



GCC HR Predictions 2026

Perspectives on the Future of Work



Foreword

A profound shift is underway across Global Capability Centers. Across industries and functions, they are now being entrusted with end-to-end accountability, owning outcomes across processes, products, platforms, and customer experience. Talent strategies are therefore pivoting from role-based structures to skills-first operating models. Work is being re-architected into dynamic capability clusters, supported by enterprise platforms that enable talent to move fluidly across priorities. Learning is no longer episodic; it is continuous, contextual, and embedded in work. Capability density, rather than headcount, has become the new measure of GCC maturity.

AI is accelerating this transformation. While automation continues to compress cycle times and eliminate low-value work, the real opportunity lies in human-AI partnership. As machines take on execution and pattern recognition, people are increasingly valued for empathy, judgment, creativity, and systems thinking. The future GCC workforce will be AI-native, but unmistakably human-led, with leaders focusing on intent, ethics, and enterprise impact rather than activity and output.

Leadership itself is being redefined. The next generation of GCC leaders will not be managers of large teams, but integrators who operate at the intersection of business, technology, and operations. Credibility will be built on owning outcomes, influencing across boundaries, and navigating ambiguity at scale. GCCs are rapidly becoming critical leadership incubators for the enterprise, producing leaders who understand value streams end-to-end.

Culture continues to be a decisive differentiator. High-performing GCCs are intentionally designing environments where people feel safe to challenge, collaborate, and think differently. Employee value propositions are expanding beyond compensation to include autonomy, growth velocity, purpose, and what many now call *emotional salary*. In an AI-driven world, culture is no longer a soft outcome, but a strategic asset.

At ANSR, we see this future being built every day. And the most exciting part of this journey is clear: the center of gravity for global work is no longer just moving to India. It can be and is being redefined from India.

This eBook captures a pivotal moment in the GCC journey. It reflects a collective shift in mindset from execution to enterprise co-creation. The GCCs that will lead in 2026 will be those that align technology, skills, leadership, and purpose, turning workforce strategy into a sustainable competitive advantage.

Charlene Keeney
Partner, ANSR





Saif Ahmed Shareef

Operations and Strategy
Director, Delta Air Lines
Technology Hub



“Talent Transformation and Technological Integration Must go Hand-in-hand”

As GCCs mature, it is imperative to look at strengthening domain understanding and topic expertise. While most GCCs have successfully secured incredible technical talent, how talent capability translates to customer empathy and business impact would be key for transformation in 2026 and beyond.

While there have been clear use cases of AI helping GCCs in compressing delivery time in areas like Quality Assurance, Document Management etc., most organizations are waiting for a level of maturity and dependability of AI in human-centric processes. Until then, business critical functions continue to use AI with humans in the loop.

Delta Technology Hub is a fully owned subsidiary of Delta Air lines delivering technology, analytics & digital solutions to support its global airline operations. It plays a critical role in enabling operational reliability, customer experience, innovation, and enterprise-scale transformation for Delta worldwide.



Richa Jain

Managing Director, Northern
Tool + Equipment, India



“Owning Outcomes, Not Output: The Second Headquarters Effect”

The most successful GCC leadership models are shifting from a focus on scale and efficiency to one centered on enterprise-wide accountability. GCC-grown leaders of today are stepping into global ownership roles and leading global Centers of Excellence. This transformation has been driven by outcome-based role design and intentionally aligned goals across locations. Leadership credibility is now defined by end-to-end ownership of results, rather than by activity reporting or output management.

At Northern Tool + Equipment (NTE), our India GCC’s status as a second headquarters reflects this philosophy. As a people-first, family-owned organization, our culture has always been grounded in genuine care—for our customers, our employees, and the principles we call ‘The Northern Way’. As we scaled, we anchored ourselves in an enterprise-aligned culture, while building a local identity rooted in regional strengths. Our employee experience framework is built on the belief that innovation is unlocked through diverse perspectives, especially cognitive diversity. When people feel safe to challenge themselves, think differently, and collaborate, performance and innovation naturally follow.

Northern Tool + Equipment GCC India is the company’s captive center supporting its retail and e-commerce business through technology, analytics, and shared services. It plays a key role in driving digital platforms, operational efficiency, and scalable support for Northern Tool + Equipment’s U.S. operations.

DIAGEO

Mitesh Manubarwala

HR Director, Global Business
Operations & Group Controlling,
Diageo



“From Execution Engines to Transformation Hubs”

The past 3 - 4 years have been pivotal in the evolution of GCCs into co-owners of organizational transformation and drivers of company results. This shift has been shaped by deglobalization, supply chain disruption, and geopolitical uncertainty, all of which demand greater operational agility and predictability. At the same time, a post-COVID normalization of demand and revenues has intensified the focus on cost governance. Increasing scrutiny on technology and AI-ROI is driving tighter triage across process design (GPO), execution (GCCs), and technology. Funding scarcity and the commoditization of resource availability have further elevated capability as the key strategic differentiator for enterprises.

These dynamics demand a rethinking of how talent is hired, led, and developed. The future GCC will be AI-enabled, with end-to-end process platforms reshaping operating models and flattening the traditional bottom-heavy pyramid. GCCs will operate with lower headcounts but higher cost per FTE, as AI shifts the value proposition from labor arbitrage to capability differentiation. Backed by deep enterprise process expertise and operational excellence, GCCs are emerging as critical talent engines for Global Process Owners, Process Excellence leaders, and senior technology roles.

GCCs are increasingly being viewed as a critical development pitstop for top talent, offering rotational exposure to end-to-end processes and leadership responsibilities. The GCC leader profile is being reimagined from managing large execution teams to becoming techno-functional experts who bridge process and technology, operate cross-functionally, and drive enterprise transformation with strong business and market acumen. Alongside this shift, GCCs are assuming a growing reskilling mandate, often owning value-stream-led academies that drive enterprise-wide capability building across functional, operational excellence, and AI domains.

Diageo Business Services India (DBSI) is Diageo's GCC, serving 30 Diageo markets and over 100 legal entities, 24 hours a day, seven days a week. Based in Bengaluru and Gurugram, the centre delivers global and regional support across F&A, HR, Business Intelligence, Analytics and Data Services, Application and Technology etc. DBSI strengthens Diageo's performance by driving efficiency, standardization, cost effectiveness and digital capabilities.

Dr. Rajesh Puneyani

VP Technology and GCC
Site Leader, Kenvue



“From Talent Scale to Capability Powerhouse”

2026 will continue to see a quantum shift from talent consumption to capability & value orchestration. GCCs will no longer be measured by headcount growth, but by capability density: how fast they can assemble AI-augmented, cross-functional teams (like Avengers) to solve real business problems & beyond with HR as an enabler.

Forces that will redefine workforce strategy include:

Skills-first operating models: Work will be decomposed into capability clusters (or as I call them “mini functional ecosystems”) supported by organization-wide platforms that match people to projects based on skills, not job titles. Key Mantra: Right people for the right contribution.

AI-native and agentic ways of working: Human capital focus will shift from periodic processes to always-on, AI-enabled listening & readiness, personalization, and productivity enhancement rather than focus on “efficiency play”. Leaders will then shift focus to intent, ethics, and high-judgement decisions.

The rise of “emotional salary” and talent portfolios: Retention will be driven by autonomy, growth velocity, connection with mission and purpose, as careers roadmaps should be influenced by people moving across teams, cities (tier 2 / tier 3), and flexible working.

HR’s mandate will expand, they will evolve from process owners to enterprise architects, shaping operating models, leadership capability, and in the center of all of this will be culture at scale. Successful enterprises in 2026 would not just manage jobs, they will beautifully orchestrate technology, skills, ambitions, and intelligence, around mission, purpose & value.

Kenvue GCC India is the company’s Capability Center delivering technology, analytics, and shared services to support Kenvue’s global portfolio of iconic consumer health brands. It enables digital transformation, operational excellence, and scalable capabilities across markets worldwide.



Shirl Pinto

Director – People,
Saks Global



“The Workforce Reset Powering Next-Gen GCCs”

The era of GCCs as execution engines is decisively over; the future belongs to centers that operate as enterprise co-creators, measured less by scale & more by strategic maturity. AI will be a defining disruptor in this transition, fundamentally reshaping how work is designed, delivered, and led.

Key Workforce trends that will shape this shift include:

Skills velocity will outweigh static capability: With AI accelerating role evolution and automating routine work, GCCs will move from periodic reskilling to continuous skill marketplaces that enable talent to flow dynamically across problems, not functions.

Leadership density will become a differentiator: As GCCs take on end-to-end ownership in AI-enabled enterprises, the demand for regional leaders who can operate across global contexts, influence without authority, and balance speed with governance will intensify.

Culture will be a competitive advantage: High-performing GCCs will intentionally design cultures that reward curiosity, accountability, and enterprise thinking, anchored in strong employee value propositions that go beyond traditional reward approaches.

In 2026, GCCs that thrive will tightly align talent strategy with business strategy, viewing people not as a workforce to be managed, but as a capability to be nurtured in an AI-driven world.

Saks Global Capability Center (Saks GCC India) is the captive capability center supporting Saks' global retail and luxury commerce operations through technology, analytics, digital, and shared services. It plays a key role in enabling omnichannel innovation, operational efficiency, and scalable global growth for the Saks enterprise.

Sunil Shah

Global Head – Societe Generale
Global Solution Centre
(India, Romania, Morocco, Poland)



“Talent Is the Next GCC Differentiator”

GCCs are at a pivotal moment, and the mandate is clear: reinvent your talent architecture or risk falling behind. As GCCs strive to deliver exceptional value, they need to further strengthen their role as a trusted strategic partner to the businesses. Talent is the only differentiator to remain future-ready and globally relevant.

Skills as Currency, Not Roles: Skills take centerstage. We will see continuous investment in upskilling to enhance efficiency and building niche capabilities that future business models demand. Dynamic, skills-based talent models become the norm, internal marketplaces, fluid teams and project-based careers are the way forward. GCCs that can rapidly redeploy skills across global priorities will win on speed, cost and engagement. 2026 will demand that GCCs move beyond AI pilots to AI-embedded roles, skills and workflows. Jobs, performance metrics, and learning journeys will need to be redesigned to enable humans and AI to co-create value. Other future-facing skills such as blockchain, ESG, AI, data, cloud, cybersecurity, and modelling will demand a premium. Industry certified talent pools will become a differentiating factor.

Leadership Density over Leadership Hierarchy: The next phase of GCC maturity requires more leaders at every level, not more layers. Emphasis will shift to building enterprise leaders who can operate across cultures, time zones and ambiguity. Harnessing the strength of vendor partnerships and global talent pools and networks, and adopting a ‘build and buy’ approach to secure a pipeline of leaders with proven delivery records, will be critical. The GCCs that thrive in 2026 will be those that treat people strategy as business strategy, invest early in AI-era capability building, and consciously evolve their identity from ‘execution engine’ to ‘talent and leadership hub’. Organizations that reimagine their talent architecture and leverage the full potential of GCCs will lead the way in shaping the next era of enterprise transformation.

Société Générale Global Solution Centre (SG GSC India) is the group’s captive Global Capability Center, delivering end-to-end technology, operations, and shared services for Société Générale worldwide. It plays a critical role in driving digital transformation, operational resilience, and scalable innovation across the bank’s global businesses.



Barnali Bhattacharjee

Manager – Human Resources
International, FedEx Advanced
Capability Community, India



“Building Enduring Talent Ecosystems will define next-gen GCCs”

By 2026, Global Capability Centers (GCCs) will emerge as strategic catalysts shaping the future of work. Agility will define workforce models, with organizations building flexible structures that can quickly adapt to shifting business needs, market dynamics, and technological advancements.

Talent management will increasingly focus on creating sustainable talent ecosystems that balance external talent attraction with strong internal mobility, continuous upskilling, and leadership development. As competition for specialized and digital skills intensifies, a compelling employee value proposition anchored in purpose, inclusion, and growth will be critical.

Technology will be a key enabler of transformation. AI-driven insights, automation, and digital learning platforms will redefine how work is delivered and how talent is developed, enabling smarter decision-making and faster innovation across enterprises.

However, culture will remain the true differentiator. GCCs that intentionally foster high-performance, inclusive cultures where trust, collaboration, and accountability thrive will unlock disproportionate value. By aligning talent, technology, and culture, mature GCCs will not only drive operational excellence but also power enterprise-wide transformation and long-term resilience.

FedEx Advanced Capability Community (ACC India) is FedEx’s Global Capability Center, delivering advanced technology, analytics, engineering, and shared services to support its worldwide logistics and transportation network. It enables innovation, operational excellence, and scalable global solutions across FedEx’s businesses.

Leaders' Voice

What are some emerging opportunities or future trends that you are excited about?

- Human-AI collaboration that combines accelerated execution with high-quality strategic judgment.
- Leveraging interconnected GCC capabilities to drive innovation and redefine enterprise boundaries.
- Outcome-driven work design replaces static job descriptions, focusing on impact and enterprise contribution.
- GCCs as integrators connecting technology, data, operations, and customer experience to drive enterprise transformation.
- A demographic evolution towards younger, digitally native employees, which in turn drives the need for agile, adaptive ways of working.
- Democratisation of capability building, with enterprise-wide access to learning-as-a-service models.
- Accelerating pace of change in macro factors as well as people, processes and technology.

What are your top 3 concerns about the evolving workplace landscape?

- Rapidly evolving Labour Code regulations and its potential business impact.
- The development of future-ready skills is struggling to keep pace with accelerating technological change, creating a critical capability gap.
- Enterprises must evolve faster to engage Gen Z talent—or face widening disengagement and attrition risks.
- Instability in macro-economic and geo-political factors, which restricts the creation of resilient institutions for the next generation.

About ANSR

ANSR is the definitive global leader in establishing and operating Global Capability Centers. With over 200 GCCs established for more than 100 Fortune 500 companies across key innovation hubs in India, Eastern Europe, and Southeast Asia, ANSR combines unparalleled strategic insight, proven execution capabilities, and proprietary technology solutions to help enterprises build and grow their global teams.

As pioneers of the GCC as a Service (GaaS) model and creators of the revolutionary 1Wrk platform, ANSR continues to redefine how enterprises achieve operational excellence and accelerate their digital transformation journeys. With over two decades of experience and a team of seasoned GCC experts, ANSR delivers predictable outcomes that enable enterprises to gain competitive advantage through their global capability centers.

200K+

Professionals
Hired

200+

GCCs set up

\$2B+

Capital Investment
Created

20+

Years of
Experience

12M+

sqft of workspace
managed

About People, Organization and Culture Consulting at ANSR

The People, Organization, and Culture Consulting practice at ANSR partners with enterprises to build and evolve world-class Global Capability Centers through the lens that matters most: Talent, Leadership, and Organizational Design at Scale. Having advised 200+ GCCs, we bring unmatched, operator-backed insight into what it takes not only to launch high-performing centers, but to transform established GCCs into strategic, future-ready global hubs.

From employer value and workforce strategy to leadership enablement, HR operating models, and culture integration, ANSR helps clients move from “good” to truly great global centers—embedding the people systems, governance, and practices required for sustained performance. Our team is uniquely positioned at the intersection of GCC design, execution, and optimization, enabling clients to attract, develop, and retain the capabilities that will define the next era of global work.