



Americas



Market Information and Forecasts

Women in Leadership in the US Staffing Industry

Benchmarks and recommended practices for better business

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Women in Leadership in the US Staffing Industry

Key Findings:

- Women comprised the majority of internal staff at staffing firms, but they were generally underrepresented at the executive and board member level across the staffing industry, according to the Women Business Collaborative (WBC) Staffing Council Benchmark Survey.
- Commercial staffing firms had modestly higher representation of women at the executive and board level, as compared with IT and healthcare staffing firms, although the proportion of women among internal staff is also higher at commercial staffing firms.
- When examining staffing firms by three size categories, we see an inverse relationship between firm size and the proportion of women executives and board members. For large staffing firms (revenue >\$100 million) at the median, women comprised 56% of internal staff, but only 26% of executives and 16% of board members.
- In a similar inverse pattern, the percent of women CEOs at staffing firms decreased from 60% at small firms, to 36% at medium firms, to 25% at large firms, according to the WBC benchmark survey.
- Women of color were highly underrepresented in leadership at staffing firms in general. Women of color comprised a median of 5% of executives and 5% of board members, despite accounting for 36% of the entire US employed workforce.
- Despite the above findings, evidence suggests that the proportion of women CEOs and board members is increasing over time. The share of women on public company boards has recently been boosted by state regulations, stock exchange (Nasdaq) requirements, and investor demand for environmental, social, and governance (ESG) reporting.
- Many staffing firms operate programs to support the advancement of women, ranging from D&I women's groups to marketing campaigns to attract female candidates. Nevertheless, for six out of the seven types of initiatives asked about on the survey, these initiatives were being used by less than half of staffing firms, even among large staffing firms.
- Research suggests that men have a key role to play in overcoming inertia, historical patterns, and unconscious bias, in order to become active advocates of women and to knock down barriers to their advancement.
- A vision for a fuller realization of the potential of women in business and the staffing industry is detailed by the WBC's nine action initiatives, that focus on not only women in leadership, but also equal pay, and greater participation of women in areas such as entrepreneurship, venture capital and finance, and technology.

**Key statistics on women in leadership
in the US staffing industry & across the economy**

Women account for a majority of staffing firm internal staff, but are underrepresented at the executive and board level

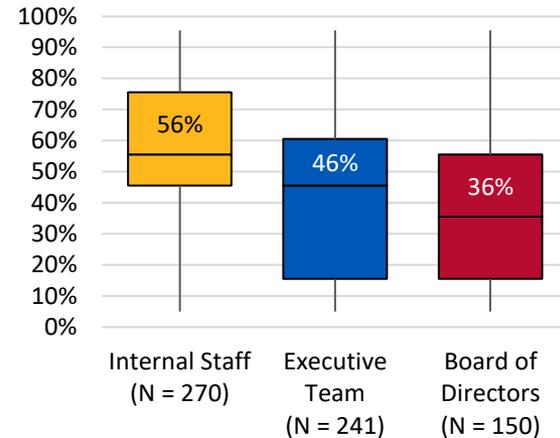
Women play a major role in the US staffing industry, accounting for a majority of the internal workforce at staffing companies. According to a survey of staffing firms by the Women Business Collaborative, women accounted for 56% of internal staff at the median, and this metric ranged from 46% to 76% at the 25th and 75th percentiles, respectively (as shown in the yellow plot in the graph at right.)

The prominence of women in the staffing industry is also paralleled by the high proportion of women working more broadly in human resources occupations, according to 2020 data from the US Bureau of Labor Statistics. Among 832,000 HR workers, 74.3% were women. And among 287,000 HR managers, 76.8% were women.

Nevertheless, despite the high proportion of women working in frontline and managerial roles at staffing firms, women remain underrepresented at the executive and board level, as shown in the graph at right. At the median, women account for only 46% of executive positions and 36% of board seats. The underrepresentation appears even more severe at large staffing firms (revenue greater than \$100 million) where women account for only 26% of executive positions and 16% of board seats, as shown on the following page. It is even possible that these statistics *overstate* the actual proportion of women in executive and board roles, as staffing firms with women executives may have been more likely to participate in this survey.

It is the focus of this report to provide a snapshot of the current state of women in leadership in the staffing industry, and to highlight practices that staffing firms can undertake to support the advancement of women within their organizations.

Percent of women among staffing firm internal staff, executive team, and board



Source: [Women Business Collaborative \(WBC\) Staffing Council Benchmark Survey](#). Data collected in August 2020. Survey respondents had the option of selecting from decile ranges such as 0-10%, 11-20%, etc., and the above analysis assumed midpoint values for each range selected. N values denote the number of unique staffing firms reflected in a given statistic. In the above graph, the numerical value is the median, and the three horizontal lines represent the 75th, median, and 25th percentile values. The vertical line spans the minimum and maximum values.

Representation of women in leadership decreases as the size of the staffing firm gets larger

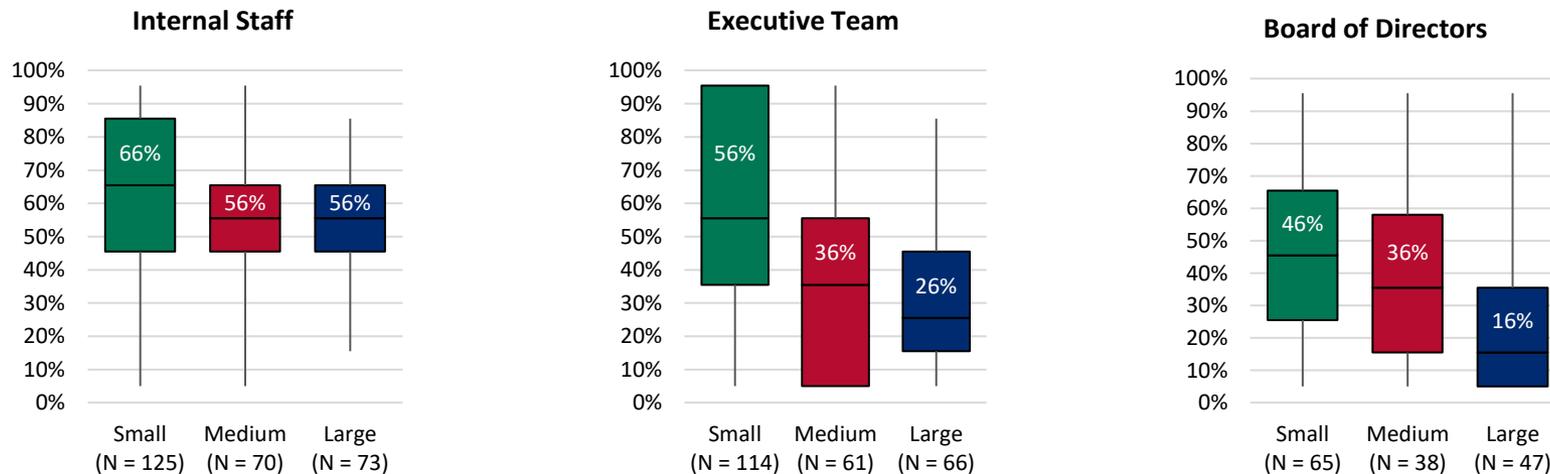
The representation of women at the executive and board level declines at medium and large staffing firms, according to the WBC benchmark survey. The graphs below provide statistics for staffing firms categorized as small (revenue <\$25 million), medium (\$25 to \$100 million), and large (more than \$100 million.)

Women account for a very high percentage of internal staff at small sized staffing firms: roughly two thirds (66%) of internal staff are women at the median, as shown in the graph on the left. By comparison, the proportion of women at medium and large staffing firms is 56% at the median.

At the executive level, women represented 56% of such positions at *small* staffing firms, with a midrange from 36% to 96%, as shown in the middle graph. This statistic highlights the existence of many *small* staffing firms with nearly all-women executive teams. In contrast, women accounted for 36% of executives at medium firms and 26% at large firms, at the median.

A similar pattern was evident at the board level. Women accounted for 46% of board members at small staffing firms, but this proportion dropped to 36% at medium firms and 16% at large firms, at the median. This is shown in the graph at right.

Percent of women among staffing firm internal staff, executive team, and board, by staffing firm revenue size



Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey.

In the above graphs, the numerical value is the median, and the colored areas represent the 25th percentile to the 75th percentile values.

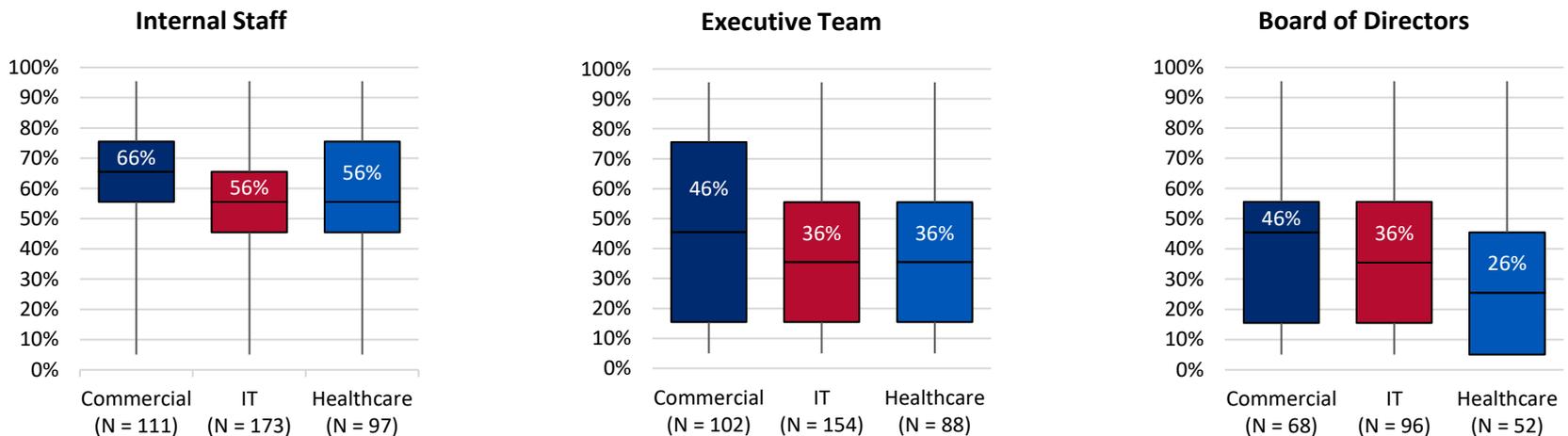
Representation of women in leadership is modestly higher at *commercial* staffing firms than at *professional* staffing firms

The representation of women at the executive and board level at commercial staffing firms is modestly higher than at IT and healthcare staffing firms, according to the WBC benchmark survey, although we note that women also comprise a greater share of internal staff at commercial staffing firms (as shown in the graph on the left.) We define commercial staffing firms as those that supply office/clerical and light industrial workers.

At the executive level, women accounted for 46% of such positions at *commercial* staffing firms at the median, as shown in the middle graph. In comparison, this figure was 36% at staffing firms that supplied *IT* and *healthcare* workers.

A similar pattern holds for board member representation, as shown in the graph on the right. Women accounted for 46% of board seats at staffing firms that supply commercial occupations, at the median, as compared to 36% at IT staffing firms and 26% at healthcare staffing firms.

Percent of women among staffing firm internal staff, executive team, and board, by segment of workers supplied



Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey.

In the above graphs, the numerical value is the median, and the colored areas represent the 25th percentile to the 75th percentile values.

Note: This question allowed for multiple segments to be selected, so companies that serve multiple segments appear more than once in the data.

Women of color are very underrepresented in leadership at staffing firms

Women of color are very underrepresented in executive and board roles at staffing firms, according to data from the WBC benchmark survey. Women of color accounted for an estimated 5% of executive and board roles at staffing firms, at the median, in the survey overall.

For comparison, women of color accounted for 36.1% of all employed women in the US economy in 2020, according to CPS data from the Bureau of Labor Statistics. Specifically, among 69.2 million employed women, 16.0% were Hispanic/Latina, 13.7% were Black/African American, and 6.3% were Asian.

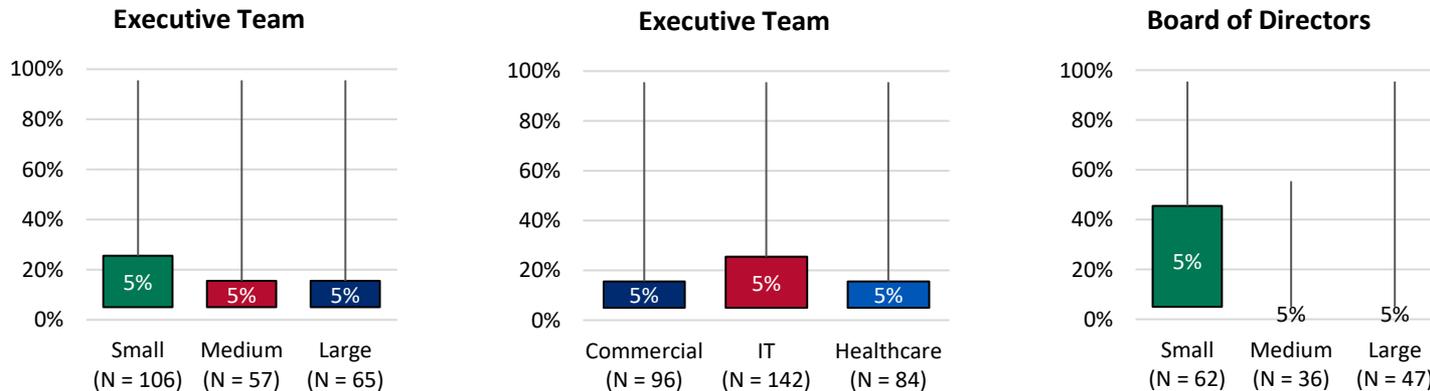
By staffing firm revenue size, women of color had somewhat higher representation among small (revenue <\$25 million) staffing firms, with women of color accounting for 5% of executives at the 25th percentile and median, but 26% of executives at the 75th percentile, as shown in the graph on the left.

Staffing firms that supply IT occupations had somewhat higher representation of women of color as executives, as shown in the middle graph. Women of color represented 5% of executives at the median, but 26% at the 75th percentile, for staffing firms supplying IT workers.

At the board level, women of color had higher representation at small staffing firms. At such firms, women of color represented 46% of board seats at the 75th percentile, as shown in the graph on the right. But this figure was only 5% at medium and large staffing firms.

For more on this topic, see our report on [Diversity, Equity, and Inclusion Trends in Staffing](#) and our [DE&I Influencers](#).

Percent of women of color among staffing firm executive team and board



Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey.

In the above graphs, the numerical value is the median, and the colored areas represent the 25th percentile to the 75th percentile values.

Women account for a substantial share of CEOs at staffing firms, although representation still lags at medium and large staffing firms

Women accounted for 45% of CEOs at staffing firms, according to the WBC benchmark survey. Although, as we noted earlier, it is possible these statistics may overstate actual conditions in the industry to the extent that staffing firms with women CEOs may have been more likely to participate in the survey.

Similar to trends shown earlier at the executive and board level, the percent of women CEOs decreases as the size of the staffing firms increases. Women accounted for 60% of staffing firm CEOs at small firms (less than \$25 million in revenue), but this figure drops to 36% at medium firms and 25% at large firms, as shown in the table at right.

In terms of the staffing segment supplied, women comprised a smaller percentage (38%) of CEOs at staffing firms providing healthcare workers, as compared with those that supplied IT workers (42%) and commercial workers (49%).

Women CEOs, along with women executives and board members, play a vital role as mentors and role models for the advancement of women business professionals that have the potential to be senior leaders in the future. Notable women executives in the staffing industry are highlighted in SIA’s [Global Power 150 Women in Staffing](#).

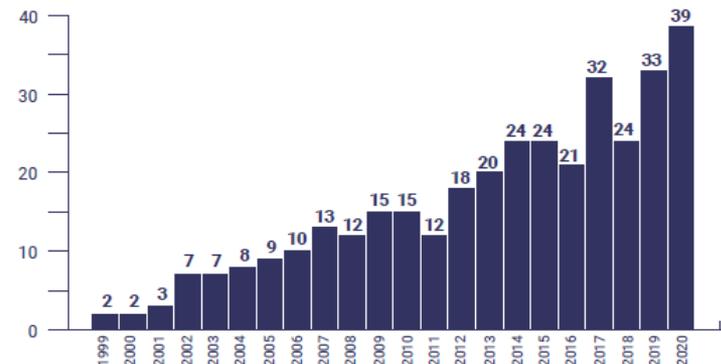
It is worth noting that women held the CEO position at 39 (or 7.8%) of Fortune 500 companies in 2020, as shown in the graph at right. While this remains highly underrepresented, the trend appears to at least be moving in the right direction.

Percent of staffing firm CEOs that are women

Revenue <\$25 million	60%
Revenue \$25 to \$100 million	36%
Revenue >\$100 million	25%
Commercial	49%
IT	42%
Healthcare	38%
All staffing firms	45%

Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey.

Number of Women CEOs in Fortune 500 Companies by Year (1999 - September 2020)



Source: Women CEOs in America report. WBC.

Multiple forces are increasing opportunities for women at the board of director level

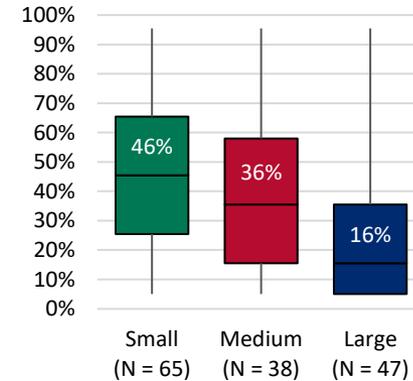
Women accounted for 36% of board seats at staffing firms, according to the WBC benchmark survey. Representation tended to decline as the size of staffing firm increased, as shown in the graph at right. At small staffing firms, women accounted for a midrange of 26% to 66% of board seats, while for large staffing firms, women accounted for a midrange of 5% to 36% of board seats.

In recent years, several states have passed laws requiring public companies based in their state to have women represented on their boards at specified levels. Other states have passed laws that mandate reporting. Since California enacted SB826 into law in 2018, the percent of women board members rose from 15.5% in 2018 to 26.5% in 2021. The state of Washington passed a similar mandate in 2020, while Illinois and Maryland passed laws about reporting. Hawaii, Massachusetts, Michigan, and New Jersey have explored similar rules.

Another force pushing for board gender diversity are investment firms and investors themselves. Starting in 2021, the Nasdaq stock exchange will begin to require its roughly 3000 listed companies to have at least one female board member and at least one board member from another diversity category. Separately, public companies are increasingly being asked to report a variety of metrics regarding environmental, social, and governance (ESG) factors desired by institutional and individual investors. These metrics include statistics on board diversity and gender pay differences.

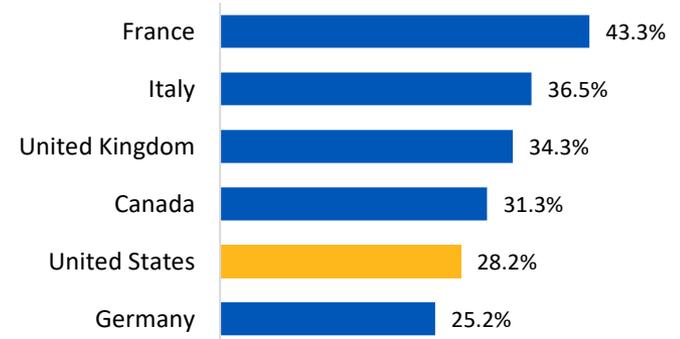
The trend of increasing representation of women at the board level is also taking place in the leading economies in Europe as well as in Canada, as shown in the bottom graph. Many countries in Europe have achieved greater progress than in the US, which suggests there may be some practices abroad that the US can learn from.

Percent of women board members at staffing firms, by staffing firm revenue size



Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey. Data reflects small (<\$25 million), medium (\$25 to \$100 million) and large (>\$100 million) staffing firms.

*Percent of women board members at large and medium public companies**



*Source: MSCI Women on Boards 2020. Data taken from roughly 2900 public companies that comprise the MSCI ACWI Index.

Best practices for advancing women in the staffing industry

A multifaceted approach: the WBC's nine action initiatives

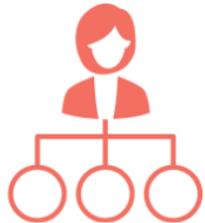
In this section of the report we highlight best practices and initiatives that businesses can adopt to support the advancement of women in business generally, and in the staffing industry specifically.

To illustrate the breadth of initiatives currently in motion to unlock the full potential of women in the economy, we highlight the nine action initiatives of the Women Business Collaborative (WBC), as shown on this page. While the appointment of women to executive and board positions are key actions, other initiatives include ensuring a pipeline of talent, equal pay, enhancing DE&I, and targeting other areas where women are underrepresented, such as in entrepreneurship, venture capital, and technology.

An excellent summary of these initiatives, including defined goals and targets, can be found in the [WBC Collaboration Report](#).



WOMEN IN THE PIPELINE



CEO LEADERSHIP AND SPONSORSHIP OF WOMEN CEOS



WOMEN IN THE C-SUITE AND EXECUTIVE LEADERSHIP WITH P&L RESPONSIBILITY



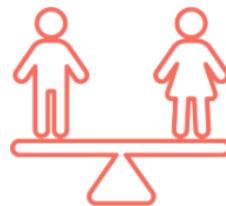
WOMEN IN THE BOARDROOM



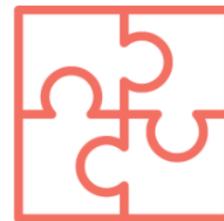
WOMEN ENTREPRENEURS AND ACCESS TO CAPITAL



WOMEN IN CAPITAL & FINANCE



GENDER AND PAY PARITY



DIVERSITY, EQUITY, AND INCLUSION



WOMEN IN TECHNOLOGY

Staffing firm strategies and practices for advancing women

Staffing firms were asked about their use of seven strategies and practices for supporting and advancing women, as part of the WBC benchmark survey. The practices most widely used were diversity & inclusion groups focused on women’s advancement (48% of firms), formal mentoring/coaching (41%), and targeted hiring (39%), as shown in the top graph.

The graph below shows the differences in responses between large (>\$100 million revenue) and small (<\$25 million) staffing firms. Across the board, all seven strategies were reported as more widely used at large staffing firms than at small ones, a not surprising result given the greater infrastructure resources at larger firms, although for some strategies the difference was only modest. The areas with the greatest difference were high potential (HiPo) development, diversity & inclusion groups focused on women’s advancement, and succession planning.

Nevertheless, it is notable that for even the large staffing firms (with the exception of the D&I group strategy), only a minority of staffing firms report using these practices. This implies that half (and more) of the staffing industry has yet to practice such initiatives, and for these firms, a great opportunity lies ahead for them to take advantage.

Percent of staffing firms that use the following strategies



Percent of staffing firms that use the following strategies, by revenue size



Source: Women Business Collaborative (WBC) Staffing Council Benchmark Survey.

Women leaders in the staffing industry are highlighted in SIA’s Global Power 150 Women in Staffing

The importance of highlighting and celebrating the contributions of women to the staffing industry cannot be overstated, as visible women leaders act as role models, mentors, collaborators, decision makers, and advocates for advancing other women across the industry. Similarly, it is notable that two of the Women Business Collaborative’s core value commitments are “we are dedicated to driving action through collaboration” and “we believe in celebrating victories and honoring successes every single day.”

In this same spirit, for the past six years, SIA has been pleased to publish an annual celebration of 150 women leaders in the [Global Power 150 Women in Staffing](#), including a detailed profile of each leader. We note that these individuals are far from the only key women contributors to the industry, but rather a sample to be highlighted. The full listing of women profiles, including for past years, can be found at the [Global Power 150 Women in Staffing website](#).

The most recent listing in 2020 features the Americas 100 list and the International 50 list of women leaders in the staffing and workforce solutions industry. Featured women have contributed from a variety of roles—CEOs, entrepreneurs, division heads, technologists, attorneys, and other workforce solutions experts.



Source: [SIA’s Global Power 150 Women in Staffing](#)

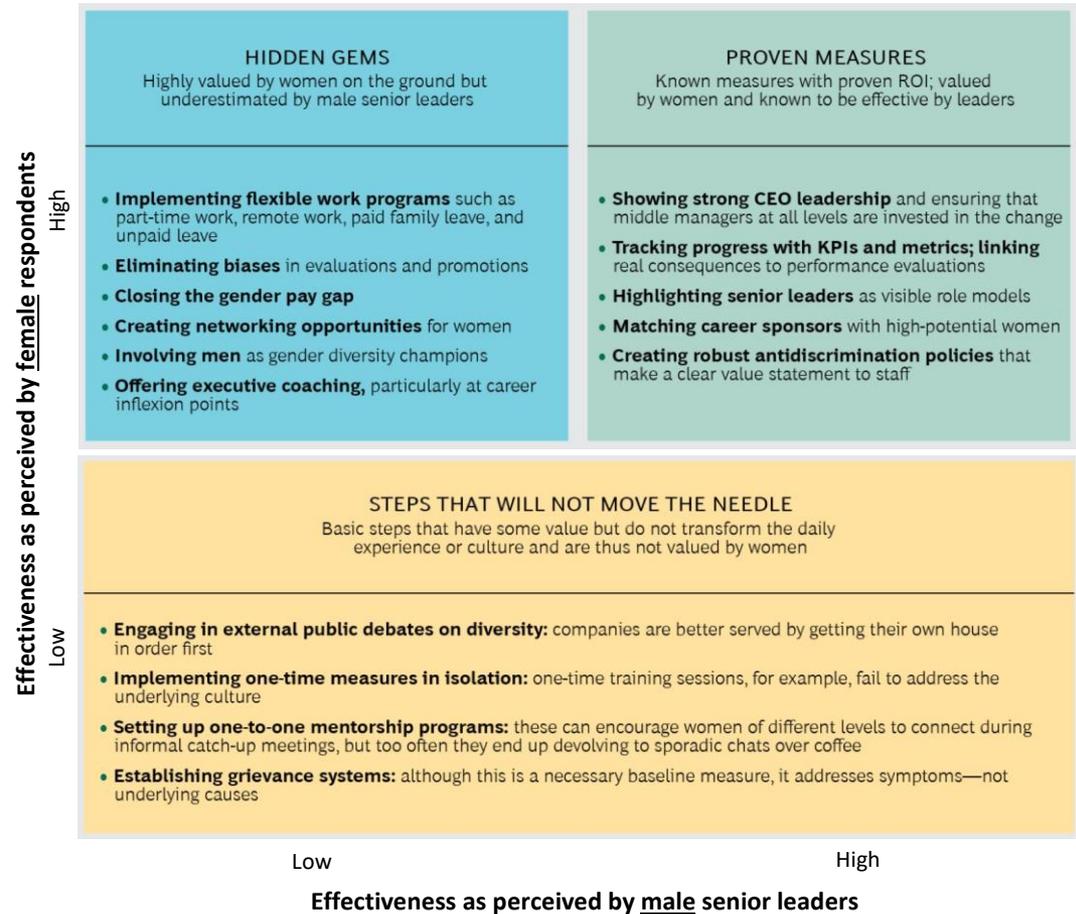
The crucial role that men need to play in advancing women

One of the biggest challenges, as well as opportunities, for the advancement of women in the staffing industry is the role played by men. In order to overcome inertia, historical patterns, and unconscious bias, it is not enough for men to simply be aware of challenges faced by women, but rather men must actively participate in the advancement of women—via their day-to-day actions, posture of collaboration, culture they enforce, hiring and promotion decisions, and results they track—in the same way that they execute on any other part of their business for which they take ownership. According to a [BCG study](#), “among companies where men are actively involved in gender diversity, 96% report progress. Conversely, among companies where men are not involved, only 30% show progress.”

Equally crucial is the need for men to maintain a collaborative posture of learning and listening. In the table to the right, initiatives perceived as valuable by both men and women appear in the upper right (green) quadrant. Yet, the upper left quadrant (blue) contains initiatives valued by women but underestimated by men, highlighting a failure in understanding by men.

As men in the staffing industry actively support their female colleagues, and break down barriers for women’s growth, they become partners and [allies](#)—not only as a moral imperative, but as a way to enhance the performance and value of their organization.

Three clusters of gender diversity initiatives, as viewed by men and women



Source: [BCG. Proven Measures and Hidden Gems for Improving Gender Diversity.](#)

US staffing executives share about how their firms support the representation of women in leadership roles

- In SIA's April 2021 Pulse Survey, we asked staffing companies, "What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?" 52 firms answered this question. We list these responses on pages 17 to 21.
- We separated the responses into four sections: commercial (office/clerical or industrial) staffing firms on page 17, healthcare staffing firms on page 18, IT staffing firms on page 19, and the remaining professional or multi-segment staffing firms on pages 20-21.
- 26 responses (50%) mentioned that women already make up at least half of the leadership at their company. 8 responses (15%) initiated an activity/program to promote female/diversity hiring. 7 responses referred to actively recruiting/promoting female employees. 6 responses (12%) shared that their firms are women-owned.
- Commercial: 5 of the 17 responses shared that women already make up at least half of their leadership.
- Healthcare: 8 of the 11 responses mentioned that women already make up at least half of their leadership.
- IT: 3 of the 7 responses referred to launching an activity/program to promote female hiring, and 3 mentioned that women already make up at least half of their leadership.
- Other professional or multi-segment: 9 of the 17 responses shared that women already make up at least half of their leadership.

Supporting representation of women in leadership roles: Commercial staffing firms

What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?

"Our leadership positions are currently filled by women, and have been for a number of years now."

"Several key positions are female: founder, VP and CFO. 4 to 1 ratio of females to males; we need more males."

"We were founded by a woman, and we were certified woman owned until we changed to ESOP. We support women in business including the title sponsor of local Athena awards that spotlight women executives. Our president, CFO and VP of Sales are all women."

"We have moved women into leadership roles including promoting one of our OpCo VPs into the COO role."

"We have always supported and encouraged women in our industry: as franchisees, branch managers and in the corporate level."

"We have women in leadership roles."

"Our firm's leadership team is almost all made up of women. Out of seven executive positions we have only two men, and out of 25 management positions we have only two men."

"We are women-led and always have supported women in leadership positions. They are involved with and on the board of our state's staffing association."

"Our operational field leadership is entirely represented by women."

"The president of our company is a woman. All female recruiters are paid the same as any male counterparts."

"Out of SVP positions, we have 50% representation of women. We have strong women leaders across all levels of the company."

"Conferences and seminars."

"Our organization is blessed with a revered leadership team that is well diversified from a gender and ethnicity perspective. We continue to expand on this existing dynamic and maintain a genuinely close connection to the field staff."

"We are a women-owned organization."

"Focused recruitment and training/certification opportunities."

"85% of our leaders are women now."

"Being flexible with work arrangements."

Supporting representation of women in leadership roles: Healthcare staffing firms

What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?

"Our firm already has equal representation between men and women in leadership roles."

"We launched a DEI council mid-2020 to promote further diversity and enrichment of our firm across all communities of color and women. 50% of our senior leadership team are female, and we have a female CEO."

"Women already make up 70% of the leadership roles in our company."

"None. One subsidiary manager is a woman; one subsidiary manager is a man. Base compensation is dictated by experience; incentive compensation is dictated by success."

"We have a strong female presence in our leadership roles as well as in our individual contributor roles. Our executive team is currently 60% women. When interviewing for specific leadership positions, we will make sure to continue interviewing until we have seen a diverse pool of candidates."

"67% of our leadership is female, and 87.5% of mid-management is female. We do nothing but hire the right people for the job regardless."

"Our executive staff is split 50/50 in terms of gender. In each case, a promotion from within strategy has proven effective and helped each member of the executive team apply company and industry knowledge to our success."

"We have had 50% or more women in SVP and C level positions for the last 7+ years. As a result, we have not taken any significant recent steps related to that. We are working to improve our inclusion efforts across the entire organization by establishing a team to look into how we improve and by keeping inclusion top-of-mind in leadership."

"Women make up more than 50% of our leadership team."

"All women staff."

"We are a women-owned firm and we do support others."

Supporting representation of women in leadership roles: IT staffing firms

What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?

"We actively recruit women for leadership roles and reach out to women and minority-based organizations through networking activities."

"There is a healthy mix of genders in leadership positions in our firm. We support all genders in their professional growth and find that a healthy workplace with proper training and support will enable all to succeed including women. We are certainly conscious of race and gender diversity and encourage hiring in such a way as to support a diverse workplace."

"The need for promoting women leadership is as important as creating an enabling environment for women to hone their leadership qualities. We actively recruit women employees, provide training, encourage a women-friendly culture, flex hours and provide family support provisions. Women leadership at our firm today is at 50% representation."

"Of the 4 executive leadership roles in our organization, 50% are held by women."

"We have created a DEI leader position and team in 2020, and this is one of their focus areas."

"We are committed to placing women in leadership positions. Our senior management team consists of seven women and four men, with two women in executive leadership positions. We also offer a mentoring program with the specific intent of grooming and mentoring diverse groups of employees and developing them into leadership positions as the company grows."

"We require diverse pools of candidates to be interviewed for each role within our company through a refreshed hiring process that enforces inclusive practices and aims to eliminate bias. We have created a consultant committee comprised of brand ambassadors who bring diverse knowledge and skills to inform our actions and collectively drive meaningful results."

Supporting representation of women in leadership roles: Other professional or multi-segment staffing firms (1 of 2)

What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?

"We have more women in leadership roles than men already."

"We have a strong women leadership team."

"Our company held a women's conference in March where we had external speakers and female leaders from our own leadership team present. Almost half of our leadership team is female, and we are continuing to hire and promote women in sales positions."

"6 of the 9 leadership positions at our company are women. Our CEO and founder are both female."

"There is a culture of mentorship within the company that cultivates leaders on our team, and currently having a woman in leadership role and on the board provides a visible path for the internal employees. We focus on promoting and training from within, and with an internal team made up of 75% women we ensure a high focus on professional development especially for women in the field."

"Our leadership team is almost entirely women and has been for some time."

"We just promoted a woman into our COO position at our US parent organization."

"We are WBENC-certified. 4 of our 5 department heads are women, and our salesforce is 84% women."

"We have filled leadership roles within our organization with women candidates. We've also partnered with a female professional athlete to hold informative sessions with our clients regarding women in sports-business-leadership roles."

"We're ahead of the curve... 50% of our board and 60% of our senior leadership team are women."

"Our firm has added two female executives over the last year via recruiting from outside firms/organizations. We are continuing to offer females within our organization the opportunity to advance their careers within our firm through leadership opportunities."

"The company is owned by a woman. There is only one other contracted employee and she is a woman, too."

"I can't say that we have taken specific steps, but I would say that 50% of our divisions are run by females."

"We are a WOSB."

"We have stepped up our diversity and inclusion program and efforts. Our executive team reflects more women in its make-up than this same time last year."

Supporting representation of women in leadership roles: Other professional or multi-segment staffing firms (2 of 2)

What steps, if any, has your firm taken to support representation of women across leadership positions at your staffing firm?

"We have three male leaders and four female leaders, so we've already had a focus on female leadership."

"We are committed to fostering an inclusive and diverse workforce. Our responsibility commitment is overseen by executive leadership, along with board-level oversight led by our Nominating and Governance Committee. In September 2020, we formed a diversity, equity and inclusion council called Voices Inspiring Inclusion, Belonging, and Equity ("VIIBE"), which now comprises more than 45 team members and represents broad perspectives across our organization. VIIBE is chaired by our new Director of Diversity, Development and Learning appointment made in February 2021. Later in the year, we expect to form team member resource groups to foster an environment of belonging and support team members' efforts to maximize their potential. [In 2020], we employed approximately 5,000 people, of which 8% were internal team members and 92% were field talent supporting our client partners across the country. Women represented 39% of all employees. Women represented 62% of our internal team members and 56% of internal team members in managerial and leadership roles."

Women in leadership and initiatives at public staffing companies

Women at public staffing companies

- The table below lists percentages of women in various roles at public staffing companies according to company reports and our estimates. The following pages contain additional company commentary provided in their 2020 annual report.

Percent of women in total workforce and leadership positions at public staffing companies, 2020

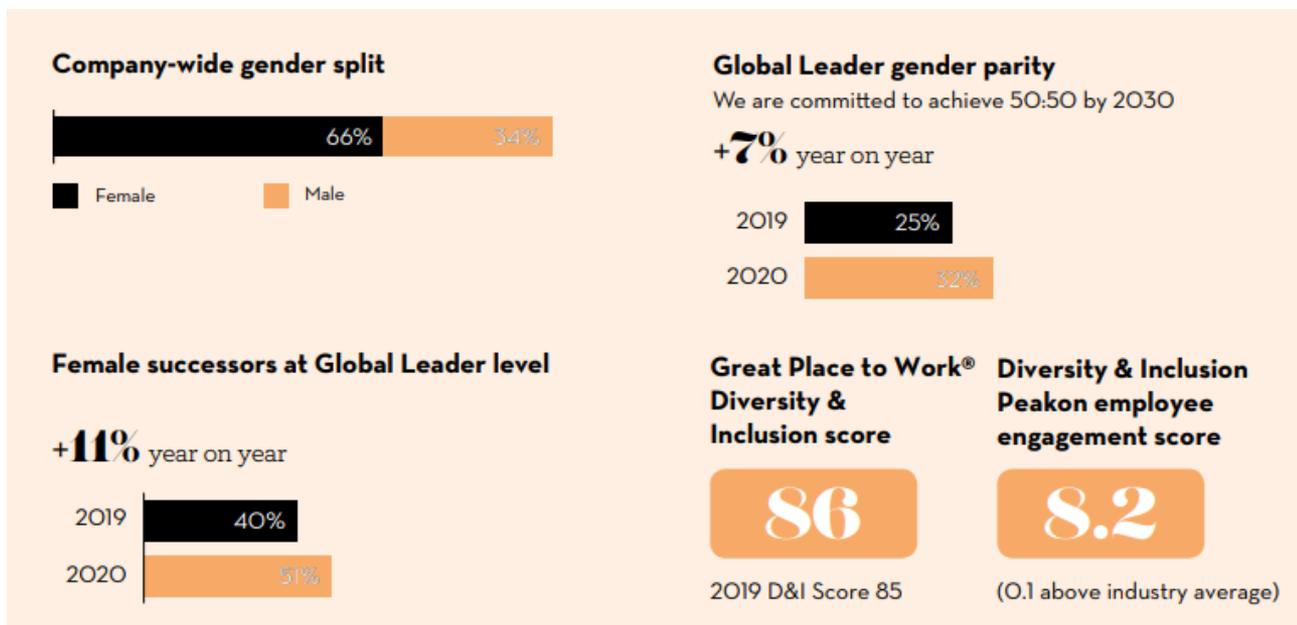
Company	Total workforce	Executive/Leadership positions	Directors	Other	Notes
Adecco	66%	32%*	43%		*Global leadership
AMN Healthcare	65%	64%*	56%		*Supervisor through senior manager roles
ASGN	48%				
BGSF	39%*; 62%**	56%			*All employees; **Internal team members
Brunel International			25%*		*Supervisory board
CPL Resources		46%	42%		
Cross Country Healthcare	75%	61%*	38%**		*Executive and clinical leadership teams; **Women or minorities
Empresaria Group			40%; 50%*		*Board Committees
Gattaca	46%	22%			
Hays			37%		
Impellam		50%	43%		
ManpowerGroup		27%*; 31%**	38%		*Executive leadership; **Global leadership
PageGroup	56%	28%	44%		
Randstad	68%	51%*			*Senior leadership
Robert Half	54%	46%		41%*; greater than 50%**	*Tech roles; **New hires and promoted employees
Robert Walters	61%	41%	33%	56%*; 52%**	*Global promotions; **Managerial promotions
SThree	50%	20%	50%*	45	*Non-executive directors
TrueBlue		nearly 50%			
Volt Information Sciences	70%				

Source: Company annual reports

Women at public staffing companies: Adecco

D&I agenda includes:

- “Female talent programme : A female sponsorship programme encompassing Executive Committee-level sponsorship, acceleration to Global Leader roles, and a 6-month programme with Ezra, LHH’s virtual coaching tool.”
- “Gender KPI: We aligned our target for gender equality to the Short Term Incentive (STI) plan of our Executive Leaders.”
- “Pay parity review: We monitor gender pay equity for all key populations including for our Global Leadership on a regular basis. This helps ensure that the topic receives sufficient focus both locally and globally. Should a gender pay gap be identified in a particular country or population, a robust and clear action plan must be put in place specifying how and when the relevant gap will be closed.”
- “(Global partnership) Paradigm for Parity®: A business coalition focused on eliminating the gender gap in corporate leadership. As part of our commitment we have agreed to achieve gender parity in leadership levels by 2030. Currently, 66% of our total employees are female, while representation at our global leadership level is 32% (25% in 2019), and female representation at Board of Directors level is 43%.”



Source: Adecco 2020 annual report

Women at public staffing companies: Randstad

“We actively support women in climbing the career ladder at all levels of our organization. Randstad has signed the CEO Statement of Support for the UN Women’s Empowerment Principles (WEPs), and we are committed to making a difference for women in the workplace, marketplace and community. At the end of 2020, we achieved our target of having 50% women in senior leadership positions. For the sixth time in a row, SIA published their Global Power 150 - Women in Staffing List, which includes seven Randstad executives from around the globe. SIA recognizes influential female leaders in the industry worldwide and provides a platform to celebrate many of the talented women shaping the world of work.”

“We also partner with WeConnect International, a global network that connects women-owned businesses to qualified buyers around the world.”

proportion of women in senior leadership positions^{1,2}

	2020	2019	2018 ³
North America	51%	62%	53%
France	57%	41%	36%
Netherlands	51%	42%	42%
Germany	53%	39%	42%
Belgium & Luxembourg	63%	59%	60%
Italy	53%	50%	47%
Iberia	45%	37%	37%
Other European countries	48%	54%	55%
Rest of the world	33%	43%	46%
Global Businesses	58%	43%	57%
Corporate	41%	46%	40%
Total	51%	47%	48%

1 Senior leadership refers to all levels equal to or above district/regional management, including account management or commercial management reporting to a regional director or higher.

2 Data collected is adjusted for size of operating companies.

3 The data 2018 are slightly impacted by changes in the definition of 'Senior leadership'.

Source 2020: Global HR system Crunchr.
Source 2019 and 2018: Randstad in Touch engagement survey.

composition of our workforce by gender and contract type in 2020

	number of employees	of which female	% permanent contract		% temporary contract		% full-time contract		% part-time contract	
			male	female	male	female	male	female	male	female
North America	5,770	62%	100.0%	100.0%	0.0%	0.0%	98.6%	99.5%	1.4%	0.5%
France	4,110	77%	93.2%	92.5%	6.8%	7.5%	98.8%	92.8%	1.2%	7.2%
Netherlands	3,730	70%	84.3%	84.4%	15.7%	15.6%	80.5%	40.0%	19.5%	60.0%
Germany	2,350	61%	94.4%	94.4%	5.6%	5.6%	91.7%	62.8%	8.3%	37.2%
Belgium & Luxembourg	1,790	84%	99.7%	99.9%	0.3%	0.1%	91.5%	61.0%	8.5%	39.0%
Italy	2,010	80%	90.4%	91.8%	9.6%	8.2%	98.5%	89.0%	1.5%	11.0%
Iberia	1,810	79%	94.1%	95.7%	5.9%	4.3%	98.3%	81.6%	1.7%	18.4%
Other European countries	3,380	67%	94.9%	90.8%	5.1%	9.2%	96.9%	88.1%	3.1%	11.9%
Rest of the world	5,070	59%	90.2%	84.4%	9.8%	15.6%	97.1%	93.4%	2.9%	6.6%
Global Businesses	4,390	57%	97.6%	93.2%	2.4%	6.8%	98.3%	89.0%	1.7%	11.0%
Corporate	270	43%	83.8%	87.5%	16.2%	12.5%	95.6%	74.0%	4.4%	26.0%
Group	34,680	68%	93.8%	92.3%	6.2%	7.7%	95.3%	81.4%	4.7%	18.6%

Source: Randstad 2020 annual report

Women at public staffing companies

AMN Healthcare

“We believe that our diverse workforce, and inclusive environment drives the innovation and better outcomes that have made us the leader in total talent solutions.

While the diverse backgrounds and experiences we seek are broad, here is a snapshot of some of the diversity of our team as of January 2021: 65% of our team members are women; 64% of our supervisor through senior manager roles are held by women; 56% of our board of directors are women; 32% of our team members are non white; our team is 57% Millennials, 34% Generation X, 8% Baby Boomers, and less than 1% other generations; and team members self-identified as veterans, disabled, and LGBTQ+, each represent approximately 2% of our team.

In 2019 and 2020, AMN was named to the Bloomberg Gender-Equality Index. AMN also received a top ranking – 95 out of 100 – in the Human Rights Campaign Foundation’s 2021 Corporate Equality Index. We believe that our robust human capital management infrastructure and commitment to diversity, equality and inclusion is fundamental to our continued recognition as one of America’s Most Responsible Companies in 2020 and 2021. In addition, the Women’s Forum of New York and 2020 Women on Board recently recognized us for advancing gender parity in the boardroom.”

ASGN

“As of December 31, 2019, our internal workforce was 48 percent women, 30 percent non-white and 60 percent between the ages of 25 to 54. In 2020, ASGN established new diversity, equity and inclusion training, recruitment, retention and advancement programs, which include mandatory training to raise awareness and eliminate unconscious bias in hiring and promotion practices. Apex Systems has a diversity leadership and a Women@Apex program, which are designed to encourage personal and professional development for employees from all ethnicities, races, religions and backgrounds and to start conversations and empower women at all levels to speak up and be a part of the business. We are working to implement similar programs across the Company.”

Women at public staffing companies

BGSF

“Women represented 39% of all employees.”

“Women represented 62% of our internal team members and 56% of internal team members in managerial and leadership roles.”

Brunel International

“Brunel aims for a balanced distribution of seats in the supervisory board and the board of directors, with at least 30% of the seats occupied by women and at least 30% by men. Currently 25% of the seats in the supervisory board is occupied by a female.”

CPL Resources

“Listed as one of the Best Workplaces for Women in Ireland.”

“46.2% female & 53.8% male Leadership Team.”

“42% female & 58% male Board of Directors.”

Cross Country Healthcare

“As of December 31, 2020, our corporate workforce was comprised of 75% women and 25% men.”

“In 2020, our executive and clinical leadership teams were comprised of 61% women, and 38% of our Board of Directors is comprised of either women or minorities.”

Empresaria Group

“40% of the Board and 50% of its Committees are female. Diversity of skills, backgrounds, knowledge and gender are taken into consideration when making new appointments to the Board and its Committees.”

Gattaca

“Diversity is important to us; 46% of our global workforce at 31 July 2020 were women, including 22% of our global leadership team.”

Women at public staffing companies

Hays (year ended 30 June, 2020)

“Across the Group, we have implemented ‘Inclusive Recruitment’, in which we remove résumés from the early stages of our internal recruitment process. This is to ensure that we’re not creating any barriers in the form of bias while recruiting internally.”

“Hays exceeds the Hampton-Alexander Review target of 33% representation of women on FTSE 350 Boards by 2020, Hays currently standing at 37%.”

“In September, Hays China held its first Leading Women seminar in Shenzhen, providing insights, practical tips and networking opportunities to attendees – this was swiftly followed by a second event in November.”

“The team in Spain carried out marketing activity around 2019’s International Women in Engineering Day (INWED). The team showcased successful women in Technology, Science and Engineering roles, while discussing potential ways to tackle the under-representation of women in the sector. In the USA, our Construction & Property Managing Director holds a seat on the board of National Women in Construction, which does a lot of work setting up scholarships and fundraising to attract more women into the sector.”

“Hays Greater China was named as one of the Best Workplace™ and Best Workplaces™ for Women in Greater China 2019.”

Impellam

“We see it as our responsibility both to understand and to address the root causes of gender pay gaps. We are pleased that Impellam is leading by example by appointing and promoting women into senior roles. We are one of only a small number of AIM listed companies to be led by a woman, and in addition, 43% of our Board members and 50% of our Senior Leadership Team are women. With this in mind, we work hard to help our clients and suppliers achieve their diversity objectives.”

ManpowerGroup

“Our Board of Directors is 38% women and 23% people of color. Our Executive Leadership Team, which reports directly to the CEO, is 27% women and 36% people of color. Our global leadership team, the top ninety-four leaders of the company, is 31% women.”

Women at public staffing companies

PageGroup

“Our Women@Page global network is aimed at engaging and empowering women across the Group and we have a coaching programme for women returning from maternity leave.”

“Gender diversity is a very important focus for us. We recognise that there has been a small drop in women in our overall senior management group and we will watch this closely throughout 2021. However, we have had good success at the most senior levels of management with women now making up 28.3% of the Executive Board and their direct reports as defined by the Corporate Governance Code, when compared with 2019’s disclosure of 21.2%. We have also seen improvements in maternity return rates, our latest reporting showing a global return rate of 93.6% and the male/female ratio of people moving internationally, although that overall number has been impacted due to COVID-19.”

“We continue to recognise that there is currently a lower proportion of women holding senior roles below Board level positions. The Company has been working hard to address this and a summary of the actions implemented to improve this are below.

- High potential womens’ progress is tracked as part of the Global Talent, Succession & Development Programme.
- A mentoring programme is in place for senior women and there is ongoing and continued support for the women@page global network aimed at engagement, enablement and empowerment of women across the organisation. The network sponsored campaigns around the world such as International Women’s Day.
- The development programme for directors, the Global Director Academy, run across the Group for key talent, has a 50:50 gender split for each cohort.
- Where internal promotion is not viable for a position, the Group is fully committed to diverse shortlists with female representation.
- Managing Directors and above have diversity objectives relating directly to their remuneration.
- Since January 2021, the Group’s Executive Committee, known as the Executive Board, includes female representation.”

“Board of Directors as of 31 December 2020: Men 5 (62.5%); Women 3 (37.5%)”

“Executive Board & Direct Reports as of 31 December 2020: Men 38 (71.7%); Women 15 (28.3%)”

Women at public staffing companies

Robert Half

“As of December 2020, Robert Half’s global workforce, including our Corporate Services, Staffing and Protiviti employees, is approximately 54 percent women. Women make up approximately 46 percent of our leaders and managers, which include senior officers, senior managers and managers who supervise other staff. Women also represent 41 percent of our employees in technology roles.”

“For the 2020 calendar year, women made up just over 50 percent of our new hires and promoted employees.”

“Our Employee Network Groups (ENGs) are created and led by employees from traditionally underrepresented groups. These ENGs unite employees who share common interests, purpose and backgrounds. In 2020, we expanded the number and reach of our ENGs to create a stronger sense of belonging among employees and support a more diverse workforce.”

“Our ENGs not only encourage the personal and professional development of women and people of color, they also facilitate dialogue that informs our human resources policies, programs and benefits.”

Robert Walters

“In 2020, female employees made up 56% of all promotions globally and 52% of all managerial promotions.”

“2020 average employees:

Board of Directors: Male 4, Female 2; Senior managers: Male 122, Female 84; Other employees Male 1,325, Female 2,061.

2019 average employees:

Board of Directors: Male 4, Female 2; Senior managers: Male 135, Female 90; Other employees Male 1,545, Female 2,467.”

Women at public staffing companies

SThree (Gender Pay Gap Report)

“Although women make up 50.2% of our overall business, 20% of our C-Suite, and 50% of Non-Executive Directors, we still have a higher proportion of men in other senior roles, as well as a lower proportion of women in bonus-earning sales roles. In addition, we have a larger proportion of women in entry level and mid-level roles – all of which contributes to our overall pay gap.”

“Global promotions in 2020: 45% women, 55% men.”

“UK hiring in 2020: 45% women, 55% men; global hiring in 2020: 52% women, 48% men.”

“Women receiving bonus: 85.8%; Men receiving bonus: 87.8%.”

(What we have done/are doing):

“Established a women’s network in our US business.”

“Funding programmes that engage women in STEM through the SThree Foundation.”

TrueBlue

“In January 2021, we hired a Vice President of Diversity, Equity and Inclusion who reports directly to the Chief Executive Officer. We have assembled a diverse internal employee workforce, and are committed to making further improvements. For example, today, women hold nearly 50% of positions at the director level and above. Women hold nearly 50% of positions at the director level and above.”

Volt Information Sciences

“Of our in-house employee population, approximately 70% are women.”

“As part of Volt’s commitment to continued enhancements in this area, we recently launched our Expert Momentum Diversity and Inclusion Program.”

“The program’s task force will enhance company-wide engagement on diversity and inclusion, provide education opportunities for our employees, help identify areas for improvement and monitor progress against these initiatives.”

Some articles for further reading

Some articles for further reading:

[Five ways companies can progress more women into leadership roles. By Becky Frankiewicz.](#)

[Achieving parity: what role should staffing play in addressing gender equality? By Janette Marx.](#)

[Winning the marathon: How working women can prevail at the race to the top. By Linda Perneau.](#)

[Helping hands: What men and women can each do to help women succeed in staffing. By Ericka Hyson.](#)

[We must protect the careers of working women during COVID-19. By Rebecca Henderson.](#)

[Unlocking potential: a platform offers moms ways to combine career and family. By Allison Robinson.](#)

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