

# Navigating Corporate Commute for GCCs in India

Benchmarking Corporate Commute  
Maturity of India's GCCs



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# Foreword by Routematic

Global Capability Centres in India are rapidly evolving from support hubs into strategic engines of innovation, resilience, and transformation. As their scale and influence grow, employee commute has moved from a background function to a boardroom priority. Commute now shapes how people experience their workplace, how safe they feel, and how confidently organisations sustain operations across cities and shifts.

This report arrives at a pivotal moment. Hybrid work, congestion, and rising expectations around safety, compliance, and ESG have exposed the limits of fragmented, manually managed commute models. The findings reveal a clear maturity gap. Many GCCs have digitised individual activities, but only a few have built intelligence, predictive planning, and integrated governance into their commute programs.

This shift will take discipline, not wishful thinking. Progress depends on phased digitisation, stronger governance, and alignment across HR, facilities, transport, finance, and ESG. Leaders must hold partners accountable through transparent SLAs, compliance rigor, and safety outcomes. When executed well, commute shifts from **a cost centre to a competitive advantage by reducing risk, strengthening trust, and unlocking measurable sustainability gains** through EV adoption, route optimisation, and emissions visibility.

At Routematic, we believe the future of corporate mobility will be **intelligent, transparent, and deeply people-centric**. This report is not just a mirror of current maturity. It is a roadmap for what comes next. If this motivates leaders to rethink how they move their people, that is a win already. And yes, the road ahead is challenging, but we are heading there with purpose and confidence.



**Sriram Kannan**

Founder & CEO

**Routematic**

# Executive summary

Employee commute is now a strategic priority for India's GCCs as operations scale across cities and hybrid work models. This report is based on a survey of 100 professionals and 5 in-depth interviews with senior leaders across transport, facilities, administration, procurement, and workplace operations, combining quantitative benchmarks with on-ground leadership perspectives.

The findings show a clear maturity gap. 60% of organisations still manage commute without a fully integrated system, while only 40% have adopted structured, technology-led programs. Survey responses indicate that employee experience (35%) now leads commute decision-making, ahead of cost (18%), safety (26%), and compliance (21%). Interviews highlight that manual processes and fragmented ownership continue to limit visibility and scalability.

The report **Navigating Corporate Commute for GCCs in India** provides business leaders with key insights into employee commute maturity, governance, and best practices. As commute programs scale, organisations must focus on structured governance, technology integration, and compliance-led execution to deliver safe, reliable, and future-ready mobility at scale.



**Santosh Abraham**

CEO and Founder

Research **NXT**

# Approach and methodology

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## Survey Responses

Professionals provided insights on the current employee commute scenario.

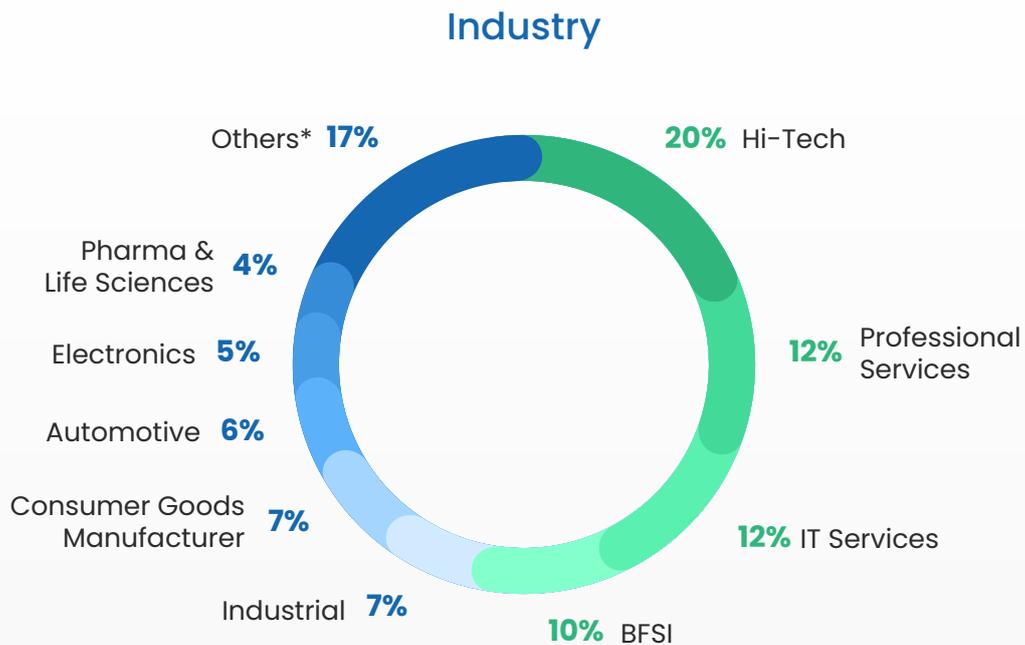
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## Interviews

Leaders provided on-ground insights into employee commute operations.

## Navigating Corporate Commute for GCCs in India

### Survey Demographics

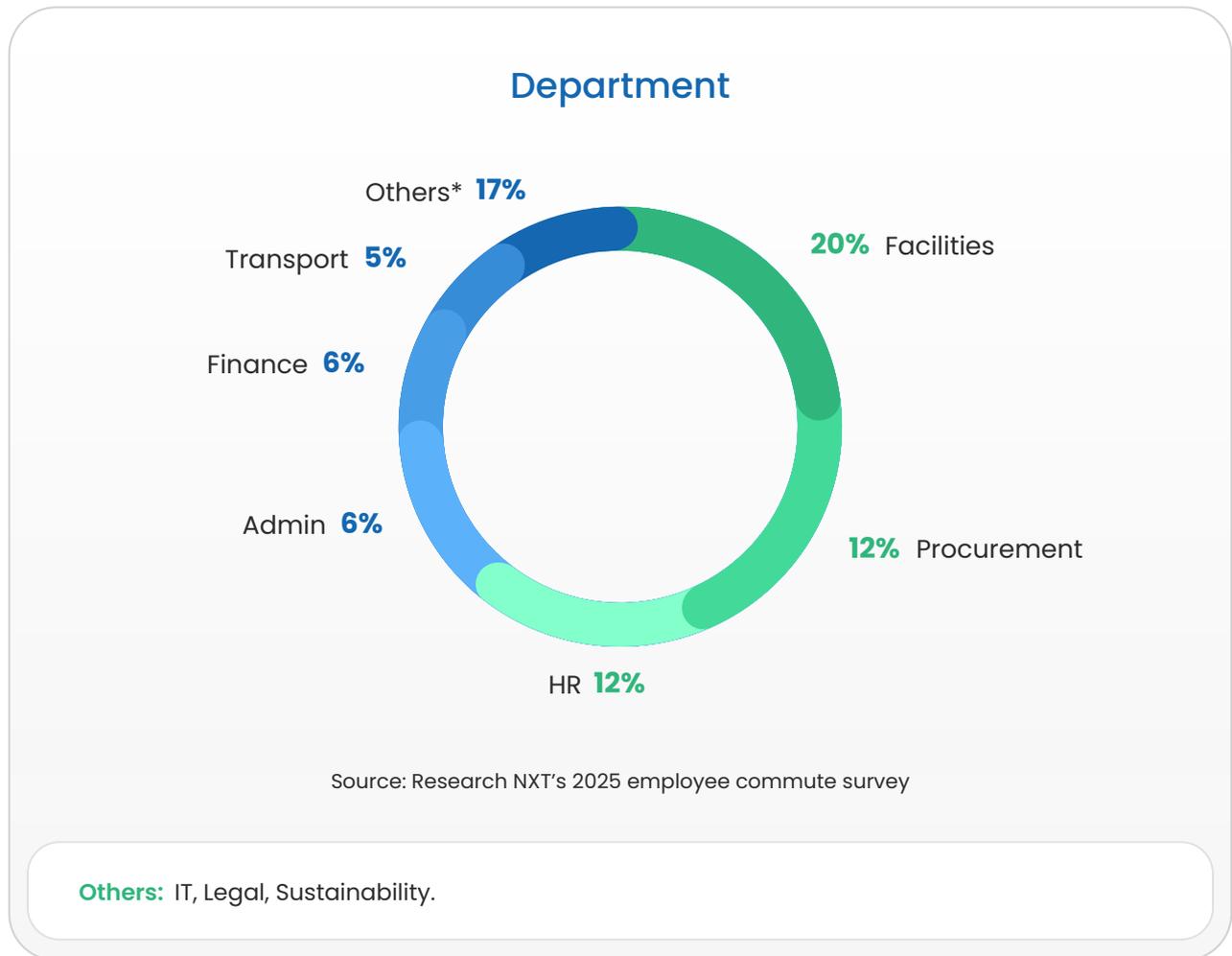


Source: Research NXT's 2025 employee commute survey

#### Others:

Telecom, TTLH, Education, Retail, Utilities, Recreation & Entertainment, Healthcare, Marketplace, Mining & Natural Resources, Consumer Packaged Goods, Civic & Non-Profit, Aerospace & Defence.

## Survey Demographics



## Level

General Manager+



Senior Manager



Manager



Staff



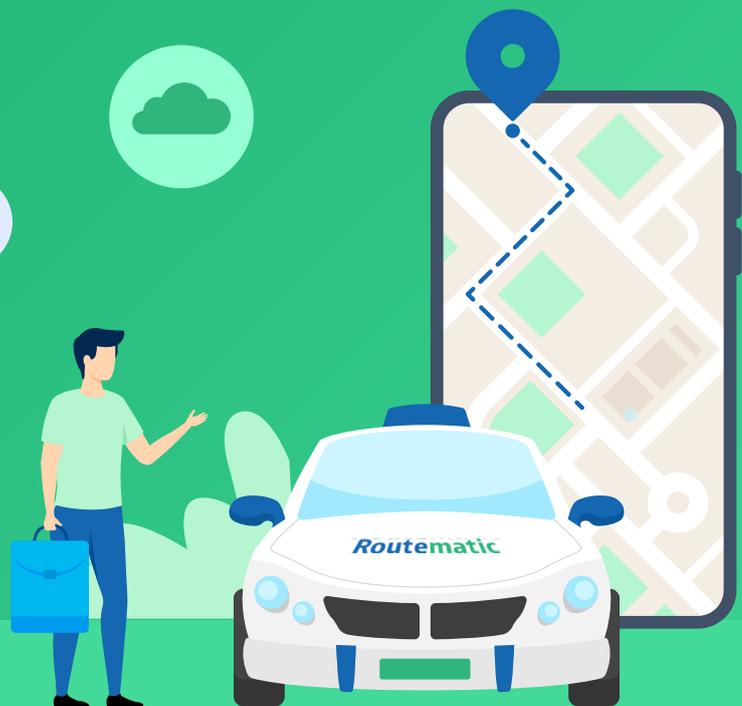
# The employee commute landscape today in GCCs

## Current employee commute conditions: Operations, models, modes, and trends

- State of commute program adoption
- Commute performance & scale across GCC hubs
- Core priorities of corporate commute
- Dominant approach used by GCCs to manage employee transport operations
- Modal breakdown of employee transportation services
- Impact of hybrid work on employee commute

## The commute conundrum: More than just transport

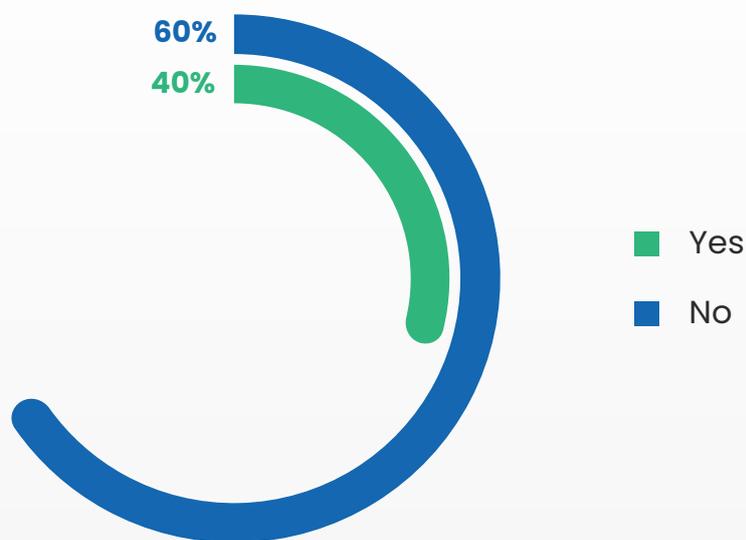
- Key areas of employee friction



# State of commute program adoption

Commute management remains largely unmanaged – a high-impact area waiting to be fixed.

## State of commute program adoption



Source: Research NXT's 2025 employee commute survey

# 60%

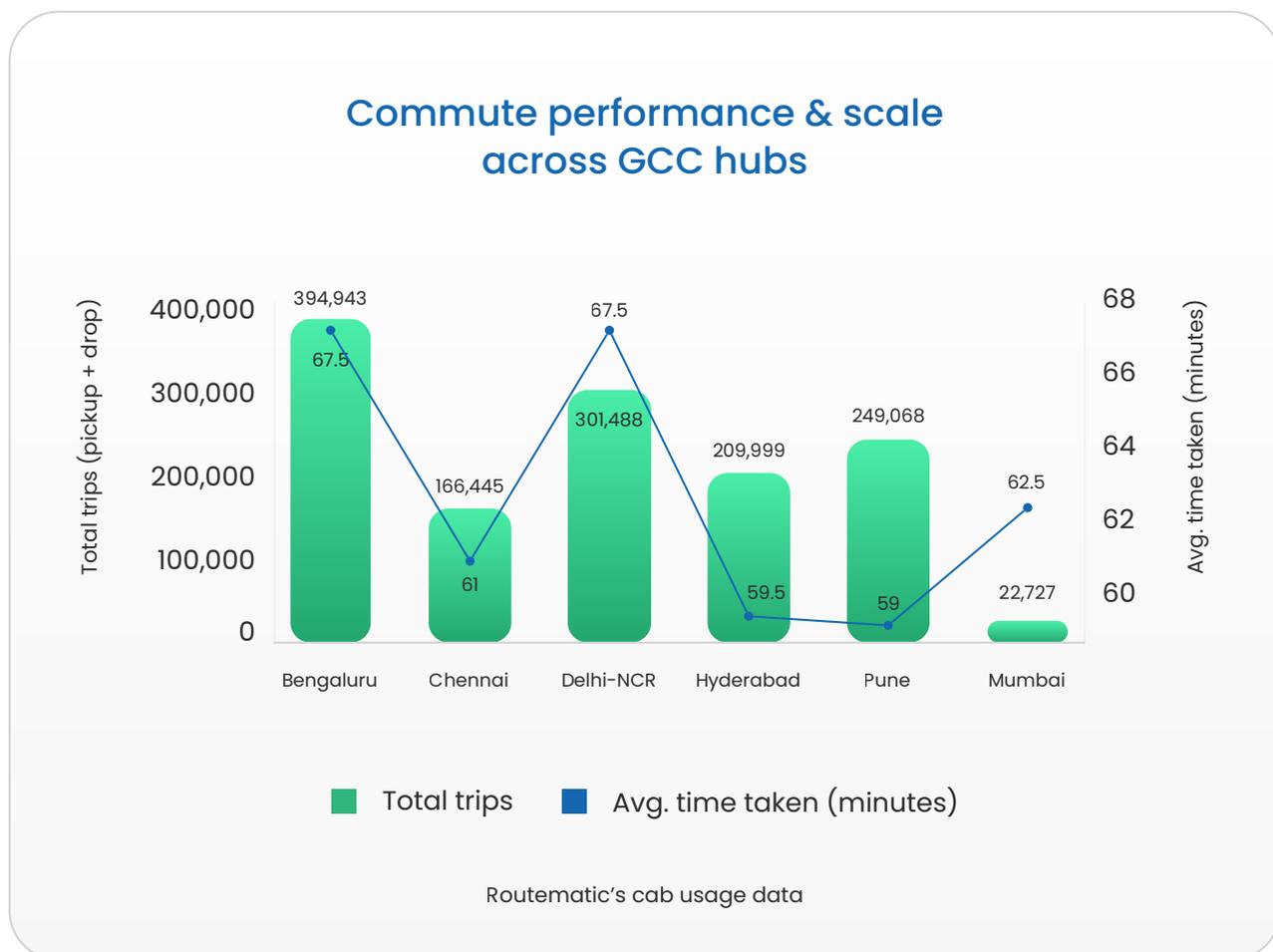
of organisations still operate without one, exposing a major operational blind spot and a clear opportunity for digitisation and optimisation.

# 40%

of organisations use a dedicated transport management system, indicating minimal structured commute oversight.

# Commute performance & scale across GCC hubs

Bengaluru and Delhi-NCR have the highest commute loads, while Hyderabad and Pune deliver the fastest trips – showing scale in one set of hubs and efficiency in the other.



High-volume cities like Bengaluru, NCR, Hyderabad, and Pune maintain efficient ride times, reflecting strong routing and optimisation even at scale.

Chennai shows balanced performance, while Mumbai's small commute base still experiences longer travel times due to heavy congestion and limited shared mobility.

# Core priorities of corporate commute

Organisations are shifting strongly toward employee experience as the primary value driver, with cost, safety, & compliance playing supporting roles.

## Core priorities of corporate commute



Research NXT's 2025 employee commute survey

Organisations are moving toward people-first mobility, prioritising employee experience while balancing cost and safety as complementary goals.

Compliance is necessary but no longer a maturity driver, while focus is shifting toward broader optimisation and strategic impact



Employee transport is no longer just about moving people from point A to point B. It has become a direct contributor to employee experience, safety perception, and organisational trust.

**Aditya Gupta**

Head of Administration  
NEC Corp.

[Read Full Interview Here](#)

# Dominant approach used by GCCs to manage employee transport operations

GCCs are steadily moving away from fragmented and manual transport models toward unified, tech-enabled systems that deliver greater control, efficiency, and predictability.

### Primary management approach to employee transport



Research NXT's 2025 employee commute survey

**Note:** Categories reflect primary models; vendor structure and technology adoption may overlap.

**Manual:** Managed internally using spreadsheets, phone calls, or basic coordination.

**Tech-Enabled:** Managed using dedicated software platforms or automation tools.

**Single-Vendor:** Using a single transport vendor for all transportation needs.

**Multi-Vendor:** Using multiple transport vendors for all transportation needs.

Organisations increasingly prefer **centralised, tech-enabled, single-vendor models**, highlighting a shift toward predictable, SLA-driven, and digitally managed commute operations.

Though declining, manual systems and multi-vendor setups still persist, reflecting a gradual shift toward more structured, scalable models.

# How a Global GCC used Routematic to achieve 99.9% transport efficiency

**9,300+** daily employee commutes across five Indian cities.

## Challenges

The GCC faced high and untracked no-shows, manual routing errors, inconsistent fleet and driver standards, low compliance visibility, and heavy dependence on internal teams for day-to-day transport management.

## How the GCC used Routematic

- Enabled a phased transition to a **Transport as a Service (TaaS) model** using Routematic.
- **Digitised end-to-end transport operations** from policies and routing to safety, compliance, billing, and reporting on a single platform.
- Leveraged **AI-driven route optimisation**, automated confirmations, and built-in safety controls for consistent execution.
- **Ensured accountability and centralised governance** across cities through a managed fleet.

## Results

**16%** reduction in employee no-shows.

**97%** routing accuracy achieved.

**96%** on-time arrivals.

**15%** reduction in cost per employee.

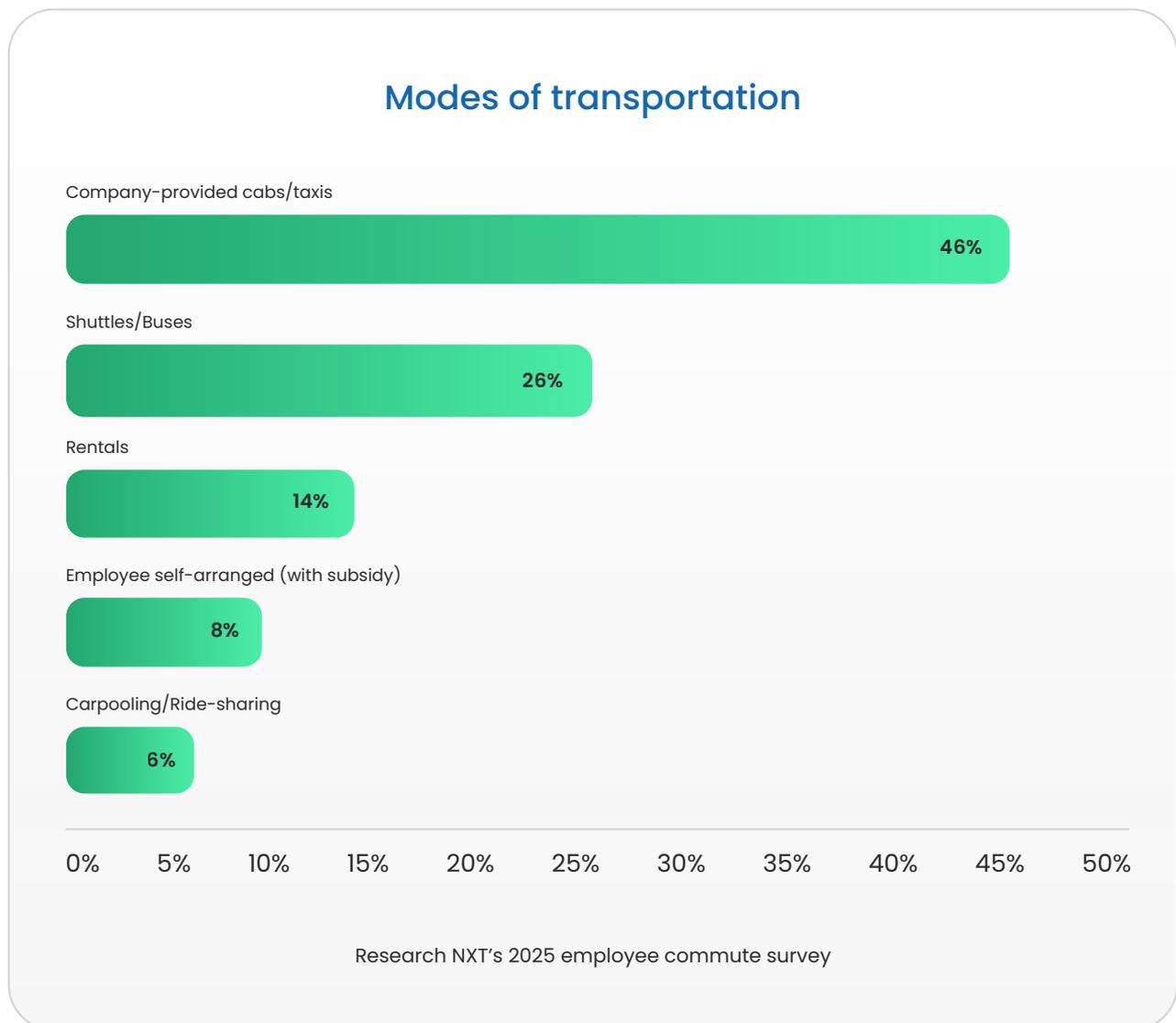
**100%** compliance visibility.

**99.9%** billing accuracy.

**4.7 / 5** employee satisfaction score.

# Modal breakdown of employee transportation services

Organisations continue to rely overwhelmingly on structured company-managed transport. Flexible and sustainable options remain far from mainstream.



Cabs and shuttles dominate travel, while rentals and self-arranged trips reveal gaps in current programs.

Carpooling and ride-sharing are underused due to the lack of integrated, policy-driven platforms.

# Impact of hybrid work on employee commute

Hybrid work has amplified unpredictability in demand and planning challenges, making data-driven forecasting and integrated commute coordination more essential than ever.

## Impact of hybrid work on employee commute

Fluctuating daily demand



No major impact



Planning complexity



Vendor sourcing issues



0% 5% 10% 15% 20% 25% 30% 35% 40% 45%

Research NXT's 2025 employee commute survey

Hybrid work is manageable only when commute systems are structured, while fluctuating demand exposes the limits of manual planning.

Vendor and planning challenges reinforce the need for centralised management and intelligent, automated scheduling tools.



Predictability removes one of the biggest variables in daily operations. When employees arrive on time and without stress, productivity starts earlier.

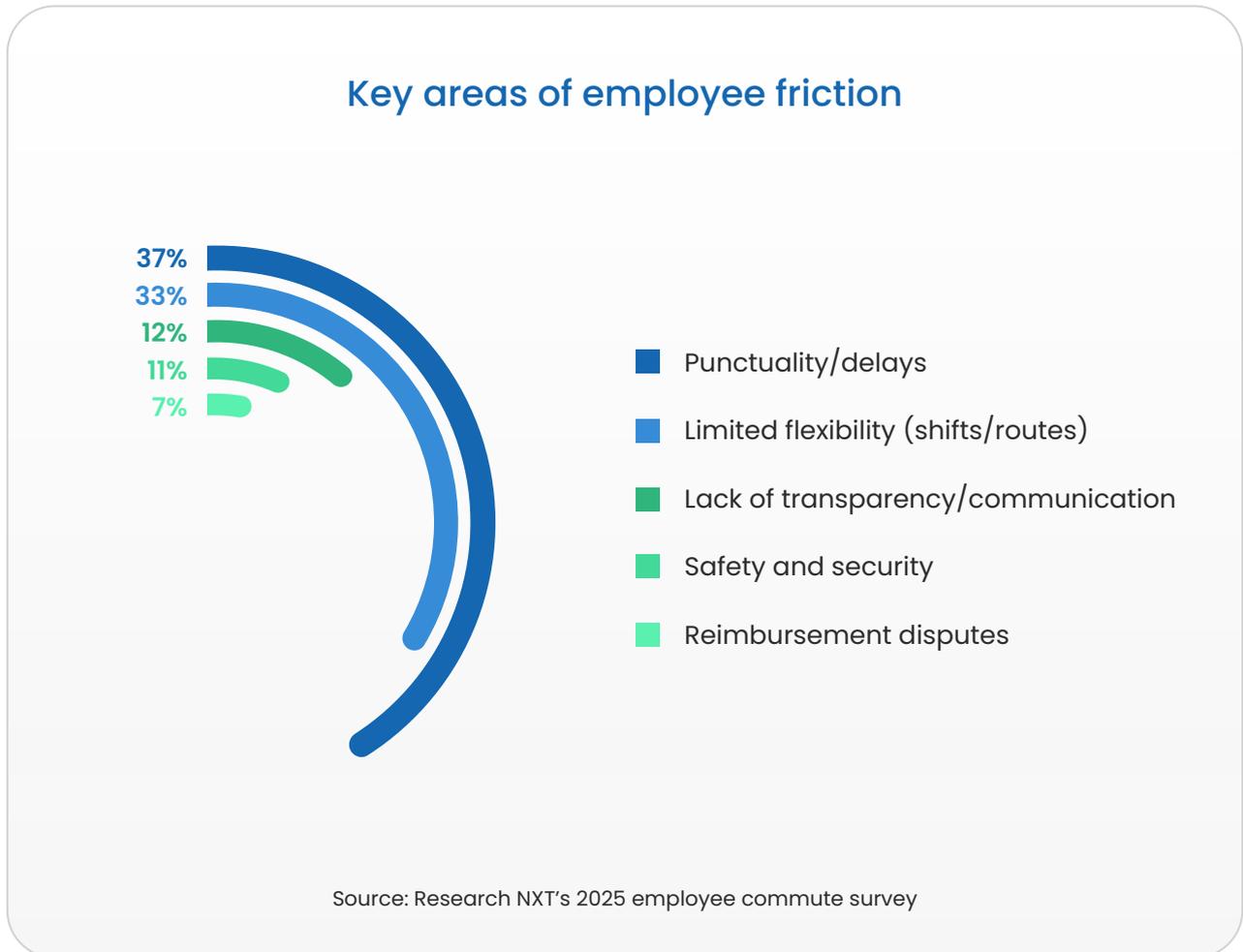
**Protick Basu**

Vice President, Workspace  
ANSR Inc

[Read Full Interview Here](#)

# Key areas of employee friction

Employee friction is primarily driven by challenges with punctuality and route flexibility, underscoring the need for more predictable, transparent, and well-coordinated commute operations.



Delays, rigid routing, and low visibility show the need for real-time tracking, adaptive scheduling, and unified commute platforms.

Reimbursement and safety issues highlight the need for automation and stronger compliance oversight.

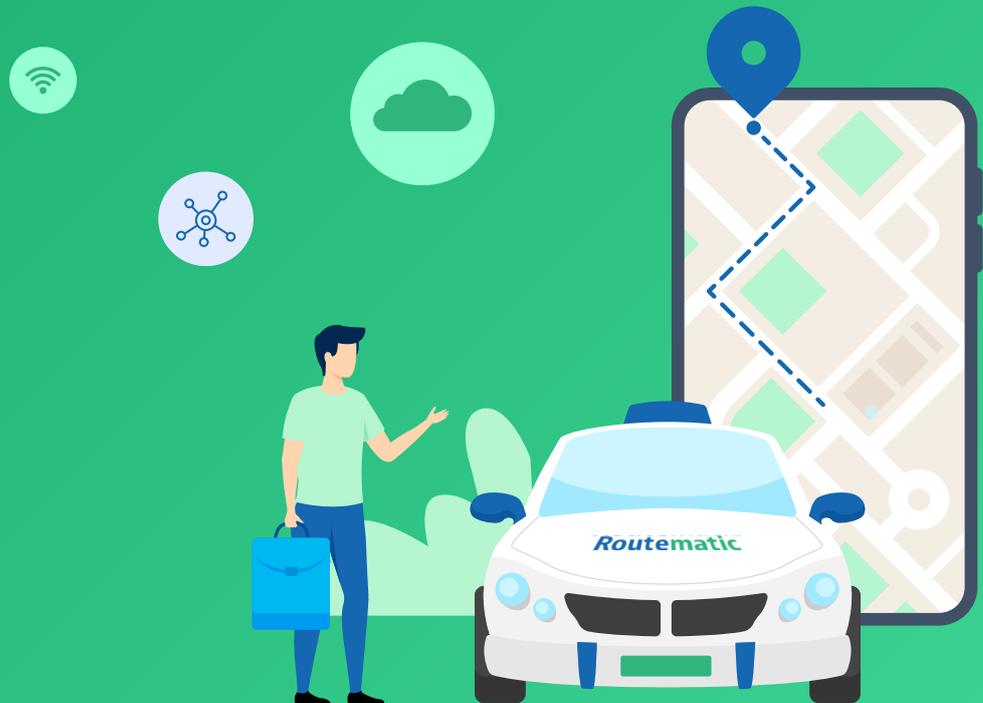
# Assessing commute maturity and benchmarking

The GCC commute maturity curve from manual to predictive: Where do centres stand today?

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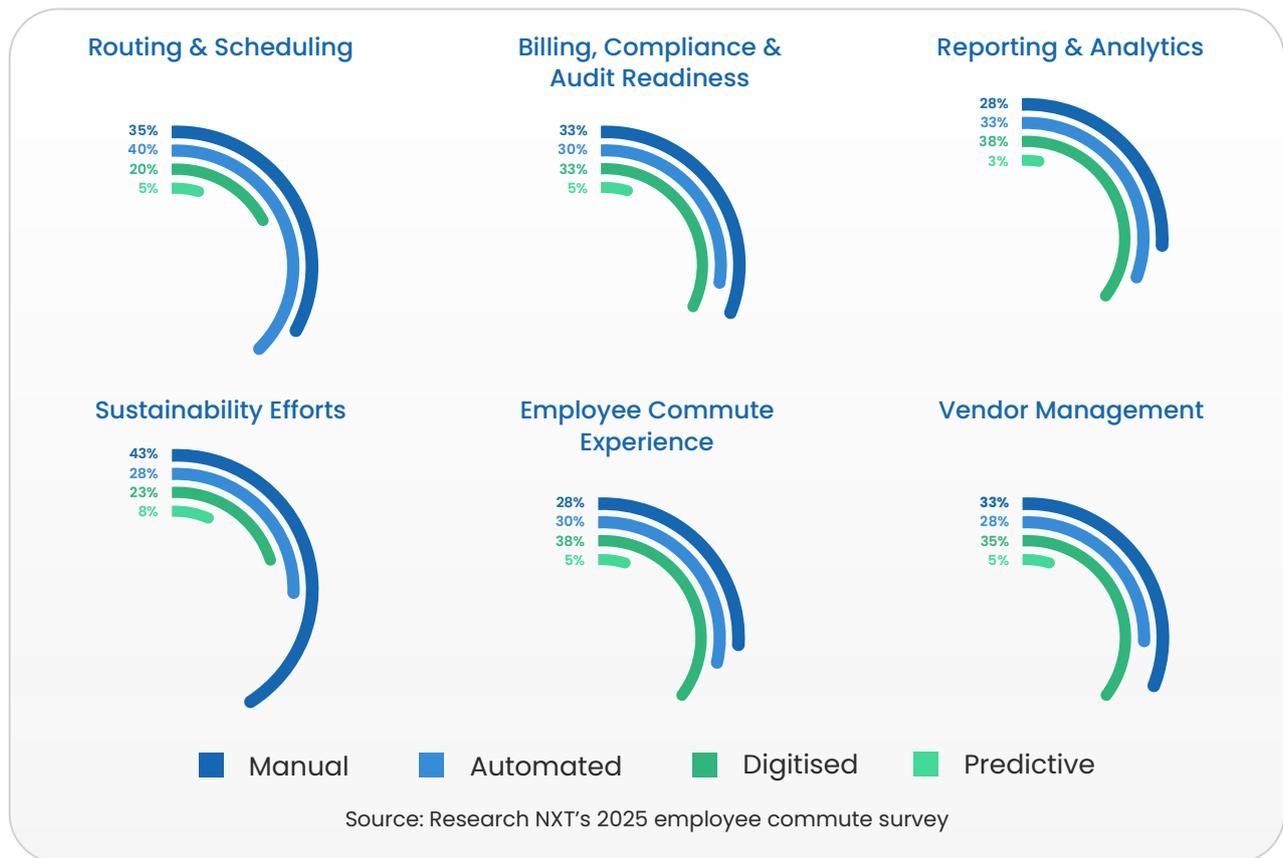
Benchmarking commute excellence: How leaders compare across hubs, industries, and maturity levels

- Frequency of commute metrics reaching CXO dashboards
- 



# The GCC commute maturity curve from manual to predictive: **Where do centres stand today?**

High digitisation, low intelligence: Predictive commute planning remains the missing link.



Digitisation is rising in reporting and vendor management, but critical functions like routing, billing, and sustainability still depend heavily on manual processes.

Predictive capabilities are nearly absent across functions, leaving commute operations largely reactive instead of data-driven.



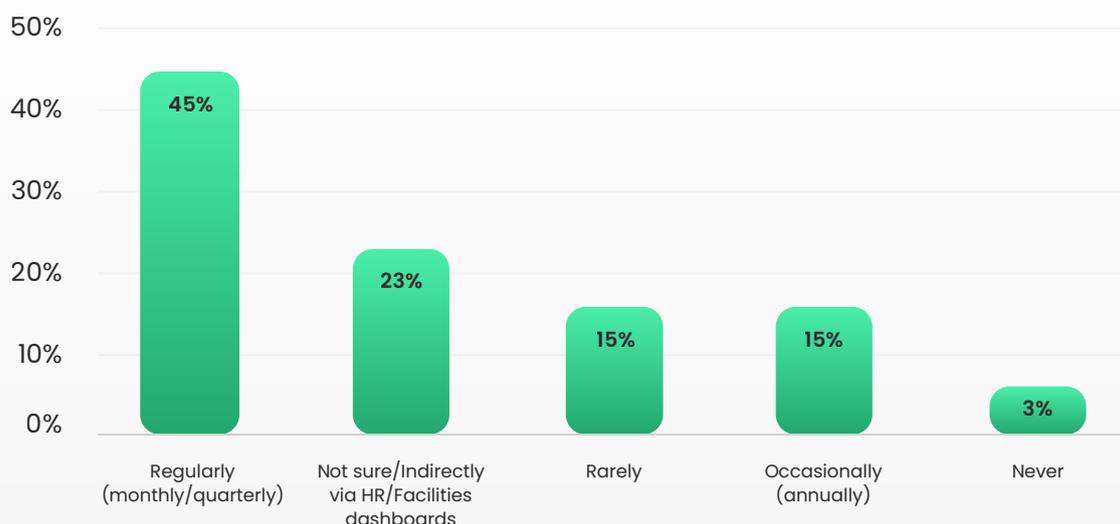
“Digitisation exists, but intelligence is still missing. Most commute programs operate reactively because predictive capabilities are not yet embedded into daily operations.”

**Abhishek Patel**  
 Sr. Manager, Workplace Operations  
 Searce Technologies Inc.  
[Read Full Interview Here](#)

# Frequency of commute metrics reaching CXO dashboards

Commute data still lacks consistent visibility at the leadership level, highlighting the need for unified, automated reporting that brings transport performance into CXO decision-making.

### Frequency of commute metrics reaching CXO dashboards



Research NXT's 2025 employee commute survey

Regular CXO reporting is emerging, but many organisations still rely on indirect or fragmented channels, limiting strategic visibility into commute operations.

A sizeable portion shares data infrequently or not at all, highlighting gaps in automation, governance, and real-time reporting maturity.

# Cracks beneath the surface

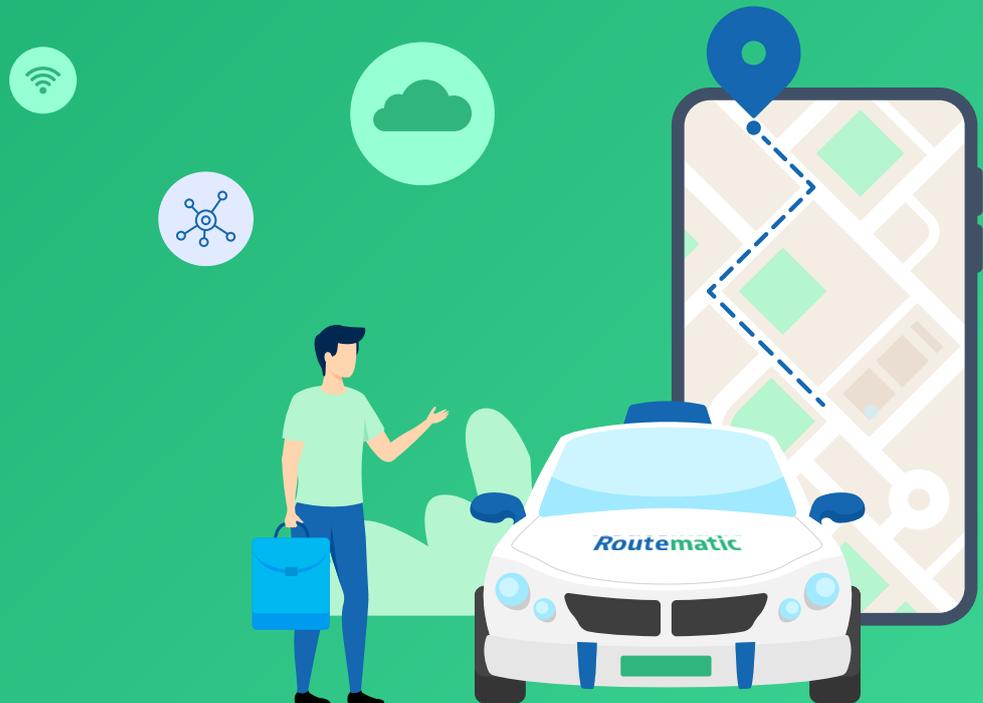
## Operational & strategic gaps that slow progress

- Key decision-makers in employee transport
- Challenges in the mobility program

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## Compliance & innovation blind spots

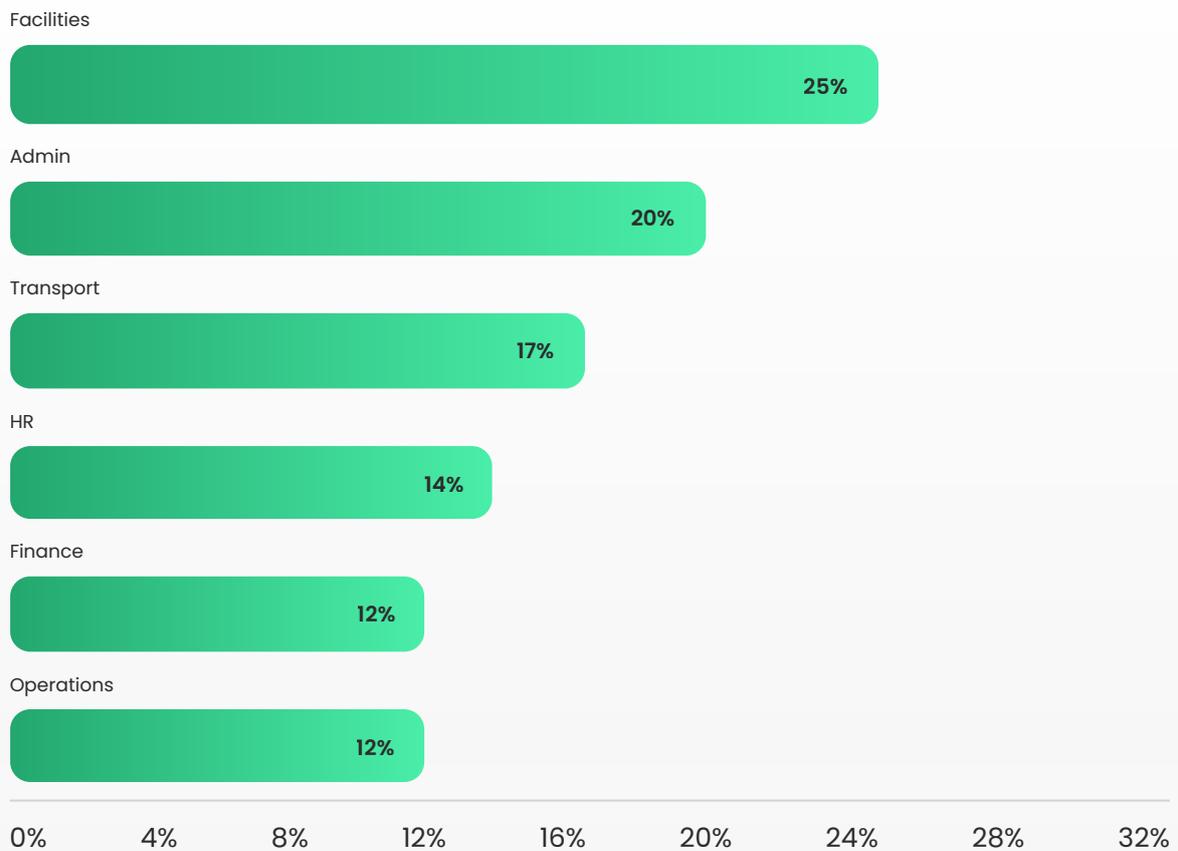
- Barriers to shifting from manual to digital operations
- 



# Key decision-makers in employee transport

Decision-making in employee transport remains fragmented, highlighting the need for a more unified, transparent, and centrally owned commute governance model.

## Key decision-makers in employee transport



Research NXT's 2025 employee commute survey

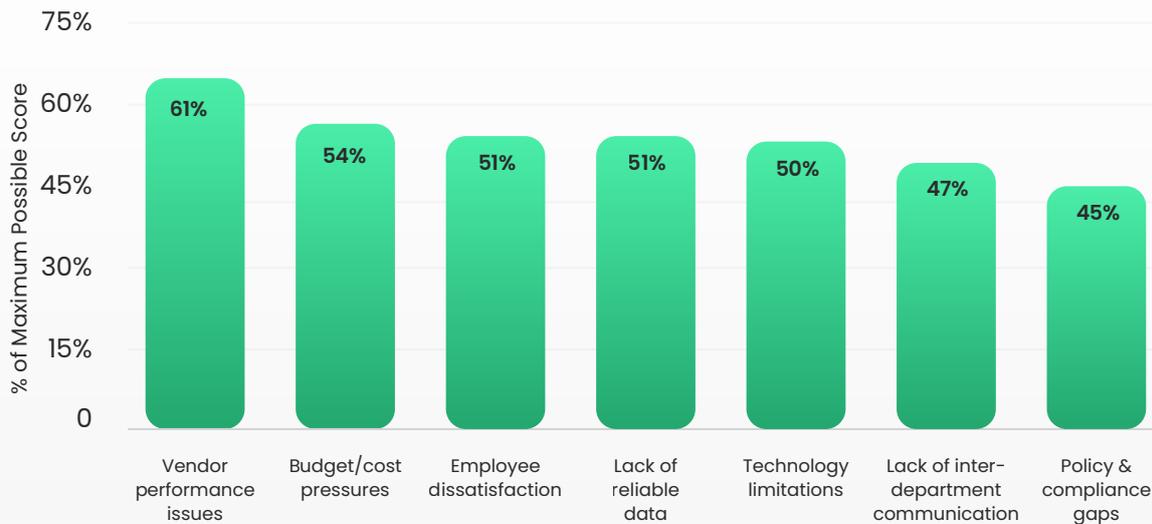
Facilities and Admin dominate commute decisions, while HR and Transport play supporting roles, keeping mobility largely operational rather than strategic.

Finance and Operations influence cost and continuity, but fragmented ownership limits a unified commute strategy.

# Challenges in the mobility program

Commute programs face both operational and experience gaps, with technology, data quality, and communication issues limiting modernisation and employee satisfaction.

## Challenges in the mobility program



Research NXT's 2025 employee commute survey

\*Based on respondents rating each challenge on a scale of 1 (low) to 5 (high). Percentages are calculated against the maximum possible score.

Vendor performance and cost pressures emerge as the biggest pain points, indicating that execution quality and rising budgets are the primary stress areas in mobility programs.

Data gaps, technology limitations, and coordination issues follow closely, showing that many organisations still lack integrated systems and cross-functional alignment to manage mobility at scale.



Technology gaps, inconsistent data, and manual checks continue to be the biggest barriers to modernising employee commute operations.

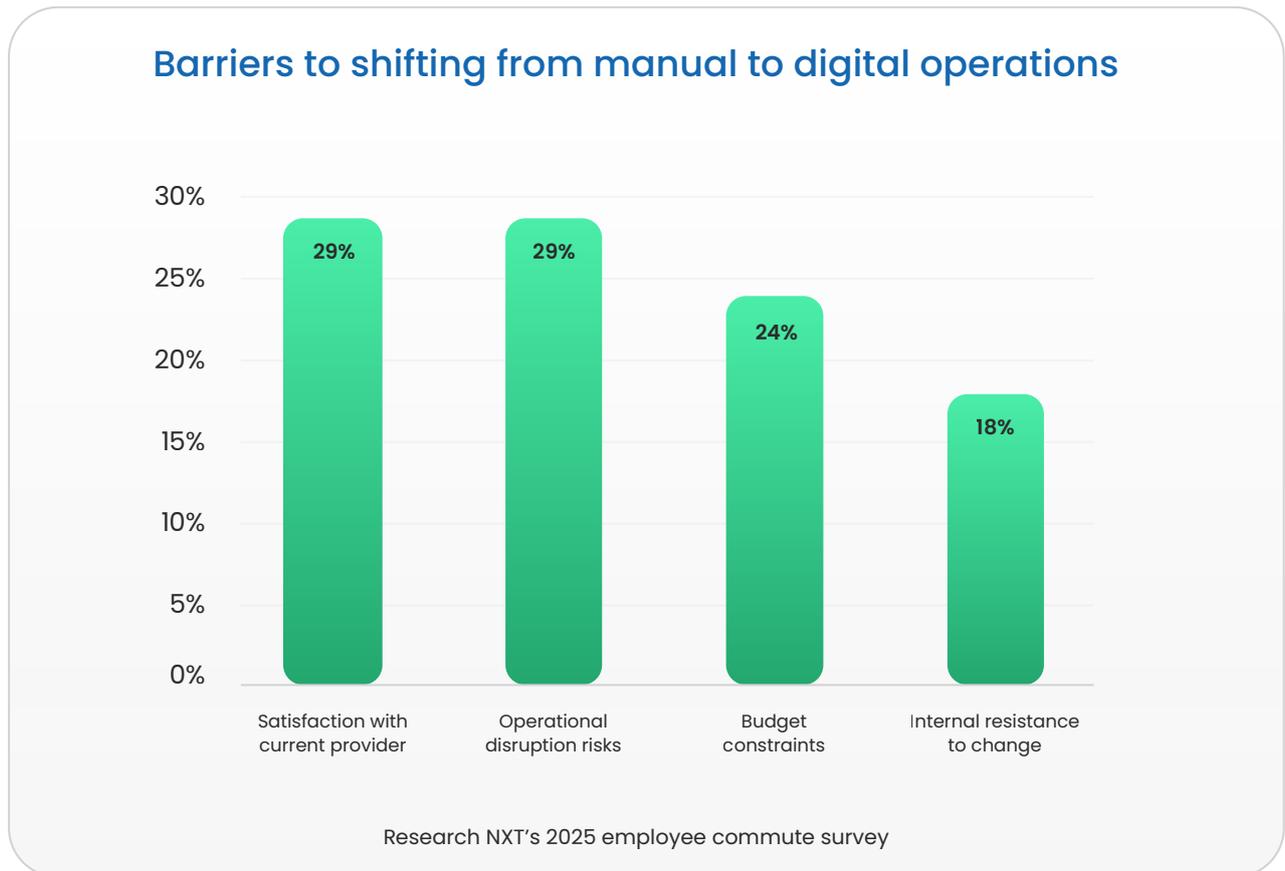
**Ashis Jain**

Director, Procurement  
Vesuvius India Ltd.

[Read Full Interview Here](#)

# Barriers to shifting from manual to digital operations

Organisations are hesitant to shift from manual to digital mobility operations mainly due to comfort with existing providers and internal resistance to change, rather than technical limitations.



Satisfaction with existing providers and fears of disruption keep many organisations tied to manual processes, despite clear limitations in scale and visibility.

Internal resistance and perceived budget constraints slow digital adoption, even though system-driven operations deliver long-term efficiency and cost benefits.

# Road ahead – The future of corporate commute for GCCs

## Future expectations & wishlists

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- EV adoption vs CO<sub>2</sub> impact: Which cities are future ready?

## Goals versus outcomes: Lessons from successes and misses

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## Tech Horizons: From AI to SuperApp

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## From cost centre to growth lever: Transforming commute into a competitive advantage

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# Future expectations & wishlists



## Single source of truth for commute governance

A unified platform is expected to replace fragmented spreadsheets and tools, bringing vendor performance, compliance status, billing, and employee feedback into one view.



## Shift from reactive to predictive compliance

Leaders expect systems that proactively flag risks such as driver validity, vehicle fitness, route deviations, and night-shift safety issues before incidents occur.



## Future-ready support for EVs and sustainability goals

Leaders expect commute platforms to enable EV adoption, emissions tracking, and ESG reporting without adding complexity.



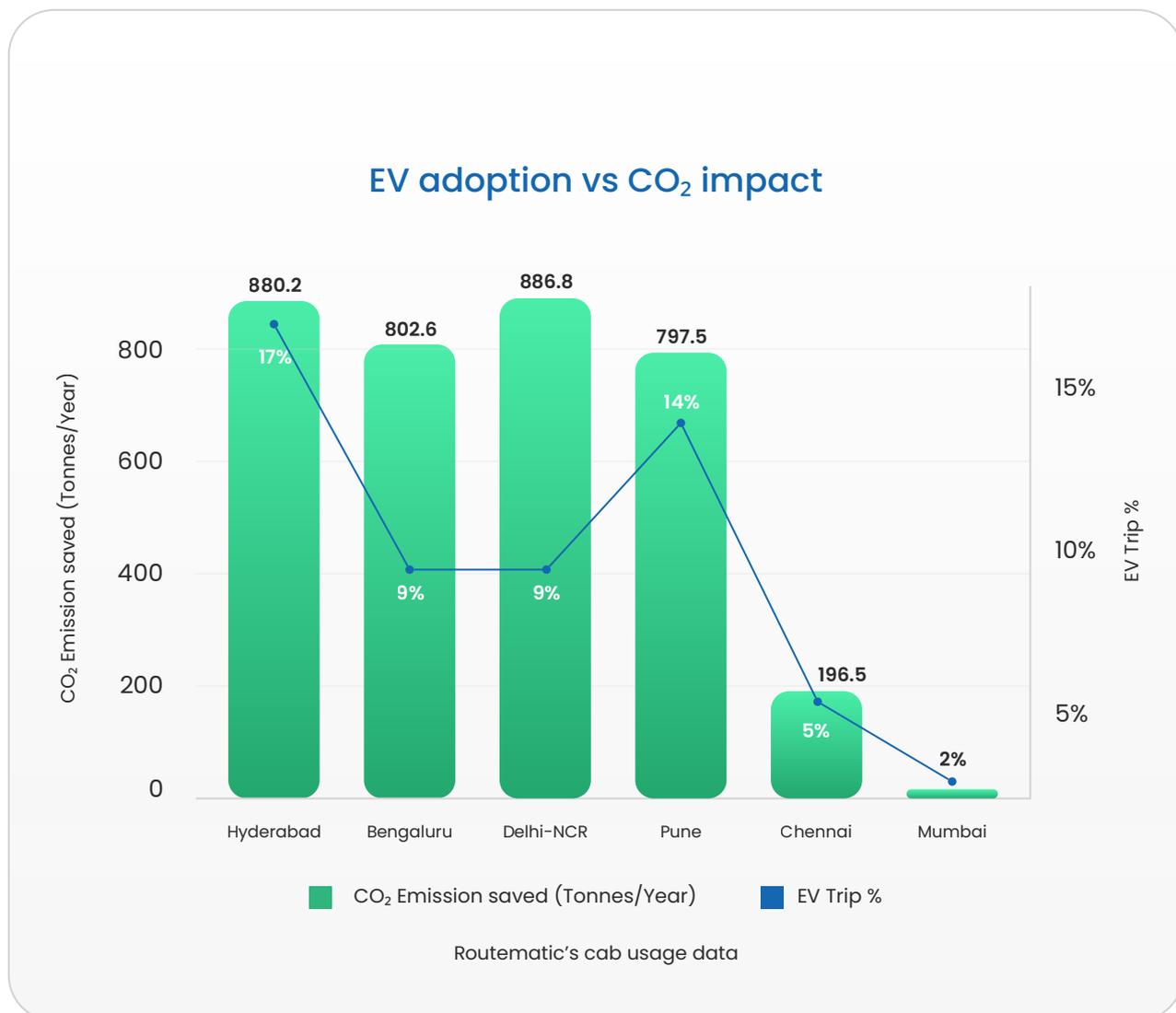
If there were no constraints, I would implement an intelligent chatbot that automatically verifies cab drivers and vehicles through direct integration with government databases.

**Garvita Sandhu**

Director, Administration  
PayU B.V.

[Read Full Interview Here](#)

# EV adoption vs CO<sub>2</sub> impact: Which cities are future ready?



Hyderabad and Pune show the strongest alignment between EV adoption and CO<sub>2</sub> reduction, signalling greater readiness for large-scale sustainable commuting programs.

Hubs with high commute volumes but low EV adoption, such as Mumbai and Chennai, offer the greatest future opportunity for carbon reduction.

# Goals versus outcomes

## Overview

Leaders set strong goals around compliance, cost control, safety, and standardisation. While foundational controls delivered some success, outcomes often fell short due to manual processes, fragmented ownership, and inconsistent execution at scale.

## Best practices:



Embed governance into daily operations through automation, not periodic audits.



Use real-time visibility and alerts instead of post-facto reporting.



Standardise vendor onboarding and performance tracking across locations.



Create a single ownership view across procurement, facilities, HR, and security.

# Tech Horizons: From AI to SuperApp

## Overview

Technology is the key lever to close governance gaps and scale commute programs reliably. The future points toward predictive intelligence, real-time visibility, and consolidated platforms that replace fragmented tools and manual oversight.

## What's Driving the Change

### 01 Shift from reporting to predictive, AI-driven compliance.

Focus on early risk detection, behaviour scoring, and proactive alerts rather than post-incident reviews.

### 02 Move toward unified "SuperApp" platforms.

Single interface covering vendors, compliance, billing, employee communication, and safety monitoring.

### 03 Enable real-time visibility across locations and shifts.

Live dashboards and alerts to manage night operations, safety, and vendor performance at scale.

### 04 Support EV adoption and ESG reporting through technology.

Systems should natively track emissions, EV usage, and sustainability metrics without manual workarounds.

# From cost centre to growth lever

## Overview

There is a clear shift in how the corporate commute is perceived. What was once treated as a fixed operational expense is increasingly seen as a lever for employee trust, risk mitigation, ESG outcomes, and business continuity. The value of commute programs is now measured not only in cost efficiency, but in their impact on safety, experience, and organisational resilience.

## How leaders are reframing commute:

### 01 Commute as a governance and risk lever, not just spend

Strong transport governance reduces compliance exposure, audit risk, and incident-related disruptions, making it a critical control function rather than a cost line item.

### 02 Commute as a driver of employee trust and experience

Reliable, safe, and well-communicated commute operations directly influence employee confidence, especially for night shifts and distributed teams.

### 03 Commute as an enabler of operational continuity at scale

As organisations grow across cities and shifts, structured commute systems support predictable operations without increasing manual oversight.

### 04 Commute as a foundation for ESG and sustainability goals

EV adoption, route optimisation, and emissions visibility elevate commute from logistics to a measurable ESG contributor.

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Over the last ten years, we have successfully assisted 50+ Tech Services and Product organisations in gaining and maintaining a leader's position in their respective domains.

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