

51% of GCCs in India Cite Talent Retention as Top Concern, Reveals Latest Study by CIEL HR

~ Based on the analysis of 76,000 executive profiles, the study further highlights a growing talent crisis, with 52% of the GCC workforce willing to switch jobs, underlining the urgent need for stronger retention strategies

National, 5th June 2025: India's Global Capability Centres (GCCs), which play a key role in supporting global digital transformation and innovation, are currently facing a growing challenge in **talent retention**. A recent study by **CIEL HR**, an end-to-end HR solutions provider, titled "**CIEL Works: GCC – Talent Trends and Insights**", reveals that 51% of GCCs in India cite talent retention as their top challenge, amid a sharp rise in attrition, job-switching intent, and employee disengagement. Analysing 76,000 executive profiles, the findings also highlight that **52%** of the GCC workforce is **actively considering new job opportunities**, signalling a seismic shift in employee expectations.

With demand for niche skills like AI, Machine Learning, and Cloud Computing creating a surge in the need for specialised talent, organisations are facing intense competition to attract and retain top professionals, making it increasingly difficult for GCCs to hold on to their best talent. The talent war is especially fierce among tech-forward enterprises where deep digital expertise is non-negotiable, and professionals with such skills often have multiple opportunities, leading to high mobility and mounting retention challenges.

The study further reveals that **55% of product development professionals** and **45% of IT professionals** are currently **exploring new job opportunities**, while **28%** of executives across IT, financial services, and manufacturing **have already changed jobs in the past year**. The churn is most acute among younger professionals where, early-career professionals (0–5 years) show the highest mobility at 47.6%, driven by the pursuit of diverse experiences and rapid growth, followed by mid-level professionals (6–15 years) exhibiting a 42.9% turnover, motivated by aspirations for leadership and greater responsibility, while senior executives (16+ years) demonstrate the lowest mobility at 9.4%, valuing stability and long-term impact.

Commenting on the findings, **Mr. Aditya Narayan Mishra, Managing Director & CEO of CIEL HR**, said, *"India hosts over 1,700 GCCs, nearly 50% of all GCCs worldwide, highlighting the country's pivotal role in global innovation and high-value delivery. Over time, GCCs have transformed from cost-efficiency centres into strategic engines for their respective parent entities, and at the same time, they drive economic growth, job creation, and regional development for India, fuelled by the skilled talent pool, advanced tech ecosystem, and supportive policy framework in India. However, rising attrition and talent mobility demand a decisive shift from transactional approaches to holistic employee engagement. Today's workforce seeks more than pay, they want career progression, flexibility, inclusivity, and purpose. To stay ahead, GCCs must invest deeply in career development, strengthen employer branding, and build workplace cultures that foster trust, growth, and belonging. Talent is the cornerstone of GCC success, and the future will favour organisations that invest not just in technology, but in their people."*

Other Key Findings from the Report on GCC Talent Retention Initiatives

The CIEL HR study also highlights several evolving trends and structural shifts in how GCCs are approaching talent retention:

- **Rising Preference for Work from Office:**

Based on the analysis of 675 job openings, complete work from office roles have grown significantly from 51% in 2023 to 66% in 2025. This 15-point jump in in-office presence signals a strong push to recentralise operations, likely driven by the need for closer collaboration, security, and oversight in high-value GCC functions.

- **Shift Toward Experienced Hires:**

The talent mix within GCCs is evolving. Entry-level roles have declined from 32% to 22%, while mid-senior roles have surged to 77%, a 14-point increase. This shift points to an increased demand for professionals with "ready-now" capabilities to lead digital innovation in AI, ML, and cloud technologies.

- **Competitive Compensation for Digital Roles:**

GCCs are offering significantly higher compensation, ranging from 12% to 20% above traditional IT services, especially in high-demand domains such as generative AI, data analytics, cybersecurity, and cloud. This reflects the premium placed on digital expertise and the sector's race to attract top talent.

- **Meeting the Needs of the Millennial and Gen Z Workforce:**

With nearly 90% of the GCC workforce comprising Millennials and Gen Z, organisations are pivoting to total rewards strategies that emphasise flexibility, rapid career progression, and continuous learning over traditional perks.

- **Gender Diversity Gaps at Leadership Levels:**

While women account for 30% of entry-level roles, their representation drops to just 9% at senior executive levels (15+ years experience). The study highlights barriers such as lack of mentorship, unconscious bias, and challenges around work-life balance, indicating a pressing need for more inclusive leadership pipelines.

Methodology

CIEL Works by CIEL HR Services is a comprehensive talent trends report. This report is based on the data and analysis of 76000 executives working in the 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.

About CIEL HR

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