Global Capability Centres: How Uttar Pradesh is courting the world's back offices and tech hubs

Uttar Pradesh has approved comfort letters for four proposed GCC projects in Gautam Buddha Nagar. Their employment impact will depend on how quickly planned investments become operating centres.



The state's GCC Policy offers incentives to global companies setting up in-house technology and business centres, with the first project approvals now coming through. (Photo: PTI)

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Uttar Pradesh is looking to attract a new category of corporate investment: Global Capability Centres (GCCs), the in-house technology, research and business operations hubs that multinational companies set up to manage specialised functions. With a policy offering incentives to companies establishing these centres, the state is hoping to bring more high-skilled jobs and global business operations to cities such as Noida, Greater Noida, Lucknow and Kanpur.

The first project approvals have begun to come through. In October 2026, the state Cabinet approved Letters of Comfort for four proposed GCC projects in Gautam Buddha Nagar, with a combined investment commitment of around â¹1,710 crore.

The approvals mark an early step in the state's effort to position itself as a destination for global companies looking to expand their technology and business operations in India. But the actual employment gains will depend on how quickly these projects move from approval to construction and operations.

WHAT ARE GLOBAL CAPABILITY CENTRES?

A Global Capability Centre is an in-house facility set up by a multinational or large company to carry out specialised work for its own operations. Unlike an outsourced service provider, a GCC is part of the parent company's organisation and handles functions that can include technology development, research and development, engineering, finance, analytics and business operations.

These centres have become an important part of India's corporate landscape, with companies using them to access skilled professionals and manage increasingly complex global operations. They can also create relatively well-paid jobs in technology, finance, engineering and other specialised fields.

States are now competing to attract these investments, offering infrastructure, policy incentives and access to skilled talent. Uttar Pradesh wants to use its existing technology and industrial base, particularly in the Noida-Greater Noida region, to secure a larger share of this market.

WHAT DOES UP'S GCC POLICY OFFER?

The Uttar Pradesh Global Capability Centre Policy 2024 was notified on May 7, 2025. Its Implementation Rules were issued on January 7, 2026, setting out the framework for putting the policy into effect.

According to media reports, the policy identifies Noida, Greater Noida, Lucknow, Kanpur and Varanasi as focus cities for GCC development. It also provides for two categories of centres: Level-I GCCs and Advanced GCCs.

The policy is aimed at making the state more attractive to global companies by offering incentives to eligible projects. The broader intention is to encourage investment in facilities that undertake specialised functions rather than only routine business operations.

The focus on cities beyond Noida is also significant. While Gautam Buddha Nagar already has a strong corporate and technology presence, the government wants to build capacity in other urban centres and create more opportunities for skilled professionals across the state.

FOUR PROJECTS GET FIRST APPROVALS

The first set of major proposals has emerged in Gautam Buddha Nagar. In late October 2026, the state Cabinet approved Letters of Comfort for four proposed GCC projects, involving a combined investment of Rs 1,709.84 crore.

The projects are:

Havells India Ltd: Proposed investment of Rs 879 crore.

LG Soft India Pvt Ltd: Proposed investment of Rs 634 crore.

Ameriprise India LLP: Proposed investment of Rs 112.84 crore.

MetLife Global Operations Support Centre Pvt Ltd: Proposed investment of Rs 84 crore.

Two projects are proposed under the Noida Authority, while the other two are planned on private land at Embassy Oxygen Business Park.

The proposals had been considered by a high-level committee chaired by the Chief Secretary on July 10, 2026, before moving to the Cabinet for approval.

A Letter of Comfort is an assurance that a project will be eligible for incentives under the policy, subject to the applicable conditions. It does not mean that the centre has already been built or has started hiring. The proposed investment figures therefore represent planned projects, not money already spent or jobs already created.

GOVERNMENT WANTS GCCS BEYOND NOIDA

The state is also looking to expand the GCC push beyond Gautam Buddha Nagar.

At the GCC Innovation Summit in Lucknow on October 27, 2026, Chief Minister Yogi Adityanath released a white paper on Global Capability Centres. The government is seeking to attract such facilities to Lucknow, Kanpur and Gorakhpur, among other locations.

The summit also highlighted existing corporate investments in the state. Reports from the event said Microsoft's Noida campus, built with an investment of â¹2,500 crore, employs around 3,000 people.

HCL has also launched an AI-powered GCC Centre of Excellence at its Lucknow campus in partnership with Amazon Web Services (AWS). The initiative points to the growing role of artificial intelligence in the work being undertaken by such centres, beyond conventional IT and business support functions.

For Uttar Pradesh, attracting GCCs could mean more than adding office space. These facilities can bring specialised technology, engineering, analytics and research roles, potentially creating demand for a wider range of skilled professionals.

THE REAL TEST WILL BE JOB CREATION

The four approved proposals represent a combined proposed investment of more than â¹1,700 crore, but the bigger question is how quickly they translate into operating centres and employment.

GCCs typically require access to skilled talent, reliable infrastructure, good connectivity and an ecosystem of technology companies and service providers. Noida and Greater Noida have an established advantage on several of these fronts. Cities such as Lucknow and Kanpur will need to build on their existing talent pools and infrastructure to attract similar investments.

The state has made its policy pitch and the first project approvals are in place. The next measure of success will be the pace of implementation: how many centres actually open, how much investment is realised and how many skilled jobs they create.

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