



SALARY INCREASE, ATTRITION & HIRING TRENDS

An India GCC View

March 2025



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Will 2025 bring a hiring surge or a shift toward talent sustainability?

India's GCC ecosystem is at a turning point, moving beyond the unsustainable salary hikes and high attrition of the Great Resignation toward a more measured, skills-first approach. With economic uncertainties persisting and workforce expectations evolving, organizations are prioritizing upskilling, retention, and performance-based rewards over reactive hiring cycles.

Compensation strategies are evolving—while GCCs maintain a **15-22% salary differential** over IT Service Providers, rewards are now tied more closely to business impact. AI, digital innovation, and product development specialists command premium salaries, while variable pay at senior levels is increasingly linked to **ESG goals**. But **pay alone is no longer enough**—employees demand work-life balance, purpose-driven careers, and career flexibility.

Traditional career paths are being rewritten. **Micro-retirement**—planned career breaks taken throughout a professional's lifetime—is gaining traction, with 62% having already taken a break and 35% considering one. To stay competitive, GCCs must balance growth, flexibility, and innovation to build more engaged workforces.

The focus on reskilling is accelerating. With **48% of organizations moving to skills-based hiring, academic credentials are becoming secondary** to proven expertise. AI Centers of Excellence, university partnerships, and internal gig opportunities are driving continuous learning, while gig workers and contract-based AI specialists are filling niche roles.

Leadership hiring is shifting toward techno-functional talent—those who blend domain expertise with technological fluency. Stretch assignments and cross-functional projects are now key to building future-ready leaders.

Amid cost pressures, GCCs are redefining employee value propositions (EVP), moving beyond salary-driven models. Long-term incentives (LTI) are expanding, with 72% of GCCs offering them, and 38% extending eligibility to mid-level employees. Structured onboarding, early engagement, and career development from Day 1 are becoming essential to curb rising infant attrition.

As India's GCCs navigate a complex talent landscape, success in 2025 will hinge on **balancing compensation, skills development, and workforce adaptability**. This report, "**Salary Increase, Attrition & Hiring Trends: An India GCC View 2025**," provides the insights needed to build a **resilient, AI-powered workforce** for the future.

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- About the Study
- Research Methodology
- Participant Demographics



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About the study

Objective

- To analyze and estimate the Salary Increase, Attrition, and Hiring (SIAH) trends across job levels in India GCCs for 2024 and 2025

Timelines

- The survey was conducted in February 2025, and witnessed a participation from 87+ GCCs in India

Who should read this report?

- GCC Center Heads
- Business Unit (BU) Leaders
- HR Heads
- Talent Acquisition (TA) Leaders
- HR Business Partners (HRBPs)
- Compensation and Benefits (C&B)/Total Rewards Heads

What has been researched?

- Comparison of Salary Increase, Attrition, and Hiring trends in ER&D and non-ER&D functions – overall and by levels
- Further breakdown of non-ER&D functions into IT (Information Technology), BPM (Shared Services), and Corporate Functions
- Trends across industry verticals that include Engineering, Automotive, Telecom & Networking, Software/Internet, Semiconductor, BFSI, and Gaming
- Trends across job levels starting from entry-level to executive suite, with a focus on their salary movements and review practices
- A view on the Salary Increase trends across niche skills in the India GCC ecosystem
- Special focus on top performers and promotional cases for Salary Increase and Attrition
- Impact of both Voluntary and Involuntary Attrition on the overall shift in trends

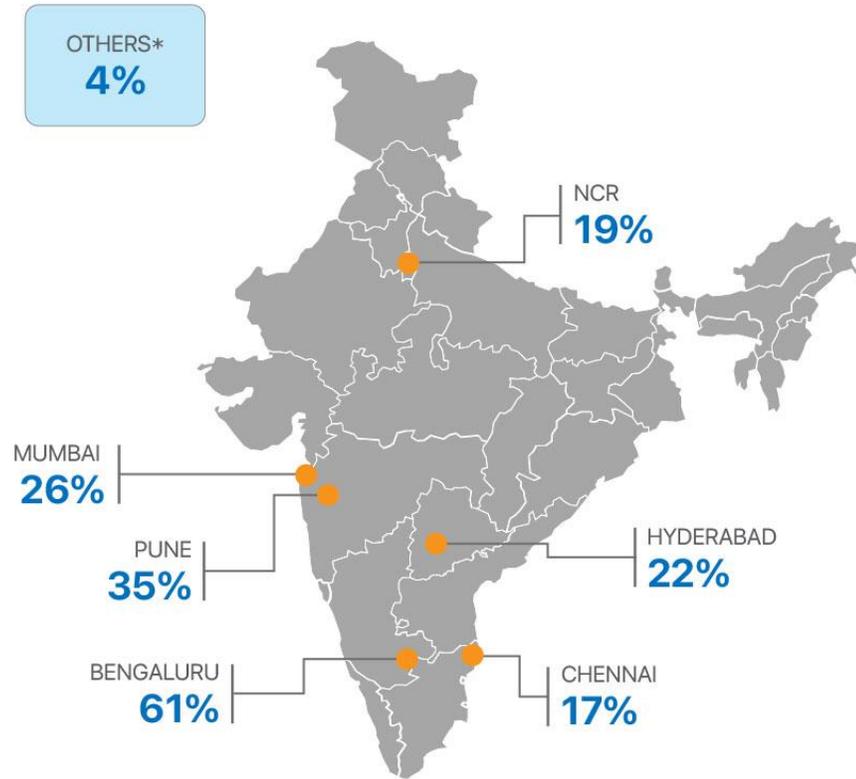
Research Methodology



87+ GCCs

139+ Centers

GCC UNITS ACROSS LOCATIONS



*Others include the following cities: Chandigarh, Jaipur, Ahmedabad, Kolkata, Vishakhapatnam, Mysore, Coimbatore, Kochi, Madurai, and Trivandrum

ORGANIZATION HEADCOUNT

27%

HEADCOUNT
<500

41%

HEADCOUNT
500-2,500

20%

HEADCOUNT
2,500-5,000

12%

HEADCOUNT
>5,000

ACROSS INDUSTRIES



SOFTWARE & INTERNET

47%



ENGINEERING

14%



BFSI

10%



AUTOMOTIVE

7%



TELECOM & NETWORKING

4%



SEMICONDUCTOR

5%



GAMING

2%



OTHERS**

11%

**Others include Travel, Aerospace, Energy, Retail, and Healthcare

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- Salary Increase Strategy in 2025
- Attrition and Hiring Strategy in 2025



AGILE

Executive Summary



SALARY INCREASE

- GCCs may implement a stricter performance-driven rewards strategy, offering top talent a salary hike of nearly 1.8 times the average salary increase
- Critical techno-functional talent with leadership potential is likely to be prioritized for promotions and key roles in GCCs
- The **BFSI, Software & Internet, and Gaming** industries are anticipated to lead in salary increases



ATTRITION

- Ongoing digital transformation and AI adoption initiatives are expected to accelerate inter-industry talent movement
- The **Software & Internet, BFSI, and Automotive** industries are likely to face the highest attrition rates in 2025
- One in three GCCs fear talent loss from infant attrition, prompting a stronger focus on structured onboarding, early engagement, continuous learning and mentorship from Day 1



HIRING

- With a resilient and expanding job market fueled by technological advancements and specialized skills, GCCs are likely to see increased hiring at entry and mid-level positions
- **~48%** of GCCs are shifting to skills-based hiring, prioritizing proven capabilities over academic credentials
- By prioritizing engagement with early-career talent from campuses specializing in AI/ML, Data Science, Analytics, and Sustainability, GCCs are positioning themselves to build a future-ready workforce and bridge emerging skill shortages

Dashboard : Salary Increase Strategy for 2025

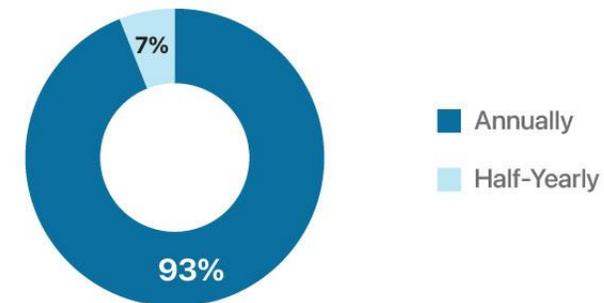
Salary Increase budget per employee



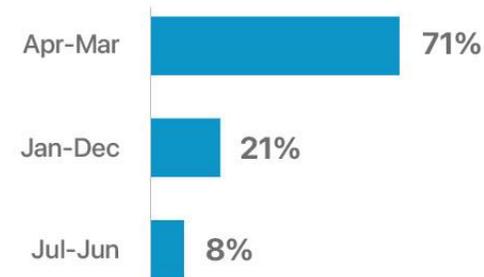
The inner donut represents the salary increase budget per employee for 2024, while the outer donut represents the expected salary increase budget per employee for 2025.

Salary Increase 2025E	P10	P50	P90	Average
Overall	5.3%	9.7%	14.3%	9.9%
ER&D	6.8%	10.7%	15.0%	11.1%
Non-ER&D	5.0%	7.2%	10.4%	7.6%

Salary Increase Frequency



Salary Increase Timeline





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- Overall Salary Increases
- Salary Increase by Levels
- Salary Increase by Functions
- Salary Increase for Top Performers
- Salary Increase for Promotional Cases
- Salary Increase for Niche Skills
- Salary Increase for Industry Verticals
- Salary Increase Budget

Factors Influencing Salary Increase in 2025

MACROECONOMIC INFLUENCERS

- The global economic landscape in early 2025 reflects a mix of guarded optimism and lingering uncertainties
- ¹While the projected global growth rate of 3.3% in 2025 falls short of the 2000-2019 historical average of 3.7%, India stands out with a robust growth forecast of 6.5%, significantly outpacing the modest 1.9% expected in advanced economies
- The United States faces a delicate post-election economic balance, with national debt and inflationary pressures creating uncertainty. Europe's economic prospects remain constrained by ongoing geopolitical tensions and subdued consumer spending, highlighting the growing disparities among advanced economies
- China's position as a global growth engine faces mounting challenges, including a prolonged property crisis, rising local government debt, and weakened consumer confidence—factors that may hinder its economic recovery
- In response to this uncertain global environment, GCCs are adopting a conservative approach to salary budgets. Rather than continuing the unsustainable salary increases and aggressive hiring, characteristic of the Great Resignation period, organizations are pivoting toward more sustainable talent management practices
- This transition signals a broader evolution in GCC talent strategy, moving from reactive compensation-driven retention to proactive talent development and engagement

PERFORMANCE-BASED DIFFERENTIATION

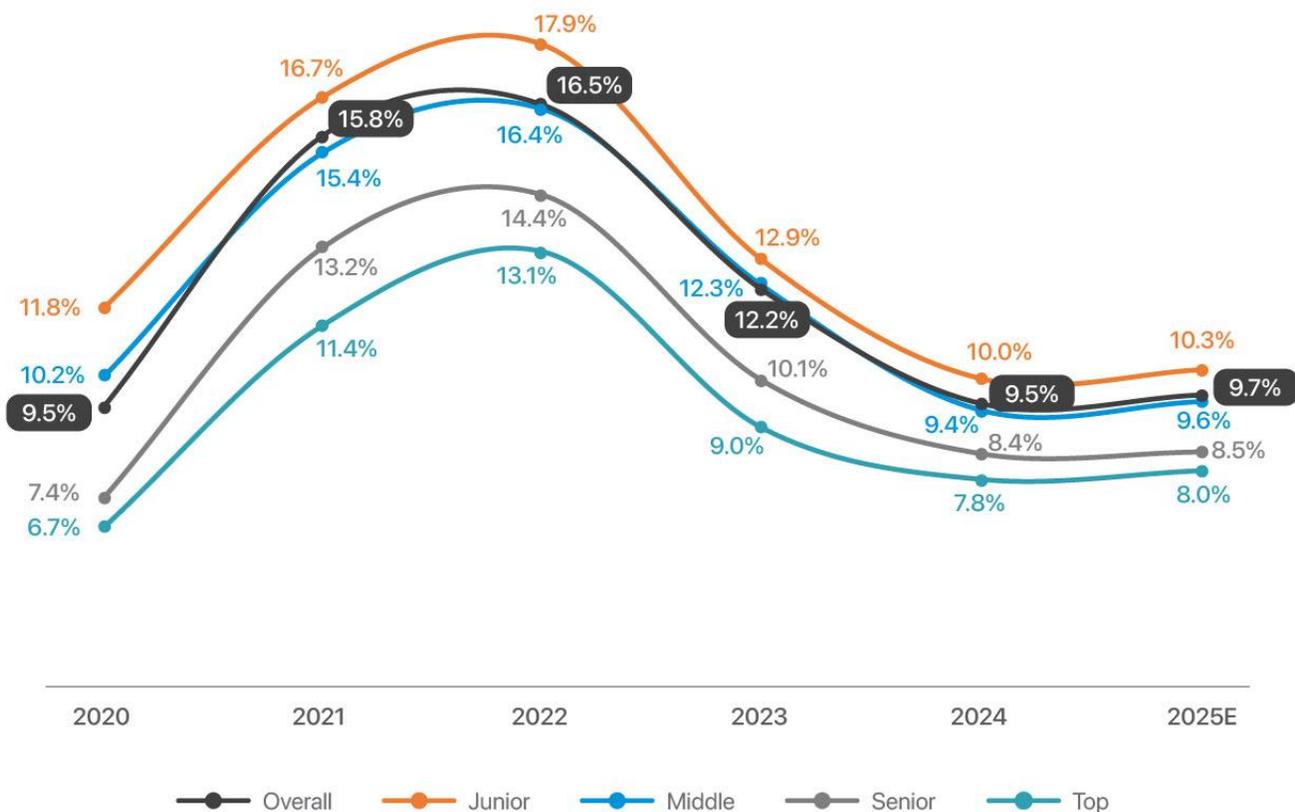
- As India's GCCs navigate mounting cost pressures, they are redefining their approach to talent management and compensation. Rather than relying solely on competitive salaries, organizations are crafting comprehensive Employee Value Propositions (EVPs) that balance financial rewards with meaningful non-monetary benefits
- While maintaining their traditional compensation edge over Indian IT Service Providers, ²with salary differentials of ~15-22%, GCCs are adopting a more nuanced approach to rewards strategy. The focus is shifting toward performance-based differentiation, where rewards closely align with individual and team outcomes
- In this evolving landscape, GCCs are designing differentiated compensation packages that specifically target high performers and those with specialized skill sets. While overall salary increases shall remain moderate in 2025, the emphasis on performance-linked rewards may intensify, with organizations prioritizing top contributors while maintaining financial sustainability
- Research reveals that organizations investing in holistic EVPs foster greater employee satisfaction and loyalty, particularly during uncertain times. By combining competitive compensation with comprehensive non-financial benefits, career development opportunities, and workplace flexibility, GCCs are creating environments that attract and retain top talent

THE RESET FROM GREAT RESIGNATION TO GREAT RESKILLING

- Technological advancements, changing economic conditions, and evolving consumer expectations are reshaping industries and redefining the skills needed for success. In this fast-paced environment, reskilling and upskilling offers powerful solution to talent retention and business sustainability
- There is a fundamental shift in how organizations view talent, moving from an "acquire" to a "develop" mindset
- The numbers tell a compelling story - reskilling existing employees delivers ~25-40% cost savings compared to external hiring, making it not just a talent strategy, but a smart business decision
- The benefits extend beyond financial metrics. ³A LinkedIn study reveals that 94% of employees would stay longer at companies investing in their career development, highlighting the powerful connection between learning opportunities and retention
- Leading GCCs are embracing this transition through comprehensive initiatives such as establishing AI COEs, leveraging university partnerships for niche skills development, creating internal gig opportunities, and building innovation hubs
- This strategic pivot is reflected in budget allocations, with significant portions of talent investments being redirected toward upskilling initiatives and supporting technologies and tools
- The message is clear: the era of combatting employee departure through attractive compensation packages is giving way to a more sustainable approach focused on nurturing talent through continuous learning

Junior level employees may continue to draw double-digit salary increases in 2025

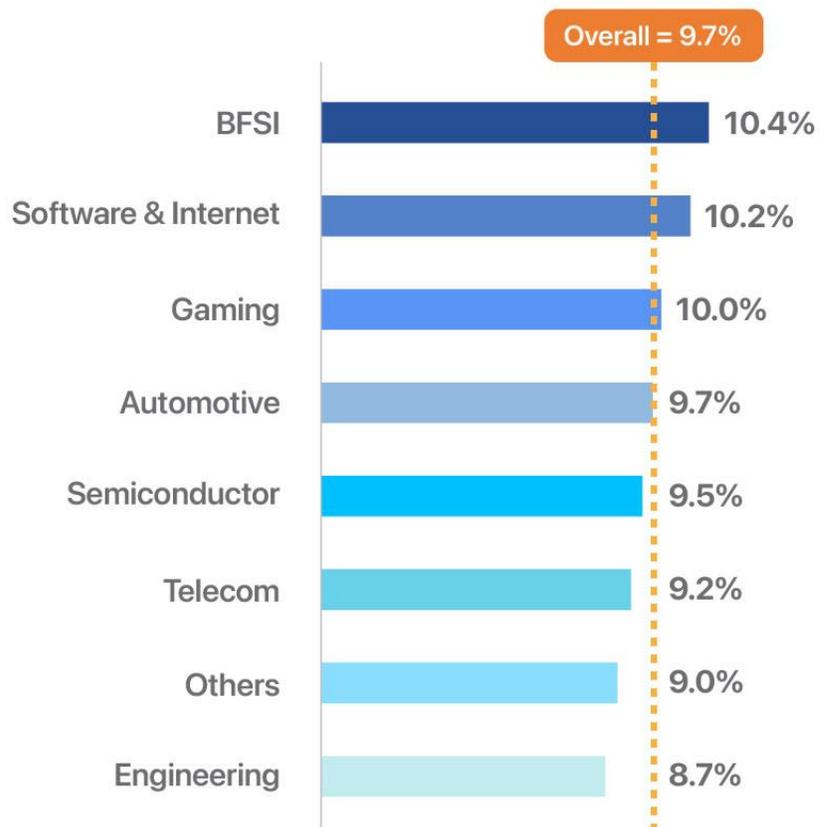
Overall GCC Salary Increase by Levels



- Junior-level employees are expected to witness higher annual salary increases compared to senior and top-level positions
- With market demand driven by entry-level skills, on-hire salary increases for junior and middle-level employees in 2025 are anticipated to range between ~20-35%
- Recruiters have observed a marked shift in employee preferences, particularly among middle and senior-level professionals, who are steadily choosing GCCs over traditional IT roles. The emphasis on work-life balance and employee well-being amongst GCCs has become a key differentiator, with many employees prioritizing opportunities for international assignments and collaboration with global teams, further enriching their exposure to diverse cultures and business practices
- The overall short-term variable pay percentage is projected to increase slightly to ~13.3% in 2025, up from the current 12.5%, driven by an anticipated rebound in business performance
- Long-Term Incentive (LTI) plans are now offered by ~72% of GCCs, with RSUs being the most widely used. While LTIs were once exclusive to senior leadership, over 38% of GCCs have extended eligibility to junior and mid-level employees, aiming to foster deeper alignment with the company's growth journey

BFSI and Software & Internet sectors may witness the highest salary increase in 2025

Salary Increase by Industry Verticals in 2025E



Engineering vertical includes GCCs from Heavy Engineering, Industrial, Transportation & Construction. Others include Travel, Aerospace, Energy, Retail, and Healthcare.

- India's GCC landscape is undergoing a fundamental transformation. Global banks are leveraging Indian talent to pioneer new-age banking solutions, while Retail GCCs are taking end-to-end ownership of critical functions like Inventory Management and Merchandising. The shift extends across sectors, spanning from Semiconductor companies localizing core Component Manufacturing to Healthcare firms developing cutting-edge digital health solutions
- This evolution from service delivery to innovation leadership demands a new caliber of talent. As GCCs step into more strategic roles, they are competing for professionals who can drive product development and technological innovation
- This shift is reshaping compensation strategies in several ways. GCCs are offering premium salary increases to roles that drive innovation, lead product development, and spearhead digital transformation initiatives. This selective reward strategy reflects the critical nature of these positions in GCCs' evolving journey from cost centers to value creators
- The challenge in retaining talent is particularly acute in high-growth sectors like BFSI, Software, Internet, Gaming, and Automotive, where voluntary attrition is expected to remain a concern in 2025. To maintain their competitive edge, GCCs in these sectors may opt for higher salary increases combined with comprehensive non-financial benefits. Beyond compensation, they may need to focus on enriched work environments featuring accelerated career paths, flexible work arrangements, and comprehensive learning and development programs to ensure talent retention in a competitive market

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- Overall Voluntary/Involuntary Attrition
- Voluntary/Involuntary Attrition by Functions
- Voluntary Attrition by Levels
- Involuntary Attrition by Levels
- Attrition by Industry Verticals
- Voluntary Attrition by Locations
- High Performer and New Hire Attrition



Factors Influencing Attrition in 2025

REVIVING MARKET SENTIMENTS

- While attrition rates in GCCs have remained relatively stable over the past two years, there is a growing concern among leaders that this trend may be short-lived. LinkedIn research, shows that 88% of professionals in the country have actively been seeking new roles this year, signaling potential volatility in the near future as economic conditions evolve
- In the IT sector, hiring could experience a significant resurgence, driven by expectations of improved discretionary spending by clients following rate cuts by the US Federal Reserve. These interest rate cuts are expected to stimulate the global economy, leading to an increase in capital flow into the startup ecosystem as well
- As emerging technologies continue to gain prominence, the demand for highly specialized roles such as AI/ML, Cybersecurity, Data Analytics, and Machine Learning is projected to rise significantly. This surge in demand will intensify competition across sectors, as organizations vie for access to this limited pool of skilled talent
- While the macroeconomic environment may stabilize over time, the ongoing talent war for high-demand roles will persist, forcing companies to reassess their retention strategies with a focus on building unique EVP

WORKFORCE OPTIMIZATION

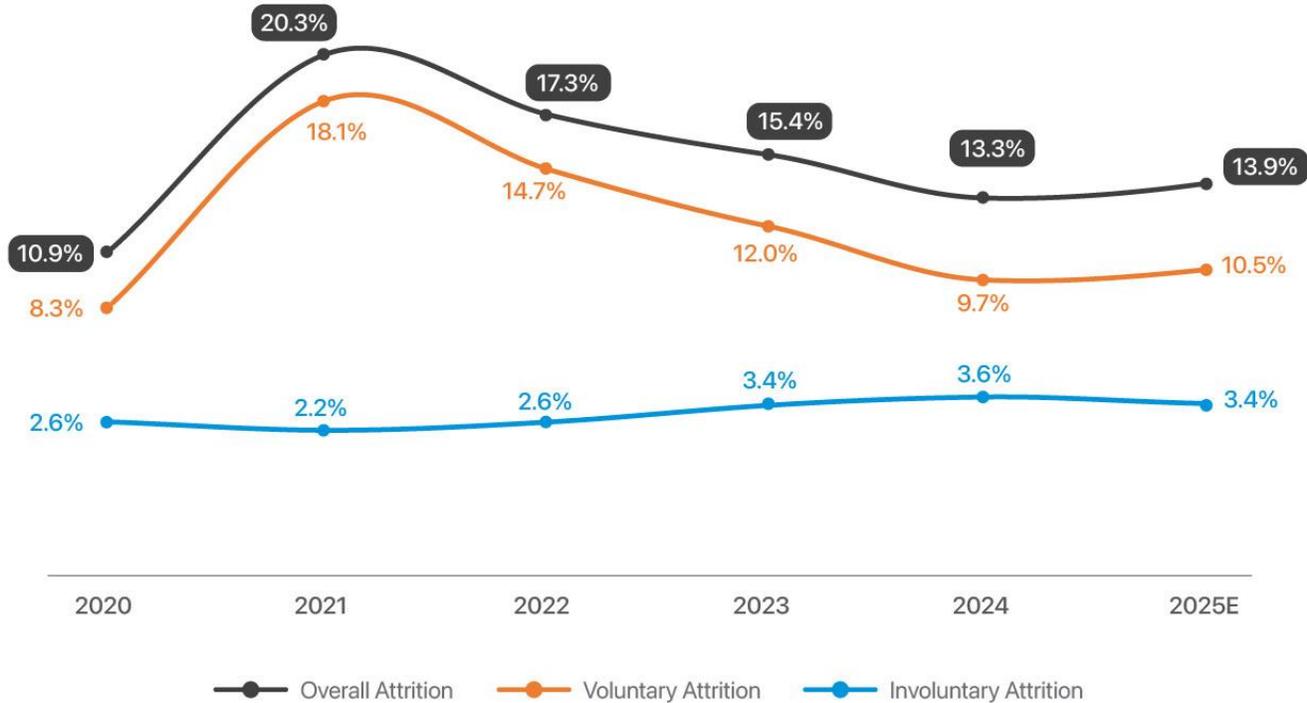
- Talent costs typically account for 70-80% of a company's total operating expenses, making headcount reduction one of the most common strategies for cutting costs. GCCs that over-hired during the 2021-2022 boom are now implementing rightsizing initiatives to boost profitability, streamline operations, and reallocate resources more effectively
- While performance is often the primary criterion for layoffs, signaling a no-nonsense approach to individual contribution, these decisions are also influenced by other factors, such as in-office compliance, role redundancies, or requests for employees to relocate. These types of terminations, often referred to as "silent layoffs," are becoming more prevalent
- Although restructuring can negatively affect brand perception and lower morale among remaining employees, GCCs are taking a proactive stance to minimize these impacts. To support affected employees, organizations are offering career transition services, including job placement assistance, resume writing, and interview coaching workshops. Severance packages typically include extended healthcare and financial support, and outgoing employees are encouraged to tap into the company's alumni network for new opportunities
- Transparency around business performance, coupled with delivering layoff news with care and empathy, has proven effective in mitigating the adverse effects of layoffs

EMERGING WORKFORCE EXPECTATIONS

- As workforce expectations continue to evolve, organizations may have to adapt to the shifting priorities of employees, especially Gen Z, who now comprise a quarter of the workforce
- With quiet quitting gaining momentum in 2024 and micro-retirement emerging as a key trend in 2025, companies must rethink their approach to work-life balance. ²A survey of 23,000 employees revealed that 62% have already taken a career break, while 35% are considering one in the future
- Micro-retirement, a rising phenomenon, encourages professionals to take short, planned career breaks throughout their working lives rather than waiting until traditional retirement. This shift is largely driven by burnout, the pursuit of personal fulfillment, and a growing demand for flexibility
- To attract and retain talent in this evolving landscape, GCCs must strike a balance between growth, flexibility, and innovation
- A compelling EVP should integrate Flexible work models that accommodate diverse employee needs, enhanced well-being benefits along with upskilling, mentorship, and career growth opportunities. Offering customized career paths with structured breaks or sabbaticals can boost talent retention and engagement in a highly competitive job market

GCCs are enhancing their talent management strategies beyond compensation to retain talent in a highly competitive market

Voluntary and Involuntary Attrition YoY
Comparison across GCCs

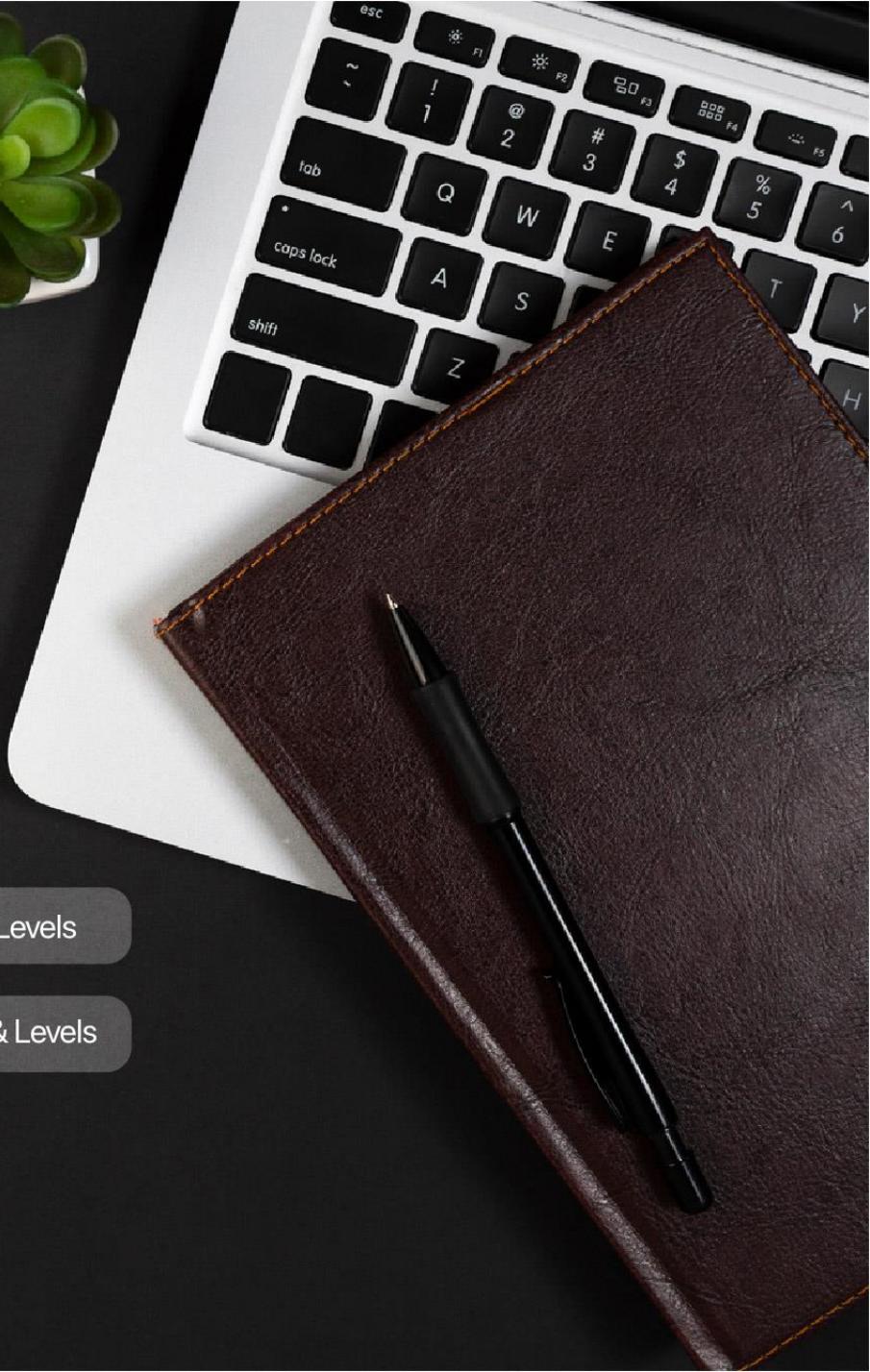


- The top three drivers for Voluntary Attrition has been identified as :
 - Dissatisfaction with Compensation and benefits
 - Lack of Recognition
 - Poor Work-life Balance
- Competitive salaries remain a key factor influencing job changes. In response, GCCs are implementing regular review mechanisms to maintain external competitiveness while ensuring internal parity. Beyond fixed cash compensation, many are incorporating LTIs to drive sustained commitment and alignment with long-term organizational goals
- GCCs are redefining employee recognition by moving beyond traditional monetary rewards and embracing experiential-based programs that foster appreciation. The shift towards 360-degree recognition, where employees receive acknowledgment not just from managers but also from peers, marks a departure from the conventional top-down approach. Notably, nearly 60% of GCCs have implemented peer recognition programs
- As employee health and wellness take center stage, GCCs are investing in employee first office spaces with dedicated spaces for relaxation. Additionally, few GCCs are extending well-being reimbursements, allowing employees to personalize their wellness spending based on their individual needs

By adopting these strategic initiatives, GCCs are strengthening their employee value proposition, reducing attrition risks, and fostering a more engaged workforce

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- Overall Hiring
- ER&D and Non-ER&D Functions Hiring by Levels
- Non-ER&D Functions Hiring by Functions & Levels
- Hiring by Industry Verticals
- Hiring by Locations



Factors Influencing Hiring in 2025

MIXED HIRING SENTIMENTS

- India GCCs are driving high-value charters, witnessing a shift towards portfolio and transformation hubs, where increased product ownership is driving innovation and cutting-edge technologies. The focus remains on leveraging the top tier talent in India to meet the needs of the emerging roles required to engineer solutions for the global market and drive digital transformation initiatives, while maintaining the cost advantage
- Leadership and mid-senior roles are witnessing greater opportunities with CXOs, product heads and domain specialists being hired laterally from product companies and consulting firms. Domain expertise coupled with technology acumen is expected to be the most sought-after combination
- Additionally, the job market for engineering graduates in India is on a positive trajectory, marking a strong comeback after two years of uncertainty, with strong hiring sentiment and increasing campus placements
- While most GCCs may adopt a more strategic, lean, and disciplined approach to hiring in the coming years, first-time entrants to India and those investing in specialized digital capabilities are poised to hire aggressively

EVOLVING JOB LANDSCAPE

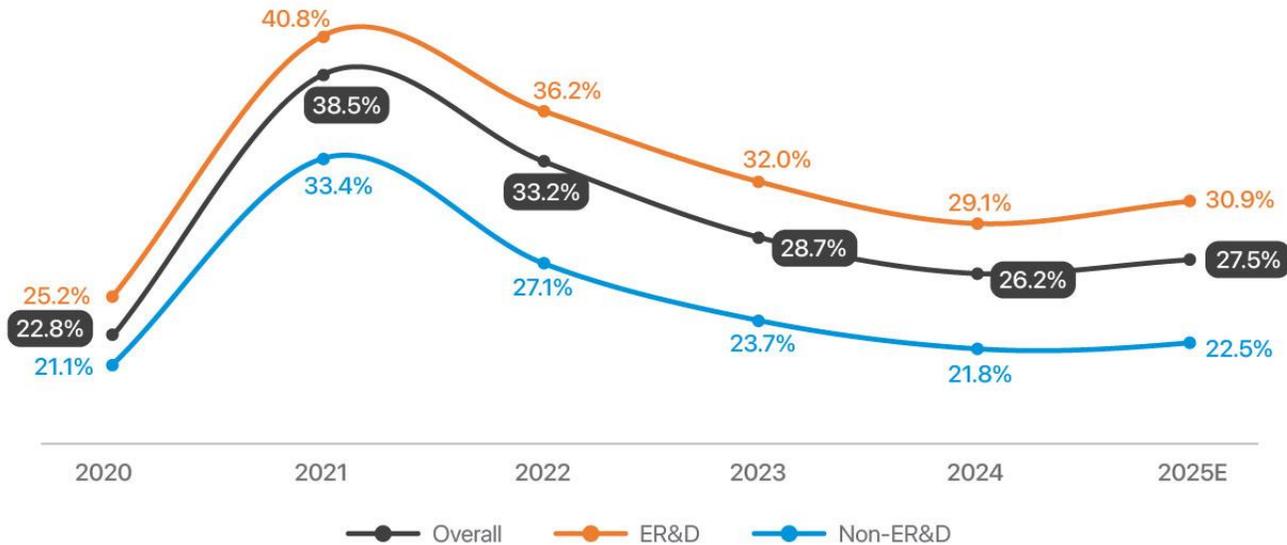
- World Economic Forum states that structural labor-market transformation will amount to creation of 170 Mn jobs, accompanied by the displacement of the equivalent 92 Mn jobs, resulting in net creation of 78 Mn jobs
- Technological advancements are set to be the primary drivers of skill transformation over the next five years. Some of the emerging technology roles include Big Data Specialists, Fintech Engineers, AI and Machine Learning Specialists, Software and Application Developers, UI/UX Engineers, DevOps Engineers, Information Security Analysts, and Security Management Specialists
- It is no longer just technical expertise, companies are demanding complementary skills such as technological literacy, empathy, active listening, curiosity, and a commitment to lifelong learning
- As businesses align with sustainability objectives, environmental stewardship is becoming increasingly integral across industries. Green and energy transition roles are witnessing a surge in demand for green roles, with positions such as Autonomous and Electric Vehicle Specialists, Environmental Engineers, Renewable Energy Engineers, Product Lifecycle Management Experts, and Sustainability Reporting Specialists becoming highly sought after

SKILL BASED HIRING

- As workforce demands evolve, ~48% of organizations are shifting to skills-based hiring, prioritizing proven capabilities over academic credentials
- In this new talent economy, skills are the new currency of success. By embracing skills-based hiring and moving beyond outdated models that emphasize degrees and tenure, leaders can unlock a broader, more dynamic talent pool
- The focus may shift from rigid full-time employment structures to accessing specialized capabilities that drive innovation and growth. In a world that values agility and expertise, the future belongs to those who rethink how they acquire and deploy talent
- As GCCs look for cost-effectiveness and faster access to specialized skills, they are exploring alternate talent pools such as gig workforce for specialized roles such as UI/UX design, cloud computing, data science and data annotation
- As organizations shift toward skills-based hiring, investing in employee training and development becomes critical. Upskilling employees not only reduces attrition but also prepares companies to capitalize on future advancements. This approach is cost-effective and ensures long-term workforce growth

GCCs may prioritise building future ready talent through strategic focus on junior and middle level hiring

Hiring Trends YoY Comparison in GCCs



Year	Fresh Hires	Lateral Hires	Overall
2025E	12.7%	14.8%	27.5%

- GCCs are proactively addressing future skill gaps through strategic campus hiring closely tracking key efficiency metrics such as offer acceptance rate, new hire turnover and quality of hire metrics
- By prioritizing engagement with early-career talent from campuses specializing in AI/ML, Data Science, Analytics, and Sustainability, GCCs are positioning themselves to build a future-ready workforce and bridge emerging skill shortages
- GCCs are ramping up hiring for middle-level roles to bridge critical skill gaps, prioritizing experienced talent while strategically building a future ready workforce and strengthening technical capabilities to drive expansion

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Glossary

Job Level Classification



Global Capability Centre (GCC): GCCs are MNC-owned units that undertake work that supports the parent organizations' global businesses.

ER&D Functions: Engineering services are those that augment or manage processes that are associated with the creation of a product or service, as well as those associated with maximizing the life span and optimizing the yield associated with a product or asset. This not only includes design elements of the product or service itself, but also encompasses the infrastructure, equipment and processes engaged in manufacturing/delivering them. R&D services involve providing research and development for hardware and software technologies, and development of software running on embedded systems. This also includes activities that enable the parent company's product or service often called **Offshore Software Product Development (OSPD)**, across various stages of product development lifecycle - R&D, Design, Prototyping, Development, Testing, Maintenance, Support, and Development of next generation of the products.

Non-ER&D Functions:

- **Business Process Management (BPM):** Includes processes that may be IT-enabled, do not necessitate on-shore presence and are hence, offshore-able. BPM GCCs are responsible for processes that include Finance & Accounting, Human Resources, Sales & Marketing, Procurement & Logistics, Technical support, and Knowledge-based services (market research, analytics), etc.
- **Corporate functions:** Support functions in a GCC such as Finance, Admin, Operations, Human Resources etc.
- **IT Services:** IT services involve a full range of engagement types that include application Development & Maintenance, Consulting, Systems Integration, IT outsourcing/managed services/hosting services, Infrastructure Management, Training, and Support/Maintenance for the global enterprise

Voluntary Attrition: An employee's decision to leave a job of his or her own accord.

Involuntary Attrition: Involuntary termination or a pink slip is the employee's departure at the hands of the employer. There are two basic types of Involuntary Attrition, known as being "fired" and "laid-off".

High Performer Attrition: Employees designated as high-performers who left the firm.

New Hire Attrition: Employees who left the firm within probation period.

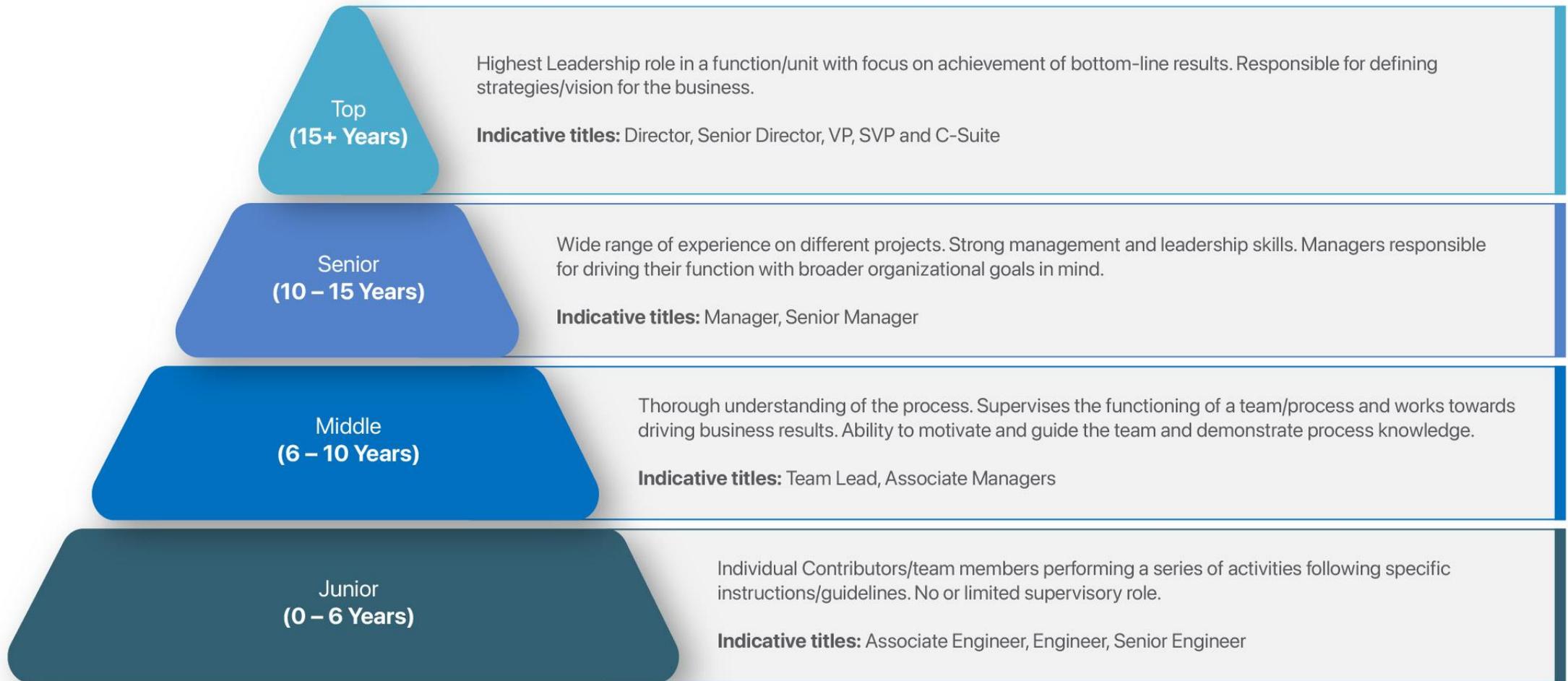
Salary Increase: An annual increase in the salary or pay given to an employee.

Upskilling: It focuses on improving skills relevant to one's current job or industry.

Reskilling: It involves acquiring entirely new skills to switch to a different job or career.

Green roles: Green roles refer to jobs that contribute to environmental sustainability, conservation, and the transition to a low-carbon economy.

Job Level Classification



Founded in 2002, Zinnov is a leading global management consulting and strategy advisory firm, with a presence in 10 global locations including New York, Santa Clara, Houston, Seattle, Paris, Gurgaon, Bangalore, Hyderabad, and Pune. In the last 21 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.
- **Total Rewards:** Defining and structuring context-driven compensation philosophies, as well as enabling our customers to have a flexible yet competitive compensation strategy attractive for new-age talent.



Our customer-first approach is backed by a strong presence and capabilities that are focused on solving their challenges



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



Namita Adavi
Partner
Zinnov



Megha Deb
Engagement Manager
Zinnov



Eeshta Ashtekar
Consultant II
Zinnov



www.zinnov.com | info@zinnov.com | totalrewards@zinnov.com

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