

STRATEGIC INSIGHTS 2026

Employer Branding and EVP Pulse

in Global Capability Centers (GCCs)

Why India's fastest-growing innovation hubs must win the talent narrative



1,900+

GCCs in India



2.1M+

Active Professionals in GCCs



\$75 B+

Direct Economic Contribution



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Foreword

The Global Capability Center (GCC) landscape in India stands at a defining inflection point. What was once a story of scale and operational excellence has rapidly evolved into a narrative of innovation, ownership, and strategic impact. Yet, as this evolution accelerates, so does the intensity of competition for talent.

Today, majority of hiring within GCCs is driven by peer organizations, and more than half of the workforce is actively open to new opportunities. In such an environment, compensation alone is no longer a differentiator—it is merely the cost of entry. The true competitive advantage lies in how organizations articulate, deliver, and sustain their Employer Value Proposition (EVP).

This report reflects a clear shift in employee expectations. Talent today is seeking more than roles—they are seeking relevance. They value purpose-driven work, personalized growth journeys, transparent leadership, and a culture that is both globally connected and locally meaningful. This demands a move away from one-size-fits-all employer branding toward human-centric, hyper-personalized, and contextually grounded strategies.

At ANSR, we believe employer branding is no longer a support function—it is a strategic lever for business success. It influences how organizations attract scarce talent, reduce attrition, and build long-term capability. More importantly, it shapes how employees experience the organization every day.

The road ahead is clear. GCCs that invest in shaping their narrative today will define the talent landscape of tomorrow.



Smitha Hemmigae

Chief Market Officer,
ANSR



Monica Jamwal

Chief Talent Services
Officer, ANSR

The Talent War

GCCs Are in the Most Competitive Hiring Phase Ever

>50%

GCC-to-GCC Hiring

A significant share of GCC hiring is sourced from peer GCCs

#1

Retention Challenge

Over 50% of GCC leaders cite talent retention as their top concern



To access top-tier talent, GCCs prioritize hiring from product & technology companies, existing GCCs, top consulting firms, and top-performing service providers, enabling stronger capabilities and greater business impact.



Salary alone is no longer a sustainable competitive edge. The GCC talent market demands a fundamentally different strategy.



Salary Premiums for Niche Tech Talent



AI / ML
30-50%
above
market



Cloud
Architecture
20-30% above
market



Data
Science
20-30%
above
market



Gen AI
20-30%
above
market



Cybersecurity
25-30%
above
market

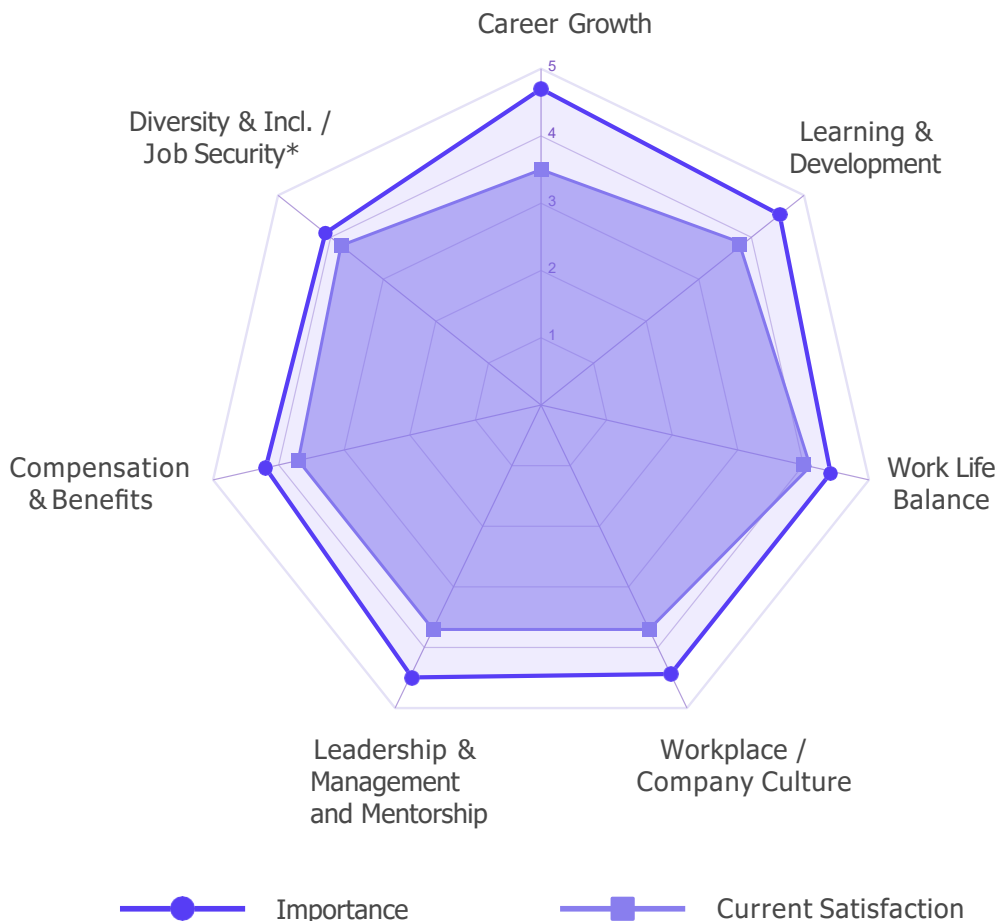
Key EVP Elements: Importance vs Satisfaction

We conducted an EVP Pulse survey among 3,000+ professionals to decode evolving workforce expectations and identify the most material gaps in current value delivery

GAP Analysis

What Matter Most Vs. How Happy they are with Current Employer

EVP Gap Analysis - Importance vs Satisfaction
(scale: 1= Lowest, 5= Highest)



EVP Criterion	Importance	Satisfaction	Gap (I – S)
Career Growth Opportunities	4.62	3.63	+0.99
Learning & Development	4.60	3.92	+0.67
Workplace / Company Culture	4.45	3.88	+0.57
Leadership & Mgmt. and Mentorship	4.40	3.83	+0.57
Compensation & Benefits	4.17	3.71	+0.46
Work Life Balance	4.44	4.06	+0.37
Job Security	4.13	3.81	+0.31

Key Insight

GCC EVP is entering a new phase of maturity, where differentiation is no longer driven by compensation, but by the ability to enable careers at scale.

While organizations have made progress on foundational elements such as work-life balance, the next frontier lies in strengthening career pathways, internal mobility, and capability building.

Key Recommendations

1

Career Growth — fix this first.

- Unclear promotion pathways (19%) highlight a lack of transparency in career progression.
- Limited internal mobility (14%) shows weak systems for enabling employee growth within organizations.

Publish transparent career frameworks, internal mobility postings, and enabling growth conversations

2

Activate the L&D engine and focus on Mentorship.

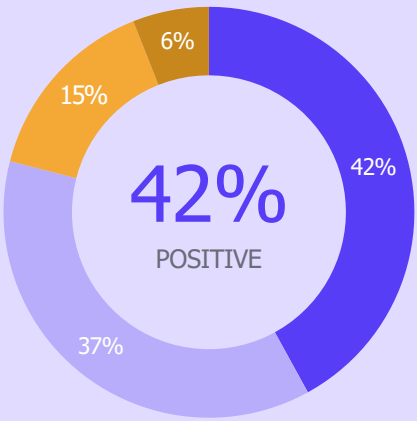
Move from optional learning to role-linked skill pathways with dedicated budget and protected learning time; embed structured mentorship programs to accelerate capability development and knowledge transfer. Track training completion, mentorship participation, and post-learning application to ensure measurable impact.

EVP Perception & Employee Experience

Three signals from the workforce — hiring sentiment, feeling valued, and women's progression

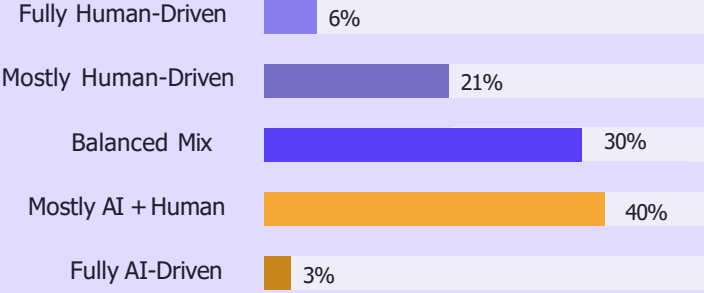
HIRING SENTIMENT

AI in Hiring —How Does It Make You Feel?



- Efficient & Satisfied
- Impersonal / Disconnected
- Neutral
- Frustrated

Preferred Hiring Approach



70%

of the workforce largely favors a collaborative hiring approach, preferring either balanced human–AI decision-making or mostly AI-assisted hiring.



Onboarding & Culture

Two foundations of the GCC employee experience — getting the first weeks, and the everyday culture, right.

Onboarding Employees

Strong, structured onboarding is the first retention lever — not paperwork.

82%

higher new-hire retention with strong onboarding

- 69% are more likely to stay 3+ years after a great onboarding experience.
- 86% of new hires decide within 6 months how long they'll stay.
- Yet only ~12% of organisations say they onboard well — a clear GCC opportunity.

For GCCs, purpose-driven onboarding turns day-one joiners into contributors faster.

Importance of Culture

A lived, locally-meaningful culture is what makes people stay.

4x

more likely to stay in a positive culture

- Belonging, recognition and meaning outweigh marginal pay differences.
- 51% of India GCCs cite retention as their #1 challenge — culture is the antidote.
- With nearly 2.1 million professionals employed in the space, a culture prioritizing inclusion, learning, and clear merit-based growth combats burnout and increases employee loyalty

Culture is how a global brand promise becomes the daily, local employee experience.

Community Building

Why belonging — not just benefits — anchors talent in India's GCCs.

With over half the workforce open to new offers, the strongest GCC employer brands don't just hire individuals — they build communities people don't want to leave.

1

Home-Away-From-Home

For a young workforce often living away from home, the GCC becomes a social anchor. Design for interaction — lounges, chai corners, wellness zones.

2

Employee Resource Groups

Women-in-tech, regional, interest and wellbeing ERGs create visible belonging and peer support at scale across the centre.

3

Tech Communities & Events

Hackathons, tech meetups and signature events (WITfluence, demo days, CartTalk-style forums) build internal pride and external pull.

4

Belonging to a Movement

The best GCC brands feel like a mission, not a posting. Co-located peer groups turn community into a genuine career accelerator.

Engaged, connected employees become advocates — cutting hiring costs by ~22% through referrals and lifting retention.

Internal Communications

What employees hear internally is the real, lived EVP. Internal communications are where brand promises get stress-tested every single day — and where the gap between aspiration and reality becomes impossible to hide.

The question every GCC leader must ask: What does our internal comms strategy reveal about whether our EVP is being experienced?



Internal Comms as Brand Diagnostic

Internal communications serve as the most honest signal of whether your EVP is delivering. Unlike employer branding campaigns, internal channels capture the lived experience of employees — their tone, frequency, and content reveal what the organization truly values and how leaders behave under pressure.



Fuelling Brand Ambassadors from Within

Many GCCs launch brand ambassador programmes only to see them fizzle out. The root cause is almost always the same: internal comms is not aligned with external branding.



Crisis Comms as EVP Proof of Concept

How an organisation communicates during layoffs, missed targets, or leadership departures — both internally and externally — is where the EVP is truly tested. These moments are the most credible proof points of organisational values.



Leadership Visibility Is Employer Brand

How often leaders show up in internal communications — and how they show up — is not separate from employer branding. It is central to it. Employees and candidates alike do not believe values printed on a slide deck; they believe them when they watch how a C-suite or senior leader responds to a tough question in a town hall.

Key Takeaways for Employers

Six strategic imperatives for GCCs building a talent-first EVP.

Career Growth is the Real Prize

Career Growth leads EVP rankings with the widest satisfaction gap. Talent wants a visible trajectory, not just a competitive package.

Work-Life Balance is the One Promise GCCs Are Keeping

The lowest expectation—satisfaction gap. Flexible work is a defensible EVP strength — actively communicate and protect it.

Invest in Continuous Learning and Mentorship

Embed role-based learning journeys, structured mentorship programs, and future-focused skill development to ensure employees remain relevant in a rapidly changing environment.

Strengthen Leadership, Recognition, and Well-being

Develop empathetic leaders, recognize contributions consistently, and prioritize employee well-being to create a workplace where people can thrive and perform at their best.

Feeling Valued Is the New Retention Lever

Fewer than half feel genuinely valued. Institutionalize recognition and invest in growth to convert neutrality into advocacy.

EVP Must Be Rooted in Meaningful Work, Not Just Benefits

An effective EVP is driven by meaningful work, career growth, and authentic employee experiences. Purpose, transparency, and impact have become the strongest drivers of talent attraction and retention.

Why Employer Branding is Mission-Critical for GCCs



Only 25–30% of Indian GCCs have invested in PR/communications to build employer brands — despite India being the world's largest GCC hub.

1



Win the War for Talent

With 60% GCC-to-GCC hiring, a differentiated employer brand is the only sustainable competitive edge over salary alone.

2



Reduce Costly Attrition

Strong brands lower attrition by up to 28%. Replacing a senior tech hire costs 1.5–2x their annual salary in lost productivity and recruitment costs.

3



Attract Passive Talent

75% of GCCs plan to expand headcount. A compelling brand reaches top candidates before they even begin exploring new roles.



Vikram Ahuja,
Co-founder, ANSR and CEO, 1Wrk

“In a world where talent has more choice than ever before, employer branding is no longer about attracting people to jobs—it is about creating an experience, culture, and purpose that make people choose to stay, grow, and advocate for the organization.”

EVP & Employer Branding Trends

The 5 Key Trends

1

Capability Prestige over Scale

Win on the prestige of the work — AI, cybersecurity, cloud, platform and product ownership — not headcount or cost. Position the center as an innovation engine, not an offshore delivery arm.

2

Human-Centric, Purpose-Led EVP

Move from employer-centric to employee-first: align organizational goals with individual ambition, extending beyond salary to growth, wellbeing and meaningful work. Segment by career stage & persona: Year-1 engineers need structured pathways; Year-5s need ownership & visibility.

3

Radical Authenticity & Transparency

Share wins and challenges and position India as an equal global partner. Candidates trust lived proof and employee voices — not values printed on a slide.

4

Competitive Positioning Through Market Intelligence

Understand how peer GCC narratives land with your talent pool. Identify whitespace positioning. Test positioning wedges against hiring outcomes.

5

Continuous Optimization & Iteration

EB is no longer static. Test narrative sequences. Measure cost-per-qual and quality metrics. Reweight monthly/quarterly based on hiring data.

How the brand gets measured

1

Predictive Brand Positioning

Analyze competitor narratives across peer GCCs. Identify which value props are saturated vs. underexploited. Test whitespace positioning against hiring outcomes.

2

Continuous Sentiment Benchmarking

Move from annual EVP surveys to monthly candidate sentiment tracking (Glassdoor, Ambition Box, Reddit, LinkedIn). Score competitively. Feed real-time gaps into content strategy.

3

Dynamic Content & Candidate Journey

Templated narratives adapt in real-time based on candidate behavior. Route candidates to personalized micro-sites. Measure which sequences convert at highest quality and lowest cost.



The AI-Native Employer Branding Operating Model

The five-layer operating system



01 Market Intelligence Layer

Continuously track how rival GCCs position themselves on LinkedIn, Glassdoor and Ambition Box. Benchmark share-of-voice and decode which narratives resonate before you spend.



02 Audience Segmentation Layer

Cluster talent into distinct personas by function, career stage and motivation, then build a separate brand narrative for each — never one generic EVP for all.



03 Content Production Layer

Move from eight curated stories a year to dozens of authentic micro-moments a month. Sentiment-tag every asset and serve it dynamically by segment.



04 Attribution & Optimization Layer

Tie every hire back to the narrative that influenced it. Prove which angles lower cost-per-hire, then reweight content and spend quarterly.



05 Competitive Monitoring Layer

Run always-on alerts on competitor pay, perks and campaign moves. Detect retention-risk signals early and reposition in days, not at the annual refresh.

Case Studies: Examples of Successful Employer Brands



lululemon | GCC Bengaluru

Culture First. Engineering Always.

When Lululemon arrived in Bengaluru, it broke every GCC rule. Launched with culture-first narrative (not retail back-office).

Indian engineers own core global product & platform — the same code powering athletes worldwide.

Wellness isn't a perk — it's the brand itself.

Most Inclusive Organization for Women in Tech — WITfluence 2024



WITfluence 2024

Digital Hub

Wellness Embedded

Global Parity



Lowe's India | GCC Bengaluru

Engineer-First. Built from Within.

Lowe's didn't just set up shop in Bengaluru — it built a global technology engine.

AI-powered self-checkout, supply chain at scale, e-commerce — India teams own it all.

Through Catalyze (flagship innovation program), every engineer is an intrapreneur solving real retail problems.

Vidya Munirathnam,
VP-HR, Lowe's India

"Employer branding isn't about visibility — it's about global resonance with local relevance."



Bengaluru Campus

Ranked among the top 100 companies to work for in India – GPTW 2025

Intrapreneurship

Upskill First

Purpose-Driven Work



Engineering Prestige. Deep Tech Identity.

India's largest R&D hub outside Germany. India engineers contribute to core vehicle software — autonomous driving, AI & mobility tech. Strong "engineer pride" brand built on deep-tech ownership.

Largest R&D Hub Outside Germany — Deep Tech Ownership

Deep Tech Identity

Engineer Pride

Core R&D



MBRDI wins 'Innovation with Impact' award at NASSCOM GCC Awards 2023

Innovation with Impact Award Winner

"MBRDI wins on employer brand by offering deep-tech ownership —not outsourced engineering."



Values-Led. Ohana Culture.

Salesforce replicates its global Ohana (Hawaiian for family) culture in India.

Family, trust, equality & philanthropy — locally lived. Heavy investment in volunteering and DEI / women-in-tech programs.

Loyalty built on values + purpose + belonging.

1-1-1 Pledge Model (Time, Product, Equity) - Values-Led Brand

Ohana Culture

Values + Purpose

Belonging



Ohana Culture

"Salesforce's employer brand in India is built on values, not just work —creating emotional loyalty beyond compensation."

Leadership Branding. Community Building.

Positioning India GCC as a core innovation engine strategically aligned with Albertsons' global technology agenda.

As a new brand in the talent market, the first priority was awareness.

Leadership Storytelling campaign for niche talent.

Events & Community Building: Senior delegates from HQ led flagship events, e.g., CartTalk, TrAIbe, WITfluence, GHCI, CartTalk 2.0 & 3.0.

Won 2026 IABC Gold Quill Award: For launching a Talent Hub in India with a Global Employer Brand



2026 IABC Gold Quill Award Winner

Events & Community Building

High Candidate Engagement

Leadership Storytelling

Tech Storytelling. Powered by People.

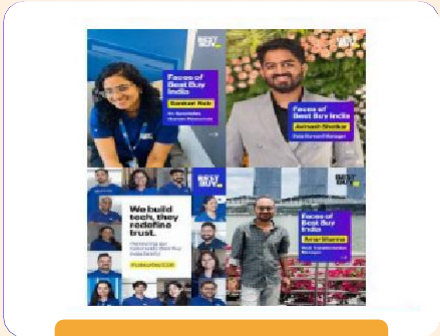
Positioned India GCC as Best Buy's largest global tech engine —driving AI, data and digital innovation for North America's #1 tech specialty retailer.

A new entrant in 2024 with no retail footprint in India and limited tech-employer recall.

Tech Storytelling campaign repositioning India GCC as the flagship innovation hub — bigger than all three U.S. tech centers combined.

LinkedIn campaigns powered by employee voices (Faces of Best Buy India): culture of collaboration posts, project wins, team celebrations, and honest reflections from employees became the brand.

From unknown employer brand to AI/Data talent magnet: 4.1 Glassdoor rating, hiring across AI Engineers, Software Engineers, Product Managers. Best Buy India's LinkedIn following grew 2.4X, scaling from 30K in Dec '24 to 74.5K by Apr '26.



Faces of Best Buy India

Events & Community Building

AI & Data Leadership

Tech Storytelling

Employer Branding 101 for GCCs in India

Principles to Build, Position, and Sustain Your Employer Brand



Define Unique Positioning

Craft a distinct, compelling brand. Clearly articulate what makes your organization unique — consistently across every touchpoint and channel.



Align Global Stakeholders

Build clear branding frameworks and guidelines that maintain global consistency while enabling meaningful local relevance.



Know Your Audience

India's workforce has diverse and evolving expectations. Meet them where they are — digital platforms, offline events, and community-driven engagement.



Multifaceted Approach

Showcase culture, CSR, events, leadership, and employee programs through multichannel, multimedia strategies that reach talent at every stage.



Build Advocacy

Invest in brand ambassadors at all levels — from associates to senior leaders — equipped with training and messaging toolkits.



Stay Authentic

Draw inspiration from best practices, but don't imitate. Let campaigns genuinely reflect your company's identity, culture, and values.

The Road Ahead

Employer Brand is the New Competitive Moat for GCCs

2,400+

GCCs by 2030

3M+

Estimated GCC
Installed Talent Base
by 2030

\$110B+

Economic Contribution
Expected

The Bottom Line

GCCs that invest in employer branding today will hold a structural advantage in attracting India's best minds tomorrow. The talent war is ultimately a narrative war — and only 25–30% of GCCs are actively fighting it.

Your Action Checklist

- Audit your current employer brand
- Build a GCC-specific EVP
- Localise for the Indian talent market
- Activate leadership as brand ambassadors
- Fix the candidate experience end-to-end
- Invest in consistent content strategy
- Track: NPS, Glassdoor score, time-to-hire



Start now. The organizations that own their story today will own the talent pipeline tomorrow.