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How does JLL support GCCs in identifying and securing optimal locations that align with their strategic goals?

Location is critical to the success of a global capability centre. Where to set up a GCC is dependent on several factors like the talent landscape, infrastructure availability, government support, cultural synergy and comprehensive risk assessment.

While we already have established GCC hubs like Bengaluru, Hyderabad, Chennai, Delhi NCR, Mumbai and Pune, that see 64% of GCC leasing activity because they combine extreme talent density with mature Grade A office stock, we're also guiding clients toward emerging Tier-II cities like Ahmedabad, Coimbatore, Indore and Jaipur. Over 190 GCC units have already established operations there, offering 25-30% lower talent costs and roughly 50% lower office rental costs.

Our approach to GCC location strategy is fundamentally talent-driven. We help clients understand that successful location decisions require a holistic talent-cost analysis. It goes beyond salary levels to examine attrition rates, talent pipeline depth and long-term scalability. We work with our clients to understand their unique business requirements, evaluate all factors to offer comprehensive solutions, including "hub-and-spoke" models, leveraging core metros for innovation while deploying Tier-II cities for resilience.

How is JLL advising GCCs to design workspaces that balance flexibility, collaboration, and employee well-being?

At JLL, we're strong advocates of employee-centric design principles that put people at the centre of every decision. We focus on activity-based working environments with diverse spaces – quiet zones for focused work, collaborative areas for team interactions, and social spaces for informal connections.

Our design philosophy balances collaboration with hybrid working, while taking into consideration future requirements the organisation may have. We also incorporate innovation-specific areas dedicated to emerging technologies like AR/VR, AI/ ML etc.

We understand that employee well-being is paramount. We create spaces that have natural light, plants, ergonomic furniture and wellness amenities. We also ensure that the workspace reflects the brand and culture through visual cues that align with the parent organisation's vision and values.

What role does sustainability play in JLL's real estate solutions for GCCs, and how are you helping clients achieve their ESG objectives?

As sustainability becomes a boardroom conversation, responsible procurement and green design and management practices are becoming increasingly common. We guide clients in choosing eco-friendly materials, designing for lower energy and water use and implementing comprehensive waste reduction strategies that align with their ESG goals.

We help clients implement smart building technologies that enhance the workplace while saving energy through connected devices and automated systems. This includes IoT-enabled building management systems that allow efficient control of lighting, air conditioning, etc.

We also leverage our ESG reporting capabilities to help GCCs track and communicate their progress. It's about creating a comprehensive sustainability strategy that aligns with their global corporate goals while making business sense locally.

How does JLL leverage data, analytics, and technology platforms to help GCCs optimize space utilization and operational efficiency?

Data is transforming how we manage real estate. Our data-driven approach includes usage pattern analysis for space allocation and design, occupancy monitoring systems that provide real-time insights and predictive models that anticipate future space requirements based on growth projections.

Technology is integrated into the fabric of our design models. Our occupancy sensors help make better layout decisions and digital systems ensure efficient environmental controls. In addition to this, our analytics help clients make evidence-based decisions about whether to expand, consolidate or reconfigure their layouts.

As GCCs evolve into innovation hubs, how is JLL supporting them to future-proof their real estate investments and stay agile?

As GCCs navigate their evolution from cost-arbitrage centres to innovation hubs, they require spaces that can accommodate the shift.

Our future-proofing strategy embraces flexibility at the core through adaptable office designs and flexible lease terms. We're implementing blended workspace approaches and then transitioning to traditional leases for core operations, while maintaining flexible components for innovation teams.

We also focus on designs that encourage experimentation, creativity and collaboration. These are scalable to support rapid growth or contraction. We also create learning environments and training spaces that support continuous skill development essential for GCC success.

Looking ahead, what trends do you see transforming the GCC landscape in India, and how is JLL positioned to address these changes?

GCCs are projected to rise to 2,550 by 2030, with the sector potentially exceeding 300 million sq ft in the next 3-4 years. Several trends are reshaping the GCC landscape in India. These include:

- Geographic diversification – Moving beyond the metros, we are seeing new opportunities in Tier-II and Tier-III cities, giving organisations access to wide talent markets, lower competition and more government incentives.
- Focus on specialised capabilities – There is a significant focus on high value business services like AI, cybersecurity, digital engineering, requiring targeted talent strategies and specific infrastructure requirements.
- Employee experience - Third, the emphasis on employee experience and retention is driving demand for premium locations and amenities.

At JLL, we're well positioned to navigate these changes with our global expertise and in-depth local knowledge. We focus on delivering efficient hybrid models, talent-first location decisions and workspace strategies that integrate flexible solutions thoughtfully. We help our clients create inspiring environments that attract top talent while positioning them for sustainable growth in India's dynamic business landscape. ■

[Experts' View]