

GCC Sector:

Talent Trends and Insights

May 2025

INDIA IS A GLOBAL CAPABILITY CENTRES HUB

India hosts over 1,700 GCCs, accounting for ~50% of all GCCs worldwide. GCCs have transformed the landscape for corporates in India by shifting the perspective of global powers of viewing India as a cost saving medium to a hub of innovation and strategic value. GCCs in India have enabled economic growth, job creation and regional development by utilizing the country's skilled workforce, technological advantage, and supportive government policies.

As Global Capability Centres (GCCs) continue to expand their footprint in India, especially across Software & Internet, Engineering, Automotive, and Data & AI sectors, their role has evolved well beyond cost efficiency.

These centres are now pivotal hubs for innovation, product development, digital transformation, and enterprise leadership.

This report focuses on companies that have set up GCCs in India within the last three years.

Source: EY

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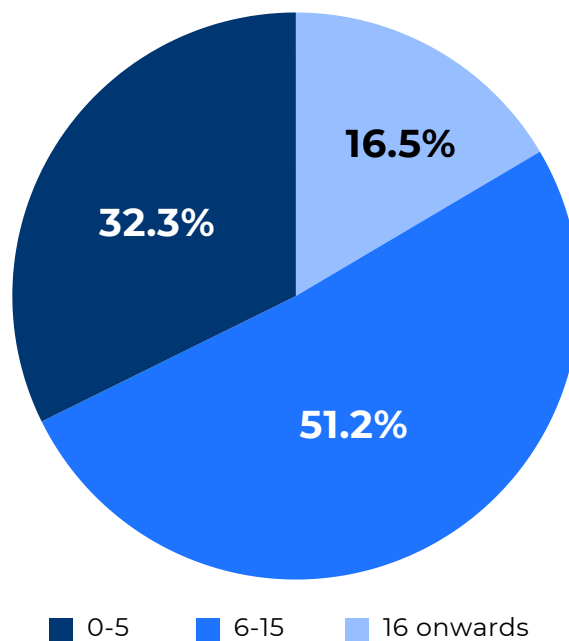
WORKFORCE DEMOGRAPHICS IN GCCs

May 2025

EXPERIENCE LEVEL

Mid-Level Professionals Lead at 51%, with Early-Career Talent at 32% and a Smaller Pool of Senior Experts at 16.5%

**Years of Experience
(% breakdown)**



Source: CIEL Works analysis based on analysis of 76000 GCC executives

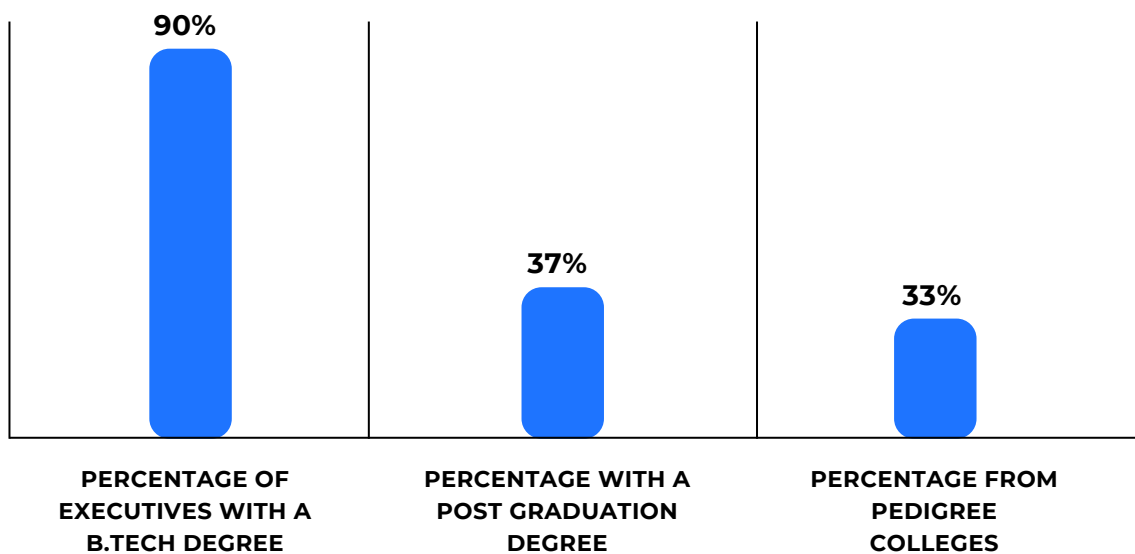
The GCC workforce is dominated by mid-level professionals (6–15 years of experience), who make up 51.2% of employees, indicating a mature talent pool capable of handling complex tasks.

Early-career professionals (0–5 years) account for 32.3%, offering a pipeline of fresh talent, while the smaller share of highly experienced professionals (16+ years at 16.5%) suggests a potential gap in senior leadership.

EDUCATION

B.Tech Degrees Dominate GCC Executives, with Advanced Education and Top-Tier Talent Shaping Sector Expertise

Educational Profile



Source: CIEL Works insights based on analysis of GCC executives

A B.Tech degree is a basic eligibility criterion for GCC positions. The majority of GCC executives hold a B.Tech degree, emphasising the sector's need for technical expertise and engineering foundations.

Over a third of executives have pursued advanced education, highlighting the importance of specialized knowledge and leadership skills in driving GCC success.

One-third of executives graduated from prestigious institutions, reflecting the sector's focus on attracting top-tier talent with strong academic backgrounds.

A conceptual illustration of a hand holding a globe. The globe is composed of a network of white dots connected by thin white lines, forming a spherical web. Scattered across the globe are several circular icons, each containing a stylized human figure. The background is a solid blue color with a subtle gradient.

RAPID

DIGITIZATION

IN INDIAN GCCs

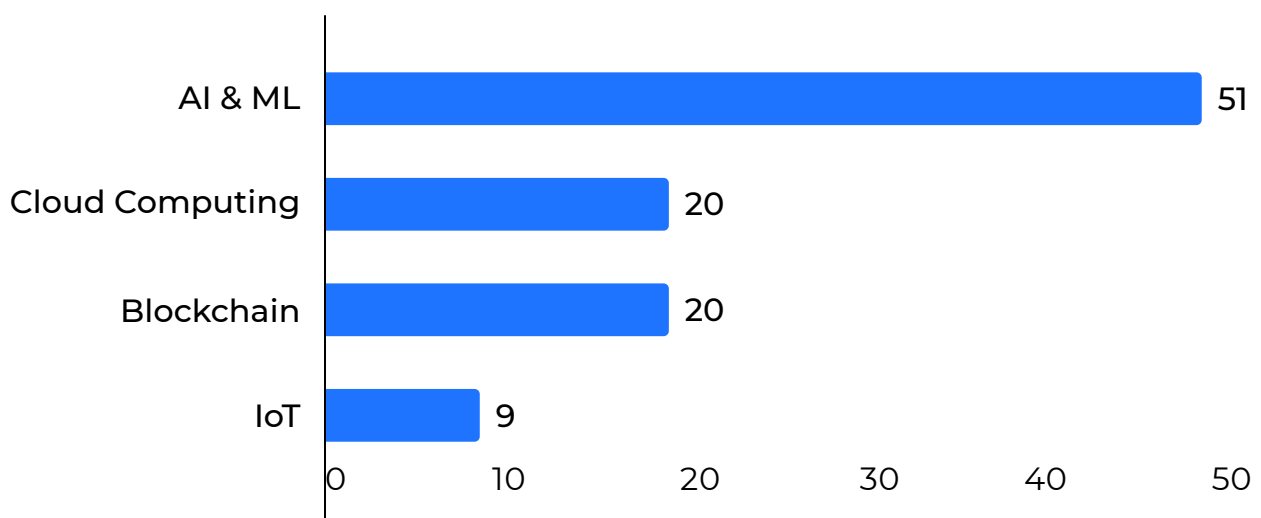
Indian GCCs Embrace Digital-First Future

Indian GCCs are embracing a digital-first approach by heavily investing in cutting-edge technologies like AI, Cloud, Cybersecurity, and Blockchain. Mature GCCs, acting as portfolio and transformation hubs, are focusing on Full Stack development, AI and IoT, building deep expertise to drive high-value work from India. They are also adopting Blockchain and Web 3.0 for fraud detection, enhanced security, and immersive experiences.

BFSI GCCs have evolved from back-office support to leading in Data Analytics, Algorithmic Trading, and Quantitative Financial Engineering. Legacy GCCs are leveraging India's cybersecurity talent for advanced threat prevention, while newer GCCs are concentrating on global and emerging market solutions.

CIEL Survey reveals GCCs are using varied technologies; AI and Machine Learning leading

**Which emerging technology is your organization focusing on?
(% respondents)**



Source: CIEL Works Survey

AI and Machine Learning (ML) are the key areas of investment for GCCs, with **51% of respondents** prioritizing these technologies. This strong focus underscores the transformative potential of AI and ML in driving innovation, automation, and data-driven decision-making across industries.

Beyond AI and ML, GCCs are also investing in other emerging technologies, though to a lesser extent. Cloud Computing and Blockchain each account for 20% of the focus, reflecting their importance in enabling scalable infrastructure, cost efficiency, and secure, decentralized solutions. Additionally, **9% of respondents** are investing in the **Internet of Things (IoT)**

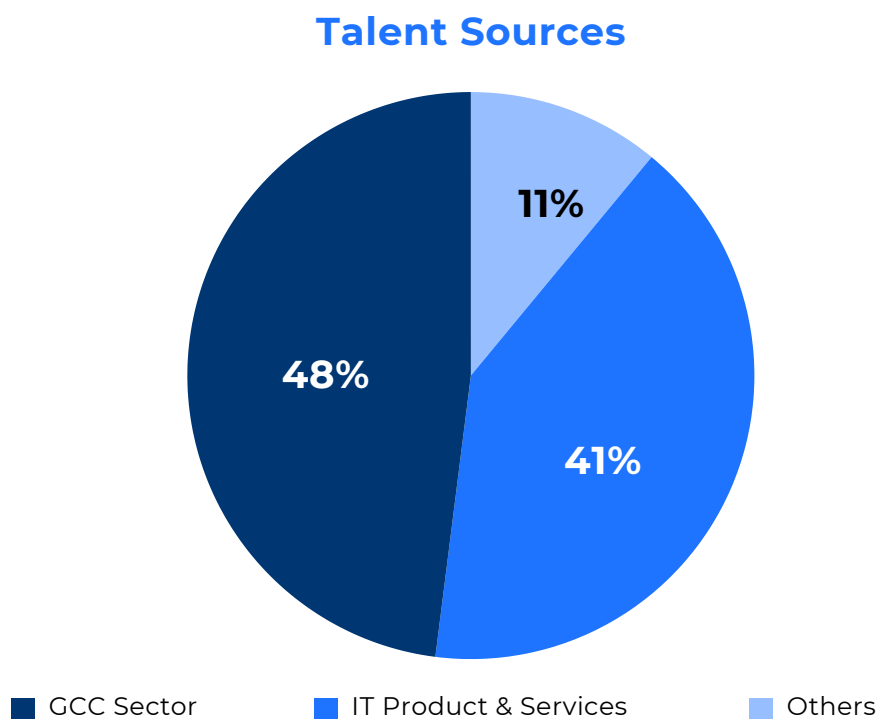
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RECRUITMENT DYNAMICS IN THE GCCs

May 2025

Where is the talent coming from?

Half of GCC Executives Hired from Within the Sector. IT Leaders Fuel Cross-Industry Expertise



Nearly half of GCC executives are hired from within the sector, reflecting a strong internal talent pipeline and the value placed on industry-specific experience.

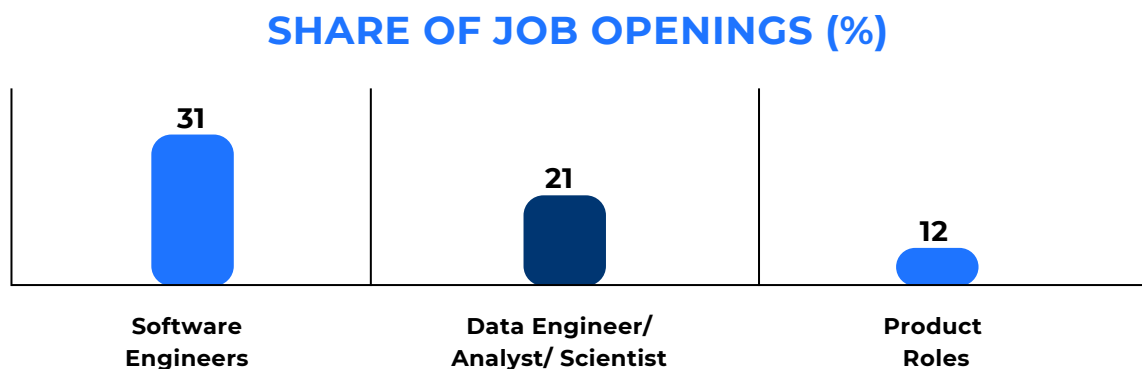
A significant portion of executives transition from IT Products and Services, bringing cross-industry expertise and a deep understanding of technology-driven solutions.

Source: CIEL Works Survey

May 2025

What Roles are in Demand?

Software Engineering Still Leads GCC Job Openings at 31%, but Combined Data and Product Roles Surge to 33% – A Strategic Shift Toward Innovation and Value Creation



The job landscape in GCCs is shifting from traditional, code-centric roles to more diverse and specialized positions. While software developers and engineers continue to form the backbone of GCC operations, there is a growing demand for roles that leverage data, AI and cloud technologies. This evolution is driven by factors such as Digital Transformation, Data-Driven Decision-Making, Product-Centric approach, Automation & AI.

While Software Engineers still dominate job openings in GCCs (31%), the combined share of Data Engineers/Analysts/Scientists (21%) and Product Roles (12%) reveals a significant shift. Together, these emerging roles account for 33% of job openings, surpassing traditional software engineering roles. This highlights a strategic pivot in GCCs toward data-driven decision-making and product-centric innovation, signalling a transformation from pure technical execution to strategic value creation.

Source: Based on Analysis of job postings of 675 GCC jobs

Emerging and Dominant Roles Shaping GCCs

Software Developers/ Engineers

Responsibilities: Designing, coding, and testing software applications; collaborating with cross-functional teams; maintaining and improving existing systems.

Skills Required: Proficiency in programming languages like Java, Python, or C++; knowledge of frameworks like Spring Boot or .NET; familiarity with Agile methodologies.

Data Engineers

Responsibilities: Building and maintaining data pipelines; ensuring data quality and accessibility; collaborating with data scientists and analysts.

Skills Required: Proficiency in programming languages such as Python and data processing libraries such as Pandas and Numpy. Experience working with data tools: Spark, Kafka, etc. and cloud services.

Data Scientists

Responsibilities: Analysing large datasets; building predictive models; collaborating with business teams to drive data-driven decisions.

Skills Required: Proficiency in Python or R; Deep Knowledge of statistical and machine learning algorithms.

Product Managers

Responsibilities: Defining product vision and strategy; collaborating with engineering and design teams; managing product lifecycles.

Skills Required: Strong communication & leadership skills; experience with Agile methodologies; knowledge of product management tools.

Cloud Architects

Responsibilities: Designing and implementing cloud-based solutions; ensuring scalability and security; collaborating with development and operations teams.

Skills Required: Expertise in cloud platforms like AWS, Azure, or Google Cloud; knowledge of DevOps practices; certifications like AWS Certified Solutions Architect.

Cyber Security Experts

Responsibilities: Implementing security measures to protect IT infrastructure. Conducting vulnerability assessments and penetration testing. Developing and enforcing cybersecurity policies.

Skills Required: Familiarity with data protection laws and standards. Experience in monitoring, analysing, and managing Data Loss Prevention (DLP) incidents.

Source: Based on Analysis of job postings of 675 GCC jobs

Evolving Nature of Jobs in GCCs

Senior Product Manager, Global Supplier Technology | Wayfair

As a Senior Product Manager, you will play a critical role in shaping the vision and strategy of our products, driving the development of scalable, high-impact solutions that elevate the supplier experience. Partnering closely with engineering, design, and business teams, you will lead the creation of innovative products that align with our mission and deliver significant value to both internal and external stakeholders.

<https://www.linkedin.com/jobs/view/4143452264>

DLP Cyber Security | MUFG

In this role, you will be responsible for Cyber Security Data Loss Prevention management and assessments across MUFG's Banking arm and Securities business under a dual-hat arrangement. Under this arrangement, you will act and make decisions on behalf of both the bank and the securities business, subject to the same remit and level of authority, and irrespective of the entity which employs you.

<https://www.linkedin.com/jobs/view/4137535634>

Platform Product Manager, Provisioning and Access Management | Airbnb

We are seeking a highly motivated and experienced Platform Manager to lead the strategy, roadmap, and execution of our Provisioning Platform. In this role, you will be responsible for ensuring that Airbnb's global workforce has seamless and secure access to the tools and systems they need to succeed. You will partner closely with engineering, product, operations, and security teams to define and deliver innovative solutions that address the complexities of managing access for a diverse and distributed workforce.

<https://www.linkedin.com/jobs/view/4167829169>

Head of Cloud SMB Support, India / APAC | Atlassian

We are on the lookout for a passionate leader to join our Cloud Support team in India, leading regional/global teams in the delivery of legendary technical support to our customers. The ideal candidate will be a member of our global CSS leadership team and will help establish and execute the Cloud Support strategy.

<https://www.linkedin.com/jobs/view/4170325876>

Senior Decision Scientist | Cockroach Labs

We are looking for a talented and analytical Senior Decision Scientist to join the Data & Analytics team at Cockroach Labs. As a member of the data organization, you will work closely with our Product, Finance and Engineering teams to uncover insights about how customers use CockroachDB, helping to inform the Product's decision-making and provide actionable insights that will guide strategic business choices. You will also be responsible for long-running analytical initiatives marked by greater complexity and less structure that will yield substantial product enhancements.

<https://www.linkedin.com/jobs/view/4069812940>

Engineer II - Data Science & Analytics | Pratt & Whitney

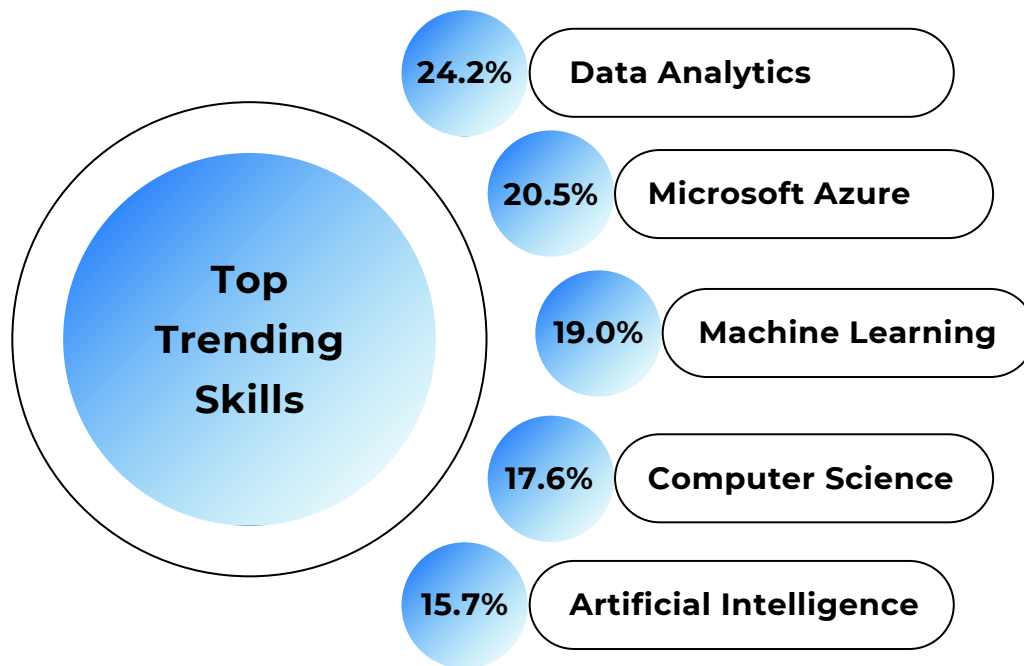
This role will be responsible for the development, deployment, and support of game-changing repair/maintenance machine learning and statistical models that provide forecasting, prediction and prescriptive solutions that can be embedded into our software and workflows. These solutions will enable Pratt & Whitney to continually push the state of the art in gas turbine engine repairs and reduce the cost of maintaining our parts, components, and engines.

<https://www.linkedin.com/jobs/view/4176539620>

Source: Based on Analysis of job postings of 675 GCC jobs


Top Trending Skills

Data Analytics, Cloud and AI Skills Dominating GCCs



Source: CIEL Works analysis based on LinkedIn profiles of 76000 executives

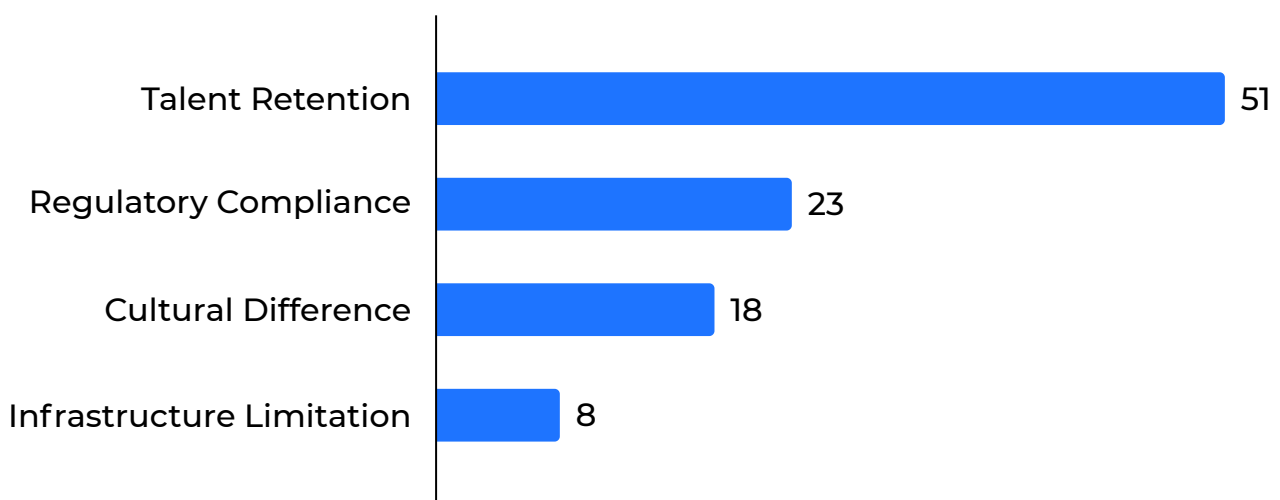
- The dominance of **Data Analytics** and **Cloud Computing (Microsoft Azure)** highlights the critical role of data-driven decision-making and cloud infrastructure in GCC operations.
- The rise of **Machine Learning** and **Artificial Intelligence** reflects the increasing adoption of advanced technologies to drive innovation and efficiency.
- **Computer Science** fundamentals remain a strong foundation for executives navigating the tech-driven landscape.

A conceptual image of a hand holding a globe. The globe is composed of a network of dots connected by lines, with several human icons placed at various points on the network. The background is a solid blue color.

EMPLOYEE ATTRITION REMAINS A CHALLENGE

CIEL Survey reveals Talent Retention is the biggest challenge facing GCCs

What is the biggest challenge your GCC faces in India?
(% of respondents)



Talent retention is the most significant challenge faced by GCCs, with 51% of respondents identifying it as their top concern. This underscores the competitive nature of the talent market. The rapid growth of emerging technologies such as AI, ML, and cloud computing has created a surge in demand for specialized talent, leading to intense competition among organizations. Employees with expertise in these areas often have multiple opportunities, making it challenging for GCCs to retain them.

Following talent retention, regulatory compliance emerges as the second-most pressing challenge, cited by 23% of respondents. Navigating complex and evolving regulatory landscapes, especially in cross-border operations, requires significant resources and expertise.

Source: CIEL Works Survey

Significant workforce in 'Open to Work' status

52% of GCC Workforce Open to Move:

Disengagement Signals a Looming Talent Crisis for GCCs

**EMPLOYEES
OPEN TO WORK**

52%

The GCC sector is witnessing significant talent mobility, with 52% of the overall workforce open to work. The data highlights widespread disengagement or restlessness, likely due to limited career growth, compensation gaps, or work-life balance issues. This signals a competitive talent market, with risks of talent drain and increased recruitment costs. However, it also offers an opportunity for GCCs to attract top talent. To address this, GCCs must focus on retention through career development, competitive rewards, flexible work arrangements, and strong employer branding.

Source: CIEL Works analysis based on profiles of 76000 executives

Function-Specific Trends: Product Professionals Seek Greener Pastures, IT function Stays Relatively Stable

**EMPLOYEES
OPEN TO WORK**

Product

55%

Software

45%

However, this trend varies notably across functions, with 55% of product development professionals and 45% of IT professionals expressing openness to new opportunities. Additionally, 23% of all executives who changed jobs in the last year belonged to the 'Product' category, underscoring the high mobility and demand for product talent.

The variation highlights function-specific trends. Product development professionals may face higher dissatisfaction due to workload and pressure, such as tight deadlines and high expectations, leading to burnout. Additionally, competitive external demand for skilled talent makes them more open to exploring new opportunities. In contrast, IT roles show lower mobility, likely due to structured career paths, skill specialization, and higher internal demand. GCCs should address product development challenges by reducing burnout and fostering innovation, while continuing to invest in upskilling and engagement for IT roles.

Source: CIEL Works analysis based on profiles of GCC executives

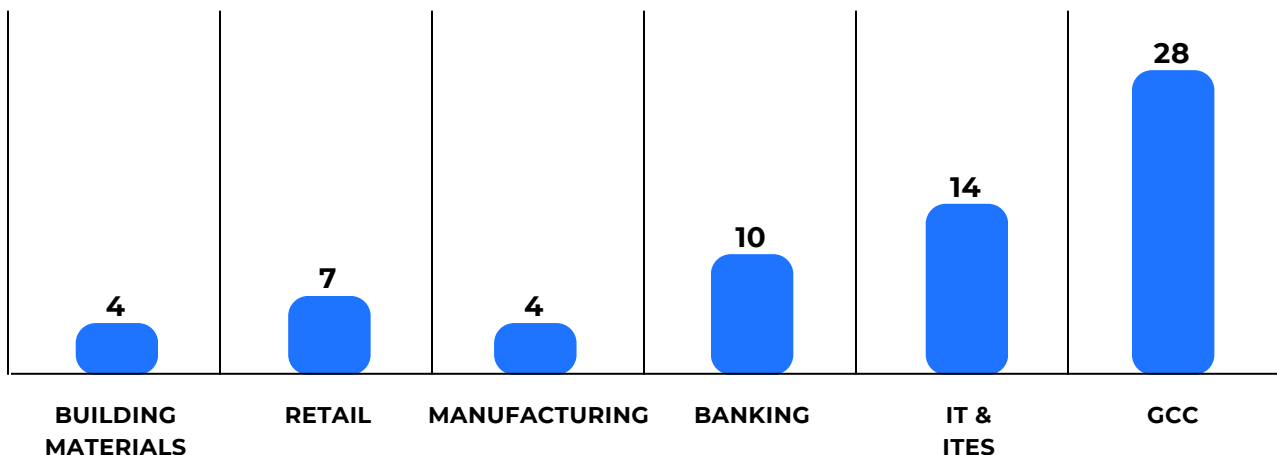
High Talent Mobility

28% Job Change Rate Tops IT, Financials, and Manufacturing Sectors, Signaling a Hot Talent Market

Share of GCC executives who changed jobs in last 1 year:

28%

SHARE OF EXECUTIVES WHO CHANGED JOBS IN LAST ONE YEAR (%)



This high mobility rate underscores the competitive nature of the talent market, where professionals are actively seeking better opportunities, career growth or alignment with personal aspirations. For GCCs, this trend highlights the need to prioritize employee engagement, career development and retention strategies to mitigate turnover risks.

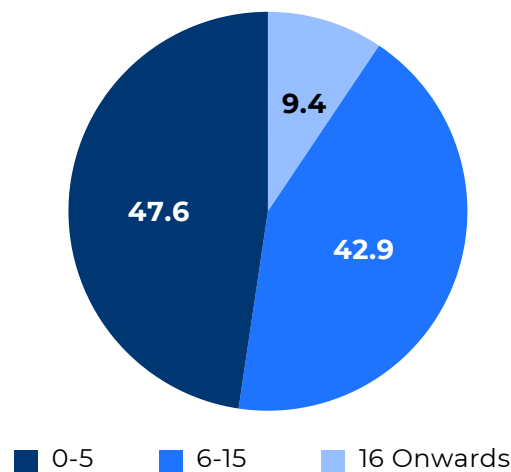
Source: CIEL Works analysis based on profiles of GCC executives

High Talent Mobility

Experience-Level Trends in Job Mobility

Share of Executives who moved in the last one year – by Years of experience

Years of Experience




Early-Career Professionals (0–5 years): With 47.6% job mobility, this group shows the highest turnover, driven by a desire for diverse experiences and career growth. GCCs should focus on onboarding, mentorship and clear career paths to retain them.

Mid-Level Professionals (6–15 years): At 42.9% mobility, this backbone cohort seeks greater responsibility and leadership. GCCs can retain them through progression plans, leadership programs and competitive benefits.

Senior Executives (16+ years): Only 9.4% changed jobs, as they prioritize stability and long-term impact.

Source: CIEL Works analysis based on profiles of 21000 GCC executives

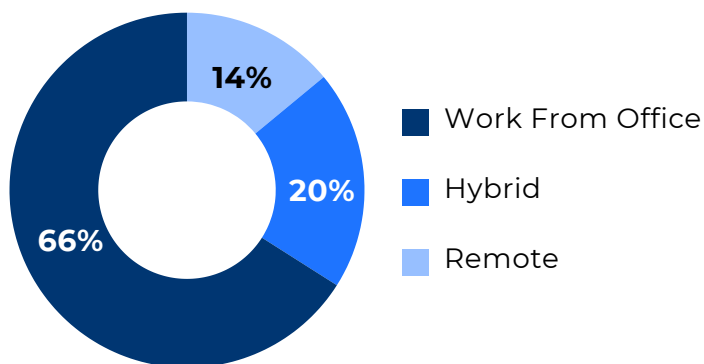
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Talent remains a
cornerstone of GCC
success, pushing
organizations to build
a thriving workplace
culture

GCC Talent Retention Initiatives: Flexible Work Arrangements

Analysing Job Openings by Work Model, Experience Level and Location

Work Model Distribution (%) - 2025

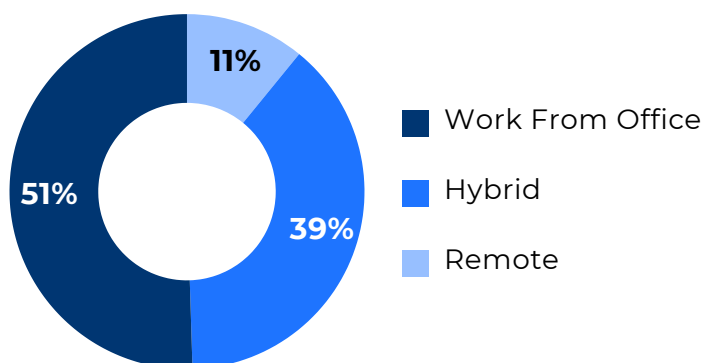


The GCC sector has undergone a striking shift in work models over the past two years.

In 2023, onsite roles dominated at 51%, followed by hybrid (39%) and remote (11%).

By 2025, however, the landscape has pivoted decisively: onsite work surged to 66%, while hybrid arrangements dropped to 20%.

Work Model Distribution (%) - 2023



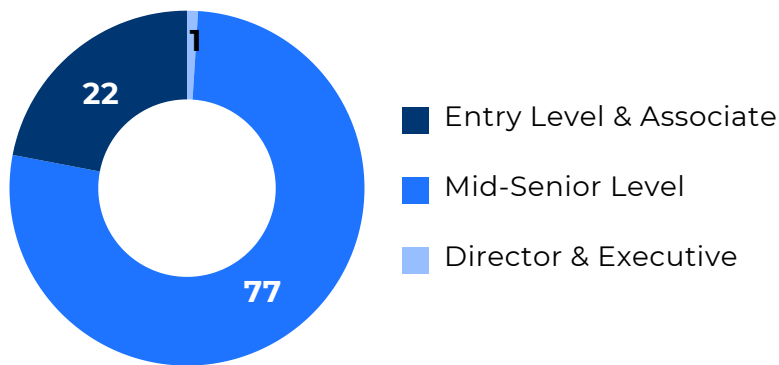
This 15-point jump in in-office presence signals a strong push to recentralize operations, likely driven by the need for closer collaboration, security, and oversight in high-value GCC functions. Yet the persistence of hybrid and remote options now accounting for 1 in 3 roles reveals lasting flexibility for specialized talent.

Source: CIEL Works analysis based on 675 job openings

GCC Talent Retention Initiatives: Flexible Work Arrangements

Analysing Job Openings by Work Model, Experience Level and Location

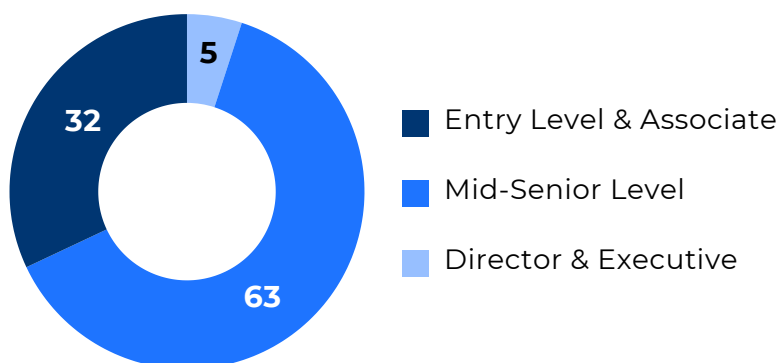
Job Postings by Experience Level (%) - 2025



The GCC sector is undergoing a transformation in its talent requirements.

In 2023, the distribution stood at 32% entry-level, 63% mid-senior, and 5% director-level roles. By 2025, this mix has shifted dramatically: entry-level positions have contracted to 22% (a 10-point drop), while mid-senior roles now dominate at 77%—marking a 14-point surge.

Job Postings by Experience Level (%) - 2023



The surge in mid-senior hires suggests GCCs are prioritizing ready-now expertise to drive complex digital initiatives (e.g., AI, cloud migration) over foundational training of junior talent.

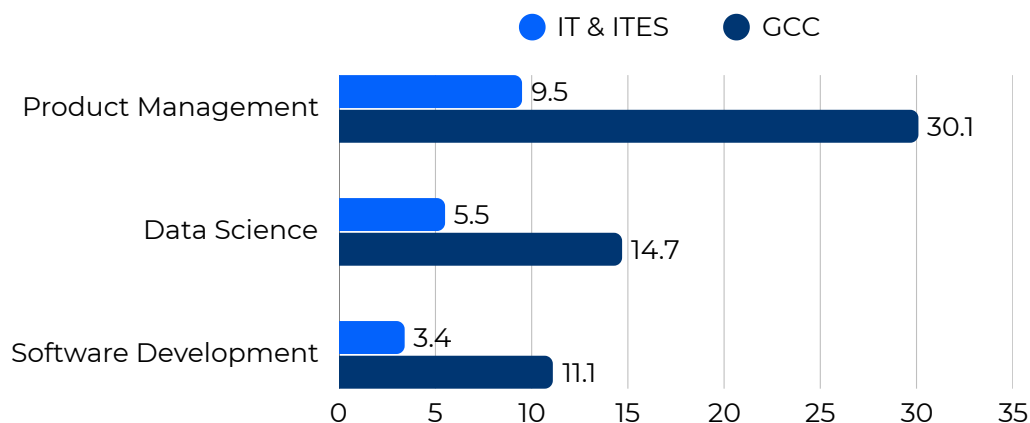
Source: CIEL Works analysis based on 675 job openings

GCC Talent Retention Initiatives: Compensation and Benefits

GCCs Outpay Traditional IT: Higher Compensation for Software, Data and Product Roles at Every Level

In the key functional areas such as software development and engineering, data management and analytics, product management, the compensation packages offered by GCCs across entry, mid and senior levels in top in-demand roles far outpace those offered by traditional IT companies.

Salary Comparison (Entry Level Roles in INR Lakhs)



GCCs, which specialize in cutting-edge technologies like Generative AI, AI/ML, Data Analytics, Cybersecurity and Cloud Computing, are at the forefront of digital transformation and redefining innovation benchmarks. Compensation in these centers is significantly higher—ranging from 12% to 20% above that of traditional IT services—highlighting the growing premium placed on digital expertise.

Source: CIEL Works analysis based on company reviews platform data.

GCC Talent Retention Initiatives: Meeting the Needs of Younger Workforce

With Millennials and Gen Z comprising approximately 90% of the workforce, employee priorities are increasingly centered on flexibility, career advancement, and opportunities for skill development. In response, GCCs are designing holistic total rewards packages that emphasize non-monetary benefits in addition to offering competitive salaries.



The company offers a Flex Wallet benefit, empowering employees to allocate funds toward personalized needs and priorities. Refreshing annually, it supports diverse lifestyles and individual preferences, ensuring flexibility and meaningful impact. Atlassian's are given a monthly remote work allowance to support a Team Anywhere environment and access to a comprehensive online ergonomic tool. The firm provide free, confidential mental health support, including digital programs, meditations, live sessions, coaching, counselling, and personalized care. This also includes 24/7 crisis support and specialized care coordination for urgent or complex needs.

Revolut

Revolut empowers employees with flexibility to work from home, the office, or a blend of both, alongside a unique 120-day 'workcation' program to work remotely from new locations while exploring different cultures.



The company offers a parent-friendly work culture with the flexibility to work from home on certain days. Employees benefit from excellent learning and development opportunities, including access to RooLearn, a platform filled with high-quality training and content. Additionally, the company provides monthly allowances for commuting and childcare costs.



Our benefits are centered around our Live and Work Anywhere policy, prioritizing flexibility to meet individual needs. Employees receive quarterly travel credits, an annual educational stipend, and a quarterly Live and Work Anywhere allowance, empowering them to enhance their lives professionally and personally as desired.



We encourage work-life balance and fully support the health of our team members. Our benefits include:

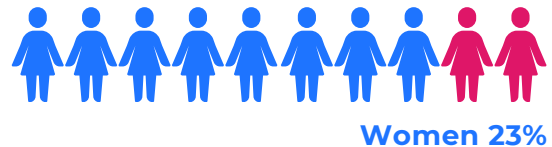
- Comprehensive health insurance and wellness programs.
- Onsite medical services and 24/7 telehealth consultations.
- Generous vacation time.
- Sick, parental, and adoption leave.

GCC Talent Retention Initiatives: Bridging the Gender Gap

Overall Representation:

- Women make up 23% of the total workforce in GCCs, indicating room for improvement in gender diversity across the sector.

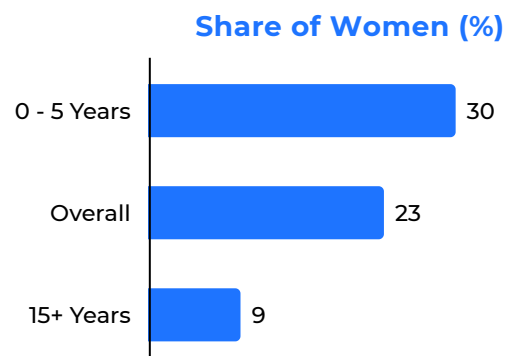
Employment Breakdown by Gender



Pipeline Leakage:

- While women represent 30% of freshers and entry-level roles, their share drops significantly to 9% in senior executive roles with 15+ years of experience.
- This suggests challenges in retaining and promoting women as they progress in their careers.

Breakdown of women's representation across different levels:



Barriers to advancement:

- This drop could be due to several reasons, including:
- Lack of mentorship or sponsorship for women
- Unconscious bias in promotion decisions
- Workplace cultures that don't support women's advancement
- Challenges related to work-life balance, particularly around life stages such as motherhood
- Fewer opportunities for women in critical or high-visibility roles

Sector	Share of women
GCC	23%
Building Materials	12%
Pharma Manufacturing	22%
MSME	24%
FMCG	14%
ITES	31%
Start Ups	24%
EV	8.6%
EPC	16%

Source: Data collected from a sample of 90 leading GCC companies

Methodology

The report is based on the data and analysis of 76000 executives working in GCC Sector in India and 5,111 job postings from job portals.

The companies undertaken for the study belong to Software & Internet; Engineering, Automotive, Data and AI categories and have set up GCCs in the last 3 years.

The report also draws insights from a CIEL Works survey of GCC executives.

The report also draws insights from the career sections of GCC companies operating in India.

About CIEL WORKS:

CIEL Works conducts in-depth research and analysis across industries to understand the evolving landscape of talent acquisition, talent management, and the dynamic forces shaping HR in today's business world. It delivers actionable insights to help leaders navigate the rapidly changing environment and make informed decisions about their human resources.

About CIEL HR Group:

#GetTheBestOutOfUs

CIEL HR is India's only company offering a complete suite of tech-driven HR solutions, covering the entire employee lifecycle. With 85 offices across 38 locations and more than 1360 employees, CIEL has served 5000+ companies as of March 2025.

Our HR Services

- Exec Search, Selection, RPO, Value Staffing, NAPS & NATS by CIEL HR, Aargee Staffing
- Professional IT & Engineering Staffing by CIEL Technologies
- HR Advisory by Ma Foi Strategic Consultants, People Metrics
- HR Managed Services (payroll/compliance) by Ma Foi Strategic Consultants
- Skilling by CIEL Skills & Careers
- Background Verification by Vibrant Screen

Our HR Tech Platforms

- Talent Assessment & Development by Jombay, Thomas Assessments
- Talent Engagement by Jombay
- HRMS by Hfactor
- Learning Solutions by Courseplay
- Statutory Compliance by eZYCOMP
- Fresher Upskilling by ProSculpt
- Automated Background Verification by Vibrant Screen



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