



Genpact

Outcomes over headcount: Genpact's agentic pitch to UK banks

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Contents

About this report	3
Outcomes over headcount: Genpact's agentic pitch to UK banks	4
From BPO to Agentic Operations	4
Financial services: Nuanced demand	6
A more deliberate growth strategy	7
What the UK market should look out for	8
About the author	9



About this report

This report examines Genpact's evolving position in the UK banking market, tracing the company's shift from its BPO heritage towards what it now terms "Agentic Operations" — a move from human-led, human-validated processes to machine-led, human-validated ones.

We assess the maturity of Genpact's agentic capabilities across its core solution areas, including finance and accounting, insurance underwriting and banking AML investigations, weighing the company's operational results against the practical realities of client adoption.

We also examine the nuanced state of the UK's financial services, considering why banks — despite their technology confidence and capital strength — have been slower than expected to commit to agentic adoption.

Finally, we discuss Genpact's evolving go-to-market and commercial strategy, including its move beyond its established enterprise client base towards new tier-one relationships and "next-gen enterprises", and its shift from FTE-based contracts to outcome-linked pricing, assessing what this signals for the firm's growth trajectory in a UK market still working through governance, architecture and cultural change.



Outcomes over headcount: Genpact's agentic pitch to UK banks

Genpact has rarely been the loudest voice in the UK business process services market. For a business of its scale, exceeding \$5bn in annual revenue in 2025 with over 140,000 employees globally and a financial services book that alone represents over 25% of its global revenues its brand presence in this region has historically been under stated.

That is, at least in part, what Moonish Sood, Genpact's Financial Services lead for Europe and Asia-Pacific, based in the UK, is here to change. Appointed to lead the business last year, Sood brings a deep operations background and strategic clarity that comes across clearly when you sit down with him.

I spent some time with Sood recently discussing Genpact's approach to the banking market and how it is looking to take advantage of the opportunities afforded by the latest wave of tech innovation. Two clear themes dominated the discussion: the maturity and momentum of Genpact's advanced technology capabilities, especially as they build their leadership in Agentic Operations, and the challenge of converting a sometimes-sceptical UK market into a growth engine for the business.

From BPO to Agentic Operations

Genpact was a central player in creating the business process



outsourcing (BPO) category back in the mid to late 1990s, initially as a General Electric 'captive'. It has now, in Sood's telling, retired BPO.

The replacement construct is 'Agentic Operations' — a shift from human-led, human validated processes to machine-led, human-validated ones. The shift is simple to understand but will have huge consequences for operations: where previously humans executed and humans validated, the new model has machines executing and humans validating.

The ultimate direction of travel, Sood is clear, is towards humans handling complex exceptions rather than the processing side of things. Handling the complex exceptions is Genpact's sweet spot given its domain and process intelligence muscle.

Many of Genpact clients use its agentic products globally, with finance and accounting (F&A) including accounts payable, procurement, insurance, and banking as the most mature solution areas.

In F&A, the numbers Sood cites sound impressive with invoice processing costs having halved. In insurance, Genpact's Insurance Policy Suite targets the commercial underwriting workflow from submission to bind, with projected outcomes of up to 75% reduction in cycle time, up to 50% lower operating costs, and up to 30% more underwriter capacity.

In banking, Genpact's Banking Analyst Suite shows a similar profile for in-scope AML alert investigations: up to 80% lower handling time and up to 40% lower total cost of ownership, with a documented rationale and audit trail behind every recommendation.

Indeed, the latter is a good illustrative example of where AI-driven



triage directs human attention to the highest-propensity fraud cases, rather than requiring analysts to work through a queue sequentially.

Financial services: Nuanced demand

The financial services sector Sood describes is more nuanced than the headline opportunity might suggest. The assumption that banks, as technology-confident and well-capitalised institutions, would be early movers on agentic adoption turns out to be only partially correct. Front-office and consumer-facing technology has seen enormous investment and banking apps are, as Sood notes, effectively technology products now.

The back office is a different story. Legacy infrastructure, accumulated through decades of acquisition, remains a drag. AI governance structures are immature. Many institutions are still cycling through individual proofs of concept without having established the common AI architecture that would allow them to scale.

Seeing active demand for agentic AI services globally from Genpact's vantage point, is - Sood references a Banking Analyst Suite implementation with Banks in Australia, another with a newly signed deal bringing both F&A and Banking Analyst Suite into an agentic model of delivery.

Europe is moving quickly, particularly in financial crime. Genpact has recently completed what Sood describes as a significant rotation of an existing European bank's financial crime operations into an agentic model, with a major European payment services provider following a similar path.

The UK lags. There are conversations, and its relationship with a 'tier



one' bank, where Genpact built an AI centre of excellence, helped prioritise the project pipeline and is now delivering, represents an important reference point. But Sood is candid that UK banks are generally slower to commit. Regulatory caution and the Discretionary Commission Arrangement (DCA) remediation uncertainty around auto finance are suggested factors.

The agentic shift is also, he notes, a very different kind of change management challenge from prior technology transitions, partly because it lands directly in the operational core of an organisation and requires internal champions at the client to drive it forward.

A more deliberate growth strategy

Genpact's go-to-market approach is also evolving under Sood's stewardship. The business has historically been focused on mining its existing client base — predominantly large global enterprises. Sood has introduced a more systematic focus on opening new large enterprise relationships in markets where Genpact is currently absent (other tier one banks are mentioned by way of example).

A third approach targets what the firm calls 'next-gen enterprises', institutions below \$10bn in revenue, including fintechs, building societies and specialist lenders.

The commercial model is changing too. Genpact is explicitly moving away from full-time equivalent (FTE)-based contracts towards outcome-linked commercial structures, with an aspiration to reach 100% non-FTE-based revenues quickly.

Genpact's proposition is underpinned on delivering outcomes such as



reduction in cycle time, increase in market share, broker satisfaction, or improvement in customer net promoter score (NPS). Sood acknowledges that clients are drawn to the narrative but that translating excitement into reality real change means change in the clients' operations and that's a harder thing to achieve.

What the UK market should look out for

For those tracking the UK software and IT services (SITS) market, the evolution of the Genpact story is worth watching carefully. The firm is investing in its brand presence, increasing engagement with analysts and advisers and building out its regional event calendar.

Its agentic solutions, particularly in Financial Crime, Insurance, Procurement & F&A, are among the more mature in the market and are backed by a tech stack that is deliberately aligned to the platforms its clients have already standardised on, a sensible response to the change management barriers that have historically slowed adoption.

The UK pipeline also appears to be building. Whether demand converts at scale will depend as much on client readiness and internal change capability as on what Genpact can bring to the table. That tension, between an increasingly sophisticated supply side and a demand side still working through governance, architecture and cultural change, is one TechMarketView will continue to monitor closely.



About the author



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Marc Hardwick joined TechMarketView in October 2017 as a Senior Research Director for TechSectorViews, focusing on User Experiences and the Business Process Services market.

With over twenty years' experience in research and analysis, Marc spent eight years as Director of Business Intelligence at BPS market leader Capita plc. There, he led corporate research and intelligence activities across all markets, helping to place insight at the heart of Capita's sales and delivery process. His work also supported Capita's business development and acquisition activities.

Before joining TechMarketView, Marc was Commercial Director at specialist research consultancy ComRes, where he directed sales and marketing, oversaw new product development, and identified market diversification opportunities. Earlier in his career, Marc worked as an Analyst at Datamonitor focused on industrial and process control technologies, and as Head of Strategy at the Inward Investment Agency Think London. He holds a Combined Honours in Business Administration and Social Studies from Aston University.

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