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# TALENT TRENDS 2025

Priorities and Insights for Creating a
Best-in-Class Employee Experience

# FOREWORD

For India's Global Capability Centers (GCCs), 2025 marks a critical turning point. The question isn't just about hiring—it's about survival in a rapidly evolving talent landscape. Will this year see an all-out war for top talent, or will organizations adopt a more strategic, long-term approach to human capital?

Artificial Intelligence (AI) presents another dilemma. Is it a disruptor, threatening job security, or a competitive advantage, amplifying human potential? As AI-driven automation integrates deeper into business operations, GCCs must move beyond speculation. The challenge is clear: fostering a workforce that collaborates with AI rather than competes against it. That means upskilling employees, reshaping leadership mindsets, and embedding AI as a tool for productivity and innovation—not as a threat.

At the same time, talent dynamics are shifting. Traditional career ladders are giving way to flexible, nonlinear paths—from gig work to entrepreneurship. Nowhere is this shift more pronounced than in Gen Z, a digital-first workforce redefining engagement, workplace culture, and leadership expectations. Their influence extends beyond office walls, reshaping how companies communicate, attract talent, and build employer brands—with platforms like Instagram and YouTube emerging as critical engagement tools.

GCCs are also expanding their presence beyond metro cities, tapping into Tier II and Tier III talent pools. These professionals bring fresh perspectives and ambition, but they require customized talent strategies—from adaptive benefits to sustainability-driven workplace policies. Understanding these distinct workforce segments will be key to building high-performing, future-ready organizations.

This report isn't just about predicting trends—it's a blueprint for action. By leveraging these insights, GCCs can navigate uncertainty, attract top talent, and build a workforce that thrives in a tech-driven, globally competitive environment.

The future of work is unfolding. The real question is: Are GCCs ready to lead it?

# EXECUTIVE SUMMARY

**1** The evolving relationship between humans and Artificial Intelligence will present both immense opportunity and significant concern. While research indicates that most Indians (63%) are optimistic about AI's potential to generate new employment opportunities, a slightly larger proportion (68%) express anxieties about job displacement. This will underscore the urgent need for proactive workforce preparation, focusing on fostering effective human-AI synergy. Success in 2025 and beyond will hinge on organizations' ability to strike a delicate balance: strategically investing in the development of critical AI-related skills while simultaneously ensuring sustainable talent development initiatives that address potential workforce transitions.

**2** Fueled by the expanding subscription economy, employees shall expect greater flexibility, value, and personalization in their benefits packages. In 2025, organizations will prioritize the integration of personalized, well-being-focused benefits into their Total Rewards strategies to cater to the increasingly diverse needs of their workforce.

**3** The traditional concept of a linear career path will become obsolete. "Zigzag" careers, characterized by movement across companies, roles, and even into entrepreneurship, will become the norm. The traditional, structured progression will give way to a more dynamic landscape, where part-time work, gig opportunities, sabbaticals, content creation, and advisory roles shall gain prominence. Organizations shall adapt their talent management strategies to accommodate and support these evolving career trajectories.

**4** As GCCs extend their operations into Tier-II and Tier-III cities, the rising pool of regional talent shall present both an opportunity and a challenge. Organizations shall face a significant gap in regional talent availability and will prioritize a comprehensive approach that encompasses upskilling initiatives, competitive and attractive benefits packages, and strategic employer branding to attract and retain this valuable talent segment.

**5** Gen Z, the newest generation to enter the workforce, shall reshape the very fabric of how organizations work. Gen Z prioritizes transparency, social impact, and meaningful work above all else, compelling organizations to align their values and practices with these priorities. Attracting and retaining these digitally native individuals shall require a focus on seamless digital experiences and authentic employee value propositions.

**6** Looking ahead to 2030, projections indicate a four-fold increase in global roles originating from India. To capitalize on this growth, GCCs shall proactively invest in leadership development programs to cultivate a robust pipeline of talent capable of assuming these increasingly complex and demanding global responsibilities.

**7** Sustainability will no longer be a peripheral concern; it will rapidly become a strategic imperative for organizations, fundamentally transforming the future of work. Building a "greener" workforce shall require a multifaceted approach, including fostering a shift in organizational mindsets, prioritizing the development of green skills, and providing the necessary tools and resources to empower employees to contribute to sustainability initiatives.

# GCCs are reshaping the 'India Growth Story' and driving enhanced value for their HQs
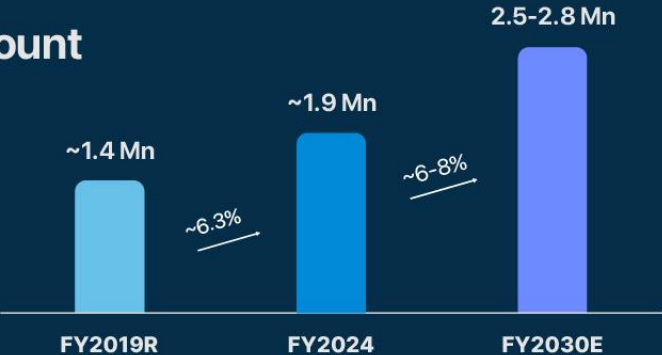
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## FUTURE OUTLOOK FOR GCCs

### GCC Market Size

~USD 30.5 Bn — FY2019R
~USD 64.6 Bn — FY2024
USD 99-105 Bn — FY2030E

~16.2%
~9-10%

### Number of GCCs

1430+ — FY2019R
1700+ — FY2024
2100-2200 — FY2030E

~3.5%
~4-5%

### GCC Outlook for 2030

### GCC Headcount

~1.4 Mn — FY2019R
~1.9 Mn — FY2024
2.5-2.8 Mn — FY2030E

~6.3%
~6-8%

### Number of GCC Units

1950+ — FY2019R
2975+ — FY2024
4300-4400 — FY2030E

~8.8%
~7-8%

# 2025 will be a pivotal year for GCCs on the road to 2030

- Will this year ignite aggressive talent wars or usher in an era of strategic restraint?

- Will the evolution in roles disrupt talent supply and demand?

- Does AI pose a new threat, or does it emerge as the essential tool organizations must watch out for?

- As the workforce grows younger, how does the nature of employee experience evolve?

- How can organizations strike the perfect balance between technical and soft skills?

How can organizations best attract, retain, and engage talent by addressing these questions?

# TALENT TRENDS 2025

Talent Trends Shaping the Future of Employee Experience

| 01 | **AI-POWERED TALENT TRANSFORMATION** |
| 02 | **ADAPTIVE BENEFITS** |
| 03 | **REIMAGINING TRADITIONAL CAREER PATHS** |
| 04 | **THE GROWING REGIONAL TALENT POOL** |
| 05 | **GEN Z: SHAPING THE NEXT GENERATION OF TALENT** |
| 06 | **SCALING GLOBAL ROLES** |
| 07 | **TALENT MEETS SUSTAINABILITY** |

# 01

# AI-POWERED TALENT TRANSFORMATION

**ZINNOV SPOTLIGHT**
CREATE AI-HUMAN SYNERGY AT WORK

![zinnov logo]

# 61% OF GCCs ARE LIKELY TO MAKE ENTERPRISE-WIDE DIGITAL TRANSFORMATION A TOP PRIORITY IN 2025

9 out of 10 Indian executives see at least one way Generative AI will help their employees

| 01 | Automating repetitive yet essential tasks to save time |
|----|--------------------------------------------------------|
| 02 | Enabling employees to focus on higher-value, strategic work |
| 03 | Increasing overall productivity |

Research shows **63%** of Indian employees are **optimistic** about AI creating new roles, while **68%** are **concerned** about losing their jobs.

This highlights the pressing need to prepare the workforce for **human-AI synergy.**

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**CREATE AI-HUMAN SYNERGY AT WORK**

## From the AI Lens

- Complement human strengths instead of replacing them

- Design interactive and intuitive experiences for human interaction

- Establish a continuous feedback loop to learn and adapt from human input

## From the Human Lens

- Embrace AI as a tool not a threat

- Build critical skills such as data literacy, AI literacy, and critical thinking

- Enhance human-centric skills like creativity, emotional intelligence, and collaboration

### amazon

For Amazon's 'Upskilling 2025' initiative, the company is committing USD 1.2 Bn to retrain 300,000 employees by 2025. The focus is on skills like AI, Cloud Computing, and Cybersecurity. Amazon's research shows AI skills accelerate career growth in India, with workers believing it can boost efficiency by up to 66%

Source: Zinnov Research and Analysis

# SUCCESS IN 2025 REQUIRES ORGANIZATIONS TO MASTER A DELICATE BALANCE: INVESTING IN CRITICAL AI SKILLS WHILE ENSURING SUSTAINABLE TALENT DEVELOPMENT

# 78% OF GCCs IN INDIA ARE ALREADY UPSKILLING THEIR TEAMS FOR AI

This upskilling shall not only positively impact productivity, but it will also contribute to all-round talent development:

> Generative AI could help the Indian workforce save 51 Mn hours a week on routine and repetitive tasks by 2026

> Employees proficient in Generative AI are 20X more likely to develop soft skills like creativity and emotional intelligence

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# Key principles for designing AI upskilling and reskilling programs
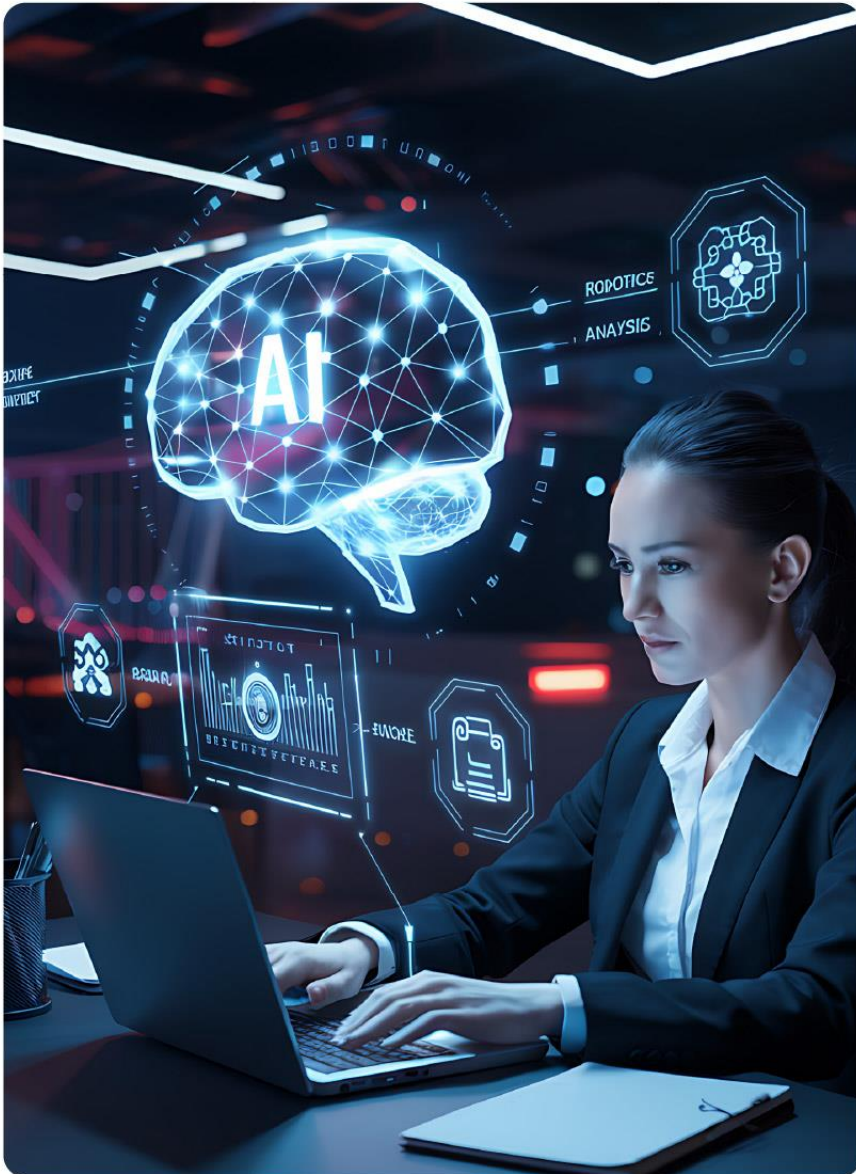
## 01 MAKE IT A STRATEGIC IMPERATIVE

AI reskilling must be a **core part of an organization's EVP and a critical strategy to balance workforce supply and demand**

**Infosys**

Infosys has successfully upskilled thousands of Cybersecurity experts across adjacent competencies

## 02 PRIORITIZE IT AS A LONG-TERM INVESTMENT

Reskilling initiatives need to be **visibly championed by the leadership** and developed over time

**ERICSSON**

Ericsson is transforming Telecommunications experts into AI specialists through multiyear accelerator programs and tailored skill journeys

## 03 TREAT EMPLOYEES AS PARTNERS

Employees are more likely to participate if they **understand and trust the intent of the program**

**Volkswagen**

Volkswagen assured diesel engineers that new programs would secure their jobs despite industry changes

# AI's revolution will also transform how HR Functions operate and manage the workforce

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## 01
### EMPLOYEE ONBOARDING AND TRAINING

**Chatbots** provide 24x7 support to new hires during onboarding, and AI-enabled personalized learning platforms create custom programs

UBISOFT

Ubisoft uses an AI-enabled internal talent marketplace to enhance career growth and mobility. Nearly 60% of employees across 28 countries already use this platform

## 02
### EMPLOYEE ENGAGEMENT AND RETENTION

Sentiment analysis evaluates employee feedback, gauges moods, and identifies potential turnover risks

IBM

IBM analyzes employee posts on its internal social network to uncover emotions expressed through text and emojis

## 03
### WORKFORCE PLANNING AND RECRUITMENT

AI supports talent acquisition through trend analysis for turnover, skill gaps, and talent needs, enabling businesses to upskill or hire as required

Unilever

Unilever reduced 70,000 person-hours of interviewing by assessing candidates through gamification and video analytics

## 04
### AI FOR INCLUSIVITY IN THE WORKPLACE

Customize work environments for different types of disabilities, through live captioning, transcription and noise cancellation to ensure inclusivity

Google

Google is creating inclusive speech recognition models using private datasets to train ML models on diverse speech patterns

02

# ADAPTIVE BENEFITS

**ZINNOV SPOTLIGHT**
SUBSCRIPTION-BASED BENEFITS

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## SUBSCRIPTION-BASED BENEFITS

**Subscription-based businesses have grown by ~437% since the pandemic, gradually integrating into employee benefits**

**In 2025, the subscription landscape will expand further, offering flexibility, value, and personalization**

### pluxee

**A one-stop shop employee benefits card** introduced by Sodexo for organizations to offer their workforce. The suite of **personalized benefits include meals, fuel, telecom, office wear, books and periodicals, L&D, health and wellness**

**Fitness apps, grocery, health tracking rings, car battery, entertainment, meditation apps** – will be the new avenues for subscription-based benefits. As millennials and Gen Z become an increasingly dominant workforce, personalized subscription-based benefits shall support well-being, purpose and work-life balance

Source: Times of India 2023

# In 2025, organizations will focus on **personalized, well-being-focused** employee benefits to cater to the diverse and specific needs of the workforce

## 01
### HEALTH AND FOOD AT WORK

Focus on boosting employee productivity and overall well-being through healthy lunches

**Western Digital**

Western Digital have introduced salads in their live menu, added millet dosas for breakfast, and included ragi balls, while also monitoring oil usage

## 02
### CAREGIVER BENEFITS 2.0

Incorporate childcare, eldercare, and pet care as key aspects of a healthy work-life balance

**novo nordisk®**

'Flamingo' program for new / expecting mothers – customized transportation, confidential mentorship and extended maternity leave

## 03
### GLOBAL WORK ASSIGNMENTS

Provide opportunities to work in different cultural and geographical settings, targeting the younger GenZ workforce

**Unilever**

Unilever's Flex Experiences designed to match people with opportunities in other locations without changing their existing roles

## 04
### PERSONAL WEALTH AND FINANCES

Support employees with better financial planning through personalized solutions and education

**Google**

Google offers 1:1 financial coaching to help employees better plan for their future goals. They also conduct an annual cross-company pay equity analysis
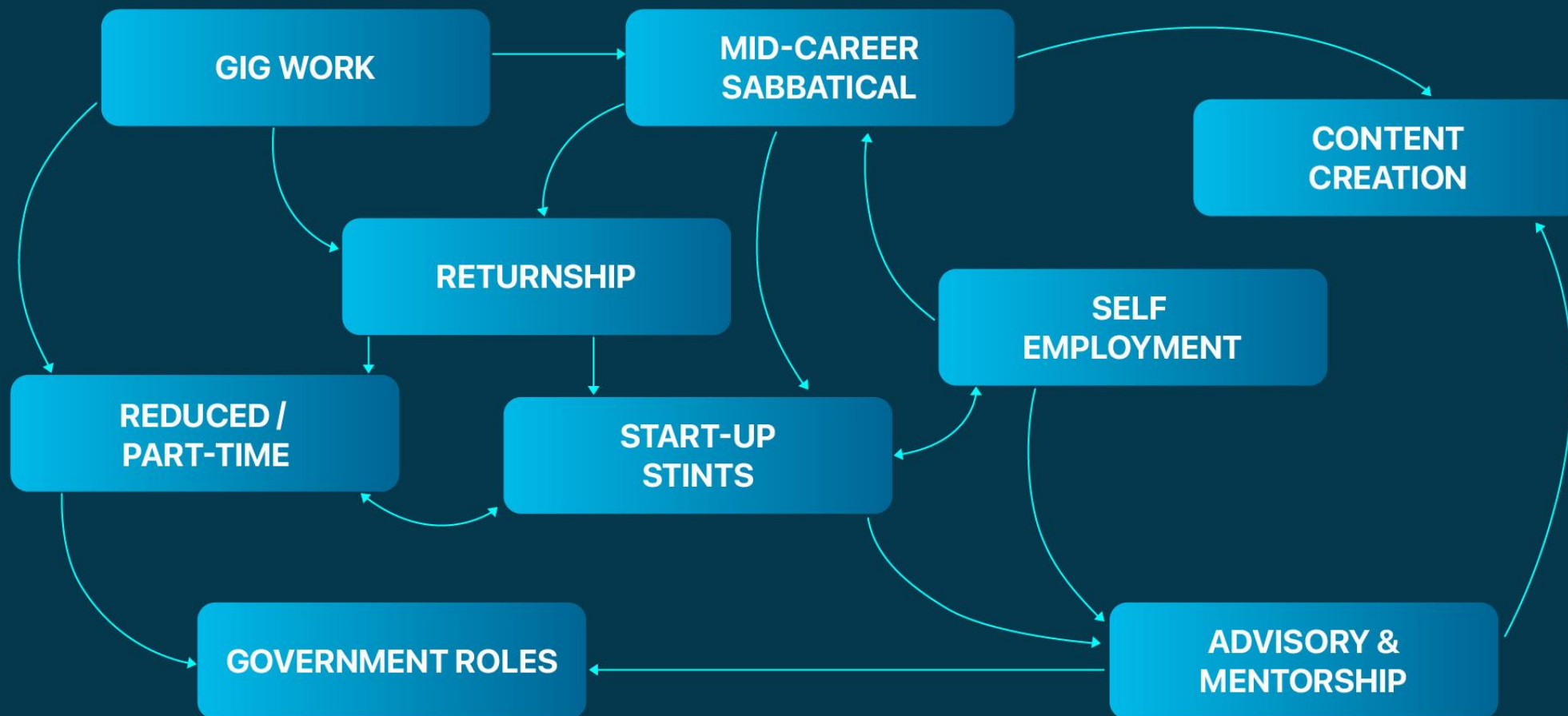
# 03

## REIMAGINING TRADITIONAL CAREER PATHS

**ZINNOV SPOTLIGHT**
CAREERS ZIGZAG THROUGH OLD AND NEW PATHS

# Traditional career paths are **collapsing** as 'zigzag' paths are taking center stage



GIG WORK

MID-CAREER SABBATICAL

CONTENT CREATION

RETURNSHIP

SELF EMPLOYMENT

REDUCED / PART-TIME

START-UP STINTS

GOVERNMENT ROLES

ADVISORY & MENTORSHIP

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# CAREERS ZIGZAG THROUGH OLD AND NEW PATHS

Talent is moving across **companies, industries, job roles, functions** and even into **entrepreneurship**

Research shows that experienced professionals (ages 35-64) are as likely to be involved in **early-stage entrepreneurial activity** as the younger generation (ages 18-34)

**SUPRIA DHANDA**
CO-FOUNDER AND MD
WYSER

**ASSISTANT VP**
GE CAPITAL INTERNATIONAL

**ENTREPRENEUR**
MAKING INDIA EMPLOYABLE

**GM – APAC ORGANIZATIONAL DEVELOPMENT**
ALCATEL-LUCENT

**SENIOR DIRECTOR - HR**
SANDISK

**VP & COUNTRY MANAGER**
WESTERN DIGITAL

**FOUNDER**
BAGGGEL FOUNDATION

**CO-FOUNDER & MD**
WYSER

Source: GEM Global Report 2023-2024

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# CAREERS ZIGZAG THROUGH OLD AND NEW PATHS

The **average employee tenure** has drastically reduced from 5-8 years, to 30-36 months and now to **15-18 months.**

While young talent is at the forefront of this decrease, experienced professionals are also following suit.

**SIRISHA VORUGANTI**
CEO and MD
**LLYODS TECHNOLOGY CENTRE INDIA**

**SCIENTIST**
DEPARTMENT OF DEFENCE
INDIAN GOVERNMENT

**PRODUCT DEVELOPMENT MANAGER**
NXP SEMICONDUCTORS

**TECHPRENEUR**
START-UPS

**GLOBAL HEAD INNOVATION**
TECH MAHINDRA

**MANAGING DIRECTOR**
JP MORGAN CHASE AND CO

**START-UP ADVISOR / MENTOR**
BOARD MEMBER OF ADVISORS

**CEO AND MD**
LLYODS INDIA

Source: Moneycontrol 2022

# How can organizations adapt?

## 01 MAKE IT EASIER FOR TALENT TO STAY OR RETURN

Create opportunities for greater work flexibility through **job sharing, part-time roles, gig work, mid-career leave programs, and returnships**

**Goldman Sachs**

Goldman Sachs offers rotational programs for caregivers re-entering the workforce, providing 12 weeks of on-the-job learning and dedicated support

## 02 TAKE ADVANTAGE OF EXPERTISE, NOT TENURE

Break the mold of a linear career trajectory by **enabling the younger workforce to take on roles basis their expertise** or aptitude in niche terrains

**zomato**

Zomato transforms recruitment by hiring "bottom-up" instead of prioritizing traditional CVs. The average age of employees is 29 years

## 03 PREPARE FOR IMMINENT RETIREMENT

Redesign roles **to facilitate internal rotation, remove age limits for apprenticeships, and create shadowing opportunities** for early and mid career professionals

**GE**

GE Power runs five rotational programs for graduates to gain experience and network across Sales, Operations, Technology, Design, and Finance functions

Source: Harvard Business Review 2023

04

THE GROWING REGIONAL TALENT POOL

ZINNOV SPOTLIGHT
SOLVE FOR REGIONAL TALENT SHORTAGES

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# INDIA'S TIER-II AND TIER-III CITIES ARE PLAYING A KEY ROLE IN THE SCALING UP OF GCCs IN INDIA, WITH ~7% OF UNITS HOUSED IN THESE REGIONS IN FY 2024

Emerging hubs such as Chandigarh, Jaipur, Ahmedabad, Indore, Vizag, Coimbatore, Kochi, and Bhubaneshwar have a **combined installed tech talent pool of 490,000-540,000,** representing approximately 10% of the total technology talent in the country

Tier-II and Tier-III cities continue to attract GCCs due to **cost advantages,** access to a **growing talent pool,** and their appeal as **strategic locations.** Improved **road and air connectivity,** and Government initiatives further support this growth

Source: Zinnov's Tier-II & Emerging City Analysis POV 2024

## Regional Talent Shortages in India

### URBAN-RURAL SKILL DIVIDE
The absence of a large number of skilled professionals due to limited access to education and training

### MIGRATION TO TIER-I CITIES
Professionals migrate to Tier-I cities seeking better opportunities or career growth

### LACK OF INFRASTRUCTURE
The absence of technological and social infrastructure limits the ability to attract the right talent

## How to Solve for Regional Talent Shortages

### REGION-SPECIFIC SKILL TRAINING
Develop context-based skills by partnering with local colleges, NGOs, and skill development centers

### REMOTE WORK AND INVESTMENT
Build a strong regional presence through success stories and campaigns highlighting the benefits of working in Tier-II and Tier-III cities

### EMPLOYER BRANDING
Establish a strong regional presence through success stories and campaigns that showcase the benefits of working in Tier-II and Tier-III cities

**60% of India's graduates** come from Tier-II and Tier-III cities. These cities currently contribute 11–15% of the tech talent pool but hold immense untapped potential

For **Gen Z in Tier-II and Tier-III cities, career growth** and **learning & development** drive their decision to join organizations. To stay, they prioritize **career growth, work-life balance**, and **recognition**

Source: Zinnov Research and Analysis

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## SOLVE FOR REGIONAL TALENT SHORTAGES

**01**

HCLTech's **'New Vistas'** program boosts employee retention by offering flexibility to work in or near hometowns. Employees from these locations make up **15% of HCLTech's India headcount.** Locations like Lucknow, Madurai, Nagpur, and Vijayawada feature state-of-the-art facilities and strong leadership

**HCLTech**

**02**

The **SRE Academy,** launched for IT infrastructure staff, focuses on **five pillars of skill-building** and a **two-year development path.** Employees gain **intensive training, coaching,** and **development support**, delivering measurable positive impacts across the organization

**fiserv.**

**03**

Flipkart adopts a **goal-focused, bottom-up approach** to ensure employees' voices are heard, even in hybrid setups. Regular **surveys, leadership connects,** and **focus group discussions** with supply chain staff inform their strategies. Flipkart also invests in region-specific training delivered in local languages

**Flipkart**
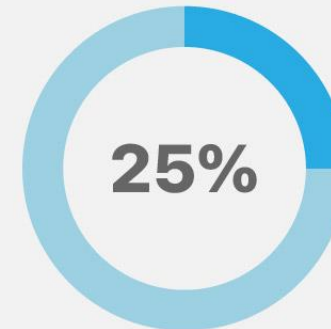
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# GEN Z: SHAPING THE NEXT GENERATION OF TALENT
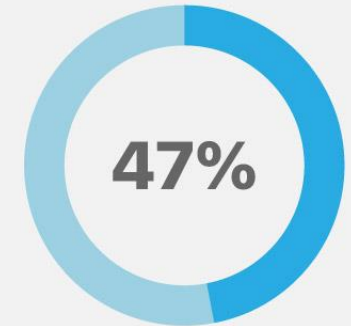
**ZINNOV SPOTLIGHT**
ATTRACT AND ENGAGE GEN Z TALENT

# AT 377 Mn, GEN Z IS THE LARGEST GENERATION EVER TO LIVE IN INDIA

(More than the population of the USA)

% of Gen Z in the workforce

**25%**
Current

**47%**
2035E

## An average Gen Z'er spends 6+ hours on their phone daily

To attract these digital natives, organizations must focus on **building engaging online and social experiences**

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# ATTRACT GEN Z TALENT

Gen Z values communication and collaboration and likes to consume information and stay connected via digital and social platforms, even while assessing a potential employer. Therefore, the key drivers for attracting Gen Z talent are seamless digital experiences and authentic Employee Value Proposition (EVP)

The tech-savvy Gen Z pays close attention to leadership personas and videos on LinkedIn, as well as activity on Instagram and YouTube. Research shows that one-third of Gen Z accesses Instagram more than 10 times a day

Gen Z employees also value transparency, social impact, and meaningful work, and seek employers who consistently display strong company values

**Airbnb:** Through its "Live and Work Anywhere" initiative, Airbnb enables employees to work remotely. The company encourages employees to share their remote work stories online, attracting young talent by prioritizing flexibility

**Mastercard:** By implementing solutions like a new career site, Talent CRM, and automatic interview scheduling, Mastercard has reduced interview scheduling time by 85% and increased website visitor retention by 60%

Source: Zinnov's Employer Brand Preference Survey 2025

# ATTRACT THE BEST-IN-CLASS GEN Z TALENT

## 01

### SHOWCASE EVP THROUGH JOB LISTINGS

Emphasize authentic values and culture in job listings. Gen Z prioritizes flexible work arrangements and professional development opportunities when evaluating employers

## 02

### INVEST IN YOUR DIGITAL PERSONA

As a chronically online generation, Gen Z is more likely to work for organizations with a digital persona that aligns with their values. Build employee advocacy and a strong EVP that stands out on social media

## 03

### LET THE SKILLS SPEAK, NOT EXPERIENCE ALONE

Focus on skills and potential while attracting Gen Z talent. Highlight opportunities for skill development, mentorship programs, and cross-functional projects to create an environment where they can thrive

# ENGAGE GEN Z TALENT

The key factors that engage Gen Z talent are Career Growth, Flexibility, and Learning & Development

## 01 CAREER GROWTH

89% of Gen Z employees value career growth. GCCs must address this by offering clear career paths and opportunities through **internal mobility** and **mentorship programs**

## 02 JOB ROLE

Gen Z talent values a job role that offers them progression and learning. 89% of Gen Z employees express a strong desire for professional development – and prefer **continuous learning cultures** that invest in **microlearning, tuition reimbursements,** and s**kill-development opportunities**

## 03 STABLE AND SUPPORTIVE WORK ENVIRONMENT

A key aspect is stability of the organization along with a supportive work environment that offers flexibility. A combination of **remote work options, flexible hours,** and **generous paid time off** best engages Gen Z talent

Source: Zinnov Research and Analysis

05

SCALING GLOBAL ROLES

ZINNOV SPOTLIGHT: INVEST IN LEADERSHIP

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> " Integrating Indian capabilities with the global narrative is crucial, ensuring that we don't just export our approach but harmonize it with local needs.

**MURALI KRISHNA**
Chief Global Officer & Country Head,
Providence

> " Managing global teams involves central management of vision–it's about creating and sharing this vision across diverse geographies.

**CHITRA SUKUMAR**
Sr. Vice President, Digital Engineering,
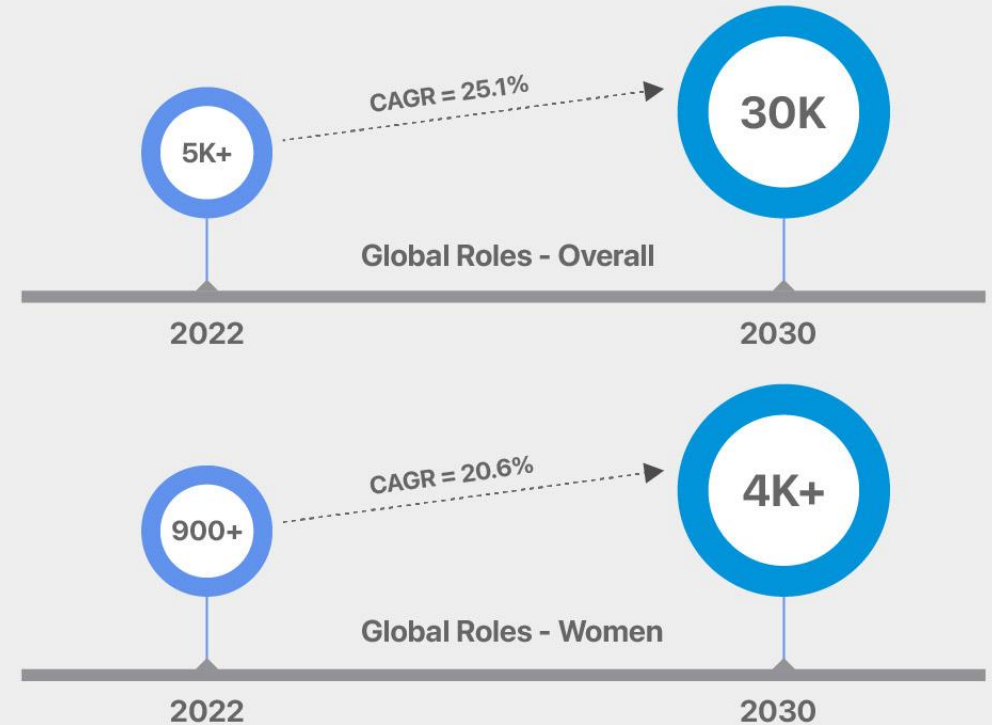Schneider Electric

> " Creating capability and capacity wherever we operate is essential for cultivating the right mindset and empowering our teams.

**RAMKUMAR NARAYANAN**
EVP, Head of FIS IND PHP,
Technology & Services,
FIS Global

# BY 2030, THE NUMBER OF GLOBAL ROLES FROM INDIA ARE PROJECTED TO BE 30,000+

5K+    CAGR = 25.1%   →    30K

**Global Roles - Overall**

2022      2030

900+    CAGR = 20.6%   →    4K+

**Global Roles - Women**

2022      2030

## Global Leader

A leader who owns end-to-end technology, product, or process accountability and drives outcomes for a global charter. Their scope encompasses strategy, design, operations, and delivering business results for their portfolio

## INVEST IN LEADERSHIP

## Global Role

A role within an organization's structure that operates with a global or international scope. It involves collaborating with teams and stakeholders across geographies, where the teams report to a leader based in India

## Focus on building these eight Intrapreneurial traits in your leadership

| Business Acumen | Visionary | Ecosystem 'Deverage' | Relentless Persistence |
| --- | --- | --- | --- |
| Global Influence | Entrepreneurial Spirit | Change Orchestration | Unlocking Talent Potential |

# How are GCCs investing in their leadership?

## 01 LEADERSHIP DEVELOPMENT PROGRAMS

Unilever

**Unilever**

The Future Leaders Program offers 2-4 years of accelerated development. Participants receive learning opportunities, senior leader mentorship, and regular assessments on strategic thinking, innovation, and cross-cultural skills

## 02 WOMEN-SPECIFIC LEADERSHIP PROGRAMS

Goldman Sachs

**Goldman Sachs**

The Mpowered program, specific to India, is a 12-month initiative designed to build a strong leadership pipeline. It identifies and invests in top women vice president talent, creating a multiplier effect and visible role models

## 03 GLOBAL EXPOSURE & COLLABORATION

HSBC

**HSBC**

The International Management Programme provides highly talented employees the opportunity to pursue internationally mobile careers. It includes exposure across various locations to develop a global mindset

## 04 SPECIFIC SKILL-BUILDING INITIATIVES

Marriott INTERNATIONAL

**Marriott International**

The Marriott Development Academy curates learning journeys for leaders, focusing on skills like Emotional Intelligence, Systems Thinking, Team Dynamics, Storytelling, Managing Execution, and Delegation

Source: Zinnov Research and Analysis

06

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# TALENT MEETS SUSTAINABILITY

**ZINNOV SPOTLIGHT:** FUTURE OF TALENT WITH SUSTAINABILITY

# INDIA HAS TAKEN AN AMBITIOUS TARGET OF REDUCING CARBON EMISSIONS BY 50% BY 2030 AND BECOMING A NET ZERO ECONOMY BY 2070

- Sustainability is now a strategic imperative for organizations, transforming the future of work

- Building a greener workforce requires changing mindsets, prioritizing green skills, and providing tools for sustainability. Leadership commitment to net-zero initiatives is critical

**SAP**

SAP currently has a network of 400 sustainability champions acting as role models and multipliers across roles and locations. In their 2023 employee survey, 81% stated 'I actively contribute to SAP's Sustainability Goals'

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# FUTURE OF TALENT WITH SUSTAINABILITY

## 01 RISE OF GREEN JOBS

The adoption of sustainable practices has led to a growing demand for **'green jobs'.** ILO projects **24 million green jobs globally by 2030**

Roles such as Sustainable Procurement Analyst, ESG Accounting Manager, and Green Marketing specialist are gaining prominence

## 02 SUSTAINABILITY-LED EMPLOYEE BENEFITS

Organizations are introducing sustainability-friendly benefits, like **EV charging stations at offices**

Microsoft — Microsoft India is piloting an electric bus prototype in Hyderabad to transform staff commuting

## 03 EVOLVING VOLUNTEERING PRACTICES

Employees are leveraging digital skills for sustainability-focused projects like building **websites, apps,** and **analytics solutions**

salesforce — Salesforce will give employee volunteers the opportunity to use their 56 hours (volunteer time off) to help sustainability-focused non-profits build and customize AI agents

Source: Zinnov Research and Analysis

# We help our customers Build, Buy, and Sell Tech and Tech-enabled Products and Services

## DIGITAL & ENGINEERING CAPABILITIES

- Optimize global engineering and digital footprint
- Build new global talent hubs
- Build new technology centers of excellence (COEs, GCC setup)
- Build and optimize technology services partnerships
- Digital transformation through start-up partnerships

## GROWTH ACCELERATION

- New product/service incubation
- Build differentiated value proposition
- Growth acceleration – solution, vertical, geo
- Build and optimize channel partnerships
- Deal sourcing and commercial due diligence
- M&A advisory

**TECH THEMES**
AI, Intelligent Automation, Cloud Infrastructure, Digital Engineering, ER&D

**VERTICALS**

# We are an award-winning global consulting firm dedicated to solving our clients' toughest challenges with a customer-first approach



**SEATTLE**
**SANTA CLARA**
**NEW YORK** HQ
**HOUSTON**
**MEXICO**
**LONDON**
**PARIS**
**GURGAON**
**PUNE**
**HYDERABAD**
**COIMBATORE & NEMILI**
**BANGALORE** HQ

## COMPANY WIDE AWARDS

- North American Business Awards-Top Management Consulting Firm 2023-24
- AI Global Excellence Awards- Best PE Advisory Firms 2023-24
- AIM Top GCC-as-a-Service Providers 2024
- Vault - Top 20 Consulting Firms - APAC 2024
- IAOP Global Outsourcing 100 Firms 2024

## INDIVIDUAL AWARDS

- The Consulting Report - Top 25 Private Equity Consultants and Leaders of 2024
- Consulting Magazine- Global Leaders in Consulting 2023-24
- Consulting Magazine-Women Leaders in Technology 2023-24
- Women We Admire -Top Women Leaders of New York 2024
- Startup Lanes' - 'India's Top 100 CMOs'

## 10+
### GLOBAL OFFICES

## 400+
### EMPLOYEES

## 300+
### CLIENTS

# Our Clientele

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| | | | | | | |
|---|---|---|---|---|---|---|
| Allstate | AIRBUS | Advent International GLOBAL PRIVATE EQUITY | Carrier | Adobe | agilon health | accenture |
| BARCLAYS | amadeus | BainCapital | EATON | Akamai | Baxter | AKKODIS |
| Broadridge | BOSCH | CDPQ | ExxonMobil | aws | carelon | Apexon |
| CME Group | Continental | Creador | GE | bmc | ERICSSON | Capgemini |
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Founded in 2002, Zinnov is a leading global management consulting and strategy advisory firm, with a presence in 11 global locations including New York, Santa Clara, Houston, Seattle, Paris, Gurgaon, Bangalore, Hyderabad, and Pune. In the last 23 years, Zinnov has partnered with Global Enterprises and Fortune 2000 companies across their value creation journeys to develop actionable insights – across revenue, talent, innovation, scale, and optimization.

As part of our Talent Practice, we work as a trusted partner to our clients to link talent to value. We work together with our customers to identify, develop, and operationalize talent strategies that tackle some of the most pressing talent challenges across the value chain – from Talent Acquisition, Retention, and Engagement; Employer Branding; Compensation & Benefits; and Inclusion, Diversity, & Equity.

## Our areas of expertise include -

### Talent Strategy:
A custom approach for talent engagement – across a hybrid/remote workforce model aimed at identifying and assessing existing talent strategies and defining new-age approaches for high-value talent engagement and performance.

### Employer Branding
Helping distil and unlock employee value proposition, with a curation of a compelling employer brand and value proposition, deeply aligned to both the organization's business and talent priorities. We help customers define and operationalize a seamless brand experience across multiple touchpoints in the employee lifecycle.

MEET THE TEAM

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