2019-2020
CWS COUNCIL
GLOBAL RESEARCH PORTFOLIO
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### ABOUT SIA

Contact Us

Contact us today for questions about your membership, or to become a CWS Council member and start using SIA’s business intelligence and advisory services to sharpen your edge in today’s fast-moving, competitive marketplace.

**The Americas**

+1 800.950.9496 or +1 650.390.6200

to

**EMEA & APAC**

+44 (0) 203 823 9900

to

[enterpriseservices@staffingindustry.com](mailto:enterpriseservices@staffingindustry.com)

www.staffingindustry.com/cws-council
ELEVATE YOUR PROGRAM TODAY

CWS Council Research

Staffing Industry Analysts’ Contingent Workforce Strategies (CWS) Council is a business intelligence and advisory service for corporate buyers of contingent labor. Membership on the CWS Council benefits organizations in their engagement of contingent talent and workforce solutions, providing strategic insights, top tier reporting and research, interactive platforms and events, real-time analysis and dedicated expertise.

Staffing Industry Analysts (SIA) delivers a robust agenda of research each year, along with an extensive archive of reports and tools exclusively designed to help you address the opportunities, challenges, disruptions and paradigms that are emerging in the rapid evolution of the workforce solutions ecosystem and across the globe. CWS Council members gain immediate access to the most comprehensive and detailed research available about the contingent workforce. SIA’s premier content and central role in informing and connecting the ecosystem aids in solving the most vexing contingent workforce-related problems and supports you in achieving new levels of success for your program. SIA also assists members with validating contingent labor sourcing strategies, cost saving methodologies and assessing service providers using best practices and analytics from experienced industry practitioners.

The following pages spotlight our current and forthcoming reports and tools. SIA’s leading research includes annual industry rankings, surveys, forecasts, legal updates, market overviews, benchmarks and detailed analyses of trends, technologies and services. We are excited to extend our offerings and continually enhance the knowledge-base you have at your fingertips, bringing you highly-relevant content, interactive reports, actionable expertise and more. Many of the reports listed in this portfolio are available for Council members to download now, while others are planned for upcoming publication. Deliverables may be added on an ongoing basis, and the list is subject to change. Access to research is available 24/7 at www.staffingindustry.com.

CWS Council Membership Regions

Global employers can take advantage of discounted multi-region membership in order to access all of our international tools and solutions. Access to region-specific content varies by membership type.
RESEARCH REPORTS, TEMPLATES & TOOLS
The following is a list of CWS Council deliverables, organized by topic.

**Talent Acquisition & Supporting Technology**
*SIA’s leading content on attracting, sourcing, recruiting and hiring talent helps you to continually build and enhance your talent pool and to understand the traditional and emerging technologies and trends in play across the ecosystem.*

- **Blockchain and the Staffing Industry**
  This report looks at the latest developments in the use blockchain technology within talent acquisition following on from our groundbreaking report, *The Impact of Blockchain on Talent Acquisition*.

- **Contingent Workforce Sourcing Models**
  This report outlines the various sourcing models used by contingent workforce programs.

- **Introducing Recruitment Marketplaces**
  A Recruitment Marketplace platform allows employers to conveniently tap into a much broader and diverse network of staffing suppliers - networks that are potentially larger and more diverse than those owned by the largest global staffing firms. These platforms may be used primarily, though not always, as the final resource for hard-to-fill vacancies. Organizations can utilize this report to consider whether the use of such a platform will help source candidates more effectively.

- **Introduction to Sourcing Automation Tools**
  This report looks at technologies and tools available in the market that can help firms automate the sourcing process.

- **Online Job Advertising Landscape**
  Provides information on key companies in the various parts of the global online advertising market including job boards, job aggregators, social media job sites, community sites, online classifieds and programmatic job ads/job distributors.

- **Talent Acquisition Technology Ecosystem**
  This report provides a framework for mapping the entire talent acquisition landscape across the candidate hiring cycle. Essential reading for those who need to keep up-to-speed with new and emerging technologies in the talent acquisition space.

**Program Management & Delivery**
*This documentation provides insights, best practices and hands on information for the day-to-day operating of your program office and sets standards for performance and quality around contingent workforce program management.*

- **Annual Staffing Company Survey Results**
  This series of reports provide an overview of the key trends, attitudes and practices among staffing firms, based on results from an extensive survey of staffing executives across our global regions.

- **Annual Workforce Solutions Buyers Survey Results**
  We present the results of our annual survey which shows the attitudes and trends of buyers of contingent workers in North America, Europe and Asia Pacific. Contingent workforce managers can use this in-depth reporting to benchmark various metrics and decisions against peers.
Contingent Workforce Professionals Guide to Human Cloud Engagements

Best practices for program owners looking to leverage human cloud-based talent channels as part of their contingent workforce strategy. Human cloud may include crowdsourcing, freelancer management, online staffing and more.

Contingent Workforce Program Insights

To enable members to benchmark their program profile and maturity against other contingent workforce programs, we aggregate the results of Program Maturity Assessments conducted over an 18-month period. This report provides information on the size, scope and maturity of a range of programs managing from $10m of spend to over $500m of spend, enabling you to benchmark the features of your own program against others.

Contingent Workforce Program by Age

70% of Program Maturity Assessment participants’ contingent workforce programs have been established for less than 10 years, with the newest program in place for just 2 years and the oldest established for more than 20 years.

CWS Council Contingent Workforce Optimization Roadmap

Our roadmap provides a single, comprehensive view of the most important activities of a contingent labor strategy (see page 18) and the inter-relationships between such activities.

CWS Council Early Payment Terms Model

The purpose of this model is to assist CWS Council members in determining whether proposed payment terms are beneficial to the company.

CWS Council Q & A

What are the burning questions on the minds of CWS Council members? This report, available on request, is a compilation of questions, answers, and SIA perspectives.

The Gig Economy & Human Cloud Landscape

Our annual update of the surging market for online/human cloud staffing details the market size, players, trends and developments, with particular focus on the business-to-business segment of the human cloud and on providing a glimpse into how firms will manage and engage talent and get work done going forward.

Incorporating Statement of Work (SOW) into a CW Program

As contingent workforce programs continue to mature, achieve performance targets and globalize, a natural next step in program evolution is to integrate additional worker classifications. This report discusses strategies for incorporating one such classification, SOW, into a CW program.
### Staffing Supplier Lists

We provide the most comprehensive lists of staffing suppliers available, listing staffing suppliers by revenue in the following markets:

#### Largest Global Staffing Suppliers List

<table>
<thead>
<tr>
<th>Argentina</th>
<th>China</th>
<th>Hong Kong</th>
<th>The Netherlands</th>
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<tbody>
<tr>
<td>Australia</td>
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<td>Chile</td>
<td>Germany</td>
<td>Mexico</td>
<td>Venezuela</td>
</tr>
</tbody>
</table>

#### Largest Diversity Staffing Suppliers in US

#### Fastest Growing Staffing Suppliers in US


### Template: RFP — 1099 Compliance & Payrolling Support

This RFP template is for use in selecting firms to aid in independent contractor compliance and payrolling services.

### Temporary Workers Survey

The latest results from our annual Temporary Workers Survey give detailed insight into the characteristics of temporary workers and their thoughts on contingent work.

### Ten Steps to Designing an SOW Management Strategy and Business Model

This report outlines ten steps you should consider when setting out a strategy to incorporate Statement of Work (SOW) management into your program.

### Workforce Mix Modeling: Finding the Right Balance Between Contingent and Traditional Employees.

This research white paper summarizes the key issues involved in analyzing and optimizing an organization’s mix of traditional and contingent workers.

### Workforce Mix Optimization Tool

This tool allows collection and analysis of workforce mix data to help drive modeling and optimization.
Workforce Solutions Ecosystem Update

This report updates, codifies and defines the various parts of the Workforce Solutions Ecosystem, highlighting the interconnected networks comprising the Staffing Industry and other types of Workforce Solutions and noting the changes to the industry in the last 12 months.

Legal Compliance & Risk

Address your compliance concerns and keep up to date on key legislation and regulatory developments impacting the workforce solutions ecosystem with comprehensive and frequently updated reports on legal issues and risk management.

Brexit Expectations

Our latest guidance on the expected impacts of Brexit across labor markets, economies and workforce planning scenarios.

 Developing a Global Risk Assessment Framework

Contingent workforce risk can be a complex issue across multiple countries. Our risk assessment framework will help you better understand categories of risk and how you can mitigate them, including examples from a number of international markets.

Global Compliance Trends for 2019

In this report, we review the global compliance landscape and the impact of proposed reforms and new legislation on the workforce solutions ecosystem.

Global Laws on Co-employment, Deemed Employment and Joint Liability in Staffing Relationships

Joint employment risk is often cited as a concern for US businesses using temporary agency workers outside the US. This report explores whether such concerns are a reality, and looks at some of the jurisdictions where a hirer of temporary agency workers may be held liable for employer obligations towards those workers.

Global Overview of Developments in Data Privacy

With the era of big data, governments are increasingly focused on digital rights and legislation is rapidly evolving. Our Global Data Privacy report will provide an update on legislative changes globally, while our GDPR Guide looks more closely at The Global Data Protection Regulation which came into effect in the EU in 2018. This guide distills what you need to know for compliance and helps you understand how this legislation impacts your business.

Guide to Implementing IR35 Off-Payroll Working Rules

Your guide to understanding how recent reforms to IR35 tax law in the UK affects independent contractors.

Independent Contractor Legal Analysis Under Federal and State Law

This report provides a comprehensive look at IRS policy for evaluating ICs to determine their proper status.
Payroll & Compliance Landscape

Global, in-depth study of companies providing contractor payrolling, umbrella service and IC evaluation service. This report enables you to compare and contrast your current vendors with others in the marketplace, and gives you an idea of trends in the overall market, along with extensive data and analysis on spend under management, global reach, and supplier differentiators.

Quarterly Legal Updates

These quarterly updates for each of our regions provide regular news and analysis of case law and legislative and regulatory issues affecting the use of contingent workers around the world. Additionally, our regional Legal Calendars look ahead at expected regulation and potential legislative developments in the pipeline for the coming year.

Risk Assessment Tool

Use this framework to evaluate and analyze the myriad risks your organization is likely to face with the use of contingent labor.

Margins, Pay & Bill Rates, Fees

These reports look into the different costs associated with engaging contingent workers and provide rate intelligence for optimizing efficiencies and cost savings in your program.

The Anatomy of the Markup

Markups, the difference between the contingent worker’s pay rate and the rate buyers are billed, can vary widely depending on a number of factors. This report explains which costs affect a staffing firm’s markup rates.

Insights into Cost Savings

Agreeing on a cost savings methodology typically begins with guidelines of how your company defines hard savings, soft savings and cost avoidance. This report explores various means of generating and calculating savings and provides an overview of the associated benefits and risks.

A Look at the Temporary Workforce Environment (by market)

Individual country reports provide a comprehensive overview of the contingent workforce and include an Excel-based pricing tool for local budgeting and planning. Detailed market overviews contain a wealth of information relating to temporary agency work, the use of independent contractors, the legal landscape, labor union activities, income taxes and social contributions, the working week, employee screening and the use of managed service provision. These reports are an essential series for anyone using temporary agency workers or independent contractors outside their home market.

SOW Pricing Strategies and Tactics

Move beyond reverse auctions with this high-level overview of project pricing and negotiation strategies. This report provides detailed guidance on how to build pricing models and capture opportunities for rightsizing cost.

US Statutory Expense Tool

This tool provides a convenient way to access statutory costs such as workers’ compensation insurance, state and federal unemployment tax, and FICA tax by state, year and occupation.
Strategy, Forecasting & Market Reports

These reports and tools offer strategic and actionable insights, along with latest industry forecasts and in-depth information and analyses of market trends and the rapidly-evolving workforce solutions ecosystem to help you align and position your program for success.

Country Overviews

With coverage of information on national economies and labor market conditions, these reports provide an aerial analysis as it relates to employment activity. Overviews are available of forthcoming for: Australia, Belgium, China, Germany, Italy, the Netherlands, Singapore and the UK.

European Employment Barometer

This interactive tool, provided in collaboration with the World Employment Confederation, is an overview of key labor market indicators relevant to the staffing, recruitment and workforce solutions industry in Europe. The dashboard shows quarterly labor market trends in 33 different countries.

The Global Gig Economy

Issued annually, this report covers our latest global estimate of spend on temporary staffing and other forms of contingent labor, with estimates for major countries.

Growth Assessments

These in-depth studies of temporary staffing market segments and business lines include energy, engineering, healthcare, industrial, IT and marketing/creative segments.

Growth, Market Sizes and Forecast

We provide twice annual updates to our global estimate of the size of both the staffing industry and the contingent workforce, broken up by major countries and with projections/forecast data as well.

Key Staffing Trends (with SWOT analysis)

This annual report explores this year’s predominate staffing trends and identifies market strengths and weaknesses to help companies best capitalize on opportunity and navigate challenges.

Market Snapshots

Our market snapshots provide an executive summary of individual staffing markets. They can be used as a barometer to assess the relative business environment within each market and are designed to help you understand the different national factors you will encounter in managing your workforce internationally. Snapshots are available for the following markets: Argentina, Australia, Austria, Belgium, Canada, China, Colombia, Denmark, Finland, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, the Philippines, Portugal, Singapore, South Africa, Spain, Sweden, Switzerland and the UK.
Most Attractive Staffing Markets Globally

This market report includes an annual ranking of countries most and least conducive to staffing, based on a variety of factors such as market competition and political stability. The accompanying Market Attractiveness Assessment Tool allows users to conduct their own assessment based on the indicators that they perceive as more relevant to their business case and risk tolerance. A French version of this report, *Les marchés de travail temporaire les plus attractifs à l’international*, is also available. Regional reports will also be made available this year.

![Most Attractive Staffing Markets Globally](image)

Most Complex Staffing Markets Globally

Based on our own methodology for evaluating the complexity of contingent markets, this report compares the ease with which a contingent workforce program can be emplaced in various markets. Sixty countries are ranked according to ten components: market maturity, regulatory efficiency, employment law burden, labor market efficiency, trade union influence, political stability/corruption, ability to enforce contracts, pricing environment, independent contracting environment and VMS/MSP maturity. The accompanying Market Complexity Assessment Tool allows users to conduct their own assessment.

Sector Reports and Overviews

These reports provide a look at trends in various sectors of global and regional staffing markets including a ranking (by revenue) of the largest providers in each category. Sectors covered include: IT, Commercial, Finance/Accounting, Engineering, Healthcare, Legal, Marketing/Creative, Direct Hire, Oil & Gas.

SOW Maturity by Geography

This report looks at SOW trends per geography as SOW implementation and adoption becomes increasingly prevalent and with the management of SOW consultants as an important area of practice growing regionally and globally.

Structure of the UK Staffing Market

This report provides detail into the structure of the UK market including the number of staffing firms by region and city.
UK Professional Recruitment Trends

Our monthly bulletin on temporary staffing and permanent hire trends within the UK professional/executive staffing market, these monthly insights track market supply and demand developments. Use this report to gauge the latest trends in placements, vacancies, online job postings, salary levels, and government labor market statistics.

The US Gig Economy

Our latest market estimates of the US contingent workforce and gig economy. Stakeholders in the contingent workforce market can read this report to study the size, growth and preferences of the contingent workforce market and its various categories.

US Monthly Jobs Report

Our monthly jobs report and associated tool are a convenient way for our members to stay on top of US employment trends.

Women in Recruitment

Insights on the role of women in the staffing and workforce solutions ecosystem.

Managed Service Providers (MSP) & Vendor Management Systems (VMS)

Our industry-leading coverage of the MSP & VMS marketplace features detailed landscape reports outlining components, sizing and features of these service providers and workforce solutions partners, along with related information on implementation, RFPs, negotiation and capabilities.

The Master Service Agreement and Supplier Agreement in an MSP Program.

This guide helps you understand the principle elements of a well-drafted Master Services Agreement and adjacent Supplier Agreement. It highlights the operational, legal and structural elements you should consider before entering into an agreement with an MSP and staffing suppliers.

Operating a Global MSP Governance Structure

This report describes the key components of a global governance team and outlines key steps needed to establish and maintain an effective multi-national governance structure. It is most applicable to organizations that are either in the midst of or planning for a multi-national program rollout.

MSP Landscape Report

Stay current on the evolving landscape of the MSP marketplace with this comprehensive report detailing the MSP market across the globe, including coverage of drivers, innovation, capabilities per geography, market sizing and differentiators, and case studies.

MSP Model Overview

Vendor-neutral, hybrid, and master supplier are the most referenced terms when it comes to engagement models, but these are just high-level definitions, and the nature of the landscape is changing, calling for new models. This report revisits and updates the various models of engagement and discusses the pros and cons of each.

Template: MSP Negotiation

This Excel-based tool can be used for ideas when negotiating with an MSP program.
Template: MSP RFP
This RFP template is for use in selecting firms to aid in MSP initiatives.

Template: VMS RFP
This RFP template is for use in selecting firms to aid in VMS initiatives.

VMS Landscape Report
Stay current on the evolving VMS landscape with this comprehensive report detailing the VMS market across the globe, including coverage of drivers, innovation, capabilities per geography, market sizing and differentiators, and case studies.

VMS MSP Provider List
The VMS MSP providers listed in this report represent the providers that SIA has visibility of and represent companies from across our global regions. Users are able to apply filters based on interest in VMS providers, MSP providers, regional capability or specific industry focus.

Recruitment Process Outsourcing (RPO)
RPO-related reporting to help you implement and optimize the use of RPO in your program office.

RPO Landscape
This report provides you with a comprehensive picture of the RPO market to support buyers who look to drive continuous improvement through their existing programs and to support buyers who are evaluating RPO.

RPO Pricing Template
An Excel-based tool designed to give program owners the ability to model anticipated RPO cost and determine the most appropriate sourcing strategies.

RPO Provider List
In this comprehensive directory of RPO suppliers, we list companies across the globe that provide recruitment process outsourcing.

Source: SIA 2019 Workforce Solutions Buyer Survey
Total Talent Management & Supporting Technology

This forward-looking area of research examines the integrated model of talent or workforce management that includes an organization’s management of “permanently hired” as well as “contingent” workers.

Susceptibility of Temporary Work to Automation
How likely is it that AI and robotics will replace specific jobs, tasks and skills now and in the future? Based on the latest academic research, this report identifies where AI and robotics are gaining traction across workplaces and what the impact will likely be on temporary work assignments.

Total Talent Management Landscape
The definitive report on the state of total talent management globally; includes key players, industry drivers, and client success stories, as well as case studies and planning tools.

Total Talent Management* is a model of talent or workforce management that includes an organization’s acquisition and management of all human talent in the broadest sense including “permanently hired” workers and all types and sources of “contingent” workers, as well as non-human talent including robots, bots, software and automation. Spurred by organizational bifurcation and the rising importance and preferences of contingent workers, this model seeks to integrate the respective management of “permanent hire” and the “contingent” workforce by HR and Procurement functions. An employer that practices Total Talent Management (TTM) will consider various options such as hiring an employee, using a contingent worker, acquiring or hiring a robot, etc. And when thinking about ‘engaging’ talent, an employer that practices TTM will design programs/approaches that engage ALL Talent, not just employee talent. Alongside this comprehensive definition of TTM, there is a spectrum of solutions that are rather less than “total” and only partially meet the definition such as a program that includes permanently hired workers and some types of contingent workers (i.e. temporary agency workers). Nevertheless, such programs may be described as TTM by those supplying and using them.

*Definition taken from SIA’s Lexicon of Global Workforce Solutions-Related Terms — http://lexicon.staffingindustry.com
CWS COUNCIL MEMBER BENEFITS
For over a quarter of a century, SIA has been delivering objective research, insights and analysis as a trusted advisor to the workforce solutions ecosystem. CWS Council membership is designed exclusively for HR, procurement, supply management, IT professionals and department managers who use or engage contingent/temporary workers, independent contractors or statement of work (SOW) consultants.

Analyst Advisory Support
In these challenging times, we know you need an objective advisor to help you make decisions, validate business models or understand the changing competitive landscape. CWS Council members receive unlimited, on-demand analyst access via phone and email and are invited to schedule monthly check-in calls. These calls have become one of the most valuable elements of Council membership and allow you to stay on top of industry trends, latest ideas and time-tested strategies. CWS Council members may also receive an analyst strategy visit at the location of their choice. These impactful visits, subject to analyst availability and scheduling, provide the opportunity to meet with an industry expert to address your toughest contingent workforce problems.

Topics addressed during a strategy visit may include:
• Current Program State – Global Opportunities
• RFx
• Cost Savings
• Program Support
• Program Enhancements
• Program Contract Challenges
• RFP Decision Support

These visits are considered a premier benefit of membership, and alone are worth the price of membership. The outcome of these sessions may be a summary memo stating Staffing Industry Analysts’ opinions, further reading and recommended next steps. All sessions are confidential, and SIA will not disclose any information about your plans to others. This service is also available to non-council members for a fee. For more information, contact SIA at enterpriseservices@staffingindustry.com.

Contingent Workforce Program Maturity & Program Office Assessments
SIA offers contingent workforce program maturity and program office assessments to all CWS Council members. The contingent workforce program maturity assessments use a proprietary multi-dimensional tool, the SIA Maturity Model™, with more than 225 individual criteria. To measure an organization’s contingent workforce program maturity according to the five key dimensions (Comprehensive, Strategic, Governed, Measurable, and Sustainable), the assessment framework was designed to be flexible and allows each Council member to assign its own company-specific weights and priorities to more than 50 key attributes of program maturity. The outcome is an abbreviated assessment document with recommended actions, research and options for improvement to take your program to the next level. The Program Office assessments are designed to evaluate MSP integration and management, using critical performance indicators to measure effectiveness of components and to enhance your program.
Peer Networking

Member Calls and In-Person Meetings

*Schedule subject to change

Join fellow CWS Council members monthly discussions on the most pressing issues facing contingent workforce managers. Often we choose one Council member to act as our “case study” for the topic of the month. Topics vary depending on Council member interest and needs.

The 2019-2020 Member Conference Call and Meeting schedule is listed below. Typically, Americas calls are scheduled for 10am PT/1pm ET, and all Global calls are scheduled for 4pm UK unless otherwise noted:

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<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
<th>REGION</th>
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<tr>
<td>September 12, 2019</td>
<td>In-person Meeting — San Diego</td>
<td>Americas</td>
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<tr>
<td>October 17, 2019</td>
<td>CWS Council Call</td>
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<tr>
<td>November 18, 2019</td>
<td>CWS Council Call</td>
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<td>December 12, 2019</td>
<td>CWS Council Call</td>
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<td>January 23, 2020</td>
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<td>February 6, 2020</td>
<td>CWS Council Call</td>
<td>APAC/EMEA</td>
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<td>February 13, 2020</td>
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<tr>
<td>March 19, 2020</td>
<td>CWS Council Call</td>
<td>EMEA</td>
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<tr>
<td>April 20, 2020</td>
<td>In Person Meeting — London</td>
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<td>May 14, 2020</td>
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<td>December 10, 2020</td>
<td>CWS Council Call</td>
<td>Global</td>
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Aided Peer-to-Peer Calls

Members with a request can call SIA. We will connect you with members (or non-members as appropriate) from other companies who can help with the request.

Buyer Webinar Series

CWS Council members have direct access to our live and archived webinar series, featuring expert speakers on a variety of important contingent workforce-related topics around the world to boost your level of knowledge on latest industry trends, insights and developments.

www.staffingindustry.com/webinars-buyer
Private Online Peer Community

Council members communicate with each other on topics of urgent importance via a private CWS Council member group.

On-Demand Topic Calls

We offer short, member-led calls set up on short notice and dedicated to a single CW topic. Previous topic call topics include: SOW program pricing, IC compliance, ACA negotiations and internal program management.

Certification & Training

Be known for your expertise and make it official. Substantial discounts for CWS Council members on Certified Contingent Workforce Professional (CCWP) and Statement of Work (SOW) Training and Certification. To become certified, participants need to demonstrate knowledge of contingent workforce management best practices by taking a class, offered in-person or online, and passing a rigorous certification exam. Successfully completing the program creates a level of designation that only a select few can call their own. www.staffingindustry.com/certification

Certified Contingent Workforce Professional

SIA’s Certified Contingent Workforce Professional (CCWP) is an accreditation program designed for HR, procurement, MSP solution providers and others who manage or otherwise participate in corporate contingent staffing. The CCWP certification is available to CWS Council members at a discounted rate. Assessing and expanding the level of expertise of participants, the CCWP is an elite brand of CW program management professionals.

CCWP Statement of Work (SOW) Expert

SOW Management Expert Certification is an accreditation program designed for HR, procurement, workforce solutions professionals, SOW solutions providers and others who manage a corporate contingent workforce program. The CCWP SOW Management Expert Certification assesses and extends the level of expertise in the practice of CW Program management to include SOW management services, a leading area of expansion in the field.
CONFERENCES & EVENTS
SIA’s global award-winning events provide opportunities around the world to learn, network and enhance your program.

The 2019 CWS Summit North America will be held September 9-10, 2019 at the Manchester Grand Hyatt In San Diego. The CWS Summit features best practices, real-world solutions and high-impact strategies on the future of contingent labor. Case studies, topical sessions and unsurpassed networking opportunities offer actionable insights from others who have mastered similar challenges in driving their CW program into the 21st century. Whether a newcomer to contingent workforce management or a seasoned practitioner, you won’t want to miss the 15th Annual CWS Summit. CWS Summit returns September 14-15, 2020, located at the Omni Dallas. www.cwssummit.com

Collaboration in the Gig Economy will be held September 10-12, 2019 following the CWS Summit North America at the Manchester Grand Hyatt in San Diego. This unique event allows you to network with peers, HR and procurement buyers, technology suppliers and other workforce solutions providers in gaining insights into increasing revenue and profitability in complex supply chains. Explore cutting-edge legal strategies to manage co-employment, IC compliance and other gig and contingent workforce risks; and understand the latest innovations in the gig economy/human cloud and their impact on talent supply. Collaboration in the Gig Economy returns September 15-17, 2020 located at the Omni Dallas. www.collaborationgigeconomy.com

The 2020 CWS Summit Europe will be held April 21-22, 2020 at the Royal Lancaster Hotel in London. The annual CWS Summit Europe is the premier conference for HR & Procurement professionals from Europe’s leading organizations. The event features case studies and real-world solutions for the evolving challenges in managing today’s workforce solutions program. Whether your program is new and in search of tools to get started or mature and ready to evolve to the next level, the Summit offers content for all. www.cwssummitwe.eu
EDITORIAL PUBLICATIONS
SIA’s editorial department serves as the daily touch point between our proprietary research and workforce solutions ecosystem with leading industry publications.

CWS 3.0

Released weekly, this award-winning electronic newsletter highlights key trends, news and analysis, personalities and practices of interest to program managers.

cwstrategies.staffingindustry.com

Global Daily News

The Global Daily News brings you the latest news and summaries related to staffing suppliers, contingent work and labor markets, five days a week, available online and direct to your inbox.

www2.staffingindustry.com/Editorial/Daily-News

The Staffing Stream

A Staffing Industry Analysts online editorial property where hundreds of people from across the staffing and workforce solutions ecosystem engage with each other. By tapping into the vast reach of the internet, The Staffing Stream helps you in real time to be better informed, more connected and to do your job even more effectively.

www.thestaffingstream.com

The Lexicon

The Lexicon of Global Workforce-Related Terms is an essential guide to the various terminology and acronyms used within the workforce solutions ecosystem. Whether you are new to this environment or a seasoned practitioner, you will still find our Lexicon of tremendous value as it covers a broad range of international terms and with annual updates to include any new terminology that appears in the market.

www.lexicon.staffingindustry.com

RECOGNITION

Contingent Workforce (CW) Program Game Changer

Featured online and in the award-winning CWS 3.0 newsletter, the annual CW Program Game Changer list recognizes individuals — professionals working in contingent workforce management roles around the globe — making a significant contribution to the management and evolution of contingent workforce programs within their organizations and industry-wide.

cwgamechangers.staffingindustry.com
SOCIAL MEDIA
Stay connected with SIA across social networks and channels focused on areas of interest for our CWS Council members.

SIA's LinkedIn Company Page provides SIA news, information and conference updates.
SIA's LinkedIn Community Group is an interactive space for connecting across the workforce solutions ecosystem.

@SIAnalysts SIA’s official company handle tweets global coverage of the workforce solutions ecosystem.
@SIADailyNews A round up of our of Daily News stories and other editorial content.
@SIAResearch Latest SIA research and related news and information.
@CW_Strategies Features articles and content from SIA’s CWS 3.0 newsletter on industry trends and practices.
@CWSSummit Covering SIA's CWS Summit conferences, along with related workforce solutions news and updates.
@SIAGigE Covering SIA’s Collaboration in the Gig Economy conference, along with related news and updates on the gig economy and disruption in the workforce solutions ecosystem.
@SIACCWP For the growing community of Certified Contingent Workforce Professionals.

Tune into to SIA’s video content, featuring thought leadership in action, conference highlights and more on our YouTube channel.

Follow SIAnalysts for a glimpse into SIA’s featured activity.
CONTINGENT WORKFORCE OPTIMIZATION ROADMAP™

Choose the mode for your company: Transformation or Adaptation

Transformation

1. Identify ROI Drivers
2. Survey CW Macro Trends
3. Define As-Is State
4. Characterize Desired State
5. Build Business Case
6. Choose CW Sourcing Model
7. Establish Metrics and KPIs
8. Select CW Program Partner(s)
9. Negotiate Partner Contract(s)
10. Structure Implementation
11. Establish Policies & Business Rules
12. Determine Ongoing Roles & Responsibilities
13. Configure IS Infrastructure
14. Set Up Supply Chain
15. Launch Program
16. Orchestration

Adaptation

MAXIMIZE RETURNS
A. Maximize Talent Value
B. Delight Internal Customers
C. Drive Agency Performance
D. Broaden Program Adoption & Scope
E. Control Spend
F. Mitigate Risk
G. Manage Program Resources
H. Orchestration

Mode Selection Assistant

Select your mode: Transformation or Adaptation? You should most likely be in TRANSFORMATION Mode IF any of the following are true. Otherwise, ADAPTATION Activities are more likely to bring the greatest value to your program:

- You can’t provide clear answers to at least 4 of the 6 following questions.
- You can’t clearly answer #1 AND you can’t easily get the answers.
- You can’t clearly answer #4 AND your company deals with highly sensitive matters that require higher-than-usual degrees of security and/or confidentiality.

1. What are we paying for our contingent workforce (CW) and is it the right amount? Can you estimate your company’s annual CW spend within a 10% margin of error? Do you know for sure whether you are paying market rates? Are you paying too much? Are you paying too little and experiencing problems with quality, vacancies, or turnover?

2. Are my internal customers satisfied with contingent worker talent, output and fit? Can you easily identify major users of contingent labor (hiring managers and business unit heads)? Are recruiting cycles quick enough for them? Is requesting, approving and paying for contingent workers an easy experience for end-users?

3. Is our CW program able to scale to handle future growth and/or contraction? At what point will the current program configuration fail? Can the program handle unpredictable volatility?

4. Who are the contingent workers on the premises and how long have they been here? Do you know your precise CW headcount (including independent contractors)? What is the current tenure of each CW’s assignment? Are the proper mechanisms in place to onboard and offboard contingent workers, ensuring appropriate levels of security and confidentiality?

5. Who supplies the talent and what is our legal relationship with those companies? Do you know the names of all of the agencies with active placements at your company? Are they all compliant with standard legal and insurance requirements?

6. What might someone sue us for and what are we doing to protect ourselves? Have you mitigated sources of liability and regulatory compliance risks (domestically and abroad)? What process controls are in place? Is the CW sourcing and invoicing process easily auditable?
## CWS Council Members

*Partial public list*

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*Current CWS Council list at time of publication*
ABOUT STAFFING INDUSTRY ANALYSTS

Founded in 1989, SIA is the global advisor on staffing and workforce solutions. Our proprietary research covers all categories of employed and non-employed work including temporary staffing, independent contracting and other types of contingent labor. SIA’s independent and objective analysis provides insights into the services and suppliers operating in the workforce solutions ecosystem including staffing firms, managed service providers, recruitment process outsourcers, payrolling/compliance firms and talent acquisition technology specialists such as vendor management systems, online staffing platforms, crowdsourcing and online work services. We also provide training and accreditation with our unique Certified Contingent Workforce Professional (CCWP) program.

Known for our award-winning content, data, support tools, publications, executive conferences and events, we help both suppliers and buyers of workforce solutions make better-informed decisions that improve business results and minimize risk. As a division of the international business media company, Crain Communications Inc., SIA is headquartered in Mountain View, California, with offices in London, England.

For more information: www.staffingindustry.com