

NEAT EVALUATION FOR INFOSYS:

HR Transformation Services

Market Segment: Overall

Introduction

This is a custom report for Infosys presenting the findings of the 2026 NelsonHall NEAT vendor evaluation for *HR Transformation Services* in the *Overall* market segment. It contains the NEAT chart of vendor performance, a summary vendor analysis of Infosys for HR transformation, and the latest market analysis summary.

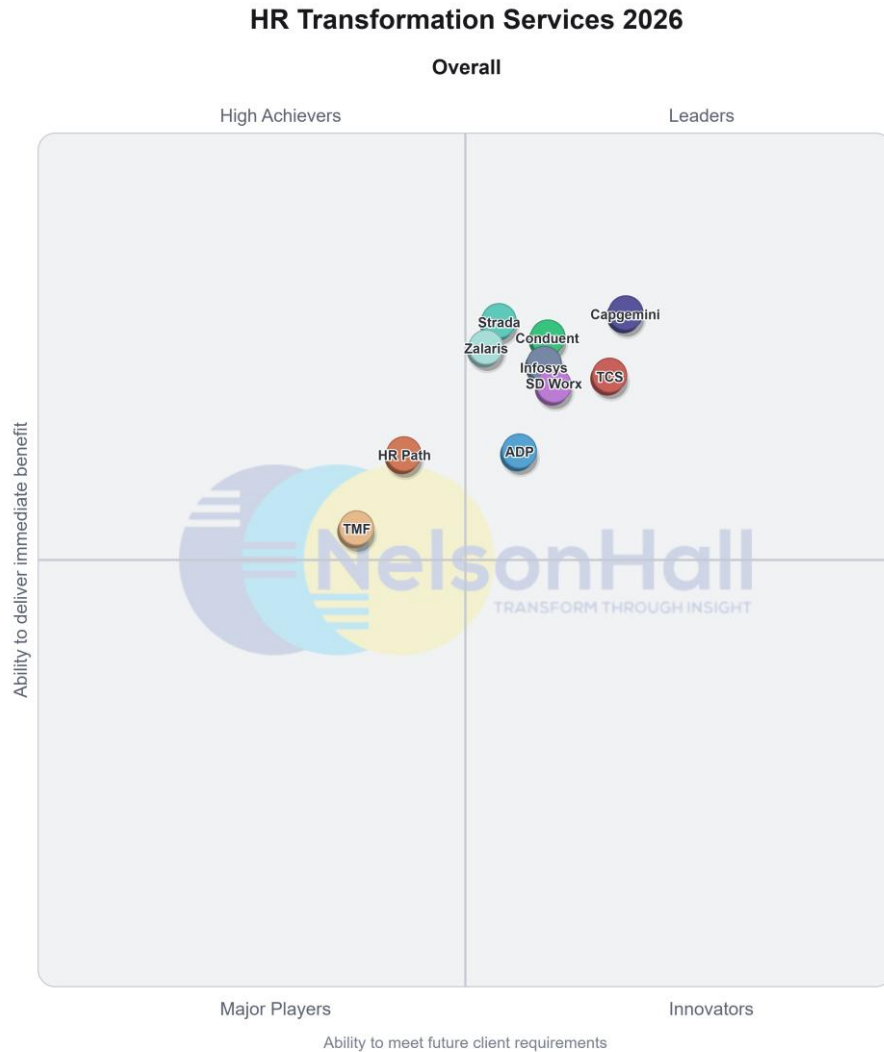
This NelsonHall Vendor Evaluation & Assessment Tool (NEAT) analyzes the performance of vendors offering HR transformation services. The NEAT tool allows strategic sourcing managers to assess the capability of vendors across a range of criteria and business situations and identify the best performing vendors overall, with specific areas of capability (experience and engagement, transformation journey), and geographic coverage (Americas, EMEA, and multi-country).

Evaluating vendors on both their 'ability to deliver immediate benefit' and their 'ability to meet client future requirements', vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Vendors evaluated for this NEAT are: ADP, Capgemini, Conduent, HR Path, Infosys, SD Worx, Strada, TCS, TMF Group, and Zalaris.

Further explanation of the NEAT methodology is included at the end of the report.

NEAT Evaluation: Overall



NelsonHall has identified Infosys as a Leader in the *Overall* market segment, as shown in the NEAT chart. This market segment reflects Infosys' overall ability to meet future client requirements as well as delivering immediate benefits to its HR transformation clients.

Leaders are vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements.

Buy-side organizations can access the *HR Transformation Services* NEAT tool [here](#).

Vendor Analysis Summary for Infosys

Overview

Infosys BPM, a wholly owned subsidiary of Infosys Limited, provides outsourcing services for business processes such as finance, procurement, customer service, and HR for global organizations. It has over 50k employees, of whom around 5k are deployed in delivering HR services. As part of its HR transformation services, Infosys is investing in AI-first HR operations through blending ML and GenAI tools.

Infosys cites seven HR agentic use cases, evidenced by agentic AI HR transformation case studies. It measures productivity improvements through Infosys analytics IP that includes Infosys InsightSmart, Hawkeye, and its Digital Command Consol. Its offerings for HR transformation cover:

- Talent acquisition (TA) and TA platform enablement
- Talent development, talent management, and payroll. In particular, Infosys Wingspan brings learning-specific capability
- HR service desk.

Infosys targets global organizations and has a presence in all regions; it has particular strength supporting clients with U.K. and U.S. scope.

In 2025, Infosys was awarded a major HR contract, a £1.2bn, 15-year deal to support the NHS Business Services Authority (NHSBSA). This contract award is expected to grow Infosys' HR capability significantly over the next year.

Infosys has ~50 HR transformation services clients servicing ~5m client employees across ~160 countries. Infosys' offering is focused on delivering efficiency gains through overlaying and embedding technologies into existing client system landscapes.

Financials

Infosys does not provide revenue breakdowns at the HR service level. NelsonHall estimates Infosys' 2025 HR transformation service revenues were ~\$75m, all of which relates to HR outsourcing contracts. The estimated share of Infosys HR services revenues by geographic region is:

- North America: 61%
- EMEA: 24%
- APAC: 12%
- Latin America: 3%.

The region where Infosys will see the greatest growth in HR services revenue in FY27 is likely to be the U.K., with the impact of the NHS mega-deal (NHSBSA) announced in Q3. As a result, Infosys should at least double its total HR transformation service revenues.



Strengths

- HR proprietary tools, including Infosys Wingspan, Infosys Orbit, and Infosys LaunchPad, supporting digital AI and GenAI transformations
- Capability to support large domestic organizations, with a strong presence in the U.S. and the U.K.
- Strong focus on delivering operational savings and organizational learning approaches to support greater automation and improve efficiencies with data and analytics
- Offers a comprehensive portfolio of HR outsourcing solutions, including recruitment and learning. It leverages its consult-to-operate model and spans the hire-to-retire cycle, including strategy, deployment, application management, and HR delivery transformation services
- The financial strength of Infosys as a company can support further investments to fuel its growth, including acquisitions and amortizing up-front contract costs where required
- With its large BPM client base (HR service revenues comprise <5% of its total BPM division), Infosys has significant opportunities to cross-sell HR services to its existing BPM client base.

Challenges

- Whilst Infosys has demonstrated significant capability to support clients with very large employee populations across the U.S. and U.K, it has not scaled its operations to the same extent to support wider European and LATAM client populations which require languages other than English. Approximately 64% of its HR transformation services represent U.S. and U.K specific delivery, and this concentration is likely to increase with the recently announced NHS contract
- Infosys has limited case studies with a broad-based HR scope; many include a limited scope relating to processes such as learning solutions, resume parsing, and responding to policy queries
- Infosys is not widely recognized for its HR services capability and is more commonly known for its wider BPS offerings
- Limited benchmarking capability; however, benchmarking is a roadmap item with Infosys Navigator.

Strategic Direction

Infosys' focus is to develop AI-first capability and more persona-based employee experiences, leveraging HR platforms and platform-agnostic delivery models. Key initiatives include investing in digital solutions, domain expertise, and talent, as detailed below:



Digital solutions

- Agentic AI frameworks leveraging Topaz capabilities, including developing HR-specific agents:
 - Personalized conversational AI experiences: content generation and multi-lingual support
 - Autonomous AI and agentic business processes: AI skill-based agentic workflows which are context-aware and integrated with human-to-AI collaboration helping to scale process excellence
 - AI-data driven sentiment: AI sensing and forecasting, risk mitigation, predictive HR operations supported by point solutions delivered via third-party strategic alliances to support innovation and scale
- Infosys Navigators for benchmarking, planning, and executing projects and start-ups
- Infosys InsightSmart, an AI-enabled BI tool that analyzes, reports, dashboards, and detects anomalies, identifies drivers, and generates insights.

Domain expertise

Infosys is growing HR team capability, including certifications in agentic tools for advanced proficiency. It will continue to develop Global Process Owner expertise and Center of Excellence (CoE) across HR, Payroll, Talent acquisition, enterprise HR/People Analytics, and data and process mining experts. It will support the organization with a dedicated risk and compliance team for the HR practice.

Talent

- Building a skills-based organization with career advancement based on skills
- Enterprise-wide training programs through digital platforms with self-learning modules, centralized assessments, and certifications with auto-score validations.

Infosys is investing in alliances with technology partners spanning HR functions, including payroll, talent acquisition, and learning. It is also looking for partners to co-invest with and build platforms to scale for broader industry deployment as part of a joint innovation fund. Infosys continues to look for acquisition opportunities to increase its European services capability.

Outlook

As a result of the recent U.K. NHS contract award, Infosys is expected to double its total HR transformation service revenues in 2027.

It is expected to attract large U.K.- and U.S.-based organizations looking to heavily focus on automation and AI, where an underlying architecture change of the HCM environment is not in scope.

Key to Infosys' success will be ongoing demonstrated efficiency gains and case studies from its agentic AI solutions, including how it manages governance to minimize manual rework resulting from hallucinations at an enterprise scale, particularly when processing data changes.

HR Transformation Services Market Summary

Overview

With the advance of AI, the HR transformation services market is attracting significant executive attention and investments to not only support organizational change across the whole workforce, but also inherently change HR operations.

HR service developments are increasingly outcome- and performance-focused. The ability to drive continuous improvement of HR functions, measure effectiveness and efficiencies, alongside optimizing a blend of investments in technology, organizational design and knowledge, skills and people are key attributes of the HR transformation services market.

Key capabilities include blending knowledge, skills and redesigned processes to support business needs such as agility and flexibility whilst increasing HR value. The HR transformation market includes HR consulting, change management, implementation, roll-out, maintenance & support, HCM platform deployment, and operational services. The market includes services that look to transform the HR operation holistically, often across multiple process areas: HR administration, recruitment, learning, benefits administration, and payroll and employee engagement processes. HR transformation services bundled with payroll services make up ~50% of the market, the majority of these representing mid-market sized organizations. (*Note that point solutions addressing just a single HR process are excluded from NelsonHall's definition of HR transformation services*).

Energy and retail sector growth has been pronounced in the last year. To remain competitive, these industries have a heavy reliance on workforce restructuring and the need for streamlined HR processes. The retail sector has a high proportion of overall company spend represented by workforce spending. This can fluctuate significantly in the light of overtime, absenteeism, and employee turnover. These sectors are underpinning growth in the HR transformation services market and despite some wider geo-political and economic uncertainty, demand is expected to continue in 2026 as industry competitiveness is a key factor driving HR transformation investments.

Buy-Side Dynamics

The most important vendor selection criteria buyers look for are knowledgeable HR service delivery teams, integration expertise, and innovation to drive greater productivity. More than half the buyer market has adopted or is adopting GenAI tools to support HR transformation services; however, delivering GenAI offerings is not considered as important as delivering process improvements and improving employee experiences. Key drivers of HR transformation services adoption are:

- Limitations of using multiple vendors and multiple systems, and the inability to scale to support growth effectively in light of technology developments
- Standardization, digitalization, and data quality improvement to help drive efficiencies
- Enhancing the overall employee and business experience
- Legacy technologies no longer being supported

Buyers are most satisfied with learning and change management. Vendors with conversational GenAI capability are sometimes perceived as less suitable to support future needs. Capability across vendors also varies significantly.



Market Size & Growth

The HR transformation services market is expected to grow ~8.6% CAGR over the next five years. The market will reach \$16.8bn by 2030, with the largest market being North America (a \$5.9bn market in 2025, expected to grow to \$8.7bn by 2030).

Success Factors

Successful HR transformation service vendors collaborate with clients to support tailored needs and build client relationship management and governance structures to proactively serve and manage client relationships.

With a focus on productivity-integrated and holistic service design, digital-first design thinking is needed to support organizational, process, and technology change. Deep domain expertise is key and ideally supplemented with strategic consulting capability, nuanced to an industry, region, and technology architecture background.

To be a successful transformation, operational delivery needs to be up to date with ongoing technological developments. Modern technologies that leverage GenAI, APIs, workflows, advanced analytics with AI, workplace collaboration tools, and marketplaces will support broad-based HR services and service delivery.

Successful vendors also are expected to offer integration services, tools, and technologies to enable buyers to best leverage existing technologies and offer flexibility to add solutions.

Vendors' success depends on their ability to build and demonstrate safeguards and to explain and be transparent with AI solutions, alongside clearly articulating where human intervention is expected or recommended on the client or vendor side. This is to assure buyers that the use of AI is measured and executed with quality to improve outcomes without adding undue risk or compliance issues in the process, and without creating additional noise and distractions at the expense of diminishing the focus on business-critical functions.

Outlook

While markets are experiencing ongoing business instability and inflationary and cost concerns, offerings that support highly-tuned employee experiences and engagements alongside agility, automation, and rich integrated digital delivery are expected to attract buyers and spur demand for HR transformation services.

Expectations of the future market are:

- As SaaS models become commoditized, buyers will look for greater value by adopting AI-enabled managed outcomes delivered through managed services. Offerings that drive measured outcomes, with a deep service focus that leverages expertise will support advanced AI-enhanced delivery models. Local or regional knowledge workers will be increasingly preferred to global offshore centers to support local compliance needs and where services in scope are of a complex nature
- Managed outcomes and process performance will be increasingly important to buyers, delivered through dashboards and benchmarks that increasingly feature continuous improvement metrics and opportunities
- Investments in integrations and implementation assistants will continue and are expected to bring significant improvements to the service experience, the visibility of information, as well as the speed to value

- Security, compliance, and risk management are increasingly areas of focus in light of cyber threats. As the pace of change accelerates across software offerings, developing deep partnerships is becoming more critical to support innovation and changing needs
- HR experience orchestration offerings including growing collaboration and workflows will increasingly support more finely-tuned handoffs between parties (including partner offerings)
- AI safeguards and transparency of source information will be key features of products and services
- Warm handoffs, voice activation and explainability will mature and be increasingly applied to HR offerings
- Digital platforms will increasingly incorporate conversational experiences with contextual searches where knowledge and chat capability digests multiple sources of information from transactional information as well as policy documents. It will also perform transactions on the user's behalf, from which they can validate and approve (rather than enter)
- Sentiment analysis will divert queries to appropriate contact points. Where applicable, AI will be used to propose answers to these queries. AI will also be used to classify these and increase response rates
- Further consolidation of the market is expected.



NEAT Methodology for HR Transformation Services

NelsonHall's (vendor) Evaluation & Assessment Tool (NEAT) is a method by which strategic sourcing managers can evaluate outsourcing vendors and is part of NelsonHall's *Speed-to-Source* initiative. The NEAT tool sits at the front-end of the vendor screening process and consists of a two-axis model: assessing vendors against their 'ability to deliver immediate benefit' to buy-side organizations and their 'ability to meet future client requirements'. The latter axis is a pragmatic assessment of the vendor's ability to take clients on an innovation journey over the lifetime of their next contract.

The 'ability to deliver immediate benefit' assessment is based on the criteria shown in Exhibit 1, typically reflecting the current maturity of the vendor's offerings, delivery capability, benefits achievement on behalf of clients, and customer presence.

The 'ability to meet future client requirements' assessment is based on the criteria shown in Exhibit 2, and provides a measure of the extent to which the supplier is well-positioned to support the customer journey over the life of a contract. This includes criteria such as the level of partnership established with clients, the mechanisms in place to drive innovation, the level of investment in the service, and the financial stability of the vendor.

The vendors covered in NelsonHall NEAT projects are typically the leaders in their fields. However, within this context, the categorization of vendors within NelsonHall NEAT projects is as follows:

- **Leaders:** vendors that exhibit both a high capability relative to their peers to deliver immediate benefit and a high capability relative to their peers to meet future client requirements
- **High Achievers:** vendors that exhibit a high capability relative to their peers to deliver immediate benefit but have scope to enhance their ability to meet future client requirements
- **Innovators:** vendors that exhibit a high capability relative to their peers to meet future client requirements but have scope to enhance their ability to deliver immediate benefit
- **Major Players:** other significant vendors for this service type.

The scoring of the vendors is based on a combination of analyst assessment, principally around measurements of the ability to deliver immediate benefit; and feedback from interviewing of vendor clients, principally in support of measurements of levels of partnership and ability to meet future client requirements.

Note that, to ensure maximum value to buy-side users (typically strategic sourcing managers), vendor participation in NelsonHall NEAT evaluations is free of charge and all key vendors are invited to participate at the outset of the project.



Exhibit 1

‘Ability to deliver immediate benefit’: Assessment criteria

Assessment Category	Assessment Criteria
Breadth of Offerings	- Consulting & Advisory Services - Transformation Deployment Services - HR Admin & Time Digital Services - Talent Digital Services - Benefits & Payroll Digital Services - Support Services
Delivery Capability	- Technology capability - Application of analytics & benchmarks - Application of AI & automation - North America - U.K. - Continental Europe - Asia Pacific - Latin America - SME-Mid Market - Large Market
Client Presence	- Overall HR client presence - Americas client presence - EMEA client presence - Asia Pacific client presence - Multi-country client presence
Benefits Achieved	- Business outcomes - Process improvement - Improved employee experience - Technology - Agility



Exhibit 2

‘Ability to meet client future requirements’: Assessment criteria

Assessment Category	Assessment Criteria
Capability to Meet Future Needs	Suitability to achieve transformation Suitability to achieve talent transformation Suitability to achieve efficiency Suitability to drive mid-market innovation Suitability to drive large enterprise innovation
Roadmap Initiatives and Developments	HR services roadmap AI roadmap Employee engagement roadmap Analytics and benchmarking roadmap Multi-country roadmap
Ability to Deliver Innovation	Americas focused innovations EMEA focused innovations APAC focused innovations Perception of HR innovation Perception of delivering business outcomes Perception of speed of transformation

For more information on other NelsonHall NEAT evaluations, please contact the NelsonHall relationship manager listed below.



Sales Inquiries

NelsonHall will be pleased to discuss how we can bring benefit to your organization. You can contact us via the following relationship manager:
Darrin Grove at darrin.grove@nelson-hall.com

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