Everest Group®

Everest Group Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2025

Focus on Accenture

September 2025

PEAK MATRIX®

Introduction

Despite a challenging economic outlook in 2024, the MPHRO services market remained resilient and demonstrated sustained momentum, driven by technology-led enhancements across core HR, talent acquisition, and talent management, as AI moved to the forefront of service delivery.

Demand strengthened across regions such as North America, Europe, and select Asia Pacific markets, with notable traction in manufacturing and healthcare. Growth is being fueled by large enterprises and midsized organizations focused on modernizing HR operations through digital and AI-enabled solutions. Buyers are increasingly prioritizing modular, cloud-first HR offerings to support talent management and build future-ready workforces.

On the supply side, providers are enhancing their AI-led capabilities across the hire-to-retire lifecycle, deploying chatbots, agentic tools, and end-to-end workflow automation. There is a clear shift toward modularized global service delivery. Providers are also adopting plug-and-play models to address growing interest from mid-market and small enterprise clients seeking flexibility and speed amid continued macroeconomic uncertainty.

The full report includes profiles of the following 19 leading MPHRO service providers featured on the Multi-process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2025:

- **Leaders:** Accenture, ADP, IBM, Strada, and TCS
- **Major Contenders:** Capgemini, Cognizant, Conduent, Genpact, HR Path, Infosys, SD Worx, Sopra HR, Wipro, WNS, and Zalaris
- **Aspirants:** Ascent HR, CGI, and OneSource Virtual (OSV)

Scope of this report

Geography: global

Industry: all

Services: MPHRO services

Everest Group HRO process map

Strategy

HR strategy
- Policies
- Procedures
- HR job roles
- Budgeting/forecasting
- Workforce planning
- M&As/divestitures
- Values and ethics
- HR strategy and planning
- People strategy
- Diversity and inclusion

Employee relations
- Strategy
- Performance / conflict resolution
- Union relations
- Employee assistance programs
- Communication
- Vendor management
- Exit administration

Regulatory and compliance
- Strategy
- Workforce diversity and anti-discrimination
- Government reporting
- Claims/audits
- Vendor management
- Data privacy

Value-added services

Global mobility*
- Strategy and policy development
- Assignment package
- Pre-departure activities
- On-assignment activities
- Property services
- Moving services
- Policy exceptions
- Tax planning administration
- Vendor management
- Visas
- Repatriation

Performance and succession*
- Strategy
- Career development
- Succession planning
- Employee engagement surveys
- Collation and analysis
- Vendor management

Learning*,**
- Strategy
- Learning admin
- Learning delivery
- Competency management
- Operational performance
- Content curation
- Skills taxonomy management
- Vendor management

Recruitment*,**
- Strategy
- Employer branding
- Sourcing
- Screening
- Applicant tracking
- Interview scheduling
- Candidate assessment
- Candidate engagement
- Background checking
- Offer letter management
- Onboarding and orientation
- Vendor management

Compensation*,**
- Strategy
- Job analysis/descriptions
- Job architecture
- Job pricing
- Salary survey admin
- Salary administration
- Salary review
- Bonuses/incentives/awards
- Reward advisory
- Stock options/purchase program
- Share plans
- Commissions/draws
- Compensation statement
- Vendor management

Rewards and Recognition (R&R)*
- R&R strategy
- Spend data analysis
- Catalog design
- R&R management
- Nomination and approval cycle management
- Rewards fulfillment
- Branding of R&R program
- Day-to-day order management
- Billing and payments
- MIS support and reporting
- Vendor management

Operational services

Benefits*,**
- Strategy
- Healthcare plans
- Defined benefit plans
- Defined contribution plans
- Workers' compensation
- Ancillary benefit administration
- Leave programs (e.g., LOA)
- Health and safety
- Vendor management
- Wellness plans

Payroll*,**
- Strategy
- Payroll preparation (build to gross)
- Payroll calculation (gross to net)
- Payroll distribution
- Reconciliation
- Third-party payments
- Payroll tax reporting and filing
- Vendor management

Employee data management*
- Employee data changes
- Status changes
- New hire processing
- Transfer processing
- Cost center assignments
- Time and attendance
- Travel and expense administration
- Unemployment administration
- Exit processing
- Vendor management

Employee contact center

Digital HR operations
- Employee communication and change management
- Employee knowledge management
- Employee experience management
- Insights and analytics dashboards
- HR automation
- AI-embedded HR solutions
- HR tech configuration and maintenance

Orchestration layer

Everest Group defines MPHRO deals as HRO deals in which

- A minimum of three HR processes are included
- The buyer employee size is 1,000 or more

* MPHRO – Outsourcing of multiple HR processes to one provider in an integrated way

** SPHRO – Outsourcing of single stand-alone HR process

Major SPHRO markets are:
- Payroll outsourcing
- Recruitment Process Outsourcing (RPO)
- Learning Services Outsourcing (LSO)
- Benefits Administration Outsourcing (BAO)

MPHRO PEAK Matrix® characteristics

Leaders

Accenture, ADP, IBM, Strada, and TCS

- Leaders have demonstrated strong ability to orchestrate end-to-end processes by bringing together modular offering around people, process, and technology for enabling outcomes for the buyers backed by digital capabilities
- These providers are taking significant steps in the adoption of AI, with a strong emphasis on generative AI and agentic AI to help buyers achieve exceptional productivity and efficiency gains in their back-office operations
- Leaders are also enhancing their capabilities to help buyers evolve their talent strategies, using data-based evidence to transform their enterprises in the age of AI

Major Contenders

Capgemini, Cognizant, Conduent, Genpact, HR Path, Infosys, SD Worx, Sopra HR, Wipro, WNS, and Zalaris

- Major Contenders have also demonstrated improvements in HR service delivery capabilities, but their technical prowess in orchestrating end-to-end enterprise workflows remain relatively limited
- These providers have expertise in a defined set of HR functional areas, enabling buyers to improve outcomes for their employees
- Such providers have a relatively limited coverage of buyer segments
- These providers have a strong partnership ecosystem and have started investing in next-generation technologies such as AI

Aspirants

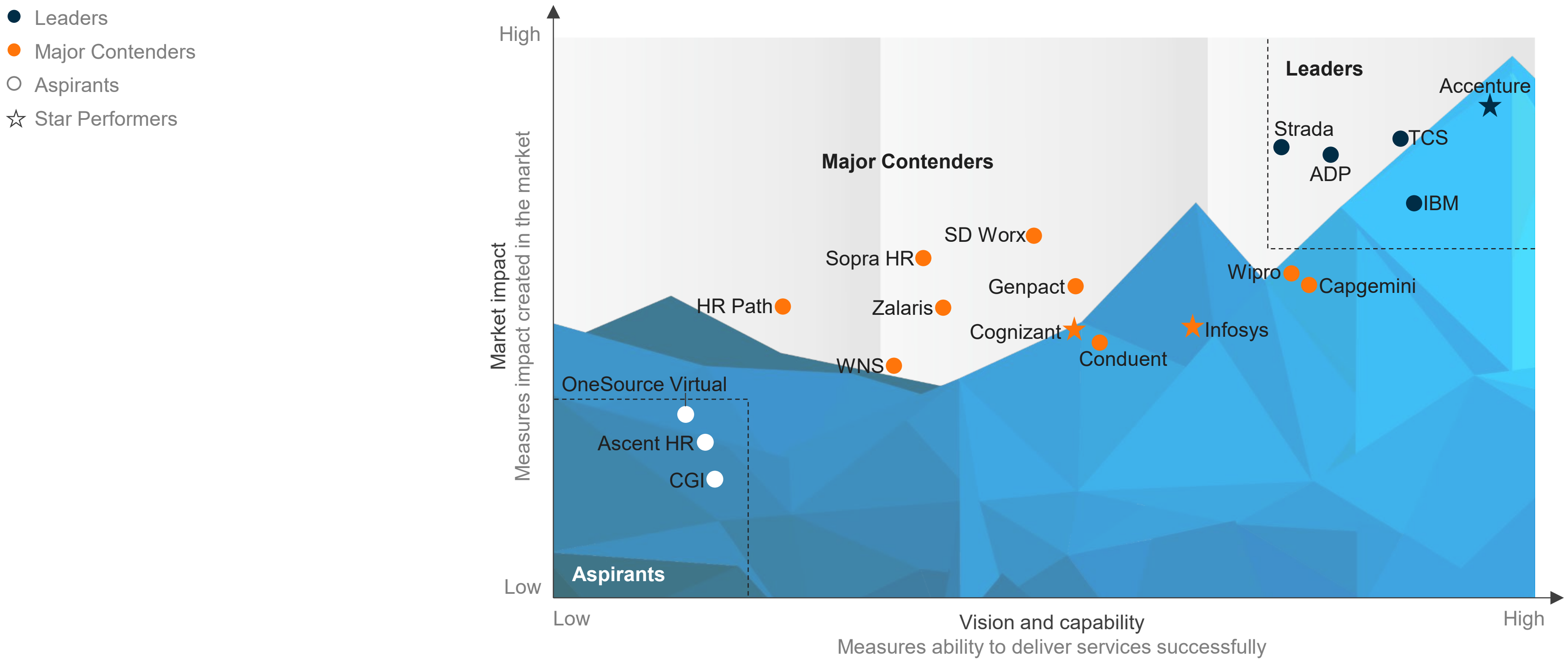
Ascent HR, CGI, and OneSource Virtual (OSV)

- Aspirants currently have limited abilities in cross-functional areas to leverage synergies across business processes, which delivers efficiencies and increased productivity for buyers
- Such providers are mostly focused on delivering lift-and-shift transactional HR processes to reduce cost of operations
- These providers have strong regional presence and brand recognition in the regions where they serve

Everest Group PEAK Matrix®

Multi-process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2025 | Accenture is positioned as a Leader and a Star Performer

Everest Group Multi-process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2025[1,2]



1 Assessment for WNS considers its capabilities before the announcement of acquisition by Capgemini
2 Assessments for CGI, HR Path, and OneSource Virtual (OSV) exclude service provider inputs and are based on Everest Group's proprietary Transaction Intelligence (TI) database, service provider public disclosures, and Everest Group's interactions with MPHRO buyers
Source: Everest Group (2025)

Accenture

Everest Group assessment – Leader and Star Performer

Measure of capability: Low High

Market impact				Vision and capability				
Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall

Strengths

- Accenture delivers experience-led HR transformation through SynOps, its proprietary engine, which integrates AI agents, frameworks, people, and digital components to enable intelligent orchestration across HR services
- Accenture has a focused approach to talent management services and has strengthened its LearnVantage offering to upskill and reskill employees with next-generation technology by orchestrating learning services through a unified platform that integrates proprietary solutions and a broad partner ecosystem
  - It has expanded its capabilities through acquisitions such as Udacity, TalentSprint, Ascendient Learning, and Award Solutions to deepen content expertise and support skills acceleration in technical domains
  - It has formed partnerships with ETS, Coursera, Pluralsight, and academic institutions to deliver adaptive learning pathways, credentialing, and scalable digital skilling experiences
- It has made targeted investments in generative AI and launched AI Refinery™, an open-source agentic platform with pre-built industry modules and interoperability across agents to scale AI adoption across the HR function
- Accenture leverages generative AI and data-driven insights to help clients build adaptive talent strategies, using predictive analytics to identify service trends, personalize support, and foster always-learning cultures that enhances workforce agility and responsiveness
- It enables end-to-end MPHRO transformation across talent acquisition, learning, and employee services, using its agentic framework to deploy orchestration agents, utility bots, and experience-specific companions
- Accenture reimagines talent management through an always-on talent engine that integrates workforce intelligence, experience design, and mobility planning to deliver against evolving enterprise priorities and offers continuous improvement for retained organizations
- Referenced buyers have cited innovation and relationship management as key strengths, noting the provider's capability to manage HR operations at scale

Limitations

- Accenture’s technology and transformation-oriented approach might not be well suited for the enterprises looking to reduce cost primarily through labor arbitrage
- Buyers recognize strong senior leadership but report execution gaps at the mid-management level
- They have highlighted the need for greater focus on root cause identification before solutioning, suggesting room for improvement in problem-solving approach

Market trends

The MPHRO services market is being profoundly impacted with the AI transformation. Providers will need to pivot their strategy quickly to maintain their incumbent position

Market size and growth

- The MPHRO services market grew moderately at 6% YoY and currently stands at US$6.3 Billion. It is projected to grow at a CAGR of 5-7% between 2024-25
- Beyond the mature markets of North America, the UK, and the EU, APAC is witnessing strong momentum as buyers accelerate HR modernization efforts, leveraging digital tools to drive expert-led transformation
- Along with back-office transactional processes, talent transformation is driving the growth for MPHRO market as the buyers aim to future-proof their workforce and operations

Key drivers

Personalized self-service	Next-generation technology levers are enabling personalized HR service delivery in real-time particularly catering to employee's HR needs in key moments
Talent enablement	Talent development with AI-based tools for personalized, role-specific learning journey to upgrade talent trained on next-generation digital levers
Buyer-specific demands	Specific demands for segments within market such as ready-to-deploy solutions for small and mid-market and Build-operate-transfer (BOT) for GCC transformation
Consult-to-operate model	Integrated model supporting implementation and execution of operations with demand for tangible RoI

Challenges

Changing nature of workforce	Enterprises are increasingly relying on a fluid workforce comprising permanent and contingent workers along with hybrid and distributed models. This growing complexity intensifies HR administrative burdens and creates challenges in ensuring consistency, compliance, and efficiency
Uncertainty in commercial model	With traditional pricing models evolving, buyers face uncertainty in cost structures and contract terms
Limited next-generation technology adoption readiness	Lack of hygienic underlying data infrastructure in the enterprise environment is restricting the deployment of AI and corresponding returns

Provider landscape analysis

More than 50% of market share in terms of ACV is grabbed by top four providers of MPHRO services

Providers' share distribution

2024; Active ACV in US$ billion

Note: providers are listed alphabetically within each range

Key buyer considerations

Top drivers for outsourcing HR operations include process improvement, regulatory compliance adherence, and efficiency and cost reduction

Key sourcing criteria

High

Priority

1. Process improvement
2. Regulatory compliance adherence
3. Efficiency and cost reduction
4. Improving agility and flexibility
5. Better employee experience
6. Access to better technology
7. Access to HR domain expertise
8. Impacting top line growth

Low

- For buyers, the key driver for outsourcing is to make back-office operations leaner and more efficient. To address this, providers are investing in technology-led orchestration of HR processes to drive scalability, speed, and cost effectiveness
- Regulatory compliance adherence is another important factor in case of HR, particularly as the enterprises are looking forward to reduce the risk of global HR operations
- The third most important driver for outsourcing HR is efficiency and cost reduction, particularly with offshore-heavy resources. As AI technologies become more evolved, cost reduction will be driven further by technology-led solutions

Key takeaways for buyers

As the MPHRO market undergoes rapid transformation, buyers must go beyond cost arbitrage and evaluate service providers based on their ability to drive outcomes through intelligent automation, embedded HR expertise, and consultative transformation support.

Buyers should prioritize providers that offer:

- A seamless blend of HR functional depth and technology acumen
- Proven capability to scale across regions, functions, and platforms
- Flexibility to support both transactional efficiency and strategic talent agendas

Shifts in provider capabilities

Providers are shifting more to a consulting-led HR transformation model and replacing manual FTEs with AI assistants and automated chatbots

Differentiators and innovative services across providers

Leading providers differentiate by combining HR domain depth with digital delivery. They offer platform-led services, embed AI accelerators, and manage complex multi-country operations. Strategic partnerships with cloud HCM vendors are helping leaders drive measurable impact and position themselves as transformation partner

Key HR functional service enhancement

Providers are strengthening capabilities across benefits, recruitment, payroll, and learning. Through acquisitions and partnerships, they offer integrated hire-to-retire services with specialized expertise, enabling clients to meet regional needs and future-proof HR operations more effectively

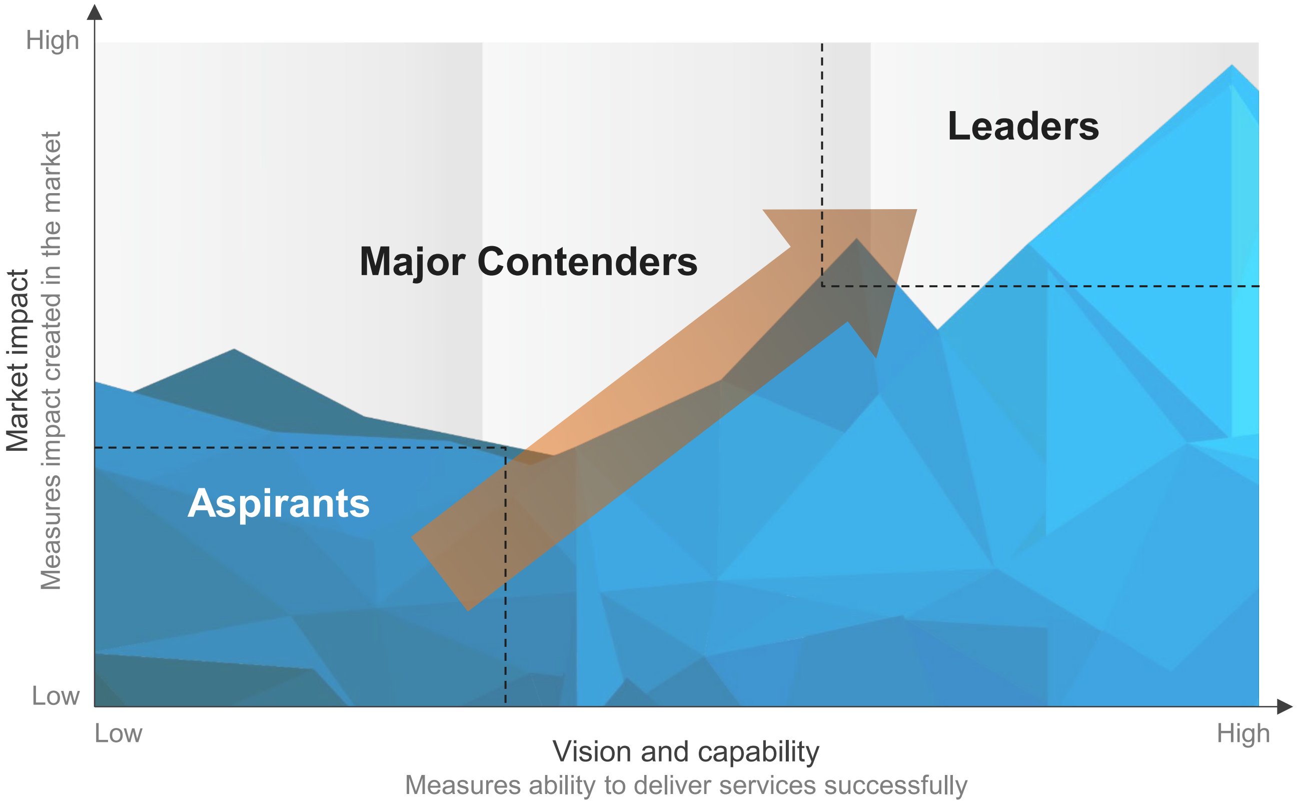
Appendix

PEAK Matrix® framework

FAQs

Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix



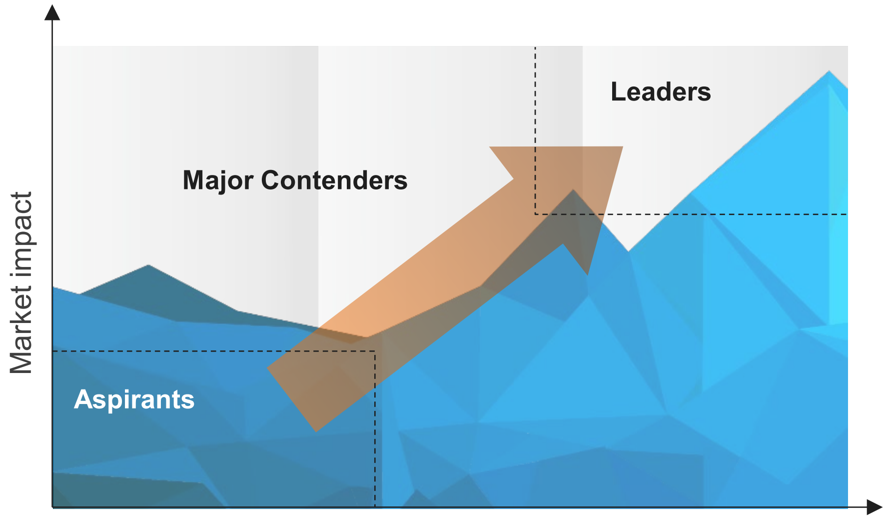
Services PEAK Matrix® evaluation dimensions

Measures impact created in the market – captured through three subdimensions

Market adoption
Number of clients, revenue base, YoY growth, and deal value/volume

Portfolio mix
Diversity of client/revenue base across geographies and type of engagements

Value delivered
Value delivered to the client based on customer feedback and transformational impact



Vision and capability

Measures ability to deliver services successfully. This is captured through four subdimensions

Vision and strategy
Vision for the client and itself; future roadmap and strategy

Scope of services offered
Depth and breadth of services portfolio across service subsegments/processes

Innovation and investments
Innovation and investment in the enabling areas, e.g., technology IP, industry/domain knowledge, innovative commercial constructs, alliances, M&A, etc.

Delivery footprint
Delivery footprint and global sourcing mix

FAQs

Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?

A: Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?

A: No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?

A: A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?

A: Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being in included in our research reports

Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?

A: Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

Q: Does the PEAK Matrix evaluation criteria change over a period of time?

A: PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

Stay connected

Dallas (Headquarters)
info@everestgrp.com
+1-214-451-3000

Bangalore
india@everestgrp.com
+91-80-61463500

Delhi
india@everestgrp.com
+91-124-496-1000

London
unitedkingdom@everestgrp.com
+44-207-129-1318

Toronto
canada@everestgrp.com
+1-214-451-3000

Website
everestgrp.com

Blog
everestgrp.com/blog

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