

Everest Group Life and Annuities (L&A) Insurance BPS and Third-Party Administrator (TPA) PEAK Matrix® Assessment 2025

Focus on Sutherland July 2025



Introduction

The Life and Annuities (L&A) insurance industry is undergoing transformation as insurers respond to evolving customer expectations, heightened regulatory demands, and macroeconomic uncertainties. These challenges are compounded by the industry's continued reliance on legacy systems, which limit operational agility and innovation. However, insurers are increasingly recognizing the critical need for digitalization, not just to optimize efficiency, but to deliver superior customer experiences in an increasingly competitive environment.

Service providers are at the forefront of addressing these challenges, catering to a broad spectrum of L&A insurance needs, spanning product categories such as life, annuities, retirement, and group benefits. The adoption of Business Process-as-a-Service (BPaaS) and Third-party Administration (TPA) models is accelerating, with providers shifting from traditional cost-focused outsourcing models to value-driven, transformative solutions.

The current emphasis extends beyond closed blocks servicing to active blocks management, greenfield launches, and innovative products. This shift reflects insurers' efforts to cater to a younger, digitally savvy customer base, while maintaining robust support for traditional customer segments. Strategic partnerships with InsurTechs and platform providers, advances in Al and machine learning, and investments in talent are enabling providers to deliver impactful solutions.

The report includes the profiles of the following 24 leading providers featured on the Life and Annuities (L&A) Insurance BPS and Third-Party Administrator (TPA) PEAK Matrix® Assessment 2025:

- Leaders: Accenture, Cognizant, DXC Technology, EXL, Genpact, NTT DATA, and TCS
- Major Contenders: Atos, Capgemini, Capita, Datamatics, Equiniti, HCLTech, IBM, Illumifin, Infosys, Sutherland, Wipro, WNS, and Zinnia
- Aspirants: Andesa Services, Flatworld Solutions, RRD Go Creative, and Writer Business Services

Scope of this report

Geography: global

Industry: market activity and investments of service providers in insurance BPS market

Providers: Accenture, Andesa Services, Atos, Capgemini, Capita, Cognizant, Datamatics, DXC Technology, Equiniti, EXL, Flatworld Solutions, Genpact, HCL Tech, IBM, Illumifin, Infosys, NTT DATA, RRD Go Creative, Sutherland, TCS, Wipro, WNS, Writer Business Services, and Zinnia

Services: the report covers L&A insurance BPS / TPA services and does not cover horizontal business processes, such as Finance and Accounting (F&A), Human Resource (HR), procurement, and contact center

L&A insurance BPS and TPA services PEAK Matrix® characteristics

Leaders

Accenture, Cognizant, DXC Technology, EXL, Genpact, NTT DATA, and TCS

- Providers have invested in integrating emerging technologies such as AI / gen AI and intelligent automation into their existing service offerings across the insurance value chain including actuarial services, claims management, underwriting, and policy administration
- Most providers utilize proprietary platforms within their L&A offerings to drive platform modernization. However, they also maintain flexibility by supporting clients who choose to continue using their existing platforms, delivering tailored services and solutions to meet their needs
- Leaders are transitioning from traditional BPO engagements to consulting-driven and transformational managed service models, targeting clients with innovative solutions that emphasize outcome-based and gain-sharing arrangements

Major Contenders

Atos, Capgemini, Capita, Datamatics, Equiniti, HCLTech, IBM, Illumifin, Infosys, Sutherland, Wipro, WNS, and Zinnia

- Providers in this cohort, akin to those in the Leaders segment, have also begun leveraging emerging technologies such as AI, RPA, and cloud-based platforms to drive technological innovation and platform modernization, aiming to enhance efficiency, scalability, and customer experience
- Providers are positioning them as niche players in specific product segments areas within the L&A insurance ecosystem, specializing and building targeted capabilities to serve those segments
- Providers are beginning to explore innovative commercial models; however, their adoption among clients remains limited, with transactionbased deals being more prevalent

Aspirants

Andesa Services, Flatworld Solutions. RRD Go Creative, and Writer Business Services

- The majority of Aspirants are striving to achieve a decent presence in the L&A insurance BPS market; as their scale and penetration remains limited, they are focusing on strategic partnerships with InsurTechs to enhance their capabilities and strengthen their position in the IT-BPS solutioning space
- In contrast to both Leaders and Major Contenders, providers in this cohort continue to rely predominantly on traditional FTE-based and fixed-fee models for the majority of their client engagements



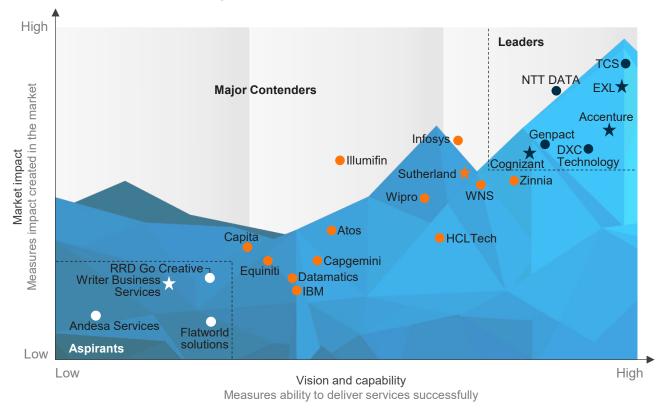


Everest Group PEAK Matrix®

Life and Annuities (L&A) Insurance BPS and Third-Party Administrator (TPA) PEAK Matrix® Assessment 2025 | Sutherland is positioned as a Major Contender and a Star Performer

Everest Group Life and Annuities (L&A) Insurance BPS and Third-Party Administrator (TPA) PEAK Matrix® Assessment 20251

- Leaders
- Major Contenders
- Aspirants
- ☆ Star Performers



¹ Assessment for Andesa Services, Atos, Capgemini, Capita, Equiniti, Flatworld Solutions, IBM, and Illumifin exclude service provider inputs on this study and is based on Everest Group's estimates that leverage Everest Group's proprietary Transaction Intelligence (TI) database, ongoing coverage of service providers, their public disclosures, and interaction with buyers Source: Everest Group (2025)



Sutherland profile (page 1 of 7)

Overview

Company overview

Sutherland is a global experience and digital transformation company serving the world's largest brands with Digital Operations for industry and enterprise processes and functions, Digital Engineering, and end-to-end "As a Service" business models. Sutherland's Digital is enabled by its proprietary assets combining human-centered design with the scale and accuracy of real-time analytics, AI cognitive technology, and automation. It services clients spanning over 140 countries with 40,000+ employees. For insurers, it drives both the growth and the cost agenda - driving GWP growth, speed-to-market, new business launches, experience transformation, and expense ratio reduction.

Headquarters: Rochester, New York Website: www.sutherlandglobal.com

Key leaders

- Dilip Vellodi, Chairman and CEO
- Banwari Agarwal, CEO BFSI, Travel, Retail, and DBS
- · Vijay Pahuja, SVP and Global Head of Insurance Business
- Sanjib Talukdar, VP Head Insurance Solutions, Platforms, and TPA
- · Anshu Biswas, VP and Head Life and Benefits Insurance

Suite of services

- Policy Acquisition / Sales Operations Launch and scale of Direct-to-Consumer operations. LoBs - Life and Supplementary Benefits (Individual)
- Digital TPA Administration New Product Launches, Omnichannel Distribution setup and scale, and Open and Closed block Administration. LoBs - Life, Annuities, and Benefits, Individual and Group
- · Customer Service / Contact Center: Licensed and Unlicensed agents providing end-to-end agent and customer support across billing, coverage advice, policy servicing, and claims
- Contact Center-as-a-Service (CCaaS) End-to-End Contact Center-as-a-service for Life, Annuities, and Group Benefits carriers, enabled by proprietary digital platforms and assets
- Claims Management End-to-End Claims services Claim Intake, Absence Management, Beneficiary Management; LoBs - Life, Annuities, and Benefits, Individual and Group
- Operations Digitization: full value chain automation through proprietary automation and AI assets
- Claims Transformation Claims journey transformation Omnichannel claims Intake, Hyperpersonalized leave claims, digital beneficiary management solution, App supporting Entire L&A&B Product Universe for Claims Intake Straight Through Processing, 20% Complex Claims intake enabled by White-Glove Experience

L&A insurance BPS/TPA	2022	2023	YTD2024 ¹	
Revenue (US\$ million)	Not available	Not available	Not available	
Number of FTEs	Not available	Not available	Not available	
Number of clients	Not available	Not available	Not available	

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Number of FTEs	Not available	Not available	Not available	
Number of clients	Not available	Not available	Not available	

Sutherland profile (page 2 of 7)

Overview

Recent acquisitions and partnerships

- 2023: It acquired Sunera Technology Services Company specializing in digital engineering and several platforms that accelerate cloud migrations and testing automation. This acquisition has helped Sutherland create robust digital engineering capabilities with expertise in cloud transitions (AWS, Azure, and GCP), digital transformation, product innovation, data monetization, enterprise application (Oracle, SAP, etc.) modernization, and digital assurance
- 2022: acquired Augment CXM to expand AI solutions and assist global clients in enhancing productivity, increasing customer satisfaction, and fostering loyalty and conversion
- 2022: In line with Sutherland's strategy to expand its capabilities in the L&R space, the company has invested in the acquisition of firms with TPA licenses that cover the entire product spectrum and value chain across life, retirement, and benefits through inorganic growth. To further strengthen the ecosystem and develop new capabilities, Sutherland continues to seek out suitable opportunities
- 2022: In line with Sutherland's strategy to expand capabilities in the L&R space, it has invested in setting up a Core Platform Implementation for LIDP and Titanium CoE at Chennai and Bangalore
- 2022: Sutherland formed a comprehensive partnership with a top-tier Customer Experience Automation Platform. This partnership brought together two industry leaders to design and deploy cutting-edge, least intrusive digital solutions to revolutionize the insurance industry's self-serve capabilities. This partnership enabled Sutherland to provide its insurance customers with advanced technology to improve self-service capabilities, streamline operations, and ultimately drive business growth
- 2018: named as the Google Cloud Premier MSP Partner, Sutherland invested in building a cloud practice providing verticalized solutions as well as support and services for customers implementing a cloud strategy
- 2016: acquired Nuevora, a big data analytics firm, to strengthen its digital practice division and big data capabilities

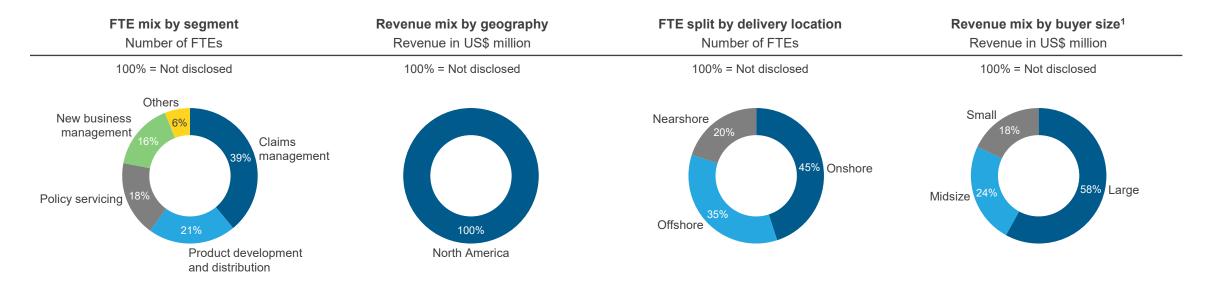
Recent developments

- 2024: developed a digital beneficiary management solution encompassing the in-house digital core, InsurTech ecosystem, and third-party data integrations, coupled with a human-in-the-loop approach to seamlessly orchestrate the end-to-end beneficiary data management and enrichment process
- 2023: Sutherland Digital Intake Automation Solution utilizes its proprietary Extract.ai for advanced digitization at source, significantly reducing or eliminating manual effort in data ingestion from various forms, such as new applications, policy administration documents, and claims submissions. This solution accelerates processing times, enhances accuracy, and improves customer experience
- 2022: Insurance growth analytics suite for insurers is a comprehensive tool designed to identify growth drivers through the use of multiple channel data streams, analytical tools, and models. The solution is capable of analyzing the full cycle of operations within an insurance company, including sales, service, renewal, churn, and win-back
- 2021: Sutherland Insurance Direct is a solution that provides growth partnership for L&A carriers. The service combines operational expertise in policy acquisition with design thinking and digital solutions to help clients penetrate the direct market. Sutherland offers various technological solutions such as the Sutherland Connect cloud omnichannel platform, Conversational AI for automated lead pre-qualification, Sutherland CX360 speech analytics platform, and Sutherland Anywhere work anywhere solution to enable access to a licensed agent talent pool nationally
- 2020: launched Sentinel, an Al-enabled remote worker security platform that includes biometric facial matching for employee verification, advanced anomaly detection to detect environmental threats, real-time data masking of sensitive data, application security inclusive of allowed/denied lists, and complete audit logs
- 2020: launched Social RPA augmenting social listening analytics to measure advanced metrics such as response rate and response time on social channels
- 2020: developed a Customer Portal IP providing omnichannel self-service portals for customers to perform functions such as hours of operation changes, password resets, dynamic messing, simple routing, and various reporting capabilities
- 2019: CX 360 is a Sutherland proprietary Al-based customer interaction analytics platform



Sutherland profile (page 3 of 7)

Capabilities and key clients



Key L&A insurance BPS/TPA engagements

Client name	Processes served	Region	Client since
A large US L&A insurer	Across the value chain	US	2023
A top S&P 400 group benefits provider	Across the value chain	US	2022
A Fortune 500 life and disability insurer with US\$12 billion B in annual revenue	Across the value chain	US	2022
A top 10 US life insurance company	Across the value chain	US	2022
A Fortune 500 life and disability insurer with US\$12 billion B in annual revenue	Across the value chain	US	2011

¹ Buyer size is defined as large (>US\$10 billion in revenue), midsize (US\$5-10 billion in revenue), and small (<US\$5 billion in revenue)



Sutherland profile (page 4 of 7)

Location landscape



Sutherland profile (page 5 of 7)

Technology solutions/tools

Application	ion Processes covered Year launched Description			No. of clients	
management human-in-the-loop By integrating the			It encompasses an in-house digital core, an InsurTech ecosystem, and third-party data integrations. This solution employs a human-in-the-loop approach to seamlessly orchestrate the end-to-end beneficiary data management and enrichment process. By integrating these elements, insurers can enhance operational efficiency and improve the overall customer experience in beneficiary management.	Not disclosed	
Cognilink Claims for Claims management 2023 Life and Benefits		2023	It addresses the challenges of managing leave services for group disability insurers. This involves dealing with complex rules from both federal and state levels. The goal is to make processes easier, improve communication, and enhance record-keeping. This approach helps tackle the specific issues that group disability insurers face when handling leave services effectively.	Not disclosed	
	Claims management	2023	It utilizes proprietary Extract.ai for advanced digitization at source, significantly reducing or eliminating manual effort in data ingestion from various forms, such as new applications, policy administration documents, and claims submissions. It accelerates processing times, enhances accuracy, and improves CX.	Not disclosed	
Sutherland TPA edge – digital TPA suite	All	2023	Digital TPA Suite is designed to service life, annuities, and benefits carriers across their growth and closed block of business. This solution integrates modern core platforms (LIDP and Fineos) with Sutherland's proprietary digital Fabric and domain expertise, delivered through transformative contracting to enable growth and cost-targeted outcomes for insurers. The PAS ecosystem supports out-of-the-box capabilities for over 1,000 products and 200 APIs.		
Insurance growth analytics suite	Policy servicing	2022	It is a comprehensive tool designed for insurers to identify growth drivers through the use of multiple channel data streams, analytical tools, and models. It is capable of analyzing the full cycle of operations within an insurance company, including sale service, renewal, churn, and win-back.		
CX360	All	2022	CX360 is a Sutherland proprietary Al-based customer interaction analytics platform and is designed to systematically elevate analytics maturity and improve customer experience by analyzing, predicting, and activating intelligence from interactions such as speech, email, and chat. These insights can help increase CX across the value chain and help in increased revenue, reduce cost, and increase CSAT.		



Sutherland profile (page 6 of 7)

Technology solutions/tools

Application	Processes covered	Year launched	Description	No. of clients	
Insurance Direct Policy acquisition 2021		2021	It is a solution that provides growth partnership for L&A carriers. The service combines operational expertise in policy acquisition with design thinking and digital solutions to help clients penetrate the direct market. Sutherland offers various technological solutions such as the Sutherland Connect cloud omnichannel platform, Conversational AI for automated lead pre-qualification, Sutherland CX360 speech analytics platform, and Sutherland Anywhere work anywhere solution to enable access to a licensed agent talent pool nationally.		
Sutherland Connect	All	2019	Sutherland Connect is an omnichannel interaction platform powered by Genesys on-premises contact center technology and infused with intelligence based on analytics.	Not disclosed	
Conversational AI	All	2019	Conversational AI, also known as chatbots or virtual assistants, is programmed with natural language processing algorithms to understand and interpret the intent behind a customer's questions or statements designed leveraging Sutherland's human-centric design.	Not disclosed	
Sutherland Translate.ai	All	2018	Automated AI translation capabilities to support real-time translation of digital channels, it offers multiple translation engines and tuning for the individual client program. It translates in 98+ different languages, using cognitive services such as Google, Azure, and other platforms. It can improve translation accuracy using methods such as AutoML, phrase mapping, and input content improvements.		
Sutherland Service Unification	Claims management	2017	Service Unification Layer (SUL) is a cloud-based integration framework designed to streamline and unify disparate services across multiple legacy systems within the life and annuities domain. By consolidating diverse legacy platforms and processes, the SUL enhances operational efficiency, improves data accuracy, and accelerates service delivery.		
Omnichannel Transformation for Servicing	Policy servicing and claims management	2012	Sutherland Connect omnichannel SaaS solution is designed to improve the experience of insureds. It offers over 380 pre-built adaptors for enterprise applications such as Salesforce and MS Dynamics and PAS and CRMs. The solution provides personalized interaction with insureds, allowing for a 360-degree view of their needs. It also includes automatic quality management with real-time operational reporting, as well as advanced reporting and dashboards. It also offers CKE and Agent Assist solutions to drive next-best actions to elevate employee experience and performance.	Not disclosed	
Sutherland Agent Assist	All	2012	It is a solution for IT services management that remotely diagnoses machine issues, suggests and recommends resolutions, and auto-generates service requests for cyber risk insurance coverage protection.		



Sutherland profile (page 7 of 7)

Everest Group assessment – Major Contender and Star Performer

Measure of capability:





Vision and capability

Market impact

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

Strengths

- Sutherland's GTM for the segment is centered around a CX-led approach, supported by its TPA capabilities and a suite of digital tools and accelerators
- Sutherland has developed a host of solutions around areas such as customer insights, conversational AI, data extraction, and process automation, which have also experienced strong client adoption
- It has seen strong revenue growth in the recent years with several new client additions, mainly on the back of investments around TPA platform, its partnership ecosystem, and LoB-specific solutions
- In addition, Sutherland has developed robust capabilities around high-growth themes such as claims and absence management for group life, and licensed agents for sales and distribution processes

Limitations

- While Sutherland has a strong presence in the US market, its expansion into the UK, Continental Europe, and APAC remains underdeveloped compared to competitors, potentially limiting its ability to capture global opportunities
- From a LoB standpoint, the portfolio is skewed toward the individual and group life segments and Sutherland has relatively lesser penetration in key segments such as annuities and retirement

Appendix

PEAK Matrix® framework

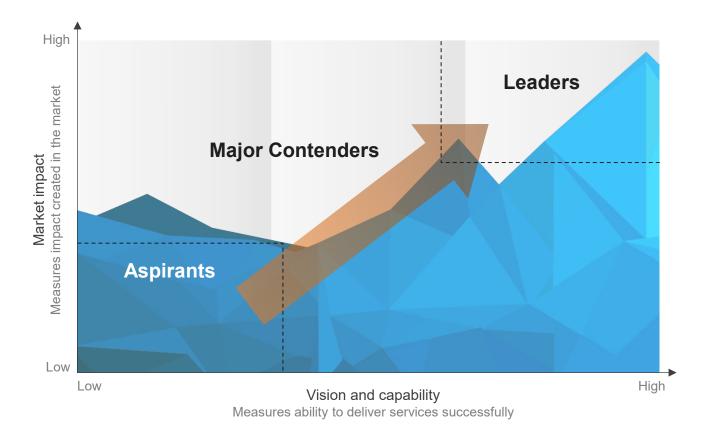
FAQs





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

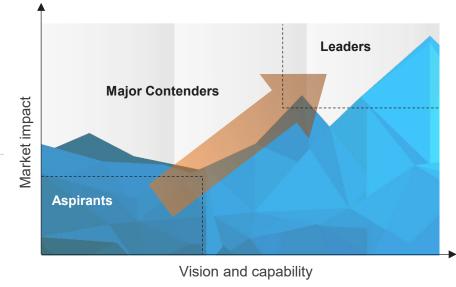
Number of clients, revenue base, YoY growth, and deal value/volume

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



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

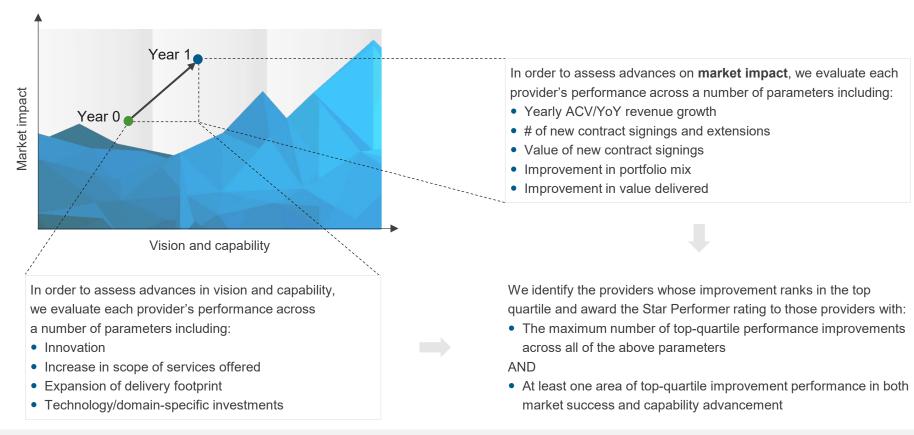




Everest Group confers the Star Performer title on providers that demonstrate the most improvement over time on the PEAK Matrix®

Methodology

Everest Group selects Star Performers based on the relative YoY improvement on the PEAK Matrix



The Star Performer title relates to YoY performance for a given provider and does not reflect the overall market leadership position, which is identified as Leader, Major Contender, or Aspirant.



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

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