



Neev

Culture · Conduct · Trust

*Your GCC is scaling
Is culture, conduct and trust keeping pace?*



GCCs have become core to global operations.

The context has shifted – inside the organisation and outside it.

1,900+

GCCs operating
in India today

2.4M

professionals
employed

\$100B+

GCC market value
by 2030

GCCs have moved from mere delivery centers to owning business critical work.

Financial processes, data and AI models, regulated decisions, global leadership. GCC professionals are genuine value creators and risk carriers.

AI amplifies what is already there, be it strong foundations or weak ones.

As GCCs take on AI-enabled decisions and product ownership, the quality of judgement, conduct and escalation culture has never mattered more.

This is a structural shift – not a scaling exercise.

The capabilities, decision rights and global mandates now held within GCCs require a proportionate approach to culture, conduct and trust.



Why GCC culture & conduct cannot be 'lifted and shifted'.

The risk is structurally different – not a scaled-down headquarters problem.

01 Young, first-generation MNC workforce

Strong capability, different operating context. Often new to escalation norms, regulatory expectations and professional conduct frameworks.

02 Accelerated promotion into management

First-time managers lead large teams before fully absorbing the culture themselves — the most consequential and least addressed culture risk.

03 Large cohort onboarding at pace

Cultural osmosis breaks down at scale. Informal norms travel faster than formal ones — small behavioural gaps amplify quickly.

04 Distance from headquarters

What HQ believes is happening and what the GCC experiences can diverge quietly — invisible until it surfaces as an incident.

05 Senior leadership appointed for delivery

How trade-offs between performance and conduct are handled sends a stronger signal than any policy document.

06 Local cultural and social context differs

Authority, hierarchy, DEI norms and challenge culture reflect local society. Preparation must bridge that gap deliberately.



The hotspots where culture and conduct risk tends to concentrate.

01 HIGH

Onboarding at scale

Large cohorts absorbing informal norms before formal ones take hold.

02 CRIT

First-time managers

Shaping culture before the culture has shaped them.

03 CRIT

Speak-up & escalation

Whether concerns actually travel safely upwards.

04 CRIT

Senior leadership behaviour

What gets rewarded and tolerated sets the real standard.

05 HIGH

HQ-GCC alignment

The gap between board intent and GCC reality.

06 HIGH

International travel & cross-border

First global assignments without professional frameworks.

07 HIGH

Data, AI & judgement

Handling sensitive data and AI use without clear boundaries.

08 MED

Ethics and responsible behaviour

Behavioural expectations around integrity not consistently applied.



At Neev, we help embed MNC culture and behaviours across your GCC.

We work with your existing standards — making what you already have land in practice.

01**We start where the risk actually sits**

Not where policy assumes it does.

02**We work at the manager layer**

Where culture is actually formed.

03**We embed early**

In the first weeks — before informal culture takes hold.

04**We reinforce through practice**

Behaviour is shaped through repeated situations, not one-off training.

End-to-end or Modular

End-to-end — full diagnostic through to embedding.

Modular — focused on specific hotspots: manager layer, onboarding, speak-up, leadership signals.

HOW WE DELIVER

- Manager and new joiner cohorts (3–6 months) — real scenarios, real situations
- Workshops in-person and virtual — with leadership, managers and teams
- Playbooks and simple decision tools — to guide behaviour day-to-day
- Ongoing follow-ups and nudges — to reinforce expectations over time
- Case-based discussions — helping teams interpret what 'good' looks like

We do not create parallel frameworks — ensuring your existing standards are understood, applied and embedded in practice.



Experience across global and GCC environments



Jayasri Prasad

Founder: Neev | Sinequanon Consulting

NED/Trustee: South Downs National Park Trust
| Reforest Africa

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01

20+ years inside AstraZeneca (FTSE multinational) - HQ and GCC

Group HQ in Cambridge, working with Board and Audit Committee. Hands-on experience in a 3,000+ person GCC in Chennai — building and embedding culture, ethics and sustainability in a fast-scaling environment. One of the few advisors who has operated on both sides.

02

Built and delivered culture, governance and ethics at scale

Not as an observer — as the accountable leader delivering outcomes under real operating pressure. Shaped behaviour in young, fast-growing GCC teams. Recipient of AstraZeneca CEO Award, CIO Award and Global Sustainability Award.

03

Governance, legal and sustainability depth that is applied, not theoretical

Qualified Lawyer · Chartered Governance Professional (CGI UK & Ireland) · Cambridge CISL · GRI Netherlands. Recognised for influencing leadership and driving behaviour change across APAC, EMEA and LATAM.



First-time managers — and how Neev addresses this.

The most consequential and often least managed culture risk in any scaling GCC.

THE CHALLENGE

Early promotion

Managers often lead 20–40 people within 18 months — before fully internalising what 'good' looks like.

Culture as inheritance

The culture they build reflects what they absorbed from their own manager — or from local norms.

Suppression without intent

Escalation is unintentionally closed down at this layer. Silence compounds across hundreds of people.

Complexity of the role

Managing across gender, regional and linguistic differences requires maturity that promotion alone does not develop.

The untouched lever

No global programme reliably reaches this layer — yet it is the most powerful culture-shaping force in any GCC.

HOW NEEV ADDRESSES THIS (3-6 months)

1

Diagnose the real gaps

Targeted interviews and scenario-based probes to identify where judgement breaks down.

2

Manager labs

Facilitated sessions using real GCC scenarios. Managers practise grey-zone decisions and team pressures.

3

Practical playbooks

Simple decision guides: when to escalate, how to respond, what 'good' looks like.

4

Peer learning loops

Structured peer groups normalising escalation and building confidence.

5

Leadership alignment

Calibrate senior leaders on signals — what they reward, tolerate and question.

6

Light-touch follow-through

Periodic check-ins, scenario nudges and pulse checks to ensure this sticks beyond workshops.

Not a one-off intervention — a guided embedding of judgement and behaviour at the layer where culture is actually formed.



Let's talk.

*If what's in this deck reflects a challenge you're navigating,
I'd welcome a conversation.*

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