



The Institute of Chartered Accountants of India

(Set up by an Act of Parliament)

GLOBAL CAPABILITY CENTRES

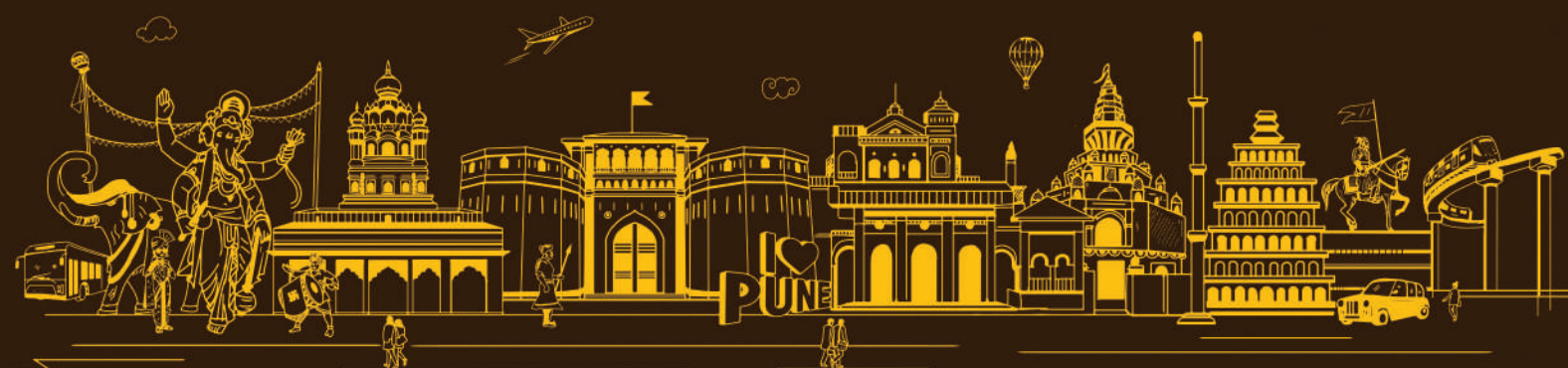


ICAI GCC INSIGHTS 4TH EDITION

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

CHARTERED ACCOUNTANTS SHAPING GCCs

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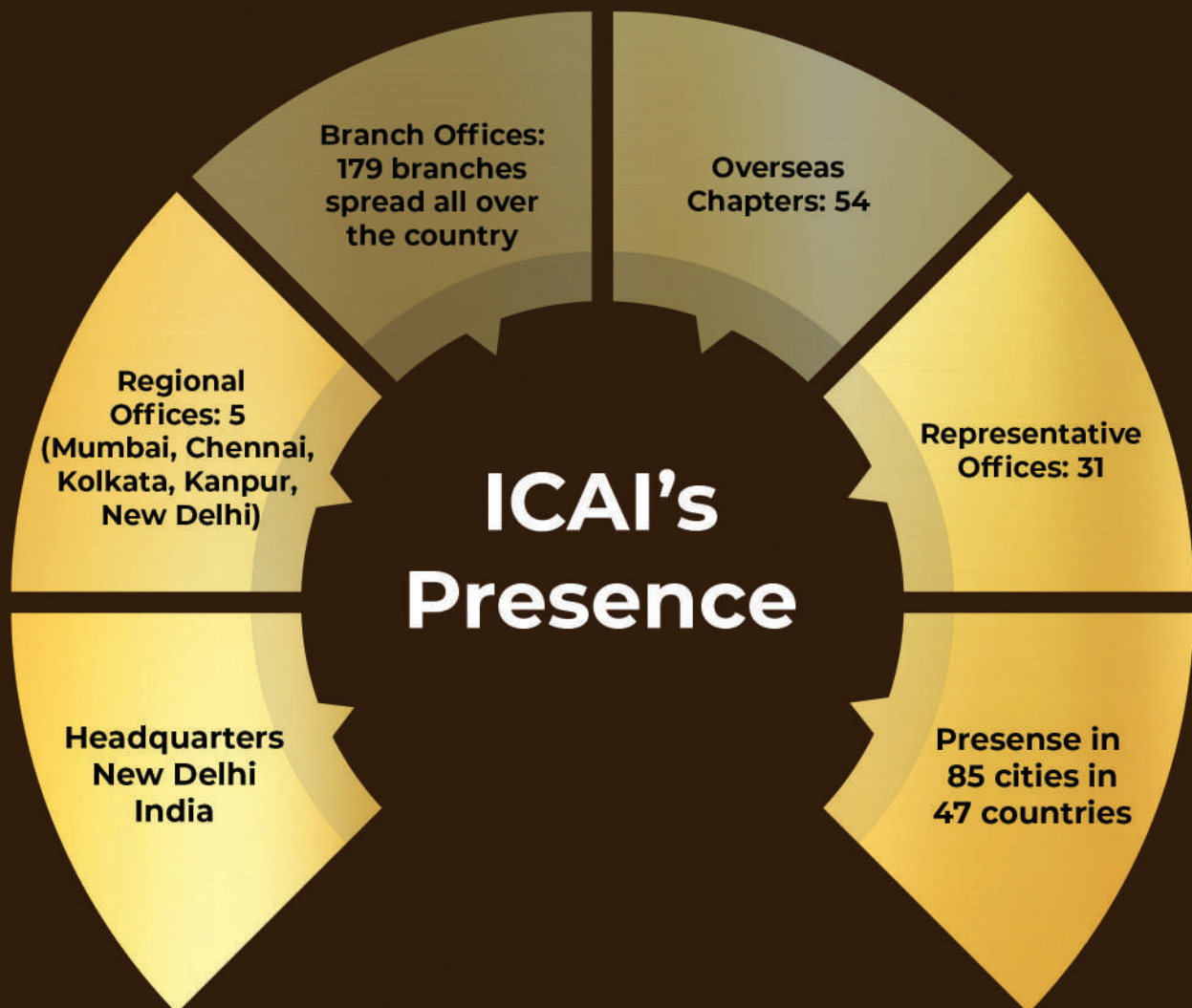


FROM **LEDGERS** TO **GLOBAL LEADERSHIP**

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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.





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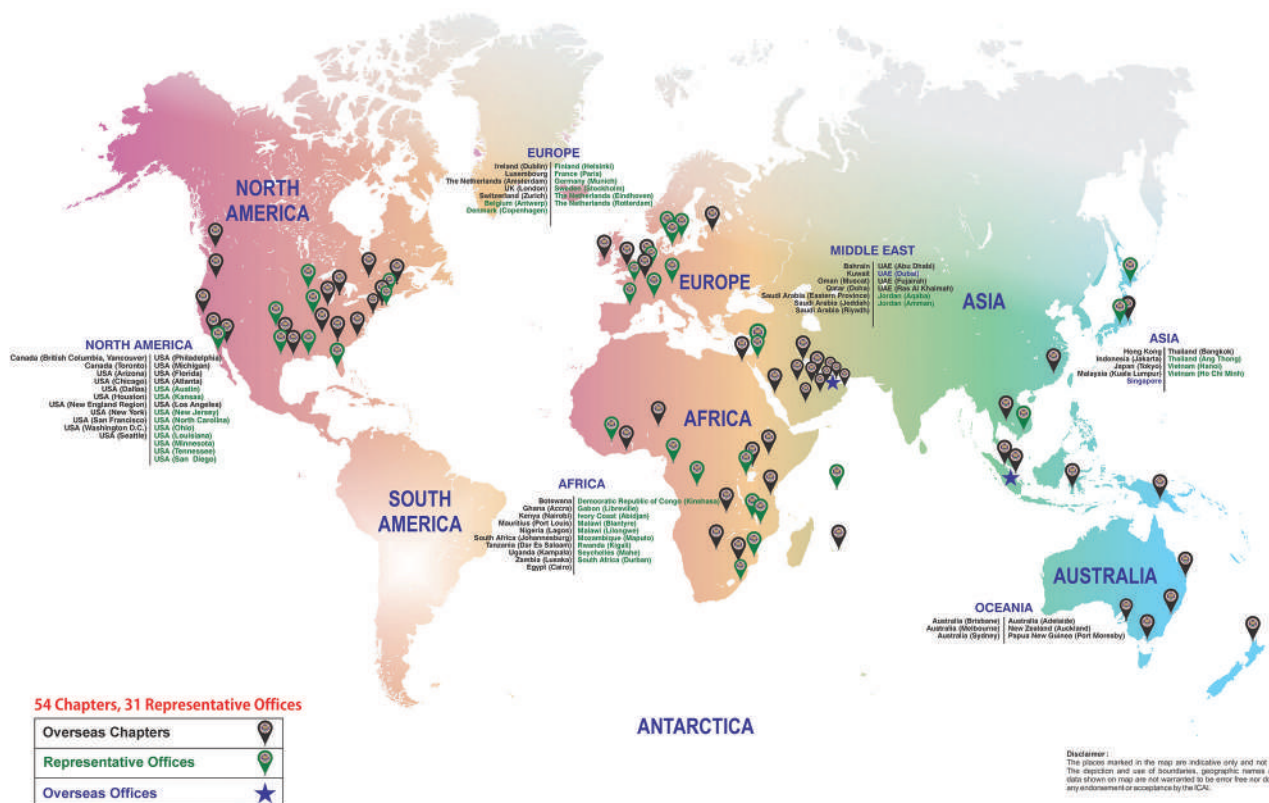
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INTERNATIONAL PRESENCE



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

ICAI International Network





FROM **LEDGERS TO GLOBAL LEADERSHIP**
CHARTERED ACCOUNTANTS SHAPING GCCs

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.



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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**



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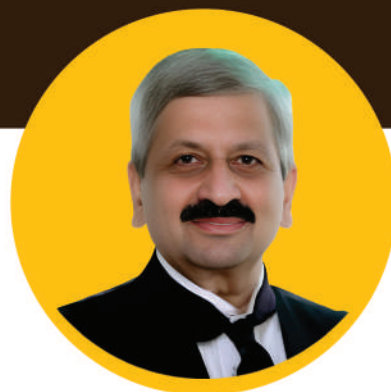
PREFACE



CA. Sanjib Sanghi
Convenor



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



**CA. Chandrashekhar
Vasant Chitale**
Program Director, Pune Series

With unparalleled talent, innovation, and professional excellence, India continues to lead in a fast-changing world economic order. Complementing the strategic positioning of India in the international business economy, the committed **Group for Promoting India as an Accounting Global Capability Center (GCC)**, under the Development of International Trade and Services & WTO Directorate, has sought to carry forward this vision with fresh vigor. This represents a far-reaching initiative on the part of the **Institute of Chartered Accountants of India**, a commitment to the fostering of global leadership by Indian Chartered Accountants.

The accounting profession stands at the forefront of the ever-changing environment of trade, technology, and services. Indeed, this marks a very significant and crucial step in positioning India as the preferred center for excellence in finance, compliance, and strategic governance within the GCC ecosystem, which is rapidly emerging as one of the fastest-growing business models globally. We remain steadfast to our mission: to strengthen India's stature as the preferred global partner for high-value professional services.

We offer our heartfelt thanks to **CA. Charanjot Singh Nanda, President, ICAI**, and **CA. Prasanna Kumar D, Vice President, ICAI**, for their wholehearted leadership, guidance, and vision at every step. Their leadership serves as an inspiration to us to achieve every milestone. We also thank our committed team, whose enthusiasm, teamwork, and dedication ensure this project moves ahead.



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

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PREFACE

It is our privilege to bring to you the **Fourth Edition of the GCC Summit**, held at the **Sheraton Grand Pune Bund Garden Hotel**. Building on the unprecedented success of its predecessors in New Delhi, Ahmedabad, and Hyderabad, this edition takes the dialogue to newer heights. Each summit has furthered collaboration, expanded global views, and enlarged India's role in the GCC story. The fourth edition continues this tradition with sharper focus, greater intensity of industry involvement, and conversations that look to the future of global capability centers. Over 1,500 professionals participated in the Summit across the previous three editions, reflecting its increasing influence and relevance to the industry.

We feel privileged to carry the insights of renowned contributors whose perspectives add strategic depth and practical wisdom to this publication. Grateful thanks are extended to **CA. Shammi Prabhakar, Executive Director, NielsenIQ**; **CA. Dinesh Deo, Non-Executive Director, Computershare**; **Mr. Santosh Panicker, COO & Head of India Operations, SRKay Consulting Group**; **Mr. Rakesh Sinha, Founder & CEO, Quintes Global Pvt. Ltd.**; **CA. Sujata Bogawat, Founder & Director, AvantEdge Business Consulting**; **CA. Anant Govande, Co-founder & Director, Offshore Accounting & Taxation Services Pvt. Ltd.**; **CA. Sharda Shetty, Partner, UR BUSINESS Partner & Advisor**; **Dr. Deepak Shikarpur, Director, Kinetic Communications Ltd.**; and **CA. Aditya Jakhotiya, Director, Valioso Advisory Services Pvt. Ltd.** Their contributions bring depth, clarity, and a futuristic perspective to the evolving GCC landscape.

The Fourth GCC Summit is the hallmark of India's increasing influence in global finance, technology, and services. It is more than a conference, a collective move to position Indian Chartered Accountants as global leaders, champions of trust, innovation, and sustainable growth.

With renewed purpose and commitment, this edition is dedicated once again to the continued progress, strides, and global recognition of the Indian accounting fraternity: driving excellence for India and the world.



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President, ICAI



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CA. Hans Raj
Chugh



CA. Pramod Jain



CA. Rajesh Sharma



CA. (Dr.) Sanjeev
kumar Singhal

GOVERNMENT NOMINEES



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JS, MCA



Shri Manoj Kumar Sahu
DII in O/o DC&CoA
New Delhi



Shri Naveen Singhvi
PD (Com.II)
C&AG (C&AG Nominee)



Shri Sanjay Sharan,
Indian Postal Service
Group A (1989)



Justice (Former) Shashi
Kant Gupta
Allahabad High Court



Shri Mukhmeet Singh
Bhatia, IAS-1990, (Retd)



Shri Vinod Kumar Jindal
Indian Cost Accounts
Service (1988)



The New Finance Frontier: Inside GCC Ecosystem

CA. Shammi Prabhakar, Executive Director, NielsenIQ

Walk into any GCC in India today—whether in Hyderabad’s Financial District, Pune’s Kharadi, or Bengaluru’s ORR—and you’ll sense a shift. The energy on finance floors is no longer driven only by deadlines. It’s driven by decision-making. What once felt like a month-end war room now resembles a strategy pod. Conversations that used to focus on reconciliations now flow naturally into margin pressures, cost headwinds, predictive forecasting, commercial analytics and market risk.

India’s finance talent isn’t just supporting global giants—it’s increasingly leading them. Vaibhav Taneja, an Indian Chartered Accountant, now sits in the CFO chair at Tesla. Pam Kaur, who studied in India and built her foundation in accounting, is Group CFO at HSBC. At Unilever, another Indian-trained Chartered Accountant, Srinivas Phatak, shapes financial strategy across more than 190 markets. Their journeys signal something bigger than individual success stories. They show that India is producing finance leaders who don’t just understand global business—they navigate it.

Speak to professionals who’ve watched this shift unfold, and they describe it as a quiet evolution. There was no grand programme that triggered it. Instead, India’s finance community kept raising the bar—one quarter at a time, one close cycle at a time. Today, India’s GCC ecosystem stands at a point where scale meets sophistication, and where capacity and leadership have merged.

Across these centres, finance careers follow a pattern that has become almost predictable. Many begin with operational responsibilities but quickly move towards strategy. A senior analyst in Bengaluru joked that he joined thinking he would complete reconciliations but now spends his time explaining EBITDA movements to directors in the United States. A controllership manager in Pune says that they once waited for onsite feedback but now the onsite teams wait for their ideas & recommendations. These stories once felt exceptional. Now they are normal.

Finance teams across India’s GCCs are increasingly expected to interpret data, challenge assumptions, forecast outcomes with confidence, strengthen governance across multiple countries and support CFO offices during acquisitions and major market swings. Finance is no longer viewed as the back office. In many organisations, it has become the intelligence centre.

India today hosts one of the world’s densest pools of finance talent. There are over four hundred thousands of Chartered Accountants, thousands of finance MBAs and millions of analysts with exposure to global frameworks such as IFRS, SOX and international controls. But talent supply alone doesn’t explain the momentum. The defining factor is the mindset. Indian finance professionals learn to balance compliance with speed, tackle time-zone coordination naturally, switch systems with little notice and handle escalations at the oddest hours. These pressures build resilience.



FROM LEDGERS TO GLOBAL LEADERSHIP

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The nature of GCC work in India has also evolved beyond recognition. What began as cost-driven shared services has matured into full-scale capability centres. India now supports the complete spectrum of finance: analytics, tax, treasury, risk, pricing, forecasting, margin analysis, commercial modelling, statutory, consolidation and global governance. A finance director of an US multinational has admitted that their India GCC understood the numbers better than some of their own regional offices. This type of trust is earned through consistency.

The policy environment has matured alongside the talent and capability. As the country strengthens data-protection norms and as state governments roll out GCC-friendly policies and incentives, new labour law gets notified and global companies are viewing India as a viable and secure destination for enterprise-grade finance work. For CFOs comparing global locations, India is increasingly seen not just as a cost-efficient hub but as a reliable, sophisticated and long-term strategic base.

Perhaps what differentiates India most is how often its finance teams prove themselves in real-world, high-pressure scenarios. One German enterprise had set up its India GCC in Bengaluru mainly to support customer operations. But when a major system outage hit another region just days before close, the small finance contingency team in India stepped in and completed critical accounting tasks to keep global reporting on schedule. There was no rehearsal for this. It was delivered through competence, calm and deep ownership.

The broader industry numbers also reflect this shift. India today hosts almost two thousand GCCs employing two million professionals, and the sector's annual revenue is rising steadily with projections that point toward continued growth. What began as a transactional offshore model has evolved into a globally strategic ecosystem that many countries are now trying to emulate but few can match.

Inside this ecosystem, real stories capture the spirit of India's finance capability better than any statistic. Every finance professional has a month-end story etched into memory. A lead in Hyderabad recalled an ERP crash just hours before close. The team relied on manually maintained trackers they had created as a safety net and coordinated across time zones to deliver numbers before the United States teams logged in. In Gurgaon, a sudden spike in foreign exchange rates led an FP&A team to build a sensitivity model in the middle of the night so that global leadership could adjust investor communication in real time.

FP&A teams have their own stories that reveal how India quietly became the decision engine for many global businesses. An analyst in Chennai once built an entire revenue-walk overnight because a colleague in another region was unwell. That model ended up being used for every subsequent quarterly forecast. In Pune, when uncertainty was at its peak during the pandemic, an FP&A team developed a rolling seven-day cash-flow outlook that gave senior executives unprecedented clarity during a chaotic period. What began as improvisation became institutionalised best practice. Digital transformation inside India's finance functions tells a similar story. Many initiatives didn't start with a global mandate—they started with irritation. A tax analyst in Pune, tired of manually collating compliance calendars across twenty countries, built an



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automated tracker that saved her organisation hundreds of hours every quarter and eventually became a global template. An order-to-cash team in Mumbai created a dashboard that reduced dispute-resolution time significantly, eliminating countless email chains. Not all experiments succeeded. A controllership team in Jaipur spent months building a bot that ultimately failed because upstream processes weren't standardised. The setback was frustrating, but the learning was invaluable. Transformation is rarely glamorous.

The pace of talent growth inside GCCs is one of the most compelling parts of the story. A young analyst in Bengaluru, barely a year into her role, found herself presenting insights directly to a US-based CFO because she was the only person who fully understood the data model. She went on to become one of the youngest senior managers in her division. A procurement-finance professional in Hyderabad discovered his affinity for business partnering when a savings tracker he built caught leadership's attention; he now supports teams across multiple continents. A Chartered Accountant in Chennai was invited to support a global M&A integration simply because she had once volunteered to help with a minor due-diligence exercise. These stories show that careers inside India's GCCs don't grow in straight lines—they leap when capability meets opportunity.

As these roles evolve, the profile of the future finance leader is becoming clearer. Deep functional expertise alone is no longer sufficient. The finance leader of the next decade must understand the full chain: FP&A, controllership, procurement, ERPs, data, operations, compliance and commercial finance. They must also understand how digital systems really work—how data flows, where information gets lost, how dashboards influence decisions and how automation can reshape operating models. This isn't about coding. It's about digital awareness, digital judgment and digital accountability.

Leadership skills matter now more than ever. Indian finance professionals routinely collaborate with CFOs in New York, controllers in Zurich, procurement teams in Tokyo and audit teams in London. This requires clarity of communication, cultural awareness, documentation discipline and the confidence to challenge assumptions respectfully. The world is no longer looking to India only for execution. It is looking to India for leadership. The future of global finance will be shaped not by cost advantages but by capability advantages. India stands at the centre of this shift. With a deep talent base, a matured GCC ecosystem, digital readiness and a demonstrated ability to deliver under pressure, the country has become one of the most dependable finance engines in the world. India is not merely participating in the global finance transformation. It is shaping the plot and leading it from the front.



Evolution of GCCs

Dinesh Deo, Non-Executive Director, Computershare

The seeds of GCC industry evolution were sown in the landmark Budget presented by Dr Manmohan Singh in 1991. As one of the outcomes of opening of Indian economy, telecom sector transformed. VSNL launched first internet service in 1995 immediately followed by mobile telephony. Yes, it was expensive at the time for locals to use mobile phone (outgoing and incoming calls at peak rate charged at Rs 16 per minute) but global companies saw an opportunity in the feasibility of accessing servers and working from remote locations. And a new industry dawned in India.

Before the telecom revolution, most US companies used to operate their call centres within the country. Some ingenious mind thought of experimenting with outsourcing of call centres to India. And around 1997, American Express became one of the first Fortune 500 companies to operate from India. It became a quick and huge success. North India especially Gurgaon started to be abuzz with action. Call centres proved the talent was available and benefits were real. Cost arbitrage opportunities gave huge pricing advantage to US companies.

General Electric (GE) followed soon. They started with call centres but soon realised the opportunity was more. They started a data entry division. Finance and Accounting soon followed. This was the first time industry was experimenting with 'non rules based' work being done from India. And the Finance professionals in India made it a big success. By year 2000, GE Capital (GECIS now Genpact) started to perform work in different facets of Finance including reconciliations, accounts payable and receivable, leading up to quarterly close, statutory (US SEC reporting) and financial reporting. Like Y2K became a trigger for the growth of IT industry in India, debacle of Enron became a turning point for growth of Finance and Accounting functions in the India GCC world. Formation of Sarbanes Oxley Act in US pushed the global demand for accounting professionals. Humongous workload and tight deadlines made US companies turn to India GCCs, and we grabbed the opportunity with both hands. At the time GECIS Finance CoE in Gurgaon led worldwide effort for GE Capital to clean up account reconciliations. The success proved calibre of Finance professionals and attracted higher level of work to India. The growth of this sector ever since has been in double digits, not just for GCCs but for third party outsourcing companies in India too. By early 2000, Global banks entered India. Deutsche Bank and J P Morgan were amongst the first to set up banking operations in Mumbai. BNY Mellon entered soon where I was fortunate to work for many years. Global banks tasted the success of investment banking operations. All facets of custody operations including Trade processing and Settlement, Income and Tax reclaim, Foreign exchange settlement, Corporate action started to be performed from India. One of the most exciting functions were Fund Accounting. India teams were doing daily accounting and NAV (Net Asset Value) calculation for various Mutual Funds in US market. The NAVs were published next day on New York stock exchange. Learning the nuances of US fund accounting, managing tight deadlines, taking responsibility for accuracy of the NAV (any error in NAV meant financial burden to the custodian) and all this in what is called graveyard



shift was challenging.

The decade of 2000 saw India GCC move to the next level. Prominent insurance players were now present in the GCC domain. Other than Operations, Technology, F&A, Legal and Compliance, Human Resources operations, the companies had started doing 'knowledge' based functions. Variety of skills in the areas of analytics, data science, strategic research, data visualisation, digital and artificial intelligence started to work together to help global clients get meaningful insights and innovate. The results Knowledge-based functions achieved shifted the GCC focus from cost savings to revenue enablement. It also ensured true integration of GCC into the mainstream business.

Typically, GCCs are understood as 'back office'. Over the period though, the focus is shifting to middle office (meaning client and other intermediary interactions for servicing purposes) to now front office roles too.

The GCC industry has achieved a lot and matured over these 25 years. GCCs are becoming the innovation hub for leading organizations. The vibrant talent in the areas of digital and artificial intelligence is coming up with transformative business ideas and providing solutions. The other exciting trend is 'Global Roles' being based out of a GCC. Leaders based in India GCC are now handling global functions and leading teams across the world. This indicates the depth of business knowledge acquired by GCC leaders over the years.

The change is exciting. Focus of GCCs is shifting from Cost to Value, execution to strategy, local to global.

I am fortunate to be associated with this industry for last 25 years. I have witnessed the tremendous growth and maturity of this industry which gives me immense satisfaction. And future is more exciting. If we go by the recent trends, it is evident we have just scratched the surface. If the first 25 years were about proving the model and attracting Fortune 500 companies to India, the next 25 years are going to be scaling the model and attracting thousands of midcap organisations to explore, experience and derive benefit from India. While there is every chance Generative AI will disrupt the traditional jobs which may also impact GCCs, it is our opportunity to lead the change. With the digital and AI talent available in India, we are well positioned to turn it to our advantage. The opportunity is huge for talent in diverse fields. In fact, signs are that we may face talent crunch in times to come, perhaps a good problem to have. It's a challenge for our education system to produce more employable graduates who can meet the demand. The global organisations continue to see huge upside to their presence in India. They are here to stay and grow.
Are we ready?

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Preparing Finance Talent for the Future: Leadership in Next Gen GCCs

How India's GCC Ecosystem Is Redefining the Global Finance Leadership Pipeline

By: Santosh Panicker

Introduction: Finance Leadership in the Age of Intelligent Enterprises

Global enterprises are undergoing one of the most profound transformations in decades. The convergence of digital technologies, AI, automation, new regulatory landscapes, and data led business models is reshaping how finance functions operate and how enterprises create value. As organizations decentralize decision making, build global digital operating models, and accelerate toward platform led businesses, the **Global Capability Center (GCC)** has emerged as the most strategic node in the enterprise network.

Today, India hosts **1,900+ GCCs** that increasingly deliver not just efficiency but *enterprise transformation, digital innovation, and leadership capacity*. Among all domains housed within GCCs, **Finance** is undergoing the fastest reinvention. CFO organizations are no longer back-office cost centers they are becoming digitally intelligent, predictive, insights led partners steering global competitiveness.

This evolution requires a new breed of finance talent professionals who blend governance with agility, compliance with innovation, and stewardship with enterprise strategy. The GCC ecosystem in India, with its scale, capability depth, and emerging leadership architecture, is becoming the world's strongest launchpad for this next generation of finance leaders.

This article examines how India is shaping this transformation, the shifts defining finance talent, and the leadership imperatives for Next Gen GCCs.

1. The New Finance Mandate: Beyond Controllershship

Traditionally, finance teams in offshore units focused on transactional processes AP, AR, GL, reconciliations, reporting, and audit support. While these remain foundational, global enterprises now demand far more from their GCC based finance teams. Key shifts include:

a. Predictive and Real Time Finance

- Forecasting and planning cycles shrinking from quarterly to real time
- AI driven scenario modelling guiding commercial decisions
- Data led insights informing capital allocation, supply chain redesign, and pricing models

b. Integrated Risk and Compliance

Regulatory pressures, cyber risk, digital ethics, ESG expectations, and cross border data rules require finance leaders who understand integrated enterprise risk frameworks.



c. Value Partnering

Finance teams are expected to:

- Influence business strategy
- Challenge assumptions with data
- Drive automation led productivity
- Enable profitable growth

This shift has pushed GCCs to become **strategic hubs rather than transactional extensions**. India is uniquely positioned to lead this because of its **engineering finance talent blend**, technology ecosystem, and maturing GCC policy landscape.

2. India's GCC Ecosystem: The World's Largest Finance Talent Engine

The strength of India's GCC ecosystem for finance innovation rests on five structural advantages:

1. Deep Multi-disciplinary Talent

India produces a unique mix of Chartered Accountants, management graduates, data scientists, engineers, cybersecurity professionals, and analytics specialists enabling end to end digital finance organizations under one roof.

2. Scale and Maturity

India has transitioned from transactional finance centers to:

- Global Finance Shared Services
- Global Tax Centers
- Treasury CoE's
- Audit & Compliance CoE's
- ESG & Sustainability Reporting hubs
- Digital FP&A and AI driven insights centers

3. Policy Momentum

States such as Karnataka, Telangana, Maharashtra, and Tamil Nadu have launched frameworks supporting GCC expansion, innovation, skilling, and Tier 2 distribution.

4. Digital and Innovation Ecosystem

India's strength in AI, automation, cloud, and product engineering enables enterprises to build *intelligent finance platforms* anchored in India.

5. Cost to Value Leadership

The real advantage is no longer cost it is **value creation**, innovation velocity, and leadership development.

Together, these advantages position India as the most strategic geography for global finance transformation.

3. The Future Ready Finance Professional: Skills Redefined

The evolving finance mandate has reshaped the expectations from GCC talent. The future ready finance leader must combine four skill clusters:



1. Technical Finance Mastery

- IFRS/GAAP
- Global tax frameworks
- Treasury and working capital
- Governance and statutory reporting
- Forensic and risk management

2. Digital & Analytical Fluency

- Generative AI and machine learning
- Advanced automation
- Data engineering
- Predictive and prescriptive analytics
- Digital finance platforms

3. Business & Strategic Acumen

- Profitability modeling
- Supply chain finance
- Market insights
- Scenario planning

4. Leadership and Behavioural Competencies

- Cross cultural communication
- Ethical decision making
- Change management
- Stakeholder influence

4. AI, Automation, and the Reinvention of Finance Roles

AI is fundamentally reshaping finance roles in GCCs not by replacing jobs, but by **elevating the nature of work.**

a. Automating the Base Layer

Repetitive work including AP, AR, reconciliations, compliance checks, and reporting is being automated freeing 25–40% of capacity.

b. Augmenting Mid-Level Work

Roles in FP&A, treasury, audit analytics, fraud detection, and ESG reporting are becoming AI augmented, shifting talent from data preparation to insight generation.

c. Creating a New Leadership Layer

Emerging roles include:

- Finance Data Product Owners
- Predictive Insights Leads
- Digital Controllers
- ESG Strategy Architects
- Finance AI Model Stewards

These roles define the future of enterprise finance.



5. Tier 2 Cities: The Next Frontier of Finance Leadership

Tier 2 cities like Chandigarh, Lucknow, Mysuru, Coimbatore, Kochi, Visakhapatnam, Indore, Ahmedabad, Jaipur, and Vadodara are emerging as GCC hubs due to:

- Strong CA and commerce talent pipelines
- Lower attrition and stable retention
- University industry partnership potential
- Competitive cost value ratios
- Improving infrastructure and policy support

Distributed “Hub and Spoke” GCC models increase resilience, diversify talent, and deepen India’s participation in global finance.

6. Leadership Imperatives: Preparing Finance Talent for the Next Decade

To build a future ready finance workforce, GCCs must invest in:

1. Digital Finance Capability

- CA + analytics hybrid programs
- Finance AI academies
- Digital labs
- Project based continuous skilling

2. Accelerated Leadership Pathways

Exposure to:

- Global stakeholder environments
- M&A programs
- Innovation and transformation initiatives
- Governance committees

3. Strengthened Governance and Ethics

As GCCs take on more judgment intensive roles, expectations around integrity, confidentiality, and responsible AI rise significantly.

7. The Role of ICAI: A Governance Backbone for Next Gen GCC Finance

ICAI’s influence spans:

a. Supply of Highly Skilled Global CAs

Preferred worldwide for tax, audit, FP&A, forensics, and ESG work.

b. New age Certifications

In forensic accounting, digital audit, ESG, and AI governance.

c. Trust and Standards

ICAI’s regulatory and ethical framework strengthens global confidence.

d. Ecosystem Collaboration

Through initiatives like the GCC Summit Series, ICAI is shaping India’s role in global finance transformation.



8. What Global CFOs Expect from India's GCC Talent by 2030

Global CFO organizations increasingly expect India based finance talent to demonstrate:

1. **Business Transformation Mindset**
2. **Digital and Data Fluency**
3. **Global Decision Support Leadership**
4. **Change Leadership & People Stewardship**

9. Finance as an Enabler of Global Expansion into India

Beyond enterprise operations, finance teams in GCCs increasingly serve as **strategic advisors** helping multinational companies design, evaluate, and execute their India entry or expansion strategies.

a. Navigating India's Regulatory and Tax Environment

Finance teams often guide global enterprises through:

- Transfer pricing regulations
- Safe harbour rules
- Corporate tax and cross border tax frameworks
- Dividend tax implications and repatriation policies
- GST requirements for digital and shared services
- Statutory filings and compliance timelines

This support accelerates India setup decisions and minimizes regulatory risk.

b. Supporting Bill of Transfer and Intra Group Transitions

As organizations migrate workstreams, assets, or digital capabilities to India, finance teams partner with consulting firms to ensure clarity on:

- Documentation norms
- Arm's length pricing
- Cross border compliance requirements
- Tax exposure and mitigation
- Governance impacts

Such engagements ensure smooth, compliant transitions during global restructuring.

c. Clarifying Director Obligations and Holding Structures

Many multinational firms seek clarity on **legal obligations of directors in India**, including governance, fiduciary responsibilities, and compliance oversight.

Some choose to establish holding entities in **Mauritius or Singapore** before setting up their GCC in India.

Finance teams support them by explaining:

- Suitability of various holding structures



- Treaty benefits under double taxation avoidance agreements
- Reporting requirements
- Cross border governance mechanisms

This gives multinational firms the confidence to expand into India with a **compliant, risk free, and well governed structure**.

Conclusion: India's Moment to Redefine Global Finance Leadership

The GCC model is transitioning from efficiency driven constructs to **leadership and innovation engines**, especially in finance. India stands at the center of this shift supported by a world class talent ecosystem, digital innovation infrastructure, progressive policy frameworks, and governance institutions like ICAI.

The future of finance leadership will rest on a triad of competencies:

1. **Deep Finance Expertise**
2. **Digital Intelligence and Analytical Fluency**
3. **Global Leadership Behaviours and Ethical Stewardship**

India is not simply supporting global enterprises it is shaping the **global finance leadership pipeline for the next decade**.

The leaders emerging from India's GCC ecosystem will build enterprises that are more intelligent, transparent, resilient, and globally competitive.

This is India's opportunity and responsibility to lead.



FROM **LEDGERS TO GLOBAL LEADERSHIP**
CHARTERED ACCOUNTANTS SHAPING GCCs

India's GCC Revolution: The Making of a Global Capability Powerhouse

How Global Enterprises are Scaling Innovation, Talent, and Enterprise Value Through the India Advantage

By Rakesh Sinha, Founder & CEO, Quintes Global

Foreword

Global enterprises are redefining how they build capability, drive innovation, and scale transformation, and India stands at the centre of this paradigm shift. What began as an offshoring experiment three decades ago has evolved into one of the most strategic movements in corporate history: the rise of Global Capability Centres (GCCs) as engines of innovation, intelligence, and enterprise value. Today, India hosts a thriving GCC ecosystem that not only supports global operations but increasingly **shapes them**, influencing strategy, digital evolution, enterprise resilience, and AI-first transformation.

At **Quintes Global**, we have been architecting, setting up, and transforming GCCs and GBS organizations across the globe for **25+ years**. Through this journey, **we have partnered** with enterprises across industries to design unique and pioneering operating models, build Capability Centres/ Centres of Excellence/ Centres of Expertise, and scale talent ecosystems that has resulted in collectively contributing to the creation of **over 150,000 jobs in the global GCC landscape**. This long-standing experience gives us a unique vantage point into how the GCC movement has evolved, and more importantly, where it is heading.

This paper brings together two essential narratives: India's ascent as the world's most trusted capability hub, and the parallel journey of GCCs as they define their own identity, purpose, and role within the global enterprise. It examines how talent density, capability diversity, ecosystem collaboration, and structured maturity pathways have positioned India at the heart of global digital acceleration. It also highlights the critical importance of brand identity, value articulation, and enterprise influence, areas where most GCCs need to strengthen their narrative.

With SSF Global continuously playing a robust community-building role in shaping conversations, exchanging knowledge and curating innovative capability frameworks and tools across the GCC and GBS ecosystem, **Quintes Global** builds the transformation strategies based on the real case scenarios of the community.

This paper reflects our accumulated experience, insights, and frameworks developed at Quintes Global over two and a half decades of designing and scaling global capability centres.

As enterprises move toward AI-led operating models, multi-location strategies, and continuous transformation, the role of India's GCCs will only grow in both impact and influence. The paper chronicles this extraordinary rise and outlines what leaders must do next to build purposeful, high-impact capability centres that drive global competitiveness.



India is not participating in this shift – **India is leading it.**

Introduction: A Transformational Shift Redefining Global Enterprise Execution

India is in the midst of one of the most significant shifts in the global enterprise landscape – the rise of Global Capability Centres (GCCs) as strategic, innovation-led extensions of multinational corporations. Enterprises initially came to India to consolidate and offshore transactional work. While cost optimization was an important catalyst, it soon became clear that India offered far more than operational efficiency.

What began as a cost-driven offshoring strategy has since transformed into a deeply strategic capability ecosystem. With more than **1,900 GCCs**, employing **over two million professionals**, and contributing **USD 46 billion** to India's economy, and expected to exceed **USD 100 billion by 2030** – India has firmly established itself as the world's most **influential hub for capability** development and enterprise transformation.

This evolution is driven not merely by economics, but by the collective strength of India's talent, the maturity of its digital ecosystem, and the steady repositioning of GCCs from transactional operations to centres that influence strategy, design platforms, and deliver enterprise-wide value. Many Indian GCCs now operate as end-to-end owners of transformation initiatives, digital programs, and strategic functions, roles traditionally reserved for headquarters.

The journey of India's GCCs, and the frameworks, models, and mindsets that shaped their evolution, can be understood through two intertwined stories:

1. **How India became the global capital for capability creation**, and
2. **How GCCs are establishing their purpose, narrative, and strategic presence within the enterprise.**

Together, these narratives reveal not only how India became the premier destination for capability building, but also how GCCs can define their identity, articulate value, and shape global enterprise strategy.

THE RISE OF GCCs: BUILDING INDIA AS A GLOBAL CAPABILITY HUB

The Genesis: Why GCCs Came to India and Thrived!

Organizations began setting up GCCs in India for several fundamental reasons. Cost optimization certainly played a role, but just as compelling were the opportunities to offshore transactional work, standardize processes, enhance efficiencies, and improve customer experience. India provided not only lower-cost models but also access to a deep talent pipeline, specialized skills, and the ability to support innovation continuums across technology, analytics, operations, and business strategy.



Over time, what began as limited transactional support expanded into multi-function, multi-capability work. As enterprise needs grew, India's talent and capability advantage became undeniable, enabling multinational companies to expand and strengthen their Indian centres.

The RISE™ Pathway: Mirroring Three Decades of Evolution

The evolution of India's GCC industry mirrors a progressive rise in capability maturity, an upward journey from **labour arbitrage** to **capability powerhouses**:-

Labour/ Cost arbitrage [?] **IT Services** [?] **Engineering Services & Shared Services** [?] **Business Services & Global In-house Centers** [?]
Global Capability Centers & Innovation hubs

This transformation reflects the industry's progression from processing transactions to enabling enterprise-wide transformation. Based on this evolution, **SSF Global has created the Capability Maturity Model for GCCs** to evaluate/ define themselves.

The SSF Global GCC Capability Maturity Model

This maturity ladder outlines the evolution of a GCC across five levels:

- **L1 – Process/ Ops Centre:** Transaction-driven execution
- **L2 – Service Centre:** Standardized, reliable service delivery
- **L3 – Value Centre:** Driving efficiency, insight, and measurable business improvements
- **L4 – Strategic Centre:** Influencing enterprise strategy and creating innovation
- **L5 – Enterprise Centre:** Acting as a seamless extension of headquarters with enterprise-wide responsibilities



Each level marks a significant shift in sophistication, mandate, and value contribution. As centres rise from L1 to L5, they build the foundation required to operate as true enterprise partners.

Most Indian GCCs operate at L2–L3; a growing number are reaching L4, and many consciously aspire for L5, acting as innovation hubs, decision-support centres, and transformation engines. The matrix has been created within the Maturity Model to help the GCCs/ GBS build their transformation roadmap for achieving the next level.

India's Structural Advantage: Talent, Capability and Collaboration

India's emergence as the global GCC hub rests on two foundational pillars:



A. Talent Density

- India offers unparalleled access to skilled professionals in engineering, technology, finance, analytics, product development, and operations. Nearly **80,000 Chartered Accountants** are embedded across the GCC ecosystem, demonstrating the breadth of domain and functional depth Indian centres bring.
- Tier-2 cities are also becoming capability hotspots, with **around 25% of new GCCs** expanding into these locations, strengthening resilience, distributed scale, and access to new talent pools.

B. Capability Diversity

GCCs in India now lead work across:

- Engineering and product development
- Data analytics and insights
- Process transformation
- Cybersecurity
- AI and automation
- Decision governance
- Digital operations

The Evolution from 3C to 4C: A New Identity Framework for GCCs

Leading GCCs have invested in defining who they are within the enterprise, clarifying their purpose, articulating their value, and elevating their positioning from support centres to capability creators. This is where brand identity becomes pivotal.

Traditionally, identity was shaped by the **3 Cs**:

1. **Company** – Capabilities, resources, strategic objectives
2. **Customer** – Understanding business units, needs, and expectations
3. **Competition** – Other GCCs, ITO/BPOs, talent rivals

However, this model did not capture the ecosystem-driven reality of modern GCCs. We recognized and evolved the 3 Cs to the expanded **4C framework**, adding **Collaboration** – a crucial success factor for the GCC success story.

4. **Collaboration** – with advisors, partners, academia, and innovation ecosystems enables GCCs to accelerate capability building, avoid reinventing the wheel, and scale rapidly. This ecosystem-led approach allows GCCs to evolve faster, innovate deeper, and strengthen their enterprise influence. reflects the growing role of ecosystem partnerships.

The New 4C-Powered NextGen Enterprise Centre Model

This capability spectrum has transformed India into an epicentre of enterprise innovation.

India's maturity journey is further accelerated by the interplay of the **4 Cs** – Collaboration, Capability, Commitment, and Competitive Advantage. Collaboration strengthens capability; commitment drives differentiation; competitive advantage



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

emerges as an outcome of both. The RISE™ pathway by SSF Global captures this upward journey, demonstrating how purposeful investment in people, processes, and partnerships transforms GCCs into fully integrated enterprise centres.

1. Collaboration

- Collaboration is the catalyst that accelerates GCC maturity, enabling centres to learn faster, adopt best practices, and scale capabilities without reinventing foundational expertise.
- India's rise is anchored in a strong ecosystem of advisors, academia, and partners, creating the world's richest environment for capability building, scalability, and rapid maturity development. It unlocks access to external intelligence and innovation ecosystems, strengthening the GCC's ability to deliver enterprise-wide solutions.

2. Capability

- Capability represents the depth and sophistication of skills, processes, technology, and domain expertise housed within the GCC.
- A GCC's rise from L1 to L5 is directly tied to how effectively it builds differentiated capabilities, like CoEs (Center of Excellence), CoExs (Center of Expertise), Digital Innovation hubs, and Transformation Engines.

3. Commitment

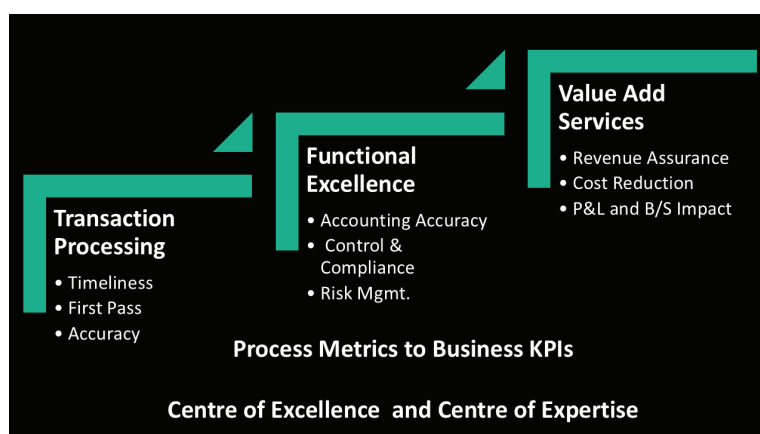
- Commitment is the discipline, governance, and leadership focus required to sustain progress across the maturity curve.
- It reflects the GCC's ownership mindset and its willingness to take accountability, influence global stakeholders, and consistently deliver on value commitments.

4. Competitive Advantage

- Competitive Advantage is the outcome of strong collaboration, deep capabilities, and sustained commitment.
- It positions the GCC not as a support function but as a strategic partner that helps the enterprise outperform peers through innovation, agility, and superior execution.

From Transaction to Transformation: The Shift to Business KPIs

In the GCC world, performance alone does not guarantee recognition. Identity, perception, and narrative play equally influential roles. Many GCCs deliver exceptional outcomes but struggle to translate their impact into a





compelling strategic story. The result is the familiar “**watermelon effect**” – green metrics on dashboards but red sentiment across stakeholders due to limited visibility, misalignment, or narrative gaps.

GCCs today must demonstrate business impact, not just operational efficiency. Their evolution follows a clear trajectory:

Process → Value → Strategy → Enterprise Influence

This requires understanding and articulating:

- **Value Potential (VP)**—what the centre *can* deliver
- **Value Delivery (VD)**—what the centre *actually* delivers

Bridging this gap has been integral to gaining strategic recognition and strengthening the GCC’s mandate.

Naming, Positioning, and Purpose: The “Why, What, How” Framework

Strong GCC identity comes from clarity across three dimensions:

- **Why** – The purpose and role of the GCC within the enterprise
- **What** – The name, positioning, and narrative (e.g., capability centre vs. back office)
- **How** – The roadmap for building differentiated capabilities such as Centres of Excellence (CoE), Centers of Expertise (CoEx), and Centers of Innovation, Intelligence & Growth (COI&G)

This clarity enables GCCs to move from being seen as execution units to being understood as global capability creators.

The Talent Narrative: EVP and Culture

A GCC’s brand is as important internally as externally. Employee Value Proposition (EVP) is shaped by:

- ✓ Cultural sensitivity
- ✓ Learning and upskilling
- ✓ Innovation exposure
- ✓ Growth pathways

In a competitive talent market, GCCs with strong EVP attract and retain high-quality talent consistently, strengthening their strategic edge.



The Opportunity for CAs and Advisors: A New Era of Influence

With **80,000+ CAs** embedded in GCCs, the profession's influence has expanded beyond finance into governance, commercial operations, business strategy, and transformation. Advisors and specialists play a critical role in designing operating models, strengthening governance, building identity frameworks, and guiding scale-up journeys. Their roles need to extend far beyond traditional finance, to actually influence decision-making, design controls, shape commercial models, and support enterprise transformation programs. To fully harness their potential, professionals across GCCs must embrace four critical mindset shifts:

- **Enterprise mindset** (moving from accounting to commercial value)
- **Disruption-as-usual mindset** (embracing continuous change)
- **Experience-as-a-service mindset** (focusing on end-to-end journeys)
- **Entrepreneurial mindset** (shaping ecosystems, not processes)

These mindsets allow professionals to contribute meaningfully to the GCC's strategic growth. The shifts position advisory firms and domain experts as essential contributors in designing and governing next-generation capability centres.

THE GCC ERA WILL BE DEFINED IN INDIA

Calls-to-Action for Industry Leaders

1. **Define Your Narrative** – If you don't lead the story, it will be written for you.
2. **Shift from Cost to Value** – Reframe KPIs from activity to enterprise impact.
3. **Invest in Talent & Tier-2 Expansion** – Build resilient and diverse capability engines.
4. **Adopt the 4C Identity Framework** – Company, Customer, Competition, Collaboration.
5. **Accelerate Innovation Ownership** – Move from supporting transformation to steering it.
6. **Build Ecosystems, Not Silos** – Partner with advisors, academia, and specialized operators.
7. **Aim to become L5 Enterprise Centres** – Participate actively in global decisions, not just operations.

India's GCCs have entered a new era, one that is defined by innovation leadership, strategic influence, and enterprise-level impact. The future belongs to centres that clarify their identity, articulate their value, build partnerships, and continuously evolve their capabilities. Quintes Global sees this as a clear opportunity **to transform GCCs into Value Hubs that design solutions, steer decisions, build enterprise capabilities, and drive global transformation.**



About the Author

Rakesh Sinha, Founder & CEO of **Quintes Global**, is a globally recognised transformation leader and one of the most respected voices in the GCC/GBS industry. With more than **25 years of experience** across advisory, operations, capability building, and enterprise transformation, he has been instrumental in designing high-performance GCCs and operating models across sectors and geographies.

Under his leadership, Quintes Global has helped enterprises set up, scale, and transform GCCs and GBS organisations worldwide – contributing to the creation of **over 150,000 jobs** in the global capability ecosystem. The firm specializes in operating models, capability blueprints, transformation governance, talent architectures, AI-enabled enterprise design, and end-to-end GCC strategy.

Rakesh is also the founder of **SSF Global**, established in 2011, which serves as a community platform for GCC, GBS, and AI leaders. SSF facilitates leadership dialogues, capability benchmarking, research, and peer collaborations – strengthening India's position as the global hub for innovation and enterprise capability.

Rakesh has been honoured with the **People's CEO of the Year** award and featured by top publications including *Economic Times*, *AsiaOne*, and *Insight Success*. He also mentors leaders from India's premier institutions such as IIMs, MDI, IMT, and Delhi University. An IT graduate with management credentials from IIM–Calcutta, he is globally certified as an Authorized Evaluator by Carnegie Mellon University for eSCM.

Quintes Global is a Great-Place-to-Work certified, ISO/IEC 27001:2013 organisation and recipient of the **NASSCOM SME Inspire Award 2023** for Growth Leadership in Business Process Management. The firm continues to partner with global enterprises to move from transactional efficiency to sustainable value creation, powered by India's unparalleled capability advantage.



Harnessing the Power of AI, Cloud, and Privacy: Strategic Growth for Indian CA Firms Serving GCCs

By CA Sujata Bogawat

Founder and Director-AvantEdge Business Consulting Pvt Ltd

Executive Summary:

Indian Chartered Accountancy (CA) firms have a unique opportunity to compete with international audit firms and serve Global Capability Centres (GCCs) by embracing artificial intelligence (AI), cloud computing, and robust privacy safeguards. This article explores the strategic importance of these technologies - why adoption is critical from regulatory and future-readiness perspectives, how firms can approach implementation, what practical tech-stacks might look like, and the essential steps for maintaining data security when working with global clients.

Why AI, Cloud and Privacy Now Matter So Deeply

In today's business environment, speed has become a non-negotiable expectation rather than a differentiator. GCCs operate in connected ecosystems, where financial closes and reporting must sync with global HQ timelines. These tech-driven businesses expect almost-instant access to accurate financial data and real-time reporting, and they expect their CA firms to match this cadence. On the other hand, research on AI adoption in professional services shows that roles focused solely on routine transaction processing are at the highest risk of automation, while roles involving interpretation, stakeholder communication and judgment are relatively enhanced by AI.

Globally, routine bookkeeping, basic compliance filings, and rules based verifications are being steadily done by software. Cloud accounting platforms, OCR-based invoice capture, and AI-based reconciliations are already mainstream in developed countries. AI-powered platforms are increasing the speed of work by automating routine processes, setting up real-time metrics, and delivering rapid performance insights. Manual reconciliation and repeated interventions are minimized, resulting in fewer errors and improved client outcomes.

In this new environment, quality has become critical than ever before. Even minor errors in tax returns, transfer pricing documentation or audit reporting can lead to penalties, rework and reputational damage, especially when dealing with sophisticated global clients. AI-enabled deviation detection, rule-based validation layers and cloud-based version control can significantly reduce such errors. The profession's historical strength, ie rigour and conservatism, can be amplified by adopting technology.

An important value-add from CAs in the GCC context is no longer just to ensure that books are correct or tax returns are filed; it is to help local GCC management win within their global organisations. That means enabling faster reporting to headquarters, sharper analytics for cost and risk decisions, stronger compliance comfort for boards, and better documentation for regulators.



Global research on AI in professional services indicates that successful adopters of technology do not simply “add-on” tools; they redesign roles, performance measures, and training to treat AI as a collaborator rather than a threat. ICAI itself has emphasised in recent thought leadership that technology acumen is becoming as fundamental as technical accounting knowledge, and that those who do not evolve risk professional obsolescence. A CA who adopts technology is better able to make decisions about culture, roles, workflows, and quality inside the firm. An AI-enabled, cloud-based, privacy strong CA firm can act as a strategic co-pilot to GCC leadership; turning Indian cost advantages into strategic value advantages.

From Vision to Strategy: Intent, Capability and Ethics

One of the biggest issues in AI discussions within organisations is the gap between enthusiasm and direction. Partners and managers are excited about AI-led transformation; teams run pilots and demos; but there is often limited clarity on integrating these pilots into business workflows. The result is a proliferation of proofs of concept that never scale into everyday practice.

A more robust approach in AI-adoption is to align three elements: intent, capability, and ethics.

1. Intent: The “Why” Behind AI, Cloud, and Privacy

Firms must identify and choose a single primary business outcome for technology investments: efficiency (reducing hours and errors in compliance), differentiation (creating unique insights and client experiences), or employee enablement (freeing teams from grunt work so they can focus on advisory). Technology adoption plans with a single, sharp outcome such as “reduce month end close from 10 days to 3” or “cut manual data entry in GST work by 70%” are more likely to succeed than generic innovation drives.

2. Capability: The “How” and “Who”

Firms can create a small, dedicated “tech lab teams” (3-5 members) to experiment with tools, documents playbooks, and then helps other functions adopt the proven solutions. This capability-alignment model is faster than running one off pilots in every team.

3. Ethics: The “Should We?”

As AI-enabled tools become embedded in audit, tax, and advisory workflows, firms must define clear red lines and permissions. For example, whether client data can be used to train internal models, how generative AI outputs will be reviewed before use, and what information cannot be uploaded to third party systems at all?

Furthermore, across all three dimensions, the composition of the team is critical. Firms that hire and promote for learning agility rather than static knowledge have adapted faster to AI-enabled and cloud based models. This means focusing on people who can quickly learn tools, design automations, and improve processes; rather than only on mastery of current rules and forms.



Designing an Secure, AI-First, Cloud-Enabled Tech-stack for CA Firms: Building cohesive technology architecture across all core service lines.

Most small and mid-sized CA practices currently rely on multiple tools with minimal integration – exporting output from one system and manually keying into another, ultimately followed by reconciliations in spreadsheets. This practice increases both time for reconciliations and risk of errors.

Efficiency multiplies when the software we use works together smoothly. Which is firms should start by listing their key tasks and then pick an integrated, AI-powered, cloud-ready tech-stack.

- Bookkeeping - Indian CA firms typically use systems such as Tally Prime, Zoho Books, ERPNext, Odoo, etc with bank statement converters and OCR utilities layered on top. Automation platforms, if implemented effectively, can connect bank statements, sales invoices, e-commerce billing and logistics, etc into these ledgers, thereby significantly reducing manual entry.
- Data and document storage and exchange - secure cloud repositories such as Google Drive, Microsoft OneDrive, Dropbox allow encrypted storage, granular access control, and detailed audit trails while maintaining a ISO certified secure environments.
- Filing tax returns - firms increasingly rely on GSP/ASP platforms and specialised filing tools that integrate directly with government portals. Several products now offer AI-enabled reconciliation of GSTR 2B vs books, TDS vs Form 26AS, and automated error identification, significantly reducing effort of manual reconciliations.
- MIS and analytics - business intelligence tools like Power BI and Zoho Analytics can directly import data from accounting systems and enabling real time dashboards predictive reporting such as projecting cash deficits, highlighting abnormal expense movements, etc. Real-time and recurring transfer pricing documentation and invoicing be achieved by using AI tools developed in-house.
- Payroll and labour law compliance - cloud HR platforms such as greytHR, Zoho Payroll, RazorpayX and similar systems automate salary computation, statutory deductions, and filings under PF, ESI, and other labour regulations. In CA firms managing multiple client entities, these tools can be centralised, with role-based access given to client HR and finance teams. Using API integrations available in these platforms, bookkeeping for salary and statutory deductions can be imported directly into accounting software.



- Reconciliations, data analysis, and audit projects (audit lifecycle planning, working papers, risk assessment, data sampling, etc) - automation tools that process CSV/Excel exports and perform rule-based and AI-assisted matching and trend-analysis can be used. These tasks can also be done using AI tools developed in-house.
- Additionally, when practice level systems such as workflow management (task assignment, deadlines, approvals), practice management (billing, WIP, recoveries), and knowledge management (workpaper templates, checklists, precedent files) are integrated with accounting, tax and document platforms, firms gain significant visibility into resource utilisation, pricing and profitability, which directly supports strategic decisions.

Keeping Costs Low and Measuring ROI

A common reason for hesitation is the perceived cost of AI, cloud, and automation tools. Yet, when examined systematically, many organisations find that the cost is outweighed by quantifiable savings and increase in revenues by freeing up manhours for more value adding projects.

Costs can be controlled through phased implementation - starting with one or two high impact processes (for example, GST reconciliation and document sharing), using per user or per entity subscription plans rather than enterprise-wide licences, and negotiating bundled pricing as the practice grows. Open source tools and low code automation platforms can also be explored by larger practices, as these will require in-house technical capability.

A practical starting point is to define clear metrics and key performance indicators before implementation. For example, a firm can track manual hours spent per client on bookkeeping, vouching/verification, reconciliations, filings, etc; average turnaround time for specific reports or returns; error and rework rates; and staff attrition in repetitive roles. Against this baseline, the firm can then measure the value of reduction in manual hours, lower turnaround time for deliverables, reduction in penalties or claims, and increased fees from higher value service offerings.

Privacy, Security and the Regulatory Landscape

For CA firms, privacy is not just good practice; it is a professional and legal obligation. Firms are entrusted by clients with financial data, business documents, payroll data, and board level information, all of which qualify as sensitive or confidential under various laws.

When serving global technology companies and their GCCs, international various privacy laws apply. Within India, the key statutes remain the IT Act, 2000, the Digital Personal Data Protection Act 2023, data-localisation guidelines, and the ICAI's advisories on information security. For cross-border work, GDPR applies to European clients, while CCPA/CPRA becomes relevant for US-based entities. MNCs increasingly expect ISO 27001 (Information Security Management System), ISO



27701 (Privacy), and SOC 2 Type II certifications as essential. Global clients are also casting these obligations down to CA firms through data processing agreements, insisting on adequacy of safeguards, breach notification duties, and on restricted data access.

Large international audit firms and networks typically operate with formal information security management systems certified under ISO and SOC 2 standards. They maintain segregated client environments on AWS, Azure or Google Cloud, strict access permissions, automated monitoring and logging, and incident response playbooks, and have dedicated cybersecurity teams. Their privacy culture is built on training, tech safeguards, and systems audits, all of which should be adopted as best practices by smaller firms aspiring to serve GCCs.

Smaller CA firms can achieve comparable protection at a fraction of the cost by choosing managed cloud services that already carry these certifications. Microsoft 365, Google Workspace, AWS and similar platforms provide enterprise-grade security out of the box, allowing firms to inherit ISO 27001 and SOC 2 compliance without building their own data centres. Additionally, CA firms must adopt the following safeguards: strong encryption (in transit and in storage) for all client data; multi factor authentication; role based access controls; detailed logging and audit trails; secure document sharing platforms rather than email attachments; regular backups stored in secure locations; and periodic security awareness training for staff.

GCCs: The Strategic Opportunity for Small and Mid-Sized CA Firms

Historically, large international audit firms and networks have held an advantage in technology investment and global branding. Yet, AI-enabled, cloud-native tools and clear privacy frameworks are democratising this advantage.

For small and mid-sized Indian CA practices, this is a chance to reposition themselves as AI-first, cloud-enabled, privacy-strong partners to global clients and GCCs. By combining local regulatory expertise and cost-effective delivery, such firms can offer a compelling alternative to larger audit firms with an added advantage of modern digital infrastructure.

In the near future, the firms that will stand out in the GCC and global tech ecosystem are those that can demonstrate three things: that their processes are AI-enabled and data driven; that their platforms are cloud based, integrated and efficient; and that their approach to privacy and security meets or exceeds international expectations.

For the Indian CA profession, therefore, AI, cloud, and privacy are not peripheral topics; they are central to the next phase of growth and relevance. Planned adoption of these capabilities can enable the profession to go beyond “overseeing financial transactions” and become an indispensable strategic partner in an increasingly digital and global financial ecosystem.



The Art of Accounting GCCs: Precision, Perspective and Progress

CA Anant Govande

Global Capability Centres (GCCs) have become a cornerstone of how multinational companies operate. For many global organizations, the finance and accounting (F&A) function executed in their India GCC is a **strategic backbone**. Over the last decade, these centres have matured far beyond basic transaction processing, now contributing to **decision support, financial planning, compliance, advanced analytics, and even innovation**.

This article explores the "art" of building and running a highly effective Accounting GCC. This art lies in mastering the balance among three fundamental principles: **precision, perspective, and progress**. These three pillars enable a GCC to deliver consistent quality today while strategically preparing for the future.

1. Precision: Getting the Basics Right (The Foundation)

Precision is the indispensable foundation of every accounting GCC. Without accuracy, control, and reliability, no further strategic value can be created. Global companies rely on their GCC to produce numbers that are **trustworthy, timely, and audit-ready**. Precision is achieved through disciplined processes, strong controls, and a culture of exactitude.

a) Clear Processes and Standard Workflows

A high-performing GCC establishes **standardized workflows** for every key task, including accounts payable, receivables, payroll, bank reconciliation, GL entries, month-end close, and tax preparation. Clearly defined processes minimize human error, ensure predictability, and facilitate smooth handoffs across different time zones.

b) Control and Compliance: The Risk Guardrail

Every GCC must implement **internal controls** that rigorously adhere to global standards. Essential elements include approval limits, mandatory maker-checker rules, comprehensive documentation, and robust audit trails integrated directly into the workflow. Compliance covers adherence to both global corporate policies and local Indian regulations. Crucially, controls must be treated as an inherent part of daily work, not a separate, extra burden.

Given the centralization of sensitive financial data, explicit focus on **data security** and **cyber resilience** is non-negotiable. The GCC must enforce global cybersecurity protocols to protect **Personally Identifiable Information (PII)** and confidential financial records against sophisticated breaches.

c) Timely and Clean Book Close



The ability to execute a smooth, consistent **month-end and year-end close** is a hallmark of precision. The GCC must aim for consistent, published timelines each month. This involves meticulously maintaining checklists, cut-off rules, accrual logic, and balance sheet schedules. Closing the books on time consistently builds critical **trust** with the global headquarters and reduces systemic stress.

d) Quality Reviews and Continuous Checks

Effective review mechanisms are essential to embed quality throughout the process. A simple but strictly followed two-step review—preparer and reviewer—can prevent most errors. Regular, periodic internal audits and quality assurance checks help to continuously strengthen the process. Quality is not a final inspection; it is created through **built-in checks at every step**.

2. Perspective: Looking Beyond the Numbers (The Value Creator)

Once foundational precision is consistently delivered, the GCC is ready to add the next layer of value: **perspective**. This is the crucial shift where accounting teams move beyond routine task execution and begin contributing to meaningful business understanding, transforming them into a source of **insights, not merely reports**.

a) Understanding the Business Context

To generate useful insights, GCC accountants must deeply understand the **commercial context** of the business. They must know the key drivers of revenue, the major cost pressures, and which markets or products are performing well. When accountants grasp the business narrative, they can interpret financial numbers in a far more meaningful and **actionable** way.

b) Asking the Right Questions

Perspective flourishes when teams transition from data aggregation to active inquiry. They must pose probing questions like:

- What is the underlying cause of this variance, and what are its operational implications?
- Are there any **early warning signals** embedded within these numbers that require leadership attention?
- How can we best translate this financial data into a narrative for executive leadership?

GCC teams often possess the advantage of processing large, centralized datasets, which can offer a holistic, **big-picture view** that may not be available to decentralized onshore teams.

c) Partnering With Global Teams (Managing Stakeholder Trust)

Strong Accounting GCCs are proactive. They maintain regular, strategic communication with global stakeholders to anticipate needs, understand expectations, and share nascent ideas. They proactively send early alerts if trends appear unusual or if risks are



identified. This approach builds trust and transforms the GCC's role from a reactive processing unit into a **knowledge partner** and strategic advisor.

A significant part of the "art" here is overcoming inherent **onshore/ offshore tensions**. This requires establishing a clear, unified **Governance Model**, often involving a **Single Global Process Owner (GPO)** for each major function and regular joint Steerco meetings. This structure ensures the GCC is viewed as an **extension** of the global function, not a separate vendor.

d) Supporting Strategy and Decision-Making

With targeted training and business exposure, GCC accountants can elevate their support across several strategic areas: budgeting, forecasting, pricing analysis, working capital optimization, cash flow planning, and profitability studies. They bring discipline to data, enabling leaders to make faster, better-informed decisions.

3. Progress: Moving Forward with Better Tools and Skills (The Future-Proofing)

Progress is the third, ongoing pillar. It focuses on the relentless improvement of how the GCC operates year after year. A strategic GCC does not remain static; it must continuously become better, faster, and more capable over time. This progress is driven by people, technology, and culture.

a) Using Automation and Technology

Automation is now a **strategic imperative**. Implementing tools like **RPA** (Robotic Process Automation), **AI-driven reconciliation**, automated invoice capture, and advanced workflow systems significantly reduces manual, repetitive labor. This frees up accountants to focus on high-value tasks: review, analysis, and problem-solving.

Cloud ERPs and integrated systems are key to providing transparency and common data standards across the globe.

The goal is not just to replace people, but to **redeploy** them from transactional processing to strategic activities, maximizing their contribution.

b) Building Skills for the Future

The modern F&A profession demands a **hybrid skillset**. GCC accountants require a blend of technical mastery and business acumen:

- Deep accounting knowledge (GAAP/IFRS).
- **Data literacy** and comfort with analytics tools.
- Strong communication and presentation skills for engaging with global leadership.
- Critical thinking and advanced problem-solving capabilities.

Training and upskilling must be continuous, fostering a **learning culture** where the GCC can always stay ahead of technological and regulatory changes.



c) Quantifying Progress: Key Performance Indicators (KPIs)

To demonstrate value and secure further investment, progress must be **measurable**. Key metrics (KPIs) relevant to a maturing GCC include:

Pillar	Key Performance Indicators (KPIs)
Precision	Process Compliance Rate, Error Rate, Days to Close (DTC)
Perspective	Internal Customer Satisfaction Score, Forecast Accuracy Rate
Progress	Cost per Transaction Reduction, Automation Rate, Employee Attrition Rate

d) Moving Up the Value Chain

As the GCC reliably demonstrates precision and insight, more complex and advanced work naturally transitions to the center. Many GCCs start with basic transactional work but quickly ascend to handle:

- Controllership activities and governance.
- **FP&A** (Financial Planning and Analysis).
- Treasury and risk support.
- Global internal audit functions.

This upward movement strengthens the GCC's strategic role and provides employees with compelling **career growth** opportunities.

e) Creating a Culture of Improvement

Progress is sustained when there is a pervasive culture that encourages and rewards **continuous improvement**. Simple mechanisms, such as internal Kaizen drives or structured suggestion systems, empower employees at all levels to identify and execute small improvements every month, driving cumulative organizational advancement. **Change management** efforts are crucial here to help staff embrace their evolving identity from "processors" to "**analysts**."

4. Why India Stands Out as a Global Accounting Hub

India has solidified its position as the preferred global destination for F&A GCCs due to a powerful confluence of systemic advantages:

a) Strong and Deep Talent Pool

India consistently produces a vast number of highly qualified finance and accounting graduates. It boasts a robust base of Chartered Accountants (CAs), Cost and Management Accountants (CMAs), and MBAs who are trained in global financial standards.

b) Comfort With Technology

Indian professionals demonstrate a high aptitude and adaptability for digital systems, cloud tools, automation, and advanced analytics.



c) English Proficiency and Global Mindset

Smooth communication is ensured by widespread English proficiency, enabling Indian teams to collaborate seamlessly with stakeholders across the US, Europe, the Middle East, and Asia.

d) Balanced Value Proposition

GCCs in India offer a highly attractive balance of **cost-effectiveness** and **high-quality delivery**. This reliable value proposition underpins the long-term investment strategy of global organizations.

e) Mature Ecosystem

India benefits from a mature, supportive GCC ecosystem, including specialized industry bodies, global consulting firms, training partners, a strong technology vendor base, and favorable government policies.

Conclusion

The art of running a successful Accounting GCC lies in mastering the dynamic equilibrium between **precision, perspective, and progress**. Precision builds and sustains global trust. Perspective creates actionable business value and strategic influence. Progress ensures long-term relevance, adaptability, and cost efficiency.

India is exceptionally well-positioned to lead the next era of global finance transformation. With its strong talent, rapid technology adoption, and deep culture of learning and continuous improvement, India's accounting GCCs will continue to evolve from mere support functions into **strategic engines** that not only support the business but actively shape its competitive future.

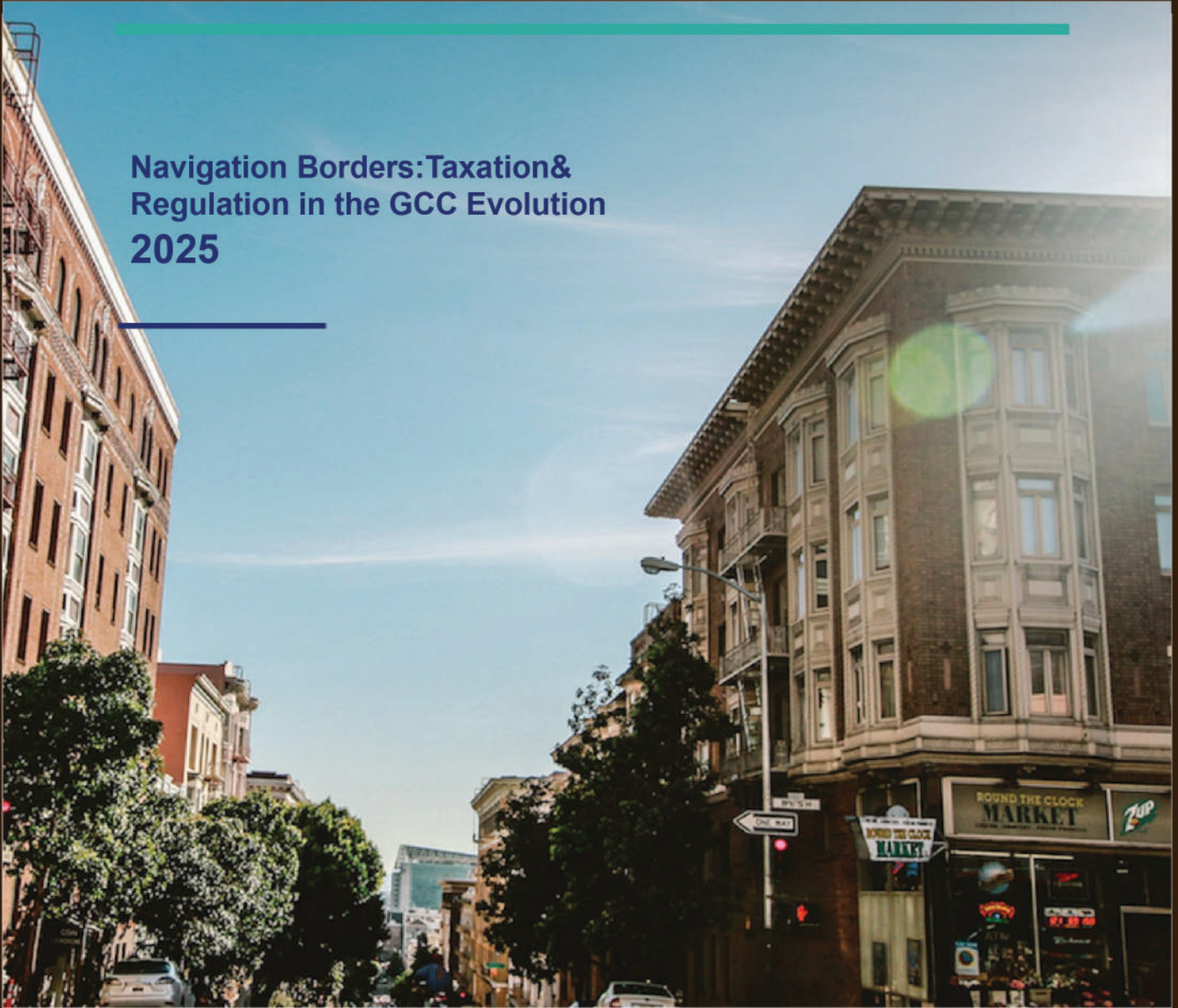


**ICAI GCC
INSIGHTS**
4TH EDITION

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

CHARTERED ACCOUNTANTS SHAPING GCCs

Navigation Borders: Taxation & Regulation in the GCC Evolution 2025



NOVEMBER 25

UR BUSINESS Partner & Advisor
Authored by: CA Sharada Shetty
(Partner)



Navigation Borders: Taxation & Regulation in the GCC Evolution

GCC Evolution and present landscape

Over the past two decades, India has evolved into the world's most dynamic hub for Global Capability Centers (GCCs). Today, India hosts more than 1,700 GCCs across technology, engineering, analytics, and product domains. This rapid expansion has been fueled by digital maturity, availability of high-skilled talent, and increased organizational confidence in offshoring advanced work. Yet as GCCs ascend from support functions to strategic roles, they face a significantly more complex regulatory and tax landscape. Ensuring compliance, operational clarity, and risk governance is now a top priority for global enterprises navigating this new era.

"India is increasingly seen as the "GCC Capital of the World", not just a low-cost delivery hub but a strategic part of global enterprise operations" ZINNOV-NASSCOM India GCC landscape Report 2024

Transfer pricing (TP) remains one of the most sensitive and scrutinized areas for GCCs. Earlier, centers typically adopted a simple cost-plus model—appropriate when operations were low-risk and routine. But as GCCs now participate in innovation, develop proprietary tools, support product design, and handle value-chain-critical activities, tax authorities increasingly challenge whether cost-plus truly reflects economic reality.

Key Issues Driving TP Complexity

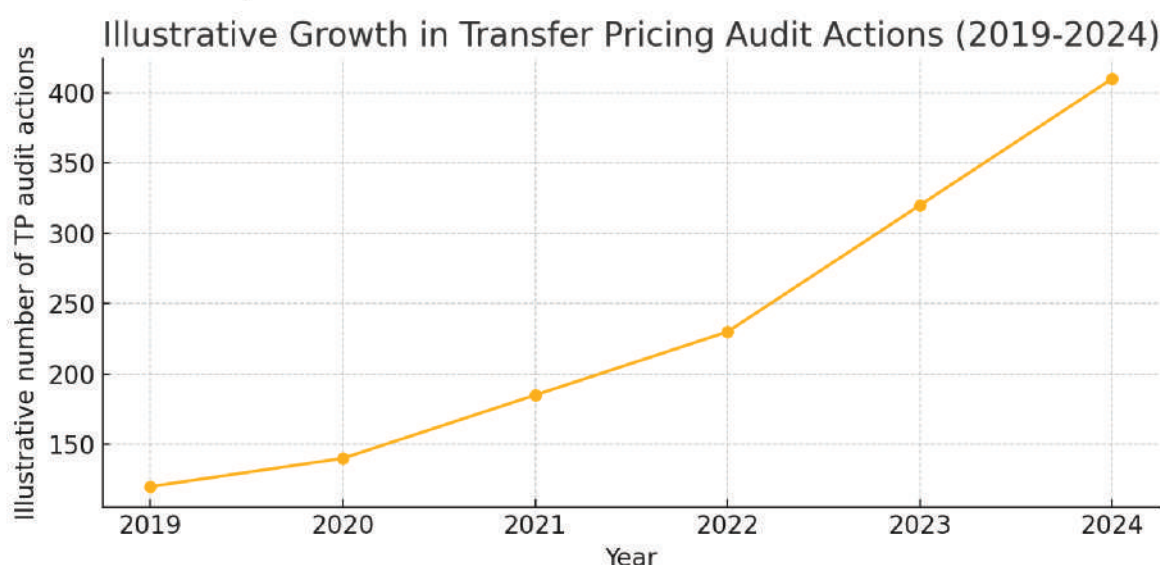
- **Functional evolution:** IP development, AI model creation, and product engineering blur the line between routine support and non-routine value creation.
- **Benchmarking gaps:** Specialized engineering and analytics functions often lack reliable comparables, complicating arm's-length pricing.
- **Cross-border value attribution:** GCC outputs shape global decisions and product strategies, raising questions about where value is truly created.

From Cost-Plus to Value-Chain Attribution

Historically many GCC arrangements relied on a cost-plus model: charge a markup on costs and be done. But when the center contributes to product design, software IP, or strategic analytics, the line between "routine service" and "value-adding" activities blurs. The OECD transfer pricing framework and national tax authorities expect firms to identify **where value is actually created**, not simply rely on legacy intra-group pricing models.



For 2025, this creates two linked issues: (a) the need for robust functional analyses that map DEMPE (Development, Enhancement, Maintenance, Protection and Exploitation) contributions; and (b) the challenge of benchmarking unique activities. Where comparables are thin — for example, for AI model development or platform engineering — authorities often reject simplistic margins, increasing the risk of adjustments and disputes. Tax advisors report a rise in TP adjustments across items such as free-of-cost assets, management fees, and share-based compensation



2. Intangibles, DEMPE, and Emerging Global Tax Rules : The OECD's Pillar Two framework, establishing a global minimum effective tax rate of 15%, represents a major shift in global tax architecture. While GCCs themselves typically aren't profit centers, Pillar Two influences how multinational enterprises allocate profits, evaluate global tax exposure, and redesign their entity structures.

As GCCs increasingly generate software code, algorithms, and business-critical IP, questions arise about:

- who economically develops the IP,
- who legally owns it,
- and whether the GCC should receive greater compensation for DEMPE-related contributions.

Advance Pricing Agreements (APAs) remain a tool for minimizing uncertainty, but they require significant time and resource investment. Many organizations must balance the stability offered by APAs with the need for flexibility as their GCCs scale rapidly.

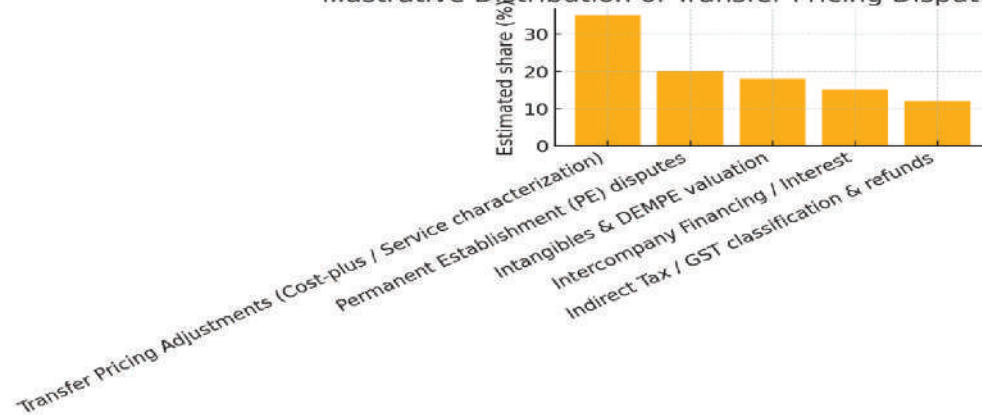


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Illustrative Distribution of Transfer Pricing Dispute Types (2023-25)



3. Growing Permanent Establishment (PE) Risks

Historically, GCCs were structured to avoid creating a permanent establishment (PE) for the parent entity in India or other host countries. The assumption was that they performed only support functions. However, with many GCCs now taking on strategic or quasi-commercial roles, PE risk assessments have become more nuanced.

Common PE Risk Triggers

- **Sales enablement and deal-support teams** participating in contract structuring or pricing.
- **Senior strategic leaders** based in the GCC influencing product roadmaps or market decisions.
- **Digital infrastructure or platforms** operated from the GCC that could signal a “digital nexus.”

Tax authorities increasingly argue that GCCs may act as dependent agents or exercise authority that influences revenue generation. This expands the risk of attribution of profits to the host jurisdiction.

Mitigation Measures

- Clearly defined job roles and decision-making boundaries
- Documentation differentiating execution support from strategic control
- Governance models that limit customer-facing or contract-influencing activities

4. Data Protection and Cross-Border Data Transfer Compliance

GCCs handle vast amounts of sensitive data—including personal information, financial transactions, client details, and product IP. Regulatory frameworks have become significantly more stringent with India’s Digital Personal Data Protection Act (DPDP), the EU’s GDPR, California’s CCPA, and several jurisdiction-specific privacy laws.

Key Compliance Challenges

- Data localization rules and restrictions on cross-border transfers
- Requirements for Data Protection Impact Assessments (DPIAs)



- Multi-jurisdictional contractual arrangements
- Cloud governance, encryption standards, and cybersecurity frameworks

Data protection in GCC operations now demands enterprise-wide maturity in privacy engineering, consent management, access controls, and vendor risk oversight.

5. Employment Laws, Contracting Models, and Workforce Regulations

Given their scale, GCCs depend heavily on blended workforce models—full-time staff, contractors, gig workers, and ecosystem partners. India's still-evolving labor codes and global employment regulations introduce new compliance obligations.

Major Workforce Regulatory Pressures

- **Harmonized labor codes** (pending notification) may impact PF, gratuity, wages, and working hours.
- **Misclassification risks** for contractors or gig workers can result in penalties, back wages, or litigation.
- **Leadership mobility** issues, especially when global leaders operate from India for extended periods, can trigger tax residency or PE risks.

As leadership roles increasingly migrate to GCCs, individual tax planning and employer governance have become more complex.

6. Intellectual Property Ownership and R&D Incentives

As GCCs evolve into innovation hubs, the question of **where IP is legally owned and where it is developed** becomes crucial.

Key Issues

- GCCs contribute substantially to IP creation but rarely own the IP.
- Payments for IP development services must reflect arm's-length compensation.
- R&D incentives or deductions (in India or abroad) must align with the functional profile.

Tax authorities often question whether the parent entity is appropriately compensating the GCC for development, enhancement, maintenance, protection, and exploitation (DEMPE) functions.

Practical Steps for GCCs in 2025

1. **Revisit TP policies** — Move from template cost-plus rules to granular, activity-based value maps.
2. **Invest in documentation automation** — Use technology to capture evidence of decision-making, time allocation, and project ownership.
3. **Run strategic DRIs on DEMPE** — Conduct DEMPE mapping workshops to determine where critical IP functions sit and who economically benefits.
4. **Consider APAs selectively** — Prioritise APAs where comparability is weak and exposures are material.



FROM LEDGERS TO GLOBAL LEADERSHIP

CHARTERED ACCOUNTANTS SHAPING GCCs

5. **Link tax, legal, HR and fintech** — Integrated governance reduces mismatched narratives during audits.
6. **Monitor policy changes** — Track SEZ/DESH/regime changes and indirect tax clarifications to avoid surprises.

Conclusion: A Strategic Pivot for GCC Regulation

As GCCs enter a new phase defined by advanced capabilities and strategic influence, transfer pricing and regulatory compliance are no longer mere procedural obligations. They now sit at the intersection of tax, IP, workforce mobility, data governance, and global operating models. The centers that succeed will be those that invest in transparent documentation, adopt evidence-backed value allocation mechanisms, and build integrated governance frameworks that reflect both their operational evolution and their strategic importance.

In 2025 and beyond, GCCs must view regulatory compliance not as a back-office function but as a source of resilience, credibility, and strategic advantage—ensuring they remain indispensable partners in global enterprise transformation.



GCC ecosystem of India

Dr Deepak Shikarpur

Global industries have been successful in establishing a foothold in India for many years, and many have set up centres for manufacturing, research, and other similar operations in India. Because of globalization, markets across the world opened up, and the demand for India's services sector increased at an international level. Globalization brought new technology and work methods to India, which increased the efficiency and quality of the services sector. India has made significant progress in areas such as Information Technology (IT) and IT-enabled Services (ITeS) like call centers, back-office operations, data processing, etc., and the export of these services has increased substantially. This brought a large amount of foreign exchange to the country.

One more major factor in this is the time difference. Due to the time difference between India and many other countries, multinational companies can maintain a 24-hour work cycle. For example, when the workday ends for the office in America, the team in India can carry the work forward, and the American team receives the completed work the next morning. This increases the speed of work and saves time. This is especially important for functions like customer service and IT support, where continuous availability is necessary. The time difference allows companies to fully utilize the skills and time of employees in different time zones. When a team in one location finishes its work, it can be handed over to the team in another location, which allows for continuous work on projects and ensures they are completed sooner.

Now, the next phase of this is the **GCC (Global Capability Centers)**. GCCs are centers established for various functions of global companies (e.g., technical, financial, manufacturing, customer service). Through these centers, companies can operate efficiently on a global scale and seize new opportunities.

GCCs have become deeply woven into India's knowledge economy, employing over 1.4 million professionals, contributing significantly to the country's export of services, and emerging as critical nodes in global operational ecosystems.

Current Importance of GCCs for India

GCCs have become a cornerstone of India's knowledge economy, offering several key advantages:

- **High-Value Employment Generation:** GCCs primarily create jobs that require specialized skills (e.g., data science, AI engineering, financial modeling, high-end R&D) rather than simple back-office tasks.³ This leads to higher average salaries and attracts top talent.⁴ India currently hosts an estimated 1,500+ GCCs, employing over \$1.5\$ million people.
- **FDI :** The establishment and expansion of GCCs represent a continuous flow of FDI into the country. These investments fund infrastructure, technology, and talent development, providing stability to the economy.⁵



- **Technology and Knowledge Transfer:** GCCs act as "innovation garages." They serve as a crucial conduit for the latest global technologies, best practices, and work methodologies to be adopted in India. This accelerates the country's technological maturity in sectors like Artificial Intelligence, Machine Learning, and FinTech.⁶
- **Diversification of Services Exports:** Initially, India's IT-BPM sector was dominated by third-party IT service providers. GCCs represent the in-house operational arms of global corporations (e.g., banks, retailers, pharma companies), diversifying India's services portfolio and making it central to the core strategic operations of these companies.
- **Building an Ecosystem:** They foster a mature ecosystem of specialized vendors, training institutes, and supporting services (consulting, legal, real estate), creating a ripple effect of economic growth beyond the immediate center.

Future Trajectory: GCC 4.0 and Beyond

The future of GCCs in India is one of rapid evolution, moving from being mere "cost centers" to becoming true "profit/innovation centers"—a shift often termed GCC 4.0

1. Shift in Scope and Mandate

- **From Transactional to Strategic:** Future GCCs will increasingly handle core business functions rather than just support tasks.⁹ This includes Product Development Ownership, Global Treasury Operations, Clinical Trials Management, and Intellectual Property (IP) creation.
- **Focus on Global Process Ownership:** They will move from executing local tasks to owning and standardizing processes globally across the entire multinational corporation.¹⁰
- **Transition to Centres of Excellence (CoEs):** GCCs will transform into CoEs for highly specialized domains (e.g., Cybersecurity CoE, Blockchain CoE), serving the entire global company with deep expertise.¹¹

2. Deepening Technological Integration

- **AI and Automation:** The next phase will see GCCs driving hyper-automation for the parent organization. Rather than automation reducing the need for the GCC, it will increase the need for higher-skilled talent to build, implement, and manage these automation solutions (e.g., Robotic Process Automation, Generative AI).¹²
- **Cybersecurity and Data Science:** As global reliance on data grows, GCCs will become the primary hubs for advanced data analytics, predictive modeling, and global cyber defense operations.



3. Geographical and Talent Expansion

- **Tier 2/3 City Expansion:** To access deeper talent pools and manage rising costs in major metro areas (Bengaluru, Pune, Hyderabad), GCCs are expected to expand into Tier 2/3 cities like Jaipur, Ahmedabad, and Bhubaneswar.¹³
- **Hybrid Workforce Models:** Post-pandemic, GCCs are adapting to hybrid work, which allows them to tap into talent across India without the need for permanent relocation, broadening their hiring base.¹⁴

4. Role in Sustainability and ESG

- **ESG Reporting and Compliance:** Future GCCs will take on the crucial function of managing the global parent company's Environmental, Social, and Governance (ESG) reporting, compliance, and sustainability strategy, leveraging India's expertise in data management.
- **Global Capability Centers (GCCs)** are fully owned units set up by multinational companies in countries like India to handle important business and technology work. They manage functions such as software development, cloud engineering, analytics, finance, HR, and customer support, acting as an extended arm of the global headquarters. In India, GCCs have become strategic hubs for innovation rather than just lowcost back offices, especially in areas like artificial intelligence, cybersecurity, and cloud computing.

In the cloud era, GCCs in India face complex compliance responsibilities because they often handle global customer data on large public cloud platforms. They must follow not only Indian laws but also the regulations of the parent company's home country and the countries of endcustomers, which makes governance and risk management a critical priority. This requires strong internal policies for data classification, access control, vendor management, and regular security audits for cloud infrastructure.

Privacy issues have become more important after India introduced the Digital Personal Data Protection (DPDP) framework, which sets clear rules for collecting, processing, and storing personal data of Indian citizens. GCCs working on consumer apps, banking platforms, healthcare systems, or HR databases must ensure that personal data is collected with consent, used only for specific purposes, and protected with adequate technical safeguards like encryption and logging. Since a lot of this data sits on global cloud servers, GCCs need clear dataflow mapping and strong contracts with cloud providers to avoid misuse or unauthorised access.

Another challenge is crossborder data transfer, because GCCs often move data between India and other regions for analytics, support, or backup. Different jurisdictions have different expectations about where data can be stored, how long it can be retained, and when it must be deleted, so GCC compliance teams must continuously monitor legal changes and update their processes. To handle these issues, successful GCCs invest in privacybydesign, training employees, and building a culture where security and compliance are treated as shared responsibilities, not just checklist items.



The future of **Global Capability Centers (GCCs)** is defined by their transformation into **AI-first innovation hubs**.

AI will be deeply **embedded** in core GCC functions, moving beyond simple automation to powering **agentic AI** frameworks for complex tasks like product engineering and advanced analytics. This shift requires a **re-skilling** of the workforce to focus on high-value roles such as AI Governance Architects and Prompt Engineers.

This massive AI adoption, coupled with rising **data sovereignty** needs, will drive an unprecedented **boom in data centers**. GCCs will demand more **high-density, AI-optimized** infrastructure to handle the compute-intensive training and inference workloads, making them key drivers for the data center market growth, particularly in India.

Simultaneously, **Cybersecurity** will transition from a support function to a central **strategic capability**. The increased sophistication of AI-driven threats and tighter global regulations (like GDPR) necessitate a move to **risk-led, adaptive security**

models. GCCs are investing heavily in **AI-powered detection, Zero Trust frameworks**, and setting up dedicated **AI safety and governance teams** to protect their increasingly complex global operations. The convergence of these three technologies cements the GCC's role as a strategic engine for global enterprises.

Global Career Opportunities

Global Capability Centers (GCCs) offer worldwide career opportunities. These centers are becoming a significant part of global companies, leading to the creation of new jobs and growing prospects. Over 700 such centers have been established in Maharashtra alone.

There are numerous career openings available here for individuals with diverse skill sets and experience.

Benefits of a Career in GCCs:

- **International Experience:** You get the chance to work at a global level, providing exposure to various cultures and work styles.
- **Advanced Skills:** Working on the latest technology and methods offers an opportunity for skill development.
- **Good Salary and Benefits:** GCCs typically offer competitive salaries and other attractive benefits.
- **Career Growth:** Working in various roles and responsibilities increases the potential for career progression.
- **Networking:** You connect with colleagues and industry professionals from around the world, which enhances professional relationships.



This is an excellent opportunity to build a global career while staying in India. If you develop the right skills (e.g., foreign language, communication, etc.) and engage in proper networking, the doors to working abroad through a GCC could open up.

Most GCCs involve communication and coordination with global teams. This helps in understanding the work methodologies, cultures, and leadership styles of different countries—which is extremely beneficial for an international career

CAs and GCC

Chartered Accountants (CAs) in India play a pivotal role in the functioning, governance, and strategic growth of Global Capability Centers (GCCs), making them essential for both understanding the GCC sector and expanding career horizons in global business services.

Working Understanding

- CAs are at the core of GCC operations, leading finance, audit, tax, compliance, and risk management.
- Their expertise in cross-border accounting standards and digital finance enables GCCs to ensure multi-jurisdictional compliance, consolidate MIS and analytics, and support both investor reporting and audit cycles efficiently.
- CAs drive automation, risk control, and strategic business decisions, acting as natural leaders for CFO functions located within Indian GCCs.

CAs for Broadbase Careers in GCCs

- Thousands of CAs are employed in GCCs, opportunities are diverse, ranging from foundational setup and entity structuring to handling complex global tax and transfer pricing functions.
- Roles span operational excellence (such as payroll, automation, and process transformation), advisory services, ESG and sustainability reporting, and advanced analytics for business innovation.
- The demand for CAs is growing due to India's rapid GCC expansion—now accounting for over 55% of global GCCs and supporting high formal employment.

How CAs Enable GCC Sector Expansion

- CAs support GCCs in navigating regulatory landscapes, setting up business structures, managing compliance, and driving transformation from transactional finance to strategic business partners.
- Partnerships between CA firms in India and global CPA networks are strengthening, enhancing capability building and upskilling opportunities within the sector.
- Their role is evolving as GCCs move beyond traditional finance functions to become centers for AI, analytics, and innovation, broadening career options for CAs in advisory, tech, and global operations domains.



Key CA Functions in GCCs

CA Role in GCCs	Functions Led by CAs	Impact on GCC/Professionals
Finance & Audit	Audit, assurance, financial modelling, reporting	Drives transparency, strategic compliance
Tax & Compliance	Tax structuring, transfer pricing, regulatory	Ensures global legal and tax alignment
Innovation & Advisory	AI integration, business consulting, analytics	Opens roles in digital transformation
Operations	Payroll, automation, outsourcing	Provides backbone for scalable operations

In essence, GCCs are transforming from a business continuity strategy for global companies into a competitive advantage strategy. For India, this means a sustained increase in high-value R&D, greater integration with the global economy, and the establishment of India as a Global Innovation Hub, solidifying its position as the "Office of the World."

As India deepens its capabilities in future technologies such as AI, quantum computing, cybersecurity, and sustainable engineering—and as global companies increasingly integrate India into their strategic roadmaps—the GCC ecosystem will only grow more influential. It is poised to transform not only corporate India but also the global economy by driving innovation, competitiveness, and digital leadership.

India's GCC story is still being written, and the next decade promises an even more transformative chapter.

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Setting Up a Global Capability Centre (GCC): From Vision to Execution

A Comprehensive Strategic, Regulatory, and Operational Blueprint from the Perspective of an Indian Chartered Accountant

Executive Summary

Global Capability Centres (GCCs) have become a central pillar of multinational enterprise strategy, serving as high-value extensions of global functions encompassing technology development, analytics, digital transformation, cyber operations, finance, HR, risk, and governance. India has emerged as the world's most preferred jurisdiction for setting up GCCs, owing to its talent depth, regulatory maturity, scalability, operational resilience, and competitive cost-to-value proposition.

However, establishing a GCC is a multidisciplinary endeavour that requires precise regulatory navigation, tax structuring, foreign exchange compliance, governance planning, talent strategy, infrastructure readiness, transfer pricing arrangements, and long-term operational maturity roadmaps. This white paper presents a detailed, practitioner-level blueprint for conceptualising, structuring, operationalising, and scaling a GCC in India, through the lens of an Indian Chartered Accountant whose role spans regulatory interpretation, financial architecture, risk governance, and operational integration.

1. Introduction: The Rise of India as a GCC Powerhouse

1.1 Global GCC Landscape

The past decade has seen a structural transformation in the global operating models of multinational enterprises. GCCs — formerly known as captive shared services — now function as integrated hubs for innovation, engineering, research, digital transformation, financial governance, and strategic decision support. India currently hosts:

- **1,600+ GCCs**,
- employing over **2 million** highly skilled professionals,
- contributing **USD 40+ billion** to the global operations of parent companies,
- spanning sectors including technology, BFSI, healthcare, automotive, manufacturing, retail, logistics, and energy.

1.2 Evolution of GCCs in India

Phase 1 (Early 2000–2010): Transaction support & basic shared services

Phase 2 (2010–2017): Knowledge services, analytics, and integrated operations

Phase 3 (2017–2023): Digital transformation capability; engineering, AI, ML

Phase 4 (2023 onward): Innovation hubs, global process ownership, product



design, cybersecurity command centres, ESG governance, and enterprise risk leadership

India now serves not merely as a processing location but as an **intellectual capital centre** and **decision-making partner**.

1.3 Role of a Chartered Accountant in GCC Establishment

Chartered Accountants contribute across the lifecycle:

- entity structuring and FEMA compliance,
- corporate governance and statutory adherence,
- transfer pricing model design,
- tax alignment and BEPS conformity,
- internal controls, IFC/SOX systems,
- financial reporting and audit readiness,
- risk governance and process optimisation.

Thus, the CA acts as a strategic advisor, regulatory architect, and operational custodian throughout the build and operate phases.

2. Defining the Vision: Strategic Reasoning Behind Setting Up a GCC

2.1 Business Drivers

MNCs establish GCCs to achieve:

1. **Strategic Control** over intellectual property, confidential processes, and core functions.
2. **Talent Access** to large pools across engineering, finance, analytics, design, and business functions.
3. **Operational Excellence** through global best practices and continuous improvement.
4. **Cost Rationalisation** while still achieving high capability and innovation outcomes.
5. **Enterprise Transformation** using analytics, automation, and digital redesign.
6. **Scalability and Business Continuity**, with robust disaster recovery and regulatory stability.

2.2 Capability Definition

Prior to formation, the parent organisation must determine:

- functional scope (technology, analytics, operations, finance, R&D, etc.),



- geographic responsibilities,
- talent mix and job taxonomy,
- near-term staffing vs long-term capability roadmap,
- alignment with global process owners.

2.3 Selecting the Operating Model

Models include:

- **Centralised GCC**, reporting to global HQ.
- **Federated GCC**, supporting distinct business units.
- **Hybrid GCC**, balancing central process ownership with BU-aligned expertise.
- **Centre of Excellence (CoE)**, providing specialised capability leadership.

The model directly influences corporate structuring, tax design, and compliance frameworks.

3. Legal, Regulatory & Corporate Structuring Framework

3.1 Choosing the Legal Vehicle

a. Wholly Owned Subsidiary (WOS)

The most common vehicle for GCCs under the **Companies Act, 2013**.

Benefits:

- full operational and strategic control,
- ability to hold IP safely,
- clarity in accounting and audit,
- ease in cross-border remittances and transfer pricing.

b. Limited Liability Partnership (LLP)

Provides operational flexibility with lighter compliance.

Considerations:

- not ideal for holding patents or IP-heavy operations,
- challenges in certain inter-company financial arrangements,
- suitability varies by industry and risk profile.

c. Branch Office or Project Office

Restricted under FEMA to permitted activities and not generally suitable for multi-functional GCCs.



3.2 FEMA, FDI and Cross-Border Investment Compliance

Key requirements under FEMA include:

- FDI must follow sectoral caps and entry routes.
- Share subscription requires:
 - **Advance Reporting Form,**
 - **Form FC-GPR,**
 - Proper valuation,
 - Foreign investor KYC.
- Transfer of shares requires FC-TRS compliance.
- External Commercial Borrowings (ECBs) must adhere to the master directions.
- Outbound payments, including royalties, technical fees, and cost recharges, require adherence to pricing and arm's length considerations.

Failure to comply may attract compounding proceedings.

3.3 Companies Act Compliance Framework

Key establishment steps include:

- name reservation, MOA/AOA drafting,
- registered office compliance,
- appointment of directors and KMP,
- opening of bank accounts, tax registrations (PAN, TAN),
- statutory registers, board meetings, minutes, and annual return filings,
- maintaining books of accounts in prescribed manner,
- statutory audit under Section 139,
- applicability of CSR provisions if triggered.

A GCC must maintain robust corporate governance to align with global standards.

4. Contractual and IP Framework

4.1 Inter-company Service Agreement

Sets out:

- service scope,



- pricing methodology,
- risk allocation,
- KPIs and governance.

4.2 Cost Sharing Agreements

Essential for transfer pricing defensibility.

4.3 IP Ownership and Assignment

Must ensure:

- all IP created by employees vests with the parent,
- no leakage of proprietary code, algorithms or confidential materials.

4.4 Data Processing Agreements

Under the Digital Personal Data Protection Act (DPDP Act) and global cross-border standards (GDPR, etc.).

5. Tax and Transfer Pricing Architecture

5.1 Corporate Tax Strategy

GCCs evaluate:

- 22% concessional regime under 115BAA,
- 15% special rate under 115BAB (rarely applicable),
- applicability of MAT,
- depreciation alignment,
- treatment of inter-company charges,
- TP impact on tax liability.

5.2 GST Framework for GCCs

Key considerations:

- whether GCC services qualify as **export of services**,
- whether the parent entity qualifies as a “related party” and implications on GST,
- eligibility for refunds of accumulated ITC,
- classification of services (intermediary vs export),
- taxability of cross-border secondment and manpower support.



GST positions must be carefully examined to avoid disputes.

5.3 Transfer Pricing: The Lifeline of GCC Finance Governance

Transfer pricing drives financial stability of GCCs.

Key components:

- selecting **cost-plus model** backed by benchmarking,
- FAR analysis,
- inter-company agreements aligned with OECD and Indian TP rules,
- access to contemporaneous documentation,
- Master File and CbC reporting (if thresholds are met),
- annual TP audit and Form 3CEB,
- addressing year-end adjustments.

Strong TP governance prevents litigation and ensures compliance.

6. Employment, Labour, HR & Data Protection Compliance

6.1 Mandatory Labour Registrations

Includes:

- Shops & Establishments Act,
- PF (EPF Act),
- ESI,
- Professional Tax,
- Gratuity Act,
- Maternity Benefits,
- Industrial Relations Code (once notified),
- maintenance of registers, policies and employment contracts.

6.2 HR Governance & Talent Architecture

Key elements:

- job families and career pathways,
- compensation benchmarking,
- global mobility policies,
- secondees taxation,



- social security treaty applicability for foreign employees.

6.3 POSH Compliance

Includes:

- constitution of Internal Committee,
- training and awareness,
- statutory reporting,
- policy dissemination.

6.4 DPDP Act and Data Governance

Requirements include:

- lawful purpose and consent,
- data minimisation,
- breach reporting,
- data principal rights,
- secure cross-border transfer frameworks.

7. Operationalisation: The Build Phase

7.1 Real Estate & Infrastructure Planning

Considerations include:

- SEZ vs non-SEZ: tax, compliance, infrastructure benefits,
- commercial lease due diligence,
- IT/ITES compliance where relevant,
- cybersecurity and network architecture,
- business continuity planning.

7.2 Financial Systems and ERP Setup

Designing:

- chart of accounts,
- reporting hierarchies,
- internal controls,
- procurement, vendor onboarding,



- expense policy governance,
- treasury management.

7.3 Internal Controls (ICFR/IFC/SOX)

Critical for MNCs, involving:

- segregation of duties,
- access control,
- workflow approvals,
- periodic control testing,
- remediation of deficiencies,
- global compliance alignment.

8. Transition to Operate: Knowledge Transfer & Stabilisation

8.1 Process Migration Framework

Stages:

1. Planning
2. Knowledge Transition
3. Shadow Operations
4. Reverse Shadow
5. Go-Live
6. Stabilisation

8.2 Governance Framework

- service-level agreements (SLAs),
- quarterly reviews,
- audit readiness,
- management reporting and variance analysis,
- performance dashboards.

8.3 Continuous Improvement

Includes:

- RPA and automation,



- workflow optimisation,
- training and capability development,
- feedback loops with global heads.

9. Maturity Evolution: Scaling into a Strategic Enterprise Hub

9.1 Evolution Path

- **Stage 1:** Transactional shared services
- **Stage 2:** Integrated operations
- **Stage 3:** Advanced analytics and CoEs
- **Stage 4:** Digital transformation hub
- **Stage 5:** Global leadership & enterprise governance support

9.2 Becoming a Centre of Excellence

Many GCCs specialise in:

- AI/ML engineering,
- cybersecurity operations,
- cloud migration,
- risk and compliance,
- tax and controllership,
- ESG reporting and sustainability analytics.

9.3 Future Readiness

This includes:

- adapting to India's future labour codes,
- evolving data privacy landscape,
- new-age technologies,
- hybrid working models,
- cross-border regulatory alignment.

10. Governance, Risk and Compliance (GRC)

10.1 Governance Systems

- board oversight (in WOS),



- statutory governance,
- internal policy deployment,
- global process alignment.

10.2 Risk Management

- operational risks,
- cyber risks,
- financial and reporting risks,
- regulatory risks,
- HR and attrition risks.

10.3 Compliance Monitoring

Includes:

- statutory filing calendar,
- internal audits,
- tax assessments,
- FEMA reporting,
- DPDP compliance reviews.

11. The Chartered Accountant's Role: A Strategic Integrator

CAs contribute across every critical lifecycle stage:

- designing entry structure and investment model,
- regulatory compliance,
- tax planning and TP governance,
- internal control frameworks,
- financial reporting,
- audit and assurance,
- risk management,
- operational optimisation,
- corporate governance,
- advising on expansion and restructuring.



They function not merely as compliance professionals but as architects of financial and operational stability.

12. Future Outlook: GCCs in India Over the Next Decade

12.1 Shift Toward Higher-Order Capabilities

India will continue to attract:

- quantum computing R&D,
- deep tech engineering,
- ESG and climate analytics hubs,
- fintech and regulatory technology capabilities,
- global tax and risk governance centres.

12.2 Policy & Regulatory Evolution

GCCs will increasingly adapt to:

- DPDP Act compliance maturity,
- updates to FEMA rules,
- global BEPS developments,
- ESG reporting frameworks,
- India's labour code implementation.

12.3 The New Age GCC Model

Future centres will operate as:

- autonomous global hubs,
 - innovation ecosystems,
 - leadership feeders for the global organisation,
 - risk governance custodians,
 - engines of digital transformation.
-



13. Conclusion

Setting up a GCC in India is an exercise in strategic foresight, rigorous regulatory compliance, operational discipline, and long-term capability planning. With India offering unparalleled access to talent, competitive operating costs, and a mature corporate infrastructure, multinational enterprises increasingly rely on GCCs not only for cost efficiencies but for innovation, transformation, and global leadership.

The Chartered Accountant plays an indispensable role across this lifecycle—ensuring regulatory adherence, tax efficiency, financial governance, risk management, and operational excellence. As GCCs evolve into next-generation strategic engines, the CA's contribution will only become more central to their global impact.



**ICAI GCC
INSIGHTS**
4TH EDITION

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

CHARTERED ACCOUNTANTS SHAPING GCCs

परिशिष्ट-२



INDUSTRIES DEPARTMENT
GOVERNMENT OF MAHARASHTRA

Maharashtra Global Capability Centre (GCC) Policy 2025



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Introduction

India's Global Capability Centres (GCCs) are rapidly transforming the country's corporate landscape and playing a pivotal role in shaping global business strategies. Over the past five years, the number of GCCs in India has surged from approximately 1,200 in FY21 to over 1,900 in FY25. These centres collectively employ nearly 1.9 million professionals as of FY25. India remains at the forefront of GCC expansion, witnessing the establishment of more than 400 new GCCs and around 1,100 additional units in this period.

GCCs Driving Technological Advancements

GCCs are reshaping India's technology ecosystem, with leading global enterprises consolidating their tech operations within the country. Industries such as aerospace, defence, and semiconductors are leveraging India's expertise to develop next-generation platforms, products, and technologies. Notably, Engineering Research and Development (ER&D) GCCs have grown at a rate 1.3 times that of the overall GCC setup, signalling a clear shift toward high-value, innovation-driven work.

India's Talent Advantage in the GCC Ecosystem

With a vast talent pool, India accounts for 28% of the global STEM (Science, Technology, Engineering & Mathematics) workforce and 23% of the world's software engineering talent. Over the past decade, the Indian GCC ecosystem has matured, transitioning into high-end roles such as product management and architecture. Furthermore, global leadership roles in GCCs are set to expand significantly, growing from 6,500 today to over 30,000 by 2030, supported by extensive training programs.

The increasing adoption of Artificial Intelligence (AI) and Machine Learning (ML) within GCCs, along with the establishment of AI Centres of Excellence, is strengthening India's position as a hub for cutting-edge innovation. The country's strong middle-management talent base plays a crucial role in accelerating this growth.

GCCs as Drivers of Digital Transformation and Innovation

Once viewed primarily as cost-saving units, GCCs have evolved into key enablers of digital transformation, business resilience, and innovation. These centres provide high-value services across technology, finance, analytics, engineering, marketing and branding as well as research & development (R&D). India's competitive edge—fuelled by its skilled workforce, cost efficiencies, and supportive policy framework—has firmly positioned the country as a global leader in the GCC domain.

Aligned with the Hon'ble Prime Minister's vision of Viksit Bharat @2047, which aspires to make India a developed nation by 2047 with a projected \$30 trillion economy, GCCs will play a crucial role in this transformation. This vision focuses on fostering prosperity, building modern infrastructure, and minimizing bureaucratic hurdles while ensuring inclusive growth across urban and rural regions.



1. Policy Vision & Objectives

Maharashtra, as an economic powerhouse, is uniquely positioned to become a key player in India's Global Capability Centre (GCC) landscape. With Mumbai as the financial hub, Navi Mumbai as the data centre and logistics hub, Pune as the technology and research nucleus, and cities like Nagpur, Nashik, and Chhatrapati Sambhajnagar emerging among new growth engines, the state offers unparalleled advantages for GCCs across sectors.

The Maharashtra GCC Policy 2025 aims to attract, retain and scale the presence of top-tier multinational corporations (MNCs) by creating sector-specific GCC clusters, integrating with global value chains, and offering customized fiscal and non-fiscal incentives. With a strong focus on technology, fintech, healthcare, and advanced manufacturing, Maharashtra aims to position itself as a high-value GCC destination.

1.1 Policy Vision

To establish Maharashtra as a leading hub for GCCs in India, leveraging its diverse industrial base, financial leadership, and technological expertise. The state will foster deep industry-academia partnerships while creating future-ready talent pipelines, positioning Maharashtra as the preferred destination for high-value innovation, advanced R&D, and digital transformation across industries.

1.2 Policy Objectives

- Establish Maharashtra as the premier global destination for GCCs by hosting about **400 new GCCs**.
- Create **4 lakh high-skilled jobs** by integrating industry-driven curricula, fostering cutting-edge research, and equipping the workforce with advanced digital and technical skills.
- Promote GCC-led research, foster multinational collaborations, and attract high-value, knowledge-intensive investments.
- Develop world-class business districts and a robust **Digital Databank** to map talent, resources, and connectivity, helping new GCCs identify optimal locations.
- Propel Tier-2 and Tier-3 cities such as Nashik, Nagpur & Chhatrapati Sambhajnagar into the global GCC landscape, creating new economic hubs and fostering balanced, technology-driven growth.

1.3 Policy Eligibility

Eligible Unit - An eligible unit means any industrial enterprise/business, constituted as a company—including private, co-operation, public, trust, LLP, or joint undertaking—setting up a Global Capability Centre (GCC), Global In-house Centre, or Offshoring Unit. This unit must operate in Maharashtra and engaged in servicing its parent organisation or global affiliates. These units shall commonly be referred to as 'GCC' or 'unit' in this policy.

1.4 Policy Validity

The policy will remain in effect for five years (FY 2029-30) from the date of notification or until the next policy comes into effect. However, it may be modified earlier than the scheduled review date to address changes in laws, regulations, or after assessing the policy's effectiveness in achieving its intended results.



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2. Policy Strategy

The GCC policy will work in close alignment with Maharashtra IT & ITeS Policy 2023 to promote the development of Data Centres and Cloud Services as core infrastructure for future-ready global capability centres. For existing and priority sectors - including IT/ITES, Automotive, Pharma, Aerospace & Defence, Agro & Food Processing, and Renewable Energy - the policy envisions sector-specific GCC clusters, supported by tailored infrastructure, CFCs, and academic linkages.

2.1 Policy Priority Sectors



The policy will promote priority sectors such as Aerospace & Defence, Agro & Food Processing, Gems & Jewellery, Logistics, Metals & Mining, Pharmaceuticals & Chemicals, Renewable & Green Energy, Textiles & Apparel, IT/ITES, and Automotive by fostering specialized GCC clusters. These clusters provide access to a skilled talent pool, sector-specific infrastructure, and research-driven innovations, enhancing efficiency and reducing costs.

While strengthening existing hubs, the policy will also facilitate the expansion of GCC clusters into Tier-2 and Tier-3 cities, leveraging regional strengths for balanced economic growth. By integrating businesses, academic institutions, and Government support within a structured ecosystem, these clusters will drive knowledge exchange, accelerate technological adoption, and enhance global competitiveness.

To enhance operational efficiency of GCCs, the policy will also support the development of Common Facility Centres (CFCs), offering ready-to-use office spaces, co-working hubs, incubation centres, and digital infrastructure. These facilities will provide businesses with flexible, cost-effective workspaces, reducing entry barriers for new players and allowing seamless expansion for established GCCs. The Special Planning Authority (SPA) which may be MIDC / MMRDA / CIDCO / MITL / MSRDC, respective local development authority depending on the location, will serve as the nodal agency, collaborating with government bodies and private stakeholders to develop self-sustained, future-ready GCC districts that align with Maharashtra's vision of becoming a global hub for high-value industries.



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2.2 Infrastructure Development

2.2.1 GCC Parks

Mumbai and Pune have been Maharashtra's epicentres for GCCs, hosting a vast network of multinational operations, industrial enterprises and businesses. To strengthen their leadership while accommodating the growing demand for high-value GCC activities, the state will develop dedicated GCC Parks - specialized business ecosystems designed to support innovation, collaboration, and large-scale operations.

These next-generation GCC Parks will be self-sustaining business districts, offering world-class infrastructure, integrated work-life environments, and future-ready amenities tailored to the evolving needs of global corporations. Their development will focus on:

- **Strategic Expansion Corridors:** While Mumbai and Pune will remain key hubs, structured expansion into high-potential Tier-2 and Tier-3 cities such as Nagpur, Nashik, Chhatrapati Sambhajnagar will drive balanced growth and strengthen regional talent pools.
- **Future-Ready Infrastructure:** High-speed digital connectivity, smart buildings, and AI-enabled operational efficiencies will ensure seamless, large-scale business operations within these parks.
- **Workforce Mobility & Sustainability:** Integrated metro and express transit connectivity, green buildings, and energy-efficient infrastructure will promote workforce accessibility and environmental sustainability.

The development of GCC Parks will be driven by a Public-Private Partnership (PPP) model, with private developers leading master planning and implementation. Local Development Authorities / SPAs will identify high-potential land parcels, oversee regulatory approvals, and provide essential infrastructure to create globally competitive business environments.

By integrating flexible leasing models, plug-and-play office spaces, and collaborative workspaces tailored to knowledge-driven industries, the state aims to establish itself as India's foremost GCC hub while ensuring long-term scalability and sustainability for multinational firms.

2.2.2 Cluster Development

The policy recognizes the emergence of next-generation GCC functions in Artificial Intelligence (AI), FinTech, MedTech, LegalTech, ClimateTech, Blockchain, Digital Gaming, Cybersecurity, and related domains. To harness these opportunities, the State will establish tech-enabled innovation clusters such as **Innovation City** and the **Maharashtra Global MedTech Zone (MGMTZ)**.

These clusters will be developed through strong academic partnerships, high-performance computing infrastructure, shared R&D assets, startup incubators, cross-sector collaboration platforms, and sandbox environments for experimentation.

The policy leverages large-scale strategic initiatives as anchor ecosystems to attract specialized GCC units. These initiatives will provide sector-specific infrastructure, innovation-friendly environments, and integrated support systems, making them ideal locations for high-value GCC functions.

The **Maharashtra Global MedTech Zone (MGMTZ)** is being developed as a world-class hub for medical device manufacturing and innovation. The policy will encourage GCCs in medical technology, digital health, diagnostics, and smart healthcare to co-locate within this zone, benefiting from cutting-edge infrastructure, R&D linkages, and export facilitation.



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Similarly, **Innovation City** is envisioned as a next-generation cluster focused on deep-tech, startups, and academia–industry collaboration. The policy will promote GCCs in frontier sectors such as AI, quantum computing, blockchain, and robotics within Innovation City by offering access to incubators, accelerators, tech labs, and university-driven innovation programs.

In addition to these flagship projects, the policy will extend similar support to other emerging cluster-based initiatives across the State.

By focusing on high-value, IP-generating activities, these clusters will position Maharashtra as a future-ready GCC destination. This integrated, sector-sensitive approach will not only attract global investments but also foster resilient ecosystems and ensure inclusive growth across both urban and regional hubs.

2.3 Startup, Innovation and R&D

Maharashtra's GCC policy will position the state as a hub for high-value innovation, enabling Global Capability Centres to move beyond traditional service functions and become centres of excellence for R&D, product innovation, and deep tech development. To strengthen academia–industry collaboration, the state will promote industry-sponsored fellowships supporting student research. A GCC-Startup Collaboration Framework will be established to facilitate structured partnerships through:

- **Corporate Accelerators & Innovation Challenges:** GCCs will be encouraged to run problem statements and innovation sprints, where startups can pitch solutions to real-world business challenges faced by global firms.
- **Dedicated Co-Innovation Labs:** The state will set up shared R&D / tech development spaces within GCC Growth Zones, providing startups with access to GCC expertise, high-end computing resources, and product validation environments.
- **Regulatory Sandboxes & Fast-Track Pilots:** Startups will be able to test their solutions in regulatory sandbox environments in collaboration with GCCs, allowing for real-time deployment and faster go-to-market strategies.

2.4 Talent Acquisition & Workforce Empowerment

The state will implement a comprehensive workforce development strategy to build a future-ready talent pool aligned with the needs of next-generation GCCs. This strategy will simultaneously focus on nurturing new entrants, upskilling the existing workforce, and fostering leadership excellence, thereby creating a sustainable and globally competitive talent ecosystem.

To create a robust workforce foundation, Maharashtra will introduce initiatives to equip fresh graduates and young professionals with industry-relevant skills. The policy will focus on:

- Building a strong entry-level talent pipeline through university partnerships and skilling programs that integrate GCC-specific curricula into higher education.
- Employer-led training, apprenticeships, and internships to ensure work-readiness, providing real-world exposure to GCC operations.
- **'Learn While You Earn'** upskilling programs for professionals to acquire advanced skills in emerging domains such as AI, cloud computing, cybersecurity, data analytics, and automation while continuing employment.



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- Executive leadership development programs to cultivate GCC-specific management expertise and build a strong pipeline of future leaders.

Through this integrated approach- nurturing new talent while continuously upgrading the skills of the existing workforce - Maharashtra will establish itself as India's premier destination for GCC talent development.

2.5 Industry-Academic Collaboration

To bridge the skill gap and align talent with industry needs, the state will foster deeper partnerships between leading academic institutions, research centres, and GCCs. The government will facilitate co-created curriculum development, ensuring that university courses integrate industry-relevant skills such as AI, data analytics, cybersecurity, fintech, cloud computing, and automation. Specialized degree programs, certification courses, and executive education initiatives will be developed in partnership with industry leaders.

To institutionalize these initiatives, the state will establish a GCC Talent Council comprising representatives from bodies such as the Maharashtra State Skill Development Society (MSSDS) & the Department of Labour. The council will collaborate with universities, industry bodies, and GCC leaders to drive curriculum reform, enhance research linkages, and facilitate ongoing dialogue between academia and industry.

2.6 Sustainability and Green GCCs

Maharashtra's Green GCC Strategy aims to minimize environmental impact while ensuring long-term cost efficiency, operational resilience, and global ESG compliance.

New GCC developments will be mandated to follow LEED/IGBC-certified construction norms, ensuring sustainable water, waste, and energy management. Existing GCCs will be encouraged to integrate smart energy grids, AI-driven power optimization, and circular economy models, including waste-to-energy solutions and advanced water recycling systems.

To promote low-carbon mobility, Maharashtra plans to establish Green Business Districts within GCC Parks, integrating workplaces with public transit hubs, Walk-to-Work design, pedestrian-friendly zones, and dedicated electric vehicle (EV) infrastructure. The policy actively promotes the adoption of EV fleets for employee transportation, supported by EV charging stations.

Further, Maharashtra will recognize GCCs that implement energy efficiency, sustainable waste management, and carbon neutrality measures with a government-endorsed Green GCC status. To ease the transition, the state will provide free technical advisory support for LEED, IGBC, or GRIHA certifications. By fostering a sustainable, low-carbon GCC ecosystem, Maharashtra seeks to establish itself as India's leading green business destination.



3. Incentives For GCC Unit

3.1 Classification of Zones

Zone I: This zone area comprises the Mumbai Metropolitan Region (MMR) and the Pune Metropolitan Region (PMR).

Zone II: This zone covers all areas of the State excluding those falling under Zone I.

3.2 Definitions

3.2.1 Data Centre (DC)

Data Centre is a dedicated secure space to house computing systems and networking equipment along with required infrastructure such as connectivity, storage systems, etc. for the purpose of collecting, storing, distributing, or allowing access to large amounts of data.

3.2.2 Date of Commencement

Date of commencement of commercial operations means the date on which the industrial undertaking starts its commercial operations.

3.2.3 Fixed Capital Investment (FCI)

FCI means costs borne by the Eligible Unit which would be considered admissible for ascertaining their category for availing incentives under this policy. This would include expenses made on Building / Premises, Plant and Machinery (including computers, R&D equipment, networking hardware, software and related fixed assets directly related to operations of the eligible unit) and infrastructure utilities. This does not include employee cost. Further, 50% of the expenses incurred by units for retrofitting existing fixtures shall also be included.

3.2.4 Global Capability Centres (GCC)

Global Capability Centres (GCCs) are **fully owned and integrated captive hubs** established by **Multinational Corporations (MNCs) or Indian Global Companies**. These centres are **wholly owned and operated by the parent company** and provide specialized services exclusively for the parent organization, in areas such as information technology, research & development (R&D), finance, centres of excellence, human resources, and other strategic or business support functions.

For the purpose of this Policy, **GCCs shall specifically exclude:**

- Business Process Outsourcing (BPO) units,
- Call centres serving self or third-party clients, and
- Pure-play sales entities engaged in marketing, distribution, or sale of products, customized software, or tools in India or neighbouring regions.



3.2.5 Emerging Technologies

In line with the Maharashtra IT / ITES Policy, emerging technologies are modern technologies whose development or practical applications, or both are still largely inherent, such that they are emerging into eminence from a background of nonexistence or ambiguity. Few of the emerging technologies include Block Chain, Cyber Security, Artificial Intelligence, Advanced data analytics, etc.

3.2.6 IT Park

The standalone building / premises having built up area more than 20,000 sq. ft. with or without additional FSI, TDR, will be defined as IT Park.

3.2.7 IT enabled Services (ITES)

IT enabled services refer to companies that provide IT services or systems integration services, including those specified by the Central Board of Direct Taxes (CBDT) under section 10 TA of the Income Tax Rules and as decided by Government from time to time and are as below. a) Back-office Operations: The administrative and support staff of a financial institute such as Banks, Insurance Company, Mutual Fund, Non-Banking Finance Companies which is responsible for function related to the running of the company such as Settlements, Compliance, Accounting, IT and Other Technology. (Refer to Maharashtra IT & ITes Policy 2023 for full details.)

3.2.8 Research and Development (R&D)

Activities defined under the Ministry of Electronics and Information Technology's Research and Development Section, including (but not limited to):

- High Performance Computing (HPC)
- Green IT or IT Sustainability
- Mobile Computing, Networking and Applications
- IT Based innovations in Sustainability of Water Resource
- IT in Emerging Areas of including Digital Preservation, Green Computing, Bioinformatics, Perception Engineering, Free and Open Source software (FOSS)
- Any other R&D activities defined by Centre for Development of Advanced Computing (C-DAC), Pune.

The activities under R&D in IT are subject to revision as per the discretion of Development Commissioner (Industries), Government of Maharashtra.

3.2.9 Reimbursement

Compensation given by the State/ public body/ organization for a defined expense by giving them an amount equal to what was agreed upon.

3.3 Eligibility Criteria for Enterprises to avail Fiscal Incentives

Enterprises shall be eligible for incentives under the policy on a first-come, first-served basis, subject to the criteria outlined in the table below.



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The incentives under the policy will be provided on Fixed Capital Investment (FCI), subject to the eligibility conditions specified in the policy. However, **the aggregate fiscal incentives provided by various departments or agencies of the State Government shall not exceed the Industrial Promotion Subsidy (IPS) cap of 100% (as a percentage of Fixed Capital Investment (FCI)) as defined by the State Government.**

GCC units meeting the minimum threshold limits of Fixed Capital Investment (FCI) **OR** Direct Employment prescribed as given in Table 1 below shall be eligible.

Table 1 – Eligibility Criteria for availing incentives

GCC Classification	Investment Criteria	No. of Employees Recruited
Small	₹50 crores - ₹100 crores	100 - 250
Medium	₹100 crores - ₹250 crores	250 - 500
Large	₹250 - ₹500 crores	500 - 750
Mega	₹500 - ₹750 crores	750 - 1000
Ultra Mega	>₹750 crores	>1000

Provided that

- Projects based on employment criteria shall be required to maintain the qualifying direct employment (on the roll and in premises of the eligible Unit) throughout the year. If the employment criteria is not maintained in any month of the year for which Incentive is claimed, then incentive shall not be admissible for such year.
- Minimum Direct Employment prescribed in the table 1 above should be created within a period of two years from the date of commencement of commercial production.
- In the case of an **expansion or diversification project**, the total investment in **Plant & Machinery or Equipment**, in the proposed expansion/diversification project, should fall within the limits specified above to qualify for incentives under the **policy clause 3.4.4 'Incentives for Incremental Investment'**.

3.4 Fiscal Incentives

3.4.1 Capital Subsidy OR Rental Assistance

GCC units shall be eligible for either Capital subsidy **OR** Rental Assistance throughout the policy period.

3.4.1.1 Capital Subsidy

Units will be eligible for capital subsidy on fixed capital investment, comprising of Plant & Machinery only.

GCC Classification	Zone I & II – 20% of Eligible Investment (Cap)
Small	Up to ₹10 crore
Medium	Up to ₹20 crore
Large	Up to ₹50 crore
Mega	Up to ₹100 crore

- Small GCC:** A unit qualifies as a small GCC if it employs **100 to 250** employees **OR** a minimum capital expenditure (CAPEX) investment of **₹50 crore**. Such a unit will be eligible for a subsidy of up to **20%** or **₹10 crore**, whichever is less in 5 equal instalments.



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- **Medium GCC:** A unit qualifies as a medium GCC if it employs **250 to 500 employees** OR a minimum CAPEX investment of **₹100 crore**. Such a unit will be eligible for a subsidy of up to **20%** or **₹20 crore**, whichever is less in 5 equal instalments.
- **Large GCC:** A unit qualifies as a large GCC if it employs **500 to 750 employees** OR a minimum CAPEX investment of **₹250 crore**. Such a unit will be eligible for a subsidy of up to **20%** or **₹50 crore**, whichever is less in 5 equal instalments.
- **Mega GCC:** A unit qualifies as a Mega GCC if it employs **750 to 1000 employees** OR a minimum CAPEX investment of **₹500 crore**. Such a unit will be eligible for a customized incentive package, determined by the Committee of up to **20%** or up to **₹100 crore**, whichever is less in 5 equal instalments, subject to State-Level Empowered Committee approval.
- The Ultra Mega Projects will be provided customized incentives, depending on their strategic importance and alignment with state priorities. The State-Level Empowered Committee, as mentioned in the IT & ITeS Policy 2023 will have the powers to sanction customized packages of incentives for Ultra Mega Projects.

3.4.1.2 Rental Assistance

To provide office space at affordable rates, rental assistance will be provided to new GCC units established under the policy for a period of up to 5 years.

GCC Classification	Zone I – 10% of Actual Rent/ Ready Reckoner Rate (Cap)	Zone II – 20% of Actual Rent/ Ready Reckoner Rate (Cap)
Small	Up to ₹1 crore	Up to ₹1 crore
Medium	Up to ₹2 crore	Up to ₹2 crore
Large	Up to ₹3 crore	Up to ₹3 crore
Mega & Ultra Mega	Up to ₹4 crore	Up to ₹4 crore

3.4.2 Payroll Subsidy

New GCC and expansion units shall receive reimbursement of the cost of salaries and emoluments paid to Indian on-roll employees, (including workers engaged in research and development) with a monthly salary above **₹1,00,000**, capped at **₹5 crore** annually per GCC unit.

- **Zone I:** **40%** of salary component above **₹1,00,000** for a period of **3 years**, up to **₹50,000** per employee, for maximum of **100 employees** per GCC each year.
- **Zone II:** **50%** of salary component above **₹1,00,000** for a period of **3 years**, up to **₹50,000** per employee, for maximum of **100 employees** per GCC each year.

The subsidy shall be disbursed in a staggered manner—30% in the first year, 30% in the second year, and the remaining 40% in the third year—subject to the condition that employees are retained for a minimum period of three years.

New and existing GCCs employing at least 50% diversity hiring, including women and persons with disability in their workforce will get an **additional 10% payroll subsidy** across Maharashtra, up to **₹60,000** per employee per month.

3.4.3 Interest Subsidy



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The State shall provide an interest subsidy in **Zone II of up to 5% on eligible term loans**, subject to the enterprise contributing minimum 5% of the payable interest rate per annum. For example, 1) If the annual interest rate is 12%, the enterprise must contribute at least 7%, while the Government subsidizes the remaining 5%. 2) If the annual interest rate is 9%, the enterprise must contribute at least 5%, while the Government subsidizes the remaining 4%.

The total interest subsidy shall not exceed **10% of the Fixed Capital Investment (FCI)** and shall be available for a maximum period of **5 years**. The annual **subsidy cap shall be ₹5 crore** of the payable interest rate per annum with **maximum cap of ₹25 crore per GCC Unit**.

The subsidy shall be disbursed annually, subject to compliance with prescribed conditions and submission of required documentation.

3.4.4 Incentives for Incremental Investment

Existing eligible units undertaking expansion, modernization, or diversification shall be entitled to incentives on the incremental Fixed Capital Investment (FCI) made.

Eligibility shall be established where the additional FCI satisfies the following conditions:

- a) Results in at least a 25% increase in the Unit's existing gross FCI, and
- b) Generates a minimum of 25% additional employment in the non-supervisory category.

The nature and quantum of incentives shall be commensurate with the incremental investment and employment generated and shall be subject to the approval of the competent authority.

3.4.5 Power Tariff Subsidy

Units registered with Industries Department, will be supplied power at industrial rates from the date of starting operations, at a subsidy of **₹1 per unit for 5 years** for Zone I regions. Rest of Maharashtra will be supplied power at industrial rates from the date of starting operations, at a subsidy of **₹2 per unit for 5 years**. The total subsidy shall be capped at **₹20 lakh per unit per annum**.

3.4.6 Electricity Duty Exemption

Units are eligible for electricity duty exemption for a period of **10 years**.

3.4.7 Patent Filing Assistance

50% reimbursement, up to ₹5 lakhs, of the statutory fees for filing domestic patents and up to **₹10 lakhs** of the statutory fees for filing international patents, **wherein an eligible unit can claim the maximum benefit up to ₹50 lakhs**. The patent must be filed in Maharashtra to be eligible for this incentive. **Only Indian companies owned by Indian nationals will be eligible to avail the incentive.**

3.4.8 Green Certification Support & Recognition

The government shall reimburse **30%** of green building certification (including LEED, IGBC, or GRIHA) costs, up to **₹50,000**.

3.4.9 Research & Development (R&D) Grants

A minimum 2% of FCI must be allocated to R&D to qualify for this incentive. 25% reimbursement for costs incurred towards R&D expenses, up to **₹50 lakh per company per year for 4 years, capped at ₹2 crore per GCC unit** throughout the policy period. Companies



collaborating with **Maharashtra-based universities** for joint research projects will receive **an additional 10% subsidy**.

3.4.10 Internship Programmes under CMYKPY

Applicants eligible under Mukhya Mantri Yuva Prashikshan Yojana (CMYKPY) will be awarded internship support of up to **₹10,000** per month per intern, capped at **100** interns per GCC, up to **10%** of the total workforce.

3.5 Incentives under the Maharashtra IT & ITeS Policy 2023

3.5.1 Stamp Duty Exemption – New GCC units will be eligible for stamp duty exemption as per the Maharashtra IT & ITeS Policy 2023, Para. 7.1

3.5.2 Additional FSI – GCC Parks as well as Standalone Units shall receive additional FSI as per the Maharashtra IT & ITeS Policy 2023, Para. 8.

GCC units will be permitted mixed use planning under the following guidelines:

Land Use Percentage
In Zone I: MMR & PMR Areas <ul style="list-style-type: none"> 60% of the Built-Up Area (BUA) must be allocated for GCC units. 40% of the BUA may be utilized for allied and support services, which will include commercial and residential spaces to facilitate proximity housing, except for polluting activities.
In Zone II: In Areas Outside Zone I <ul style="list-style-type: none"> 50% of the BUA must be designated for GCC. 50% of the BUA may be allocated to allied and support services, covering commercial and residential spaces to encourage a Walk-to-Work ecosystem, while excluding polluting activities.

SPA which may be MIDC / MMRDA / CIDCO / MITL / MSRDC / respective local development authorities depending on the location, shall serve as the primary planning authority, collaborating with other government agencies to develop self-sustained business districts.

3.5.3 Open Access - The state shall allow GCC parks/units to get power through open access as per the Maharashtra IT & ITeS Policy 2023, Para. 7.8

3.5.4 Property Tax – Property tax shall be levied on GCC units as per the Maharashtra IT & ITeS Policy 2023, Para. 7.9

3.5.5 Right of Way - Applications for permission for Right of Way for GCC units will be processed as per the Maharashtra IT & ITeS Policy 2023, Para. 8.1.9



3.5.6 Critical Infrastructure Fund – Incentives for development of essential infrastructure (including road, electricity, water, digital infrastructure, etc.), will be extended as per the Maharashtra IT & ITeS Policy 2023, Para. 8.1.6

3.5.7 Zoning Relaxation – GCC units will be eligible for zoning relaxation as per the Maharashtra IT & ITeS Policy 2023, Para. 7.10

The Government reserves the right to review, modify, withdraw, or extend the scheme as necessary for industrial development.

3.6 Non-Fiscal Incentives

3.6.1 Industry Status – GCCs shall be granted Industry Status. GCC units will be permitted to work 24x7x365 days without any close-down (except some exigencies arising where in the State /Central Government thinks it fit to keep the operation in suspension).

3.6.2 Reserved MIDC Land– In new MIDC industrial estates, minimum **10%** of the area will be designated for GCC Parks / Units.

3.6.3 Priority Allotment – GCC units will receive priority allotment of land, irrespective of investment size. Additionally, priority allotment will be given to Women, SC/ST and Disabled promoted units.

3.6.4 Single Window Clearance (MAITRI) - To ensure the effective implementation and monitoring of the Maharashtra GCC Policy and to support both new and existing GCCs, the Maharashtra Government will establish a GCC Facilitation Cell (GFC) within the State's Single Window platform – Maharashtra Industry Trade & Investment Facilitation Cell (MAITRI). The GFC within MAITRI will include domain experts from key sectors relevant to GCC operations. Additionally, a guidance and mentoring cell will provide handholding support for aspiring GCCs, especially new entrants and first-time investors, to help them navigate regulatory processes, infrastructure requirements, and talent acquisition. The Export Facilitation Desk under MAITRI shall provide guidance on regulatory compliance and service export promotion.

3.6.5 Ease of Doing Business - To fast-track approvals and improve investor support, the Government has introduced self-certification mechanisms through the MAITRI portal and established a 24x7 manned hotline for continuous assistance. In addition, a series of comprehensive reforms have been implemented to streamline regulatory procedures, enhance transparency, and ease compliance across the industrial investment lifecycle. Notable initiatives include the MAITRI Act, a single-window digital portal, simplified processes for land and utility access, and the digitization of approvals and inspections across key sectors such as environment, labour, safety, and taxation—creating a more agile, responsive, and business-friendly ecosystem.

3.6.6 Digital Data Repository – The state in collaboration with MIDC and real estate developers, will develop and manage a live digital repository on the MAITRI portal, providing GCCs with a comprehensive database of existing units, upcoming developments, reserved spaces, and available commercial spaces for new setups. This platform will serve as a one-stop resource, enabling businesses to make informed decisions on location selection and expansion.



- 3.6.7 Power Supply** – The state shall exempt GCCs from state’s statutory power cuts & will be given continuous power supply 24x7x365.
- 3.6.8 Continuous Water Supply** - For GCCs in area of any Industrial Area Development Authority such as MIDC, it will ensure 24x7 uninterrupted water supply to the GCC units. To the extent possible, GCC units will recycle the water to minimize their water requirements.
- 3.6.9 24/7 Operations and Flexible Employment Conditions** - Permission will be granted for 24/7 operations with three shifts per day, including employment of women in night shifts. Relevant labour laws will be relaxed, provided units ensure safety and security measures such as security arrangements, creche facilities, restrooms, safe transportation, and welfare amenities.



4. Institutional Mechanism

The State-Level Empowered Committee, as mentioned in the IT & ITeS Policy 2023, shall serve as the state-level monitoring and implementing authority, developing procedures and modalities. The composition and mandate will be as per the IT & ITeS Policy 2023.

4.1 Maharashtra GCC Growth Council

The Council will serve as a combined think tank and advisory group, ensuring the policy remains aligned with regional economic priorities, global business trends, and industry-specific workforce requirements.

As part of its integrated mandate, the Council will:

- Lead Maharashtra's Global GCC Expansion Initiative, a targeted outreach program including international roadshows, trade delegations, and participation in marquee technology and business conferences, aimed at positioning Maharashtra as a global GCC hub.
- Oversee talent development and workforce readiness efforts, ensuring a steady pipeline of skilled professionals in collaboration with industry experts, academia, and government stakeholders.
- Recommend strategic interventions to strengthen Maharashtra's appeal as a premier destination for GCCs through insights on infrastructure, policy, innovation, and talent.

The Council will comprise industry leaders, academic institutions, government representatives, and global experts, functioning as a high-impact platform for continuous improvement and long-term GCC growth.

The committee will comprise representatives from:

Sr. No.	Member	Designation
1.	Secretary (Industries), Industries, Energy, Labour and Mining Department	Chairman
2.	Additional Chief Secretary/ Principle Secretary/Secretary (Revenue), Revenue and Forest Department	Member
3.	Additional Chief Secretary/ Principle Secretary/Secretary, Public Works Department	
4.	Additional Chief Secretary/ Principle Secretary/Secretary, Planning Department	Member
5.	Additional Chief Secretary/ Principle Secretary/Secretary, Finance Department	Member
6.	Secretary (Energy), Industries, Energy, Labour and Mining Department	Member
7.	Additional Chief Secretary/ Principle Secretary/Secretary, Urban Development Department	Member



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Sr. No.	Member	Designation
8.	Additional Chief Secretary/ Principle Secretary/Secretary, Information Technology Department	Member
9.	Development Commissioner (Industries), Directorate of Industries	Member-Secretary
10.	Chief Executive Officer (CEO), Maharashtra Industrial Development Corporation (MIDC)	Member
11.	Chief Executive Officer (CEO), Maharashtra State Innovation Society (MSInS)	Member
12.	Chief Operating Officer (COO), M-Hub	Member
13.	Representative(s) from Industry Associations	Member
14.	Representative(s) from Leading Universities	Member

4.2 Policy Monitoring Unit (PMU)

A Policy Monitoring Unit (PMU) shall be constituted under the chairmanship of Development Commissioner (Industries), to implement and monitor the progress of implementation, of the GCC policy. The PMU shall also assist the Monitoring and Review committee headed by Secretary (Industries), Government of Maharashtra, on related issues. The decisions taken by the Committee shall be implemented only after the approval of the Government at appropriate level.

To ensure effective execution, 1% of the overall policy budget or ₹10 Cr per year, whichever is lower, will be earmarked for policy promotion, capacity building, stakeholder outreach and impact monitoring.



5. Convergence of Other Policies & Programs of Central and State Governments

Sr. No.	Scheme/ Policy	Department	Details under the policy/ scheme
1	Maharashtra Startup, Entrepreneurship & Innovation (SEI) Policy 2025	MSInS (Maharashtra State Innovative Society)	<p>The policy aims to establish Maharashtra as the leading startup state in India by nurturing entrepreneurs and recognizing 50,000 startups, generating widespread employment and innovation across sectors and regions.</p> <p>The fiscal support to startups is categorized below:</p> <ul style="list-style-type: none"> • IPR support • Quality testing & certification support • Exhibition support • Seed fund support • Venture Fund • Funds of funds
2	Software Technology Park Scheme	MeITY (Ministry of Electronics & Information Technology)	<ul style="list-style-type: none"> • Flexible Location: Companies can set up STP units anywhere in India. • Project Approvals: STPI authorities can approve projects with Indian investment up to ₹100 million. • 100% Foreign Ownership: Full foreign equity is permitted. • Capital Goods Re-Export: Companies can re-export capital goods without restrictions. • Simplified Export Norms: Only a positive net foreign exchange earnings balance is required. • Domestic Sales Allowance: Sales within the Domestic Tariff Area (DTA) are allowed up to 50% of export value. • Tax Benefits: Capital goods procured from the DTA qualify for excise duty exemption and CST reimbursement. • Repatriation of Funds: Foreign investors can freely repatriate capital, know-how fees, royalties, and dividends after tax compliance.
3	Support IPR Awareness Workshops/ Seminars in E&IT Sector	MeITY (Ministry of Electronics & Information Technology)	<p>The scheme aims to promote awareness and sensitization about Intellectual Property Rights (IPR) among stakeholders, particularly in the Electronics & IT (E&IT) sector. Under this initiative, Grant-in-Aid will be provided to eligible organizations for conducting IPR workshops and seminars. The financial assistance is categorized as follows:</p> <ul style="list-style-type: none"> • Educational Institutions – Up to ₹2 lakh



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Sr. No.	Scheme/ Policy	Department	Details under the policy/ scheme
			<ul style="list-style-type: none"> Industry Associations (e.g., MAIT, ELCINA, CII, NASSCOM, FICCI, IESA, ASSOCHAM) – Up to ₹3 lakh MeitY Societies or Autonomous Bodies – Up to ₹5 lakh This initiative supports capacity-building efforts to enhance IPR knowledge and foster innovation in the E&IT sector.
4	Centre of Excellence in Intellectual Property (CoE-IP)	MeITY	<p>The initiative aims to foster the growth of Intellectual Property (IP) in the ICT sector by offering a range of IP-related services, including:</p> <ul style="list-style-type: none"> Raising awareness and providing IPR support to startups, SMEs, academia, and inventors. Educating stakeholders on intellectual property protection and strategies to prevent infringement. Guiding and assisting in various aspects of IPR filing, including patents, copyrights, and trademarks. Offering IPR support for MeitY-funded R&D projects, ensuring effective IP management and commercialization.
5	Chief Minister's Employment Generation Program (CMEGP)	Industries Department, Maharashtra	<p>The CMEGP – Chief Minister's Employment Generation Program is a credit linked subsidy program by the Maharashtra Government to promote self-employment and start-up businesses, focusing on Micro & Small Enterprises (MSEs) in both urban and rural areas.</p> <p>The scheme is implemented by the District Industries Centre (DIC) & Khadi & Village Industries Board (KVIB) at the district level with oversight and monitoring by the Industries Department under the direct supervision of the Development Commissioner (Industries).</p> <p>Under CMEGP, incentives include financial assistance in form of backend subsidies (15% to 35% of project cost) and bank loans covering a significant portion of the project cost, with beneficiaries contributing a portion of the cost.</p>
6	New Information Technology and Information Technology Enabled Services Policy of Maharashtra State-	Directorate of Industries	To ensure Maharashtra as the most preferred destination for investment and innovation among global IT&ITES enterprises through Strategic Policy Interventions, Development of Competitive Advantage and Enabling Business Environment.



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Sr. No.	Scheme/ Policy	Department	Details under the policy/ scheme
	2023		
7	Maharashtra Animation, Visual Effects, Gaming, Comics & Extended Reality (AVGC-XR)	Directorate of Industries	<p>To position Maharashtra as a premier destination for AVGC-XR by developing a world-class, inclusive ecosystem by nurturing talent, establishing a center of excellence, and advancing skilling initiatives. Fiscal support will be provided.</p> <ul style="list-style-type: none"> • Capital Subsidy • Stamp duty exemption • IP creation & protection • Marketing Assistance • Project cost reimbursements for virtual production studios.



Abbreviations

Abbreviation	Full Form
AI	Artificial Intelligence
BUA	Built-Up Area
CAPEX	Capital Expenditure
CIDCO	City and Industrial Development Corporation
CMEGP	Chief Minister's Employment Generation Program
CMYKPY	Mukhya Mantri Yuva Prashikshan Yojana
EPF	Employees' Provident Fund
ER&D	Engineering Research & Development
ESG	Environmental, Social, and Governance
ESI	Employees' State Insurance
EV	Electric Vehicle
FCI	Fixed Capital Investment
FSI	Floor Space Index
GCC	Global Capability Centre
IGBC	Indian Green Building Council
IT	Information Technology
LEED	Leadership in Energy and Environmental Design
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
MAHITI	Maharashtra Information Technology Infrastructure
MAITRI	Maharashtra Industry, Trade, and Investment Facilitation Cell
MIDC	Maharashtra Industrial Development Corporation
ML	Machine Learning
MNC	Multinational Corporation
MITL	Maharashtra Information Technology Limited
MMR	Mumbai Metropolitan Region
MMRDA	Mumbai Metropolitan Region Development Authority
MSRDC	Maharashtra State Road Development Corporation
PMR	Pune Metropolitan Region
PPP	Public-Private Partnership
SPA	Special Planning Authority
STEM	Science, Technology, Engineering, and Mathematics



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