Miracle Global

2026 EDITION · FOR CEOS, CFOS AND CTOS

The India GCC Setup Playbook.

Build a team you own.

A practical, step-by-step guide to setting up a small Global Capability Centre in India: choosing the model and route, registering the company, tax, hiring, costs, running it well and, one day, taking it fully in-house.



12 CHAPTERS CHECKLISTS & TEMPLATES MIRACLEGLOBAL.COM

BEFORE YOU START

Why we wrote this

Most guides to India GCCs are written for companies building 500-person campuses. This one is written for the rest: growing companies that want 5, 25 or 150 people in India, working only for them, owned by them, set up without a year of drama.

It is the playbook we use ourselves. It follows the order decisions should be made in, because most problems in a new centre come from deciding things in the wrong order: picking a city before the model, hiring before IP is signed, or launching before anyone has agreed how the centre will be run.

How to use it

- Read chapters 1 to 3 before you talk to anyone. They decide most of what follows.
- Hand chapters 4 and 5 to your CFO and your tax adviser.
- Use chapter 10 as your launch plan and chapter 12 as your checklists.

What the numbers are

Costs, salaries and timelines are 2026 planning figures from the model behind our Digital Twin. They are realistic ranges for early decisions, not quotes. Your own plan should use live data for your exact roles and city.

IMPORTANT

This playbook is general guidance, not legal, tax or financial advice. Indian rules change, and so do rules in your home country. Confirm the specifics with qualified advisers before you act. Dates and thresholds are as understood at the time of writing (November 2026).

Contents

01 Is a GCC right for you?

02 Choose your model

03 Choose your legal route

04 Set up your Indian company, step by step

05 Tax and transfer pricing, for CFOs

06 Choose your city

07 Hire your team

08 What it costs

09 Run it well

10 Your 90-day launch plan

11 Grow it, and take it in-house

12 Checklists and templates

DECIDE

01 Is a GCC right for you?

A Global Capability Centre is a team in another country that works only for your company. The people, the work and the intellectual property are yours. Usually you also own the local company that employs them, or will after a handover.

That single fact, ownership, is what separates a GCC from every other way of working in India. It changes who the team identifies with, where the knowledge builds up, what you pay for and what you own at the end.

Three ways to work in India

	OUTSOURCING VENDOR	EMPLOYER OF RECORD (EOR)	YOUR OWN GCC
Who employs the people	The vendor	The EOR, on your behalf	Your Indian company (or a partner, until handover)
Who directs the work	The vendor, to a contract	You	You
Who owns the IP	Depends on the contract	You, by assignment	You
What you pay	A rate with a margin, often 30 to 50 percent	Salaries plus a per-head fee	Salaries at cost plus running costs
Speed to start	Days to weeks	2 to 6 weeks	6 to 12 weeks
Best for	Short projects	Testing India with a few people	Work you need for years

These are not exclusive. Many centres start on an EOR while the company is registered, and many companies move vendor work into their own centre over a few months (see chapter 11).

Ten questions to answer honestly

If you can answer yes to at least seven, you are ready to plan a centre. If you are below five, the work is in sharpening the case, not finding a provider.

1. Is there a piece of work that will last more than 18 months?
2. Can you describe what the India team will own, not just help with?
3. Is there a named person at home who will lead that work day to day?
4. Will someone senior sponsor the centre and defend it in budget rounds?

5. Do you need more people than you can hire, or afford, at home?
6. Does owning the knowledge and IP matter for your product, investors or exit?
7. Can your team work across a 4.5 to 10.5 hour time difference, with a few hours of overlap?
8. Is there a budget range your CFO would recognise?
9. Can you wait 8 to 12 weeks for the first experienced people to start?
10. Are you willing to treat the India team as part of the company, not a supplier?

> WHEN A GCC IS THE WRONG ANSWER
>
> - The work is a one-off project with a fixed end date.
> - Nobody at home has time to lead the India team.
> - The only goal is the lowest possible hourly rate this quarter.

Why companies are doing this now

- **The market has moved to the mid-size.** India had 2,117 GCCs in FY26, with 583 run by mid-market companies (NASSCOM and Zinnov, 2026). Most new centres are now small and focused, not giant campuses.
- **Private equity is pushing it.** About two thirds of the mid-market companies that opened Indian GCCs since 2021 were PE-backed (ANSR, via Economic Times).
- **Europe is as active as the US.** More than 45 percent of new GCCs in 2024 came from Europe (NASSCOM).
- **AI changes the maths.** About 64 percent of new GCC roles in India now call for AI, data or automation skills (foundit, 2026). Smaller teams with the right tools ship more.

02 DESIGN

Choose your model

Decide the model before the city, the provider or the first job description. The model follows from three things: how many people you need in 12 to 24 months, how many kinds of work they will do, and who will lead them.

The market uses words like "nano" and "micro" loosely. Some reports call a 300-person centre "nano". We use clear bands so everyone in the room means the same thing.

MODEL	PEOPLE	SHAPE	LEADERSHIP IN INDIA	USUAL LEGAL ROUTE
Launch Team	3–10	One team, one kind of work	Shared, from your partner	Start on an EOR
Nano GCC	10–50	One or two teams	Shared, from your partner	Your own subsidiary
Micro GCC	50–250	Several teams and functions	Your own India site lead	Subsidiary or BOT
Shared Centre	3–20 per company	Several companies share a site and backbone	Shared	Partner entity, spin out later
AI & R&D Lab	5–40	Specialists on hard problems	Senior lead, shared support	Either
Enterprise GCC	250+	Multi-city campus	Full local leadership	Subsidiary

How to choose in five minutes

Under 10 people

Start with a **Launch Team** on an EOR. Prove the way of working before you register a company. If several sister companies want the same, look at a **Shared Centre**.

10 to 50 people

A **Nano GCC** in your own subsidiary. You do not need your own India head yet; borrow one.

50 people or more

A **Micro GCC**, with your own India site lead hired early. Consider a second city.

When to move up a size

Move from Nano to Micro when two of these are true:

- Headcount passes about 40, or the plan shows 60 or more within a year.
- The centre takes on a second kind of work, for example data or finance alongside engineering.
- Leaders at home spend more than a day a week managing India.

Moving up should never reset anything. The same people, company and systems carry on. What changes is leadership: you hire your own India site lead and your partner's role shifts from running the centre to supporting it.

> "Enterprises are no longer starting with scale. They are starting with a strategy."

Monica Pirgal, Bhartiya Converge, in Business Today, January 2026.

STRUCTURE

03 Choose your legal route

The legal route decides who employs your people on paper. In every route below, the work and the IP should be yours from the first day. If they are not, you are buying outsourcing with extra steps.

The three routes

Route A: Start on an EOR, move to your own company

Your people are employed through a partner's Indian entity from about week 3, while your own company is registered in parallel. When it is ready, they move across with their service intact. **Best for** speed, and for teams under about 20 that want to test before committing. **Watch for** EOR terms that make the move expensive, and IP clauses that are not explicit.

Route B: Your own subsidiary from day one

You register an Indian private limited company first and every contract and payslip is in its name. Slower to start by four to eight weeks, but the simplest long-term structure. **Best for** regulated sectors, sensitive data and plans above 20 people.

Route C: Build, Operate, Transfer (BOT)

A partner builds and runs the centre in its structure, then transfers people, contracts and systems to you. **Best for** companies that want speed now and ownership later without learning India operations themselves. **Watch for** transfer fees that are only "agreed later". Fix the window, the fee and the checklist in the contract before you sign.

Ownership: what to have in writing

- [ ] Every employment contract assigns all work product and IP to your company from day one, including under an EOR.
- [ ] Confidentiality and acceptable-use terms that match your own policies.
- [ ] Code, data and models stay in your accounts and systems, not the partner's.
- [ ] Access is granted through your identity provider and can be revoked by you.
- [ ] The route to full ownership, with dates and fees, is written into the agreement.

Can a foreign company own 100 percent?

In most technology and services sectors, yes. India's foreign direct investment policy allows 100 percent foreign ownership under the automatic route, so no prior government approval is needed. A few sectors have caps or need approval, and investors from countries sharing a land border with India need government approval. Check your sector before you start.

THE US POLICY QUESTION

A US company owning an Indian subsidiary is legal and common. The proposed HIRE Act, which would tax certain payments for services performed abroad, has been introduced in the Senate but is not law as of November 2026. A GCC should be planned as owning your own team, never as a way around rules in your home country. Review the current position with your advisers.

04 SET UP

Set up your Indian company, step by step

Most foreign companies set up their GCC as a wholly owned private limited company. Registration is now largely online and predictable. Plan on four to eight weeks from documents in hand to a working bank account.

What you need before you start

- **Two directors at least**, one of whom must be resident in India (in India for 182 days or more in the financial year). If you have nobody, your partner can help you meet this properly with a nominee arrangement.
- **Two shareholders at least.** Usually the parent company holds almost all shares and a second group company or an individual holds a nominal one.
- **A registered office address in India**, with a rent agreement or permission from the owner and a recent utility bill.
- **Digital signature certificates** for directors and a Director Identification Number for each.
- **Parent company documents**: certificate of incorporation, constitution, and a board resolution approving the investment and naming the people who will sign. Foreign documents usually need notarising and apostille or consular legalisation.

The steps

#	STEP	WHAT HAPPENS	TYPICAL TIME
1	Documents	Collect, notarise and apostille parent and director documents	1–3 weeks
2	Digital signatures	Directors obtain DSCs for online filing	2–5 days
3	Name and incorporation	Reserve the name and file incorporation with the Ministry of Corporate Affairs (SPICe+). PAN and TAN are issued with the certificate	1–3 weeks
4	Bank account	Open the company's current account, usually started through the same filing	1–2 weeks
5	Capital in	Parent remits share capital; shares are allotted	1 week
6	Foreign investment reporting	Report the investment to the Reserve Bank of India (Form FC-GPR on the FIRMS portal) within 30 days of allotting shares	Within 30 days
7	Tax and employer registrations	GST, Shops and Establishments (state), professional tax (state), provident fund and state insurance	1–3 weeks, in parallel
8	Export of services set-up	File a Letter of Undertaking (LUT) so services billed to the parent can be zero-rated for GST	Days, renew each April

RUN IT IN PARALLEL

Do not wait for incorporation to start hiring. Write role profiles and start sourcing in week 1. With notice periods of 30 to 90 days, the people you shortlist in week 3 will join around the time your company is ready. If you need people working sooner, start them on an EOR and move them across later.

Common hold-ups, and how to avoid them

- **Apostille delays** for parent documents. Start this first; it is the slowest step you control.
- **Name rejections.** Prepare two or three alternative names.
- **Registered office proof** that does not match exactly. Use a managed office that issues the right documents.
- **Late FC-GPR filing**, which attracts penalties. Diary the 30-day deadline the day shares are allotted.

FOR THE CFO

05 Tax and transfer pricing

A GCC subsidiary is usually a service provider to its parent. That makes tax simple in principle and fussy in practice. Get three things right from the start and the rest is routine.

1. Pay the centre on a cost-plus basis

The usual arrangement is an intercompany services agreement under which the parent pays the Indian company its costs plus a markup. Indian tax authorities look closely at these arrangements, so the markup must be defensible as arm's length. India's safe harbour rules set minimum margins for IT and IT-enabled services (in the region of 17 to 18 percent at the time of writing); using them reduces the risk of disputes. Agree the model with your tax advisers in both countries before the first invoice.

2. Know the Indian tax basics

ITEM	WHAT IT MEANS FOR A GCC
Corporate tax	Most domestic companies can choose the concessional regime, about 25 percent effective including surcharge and cess
GST	Services billed to a parent abroad can usually be treated as export of services and zero-rated, with a Letter of Undertaking filed each year
Withholding on salaries	The company deducts income tax from salaries monthly and files quarterly returns
Transfer pricing documentation	Annual documentation and an accountant's report (Form 3CEB) on intercompany transactions
Permanent establishment	Keep decision-making and contracting for the parent outside India unless you plan for the tax effect

3. Plan the home-country side

The parent deducts the service fee as a normal business expense, subject to local rules. Check withholding tax, any controlled foreign company rules and how the Indian margin interacts with your own tax position. In the US, also keep an eye on proposals such as the HIRE Act.

CFO CHECKLIST

- [ ] Intercompany services agreement signed before the first invoice
- [ ] Markup set and documented, with safe harbour considered
- [ ] LUT filed for zero-rated exports, renewed every April
- [ ] Monthly close, quarterly withholding returns, annual audit in the calendar
- [ ] Transfer pricing study and Form 3CEB before the tax return
- [ ] Home-country tax position reviewed by your own adviser

LOCATION

06 Choose your city

City choice decides who you can hire, what you pay and how long people stay. It should follow from the roles you need, not from where someone once had a good meeting.

CITY	TIER	COST INDEX (BENGALURU = 100)	TALENT DEPTH	BEST FOR
Bengaluru	1	100	Deepest	Senior AI and product talent
Hyderabad	1	95	Deep	Data, cloud, enterprise tech, finance
Delhi NCR	1	97	Deep	Finance, consulting, product, operations
Pune	1	92	Deep	Engineering R&D, automotive, SaaS
Chennai	1	90	Deep	Engineering, manufacturing tech
Chandigarh Tricity	2	78	Strong	Engineering, QA, data, finance operations
Ahmedabad	2	80	Growing	Engineering, finance, GIFT City fintech
Kochi · Jaipur · Coimbatore · Indore	2	72–76	Growing	Engineering, QA, operations, creative

Cost index reflects salary levels in our 2026 planning model. Talent depth is our assessment for typical GCC roles.

Five questions that decide it

1. **Can we hire the roles?** Look at the live pool for your exact roles and levels.
2. **What will people cost?** Salary ranges by role, plus workspace.
3. **Will they stay?** Competition for talent, commute and career options.
4. **Are there incentives?** State GCC policies and their thresholds.
5. **Can we get there?** Flights, time zones and how easily leaders can visit.

Hub and spoke

Many centres use two cities: scarce senior skills in Bengaluru or Hyderabad, and scale roles in a Tier-2 city with lower costs and less poaching. It works if both locations share one way of working, one leadership team and regular travel between them.

> **STATE INCENTIVES: READ THE THRESHOLDS**
>
> Several states, including Haryana, Punjab, Karnataka, Rajasthan, Gujarat and Uttar Pradesh, run GCC policies with capital, rent and employment incentives. Most set minimum headcount or investment. Haryana's 2026 policy, for example, steers support to Tier-2 locations such as Panchkula and is reported to require at least 100 employees. Treat incentives as a bonus on a sound plan, never the reason for one.

07 PEOPLE Hire your team

Your centre is only as good as its first ten hires. They set the standard, the culture and the reputation that brings in the next fifty.

Hire in this order

1. **The lead** for each team, before anyone else. Ideally someone who has worked in a product company or a well-run GCC.
2. **Senior individual contributors** who can work with your home team from week one.
3. **The rest of the team**, in waves of 5 to 10, so onboarding stays personal.

The process that works

STAGE	WHAT GOOD LOOKS LIKE
Role profile	What great looks like, the level, the pay range, the deal-breakers. Written with the person they will report to
Sourcing	Direct search, referrals and communities. Several channels per function, not one recruiter
Technical screen	Practical exercises and reviewed work, set to your bar, including how they use AI tools
Final interview	Run by your own people. You approve every offer
Offer and notice	Fast, clear offers; stay in touch weekly through the notice period
Onboarding	Laptop, access and a buddy ready on day one; a plan for weeks 1, 4 and 12

NOTICE PERIODS ARE THE REAL TIMELINE

Most experienced professionals in India serve 30 to 90 days of notice, and some receive counter-offers during it. Plan start dates around notice, keep candidates engaged with your team during it, and keep a warm second choice for critical roles.

Indicative salary ranges, Bengaluru, 2026

ROLE	EARLY CAREER	MID-LEVEL	SENIOR
Software engineer	₹9–15L	₹18–28L	₹30–48L
ML / LLM engineer	₹12–20L	₹24–36L	₹40–62L
Data engineer	₹10–16L	₹19–29L	₹31–50L
QA and test automation	₹5–9L	₹10–16L	₹18–26L
Finance and accounting	₹4–7L	₹8–14L	₹16–24L
Customer success	₹3–6L	₹6–10L	₹11–16L

Annual cost to company in ₹ lakh. Tier-2 cities typically run about 20 to 28 percent lower. Planning ranges, not offers.

Keeping people

- **Real ownership.** Teams that own a product area or function stay longer than teams handed leftover tickets.
- **Career paths** written down, with promotion criteria the same as at home.
- **Equity or phantom equity** for key people, so they share in what they build.
- **Fair pay reviews** each year against the local market, not a global percentage.
- **Visits both ways.** Few things build loyalty faster than meeting the people you work for.

Employment law in one paragraph

India's four labour codes, in force since November 2025, consolidate the old labour laws. Among other things they change how "wages" are defined for provident fund and gratuity, so salary structures need checking. Employers register for provident fund (employer contribution usually 12 percent of basic wages), state insurance for lower-paid staff, professional tax and Shops and Establishments in their state. Gratuity is payable on leaving after qualifying service. Your HR partner should handle all of this, but your offer letters should be built with it in mind.

BUDGET

08 What it costs

A GCC budget has five lines that repeat every month and a handful of one-time costs. If anyone quotes you a single blended rate per head, ask to see the five lines.

LINE	WHAT IS IN IT
Salaries and statutory costs	Each person's cost to company, including employer provident fund
Benefits	Health insurance, gratuity provision, bonus pool
Workspace	Managed office seats or hybrid arrangements
IT and tools	Laptops, licences, security tooling, AI tools
Management or operating fee	Hiring, HR, payroll, compliance, leadership and reporting, whoever provides them

Three example budgets (monthly, at full strength)

	LAUNCH TEAM	NANO GCC	MICRO GCC
Team	10 engineers	25: engineering, QA, data	80: four functions
City	Chandigarh Tricity	Chandigarh Tricity	Pune
Salaries and statutory	$18,340	$43,950	$181,960
Benefits	$1,470	$3,520	$14,560
Workspace (hybrid)	$1,020	$2,610	$12,600
IT and tools	$1,100	$2,750	$8,800
Management fee	$7,500	$14,000	$36,800
India site lead	Shared	Shared	$5,520
Total per month	**≈ $29,400**	**≈ $66,800**	**≈ $260,200**
Per person	≈ $2,940	≈ $2,670	≈ $3,250
One-time setup	≈ $34,600	≈ $62,400	≈ $214,900

From our 2026 planning model: balanced seniority, hybrid work, Miracle's management fee. One-time setup includes the India Blueprint, company registration, recruitment fees (about 8 percent of first-year salaries) and workspace deposits. Real centres ramp up over months, so first-year spend is usually lower than twelve times the full-strength figure.

Owned versus vendor over three years

A vendor team looks cheaper at first because there is nothing to set up. An owned centre pays setup once, then stops paying the vendor's margin every month after. For a 20-person engineering team in a Tier-2 city, our model shows the owned centre's cumulative cost dropping below a vendor charging a 40 percent margin around month 10, with about $146,000 saved by month 36. The bigger difference does not show in the numbers: at the end of three years you own a team, a company and everything they know.

QUESTIONS TO ASK ANY PROVIDER ABOUT PRICE

- [ ] Can I see each person's actual salary cost?
- [ ] What exactly does your fee cover, and does it change with headcount?
- [ ] What are the one-time costs, itemised?
- [ ] What does it cost to take the centre in-house, and when can I?

09 OPERATE

Run it well

Most people fear running a centre more than setting one up. The cure is a rhythm agreed before the first sprint, so nobody has to improvise when something goes wrong.

The governance rhythm

WHEN	WHAT	WHO
Daily and weekly	The team works in your tools and your rituals: stand-ups, sprints, reviews	Your managers
Monthly, by the 5th	A one-page report: team, delivery, cost against budget, compliance, escalations	India lead to your sponsor
Quarterly	A 90-minute decision meeting: performance, scaling, costs, next quarter	Sponsor, India lead, partner
Annually	Ownership review: are you ready to take more, or all, of the centre in-house?	Sponsor and leadership

The monthly report, in five questions

Is the team stable?
Headcount against plan, joiners, leavers, open roles.

Is delivery on track?
What shipped, what is blocked, what is at risk.

Are costs on budget?
Actual against plan, with every variance explained.

Is compliance in order?
Every filing on time, with proof. Green, amber or red.

Does anything need you?
Decisions that cannot wait for the quarter. Usually empty.

Security and IP controls

- [ ] Accounts through your identity provider, with role-based access
- [ ] Managed, encrypted devices; no personal laptops for work
- [ ] Code, data and models in your environments only
- [ ] Logging and access reviews every quarter

- [ ] Controls aligned to ISO 27001 or SOC 2 so the centre is part of your audits, not an exception

Data protection

India's Digital Personal Data Protection Act, 2023, with rules notified in November 2025 and phasing in over the following months, sets duties for anyone processing personal data in India. If your centre handles personal data of EU or UK residents, the GDPR and its transfer rules apply too. Map what personal data the centre touches, keep it to what the work needs, and write both into your policies.

Make it AI-ready from day one

- Hire for AI-assisted work: test how candidates use AI tools in the technical screen.
- Give everyone approved AI tools, configured through your identity provider.
- Write an AI use policy covering code, data and IP, signed off by security.
- Measure a productivity baseline in the first month, so you can see what changes.

One company, not two

The centres that work best feel like an office of the company, not a supplier. Same tools, same standards, same all-hands. Leaders visit India. India leads visit home. People know whose product they are building.

LAUNCH

10 Your 90-day launch plan

A plan for a 10 to 25-person centre, starting people on an EOR while your own company is registered. Larger centres follow the same order over a longer period.

WEEKS	STRATEGY AND STRUCTURE	PEOPLE	PLACE AND SYSTEMS
0–2	Mandate, model, city, route and budget signed off. Sponsor and India lead named	Role profiles and pay ranges for the first wave	Workspace shortlisted; security requirements written
2–4	Parent documents apostilled; company registration filed. Intercompany agreement drafted	Sourcing live; first shortlists in about 10 working days	Workspace agreed; device and access plan ready
4–6	IP and employment contracts final. Transfer pricing model agreed	Final interviews; first offers out	Devices ordered; accounts prepared
6–8	Company incorporated; bank account and registrations in progress	First joiners (short notice); onboarding plan live	Day-one kit ready for every joiner
8–10	Capital in; FC-GPR filed within 30 days; LUT filed	Main wave joins after notice periods	Team working in your tools and rituals
10–13	First monthly report; compliance calendar running	30-day check-ins; second wave hiring	Productivity baseline recorded

DAY 90: WHAT GOOD LOOKS LIKE

- The first team is working on real roadmap work, not onboarding tasks.
- Every person has signed IP assignment and has access only through your systems.
- Your company is registered and reported, or the move from EOR is scheduled.
- The first monthly report has arrived, on time, readable in 15 minutes.
- You know what the next wave of hiring is, and when it starts.

The five mistakes that slow launches down

1. Choosing the city before the model.
2. Letting anyone start work before IP assignment is signed.
3. Launching without an agreed governance rhythm.

4. Treating the centre as a support desk instead of giving it ownership.
5. Leaving transfer pricing until the first tax return.

GROW

11 Grow it, and take it in-house

Plan the end at the start. A centre designed to be taken over is better run in the meantime, because everything is documented, owned and visible.

Scaling triggers to agree upfront

- **Add a team** when a new piece of work has a lead and a 12-month roadmap.
- **Add a city** when a role is consistently hard to fill where you are, or when scale roles would cost much less elsewhere.
- **Hire your own India site lead** at around 50 people, or earlier for regulated work.

Moving work from a vendor to your own team

1. Review the vendor contract: notice periods and non-solicit clauses.
2. Set up your entity and IP framework before anything moves.
3. Hire your own team to your bar, within the contract's terms.
4. Run both in parallel while knowledge transfers, workstream by workstream.
5. Step the vendor down on the agreed date. Capture what you learn in your own knowledge base this time.

The ownership readiness checklist

AREA	READY WHEN
Entity and contracts	The company, employment contracts and supplier contracts are in your name or ready to transfer
Leadership	An India leader you hired runs the centre day to day
HR and payroll	Payroll, benefits and HR processes can run without your partner
Compliance	The calendar, filings and advisers are in place under your control
Systems and vendors	Every tool, licence and supplier relationship is yours
Knowledge	Runbooks, decisions and documentation live in your systems

Be exit-ready, always

If you are PE-backed or may ever raise or sell, keep a due-diligence pack current: IP assignments for every person, employment and supplier contracts, compliance proof, transfer pricing files and policies. Buyers pay for capability they can verify. They discount capability that sits with a third party.

TOOLS

12 Checklists and templates

Board decision checklist

- [ ] Mandate: what the centre will own and how success is measured
- [ ] Model and size for months 6, 12 and 24
- [ ] City, with the reasons
- [ ] Legal route and the path to full ownership
- [ ] 24-month budget with one-time costs
- [ ] Sponsor and day-to-day lead named
- [ ] Key risks and how each is handled

Company registration document checklist

- [ ] Parent certificate of incorporation (apostilled)
- [ ] Parent constitution or articles
- [ ] Board resolution approving the subsidiary and signatories
- [ ] Proposed company names (three)
- [ ] Directors' passports and address proof
- [ ] Resident director's PAN and address proof
- [ ] Registered office rent agreement, owner permission, utility bill
- [ ] Digital signature certificates for directors

First-hire checklist

- [ ] Signed offer with IP assignment and confidentiality
- [ ] Background and reference checks
- [ ] Laptop delivered and enrolled before day one
- [ ] Accounts through your identity provider
- [ ] Buddy assigned; week-one plan shared
- [ ] 30, 60 and 90-day goals agreed with their manager

Compliance calendar at a glance

FREQUENCY	WHAT IS DUE
Monthly	Tax deducted from salaries paid (usually by the 7th of the next month); provident fund and state insurance contributions (by the 15th); GST returns; professional tax (by state)
Quarterly	Salary withholding returns; any advance tax instalments
Annually	Employee tax certificates; Foreign Liabilities and Assets return to the RBI (by 15 July); statutory audit; annual general meeting (within six months of year end); financial statements and annual return to the Registrar; director KYC; transfer pricing report; income tax return; GST annual return; renew the LUT before 1 April
Event-driven	FC-GPR within 30 days of issuing shares to the parent; filings for any change in directors, office or capital

India's financial year runs from 1 April to 31 March. Due dates change from time to time; confirm each year with your chartered accountant.

Monthly report template

SECTION	CONTENTS	LENGTH
Team	Headcount vs plan, joiners, leavers, open roles, HR events	One paragraph
Delivery	What shipped, roadmap progress, blockers	Two paragraphs
Cost	Month and year-to-date against budget, variances explained	One table
Compliance	Filings due and filed, any notices	Status list
Escalations	Decisions needed before the quarterly review	Usually empty

NEXT STEP

See your centre before you build it.

Miracle Global sets up and runs small Global Capability Centres in India, from 3 to 250 people, for growing companies in the US, UK and Europe. You keep the people, the IP and the option to take it all in-house.

Build your Digital Twin
Your team, 3D office, monthly cost and timeline in two minutes. miracleglobal.com/digital-twin

Take the readiness check
Eight questions, a score and a clear next step. miracleglobal.com/gcc-readiness

Book a 30-minute call
With a GCC specialist, not a sales rep. gcc@miraclegroup.com