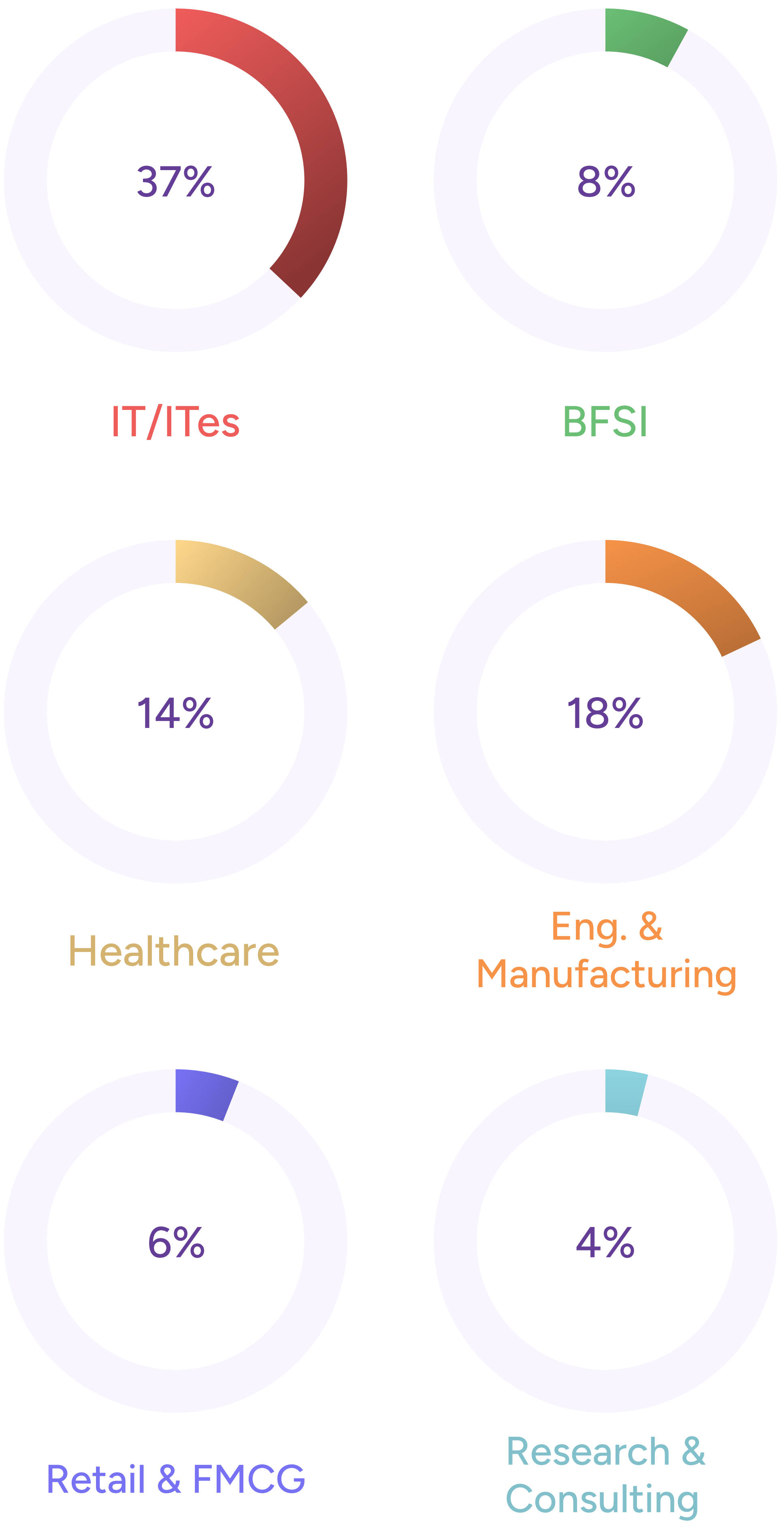
GCCs in 2025: Industry Wise Trends

Parameter	BFSI	IT / ITES	Healthcare	Retail & FMCG	Engineering & Manufacturing	Consulting / Research
New vs Expansion	New / Expansion (35%/65%)	New / Expansion (55%/45%)	New / Expansion (53%/47%)	New / Expansion (50%/50%)	New / Expansion (52%/48%)	New / Expansion (62%/38%)
Primary Cities	Hyderabad (42%)	Bengaluru (38%) Hyderabad (36%)	Bengaluru (37%) Hyderabad (37%)	Hyderabad (39%)	Bengaluru (31%)	Hyderabad (50%)
Secondary Cities	Bengaluru (15%) Pune (15%) Chennai (15%)	Pune (13%)	Chennai (11%)	Chennai (22%)	Chennai (17%) Hyderabad (17%) Pune (17%)	Bengaluru (25%)
Headquarters Regions	USA-dominated (77%)	USA-dominated (77%)	USA (53%) EMEA (32%) APAC (16%)	USA-dominated (72%)	EMEA + APAC (66%)	USA (75%) EMEA (25%)
Location Insights	Hyderabad emerging as operational scale hub; Bengaluru (ORR) as platform node	Two city model with most GCC activity concentrated in these hubs	Hyderabad and Bengaluru tied as top cities	Hyderabad core with Chennai (OMR) as secondary node for shared services & consumer-tech operations	Distributed model spread across engineering ecosystems, supplier networks, and cost-efficient cities	Strong Hyderabad concentration with Bengaluru playing secondary role
Top Micro-Markets	**HITEC City, Hyderabad; Outer Ring Road, Bengaluru**	**HITEC City, Hyderabad; Outer Ring Road, Bengaluru**	**HITEC City, Hyderabad; Outer Ring Road, Bengaluru**	**HITEC City, Hyderabad; OMR Zone, Chennai**	**Outer Ring Road/ Whitefield, Bengaluru**	**HITEC City, Hyderabad; CBD, Bengaluru**

Source: Altre Research

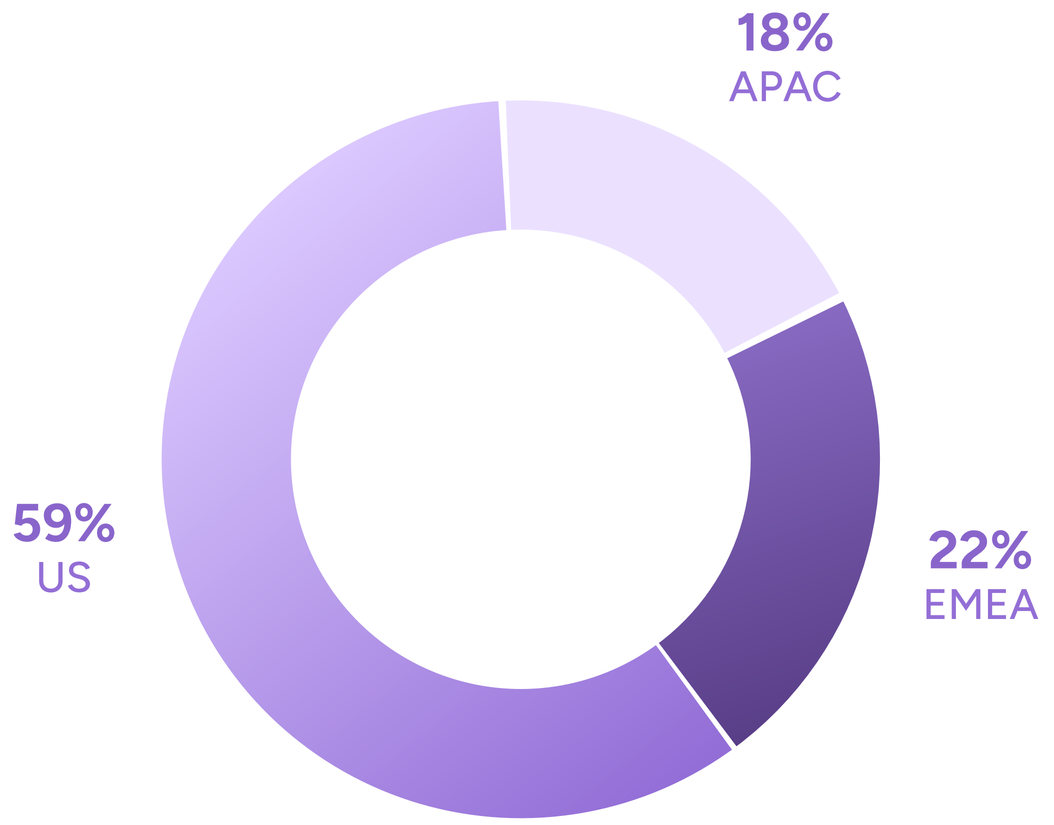
City wise Key Trends: Bengaluru

Industry Share of New GCCs – 2025

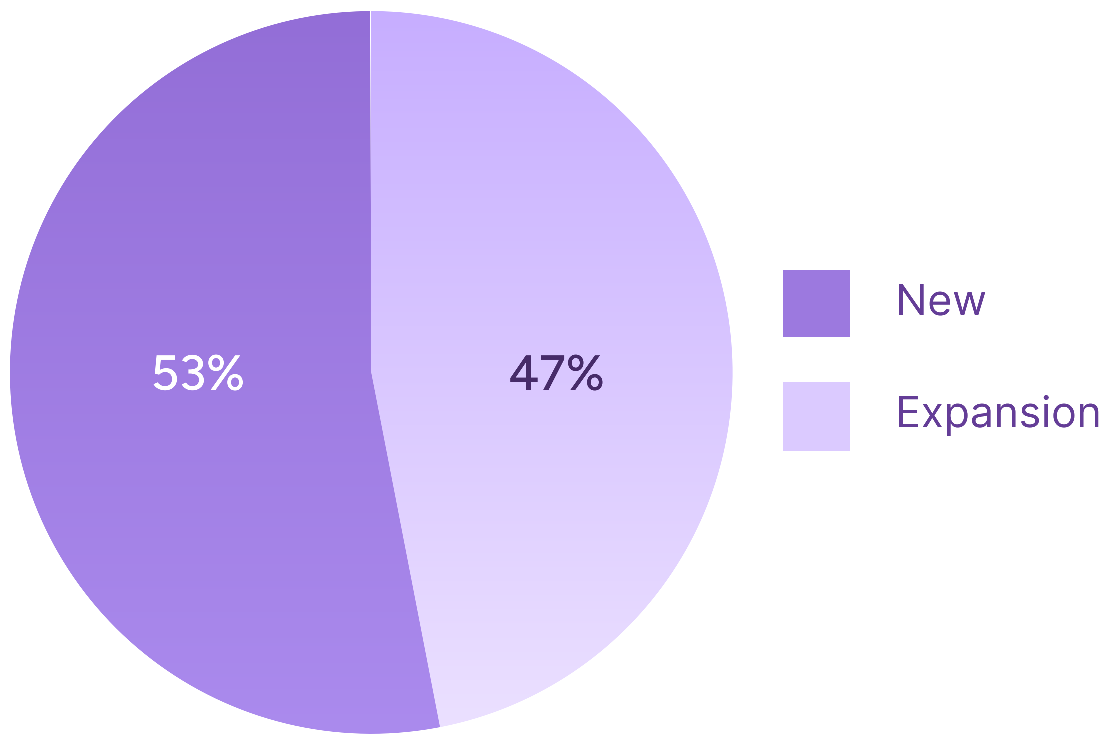


Other: **6%**

Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

Deloitte.
IBM
Walmart
Alvarez & Marsal
Blackstone

- Bengaluru remained a top GCC magnet in 2025: Equal split of new and expansion GCCs, reinforced the city as both an entry and scale hub
- IT/ITeS and engineering drove the city's GCC mix; BFSI activity was smaller but largely expansion-led
- HQ origins were US-led but diversified
- Space take-up had a "large deals + long tail" pattern: city saw multiple large expansions (e.g., Deloitte 1.5 mn sq ft, Blackstone 0.45 mn, Apple 0.27 mn, etc.)
- Policy facilitation continued to strengthen setup speed: Karnataka's GCC enablement framework and 2025 Ease-of-Doing-Business push (KATALYST) are positioned to fast-track GCC setup and operations, supporting Bengaluru's sustained pipeline

Source: Altre Research

City wise Key Trends: Hyderabad

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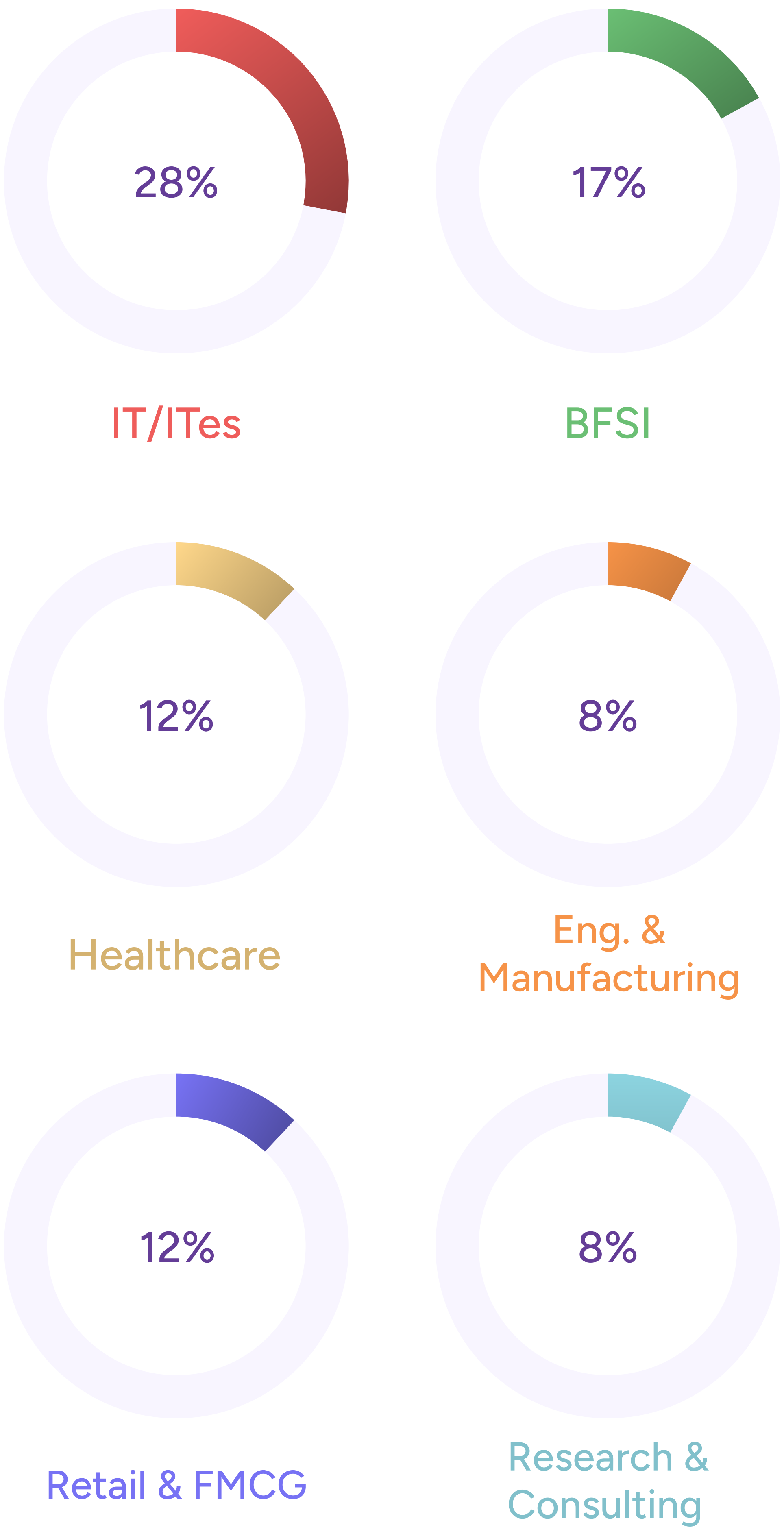
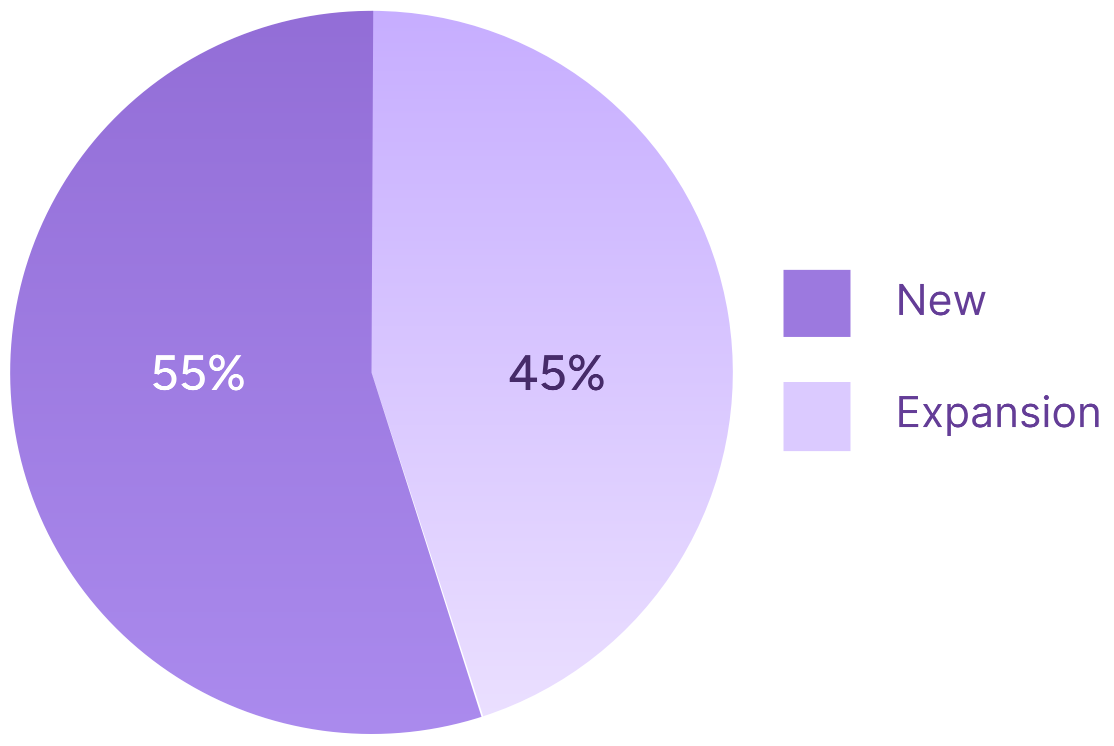
Industry Share of New GCCs – 2025



Other: **15%**

Headquarters regions of GCCs in 2025

New vs Expansion



Top Occupiers in 2025

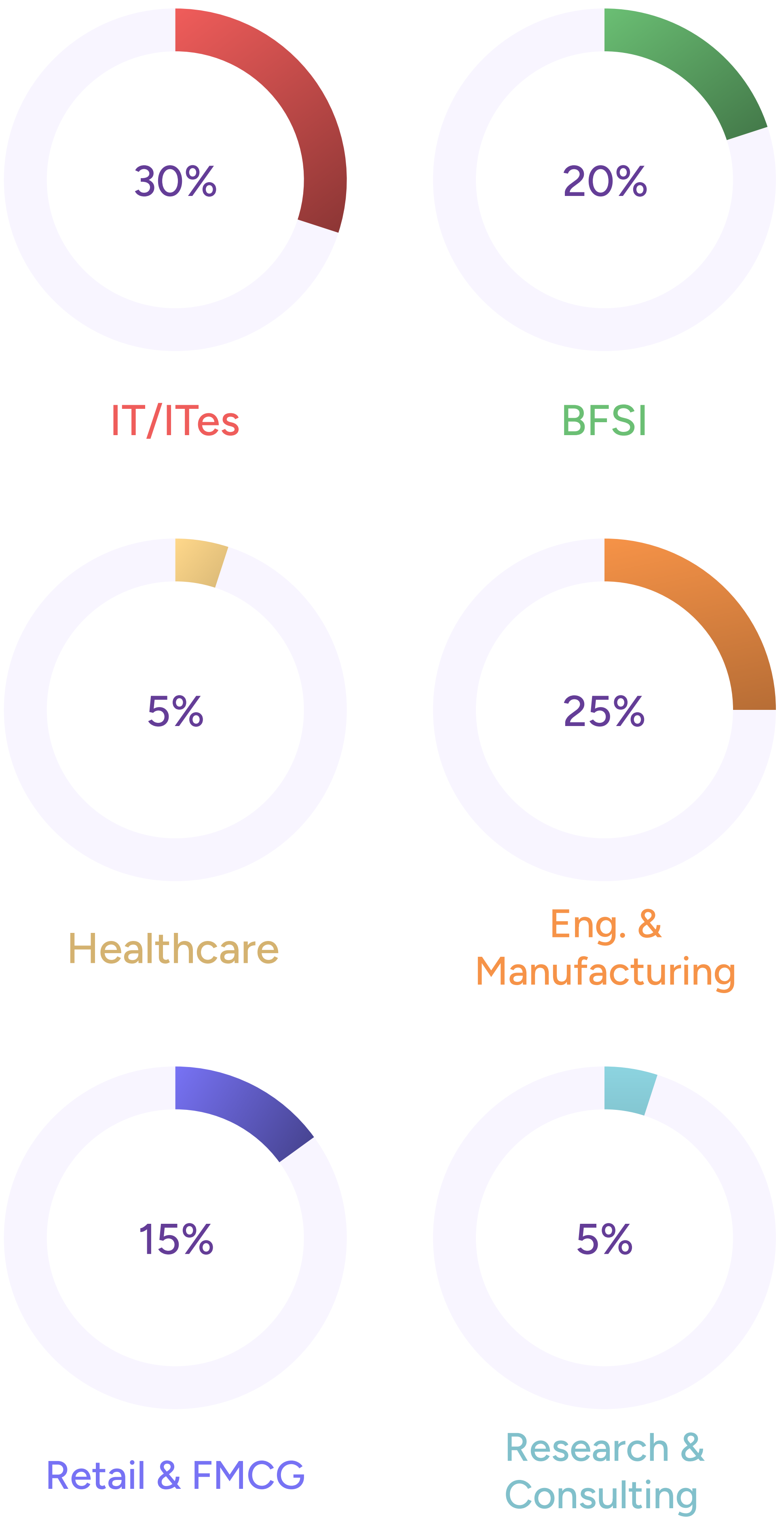
AMGEN, McDonald's, NETFLIX, Heineken, L'ORÉAL, Marriott

- Hyderabad emerged as the year's biggest GCC magnet: capturing a large share of first-time entrants while still seeing meaningful scale-ups
- Broader, multi-sector GCC mix beyond pure tech: IT/ITeS leads, but Hyderabad also shows a strong BFSI layer and steady healthcare, FMCG/retail activity and all others like energy/telecom/aviation/ fitness etc
- HQ origin is overwhelmingly US-led
- Space take-up shows both campus-scale and agile center launches (e.g., Amgen ~500k sq ft, HCA Healthcare ~428k sq ft, McDonald's ~200k sq ft, etc.)
- Cost-effective market with pro-business state facilitation and faster clearances reduced setup friction and strong talent availability made it the easiest place for global firms to go-live and scale quickly

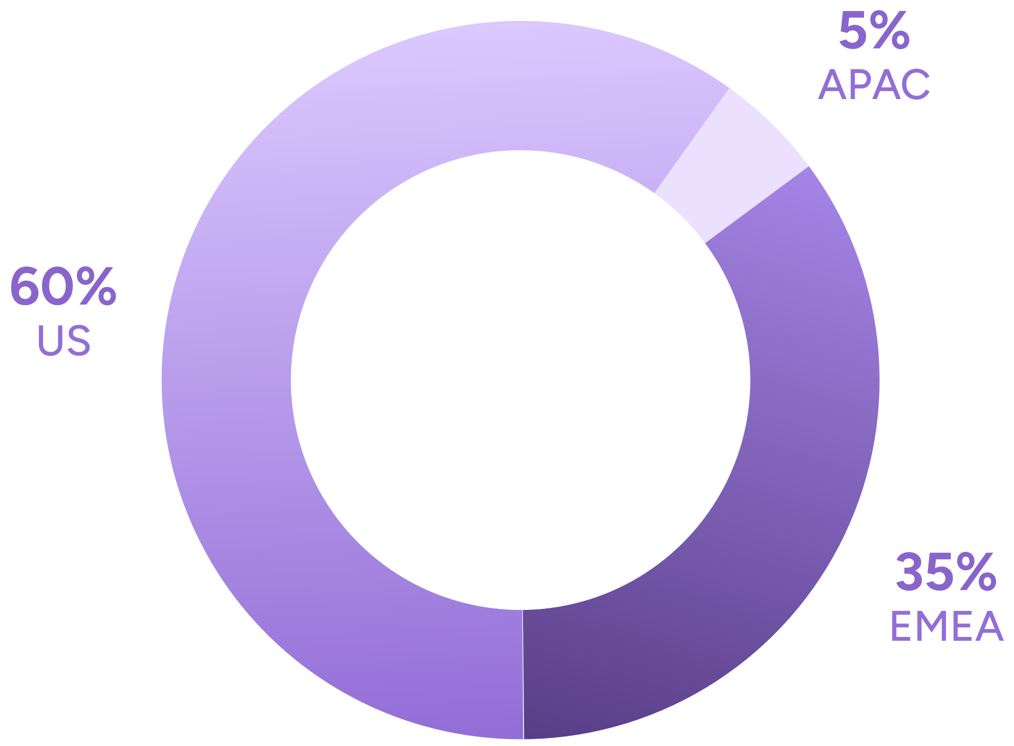
Source: Altre Research

City wise Key Trends: Pune

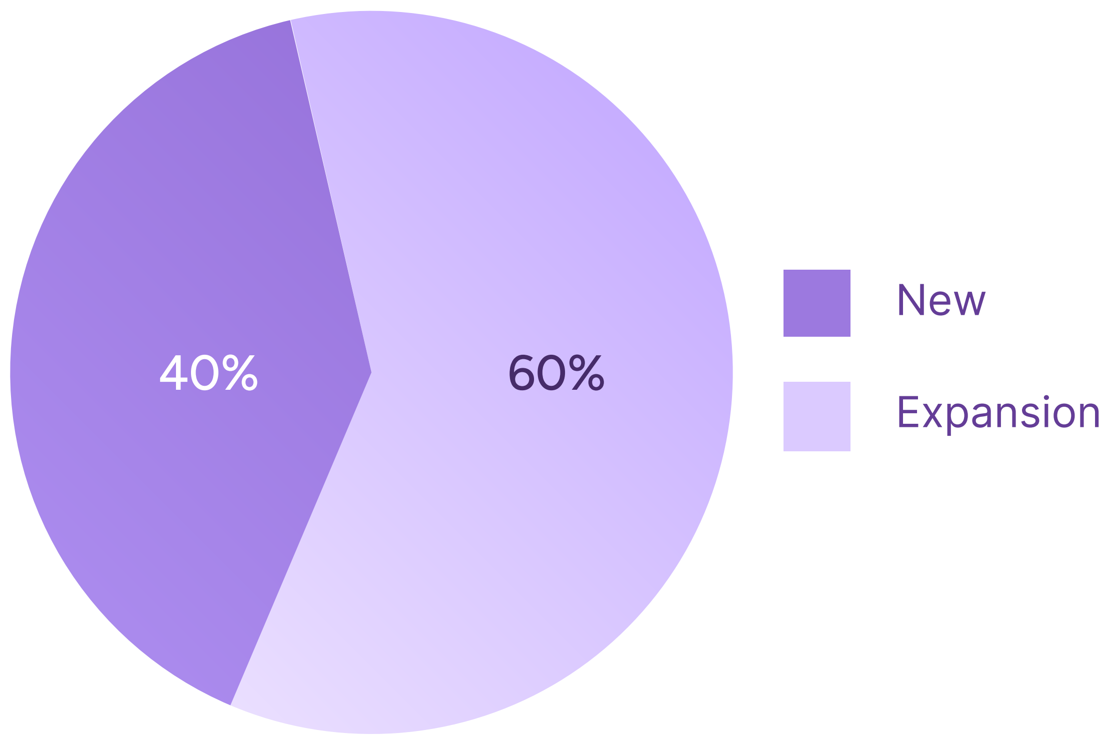
Industry Share of New GCCs – 2025



Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

- Pune's mix is more expansion-led, over first-time entry; signaling its used more as growth market
- Sector mix is anchored by tech + industrial capability centres with BFSI also meaningful, showing strength in tech delivery plus engineering/ER&D-linked mandates
- HQ origins are US-led with strong EMEA participation
- Space profile shows one very large BFSI expansion (Citigroup 770k sq ft) plus mid and small size industrial/tech deals
- Maharashtra's GCC Policy 2025 strengthened Pune's GCC pull by combining single-window facilitation (MAITRI/GCC cell) with cost incentives (capital/rental support, payroll and power-related benefits), making it easier and cheaper for global firms to set up and scale in hubs like Pune

Source: Altre Research

City wise Key Trends: Chennai

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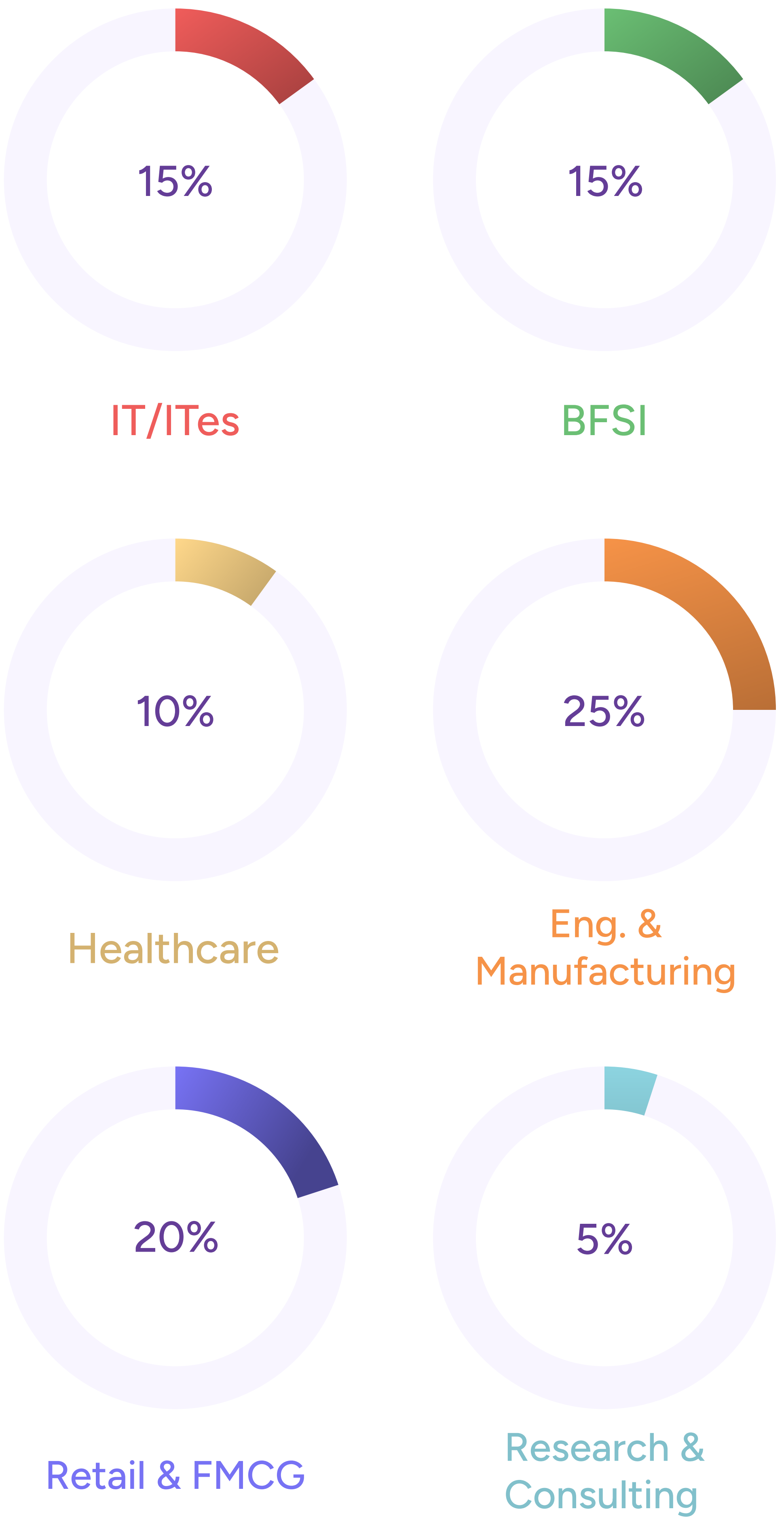
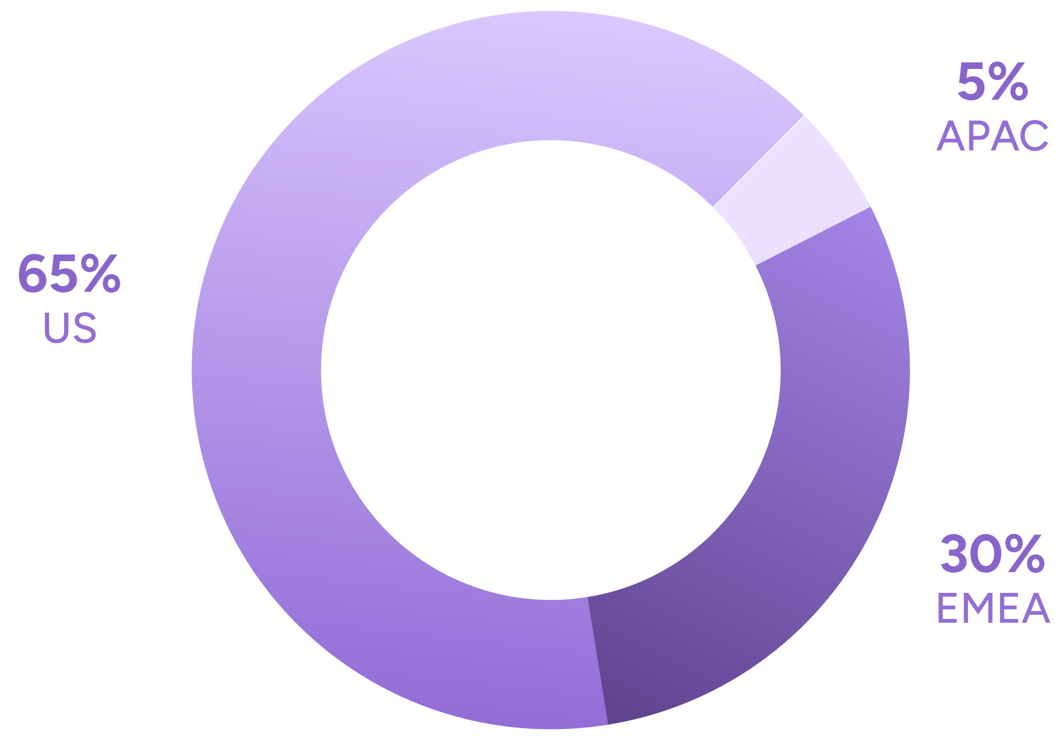
Industry Share of New GCCs – 2025

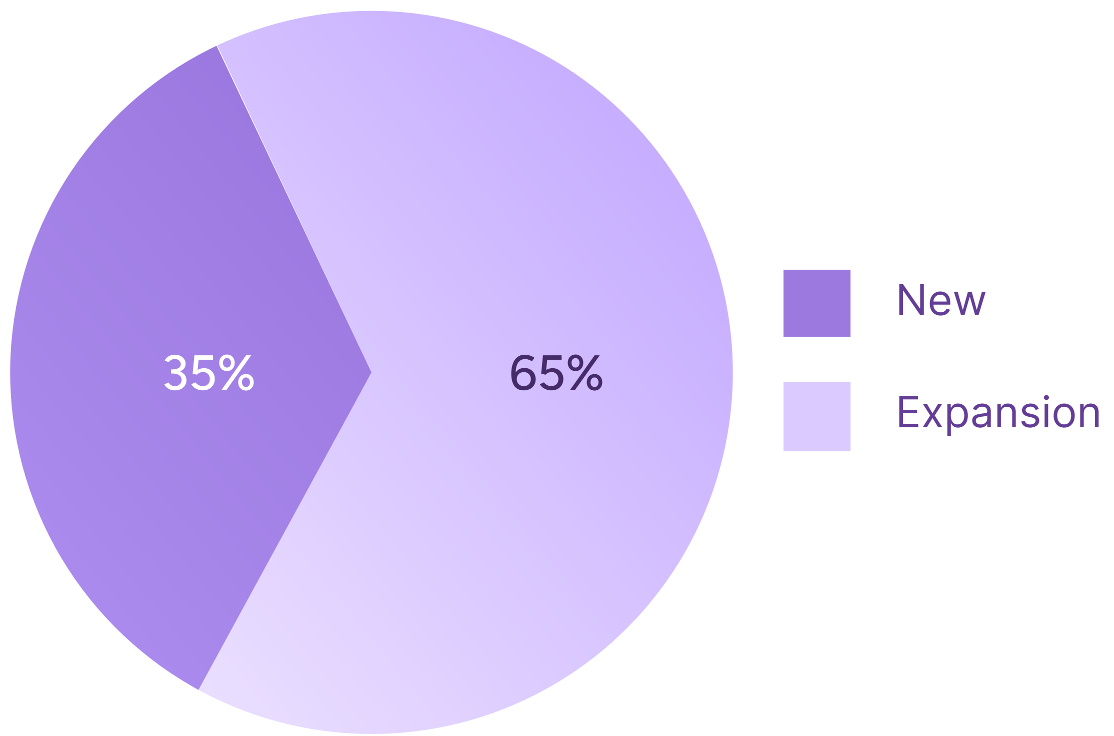


Other: 10%

Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

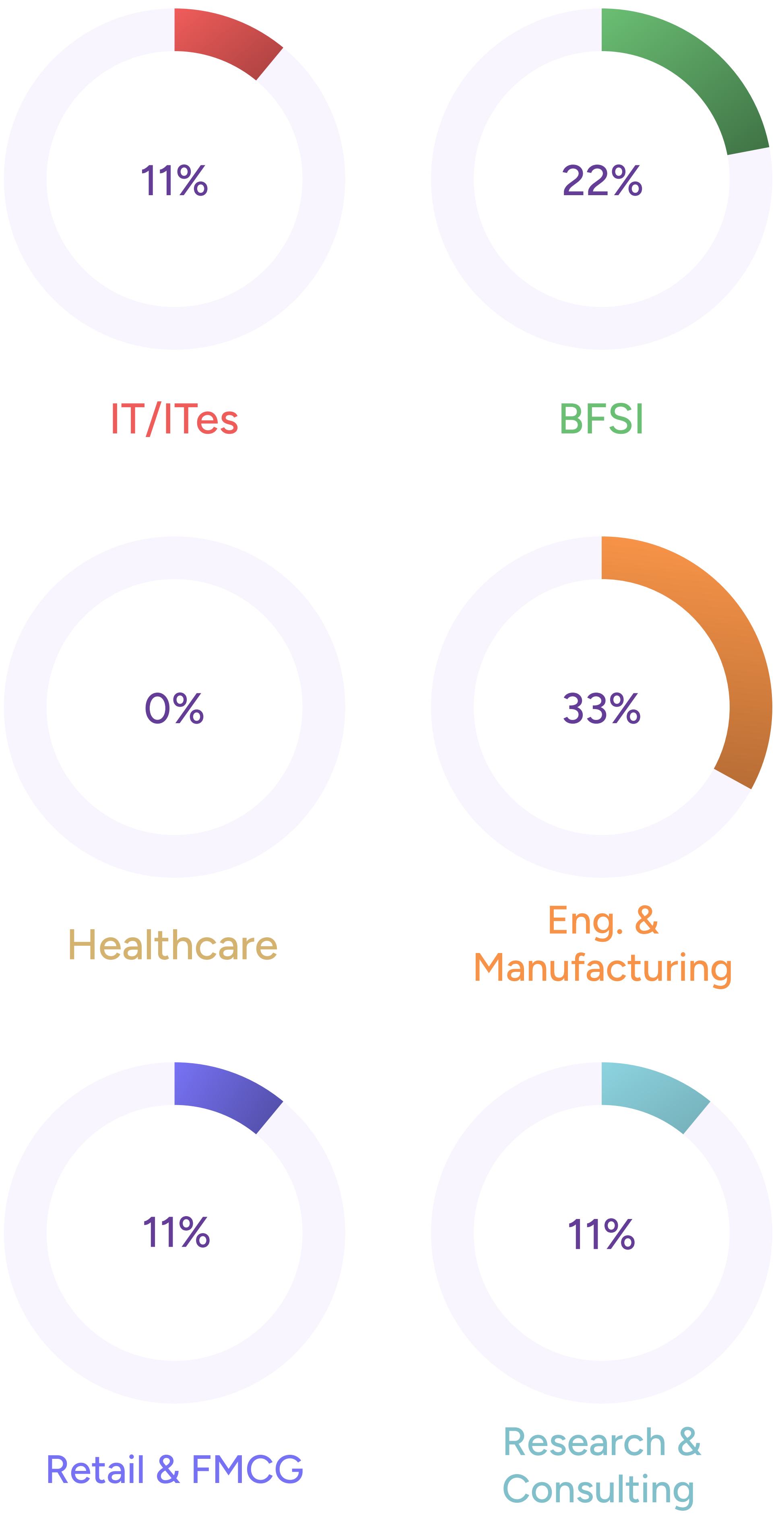
Walmart
amazon
STATE STREET
Optum
BMW
AstraZeneca

- Chennai skewed strongly toward expansions; the city's 2025 mix is expansion-led, positioning it as a scale-up hub where existing GCCs are increasing footprint rather than a primarily first-entry market
- Chennai's activity is led by Engineering & Manufacturing and FMCG/ Retail, with BFSI and IT/ITeS playing a supporting role, showing a more industry-diverse GCC profile than a pure tech-only market
- HQ origins remain US-led with meaningful EMEA presence
- Large-format expansions: several big footprints in Chennai including Optum (~500k sq ft), Walmart (~465k sq ft), AstraZeneca (~334k sq ft), Amazon (~220k sq ft), etc. alongside smaller new centres and COE-type setups
- Chennai's GCC growth is typically anchored city's OMR (Rajiv Gandhi Salai) and Guindy-Mount Road

Source: Altre Research

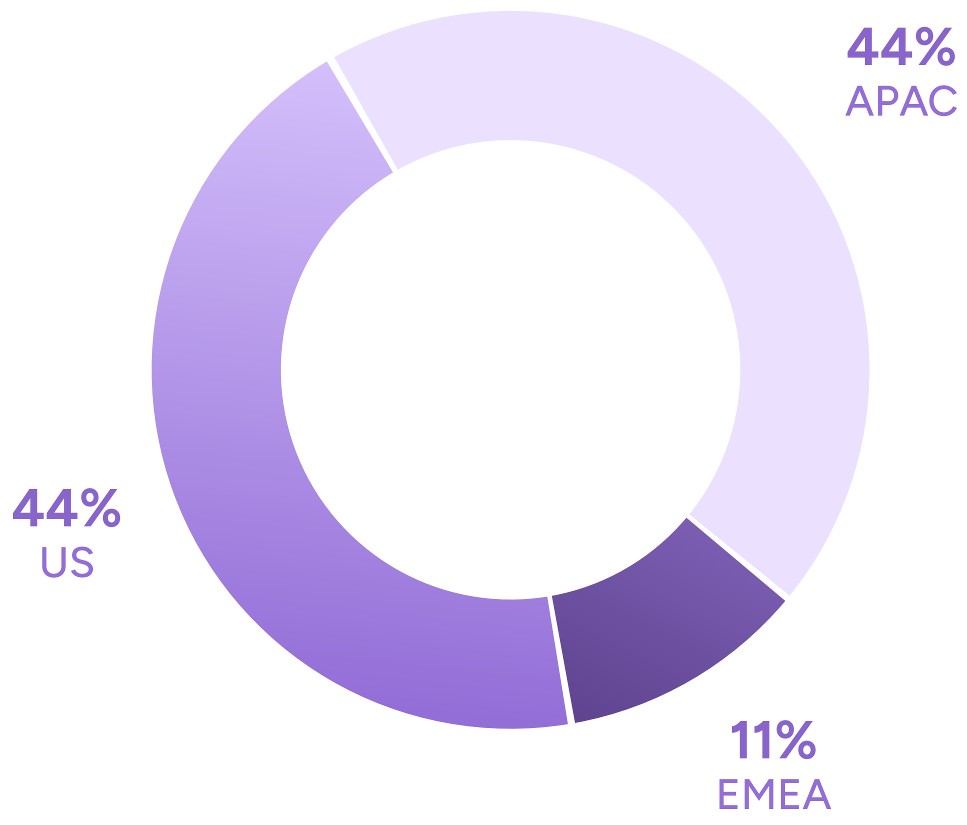
City wise Key Trends: Delhi NCR

Industry Share of New GCCs – 2025

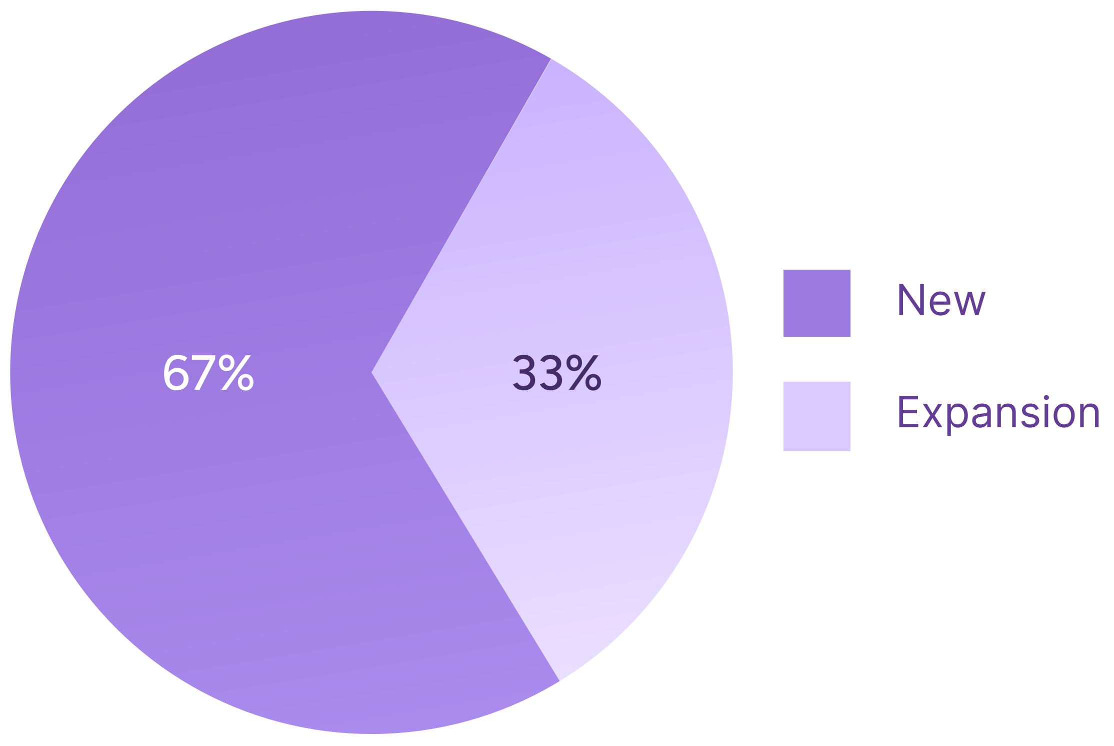


Other: **11%**

Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

Google, Carlsberg, OpenAI, DAMAC, DAIKIN, LG

- Delhi NCR stayed a smaller but “new-led” GCC market
- Noida + Gurugram dominated equally (44%) each
- Flex/managed office was the preferred execution model in Gurugram + Delhi deals, reinforcing NCR’s positioning as a speed-to-market option where firms can ramp quickly without long fit-out cycles
- Industry tilt toward Engineering/Manufacturing & BFSI, with only small contributions from IT/ITeS and consulting
- Delhi NCR is the standout on HQ-origin: APAC matches the US share here, unlike most other hubs that are clearly US-led, signaling NCR’s unique pull for APAC headquartered firms alongside American entrants in 2025
- Activity clusters in Gurugram’s Golf Course Extension Road, and in Noida’s Sector 62 and Expressway belt

Source: Altre Research

City wise Key Trends: Mumbai

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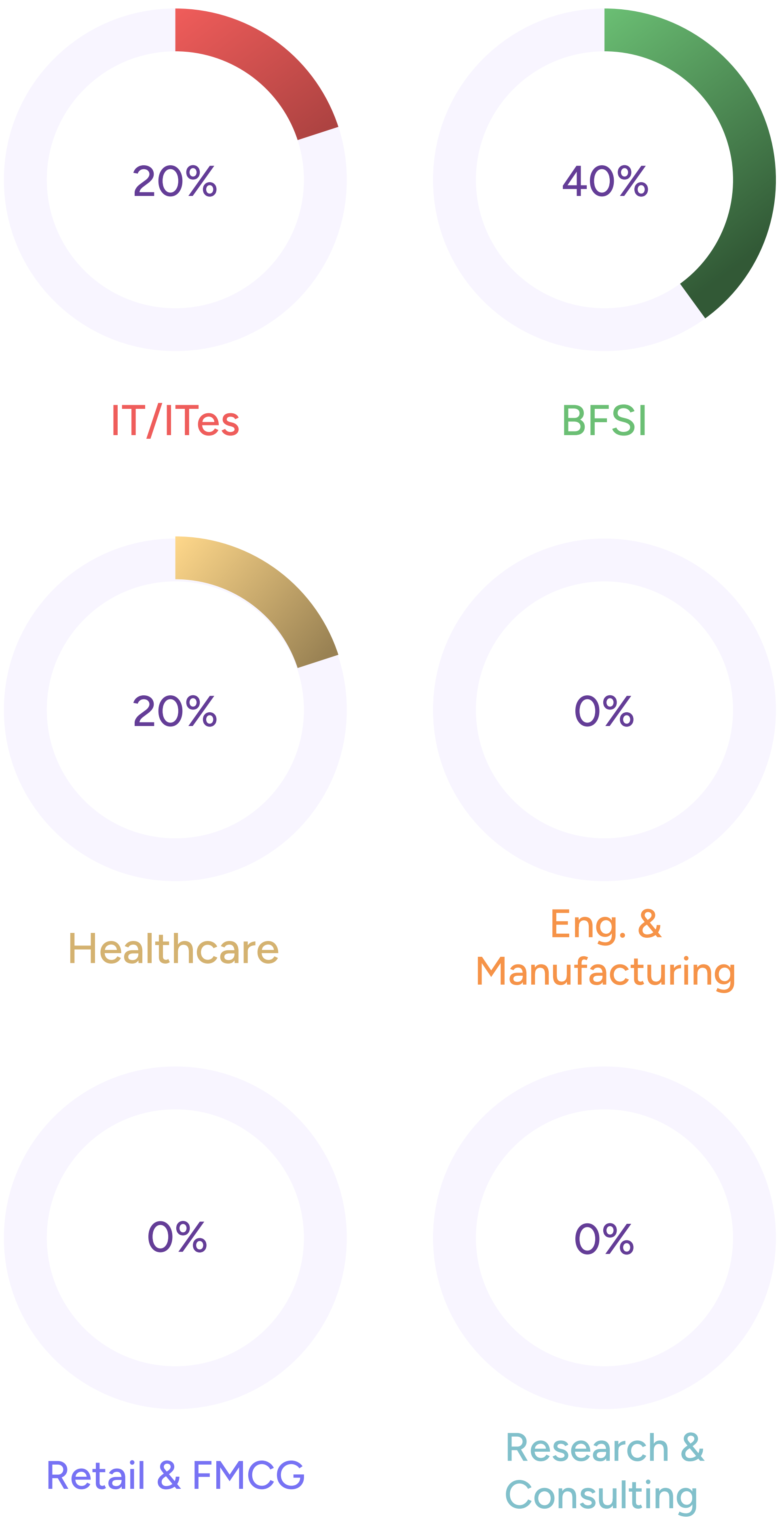
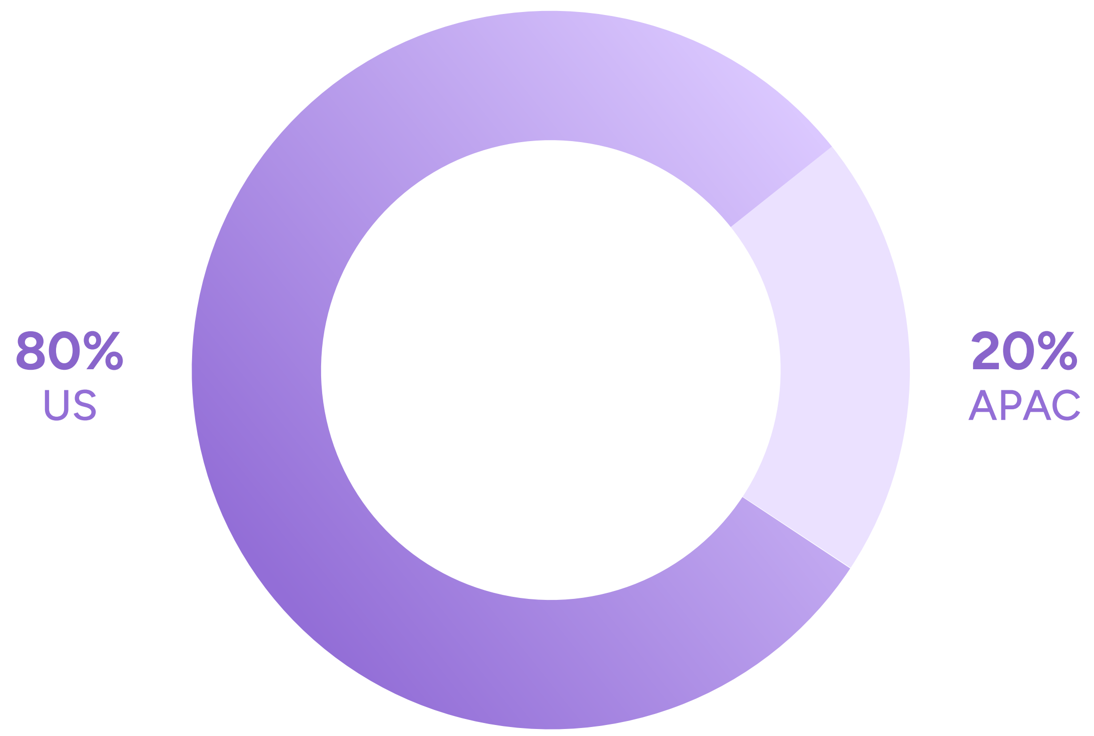
Industry Share of New GCCs – 2025

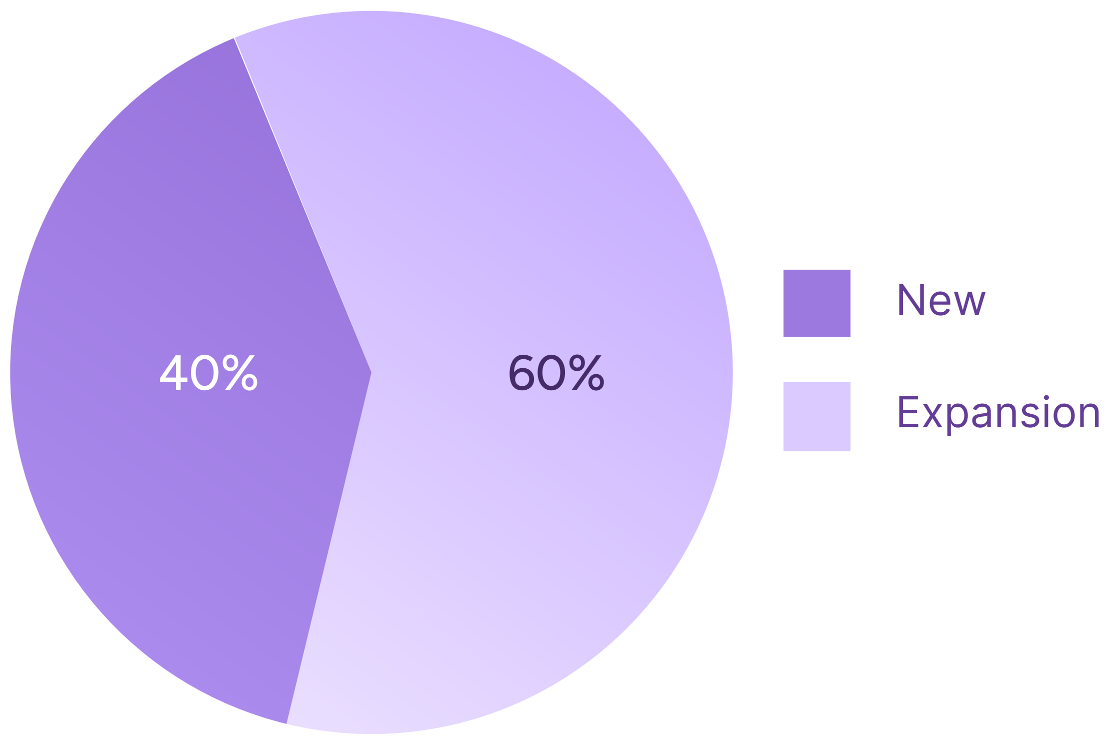


Other: **20%**

Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

J.P.Morgan

Blackstone

Cosette PHARMACEUTICALS

Zema Global

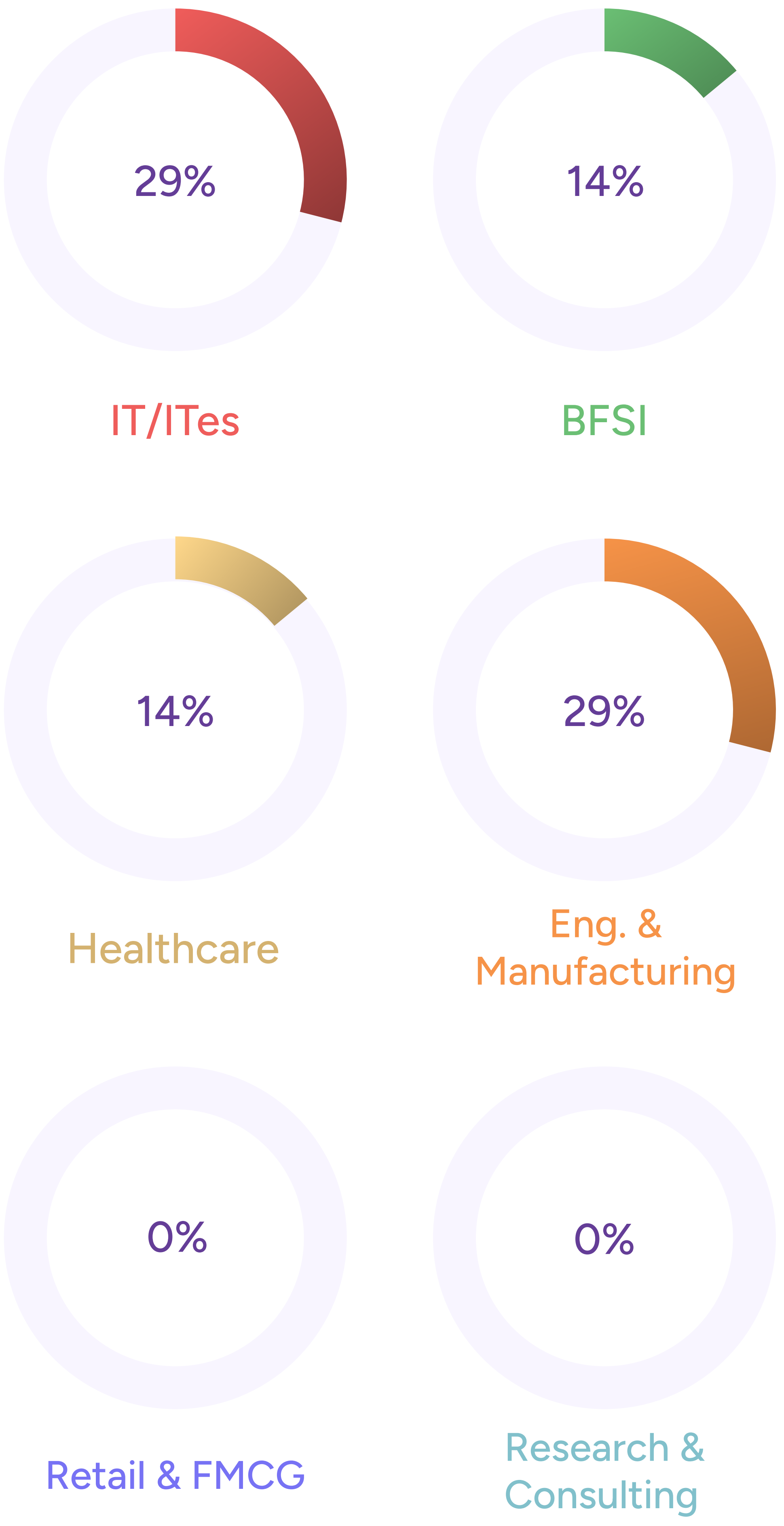
dentsu

- Mumbai stayed BFSI-heavy and expansion-led, consistent with Mumbai's role as a financial-services capability hub rather than a mass new-entry market
- The year's marquee deal underscored Mumbai's scale pull: JPMorgan's expansion (~2,000,000 sq ft) stands out as the single biggest footprint, reinforcing that when firms need large capacity, Mumbai can still absorb mega-scale demand
- New growth corridors are coming into play with shift toward Navi Mumbai and Vasai, supported by upcoming infrastructure and a widening development pipeline
- 2026 setup - with new office supply and connectivity tailwinds (including the Navi Mumbai airport-driven corridor expansion), Mumbai's GCC growth could broaden to newer nodes for large, cost-managed expansions and campus-style requirements

Source: Altre Research

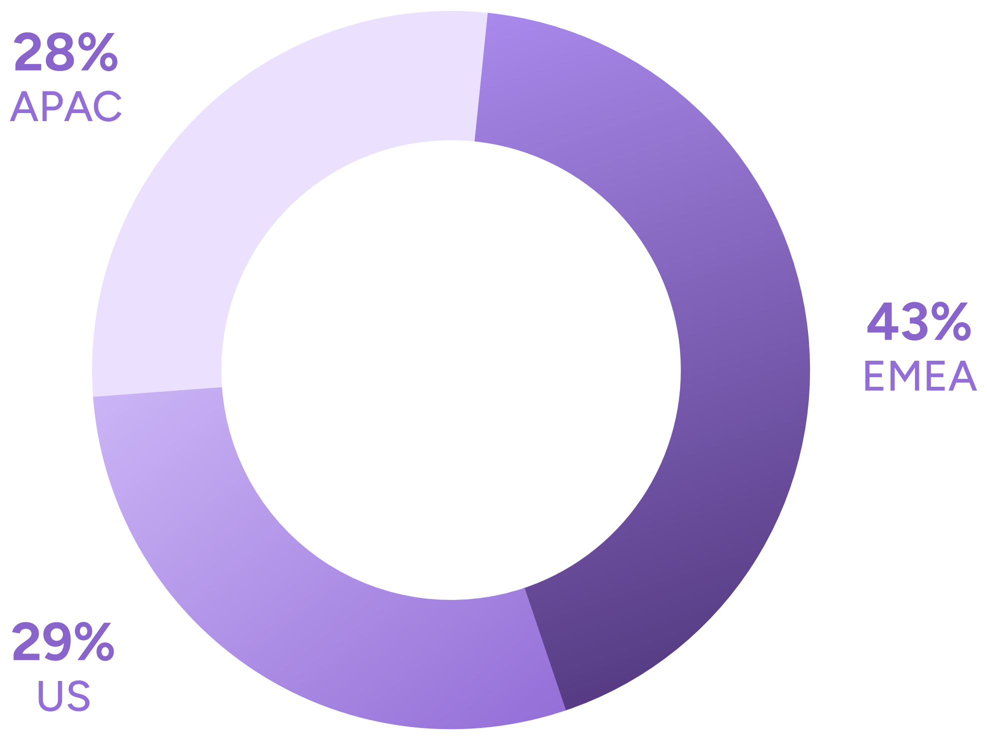
City wise Key Trends: Tier 2

Industry Share of New GCCs – 2025

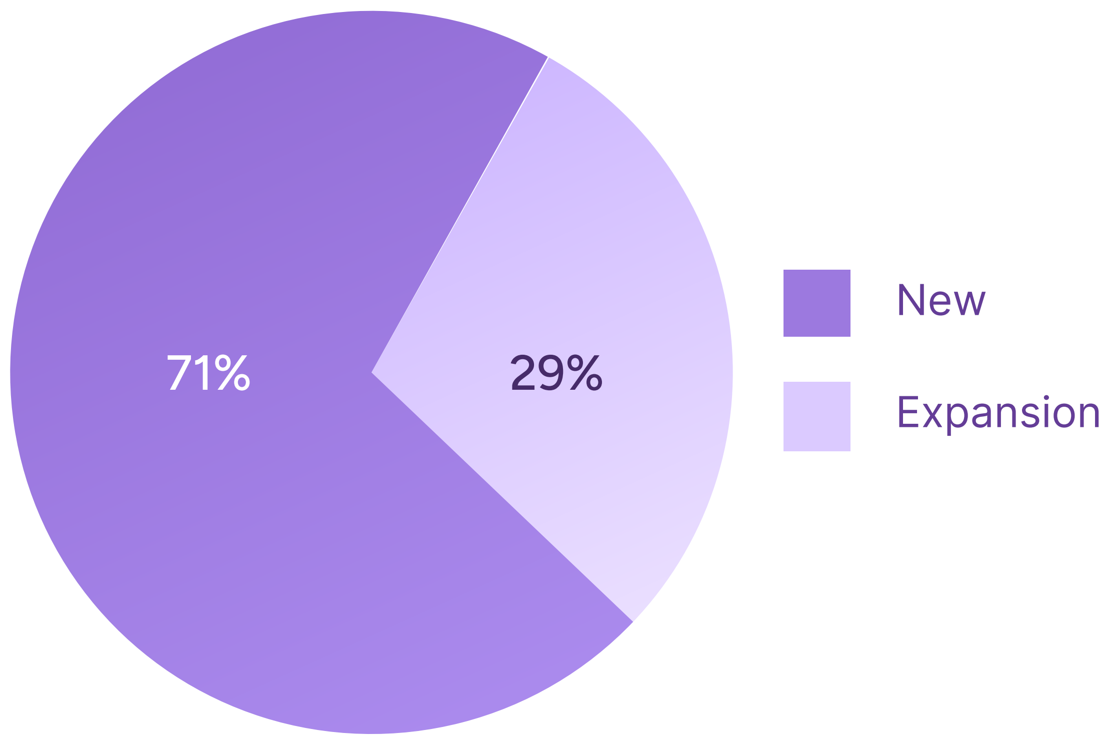


Other: **14%**

Headquarters regions of GCCs in 2025



New vs Expansion



Top Occupiers in 2025

Arch, Infineon, C&R Software, Airbus, Cyara, Eisai

- Tier-2 slice is new-led, indicating that smaller cities are being used for fresh setups (not just spillover expansions from metros)
- Unlike the metro pattern that often skews US-heavy, Tier-2 cut has a strong EMEA share and meaningful APAC presence, signaling that firms are comfortable placing capability units in smaller Indian markets
- Set-ups span multiple Tier-2 nodes (e.g., Visakhapatnam, Nagpur, Trivandrum, GIFT City, Vadodara), suggesting Tier-2 GCC adoption is happening as a distributed network rather than a single breakout city
- Policy tailwinds are pushing this decentralization; policies incentivize spreading GCC growth beyond metros via facilitation and incentives (single-window support, targeted subsidies, and Tier-2/3 positioning in GCC policy frameworks)

Source: Altre Research

2025 GCC Policies: 8-State comparison

Cost of Entry – CAPEX subsidies, stamp duty waivers, and investment thresholds

State	₹ CAPEX Subsidy	Stamp Duty Exemption	Min. Investment/Job Threshold
Uttar Pradesh	25% of ECI (Capped at ₹25 Cr	100% Exemption/Reimbursement	₹15 Cr - ₹75 Cr / 100 - 1000+ Staff
Karnataka	Beyond Bengaluru Package (Tier-2/3)	Standard Industry Rates	Focus on "Beyond Bengaluru" clusters
Madhya Pradesh	40% of ECI (Up to ₹30 Cr)	100% Reimbursement	₹15 Cr - ₹50 Cr / 500 - 1000+ Staff
Maharashtra	20% of FCI (Up to ₹100 Cr)	100% Exemption	₹50 Cr - ₹750 Cr (Tiered)
Gujarat	20% Building / 30% IT Support	100% Exemption (GIFT City focus)	Min. 50 employees on payroll
Tamil Nadu	Focus on Talent over CAPEX	100% Exemption (Lease/Purchase)	Min. 200 persons within scheme
Odisha	25% Lease Subsidy	100% Exemption	Focus on IT/ITes specific units
Rajasthan	30% Project Cost (Up to ₹30 Cr)	100% Exemption	Focus on first 10 "Early Movers"

CAPEX LEADERS

MH & MP

Deepest Caps: ₹100Cr & 40%

HIGHEST%

40%

Madhya Pradesh (ECI)

HIGHEST CAP

₹100 Cr

Maharashtra (FCI)

STAMP DUTY

100%

7 out of 8 states

Source: Inductus Research

The Operational Advantage

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Recurring benefits that impact the bottom line over 5+ years

Talent

Direct Salary Support

Tamil Nadu

30% (Yr 1), 20% (Yr 2), 10% (Yr 3) payroll reimbursement for salaries > ₹1 Lakh/Month

Uttar Pradesh

Up to **₹1.8 Lakh/Year** per UP domiciled employee **+₹20K** bonus per local fresher

Maharashtra

40-50% reimbursement for ₹1L+ salaries, extra **10% bonus** for 50% women/PWD staff

Gujarat

One time **₹50k-₹60k** per local hire retained for 1 year

Innovation and R&D

High-Value Work

Centres of Excellence (CoE)

- **UP:** ₹10 Cr grant for CoEs
- **MP:** 50% funding (up to ₹10Cr) for AI/Cyber CoEs via PPP

IP & Patent Support

- **Gujarat:** ₹10 Lakh per patent (up to 10/year)
- **Mahrashtra:** 25% R&D expense reimbursement (up to ₹2 Cr)

OPEX Relief

Operational Cost Reductions

Power & Cloud Relief

- **UP & Gujarat:** 15-20% reimbursement on rent, power, bandwidth and cloud costs
- Capped at **₹40-80 Cr/Year**

Utility Waivers

- **Maharashtra 7 Odisha:** Power tariff subsidies (₹1-2/units)
- 100% Electricity Duty exemption for up to 10 years

Key Takeaway

BEST FOR SCALE

MH / UP

Deepest Capex caps and specalized "Mega" tiers

BEST FOR TECH

TN / KA

Targeted payroll for high-pay roles & tech clusters

BEST FOR COST

MP / RJ

Highest % of land and capital rebates

Source: Inductus Research

Explore GCC Market Insights

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About Altre:

Altre is a tech-driven commercial real estate and design & build platform that simplifies how businesses find, plan, and deliver their workspaces. From conventional leases to managed and flexible offices, Altre offers a comprehensive market inventory backed by smart tools for benchmarking, cash flow analysis, and portfolio management, which is fully integrated with our single-window Build-Tech platform that makes fit-out delivery easy to measure and track. Our mission is to bring transparency, speed, and data-led decisions to every stage of the workspace journey, helping businesses make better location and design choices, faster.

About Inductus:

Inductus Group is a dynamic and diversified business solutions provider, specialising in Consulting & Advisory, Strategy & Management Consulting, Project Management, Tech Consulting and Global Capability Centres. Incepted in 2007 with HQs at Noida, Delhi NCR, the group is known for its strategic expertise, operational excellence, and an untiring commitment to innovation, helping businesses expand efficiently in domestic as well as global markets. Inductus Group remains dedicated to driving transformation with a forward-looking approach, leveraging cutting-edge technology, deep industry expertise, and strategic partnerships.

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