

H&W Benefits Administration Services

Assessing provider capabilities and the business impact
of outsourcing health & welfare benefits administration



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The administration of health and welfare (H&W) benefits has become increasingly complex. Rising plan complexity, increasing regulatory obligations and a workforce that expects seamless, personalized benefits experiences are collectively placing pressure on HR and benefits functions. For many enterprises, the gap between the capabilities of legacy benefits administration models and the expectations of employees and regulators has become untenable.

Consequently, H&W benefits administration outsourcing has long been recognized as a strategic imperative. Entrusting enrollment and eligibility management, claims and billing administration, compliance and reporting, and EX and decision support to specialized providers allows organizations to gain the operational precision, regulatory fluency and participant engagement capabilities required for modern benefits programs. Once a back-office function, H&W benefits administration has evolved into a frontline driver of workforce satisfaction and a critical lever in organizational risk management.

Leading H&W benefits administration providers are redefining their capabilities by deploying intelligent automation to reduce errors and accelerate processing, leveraging data analytics to drive self-service adoption and call deflection, and building carrier file exchange and compliance capabilities that help organizations navigate the evolving regulatory landscape.

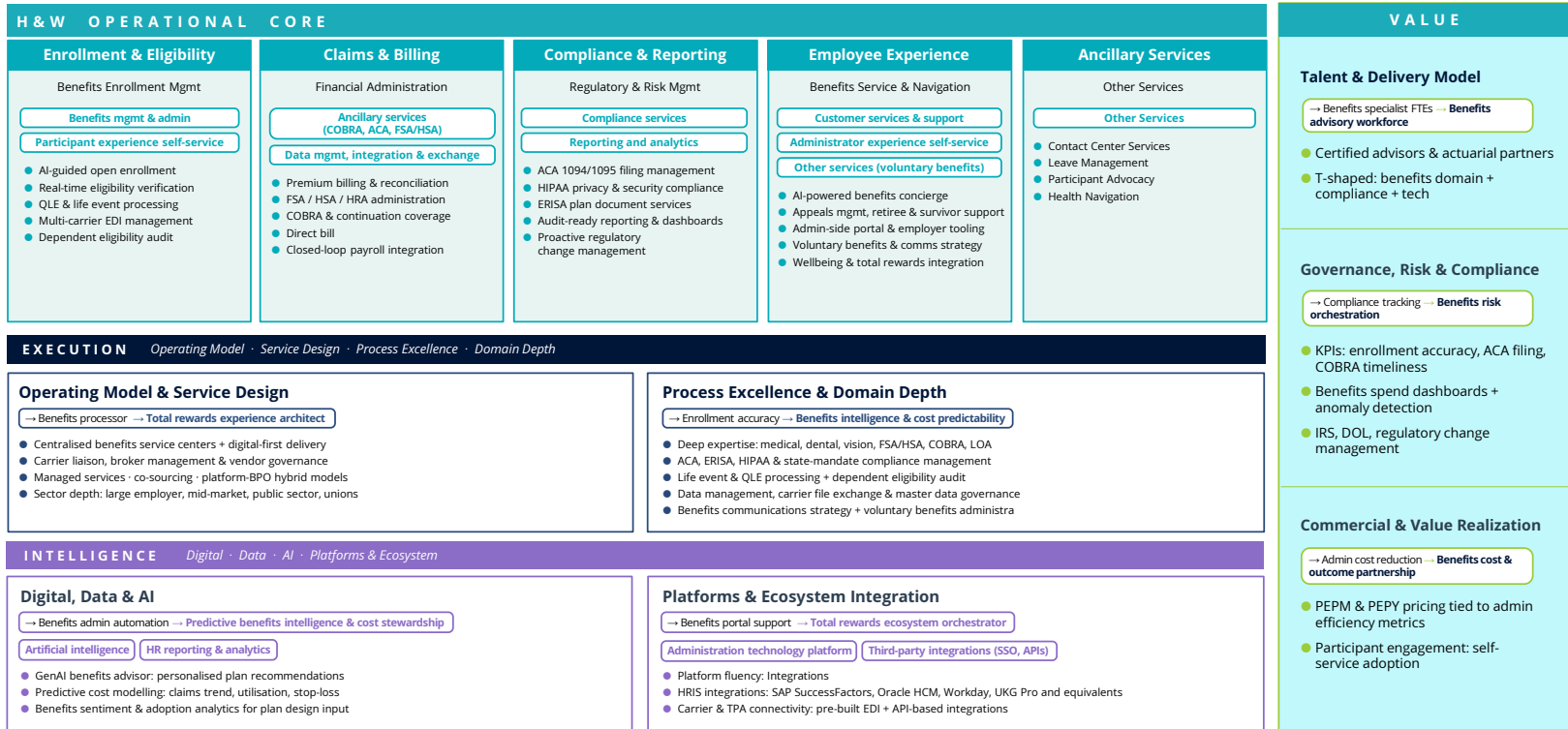
For enterprises evaluating benefits administration partnerships, provider selection requires a rigorous approach. An ideal partner would enhance administrative efficiency and offer participant-level engagement and compliance assurance that protects both workforce trust and organizational standing.



2026 H&W Benefits Administration Study Blueprint

Execution Intelligence Value

H&W · Health & Welfare Benefits Administration · Enrollment · Eligibility · Compliance · Employee Experience



This study helps organizations evaluate current providers of **H&W benefits administration** services and gain insights into emerging ones.

Simplified Illustration Source: ISG 2026

H&W Benefits Administration Services

Definition

The ISG Provider Lens® H&W Benefits Administration Services 2026 study offers business and HR leaders and decision-makers with the following:

- Transparency on the strengths and weaknesses of relevant providers
- A differentiated positioning of providers by segments on their competitive strengths and portfolio attractiveness.
- Focus on the U.S. market

Our study serves as an important decision-making basis for positioning, key relationships and go-to-market considerations. ISG advisors and enterprise clients also use information from these reports to evaluate their current vendor relationships and potential engagements.



H&W Benefits Administration Services

Definition

This quadrant evaluates providers offering H&W benefits administration services through consult-to-operate models for midsize and large enterprises, supporting benefits programs for active employees, eligible dependents and retirees.

Providers deliver core H&W administration services such as enrollment and eligibility management, claims and billing administration, compliance and reporting, and EX and decision support, covering medical, dental, vision, COBRA, voluntary benefits and carrier file exchange.

Providers are assessed on their ability to manage compliance obligations, dependent verification and appeals. They leverage intelligent automation, AI-driven decision support and self-service capabilities to drive participant engagement, reduce administrative errors and increase self-service adoption.

This quadrant assesses providers that enable organizations to deliver accurate, compliant and employee-centric benefits experience while reducing administrative burden and strengthening workforce trust.

Eligibility Criteria

1. Offer **benefits administration services** across a range of H&W plans for organizations, active employees, eligible dependents and retirees (excludes providers that only administer financial/retirement plans or offer only professional employer organization [PEO] or employer of record [EOR] services)
2. Offer services that **integrate with an enterprise's broader HR services and solutions**, ensuring coherent data flows across benefits and HR functions
3. **Manage integrations** with third-party providers and carriers, including carrier file exchange and dependent verification processes
4. Can manage **applicable regulatory compliance** obligations, including appeals administration
5. Use leading methods, tools, delivery approaches and technologies, including **intelligent automation, AI-driven decision support and self-service capabilities**, to improve, streamline and add value to the benefits function and workforce experience
6. Offer transition and **transformation**, as well as ongoing service delivery through the **consult-to-operate model** (excludes benefits technology vendors/consulting and implementation firms that do not have service delivery capabilities)



Quadrants by Region

As a part of this ISG Provider Lens® quadrant study, we are introducing the following quadrant on H&W Benefits Administration Services 2026:

Quadrant	U.S.
H&W Benefits Administration Services	✓



The research phase falls in the period between April and May 2026, during which survey, evaluation, analysis and validation will take place. The results will be presented to the media in September 2026.

Milestones	Beginning	End
Survey Launch	April 29, 2026	
Survey Phase	April 29, 2026	May 29, 2026
Sneak Preview	August 2026	September 2026
Press Release & Publication	September 2026	

Collecting client testimonials via the Star of Excellence® Program requires early client referrals (no official reference needed) because CX scores have a direct influence on the provider’s position in the IPL quadrant and the awards.

Please refer to the [link](#) to view/download the ISG Provider Lens® 2026 research agenda.

Access to Online Portal

You can view/download the questionnaire from [here](#) using the credentials you have already created or refer to the instructions in the invitation email to generate a new password. We look forward to your participation!

Buyers Guide

ISG Software Research, formerly “Ventana Research,” offers market insights by evaluating technology providers and products through its Buyers Guides. The findings are drawn from the research-based analysis of product and customer experience categories, ranking and rating software providers and products to help facilitate informed decision-making and selection processes for technology.

In the course of the H&W Benefits Administration Services 2026 IPL launch, we want to take advantage of the opportunity to draw your attention to related research and insights that ISG Research will publish in 2026. For more information, refer to the [Buyers Guide research schedule](#).

Research Production Disclaimer:

ISG collects data for the purposes of conducting research and creating provider/vendor profiles. The profiles and supporting data are used by ISG advisors to make recommendations and inform their clients of the experience and qualifications of any applicable provider/vendor for outsourcing the work identified by clients. This data is collected as part of the ISG FutureSource™ process and the Candidate Provider Qualification (CPQ) process. ISG may choose to only utilize this collected data pertaining to certain countries or regions for the education and purposes of its advisors and not produce ISG Provider Lens® reports. These decisions will be made based on the level and completeness of the information received directly from providers/vendors and the availability of experienced analysts for those countries or regions. Submitted information may also be used for individual research projects or for briefing notes that will be written by the lead analysts.



ISG Star of Excellence® — Call for nominations

The Star of Excellence® is an independent recognition of excellent service delivery based on the Voice of the Customer concept. ISG has designed the Star of Excellence® program to collect client feedback about service providers' success in demonstrating the highest standards of client service excellence and customer centricity.

The global survey is all about services that are associated with IPL studies. In consequence, all ISG Analysts are continuously provided with information on the customer experience of all relevant service providers. This information comes on top of existing first-hand advisor feedback that IPL leverages in its practitioner-led consulting approach.

Providers are invited to [nominate](#) their clients to participate. Once the nomination has been submitted, ISG sends out a mail confirmation to both sides. It is self-evident that ISG anonymizes all customer data and does not share it with third parties.

Our vision for the Star of Excellence® is to become acknowledged as the leading industry recognition for client service excellence and serve as the benchmark for measuring client sentiments.

To ensure your selected clients complete the feedback for your nominated engagement, please use the "Nominate (for Providers)" section on the Star of Excellence® [website](#).

We have set up an email where you can direct any questions or provide comments. This email will be checked daily, please allow up to 24 hours for a reply.

Here is the email address:
star@cx.isg-one.com



ISG Star of Excellence



Methodology & Team

The ISG Provider Lens® 2026 – H&W Benefits Administration Services study analyzes the relevant providers in the global market, based on a multi-phased research and analysis process, and positions these providers based on the ISG Research methodology.

Study Sponsor:

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Priyanka A

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The research and analysis presented in this report includes research from the ISG Provider Lens® program, ongoing ISG Research programs, interviews with ISG advisors, briefings with service providers and analysis of publicly available market information from multiple sources. The data collected for this report represent information that ISG believes to be current as of May 2026 for providers that actively participated and for providers that did not. ISG recognizes that many mergers and acquisitions may have occurred since then, but this report does not reflect these changes.

All revenue references are in U.S. dollars (\$US) unless noted otherwise.



Contacts For This Study

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**Tishya
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Data Analyst



**Priyanka
A**
Project Manager



ISG Provider Lens® Involvement Program

ISG Provider Lens® offers market assessments incorporating practitioner insights, reflecting regional focus and independent research. ISG ensures advisor involvement in each study to cover the appropriate market details aligned to the respective service lines/technology trends, service provider presence and enterprise context.

In each region, ISG has expert thought leaders and respected advisors who know the provider portfolios and offerings as well as enterprise requirements and market trends. On average, three consultant advisors participate as part of each study's quality and consistency review process. The consultant advisors ensure each study reflects ISG advisors' experience in the field, which complements the primary and secondary research the analysts conduct. ISG advisors participate in each study as part of the consultant advisors' group and contribute at different levels depending on their availability and expertise.

The consultant advisors:

- Help define and validate quadrants and questionnaires,
- Advise on service provider inclusion, participate in briefing calls,
- Give their perspectives on service provider ratings and review report drafts.

ISG Advisors for this study



Stacey
Cadigan

Partner



Sarah
Schaiper

Director



Saskia
Goods

Director



Invited Companies

If your company is listed on this page or you feel your company should be listed, please contact ISG to ensure we have the correct contact person(s) to actively participate in this research.

* Rated in previous iteration

ADP*	Paychex
Alight*	PlanSource*
American Health & Wellness	Strada
Aptia*	Trinet
Benefit Administration Services, Ltd.	WEX*
BenefitFocus*	WTW*
Bswift*	Zalaris
Businessolver*	
Ceridian (Dayforce)	
Corban OneSource	
Empyrean*	
Fidelity*	
Insperty	
Milliman*	
OneSource Virtual*	



Provider Lens®

The ISG Provider Lens® Quadrant research series is the only service provider evaluation of its kind to combine empirical, data-driven research and market analysis with the real-world experience and observations of ISG's global advisory team. Enterprises will find a wealth of detailed data and market analysis to help guide their selection of appropriate sourcing partners. ISG advisors use the reports to validate their own market knowledge and make recommendations to ISG's enterprise clients. The research currently covers providers offering their services across multiple geographies globally.

For more information about ISG Provider Lens® research, please visit this [webpage](#).

Research™

ISG Research™ provides subscription research, advisory consulting and executive event services focused on market trends and disruptive technologies driving change in business computing. ISG Research™ delivers guidance that helps businesses accelerate growth and create more value.

ISG offers research specifically about providers to state and local governments (including counties and cities) and higher education institutions. Visit: [Public Sector](#).

For more information about ISG Research™ subscriptions, please email contact@isg-one.com, call +1.203.454.3900, or visit research.isg-one.com.

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The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit isg-one.com.





MAY, 2026

BROCHURE: H&W BENEFITS ADMINISTRATION SERVICES