



The Institute of Chartered Accountants of India
(Set up by an Act of Parliament)

GLOBAL CAPABILITY CENTRES



ICAI GCC
INSIGHTS
FIRST EDITION

FROM **LEDGERS** TO **GLOBAL**
LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

ECOSYSTEM PARTNERS



सत्यमेव जयते

NITI Aayog



सत्यमेव जयते

New, Emerging & Strategic Technologies Division

Ministry of External Affairs

Government of India



सत्यमेव जयते

**Ministry of Electronics
& Information Technology**

Government of India



सत्यमेव जयते

Government of India

Ministry of Commerce and Industry

DEPARTMENT OF COMMERCE



SEPC

SERVICES EXPORT PROMOTION COUNCIL
Setup by Ministry of Commerce & Industry, Govt. of India



INVEST INDIA



N.S.D.C
REIMAGINE FUTURE



नवसर्जनम् शुचिता समावेशत्वम्
IIM
SAMBALPUR

MEDIA PARTNER

BW BUSINESSWORLD

— www.businessworld.in —

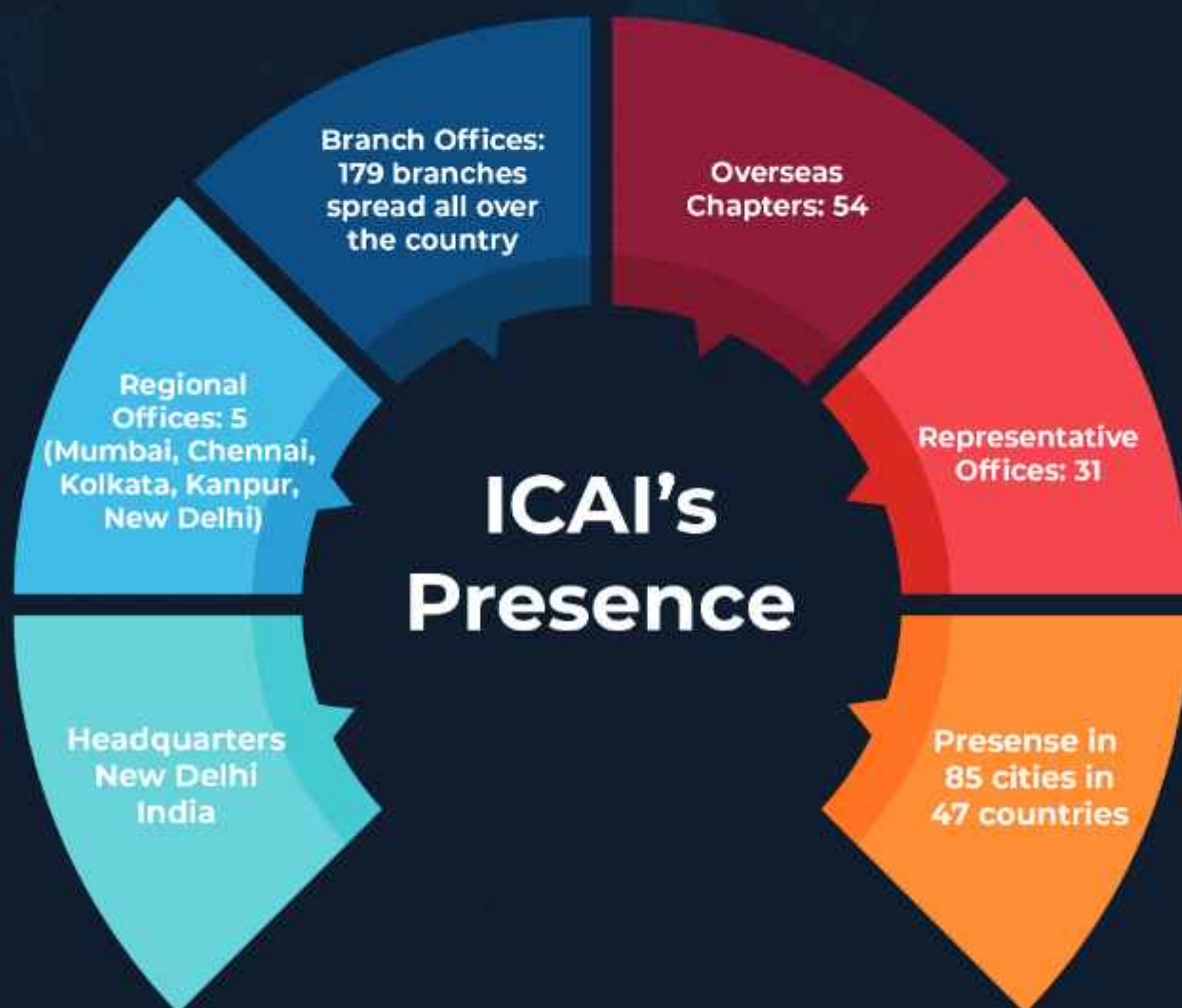


Title	Page No.
1) About ICAI	01
2) International Presence	02
3) About GCC Summit Series 2025	03
4) Themes of GCC Summit	04
5) Message of President, ICAI	06
6) Message of Vice-President, ICAI	08
7) Preface	10-11
8) Members of the 26th Council	12
9) Articles	
♦ From Cosmos to Capability: A Dialogue on GCCs Between Brahma, Vishnu, and Mahesh Contributed by CA. Shailesh Haribhakti, FCA	13-16
♦ Chartered Accountants: Architects of Global Efficiency Contributed by CA. Aniket Talati, Past President, ICAI	17-20
♦ Global Capability Centers (GCCs): Market Overview and Future Opportunities Contributed by CA. Chetan Venugopal, Co Founder and Board Member, Pierian Services Pvt Ltd	21-30
♦ Shared Services vs GCCs in India: A Strategic Outlook for the Accounting Profession Contributed by CA. Karthick Venkatakrishnan, Managing Director, EisnerAmper India	31-34
♦ Changing role of CA Teams in GCCs-An imminent shift in hiring and retention practices Contributed by Dr. Kakoli Sen, Professor & Campus Chair -Delhi IIM Sambalpur	35-36
♦ Odisha: Catalysing the Next Wave of Global Capability Centres Contributed by Government of Odisha	37-38
♦ The New Nervous System of Global Finance: Forged in India's GCCs Contributed by CA. Anand Prakash Jangid, Chief Change agent, AJALABS.AI	39-40
♦ Blueprint for Building a GCC: Strategy & Scaling Contributed by CA. Deepak Gupta, CEO, ASTRAVISE Business Solutions	41-43
♦ Global Capability Centres in India: Taxation & Transfer-Pricing Realities Contributed by CA. Manish Aggarwal, Partner, TrueLedger Consulting	44-46



About ICAI

The **Institute of Chartered Accountants of India (ICAI)** is a statutory body established on 1st July 1949 Under **The Chartered Accountants Act, 1949**, by an Act of Parliament. As the premier regulatory authority For the Chartered Accountancy profession in India, ICAI has a distinguished legacy of over 75 years. Today, ICAI is recognized as one of the largest and most respected accounting bodies in the world. With a robust International footprint, ICAI operates **179 branches** across India, **54 overseas chapters**, and **31 Representative** offices in **85 cities across 47 countries**. The Institute serves a diverse and dynamic community of more than **4,80,000 members**, including over **42,000 members** based abroad, and nearly **10 lakh Students**. Our members' professional excellence and their significant contributions to economic growth, financial transparency, and social development are widely acknowledged on a global scale.





INTERNATIONAL PRESENCE



The Institute of Chartered Accountants of India
(Set up by an Act of Parliament)

ICAI International Network



54 Chapters, 31 Representative Offices

Overseas Chapters	
Representative Offices	
Overseas Offices	

Presence in 85 Global Cities in 47 Countries

as on 04th June, 2025



About GCC Summit 2025

GCC Summit 2025 is a flagship initiative by the Institute of Chartered Accountants of India (ICAI), aimed at convening thought leaders, global industry experts, Chartered Accountants, and corporate decision-makers to explore the dynamic and expanding role of Global Capability Centers (GCCs) in today's business landscape.

Under the theme "From Ledgers to Global Leadership – Chartered Accountants Shaping GCCs," the summit will spotlight the growing influence of finance professionals—especially Chartered Accountants—in steering innovation, governance, and leadership across diverse sectors within the GCC ecosystem.

India today is home to over 1,800 GCCs, employing more than 1.9 million professionals. These centers have rapidly evolved from back-office support units into strategic hubs driving transformation in finance, analytics, AI, cybersecurity, ESG compliance, and more.

As the apex body for Chartered Accountants in India, ICAI's objective through this summit is to:

- ◆ Create a platform for knowledge exchange, cross-industry dialogue, and collaboration
- ◆ Showcase leadership opportunities for CAs in the expanding GCC ecosystem
- ◆ Facilitate connections between professionals, policymakers, and global corporations
- ◆ Highlight ICAI's global initiatives to upskill and position members for international leadership roles in GCCs
- ◆ Promote India—particularly centres like GIFT City—as a prime destination for finance-driven GCCs

GCC Summit series, scheduled for June 27–28, 2025, at Hotel The Grand, New Delhi, followed by Ahmedabad (Gift City), Mumbai and Hyderabad. will feature impactful keynote sessions, expert panels, masterclasses, and curated networking opportunities. This summit reflects ICAI's ongoing commitment to shaping future-ready professionals and contributing to India's position as a global leader in capability and innovation.





THEMES OF GCC SUMMIT

01



**Finance
Innovation**

02



AI

03



**Data
Privacy**

04



**ESG
Sustainability**

05



**Ethics &
Governance**

06



**Accounting
and
compliance**

07



**Cyber
security**

08



**Talent
Development**

09



**Setting Up
GCCs**

10



Taxation
(BTAA, Transfer pricing and
international taxation
compliance)

11



**HR
Perspective**

12



**Marketing
Strategies**

13



**IFSCA /
Gift city**

14



**Funding
Arrangements**

15



**Business
Process
Reengineering**

GLOBAL CAPABILITY CENTRES



ICAI GCC INSIGHTS

FIRST EDITION

FROM **LEDGERS** TO **GLOBAL
LEADERSHIP**

CHARTERED ACCOUNTANTS SHAPING GCCs





MESSAGE FROM THE PRESIDENT, ICAI



CA. Charanjot Singh Nanda
President, ICAI

India's Global Capability Center (GCC) ecosystem has evolved from cost-centric offshore units to strategic hubs driving global innovation and digital transformation. With over 1,800 GCCs employing 1.9 million professionals, the sector is projected to grow from \$64.6 billion in 2024 to \$110 billion by 2030. Key trends shaping the sector include increased adoption of artificial intelligence, cloud computing, cybersecurity, and automation, with leading GCCs expanding their footprint in India and strengthening their presence. I am sure, in the time to come, this whole ecosystem will be major contributor in fulfilling the vision of Viksit Bharat @ 2047.

The ICAI is working through the Group to Promote India as Accounting GCC (Under Development of International Trade and Services & WTO Directorate) which is constituted to showcase ICAI's Global initiatives, upskill members for international leadership roles in GCCs and foster networking between professionals, policymakers, and international corporations.

Under the transformative theme "From Ledgers to Global Leadership – Chartered Accountants Shaping GCCs" GCC Summit Series 2025 aspires to serve as a premier platform for knowledge exchange, cross-industry dialogue, and collaboration. India is emerging as the global accounting hub, driven by its world class talent pool and a commitment to integrity and transparency. Bringing together various global accounting professionals and innovators, policymakers, ministries, and GCC Companies, the Group aims to chart a dynamic roadmap for India's transformation into a global hub for finance and accounting services. At the heart of this roadmap is the rapid expansion of Global Capability Centers (GCCs), supported by India's strategic strengths and ICAI's proactive leadership.

I congratulate CA. Sanjib Sanghi, Convenor ; CA. Abhay Chhajed, Dy. Convenor; CA. (Dr.) Sanjeev Kumar Singhal, Program Director and other esteemed members of Group to Promote India as Accounting GCC (Under Development of International Trade and Services & WTO Directorate) for bringing out this valuable publication for members.

I trust this publication would serve as a practical guide and resource to all the members for understanding GCC & its emerging areas.

CA. Charanjot Singh Nanda
President, ICAI

GLOBAL CAPABILITY CENTRES



ICAI GCC INSIGHTS

FIRST EDITION

FROM **LEDGERS** TO **GLOBAL
LEADERSHIP**

CHARTERED ACCOUNTANTS SHAPING GCCs





MESSAGE FROM THE VICE PRESIDENT, ICAI



CA. Prasanna Kumar D
Vice-President, ICAI

Global Capability Centers (GCCs), also known as Global In-house Centers (GICs) are becoming a cornerstone of digital transformation strategies for global enterprises. Their rise signals a structural shift in the Finance market—from labor arbitrage to capability-led innovation.

The future of GCCs in India extends well beyond the mature hubs, and we are honoured that we're playing a pivotal role in shaping this evolution. Building a Global Capability Center in 2025 is no longer just about saving costs, it's about building a strategic engine—one that drives innovation, scales talent, delivers measurable outcomes and aligns tightly with global business goals.

In India, 52% of GCCs are actively prioritizing ESG (Environmental, Social, and Governance) goals and practices, and redefining their roles by embedding sustainability at the heart of their operations. India already boasts 1,800+ GCCs, and that number is rising fast. As these centers grow in scale and strategic significance, so does their potential to shape a greener, responsible and sustainable global economy.

At this juncture, I would like to congratulate CA. Sanjib Sanghi, Convenor; CA. Abhay Chhajed, Dy. Convenor & Convenor Development of International Trade and Services (DITS & WTO) Directorate ; CA. (Dr.) Sanjeev Kumar Singhal, Programme Director and other members of **Group to Promote India as AccountingGCC** (Under Development of International Trade and Services & WTO Directorate) for their Continuous pro-active initiatives to facilitate the knowledge enrichment of members and coming out with a publication titled **ICAI GCC Insights- From Ledger to Global Leadership** which features a curated collection of articles related to the GCC.

I am sure that members at large would be immensely benefited by this publication.

With Best Regards

CA. Prasanna Kumar D
Vice-President, ICAI

GLOBAL CAPABILITY CENTRES



ICAI GCC INSIGHTS

FIRST EDITION

FROM **LEDGERS** TO **GLOBAL
LEADERSHIP**

CHARTERED ACCOUNTANTS SHAPING GCCs





PREFACE



CA. Sanjib Sanghi
Convenor



CA. Abhay Chhajed
Dy. Convenor & Convenor
of DITS & WTO Directorate



CA. (Dr.) Sanjeev Kumar Singhal
Programme Director
& Dy. Convenor of DITS &
WTO Directorate

The **Group to Promote India as Accounting GCC** has been established under the aegis of the **Development of International Trade and Services & WTO Directorate**, in alignment with the visionary goals of the **Institute of Chartered Accountants of India (ICAI)**. This initiative embodies ICAI's commitment to champion the pivotal role of Indian Chartered Accountants in the dynamic landscape of global economic transformation.

The rapid evolution of international trade and services presents unprecedented opportunities and challenges for the accounting profession. Against this backdrop, the formation of this group marks a significant milestone in fostering India's leadership and expertise within the Gulf Cooperation Council (GCC) region, a critical hub for global commerce. Our goal is to position Indian Chartered Accountants as indispensable partners in facilitating cross-border trade, compliance, and financial governance, thereby reinforcing India's stature on the world stage.

We are deeply grateful to **CA. Charanjot Singh Nanda**, President, ICAI & **CA. Prasanna Kumar D**, Vice President, ICAI for entrusting us with the responsibility of spearheading this crucial program. Their support has been instrumental in galvanizing our efforts and inspiring the team to strive for excellence. We also extend our heartfelt appreciation to every member of the team whose dedication and collaborative spirit have been vital to advancing this initiative.



PREFACE

Our sincere thanks go to the distinguished contributors whose insightful articles have enriched this publication and provided valuable perspectives on the multifaceted dimensions of accounting, trade, and regulatory frameworks within the GCC context. We are especially honored to acknowledge the contributions of **Manas Ranjan Panda**, Special Secretary, Electronics & IT Department, Government of Odisha; **CA Shailesh Haribhakti**, Past President, ICAI; **CA Aniket Talati**, Past President, ICAI; **CA Karthick Venkatakrishnan**, Managing Director, Eisner Amper India; **CA Anand Prakash Jangid**, Chief Change Agent, AJALABS.AI; **CA Deepak Gupta**, CEO, Astravise Business Solutions; **CA Manish Aggarwal**, Partner, TrueLedger Consulting; **Prof. Kakoli Sen**, Indian Institute of Management Sambalpur (IIM) and **Mr. Chetan Venugopal**, Co-Founder & Board Member, Pierian Services.

Their expert insights have not only enhanced the depth and scope of this booklet but have also provided invaluable guidance for Indian Chartered Accountants seeking to navigate and excel in the GCC marketplace.

As we present this publication at the **GCC Summit 2025**, we envision it as a catalyst for greater collaboration, knowledge sharing, and strategic engagement between Indian professionals and the GCC business ecosystem. We are confident that this initiative will empower Indian Chartered Accountants to play an increasingly influential role in shaping the future of international trade and services.

With renewed commitment and optimism, we look forward to contributing to the sustained growth and success of Indian accounting professionals globally.



FROM LEDGERS TO GLOBAL
LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Members of the 26th Council of ICAI



CA. Charanjot Singh Nanda
President, ICAI



CA. Prasanna Kumar D
Vice-President, ICAI



CA. Vishnu
Kumar Agarwal



CA. Jay Ajit
Chhaura



CA. Piyush Sohanraji
Chhajed



CA. Chandrashekhar
Vasant Chitale



CA. Vishal Doshi



CA. Arpit Jagdish
Kabra



CA. Durgesh Kabra



CA. Purushottamlal
Hukamchand
Khandelwal



CA. Mangesh
Pandurang
Kinare



CA. Priti Paras
Savla



CA. Umesh
Ramnarayan
Sharma



CA. Babu Abraham
Kallivayalil



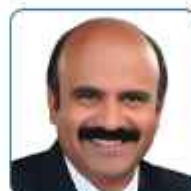
CA. Dayaniwas
Sharma



CA. Madhukar
Narayan Hiregange



CA. Sridhar
Muppala



CA. Rajendra
Kumar P



CA. K Sripriya



CA. Ravi Kumar
Patwa



CA. Sanjib
Sanghi



CA. (Dr.) Rohit
Ruwatia Agarwal



CA. Abhay Kumar
Chhajed



CA. (Dr.) Anuj
Goyal



CA. Satish Kumar
Gupta



CA. Gyan Chandra
Misra



CA. Pankaj Shah



CA. Sanjay Kumar
Agarwal



CA. Hans Raj
Chugh



CA. Pramod Jain



CA. Rajesh Sharma



CA. (Dr.) Sanjeev
kumar Singhal

GOVERNMENT NOMINEES



Joint Secretary
(dealing with Professional
institute), MCA



Shri. Bala Murugan D.
2% MCA



Shri. Manoj Kumar Sahu
Dit in O/o DCCoA
New Delhi



Shri. Tasneem Singhvi
PD (Com II)
CSAG (CSAG Nominee)



Shri. Sanjay Sharma,
Indian Postal Service
Group A (1988)



Justice (Former) Shashi
Kant Gupta
Allahabad High Court



Shri. Mukhmeeet Singh
Bhatia US-1993 (Retd)



Shri. Vinod Kumar Tindal
Indian Cost Accounts
Service (1986)



From Cosmos to Capability: A Dialogue on GCCs Between Brahma, Vishnu, and Mahesh

A Socratic Dialogue on the Role of Indian Chartered Accountants in the Age of Global Capability Centres

Contributed by Dr Shailesh Haribhakti, FCA

Scene: The Cosmic Sabha

Beneath the Kalpavriksha, in the eternal ether where time is but a ripple in thought, the three deities — Brahma the Creator, Vishnu the Preserver, and Mahesh the Transformer — convene to discuss the future of enterprise and the evolving role of India's finest minds.

Brahma (Gazing upon a parchment glowing with real-time analytics):

See how Bharat thrives! Our children have become architects not only of temples and traditions, but now of transformation itself. The Global Capability Centre — what a marvel! Decentralised yet central to the world's operation.

Vishnu (Smiling serenely):

Indeed, Creator. In this kalpa of cognition, the GCC is a new Vishnupuram — a space that preserves innovation, risk, compliance, and trust across geographies. But tell me this: who sustains its rhythm? Who gives it soul?

Mahesh (Eyes ablaze, voice deep):

It is the quiet warrior — the Chartered Accountant.
Once a scribe of ledgers.
Now, a strategist of ecosystems.
They have not just evolved; they have awakened.

Brahma:

Let us then deliberate:
What makes Bharat the epicentre of this GCC revolution?
And why must the CA be its dharmic pillar?

Bharat as the Chosen Kshetra

Vishnu:

Because Bharat is not merely a place. It is a proposition.

Where else do you find a workforce fluent in global accounting standards and Vedantic reasoning alike?

Where else does deep process mastery coexist with agile digital deployment?

From Kochi to Kanpur, we see finance towers humming with the cadence of global work.

The GCCs are no longer captive centres — they are cognitive capitals.

Mahesh:

And within this storm of scale and speed, who holds the balance?
The CA.



FROM **LEDGERS** TO **GLOBAL LEADERSHIP**

CHARTERED ACCOUNTANTS SHAPING GCCs

They are no longer back-office bookkeepers. They are:

Custodians of compliance
Architects of assurance
Champions of ESG
Whisperers of risk
Coders of financial governance

In them, the shakti of Vishwakarma meets the smriti of Manu.

Brahma (thoughtfully):

Then let us name the traits that will define the GCC-Ready Chartered Accountant — not just for today, but for the kalpas to come.

The Panchakosha of the GCC-Ready CA

Vishnu:

Let it be fivefold — like the Panchakosha, the five sheaths of being.

1. Annamaya Kosha (Physical Mastery):

Operational excellence — mastery of tools, dashboards, reconciliations, audits, dashboards. Precision in execution.

2. Pranamaya Kosha (Vital Energy):

The agility to collaborate across time zones, manage uncertainty, and sustain digital stamina. The heartbeat of real-time finance.

3. Manomaya Kosha (Mental Acumen):

Critical thinking. Scenario modelling. Fraud detection. Transfer pricing. Tax structuring. Legal interplay.

4. Vijñanamaya Kosha (Wisdom Body):

Deep ethics. Judgment. Risk governance. ICFR. Internal audit. The eye that sees consequences.

5. Anandamaya Kosha (Purpose & Joy):

Why does the CA do what they do? Not for numbers. But for nation building, for trust, for human flourishing.

Maresh (raising his trident):

Let us not forget — disruption is my domain.

Even as GCCs flourish, three forces threaten complacency:



Artificial Intelligence



Regulatory Complexity



Geopolitical Volatility

But the evolved CA embraces these with conscious transformation — upskilling in AI, mastering global tax regimes, aligning strategy to ESG and sustainability.

Brahma:

Then the question becomes: what must ICAI and Bharat do to scale this awakening?

Vishnu:

Let us build the GCC Gurukul — a living model to train, empower and globalise our CA fraternity.



The GCC Gurukul and the Rise of Bharat as Vishwa Guru

From the Eternal Dialogue of Brahma, Vishnu, and Mahesh

Brahma (Unrolling a scroll woven with digital threads):

What must we now design to fulfil this destiny?

How shall we equip the modern-day Arjuna — the Chartered Accountant — to lead the Global Capability Centres of tomorrow?

Vishnu (Eyes radiant with compassion):

We must birth a new institution of learning.

Not bound by walls.

Not delayed by curriculum committees.

A living, breathing GCC Gurukul — where the CA learns not just accounting, but awareness.

The GCC Gurukul: A Manifesto

Mahesh:

Let it be built on five pillars — like the Panchayat of wisdom.

1. Digital Immersion:

CA aspirants must now be fluent in the languages of machines — Python, SQL, RPA, GPT, Quantum Accounting.

Let every article be trained in AI-augmented audits and real-time reconciliations.

2. Global Fluency:

Train in IFRS, FATCA, OECD BEPS, CBCR, ESG frameworks, and digital asset taxation.

Chartered Accountants must speak the dialect of all domiciles.

3. Integrated Case Labs:

Every ICAI centre must house a simulated GCC Lab — where CA students work on live projects from multinationals, solving valuation, compliance, and fraud challenges.

4. Ethics and Inner Engineering:

Every CA must undertake training in ethics, governance, and inner stillness.

Let the Bhagavad Gita meet the COSO framework. Let Shraddha walk with Sustainability.

5. AGI Readiness Missions:

Weekly updates on how AI models are evolving, how bias creeps into automation, and how to keep humane decision-making at the heart of digital scale.

Vishnu (quietly):

This is not just about skilling.

It is about sanctifying capability.

The Role of ICAI: From Regulator to Renaissance Engine

Brahma:

And what of the noble institution — ICAI?

What dharma must it now uphold?

Mahesh (powerfully):

No longer merely a licensing body.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

ICAI must become:

- ◆ A diplomatic envoy, engaging regulators across the world.
- ◆ A data trust, gathering and analysing patterns from the global CA diaspora.
- ◆ A curator of consciousness, publishing whitepapers on ethics in AGI, carbon accounting, and purpose-driven audit.
- ◆ A beacon for Bharat, branding Indian CAs not as backend processors but as sovereign professionals of strategic consequence.

Vishnu:

Let ICAI build Global GCC Alliances with 50 nations.

Let us create exchange programs where Indian CAs help set up GCCs from Vietnam to Ghana, from Canada to Chile.

Let the Indian CA become the sutradhaar — the narrative weaver — of global finance.

What Must the Individual CA Do?

Brahma:

All systems aside, what must the individual practitioner do?

Maresh: Awaken.

- ◆ Learn every day.
- ◆ Code compassion into every file.
- ◆ Be the first to disclose, not the last to report.
- ◆ Mentor others.
- ◆ Refuse shortcuts.
- ◆ Measure what matters.

Let every CA live by this sacred whisper:

"In my numbers, the world must see the truth.

In my silence, the world must feel the trust."

Bharat as the Vishwa Guru

Vishnu:

And when all of this converges — systems, skills, spirit — then Bharat shall rise not as a service provider, but as Vishwa Guru.

Not just for accounting. But for:

- ◆ Conscious capitalism
- ◆ Frictionless finance
- ◆ Ethical AGI
- ◆ Circular valuation
- ◆ Regenerative governance

Brahma (closing his scroll): Then let this be our Sankalp —

That every CA from Bharat shall walk the Earth with a satchel of skills, a spine of ethics, and a spark of divinity.

And every GCC that arises on this soil shall be a Yagna —

Not of fire, but of insight.

Not of ritual, but of renewal.

Maresh (in stillness):

Let the world not remember us for compliance.

Let it remember us for conscious excellence.



FROM **LEDGERS** TO **GLOBAL LEADERSHIP**

CHARTERED ACCOUNTANTS SHAPING GCCs

Chartered Accountants: Architects of Global Efficiency

Contributed by CA. Aniket Talati, Past President, ICAI

In an era defined by disruption, digitization, and global interdependence, Chartered Accountants (CAs) have stepped far beyond their traditional roles. Once seen primarily as compliance custodians and financial historians, today's CAs are driving strategic decisions, shaping policy, enabling transformation, and anchoring trust in an increasingly complex business ecosystem.

Across boardrooms and balance sheets, from startup corridors to sovereign advisory tables, CAs are emerging as global change-makers—advising on international tax structures, steering ESG narratives, leading digital transitions, and building the financial architecture of tomorrow.

Nowhere is this evolution more visible than within Global Capability Centers (GCCs)—where Chartered Accountants are orchestrating operational excellence, fostering innovation, and delivering value at scale. In these dynamic hubs, CAs are not just number-crunchers—they are visionaries, integrators, and leaders. This new avatar of the CA reflects a profession in motion—a profession that's not just adapting to change but actively engineering global efficiency.

Financial Integrity: The Cornerstone of Global Confidence

In a world marked by volatility, scrutiny, and relentless transparency, financial integrity isn't just a benchmark—it's a business imperative. Chartered Accountants stand as the first line of assurance, trusted by markets, regulators, and stakeholders to validate truth in numbers and accountability in practice.

As guardians of trust, CAs ensure that financial narratives are not just accurate—but authentic, ethical, and aligned with global standards. Through meticulous audits, rigorous internal controls, and adherence to frameworks like International Financial Reporting Standards (IFRS), Ethical Standards by IESBA & International Standards on Audit (ISA), they bring clarity to complexity and consistency across borders—making cross-border investments, mergers, and financial reporting not just possible, but credible.

But their role goes far deeper than technical compliance. At its core, the CA profession is built on unshakable ethics—integrity, objectivity, independence, and a commitment to the public good. In an era where reputational risks can erase billions overnight, CAs serve as the conscience of capital markets, championing truth over temptation, and trust over shortcuts.

Strategic Finance: From Scorekeepers to Value Architects

Gone are the days when Chartered Accountants were seen merely as custodians of compliance. Today, they are strategic architects of business value, deeply embedded in the core of decision-making and enterprise growth.

Whether it's crafting resilient capital structures, unlocking working capital efficiencies, optimizing costs, or driving data-led scenario planning, CAs are engineering agility into the DNA of organizations. They don't just record the past—they model the future.

Within Global Capability Centers (GCCs), CAs are redefining how finance functions operate. They lead Centers of Excellence in financial planning & analysis (FP&A), treasury operations, internal controls, and enterprise decision support—ensuring that every financial move aligns with strategy, risk appetite, and stakeholder value creation.

With their unique blend of analytical precision and commercial insight, today's Chartered Accountants are not just supporting the business—they are helping shape its competitive edge.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Global Taxation: Commanding Complexity, Creating Clarity

In today's hyper-connected economy, taxation isn't just a statutory obligation—it's a strategic frontier. The rise of Base Erosion and Profit Shifting (BEPS) frameworks, digital taxation, global minimum tax regimes, and dynamic treaty networks has turned tax into a high-stakes, cross-border chessboard. And navigating this landscape with confidence requires more than compliance—it demands insight, agility, and foresight.

This is where Chartered Accountants excel...!

With deep expertise in international tax structuring, transfer pricing, treaty interpretation, and regulatory alignment, CAs decode complexity and bring order to chaos. They help multinationals stay ahead of ever-shifting tax environments—ensuring not only compliance, but also strategic tax efficiency and reputational resilience.

As India and the GCC emerge as global hubs for finance and capability centers, the international tax fluency of CAs is no longer optional—it's indispensable. Whether structuring global operations or advising governments on policy reforms, CAs are the architects of tax intelligence in a borderless business world.

Digital Proficiency: Catalysts of Tech-Driven Transformation

In an age where disruption is digital and speed is currency, Chartered Accountants are not just adapting to technology—they're shaping its impact. The profession is undergoing a renaissance, powered by data, driven by innovation, and guided by insight.

From AI-powered audits that detect anomalies in real time, to block chain-enabled assurance that redefines transparency, to RPA-driven processes that eliminate inefficiencies—CAs are embedding technology into the very fabric of finance.

Within Global Capability Centers (GCCs), CAs are leading the charge on automation strategy, ERP transformations, cloud finance architecture, and cybersecurity governance. They're no longer just financial stewards—they're the digital co-pilots of business transformation embedding AI in every process automation.

Armed with analytics and insight, today's CAs are driving smarter decisions, faster cycles, and stronger controls—making them indispensable to a world where digital fluency is the new financial literacy.

Global Standing: A Profession Without Borders

The modern Chartered Accountant is no longer defined by geography—they are defined by impact. With a qualification that commands global respect, CAs are now borderless professionals, trusted in boardrooms from London to Dubai, Toronto to Singapore.

Thanks to Mutual Recognition Agreements (MRAs) and the global outreach of ICAI, Indian CAs today enjoy increasing mobility and influence. They hold strategic roles in multinational corporations, Big Four firms, international banks, and policy think tanks—bringing both deep technical command and adaptive leadership.

Within Global Capability Centers (GCCs), CAs are leading transformation agendas, managing multi-country finance operations, and enabling global business continuity. Their cross-functional expertise, cultural agility, and commitment to excellence make them natural leaders in globally distributed enterprises.

As economies integrate and talent becomes the true currency of global competitiveness, Chartered Accountants are emerging as India's most powerful professional export.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Corporate Governance: Embedding Ethics into Enterprise

Strong governance is not built on policies alone—it's built on principled leadership and accountability. And Chartered Accountants have long stood at the intersection of both.

As gatekeepers of transparency and custodians of financial truth, CAs play a critical role in shaping ethical, resilient, and well-governed organizations. Their influence extends across audit committees, internal and forensic audits, regulatory compliance frameworks, and enterprise risk management.

In GCCs and global enterprises, CAs are steering governance excellence—developing control architectures, implementing anti-fraud systems, ensuring statutory compliance, and driving an embedded culture of integrity.

But their value isn't just in oversight—it's in foresight. By blending financial acumen with risk intelligence, CAs help organizations not only meet governance requirements but also anticipate vulnerabilities, enhance resilience, and inspire stakeholder trust.

In a world increasingly defined by scrutiny, sustainability, and stakeholder capitalism, Chartered Accountants are the anchors of good governance and long-term corporate credibility.

Sustainability and ESG: From Compliance to Conscious Capitalism

As the world pivots toward purpose-driven growth, Environmental, Social, and Governance (ESG) considerations have become boardroom imperatives—not just reporting checkboxes. And Chartered Accountants are rising to meet this moment—not as spectators, but as strategic enablers of sustainable transformation.

With a legacy rooted in trust and transparency, CAs are uniquely positioned to translate ESG aspirations into accountable action. Whether it's aligning disclosures with global frameworks like GRI, TCFD, and <IR>, designing sustainability KPIs, or integrating ESG into financial reporting—CAs are helping businesses move from intention to impact.

In GCC ecosystems, where global enterprises seek both operational efficiency and responsible governance, CAs are leading the charge in building ESG reporting frameworks, conducting climate risk assessments, and embedding sustainability into financial strategy.

As stewards of accountability, Chartered Accountants are not just enabling companies to meet investor expectations—they are helping redefine what performance means in a more responsible, resilient world.

Strategic Leadership: Beyond Numbers

Today's Chartered Accountants are not just financial experts—they are enterprise navigators, influencing strategic direction, accelerating transformation, and shaping outcomes at scale.

Armed with a 360° understanding of business, risk, regulation, and technology, CAs are key advisors to CEOs, enablers for start-ups, and transformation partners in multinational boardrooms. From designing growth strategies to leading digital transitions and financial modeling for emerging markets, their influence extends far beyond the ledger.

Within Global Capability Centers, CAs are not just driving operational excellence—they are building centers of strategic insight. Whether leading FP&A, risk intelligence, M&A support, or innovation governance, they bring together financial discipline and visionary thinking.

More importantly, CAs are increasingly shaping public policy, advising governments, and championing reforms that foster transparency, ease of doing business, and inclusive growth.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

In a world where value creation requires both precision and purpose, Chartered Accountants are stepping into leadership not because of their numbers—but because of their impact.

Looking Ahead: From Foundation to Future

As the world redefines leadership, resilience, and sustainability, Chartered Accountants stand at the crossroads of trust and transformation. They are no longer just interpreters of financial outcomes—they are co-creators of global strategy, innovation, and ethical progress.

Within Global Capability Centers, on global boards, and across policy frameworks, CAs are not just participating in change—they are engineering it. Their ability to think structurally, act ethically, and lead strategically makes them one of the most vital professional forces of the 21st century.

The Institute of Chartered Accountants of India (ICAI), with its expanding global footprint, cutting-edge curriculum, and vision-driven leadership, is ensuring that every CA is not only future-ready but future-relevant. I reiterate a slogan that stated as President ICAI, "Think Global, Act Noble, be Vocal for Local."

As we step into a world shaped by technology, transparency, sustainability, and speed, one truth is clear:

Wherever there's complexity, opportunity, and responsibility—there will be a Chartered Accountant helping the world make sense of it.

Because beyond ledgers, beyond standards, and beyond reports—Chartered Accountants are truly the Architects of Global Efficiency.



Global Capability Centers (GCCs): Market Overview and Future Opportunities

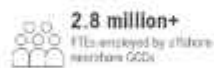
Contributed by CA. Chetan Venugopal, Co Founder and Board Member, Pierian Services Pvt Ltd

Executive Summary

This report offers a comprehensive analysis of the Global Capability Centers (GCCs) sector, highlighting its current landscape, emerging trends, and future growth opportunities. The GCC market is experiencing rapid expansion, driven by a surge in new setups, a broadening service portfolio, and the adoption of advanced technologies. Karnataka's GCC market share is around ~34%. Tier II cities like Mysuru, Lucknow, Indore, Jaipur, Coimbatore, Kochi, Chandigarh are also catching up. Increasing demand from global capability centres (GCCs) is also driving commercial real estate developers to go beyond the traditional model of leasing office space to offering "GCC-as-a-service" solutions. India, as a leading GCC destination, is at the forefront of this transformation, offering significant opportunities for both enterprises and professionals, particularly Chartered Accountants.

Market Size and Growth

The GCC sector has witnessed remarkable growth over the past decade. As of December 2024, offshore and nearshore GCCs employ approximately 2.8 million full-time equivalents (FTEs), generating around \$100 billion in annual revenue within the global services market. The momentum is accelerating; in 2023-24 alone, over 650 new GCCs were established, with an additional 100+ setups anticipated in Q1 2025. India remains a central hub, accounting for about 45% of these new centers. Looking ahead, the market is projected to reach \$155 billion in revenues by 2027, with a compound annual growth rate (CAGR) of 12% in revenue and 15% in headcount from 2021 to 2024. This robust growth is underpinned by a global shift toward digital transformation, cost optimization, and access to specialized talent.



As of December 2024; represent offshore/nearshore location
23 Years CAGR (CY 2021-24) Source: Everest Group (2025)

Key Market Drivers

Digital Transformation: Enterprises are increasingly digitizing operations, driving demand for advanced IT and business process services.

Cost Optimization: GCCs enable organizations to leverage cost-effective, skilled talent in offshore and nearshore locations.

Talent Availability: The abundance of highly skilled professionals, particularly in India, supports the growth and sophistication of GCC operations.

Business Continuity: Diversified global operations through GCCs ensure resilience and risk mitigation for multinational organizations.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Key Drivers and Functions

The expansion of GCCs is predominantly driven by small and mid-sized enterprises (SMEs), which now constitute over 60% of new GCC setups, reflecting a 6% year-on-year increase. While large multinationals continue to invest in GCCs, SMEs are increasingly leveraging these centers to access global talent and advanced capabilities.

Core Functions

BP and IT services are the leading functions delivered through the GCC model in offshore- nearshore geographies

Distribution of offshore/nearshore GCCs by function¹

As of 2024; number of GCCs (in percentage)

100%~5,700



¹ Frequency of occurrence of individual functional/composite may not add up to the total, as the scope of a center often involves multiple processes
Source: EY Global Group (2025)

GCCs primarily deliver services in two broad categories:

1. Business Process (BP) Services:

Finance and Accounting: The most mature and established function, accounting for half of all BP activity.

Human Resources (HR): Payroll, recruitment, and employee lifecycle management.

Supply Chain Management: Logistics, procurement, and vendor management.

Contact Center Services: Customer support and service operations.

2. Information Technology (IT) and Engineering Services:

Application Development and Maintenance

IT Infrastructure Management

Cybersecurity and Risk Management

Product Engineering and R&D

Additionally, there is rising demand for complex functions such as fund administration, financial planning, analytics, compliance, and regulatory reporting.

Geographic Trends

In terms of GCC location, India and Nearshore Europe continue to see significant activity in center set-ups, with other Asia Pacific locations also witnessing an uptake

Distribution of GCCs in offshore/nearshore locations

2024; Percentage indicates share of offshore-nearshore GCCs



Arrow indicates GCC set-up activity between 2023 and October 2024

Significantly high activity (over 100 centers set-ups)

High activity (50-100 centers set-ups)

Moderate activity (25-50 centers set-ups)

Key delivery locations

Some organizations expanded their footprint in Nearshore Europe, attracted by emerging tier-2 and tier-3 locations that serve as hubs for GCCs looking to strengthen their European operations, particularly to meet the growing demand for multilingual service support.

Central and Latin America (8%)
Bogotá, Buenos Aires, Heredia, Mexico City, San José, Santiago, São Paulo

Nearshore Europe (34%)
Bucharest, Budapest, Kraków, Prague, Vilnius, Warsaw, Barcelona, Cork, Dublin, Lisbon

MEA (7%)
Cairo, Tel Aviv

India (35%)
Bangalore, Chennai, Delhi/NCR, Hyderabad, Mumbai, Pune

XX Leading global services cities in each country/region

Rest of APAC (16%)
Metro Manila, Kuala Lumpur, Shanghai

Organizations are increasingly leveraging India as a hub for the delivery of complex functions such as digital IT services and judgment-intensive BPS services (fund administration, financial planning and analysis, and strategic sourcing) owing to the availability of skilled talent at a significant cost arbitrage over other onshore locations.

Source: EY Global Group (2024)

India and Nearshore Europe remain the most attractive destinations for GCC activity, with emerging interest in other global regions.

India

India's dominance in the GCC sector is anchored by its large talent pool, cost competitiveness, and mature ecosystem.

Key cities include:

- Bangalore
- Chennai
- Delhi/NCR
- Hyderabad
- Mumbai
- Pune

These cities offer world-class infrastructure, a robust educational system, and a thriving innovation ecosystem.

Nearshore Europe

Tier-2 and tier-3 European cities are gaining traction, especially for multilingual support and proximity to Western European markets. Notable cities include:

- Bucharest
- Budapest
- Kraków
- Prague
- Vilnius
- Warsaw
- Barcelona
- Cork
- Dublin
- Lisbon

Other Regions

Rest of APAC (16%): Metro Manila, Kuala Lumpur, Shanghai

Central & Latin America (8%): Bogotá, Buenos Aires, Heredia, Mexico City, San José, Santiago, São Paulo

Middle East & Africa (7%): Cairo, Tel Aviv

These regions are emerging as alternative hubs, offering linguistic diversity, time zone advantages, and growing talent pools.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Client Demographics

The GCC market is dominated by US and Europe-based firms, but APAC-based organizations are showing rapid growth.

- US: 44% (market leaders, leveraging offshoring for cost and talent advantages)
- UK: 9%
- Europe (excluding UK): 30% (expanding into emerging markets)
- APAC: 11% (significant growth among Australian, Japanese, and Chinese firms)
- Rest of World: 6%

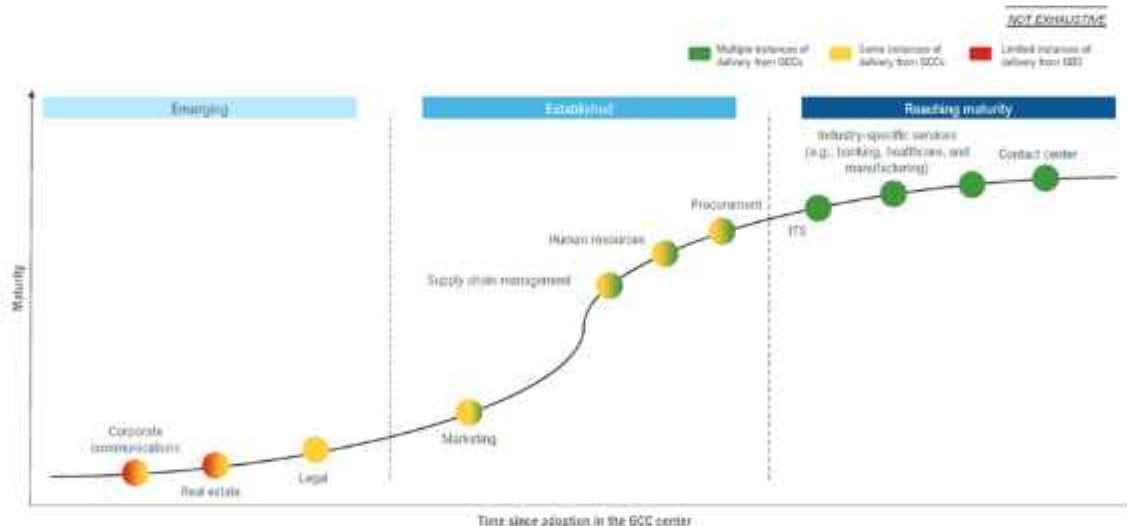
This diverse client base reflects the global nature of the GCC sector and its strategic importance across industries.

Service Portfolio

GCCs offer a balanced mix of business process and IT/engineering services. Within business process services, finance and accounting stand out as the most mature and widely adopted functions. Other key areas include HR, supply chain, and customer contact services.

Maturity and Evolution

Finance and accounting is one of the first and most mature functions to be delivered from GCCs



Finance and Accounting: Includes accounts payable/receivable, general ledger, financial planning and analysis, statutory reporting, and compliance.

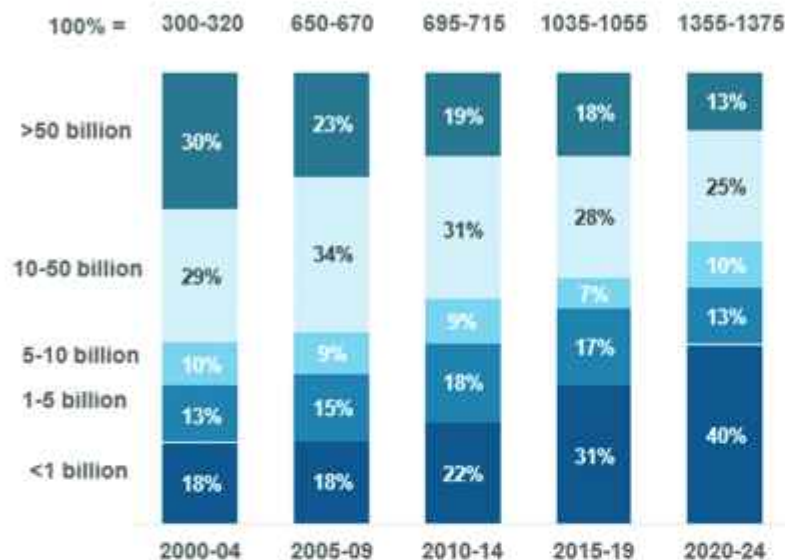
- IT/Engineering: Ranges from basic IT support to advanced product engineering, AI/ML development, and cybersecurity.

The service portfolio is evolving rapidly, with GCCs increasingly delivering high-value, knowledge-intensive services and innovation-driven solutions.



Challenges and Opportunities

Small-mid size enterprises dominate the new GCC setups, with over 60% of GCCs established by enterprises with revenue under US\$10 billion. Distribution of offshore-nearshore GCC setups by enterprise revenue in US \$2000-2024



Source: EY Group (2024)

Despite robust growth, GCCs face several challenges:

Market Knowledge Gaps: Understanding local regulations, cultural nuances, and market dynamics.

Talent Acquisition and Retention: Competition for skilled professionals, especially in emerging technologies.

Process Inefficiencies: Legacy processes and systems can hinder agility and scalability.

Access to Advanced Technologies: Limited exposure to cutting-edge tools and platforms in some regions.

GCC Management Expertise: Shortage of leaders with experience in managing large, complex GCC operations.

Opportunities for Service Providers

The greatest opportunity lies in supporting GCC operations through transformation engagements, technology enablement, and management consulting. Potential revenues from such engagements are estimated at \$3.0–\$12.1 billion. Many providers are responding by establishing dedicated units focused on GCC initiatives, with over half reporting enhanced capabilities in this area.

Technological Evolution of GCCs in India

Early 2000s: Foundations in Efficiency

Indian GCCs initially focused on IT infrastructure, ERP systems, and BPO services, prioritizing cost and process efficiency. The goal was to support global operations by leveraging India's cost advantages and skilled workforce.

2010–2015: Expanding Scope and Embracing New Technologies

GCCs began to assume more strategic roles, expanding into customer service, research, and finance. The adoption of cloud computing and robotic process automation (RPA) accelerated, enabling organizations to scale operations and reduce



2015–2020: The Rise of Digital Transformation

Digital transformation became central to GCC operations, with AI, machine learning (ML), cognitive automation, chatbots, and big data analytics driving smarter operations and enhanced customer engagement.

2020–Present: Hyper-automation and Intelligent Solutions

Indian GCCs are now at the forefront of hyper automation and AI-powered automation at scale, delivering advanced, scalable solutions to global enterprises. This evolution has positioned India as a global leader in innovation-driven GCC operations.

Driving Impact with AI-Powered Automation

AI and automation are now pivotal levers for business reinvention. GCCs leverage these technologies to:

Enhance Decision-Making: AI-powered analytics enable data-driven decisions, streamline supply chains, and improve customer experiences.

Boost Efficiency: Automation reduces errors, increases speed, and frees up human talent for higher-value work.

Foster Innovation: AI-driven R&D initiatives position Indian GCCs as global innovation hubs, developing new products and solutions.

Create Smarter Industries: are driving transformation across banking, healthcare, retail, technology, and manufacturing.

Industry Impact: Real-World Examples

Banking & Financial Services: Intelligent systems for operational efficiency, compliance, fraud detection, and loan processing.

Healthcare: AI-powered solutions enhance patient care, reduce inefficiencies, and accelerate drug discovery.

Retail & Consumer: Personalization, inventory optimization, and streamlined supply chains.

Technology, Media & Telecommunications: Network management, predictive maintenance, and customer support.

Manufacturing: Smarter production, improved supply chains, and enhanced quality control.

Key Future Trends

End-to-End Digital Transformation: Integration of AI, automation, and analytics across all business functions.

Talent Upskilling: Continuous investment in digital skills and leadership development.

Sustainability and ESG: GCCs will play a key role in driving environmental, social, and governance (ESG) initiatives for global organizations.

Global Collaboration: Increased collaboration between GCCs across regions, fostering knowledge sharing and innovation.

Role and Opportunities for Chartered Accountants in India

Chartered Accountants (CAs) in India are uniquely positioned to benefit from the GCC sector's growth. As finance and accounting remain core GCC functions, CAs can leverage their expertise to drive value in multiple ways:



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

1. Finance Leadership

CAs can lead finance teams in GCCs, overseeing financial planning, analysis, compliance, and reporting for global organizations. Their expertise in regulatory frameworks and international accounting standards is highly valued.

2. Process Transformation

CAs are well-equipped to drive process improvements and automation initiatives, leveraging their knowledge of internal controls, risk management, and regulatory compliance. They can help GCCs streamline operations, reduce costs, and enhance governance.

3. Advisory and Consulting

With a deep understanding of financial systems and business processes, CAs can advise GCCs on best practices, digital transformation, and governance. They can support organizations in navigating complex regulatory environments and adopting global standards.

4. Data Analytics and AI

CAs with skills in analytics and emerging technologies can play a pivotal role in interpreting financial data, supporting AI-driven decision-making, and ensuring data integrity. As GCCs adopt advanced analytics and automation, CAs can bridge the gap between finance and technology.

5. Global Mobility and Leadership

The expanding footprint of GCCs provides CAs with opportunities for global roles, cross-border assignments, and leadership positions in multinational environments. CAs can build international careers by working with diverse teams and leading global projects.

6. ESG and Sustainability

With growing emphasis on ESG, CAs can lead sustainability reporting, compliance, and risk management initiatives within GCCs, helping organizations meet global standards and stakeholder expectations.

7. Entrepreneurship and Practice Development

CAs can also establish specialized practices to serve the GCC sector, offering consulting, audit, tax, and advisory services tailored to the unique needs of global centers.

Upskilling for the Future

To maximize these opportunities, CAs should invest in upskilling in areas such as:

- Digital finance and transformation
- Data analytics and visualization tools
- Automation and AI applications in finance
- International accounting standards (IFRS, US GAAP)
- Regulatory compliance and risk management

By embracing continuous learning and digital innovation, Indian Chartered Accountants can position themselves as indispensable partners in the ongoing evolution of GCCs, driving value and innovation for global enterprises.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Conclusion

The GCC sector is on a strong growth trajectory, with enterprises increasingly seeking external partnerships to enhance capabilities and operational efficiencies. Service providers and professionals—especially Chartered Accountants—who adapt to the evolving needs of GCCs are well-positioned to capitalize on this expanding market. As Indian GCCs continue to lead the global transformation agenda, the opportunities for growth, innovation, and professional advancement are unprecedented.

By leveraging their expertise and embracing digital transformation, Chartered Accountants in India can play a pivotal role in shaping the future of the GCC sector, driving sustainable growth and global competitiveness for years to come.

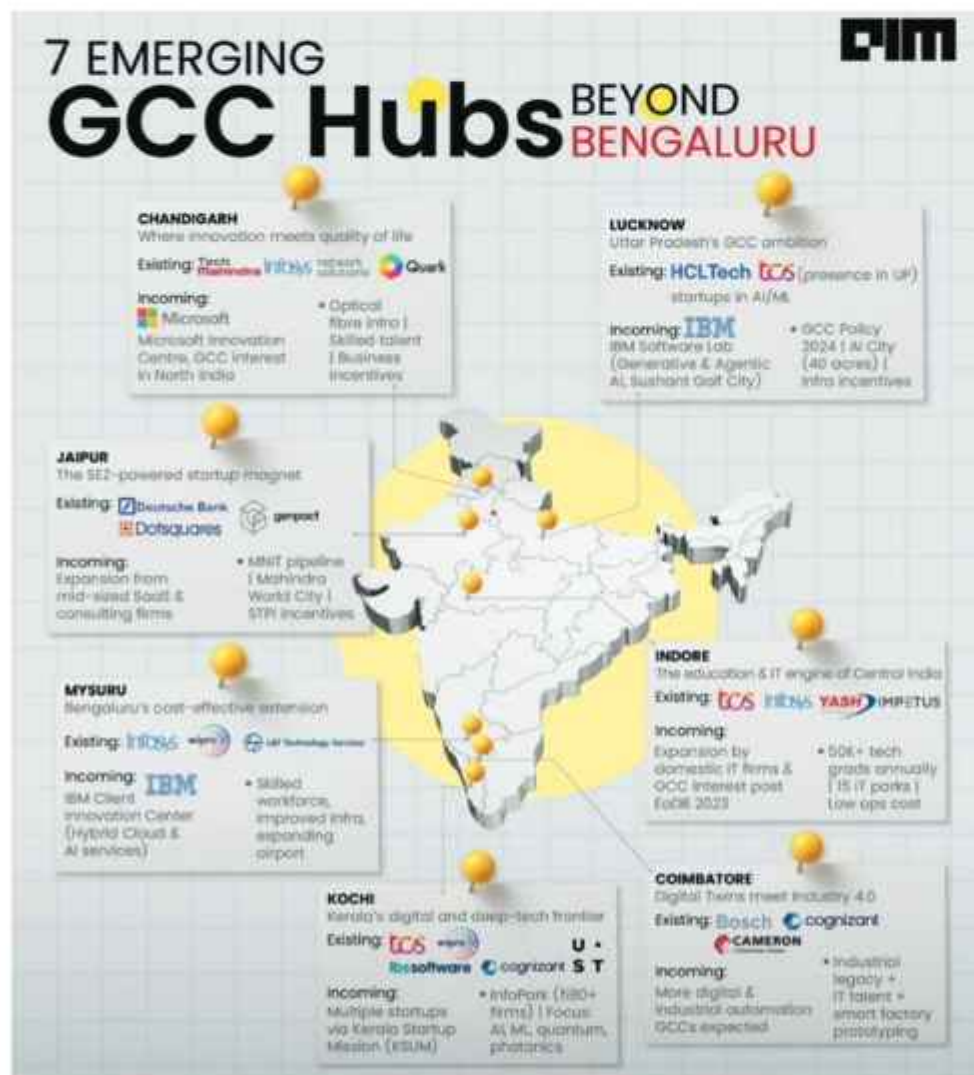
Annexure:

Market:

GCCs in India projected to grow 14% in FY25, touching 4.5% of GDP with \$151B potential revenue. Beyond semantics, we're witnessing transformation from cost centers to innovation powerhouses.

Emerging GCC hubs in India beyond Bengaluru:

Mysuru, Lucknow, Indore, Jaipur, Coimbatore, Kochi, Chandigarh.



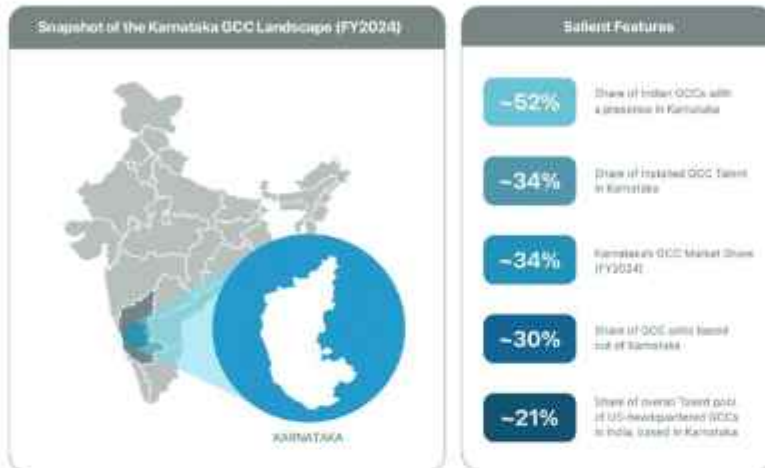


FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

Karnataka is home to more than half of all GCCs in India

- 52% share of Indian GCCs with presence in Karnataka
- 34% share of installed GCC talent in Karnataka
- Karnataka's GCC market share ~34%
- 21% share of overall talent pool of US-HQd GCCs based in Karnataka.



Japanese GCC in India

India's Global Capability Centre (GCC) ecosystem is expanding at an unprecedented pace, with the number of centres expected to rise from 1,800 in 2024 to 2,200 by 2030. While US-based GCCs have traditionally dominated, non-US GCCs are now growing at nearly double the rate (6.8% CAGR), solidifying India's position as a global business hub.

Japanese companies, which make up 5% of India's GCC landscape, are no longer just relying on these centres for operational support. Toyota's GCC in Bengaluru is leading the way, actively working on advanced EV battery technologies, marking a shift towards R&D and digital transformation. This signals a new era of innovation-led expansion and deeper Indo-Japanese collaboration in automotive, electronics, and manufacturing.



Increasing demand from global capability centres (GCCs) is driving commercial real estate developers to go beyond the traditional model of leasing office space to offering "GCC-as-a-service" solutions. Under GCC-as-a-service, developers are offering bundled solutions that combine real estate with technology infrastructure, assistance for regulatory compliance and talent acquisition, and operational support.


**ICAI GCC
INSIGHTS**
**FROM LEDGERS TO GLOBAL
LEADERSHIP**
CHARTERED ACCOUNTANTS SHAPING GCCs

BETTING BIG Realty cos bet on GCC-as-a-service model for quick launches, as leasing soars

Developers Pivot to Offer GCCs More than Just Offices

Sobia Khan

Bengaluru: Increasing demand from global capability centres (GCCs) is driving commercial real estate developers to go beyond the traditional model of leasing office space to offering "GCC-as-a-service" solutions. Under this, developers such as the Embassy Group and Bhartiya Group are offering bundled solutions that combine real estate with technology infrastructure, assistance for regulatory compliance and talent acquisition, and operational support.

Setting up a GCC in India involves creation of an ecosystem comprising physical infrastructure, people and business operations, said Arjun Aggarwal, managing director at Bhartiya Urban. "In addition to technical talent, they (GCC-as-a-service) provide non-tech services such as supply and vendor management. This flexible, cost-effective model enables companies to scale efficiently while focusing on core business outcomes," he said.

Real estate is billed either as an operating expense (opex) or capital expenditure (capex), depending on client needs, while allied services are charged monthly on a per-employee basis.

Aravind Maiya, co-founder and chief executive of Embark, said the Embassy Group platform has experienced GCC practitioners to provide end-to-end services to clients. "By owning infrastructure, having deep in-house consultant expertise, and offering a modular pay-as-you-use service with a transparent cost-plus pricing model, we deliver scale-agnostic, execution-led support..." he said.

These are still early days for this model of business, according to industry executives, who said companies from the US, UK, Canada and Austria, primarily operating in the textile, retail, technology, logistics, aviation and pharmaceutical sectors have shown interest in GCC as a service.

Aggarwal and Maiya did not name any clients, citing confidentiality clauses.

The expansion of GCCs in India was once largely driven by the Big Four professional services firm of EY, Deloitte, KPMG and PwC, along with global consulting giants such as Bain & Company and Boston Consulting Group. These firms played a key role not only in advising multinationals on their India entry strategies but also in designing operational frameworks, managing compliance and building sustain-

Shifting Gears

Developers like Embassy Group and Bhartiya Group now offer bundled solutions combining real estate, compliance, tech infra and talent services



Experts say integrated models can cut operational costs by up to **30%** vs traditional centres

India's GCC ecosystem has expanded to include mid-sized & emerging enterprises

that, the task of setting up offshores centres was primarily handled by large IT service providers.

Industry experts say these platforms can help cut costs by up to 30% compared with the traditional offshore development centre models run by large outsourcing firms, making them an attractive option, especially for GCCs setting up operations with 40-300 employees.

India's GCC ecosystem has expanded beyond Fortune 500 companies to include mid-size and emerging enterprises, say experts. "This surge is opening new avenues for real estate develop-

ers to create specialised infrastructure like flexible campuses and innovation hubs tailored to GCC needs," said Ram Chandnani, managing director, advisory and transaction services, at commercial real estate services firm CBRE India.

Over the past year, several mid-size GCCs employing 1,000-2,000 people have entered India, joining larger corporations that already have workforces of 10,000-15,000, across functions such as customer support, analytics and R&D. New entrants include Flutter Entertainment, Hy-Vee, ChampionX and Okta.

"While GCCs are typically associated with large campuses, nearly 30% of leasing in the past 3-4 years was through smaller, sub-100,000-sq-ft deals," said Sankey Prasad, chairman & managing director, Middle East & India at Colliers, which mentioned a 40% rise in average leasing deal sizes for GCCs, reflecting a shift towards large, sea-

Real estate is billed as opex or capex based on client needs, while allied services are charged monthly per employee



Shared Services vs GCCs in India: A Strategic Outlook for the Accounting Profession

Contributed by CA. Karthick Venkatakrishnan, Managing Director, EisnerAmper India

Introduction

India has emerged as a global hub for business process optimization and financial operations, playing host to numerous Shared Services Centers (SSCs) and Global Capability Centers (GCCs). These models have redefined how multinational corporations (MNCs) structure their operations, especially in critical back-office functions such as finance and accounting.

While SSCs and GCCs share certain operational similarities, they differ significantly in scope, strategic intent and value delivery. This article delves into a strategic comparison of these two models, emphasizing their evolution, current positioning and implications for the accounting profession in India.

1. Defining the Models

Shared Services Centers (SSCs)

SSCs are centralized hubs created to consolidate specific back-office functions—such as finance, HR and IT—across an organization. They typically handle transactional, repeatable processes to reduce costs, improve efficiency and enhance service quality.

Key features:

- Focus on standardization and economies of scale
- Cost center model
- Operates under a service-level agreement (SLA)
- Often managed from the global headquarters

Global Capability Centers (GCCs)

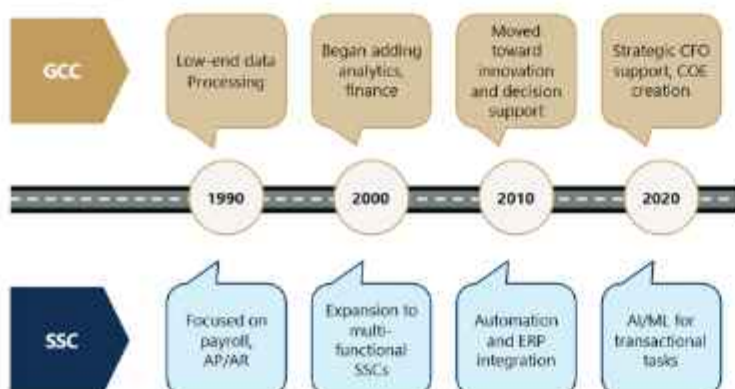
Formerly known as captive centers, GCCs are offshore units wholly owned by multinational firms. They provide high-value, strategic services beyond transactional tasks, including analytics, financial planning and client delivery.

Key features:

- Integral to enterprise innovation and strategy
- Operate as extensions of the core business
- Deliver both operational and transformational value
- Increasingly responsible for leadership and governance

2. Evolution in India

India's talent pool, cost competitiveness, progressive policies, robust infrastructure and English proficiency have made it a prime location for both SSCs and GCCs.



By 2024, India housed over 1,600 GCCs and hundreds of SSCs. Both models have matured significantly, but GCCs have rapidly transformed into value-creation centers, especially in financial services.



3. Role in the Accounting Profession Shared Services in Accounting

SSCs in India typically manage core accounting functions, including:

- ◆ Accounts payable and receivable
- ◆ General ledger maintenance
- ◆ Fixed asset accounting
- ◆ Payroll processing
- ◆ Bank reconciliations
- ◆ Financial reporting (basic)

These functions are heavily process-driven, making them ideal for automation and offshoring. SSCs allow accountants to hone skills in process optimization, compliance and system-based accounting (e.g., SAP, Oracle).

GCCs in Accounting

GCCs have expanded to include complex accounting and finance activities, such as:

- ◆ Global Accounting and Taxation
- ◆ Financial planning and analysis (FP&A)
- ◆ Internal audit and SOX compliance
- ◆ Management reporting and dashboarding
- ◆ M&A support
- ◆ Treasury and risk analytics
- ◆ ESG and sustainability accounting

These tasks require a higher skill set, strategic thinking and close alignment with the global business leaders and corporate CFO offices. Many GCCs now operate as Centers of Excellence (CoEs) for finance.

4. Talent Strategy and Capability Building

SSCs: Talent Development Focus

Skillset: Transactional expertise, systems knowledge and efficiency focus Hiring profile: Commerce graduates, MBAs and possible entry-level CAs Career growth: Process leadership and migration management SSCs offer a strong foundation for early-career accountants to build proficiency in global processes. However, long-term career growth can be limited without transitioning into higher-value roles.

GCCs: Strategic Finance Talent

Skillset: Strategic analysis, stakeholder and client management and domain expertise

Hiring profile: Chartered Accountants, MBAs with consulting or global experience

Career growth: Global accounting and finance roles, CFO and controllership pipelines and business partnering GCCs serve as launchpads for global careers in finance. The integration with global stakeholders enables employees to gain cross-border exposure, handle strategic initiatives and drive innovation.

5. Technology and Digital Transformation

SSCs: Automation at Scale

SSCs have led the automation of accounting processes through:

- ◆ Robotic Process Automation (RPA)
- ◆ Optical Character Recognition (OCR)
- ◆ Workflow automation tools
- ◆ ERP integration

The focus is on cost reduction and error minimization, with digital transformation enhancing throughput.

**GCCs: Intelligent Automation and Analytics****GCCs leverage:**

- Advanced analytics (predictive, prescriptive)
- AI/ML in finance (forecasting, anomaly detection)
- Data lakes and visualization tools (Power BI, Tableau)
- Blockchain for audit trails and compliance

They drive insights and decision-making for global teams, aligning with strategic business goals.

6. Governance and Risk

Management SSCs

Compliance-focused: Tax filings, statutory reporting, SOX adherence

Centralized governance: Often managed by a global process owner

Challenges: Limited visibility into upstream/downstream impact

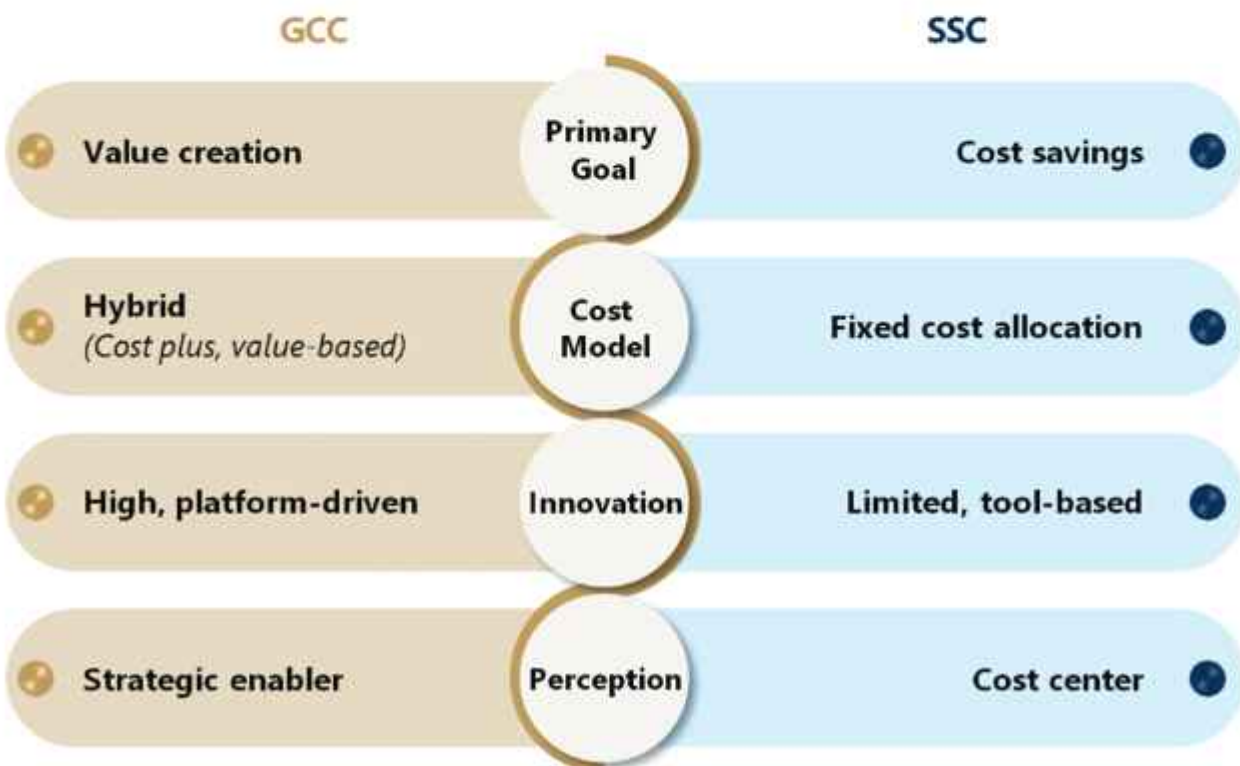
GCCs

Enterprise risk integration: Participate and drive global processes, controls and business decisions

Autonomy with oversight: Many GCCs now define their own KPIs and governance frameworks

Strategic alignment: Work closely with global stakeholders, CFOs, risk officers and board of Directors.

The move from service delivery to business continuity ownership makes GCCs more resilient and trusted in enterprise-wide governance.

7. Cost vs. Value Paradigm

While SSCs still deliver strong ROI through cost efficiency, GCCs have evolved to demonstrate strategic ROI, improving competitiveness, agility and innovation.



8. Future Outlook

SSCs: Consolidation and Automation

Trend: Increased automation, AI-led process management

Threat: Redundancy due to hype automation and AI agents

Opportunity: Upskilling into analytics, compliance, and control roles

SSCs may shrink in scale but deepen in scope, handling exceptions, compliance tasks, and hybrid process oversight.

GCCs: Rise of Strategic Accounting and Finance Hubs

Trend: India as a hub for global accounting capabilities, CFO support and finance transformation

Drivers: Cost-quality arbitrage, leadership talent and digital maturity

Opportunity: Greater participation in innovation and business transformation

As organizations decentralize strategic finance capabilities, GCCs in India will continue evolving into command centers for strategic decision-making.

9. Strategic Recommendations for Stakeholders For Professionals

Upskill beyond transactional accounting: Embrace analytics, ESG reporting and digital tools.

Choose roles that offer long-term exposure to decision-making, not just process ownership

Certifications like CPA, CMA, CFA and data analytics add significant value.

For Organizations

Hybrid models may offer optimal value: SSCs for transactional scale, GCCs for strategic outcomes

Invest in CoEs to attract and retain top talent

Align talent strategy with business transformation goals

For Policy Makers

Enhance regulatory clarity and tax frameworks to support GCC scale-up

Promote public-private partnerships to train finance professionals in emerging technologies

Continue ease-of-doing-business reforms to maintain India's global edge

Conclusion

The accounting profession in India stands at a transformative crossroads. While Shared Services Centers provide a strong operational foundation, Global Capability Centers represent the future of strategic accounting and finance. For accounting professionals, the shift from process executors to value creators is already underway.

India's unique position as a provider of both SSC and GCC capabilities offers an unparalleled opportunity. To leverage it fully, professionals must adapt, upskill, and embrace a strategic mindset—not just to remain relevant, but to lead the future of global accounting and finance.



Changing role of CA Teams in GCCs- An imminent shift in hiring and retention practices

Contributed by Dr. Kakoli Sen , Professor & Campus Chair -Delhi IIM Sambalpur

With more than 1,500 GCCs operating in India, contributing significantly to their parent organizations' strategic, financial, and operational priorities, India has firmly established itself as a global hub for Global Capability Centers (GCCs). The entry and rapid expansion of Global Capability Centers (GCCs) in India has also significantly transformed the role of Chartered Accountants (CAs) from traditional accounting processes and compliance functions to more strategic, tech-enabled, and globally integrated roles. In the new business environment, the Chartered Accountants (CAs), have become critical enablers of the enterprise growth and transformation. From compliance-based roles, they are now moving on to become value drivers. This article will discuss how with the entry of GCCs in India there is a transformation in the role of CAs, what could be done with reference to upskilling as well as hiring and retention of talent to accelerate and make the most of this new ecosystem.

GCC CA teams are now expected to act as strategic business partners—supporting decision-making, forecasting, scenario planning, and driving business insights. They also have a larger role in the digital finance transformation—implementing and managing ERP systems and using AI/ML for risk and predictive analysis. They are expected to work on real-time dashboards, doing data visualization, using financial analytics, and KPI tracking—enabling faster and more agile decision-making. CAs in GCCs need to handle global finance processes—such as multi-country tax structuring, transfer pricing, International Financial reporting standards and global compliance frameworks. This necessitates working in cross-functional global teams—collaborating with IT, procurement, HR, and operations—especially in shared services or integrated finance transformation projects across different time zones. CAs are expected to lead initiatives like cost optimization, mergers and acquisitions, sustainability finance and finance innovation labs. Overall, their role has evolved from a number-cruncher to a value creator and there is more to come as India consolidates its position from GCC service provider to value creator. India will now need to move from execution to Innovation and build global centers of excellence in a range of domains such as Fintech, Healthtech, greenfinance, HR Tech, Supply chain and others to become a strategic innovation hub and not just a delivery base.

This shift will not only enhance the career trajectory of existing CAs but also position India as a global finance talent hub for the future. While this strategic shift in the job role offers a great opportunity, it also calls in for specific skills which may not be available in many Chartered accountants, especially those who have not upskilled themselves with time. In the coming times, it is going to become even more diverse and all-encompassing role. This will necessitate that we be prepared for the soon to come industry demand for specific skillsets to ride the wave. This means the entire skill development ecosystem has to be worked at, starting from the undergraduate colleges where students must learn about the GCCs and how they operate, the interplay of teams, cross cultural differences, the global practices and standards. They should get internship opportunities in companies where they could be exposed to such practices while studying to become Chartered Accountants.

One of the ways India could likely cater to this increasing need is by expanding into tier II cities such as Bhubaneswar, Coimbatore, Indore, Vizag and others without compromising on the value it offers. By way of expansion, it will de-centralize growth and reduce overload on metros. At the same time, it will need to strategically scale up skilling and re-skilling at national level in alignment with the GCC demand by creating partnerships between GCCs, universities, and institutions like ICAI, NASSCOM and others that will lead to a future ready workforce for global roles.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

While college graduates need to follow and learn the current skills, the practicing CAs also need to move to learning new skills to continue adding value to their clientele by acquiring Professional certifications. They should also be aware of the Industry Trends & Thought Leadership, write white papers and get exposed to finance transformation and automation insights.

Hiring and retention of such skilled workforce will also need to be developed. To hire next-gen finance professionals with skills such as above, hiring managers must also upgrade themselves and be aware of what is needed and where to source them from. They also need to be tech-aware, insight-driven, inclusive, and agile to assess the career preparedness of the candidates. As Chartered Accountants (CAs) in GCCs move into more strategic, tech-enabled roles, hiring managers in GCCs must also evolve by understanding the evolving CA Skillsets and engage with Centres of Excellence within the GCC ecosystem to be aware of the changes as they happen.

Hiring managers must stay updated on how the CA role is changing and irrespective of which levels they are hiring for, they will need to evaluate whether the candidate has tech fluency and agility. The screening rounds could comprise of case-based interviews by way of a dashboard or a finance automation scenario or simulations including use of financial modelling. Cross-functional stakeholder panels could be set up to assess communication skills and collaboration attitudes. The HR managers at GCC will now need to compete for old and new finance talent with tech companies, consulting firms, and startups. They will need to benchmark compensation, attrition, and skills across competitors where they could focus on potential and agility over pedigree and encourage diversity in finance teams by hiring from across the tier I & II cities. Hiring managers need to promote career development, global exposure, and innovation opportunities. The existing team members should get exposed to regular upgrades through personalized learning paths and cross-functional mobility.

Compensation model tiers could also be worked out based on skills and variable pay could be linked to performance. While fast track growth allowances and gig projects could be introduced to manage project workload, senior professionals could be suitably attracted by ESOPS and/or Phantom equity. With the new agile job roles of the Chartered accountants, the GCCs are reimagining the way they attract and retain talent and the HR function is the pivot of this transformation, building agile, future-ready teams that align with global demands while responding to local aspirations.

As GCCs continue to evolve into global innovation engines, their ability to attract and retain top-tier CA talent will define their financial leadership and resilience. HR plays a critical role not only in managing talent pipelines but in curating an ecosystem where Chartered Accountants thrive as business leaders. The future of finance is digital, diverse, and deeply human—and it starts with reimagining how we build and retain the teams behind the numbers.



Odisha: Catalysing the Next Wave of Global Capability Centres

Contributed by Government of Odisha

The Government of Odisha, through its Electronics G IT Department, is finalising the Odisha Global Capability Centre (GCC) Policy 2025—a flagship under its Vision 2030 agenda to position the State as a leading destination for global business services, knowledge operations, and innovation-driven enterprise functions.

As GCCs evolve into strategic hubs across technology, engineering, finance, analytics, and compliance, Odisha offers a distinct advantage—progressive policies, robust infrastructure, and a future-ready talent pool.

Odisha's Strategic Advantage

◆ Strategic Location

Located on India's east coast, Odisha provides direct access to ASEAN markets and major domestic corridors. Its proximity to resource-rich regions and national growth centres offers enterprises a stable, scalable, and cost-efficient base for both domestic expansion and global delivery.

◆ Connectivity

Bhubaneswar connects to major Indian metros within two hours and operates direct international flights to Dubai, Singapore, Bangkok, Kuala Lumpur, and Doha. Paradip Port handled over 145 million tonnes of cargo in FY 2023–24, supported by 15 national highways, expanding railways, and inland waterways.

◆ Industry Presence and Services Growth

Odisha hosts the operations of TCS, Infosys, Wipro, Cognizant, Tech Mahindra, Deloitte, EY, IBM, and Accenture, alongside industrial majors like Tata, Vedanta, JSW, and Indian Oil. Software exports stood at ₹7,500 crore in FY 2023–24 and were projected to rise to ₹8,400 crore in FY 2024–25—marking an 87.5% increase over five years, driven by Software Technology Parks of India (STPIs) and a robust digital infrastructure base. Combined electronics and software exports reached ₹12,004 crore in FY 2023–24.

◆ Infrastructure-Ready Locations

The State is developing GCC towers, IT parks, and SEZs in Bhubaneswar, with further expansion planned across Cuttack, Berhampur, Sambalpur, and Rourkela. Bhubaneswar was ranked India's #1 Smart City by the Ministry of Housing and Urban Affairs and is among India's Top 10 Cities in Ease of Living (2023). These hubs offer plug-and-play infrastructure integrated with 100% underground fiber, 99.9% power uptime, and Grade A office space at 30–40% lower costs compared to peer metro cities.

◆ Talent Ecosystem

Odisha produces over 1.7 lakh graduates annually across engineering, management, and data sciences. Institutions like IIT Bhubaneswar, IIM Sambalpur, IIIT Bhubaneswar, XIM University, NISER, KIIT, and SOA support a strong talent pipeline. Bhubaneswar is among India's Top 5 emerging tech talent hubs as per a 2023 NASSCOM-Zinnov report. Odisha's engineering graduate employability has risen to 47.3%, above the national average of 44%.

◆ Economic Momentum and Policy Alignment

Odisha's GSDP at current prices was projected at ₹6.4 lakh crore in FY 2024–25, with real growth at 7.2%, exceeding the national average of 6.4%. Industry contributes 43.6% to GVA, services 37.1%, and agriculture 18.6%, reflecting balanced structural growth. Capital expenditure stands at ₹81,437 crore—30.7% of total expenditure—positioning Odisha among India's most investment-oriented states.



A Forward-Looking Vision

As part of its Digital Economy Vision 2030, Odisha is building five world-class GCC hubs across Bhubaneswar–Cuttack–Puri and Rourkela–Jharsuguda–Sambalpur, targeting over ₹25,000 crore in investments and creating 2 lakh+ jobs by 2047. Bhubaneswar is set to become a ₹1 lakh crore GVA FinTech City. With initiatives like Digital Growth Zones, undersea cable connectivity at Puri, and plans to skill 10 lakh youth annually, Odisha is building a globally competitive ecosystem aligned with national digital missions.

Key Features of the Draft Odisha GCC Policy 2025

- ◆ **Targeted Capex and Opex Incentives**
Support includes relocation assistance, hiring subsidies, SGST reimbursements, rental and internet cost coverage, and EPF support for Odisha-domiciled employees.
- ◆ **Talent and Skill Enablement**
Incentives for internships, certification programs, and academic–industry collaboration to ensure sustained workforce readiness.
- ◆ **Infrastructure Push**
Plug-and-play GCC spaces in Bhubaneswar and other cities, integrated with digital infrastructure and civic utilities.
- ◆ **Ease of Doing Business**
Fast-track clearances via GO SWIFT, self-certification, inspection exemptions, and approvals for 24x7 operations, including women-inclusive night shifts.
- ◆ **Innovation and ESG Readiness**
Financial aid for RGD infrastructure, patent reimbursements, and support for green-certified, renewable energy-powered campuses.

A Gateway to Growth

Odisha combines scale, policy stability, and strategic alignment with national priorities. With a rising digital economy, fast-growing exports, strong fiscal indicators, and an investible talent base, the State is poised to become a premier destination for the next generation of Global Capability Centres.



The New Nervous System of Global Finance: Forged in India's GCCs

Contributed by CA. Anand Prakash Jangid, Chief Change agent, AJALABS.AI

Forget the slow, mechanical gears of traditional business. Imagine instead a living, breathing enterprise—an organism with a nervous system so advanced it can sense risk in a single transaction, anticipate a customer's needs before they arise, and heal its own financial records in hours, not weeks. This sentient enterprise isn't a future fantasy; it's being assembled right now, and its central command is taking shape in the Global Capability Centers (GCCs) of India.

This is the story of how a nation's talent is building the intelligent core of global commerce, transforming finance and audit from a rigid skeleton into a dynamic, responsive network powered by artificial intelligence and data.

From Simple Reflex to Higher Consciousness: The Evolution of GCCs

Every complex organism starts simple. When Texas Instruments planted the first GCC in India in 1985, the motive was a basic reflex: tap into a skilled workforce to reduce costs. For decades, this was the primary function. But evolution is relentless. Fast forward to today, and the landscape is unrecognizable. India is no longer just the world's back office; it is its brain trust.

What began as a cost-saving measure has blossomed into a strategic imperative. Today, over 1,600 GCCs have taken root in India, a number projected by Zinnov to swell to 2,500 by 2030, injecting over \$100 billion into the economy and employing 4.5 million minds. These are not mere outposts; they are the crucibles of creation. As Gaurav Gupta, Partner at Deloitte India, affirmed, "Global Capability Centers are playing a unique role in driving AI-led transformation, showcasing India's leadership in this domain." They have evolved from performing tasks to generating intelligence.

The Intelligence Layer: AI at the Financial Helm

In this new corporate anatomy, AI is the electricity coursing through the neural pathways, enabling abilities that were once unthinkable in finance.

- An Instantaneous Immune Response (Fraud Detection):** Traditional fraud detection was like searching for a virus with a magnifying glass—slow and prone to failure. Today, AI algorithms built in India's GCCs act as a sophisticated immune system. They swarm through millions of transactions in real-time, identifying the faint, anomalous signals of fraudulent activity with breathtaking accuracy. A PwC report confirms this new reality, noting that 65.2% of Indian financial institutions now wield AI for fraud detection, building a powerful defense against financial pathogens.
- Effortless Communication (Customer Service):** The system must communicate with its environment. AI-powered chatbots and virtual assistants, many developed in hubs like Bengaluru, have become the seamless interface between the corporation and the customer. They provide 24/7 support with a personal touch, handling everything from simple balance inquiries to complex loan applications. With 82.6% of financial firms now using chat automation, the result is a customer experience that feels immediate, intelligent, and uniquely tailored, no matter the time zone.
- A Glimpse of the Future (Predictive Analytics):** The most advanced nervous systems don't just react; they anticipate. Using predictive models like regression and decision trees, GCCs are giving banks the power of foresight. By analyzing vast datasets of borrower behavior, they can assess credit risk with uncanny precision, making lending decisions that are not just informed, but prescient. This capability, already rated with a high maturity index of 3.7/5 by PwC, is fundamentally changing how financial institutions manage risk.
- Hyper-Personalized Engagement (Generative AI):** At the highest level of intelligence comes creativity. A UK-based bank, powered by its Indian GCC, used Generative AI to craft bespoke marketing campaigns for lending offers. The result? A five-fold surge in customer click-through rates, as reported by Deloitte. This is the system not just responding, but connecting, creating a deeper, more resonant bond with each customer.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

The Self-Auditing Organism: A Revolution in Assurance

If finance is the lifeblood, audit is the body's ability to maintain its own health—a process AI has supercharged. The archaic, periodic audit is dead. In its place, GCCs are pioneering a new model of continuous, automated assurance.

- ♦ **Automated Consciousness:** AI tools now act as the system's flawless memory, automatically extracting and consolidating financial data from ledgers, invoices, and contracts. This eliminates human error and frees auditors to become strategic analysts rather than data gatherers.
- ♦ **Continuous Monitoring:** Instead of a snapshot-in-time audit, AI enables a constant, real-time awareness of a company's financial state. Like an ever vigilant biological system, it flags irregularities the moment they occur, identifying risks before they can metastasize.
- ♦ **Intelligent Anomaly Detection:** In a landmark case study, KPMG's partnership with MindBridge AI showcased how AI can scan every single transaction for anomalies, lending a new dimension of precision and speed to auditing. It's plausible that such global initiatives are heavily powered by the deep talent pool within India's Big Four GCCs.

The Perfect Incubator: Why India is the Command Center

Why has India become the cradle for this corporate evolution? It's a perfect convergence of environmental factors creating a unique innovation ecosystem.

- ♦ **The Neural Network:** An unparalleled talent pool, with millions of world-class engineers and finance professionals graduating annually, forms the raw intelligence.
- ♦ **The Growth Medium:** A pro-innovation government, with initiatives like the IndiaAI Mission, and a vibrant, agile startup culture create the fertile ground for experimentation to flourish.
- ♦ **Metabolic Efficiency:** The significant cost advantage remains, but it has been repurposed. Savings are channeled back into research, development, and technological advancement, fueling a cycle of perpetual innovation.
- ♦ **The Startup Mindset:** From Amadeus GCC developing AI for personalized flight offers to Lowe's GCC implementing computer vision in retail, these centers operate with the agility of startups, building Centers of Excellence (CoEs) that serve as global innovation engines.

The Path to Sentience: Nurturing the Future

To build this sentient enterprise is to accept new responsibilities. The challenges of data privacy, security, and ethical AI are not roadblocks but the essential components of a corporate conscience. GCCs are actively embedding governance, like Deloitte's Trustworthy AI™ framework, into their designs. Furthermore, the constant need for new skills is being met with massive investment in upskilling, ensuring the human talent evolves in lockstep with the technology.

We are at the dawn of a new era. The question is no longer if AI will transform the enterprise, but who will lead the charge. By combining talent, cost-efficiency, and a relentless culture of innovation, India's GCCs are providing the answer. They are not just service providers; they are the architects of a data-driven future, forging the intelligent nervous system of the global economy. The future isn't just coming; it's being coded, analyzed, and brought to life, right here.



Blueprint for Building a GCC: Strategy & Scaling

Contributed by CA. Deepak Gupta, CEO, ASTRAVISE Business Solutions

The beginning of 21st century brings in unique challenges and opportunities to the corporate world. The new VUCA (Volatility, Uncertainty, Complexity, Ambiguity) world created the new rule of engagement for businesses and digital transformation and globalisation became a new normal. The unprecedented digital age is too complex with multiple forces are at play, making it difficult to operate and succeed in silos. So, many large corporates adopted to build an open organisation and web of global partnership. Global Capability Centres (GCCs) are of the important offspring of this action. The global corporates started leveraging the emerging economies for better cost, skilled talent and scale advantages.

Over period, India is becoming the epicentre of GCCs with 1700+ companies with 3000+ units across 15+ cities in India capturing 1.8 Mn.+ employee base generating US\$64 Bn+ revenue. The early adopters of GCC market in India was Texas Instruments and IBM that started their operations in 1985. Fast forward in 2025, India GCC ecosystem is matured and metamorphosed into Global Value Centres (GVC). These centres gone beyond operations and tactical areas and move towards innovations, research, product development and knowledge centres (also called as Centre of Excellences).

In order to understand the building blocks of GCC, let's first understand - Why GCCs required in the current digital age. There are three larger imperatives that necessitates the existence of GCCs:

- ◆ Address the two prong challenges of protecting the existing revenue and investing for future growth. With the shortening product cycle, corporates are facing hurdles in defending their existing revenue and constantly need to fund the new strategic initiatives for future growth
- ◆ Drive transformation to be ready for the upcoming digital complexity / opportunities, be it cloud first, AI, ML or data analytics. For long term success, companies need to focus on "What Could Be" rather than on "What is".
- ◆ Thrive against new age competition: The competition is fierce and the data speaks for itself. According to research reports, in 1965, average tenure of S&P500 companies was thirty three years. By 1990, it was twenty years and will further shrink to 14 years in coming 5 years from now. With the new age companies with better agility and adaptability, large companies need to be better prepared.

Through GCC model, the corporates are achieving following objectives:

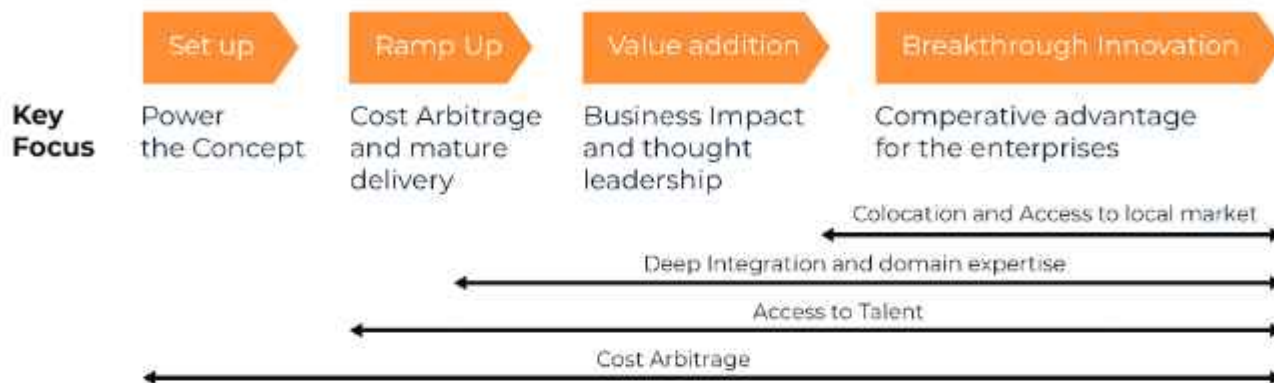
- a) Reducing existing cost and self-funding the new strategic initiatives
- b) Increase the pace of transformation and innovations
- c) Address the skill gap with relevant domain and technology skills

The overall solutioning of GCC is built around better cost structure, large availability of relevant skills, robust innovations in local eco system and comparatively younger populations that can make easier to drive cultural change. India is in forefront of addressing all the principles and become a natural choice for corporates across the globe. Almost all the Fortune 500 companies have there GCC setup in India

Geography	America	EMEA	APAC
FY19	840	330	80
FY25	1150	490	130
Growth	37%	48%	62%


**ICAI GCC
INSIGHTS**
**FROM LEDGERS TO GLOBAL
LEADERSHIP**
CHARTERED ACCOUNTANTS SHAPING GCCs

A typical GCC journey for the world class centres as witnessed in India is summarised in the following table:



In this process, the GCC goes through tremendous uphill journey in bringing the right talent, developing the trust of parent leadership, creating an adequate infrastructure and ecosystem and creating a culture of growth and innovation. This is a journey and take its own time, and India already came a long way in coming to the tipping point. There are large development centres of companies across the industry segments from manufacturing to IT, from automobile to service sector, India caters to all.

Keeping in mind that the GCCs matured and moved on from erstwhile BPO / offshore service centre model, we will bring in the key pointers that required to be considered and followed through in setting up and ramping a best-in-class GCCs that drives innovation and be a knowledge epicentre of excellence for the global entity.

- ◆ **Global Centres required an approach different from typical transaction / tactical processes:** GCCs currently required an approach different from typical BPO / operation thought process. Matured GCCs are different in three perspectives:

- The capabilities cannot be defined in clear terms
- They requires high skilled talent
- The delivery is often core to the company

Research and analytics work, developing a product for the prospective customers, setting up of centres of excellence cannot be defined precisely. The development of such centres always requires high end talent. The outcome of such projects are always core to the future growth and sustainability of the company.

- ◆ **In order to go fast, GCCs need to move slow in the beginning:** There are tremendous opportunity for the GCCs to add pertinent value and bring competitive advantage to the parent company. But in order to gain the confidence of global leaders and buying in from the other units and functions, it is important to start small and prove the concepts. It is easy for the parent entity functions to brand the off shore entity for poor quality and not adding required agreed value delivery, so it is important to manage the different stakeholders and take calculative steps in the GCC entity. So, the key is to develop one area, master it and then move to the others. Once the GCCs matured in their delivery, sky is the limit and GCCs will thrive in novel and riskier bets.

- ◆ **Innovation is the key:** Once the maturity stage reached, GCCs need to move up from the core capabilities and look for the future product development, customer experience and pushing the boundaries on new revenue streams. There are multiple examples in this respect wherein India GCCs moved up the ladder and cater to the key product research, development and innovation of new services from India and catering to the globe. Microsoft, Deloitte, JP Morgan, Bosch, McKinsey, Google, Apple, Novartis and many more; the list goes on, wherein the GCCs moved on from operational areas and develop the niche and global outreach for their research and product developments. Each of these companies has multiple centres catering to wide core strategic requirements of the parent company. The GCCs are inseparable part of the growth strategy and key developments.



There are essentially three principals that bring in innovations through the GCCs.

- a) Combination of low cost high quality talent
- b) Consolidation of knowledge base to leverage best practices and bring in new insights
- c) Leveraging the co-locations of multiple industries, functions and regional capabilities

♦ **Matured eco-systems to leverage parallel growth and innovations:** In last two decades, India witnessed multiple social, political and cultural factors that created strong upthrust towards the growth. Definitely, this upward positive cycle not happened on its own. Political stability coupled with growing education level contributed to unwavering investment confidence in India. Large companies are not shying away from committing investment to set up large GCCs. Over period, experienced professionals in GCCs came up who seen the full cycle of the GCCs growth multiple times and part of setting up and scaling GCCs across India. What is important here is to leverage and capitalise on this. Question is not on how and what, more relevant questions become how fast, and what next.

♦ **Create career path for the Talent:** While innovation and growth is important, GCCs also need to look into and chalk out the path for the long term growth and nurture of the inhouse talent from global perspective. It includes both from monetary and intellectual terms. The high skill talents have bigger aspirations and with the clear laid out path, they will feel more secure in continuing and contributing in the long term. Largely, there are three factors that companies need to look into:

- a. Non stop rigor towards developing more / better value added capabilities
- b. Opportunities to move to front office roles on rotation / permanent placement (in reward to high performance)
- c. Experimentation with people profiles to come with optimal skills sets

♦ **Still Cost Control remain the objective that is prioritise over other goals:** Given the expectation of the higher value add and creating strong IP, comparative advantage etc., cost control is still one of the very important objective. Hiring and retaining high quality talent can push the cost upward. If the value added by the GCC are not in sync with the growth, the cost advantage will erode fast and that lead to GCCs in precarious situation. As per the news article in Economic Times dated June 15, 2025, titled "Staff Costs hurt GCCs as maturity curve legs", just 8% of GCCs are top performers, 20% are above average, 66% are average and 6% are underperformers. If the GCCs are practical about the talent management and administration, high quality delivery capabilities can be developed without major comparative cost escalation.

GCCs are the significant opportunity to create larger business value, comparative strategic advantage and staying ahead of the curve for the global companies. It provides the adequate breadth and depth to the companies to scale without major cost pull back, attracting high skilled talents and creating never-ending cycle of innovations and product development / improvements. With research focussed centres of excellence and co-locations of global capabilities in GCCs, corporates are reaping the efficiency of scale and effectiveness in research and comparative operations.

The setting up and scaling of GCCs is a continuous process, just like running in a treadmill that requires razor sharp focus on quality delivery.



Global Capability Centres in India: Taxation & Transfer-Pricing Realities

Contributed by CA. Manish Aggarwal, Partner, TrueLedger Consulting

Strategic context

Global Capability Centres (GCCs) have morphed from back-office cost arbitrage plays into full-stack innovation engines embedded in multinational value chains. India hosts c. 1,600 GCCs today—over 50 % of the world's total—employing ~1.7 million professionals and already contributing more than 1 % to national GDP; revenue could surpass US \$100 billion by 2030. With 24/7 time-zone leverage, the planet's largest STEM talent pool and a stable macro-policy setting, the country has become the default build-location for digital, engineering and analytics hubs.

Economic footprint and growth trajectory

NASSCOM projects 2,100–2,200 centres and 2.8 million direct jobs by 2030. GCCs now underwrite enterprise core R&D, AI/ML sprints and IP portfolios, catalyzing a 42 % YOY increase in patent filings from Indian subsidiaries. The sector also drives ancillary employment in real estate, cyber-security and professional services, reinforcing India's status as an indispensable node in global supply chains.

Entry-stage tax architecture

Most GCCs enter under 100 % Foreign Direct Investment on the automatic route for IT / ITes, ER&D and BPM activities. Choosing the right legal wrapper is critical:

Private Limited Company (PLC)

Broad borrowing headroom, corporate tax 22–30 % post-incentive, but dividend withholding applies.

Limited Liability Partnership (LLP)

Tax on profits at 30 %, distributions exempt, yet external commercial borrowing is restricted.

Branch Office (BO)

Regulatory approval needed; profits taxed at parent's rate; repatriation controls remain tight.

Location matters. SEZ or GIFT-IFSC units enjoy 100 % tax holidays (section 80LA) and customs/GST zero-rating, while Karnataka, Telangana and Gujarat dangle capital subsidies, payroll reimbursements and IP-cost offsets for "Beyond-Bengaluru" or "Nano-GCC" deployments.

Direct-tax pressure points

Once operational, GCCs confront a layered direct-tax matrix:

Corporate income tax & MAT

reduced 9 % MAT for IFSC units; concessional 22 % regime for domestic manufacturing is available if profit-linked incentives are forgone.

Capital-gains re-characterisation on

intra-group IP transfers now attracts a flat 12.5 % long-term rate without indexation.

Equity remuneration

dual hit of perquisite TDS under section 17(2) and 20 % TCS on overseas ESPP remittances erodes employee cash flow and exacerbates compliance costs.

Royalty/FTS withholding

remains at treaty-driven rates, yet aggressive litigation over characterisation (IP versus automated digital platform) persists.



Indirect-tax & customs frictions

GST at 18 % is default for domestic supplies; cross-border exports are zero-rated subject to LUT procedures, while imports face IGST. SEZ supplies circumvent GST entirely, but industry still awaits clarity on input-credit eligibility for civil-works capex when fitting out new campuses. Customs-duty waivers for SEZ-bound capital goods help, yet post-SEZ debonding can trigger retrospective duties.

Transfer-pricing fault lines

Inter-company service flows, cost-sharing arrangements and IP licences constitute "international transactions" mandating contemporaneous FAR documentation; non-compliance invites penalties of 2 % of transaction value. Specific flash-points:

- ◆ **Limited-Risk Distributor (LRD) debate**
Indian tax authority often infers a parent permanent establishment merely because the LRD legally owns inventory, diverging from OECD guidance and injecting uncertainty into supply-chain design.
- ◆ **Customs versus TP valuation disconnect**
imported prototypes priced at cost-plus may clear customs, yet TP officers can impute higher margins, yielding double jeopardy.
- ◆ **Safe-harbour thresholds** remain dated and exclude most digital R&D cost bases.

Dispute-resolution bottlenecks

Audit intensity is high: TP officers routinely disregard foreign comparables, cherry-pick super-normal margins and raise protective adjustments, swelling appeal dockets. Although India's APA programme offers certainty for up to five years, average completion now exceeds 54 months for unilateral and 65 months for bilateral cases, undermining cash-flow planning. Interest accrual under sections 234B/234C during the protracted APA window further penalises compliant taxpayers. Competent-Authority machinery for MAP relief exists but remains under-utilised, especially for US single-member LLC structures that are presently denied treaty residence status.

Forward-looking policy signals

Union Budget 2025's proposed national GCC framework and talent Centres of Excellence should harmonise state incentives and pipeline advanced skills. Industry continues to seek:

- ◆ Statutory recognition that OECD-aligned LRDs do not ipso facto create PE.
- ◆ Statutory safe harbours for high-end analytics and SaaS cost-plus models.
- ◆ APA fast-track with 24-month closure SLA and suspension of parallel audits.
- ◆ Removal of overlapping TCS on salaried equity purchases.
- ◆ Specific GST circular permitting input credit on campus construction linked to notified "infrastructure for export services."


**ICAI GCC
INSIGHTS**
**FROM LEDGERS TO GLOBAL
LEADERSHIP**
CHARTERED ACCOUNTANTS SHAPING GCCs
Practical risk-management playbook for GCCs

1
Structure for scale

choose PLC or LLP based on repatriation runway and ECB appetite; position new charters in SEZs/IFSCs where feasible.

Front-load TP defence

document service catalogues, cost allocation keys and DEMPE mapping; where margins are thin, pursue unilateral APAs early.

2

3
Synchronise customs & TP positions

run joint simulations so assessable value and arm's-length price converge.

Leverage state subsidies

offset campus capex through Gujarat's employment incentives or Karnataka's 40 % innovation-lab grant.

4

5
Monitor digital-tax nexus

evaluate whether cloud-based IP usage could invoke royalty, equalisation levy or significant economic presence rules.

Conclusion

India's GCC story is entering its next S-curve. The macro fundamentals—talent density, policy stability and cost-to-value arbitrage—remain compelling, but tax-friction costs are edging upward. A calibrated “carrot-and-clarity” agenda—speedier APAs, harmonised TP-customs rules, decisive GST input-credit guidance and removal of duplicative levies—will preserve India's comparative advantage while giving the revenue authorities ex-ante certainty instead of ex-post litigation. Multinationals willing to invest in robust structuring, proactive documentation and early-stage dispute-prevention can continue to treat their Indian GCCs not merely as shared-service cost centres, but as strategic profit centres powering global transformation.



GLOBAL CAPABILITY CENTRES



ICAI GCC
INSIGHTS

FROM LEDGERS TO GLOBAL
LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs



The Institute of Chartered Accountants of India
(Set up by an Act of Parliament)



ECOSYSTEM PARTNERS

Get ready to shape future-ready enterprises



FROM LEDGERS TO GLOBAL
LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

27th & 28th June, 2025

Venue : The Grand New Delhi Hotel, Vasant Kunj, New Delhi



GCC Summit Series will bring together thought leaders, industry touchstones and decision makers to explore the dynamic business landscape.

THEMATIC ARREARS



Finance
Innovation



AI



Data
Privacy



ESG
Sustainability



Ethics &
Governance



Accounting
& Compliance



Talent
Development



Cyber
Security



Setting up
GCCs



Taxation



HR
Perspective



Marketing
Strategies



IFSCA
Gift City



Funding
Arrangements



Business
Process
Reengineering



Meet the entire Global Capability Centres
Ecosystem under one roof

Inaugural
GCC Series

20+ Sessions

40+ Speakers

GCC SUMMIT SERIES

PARTICIPATION FEE

MEMBER
₹3000+GST

NON MEMBER
₹4000+GST

NEW DELHI
27th-28th
June 2025

AHMEDABAD
29th-30th
August 2025

MUMBAI
1st November
December 2025

HYDERABAD
1st January
February 2026



ECOSYSTEM PARTNERS

MEDIA PARTNER

THE ECONOMIC TIMES

Organised by: Group to Promote India as Accounting GCC
(Under DITS & WTO Directorate)

Hosted by: Northern India Regional Council of ICAI (NIRC)

Mail us : gcc@icai.in

visit www.gcc.icai.org

SPONSORS



MEMBERS OF THE GROUP



CA. Charanjot Singh Nanda
President, ICAI



CA. Prasanna Kumar D
Vice-President, ICAI



CA. Sanjib Sanghi
Convenor



CA. Abhay Chhajed
Dy. Convenor & Convenor
of DITS WTO Directorate



CA. (Dr.) Sanjeev Kumar Singhal
Programme Director
& Dy. Convenor of DITS &
WTO Directorate



CA. Jay Ajit Chhaira



**CA. Purushottamlal
Khandelwal**



CA. Pankaj Shah



**CA. Madhukar
Narayan Hiregange**



CA. K. Sripriya



CA. Sridhar Muppala

FROM LEDGERS TO GLOBAL LEADERSHIP

— gcc.icaai.org | gcc@icaai.in —