2025 Massachusetts Workforce Data Report

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Commissioned by the Massachusetts Executive Office of Labor and Workforce Development

MASSACHUSETTS EXECUTIVE OFFICE OF LABOR & WORKFORCE DEVELOPMENT

Prepared by:

BWWC
BOSTON WOMEN'S WORKFORCE COUNCIL

BOSTON UNIVERSITY

2025 Massachusetts Workforce Data Report

This report was commissioned by the Massachusetts Executive Office of Labor and Workforce Development and developed in partnership with the Boston Women's Workforce Council and members of Boston University's Faculty of Computing & Data Sciences, Department of Computer Science, and Department of Sociology.

Boston University

The Boston University team includes researchers in computing and data sciences who build scalable and private data analysis systems and social scientists with expertise in data science. Boston University pioneered a first-in-the-nation approach to using cutting-edge cryptography, allowing for the computation and aggregation of confidential data while preserving the anonymity of employers' individual data. The BU team used cryptographically secure multi-party computation (MPC) and differential privacy to protect data security and privacy from the moment it was entered into the system to the publishing of aggregate results.

Boston Women's Workforce Council

The Boston Women's Workforce Council (BWWC), housed at Boston University, is a public-private partnership between the Boston Mayor and Greater Boston employers committed to closing gender and racial wage gaps at their workplaces. The organization has over a decade of experience in collecting and analyzing workforce demographic and compensation data given to them right off employers' payroll systems. With the security of the MPC-backed software developed and implemented by Boston University, the BWWC has successfully produced five wage gap analysis reports that present a community snapshot of the progress being made to make workplaces fair.

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Introduction

Background

The movement towards greater workplace equity in Massachusetts took a significant step forward when Governor Maura Healey signed The Frances Perkins Workplace Equity Act into law in July 2024. Named after the Massachusetts native who was the first woman to serve as U.S. Secretary of Labor, the Act requires employers with over 100 employees submit Equal Employment Opportunity Commission (EEOC) workforce demographic data to the state, enabling the Executive Office of Labor and Workforce Development (EOLWD) to aggregate and publish the data by sector.

In 2025, the inaugural year for aggregating and publishing this data, Equal Employment Opportunity (EEO) data were collected from forms submitted by three separate groups of filers:

- EEO-1 Form: Employers with 100+ employees who run private and nonprofit organizations. The EEOC did not require the pay data collection report known as Component 2 to be submitted during the covered period, therefore, it is not part of this analysis. Massachusetts received 3,014 EEO-1 forms in 2025.
- EEO-3 Form: Local unions with 100+ members. Data not analyzed for this category in this inaugural report due to limited sample size.
- EEO-5 Form: Public elementary and secondary school systems and districts with 100+ employees. Massachusetts received 36 forms in 2025.

Importance of Employer-Reported Data

Although there are currently established federal data sources—the U.S. Census Bureau's American Community Survey (ACS) and the Bureau of Labor Statistics' Current Population Survey (CPS), to name a few—providing invaluable economy-

wide estimates of workforce participation, the employer-reported EEO data collected under the Frances Perkins Workplace Equity Act offers a distinct and complementary lens to this existing information. Notably, Massachusetts law (Chapter 141 of the Acts of 2024) requires the use of EEO data, which provides granular information shared directly by employers about the demographic composition of their workforce across defined job categories—and published in the aggregate in this report (see Appendix B). Analyzing this firm-level data, aggregated here by sector, allows for a unique examination of representation patterns within specific job hierarchies and industries in Massachusetts.

Using This Information

The health of the Massachusetts economy relies on attracting and retaining the best talent. This report can aid various stakeholders in identifying and leveraging systemic opportunities in the workforce, thereby creating a vibrant, productive, and economically competitive Commonwealth. Specifically, the information can help:

- Employers assess the competitiveness of their employment practices in attracting workers in their sector.
- Employees identify sectors that offer the greatest opportunity for their career advancement.
- The state understands how best to employ its resources and skills to support, even amplify, employee and employer actions advancing workplace growth and opportunity.

This transparency will strengthen Massachusetts's economy.

Massachusetts Workforce Data Summary

EEO-1

Key Learnings

- The distribution of gender in the Massachusetts workforce is quite balanced, with women being slightly overrepresented as compared to census records.
- The distribution of racial-ethnic categories is largely consistent with census records for most groups, with some variations.
- The data do, however, show perpetuation of historic patterns in gender and racial-ethnic composition of most jobs. Women and racial-ethnic minorities tend to be overrepresented in lower-paid and relatively low-status positions.
- Compared to organizations that employ fewer persons, the representation of women overall and in senior executive positions is higher at very large organizations employing 2,500 or more persons.
- Relative to their representation in senior executive positions, the representation of women and underrepresented racial-ethnic groups is also higher in middle-management and professional roles.

Context and Overview

Even though the overall representation of racial-ethnic groups as well as gender in EEO-1 organizations generally reflects the population distribution of Massachusetts, gaps emerge when we consider other variables.

First, findings reveal ongoing race- and gender-based disparities in employment based on NAICS industry classification. Historically underrepresented racial-ethnic groups are overrepresented in relatively low-paid and low-status industries, including “accommodation and food services” as well as “transportation and

warehousing." Women, likewise, have the highest representation in "health care and social assistance," followed by "education" and "other services" occupations. In contrast, women are least represented in traditionally male-dominated fields including "construction," "mining," and "utilities." At the same time, women as well as Asian persons have higher representation in select high-status industries including "finance and insurance" and "professional, scientific, and technical services" which includes lawyers, accountants, and other consultants.

Second, the data show disparities based on types and hierarchies of jobs within organizations. Consistent with historic patterns, some types of jobs within EEO-1 organizations (e.g., craft work) continue to be largely held by men.

Others (e.g., administrative roles) are still largely held by women. Historically underrepresented racial-ethnic groups, including persons identified as Black or African American, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islanders, and Hispanic or Latino, tend to be concentrated in relatively lower-paid and low-status service work and manual labor. For all organizations, regardless of size, senior positions are disproportionately held by men, and especially White men.

At the same time, our analysis also shows that women and individuals from historically underrepresented racial and ethnic groups occupy larger percentages of middle management roles, especially in very large EEO-1 organizations (the top quartile in number of employees with 2,500 or more employees). As these roles can serve as pipelines to senior roles, these findings are promising. We also find that, as compared to their representation in smaller-sized organizations, women hold a larger percentage of senior executive positions in such very-large organizations. This finding suggests that the recruitment and promotion policies and practices of very large organizations may offer lessons for the improved representation of women as well as underrepresented racial and ethnic groups in Massachusetts.

EEO-5

Key Learnings

- More than three-fourths of the workforce among educational institutions reporting as EEO-5 organizations comprises women.
- More than four-fifths of the workforce among reporting institutions is identified as White.
- Principals, generally the highest paid job in EEO-5 institutions, mostly are identified as White.

Context and Overview

Women are overrepresented in EEO-5 organizations, comprising 77.5% of the workforce. Furthermore, over 74% of all new hires during the reporting period were also women, indicative of an ongoing overrepresentation of women in the educational field. The racial distribution is also imbalanced: 87% of all EEO-5 employees are identified as White, and the next largest percentage is Hispanic and Latino employees at 4.3%.

Gender and racial imbalances are also evident in senior roles. For example, we find that 62% of principal and 60% of assistant principal jobs in EEO-5 organizations, which tend to be relatively well-paid and high-status, are held by White persons. Other professional positions, such as elementary and secondary classroom teachers, for example, also tend to be occupied by White persons. Hispanic and Latino persons are relatively more represented in nonprofessional positions such as “technicians” and “laborers.”

Methodology

The research team investigated general patterns and trends in the EEO-1 and EEO-5 reports provided by Massachusetts organizations while also deliberately and carefully protecting the security and privacy of organizational data at each stage of the data pipeline.

Type of Data

The team received 3,014 EEO-1 forms, which in total represent more than 816,000 employee records, or about 40% of the total Massachusetts private workforce. Additionally, 36 EEO-5 forms were submitted, which reflects approximately 22,000 employees, or about 15% of all public school district employees.

As a reminder, the definitions of each EEO report are as follows:

EEO-1

- An annual compliance survey mandated by the EEOC for employers with at least 100 employees and federal contractors with at least 50 employees to submit data on their workforce demographics, including race, gender, and job category, to the federal government.
- The Frances Perkins Workplace Equity Act requires employers with 100 or more employees in Massachusetts to annually file a copy of their most recent EEO-1 report with the Commonwealth. Because the EEOC did not require wage and compensation data to be included in that report, this information could not be collected by the Commonwealth.

EEO-5

- A compliance survey is mandated biennially, in even-numbered years, by the EEOC for public elementary and secondary school systems and districts. It collects data on employees' race, ethnicity, and gender, as well as their job classifications from districts that have 100+ employees.
- The Act requires public school districts to submit a copy of their most recently filed EEO-5 report to the Commonwealth every two years.

Securing the Data

The team took several steps to protect data in transit, at rest, and during use. First, the EEO-1 and EEO-5 data files were stored in a room with physical and logical access controls, on computers that were never connected to the Internet. Second, the team used cryptographically secure multi-party computation to provide end-to-end data confidentiality while we performed the data analysis. This is the same data protection technology that the Boston Women's Workforce Council, a co-author of this report, has used to keep every organization's filing secure for ten years. Third, to prevent re-identification of data about any individual person or organization, the team applied differential privacy to make slight perturbations to the aggregate results. This statistical disclosure avoidance technology was also used by the U.S. Census Bureau to protect contributions to the 2020 decennial census[1].

Extracting Data Efficiently and Securely From Thousands of Forms

Since the EEO forms were typed and handwritten forms were submitted as PDF files, we designed an accurate way to extract numerical, categorical, and free-form text data from the forms, based on optical character recognition (OCR) using several open-source tools[2]. One challenge was that, due to the short timeline, the initial version of this system had to be built without exact knowledge of the real data on which it would be used. Empirical observations show that the OCR system has more than 99% data accuracy on the EEO-1 and EEO-5 data, and any large discrepancies were manually inspected and corrected by our team. Our data extraction software is open source and available[3].

[1]https://www.census.gov/library/publications/2023/decennial/c2020br-03.html
[2]https://opencv.org/; https://python-pillow.github.io/; https://github.com/mindee/doctr; https://huggingface.co/docs/transformers/model_doc/trocr; https://github.com/tesseract-ocr/tesseract
[3]https://github.com/CASP-Systems-BU/eeo-toolkit

Cleaning and Analyzing Data

The research team found several forms in incorrect formats, some duplicate submissions, as well as inconsistencies in how the forms were filled out. As a result, the team performed data cleaning and adjustments to the data ingress system to work with the compatible forms and make note of the forms that could not be processed for various reasons. Additionally, manual validation of the system was performed on a sample of forms to ensure the pipeline was working as expected.

For the analysis, the team found that comparing the distributions of gender, race, job category, and industry sector to be of most interest. As this dataset is intended to capture information about employees of workplaces that are based in Massachusetts, we excluded data on employees of these companies who do not report to an office in MA.

For the EEO-1 analysis, the team additionally captured the county where people work, which the team infers from the employers' zip code. The team also created a variable called "organizational size" that classifies EEO-1 organizations into four categories based on the number of employees they report. The approximate composition of these categories is as follows:

- Small: 200 or fewer employees,
- Medium: more than 200 but less than 600 employees,
- Large: more than 600 but less than 2,500, and
- Very Large: more than 2,500 employees.

Each category represents roughly one quartile or 25% of the total number of organizations in the dataset. The team used this variable to compare differently sized organizations on workforce characteristics such as race, gender, and hierarchy of positions.

Timeline

The research team began work in January 2025 to develop the OCR data extraction and processing system. In February, the team set up a secure office environment, set up necessary hardware and software tools to carry out the project, and received the EEO form data (in two batches). In March, the team refined and finalized the data extraction tools, processed all EEO forms, and configured the privacy-enhancing technology software on our computers. In April, the team produced the privacy-protected aggregate results, synthesized our findings from the overall data, produced supporting data visualizations, and presented this report for delivery to EOLWD.

Findings

EEO-1 Data

EEO-1 Data includes information from employers with 100+ employees who run private and nonprofit organizations. Massachusetts received 3,014 EEO-1 forms in 2025.

Gender Distribution

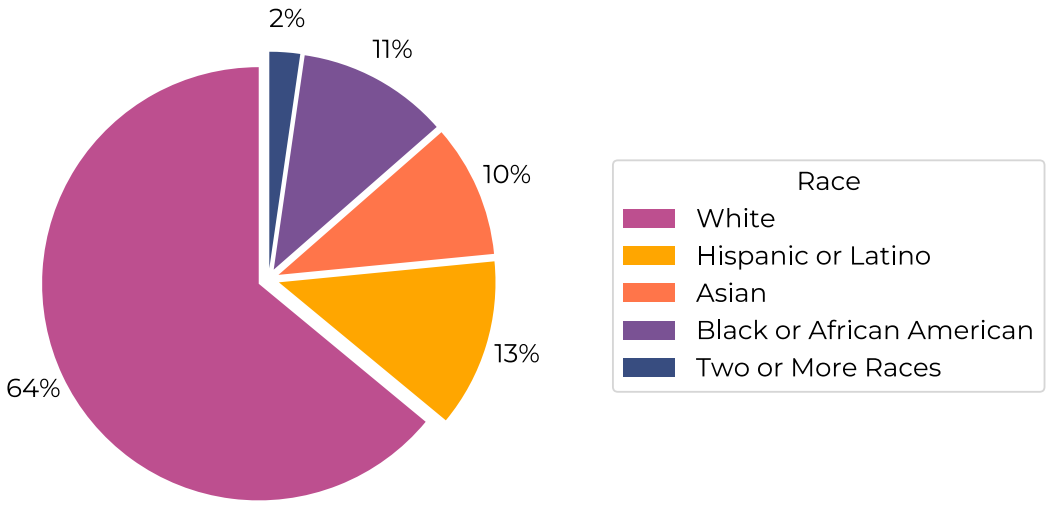
Overall, the data show a reasonably balanced distribution based on gender, with 54% of the workforce being identified as female and the remaining 46% as male. As women comprise about 51% of the overall Massachusetts population[4], these data show that women are slightly overrepresented in the workforce of reporting organizations. One caveat to note is that not all organizations submitted reports, which may account for differences from census reports. Furthermore, as included later in this report, the overall representation of women obscures disparities based on other factors, including racial-ethnic classification, industry, occupational roles, and organizational size.

[4]https://www.census.gov/library/stories/state-by-state/massachusetts.html#:~:text=Race%20and%20ethnicity%20(White%20alone,or%20More%20Races%2010.2%25)

Racial Distribution

Figure 1: The distribution* of the EEO-1 workforce by racial-ethnic categories.

*Two categories—Native Hawaiian or Other Pacific Islander and American Indian or Alaskan Native—have been suppressed from the chart because of their small percentages in the data.



The distribution of the workforce by racial-ethnic classification, as shown in Figure 1, is nearly two-thirds White employees, 11% Black or African American employees, 13% Hispanic or Latino employees, 10% Asian employees, and 2.28% Two or More Races. Note that for ease of readability, two groups comprising less than 0.25% each of the reported workforce, Native Hawaiian or Other Pacific Islander, and American Indian or Alaska Native, are not included in Figure 1. As compared to Census population records, this distribution underrepresents slightly persons identified as White, Hispanic or Latino, Two or More Races, and American Indian or Alaska Natives. On the other hand, it slightly overrepresents employees identified as Black or African American and Asian. The representation of Native Hawaiian and Other Pacific Islander persons is consistent with their overall distribution in the Massachusetts population.

One caveat to note is that the higher representation of persons with Two or More Races in the census is likely attributable to changes made to the way data on race and ethnicity were collected in the 2020 census, such as additional write-in options and questions about ethnic origins. Similar options were likely not implemented in organizations collecting data on employee racial identification.

Accordingly, underrepresentation of that category may reflect distinctions in data collection approaches rather than substantive differences.

Gender/Race Distribution (Combined)

Figure 2: The joint distribution of racial-ethnic categories and gender for EEO-1 organizations. The height of bars represents the proportion of the group in the data.

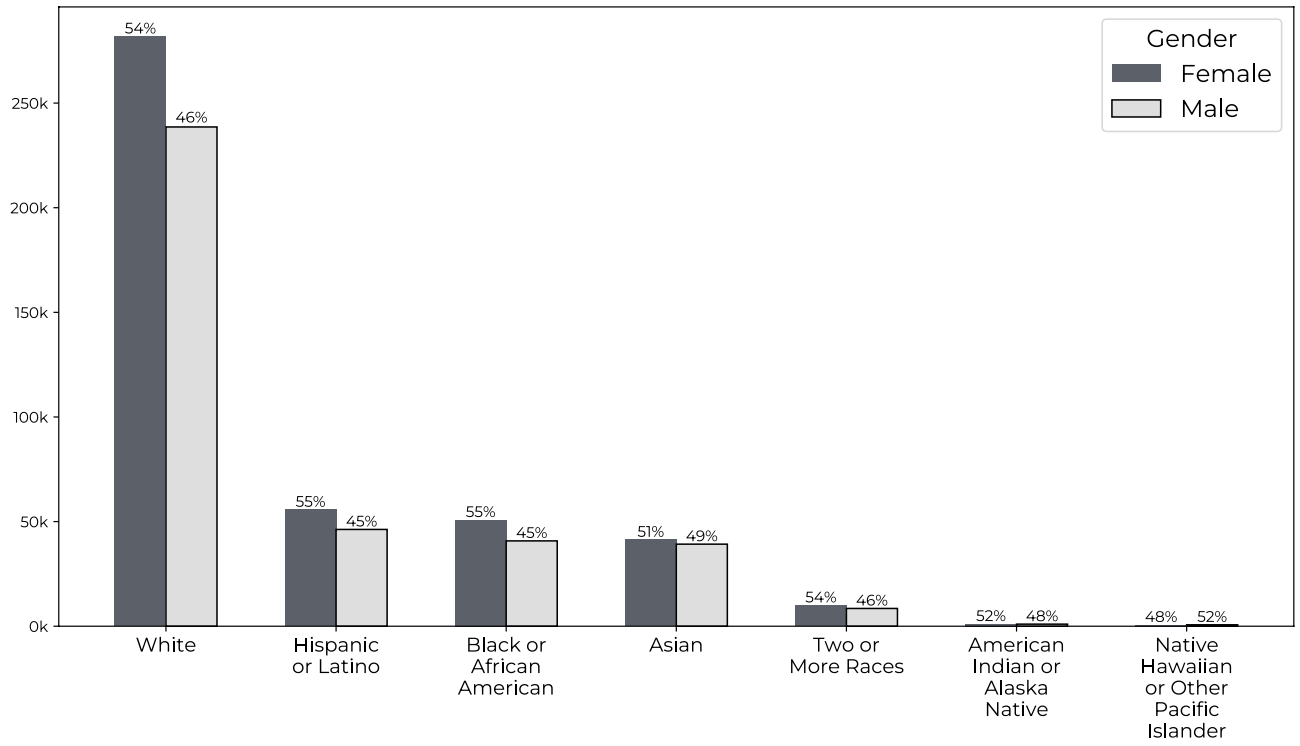
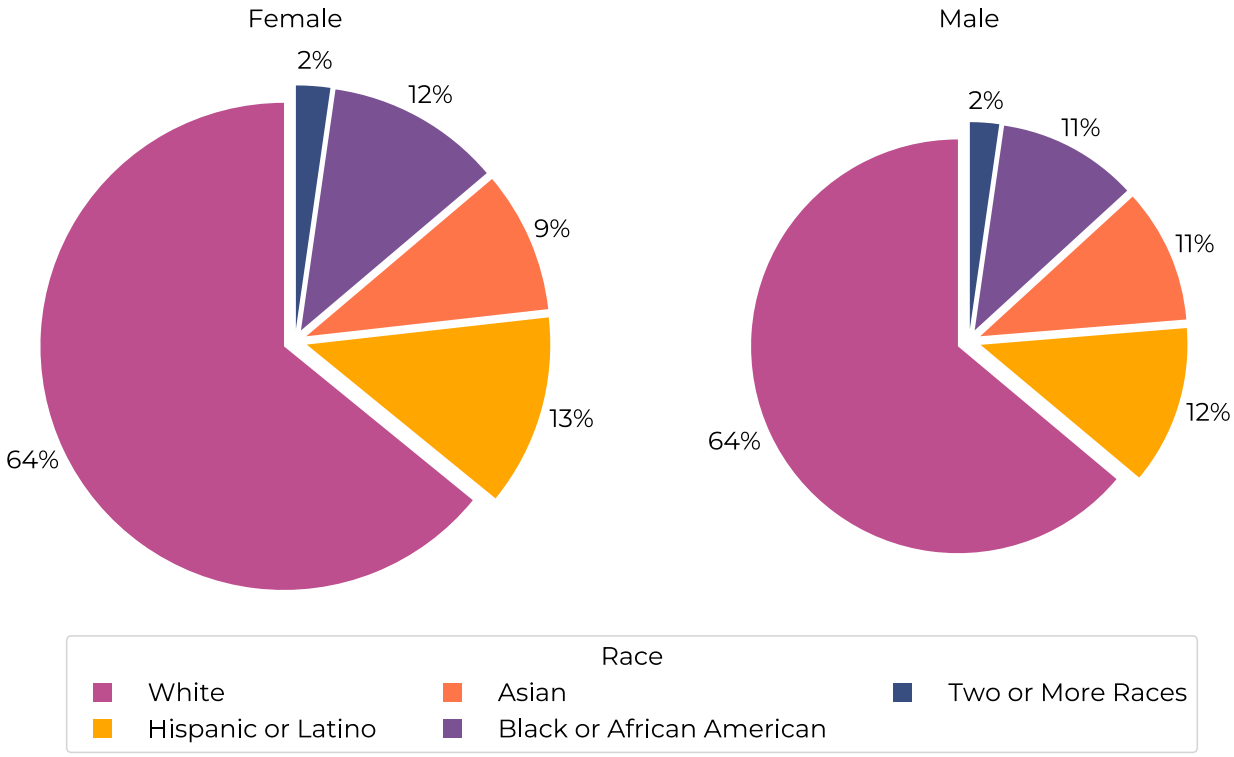


Figure 2 displays the joint distribution of racial-ethnic categories and gender in the EEO-1 workforce. Although the sizes of racial-ethnic groups vary considerably (as captured by the heights of bars), the distribution by gender within categories of race is quite even and consistent with the overall distribution of gender in the labor force, with some minor deviations. The ratio of women to men in the workforce is closely balanced among employees identified as American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander, with nearly equal numbers of men and women. The workforce is slightly skewed in favor of women, meaning that a larger percentage of persons are identified as women compared to those identified as men, among Black or African American, Hispanic or Latino, White, and individuals of Two or More Races.

Figure 3: Pie charts showing the distribution* of racial-ethnic categories within gender for EEO-1 organizations.

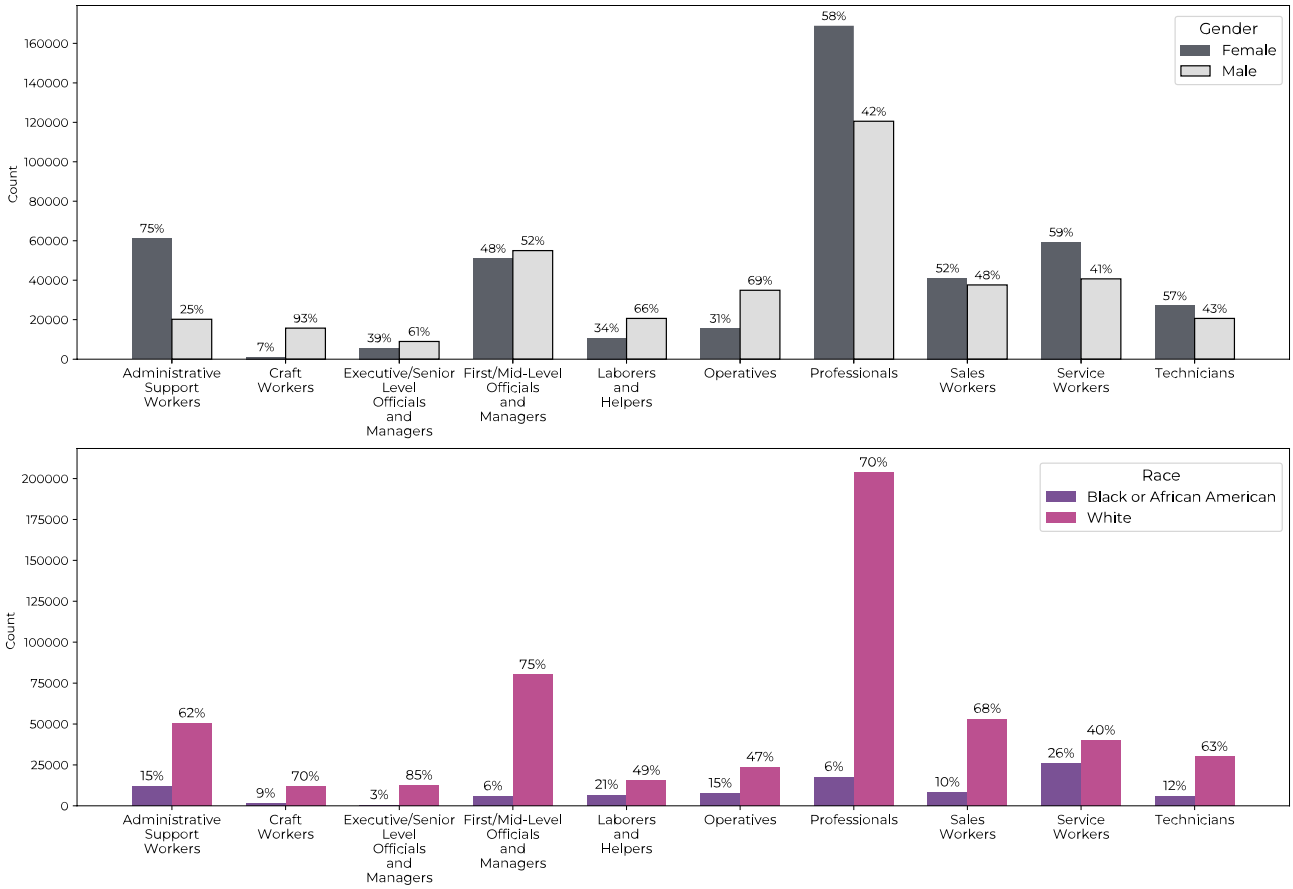
*Two categories—Native Hawaiian or Other Pacific Islander and American Indian or Alaskan Native—have been suppressed from the chart because of their small percentages in the data.



The distribution of racial-ethnic categories within categories of gender, shown in Figure 3, is likewise similar to the overall distribution of racial-ethnic categories. Note that for ease of readability, two groups comprising less than 0.25 percent each of the reported workforce, Native Hawaiian or Other Pacific Islander, and American Indian or Alaska Native, are not included in Figure 3. The groups' small proportion notwithstanding, the numerical data show that slightly more Asian and Native Hawaiian or Other Pacific Islander men than women are employed. In contrast, slightly higher percentages of women than men are employed among Black or African American and Hispanic or Latino employees.

Gender/Race Distribution by Job Category

Figures 4a-b: The distribution of gender (top) and racial-ethnic categories (bottom) for types/ hierarchies of jobs for EEO-1 organizations. The height of bars represents the proportion of persons employed in various job types in the reported data.



Next, Figures 4a-b show the distribution of gender and race by types/hierarchies of jobs within organizations. It is evident from Figure 4a (top graph) that several job types are deeply gendered. The most significant imbalance occurs among craft workers, where over 93% of the workers are men. Administrative support workers are also highly skewed, but in the opposite direction, with three-fourths of positions being occupied by women.

Some other categories of jobs, including “professionals,” “service workers,” and “technicians,” employing relatively large fractions of persons, tend to be skewed in favor of women. In contrast, “operatives,” “laborers and helpers,” and senior managerial roles within the “executive” job category are disproportionately held

by men. In this latter role, men occupy more than 61% of all positions. Sales and mid-level management positions are relatively balanced on gender.

These figures show that both high-status positions, such as senior executive roles, as well as relatively blue-collar roles like “laborers and helpers” tend to be disproportionately held by men.

The distribution of organizational roles by race is similarly uneven. Figure 4b shows the proportion of occupational roles filled by two key demographics: White and Black or African American employees. There are stark differences in representation in every category. As Figure 1 indicates, Black or African American employees comprise about 11% of the total EEO-1 workforce, and White employees about 64%. When compared to these proportions, persons identified as Black or African American are systematically overrepresented in low-status jobs, including “administrative support,” “laborers and helpers,” “operatives,” “service work,” and “technicians.” They are underrepresented in relatively elite executive/senior-level positions, mid-level management roles, as well as professional jobs. White employees, in contrast, are overrepresented in elite positions, but, with one exception, craft work, they generally tend to occupy fewer positions in low-status jobs.

The largest difference between White and Black or African American employees occurs in senior managerial positions labeled as “executive/senior level officials and managers” (e.g., C-Suite), which are occupied mostly by White employees (85.5%) and negligibly by Black or African American employees (2.8%). Though not as large, similar differences are evident in mid-level management as well as “professional work.” In the former kinds of roles, workers identified as Black or African American comprise 5.6% of all positions, whereas workers identified as White comprise 75%. In professional work, Black or African American employees comprise 6% of the positions, and White employees make up 70%.

In contrast to the stark disparities between White and Black or African American employees, the distribution of occupational roles is quite similar between Hispanic or Latino and Black or African American employees (with the exception

of “operatives,” where the proportion of Hispanic or Latino workers is nearly twice that of Black or African American workers). Akin to Black or African American

employees, Hispanic workers are also overrepresented in blue-collar and manual work and underrepresented in executive, managerial, and professional roles.

It is worth noting, however, that despite the overwhelming presence of men and White employees in senior executive roles, women and some categories of historically underrepresented racial and ethnic groups tend to occupy a larger proportion of mid-level managerial positions. While women occupy only 39% of senior executive roles, for instance, they make up 48% of mid-management positions.

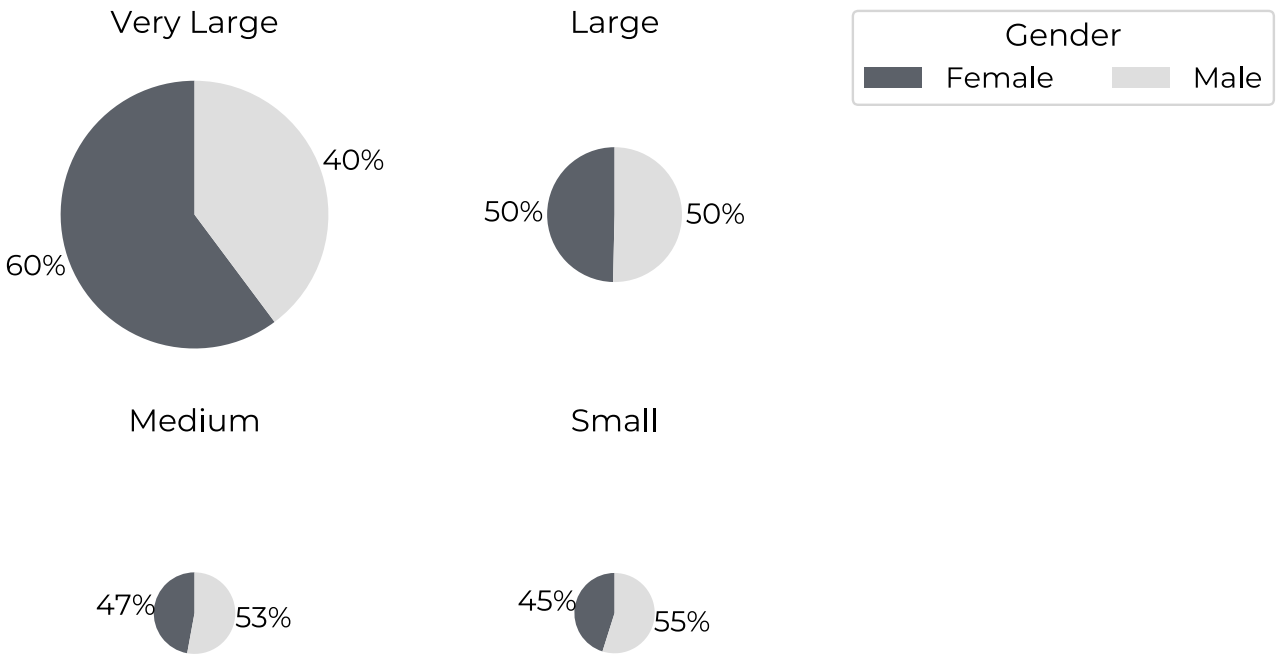
Similarly, employees who are Asian, Black or African American, or Hispanic or Latino are represented in higher numbers in mid-level management as compared to senior executive roles. While low in absolute numbers and relative to their overall representation in the workforce, the prevalence of Black or African American and Hispanic or Latino employees in mid-level management positions is double that of their representation in senior management roles.

The same trend is observed in professional work. Women comprise 58% of these roles, Asian employees 15%, and Black or African American and Hispanic or Latino employees 6%. While persons identified as Asian make up less than 10% of the reported workforce, over 55% of those identifying as Asian in the dataset are engaged in professional work. The relatively higher representation of these underrepresented racial and ethnic groups in professional and mid-management positions is promising, as these jobs often serve as the pipelines for senior executive roles.

However, we also note that Black or African American, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Hispanic or Latino employees tend to be heavily employed in service work and manual labor. These findings suggest a clear line of demarcation between racial-ethnic groups, with some groups being more likely to be engaged in professional work while others in service occupations.

Size of Organization

Figure 5: The distribution of gender by size of organization. The size of the pie charts reflect the distribution of the group in the data.



In addition to the data collected directly in EEO-1 forms, the team also created a variable for organizational size, classifying employers into four categories based on the number of persons they report employing in the EEO-1 forms. This variable reveals some interesting findings with respect to the representation of race and gender among EEO-1 employees.

As shown in Figure 5, relative to their overall representation in the reported workforce at 54%, women tend to be employed in smaller proportions in large-, medium-, and small-sized firms, comprising 50%, 47%, and 45%, respectively, of those organizations' workforces.

Very large organizations (with 2,500 or more employees), in contrast, tend to have a higher relative representation of women at 60%. There may be many reasons underlying this finding. It is possible, for instance, that large organizations have in place policies that are attractive for the recruitment and retention of women.

Another possibility is that industries that tend to have a higher representation of women (described in the next subsection) are overrepresented in very large organizations.

Figure 6: The distribution* of race by size of organization. The size of the pie charts reflect the distribution of the group in the data.

*Two categories—Native Hawaiian or Other Pacific Islander and American Indian or Alaskan Native—have been suppressed from the chart because of their small percentages in the data.

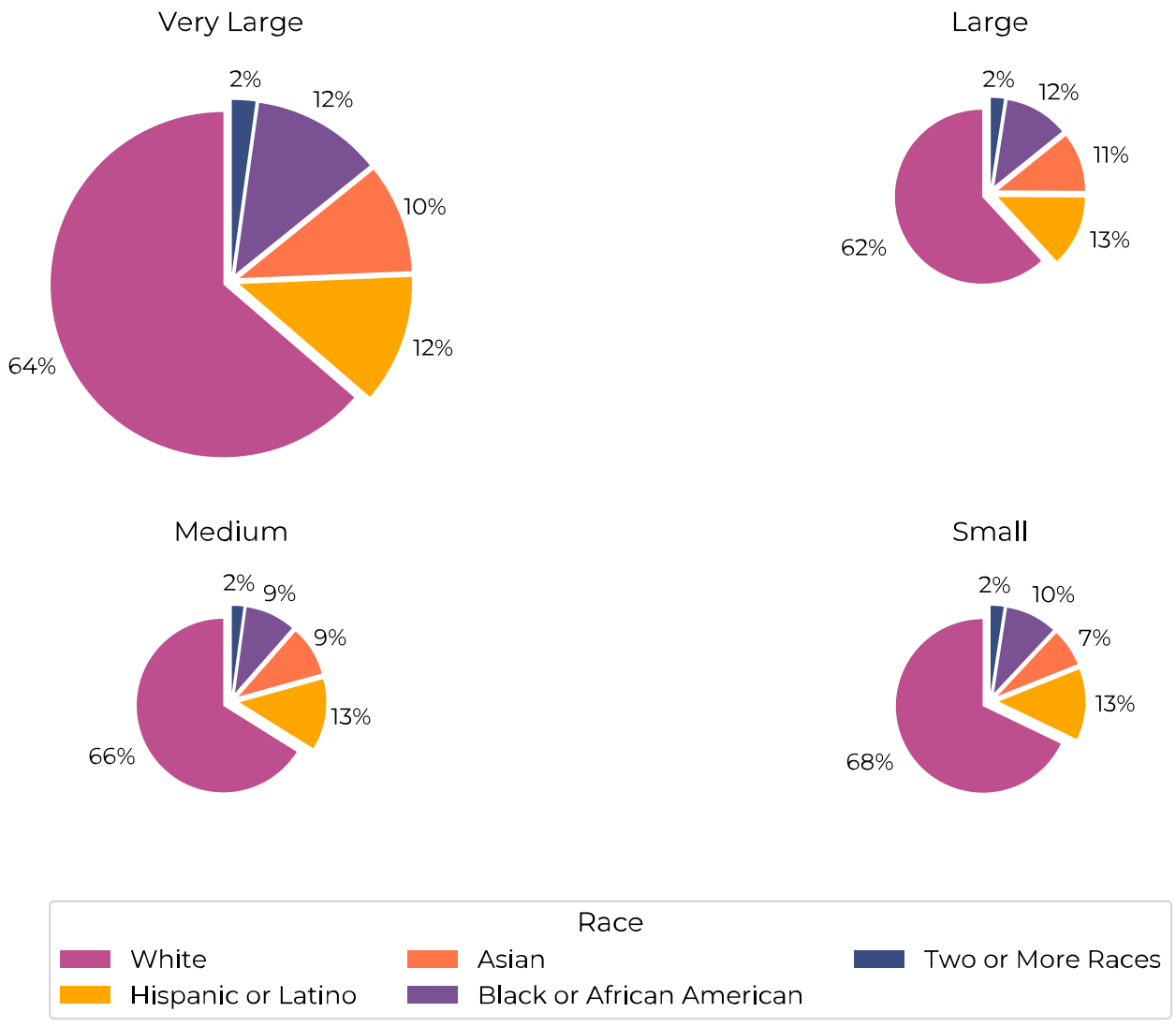


Figure 6 shows the distribution of racial-ethnic categories by organizational size. As White employees make up about 64% of the total workforce, it is no surprise that they comprise the largest racial and ethnic group in all categories of organizations. Yet, relative to their overall representation in the dataset, they are somewhat underrepresented in large organizations and slightly overrepresented in medium and small organizations. Black or African American and Asian employees have the highest representation in large and very large organizations. Hispanic or Latino employees are represented evenly in large, medium, and small organizations.

We also investigated the intersection of race, gender, and organizational size. The higher representation of women in very large organizations is consistent across most racial and ethnic groups, but is more pronounced among White workers. Black or African American and Hispanic or Latino women are, on the other hand, somewhat overrepresented, relative to their male counterparts, in large organizations.

With the exception of Native Hawaiian and Other Pacific Islander, women are underrepresented across all other racial-ethnic groups in small organizations. The lower representation of women in smaller organizations, especially in a context where women are generally overrepresented in the workforce, suggests that small organizations may offer opportunities for appropriately designed interventions and incentives that help to mimic outcomes we observe in very large organizations.

NAICS Classification

Figure 7: The distribution of gender based on NAICS organizational classification. The overall length of bars represents the proportion of the industry in the data.

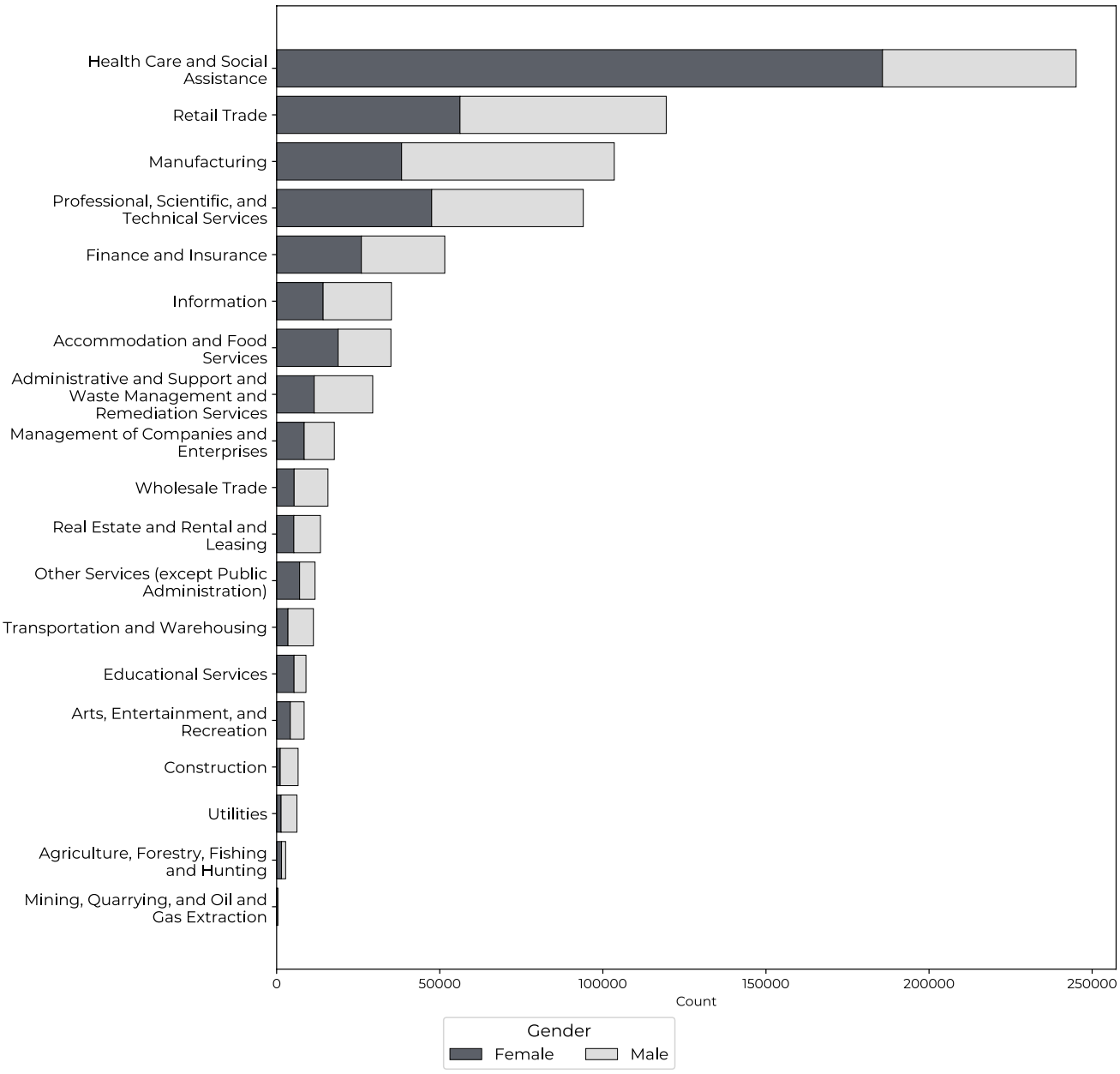
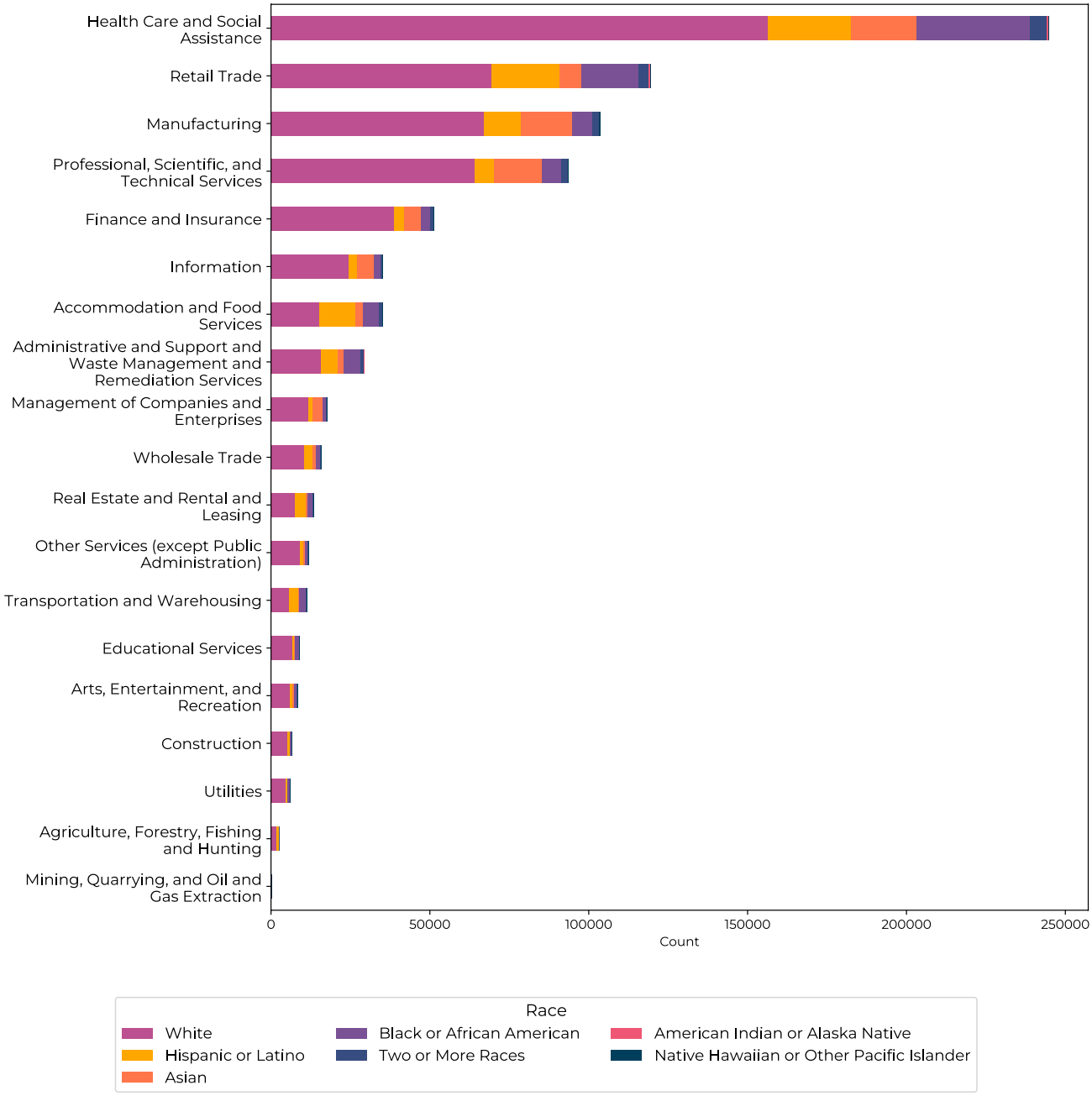


Figure 7 shows the distribution of the gender of persons employed in different kinds of NAICS industries. Women have the highest representation in “healthcare and social assistance,” by far the largest industry represented in the dataset, followed by “education,” and “other service occupations,” which employ

fewer persons. The representation of women is balanced in both “finance and insurance” and “professional, scientific, and technical services.” They are least represented in traditionally male-dominated fields, including “construction,” “mining,” and “utilities.”

Figure 8: The distribution of racial-ethnic categories based on NAICS organizational classification. The length of bars represents the proportion of the industry in the data.



Representation in types of industries by race shows similar imbalances. White employees tend to predominate across a range of industries, including “finance and insurance,” “information, arts, entertainment & recreation,” “educational services,” “construction,” and “professional, scientific, and technical services.” Although underrepresented overall, American Indian or Alaska Native employees are best represented in absolute numbers in “retail trade” and “health care & social assistance services,” followed by “manufacturing.” Asian workers have relatively high representation in “health care & social assistance,” “manufacturing,” and “professional, scientific, & technical services.” Black or African American employees are highly represented in “health care & social assistance” and “retail trade,” but underrepresented in “mining,” “construction,” “agriculture & allied industries,” and “arts & entertainment.”

County-Level Trends

The team also examined the distribution of race and gender by counties in Massachusetts. Nearly two-thirds of the workforce is employed by organizations located in Middlesex and Suffolk counties. Norfolk, Essex, Hampden, Bristol, and Worcester counties also have a substantial presence in the dataset, with about 5-10% each, of the total reported workforce.

The distribution of organizational size by counties shows that more than half of very large organizations (that have somewhat better representation of women and underrepresented racial and ethnic groups) are located in Middlesex County. Another fifth are located in Suffolk County. While small, medium, and large organizations also have a significant presence in these two counties, they are relatively more spread out geographically. Over a fifth of small organizations and a tenth of medium organizations are located in Norfolk County, and more than a tenth of large organizations are located in Worcester and Essex counties.

These regional data show that, relative to their overall representation in the Massachusetts workforce, women are underrepresented in Franklin, Dukes, Barnstable, and Essex counties. In contrast, they are overrepresented in

Nantucket, Norfolk, Hampden, and Middlesex counties. Underrepresentation of women is generally also accompanied by underrepresentation of individuals from historically underrepresented racial and ethnic groups. Black or African American employees are most prevalent in organizations located in Middlesex, Norfolk, Suffolk, and Worcester counties. Hispanic workers are highly represented in Essex, Hampden, Nantucket, and Worcester counties.

The team also examined the distribution of gender within job categories based on organizational county location. The results show that gender imbalances are reproduced in expected ways across most counties. Administrative support workers, for example, are predominantly women across all counties. The opposite holds true for “craft workers,” and “laborers and helpers.” The category of professional workers is somewhat more balanced, as is the case for the category in our overall data. Yet, there are some distinctions with women being more prevalent in Bristol, Hampden, Norfolk, Plymouth, and Worcester counties.

Executive positions show more variation, with women being more prevalent in Barnstable and Dukes counties, and men dominating in Bristol, Essex, Middlesex, Norfolk, Plymouth, Suffolk, and Worcester counties. Men generally outnumber women in mid-level management with the exception of Hampshire and Norfolk counties.

The distribution of gender by NAICS categories and counties shows similar findings. Accommodation and food services, for example, are generally dominated by women across counties with the exception of Berkshire, Hampden, Middlesex, Norfolk, and Suffolk, where the gender ratio is more balanced. The opposite trend holds for construction work, with the key exception of Suffolk County, where about two in five jobs in the field are held by women. The field of finance shows some variation, with women dominating in Berkshire, Bristol, Essex, Hampden, Middlesex, Plymouth, and Worcester counties. Men, in contrast, are more predominant in Suffolk and Barnstable counties. Professional services also show similar patterns with women dominating in some counties like Norfolk, Bristol, Plymouth, and Suffolk, and men in Berkshire, Dukes, Essex,

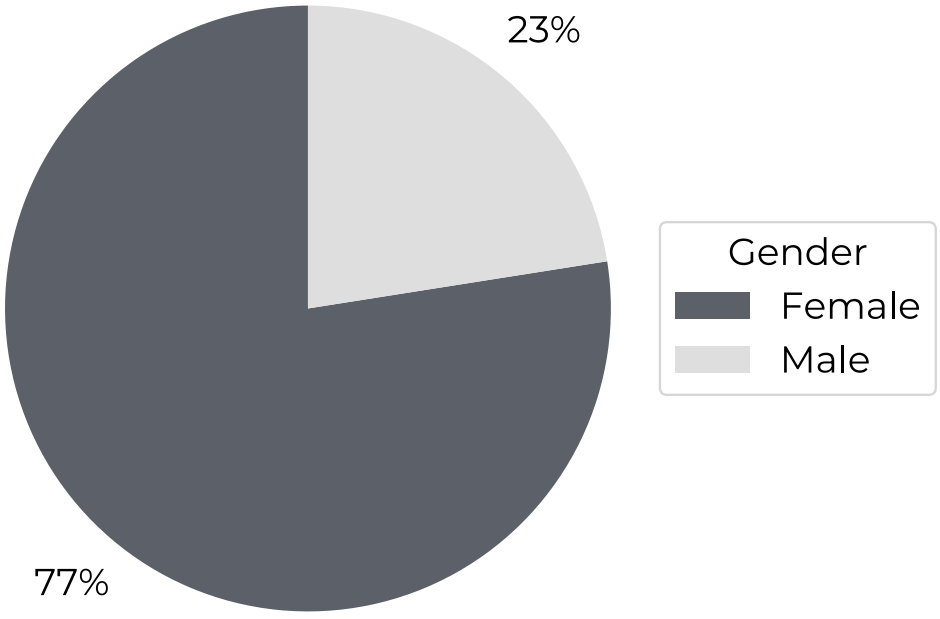
Hampden, and Middlesex.

Note, however, that the absolute numbers in many of these categories are quite small, so these trends should be interpreted with some caution. Similar examinations of race and NAICS labels and job types produced small numbers in many categories, especially for traditionally underrepresented racial and ethnic groups, so we have not included those analyses to preserve anonymity.

EEO-5 Data

EEO-5 Data include information from public elementary and secondary school systems and districts with 100+ employees. Massachusetts received data from 36 school systems in 2025.

Figure 9: The distribution of gender categories of the workforce in EEO-5 organizations.

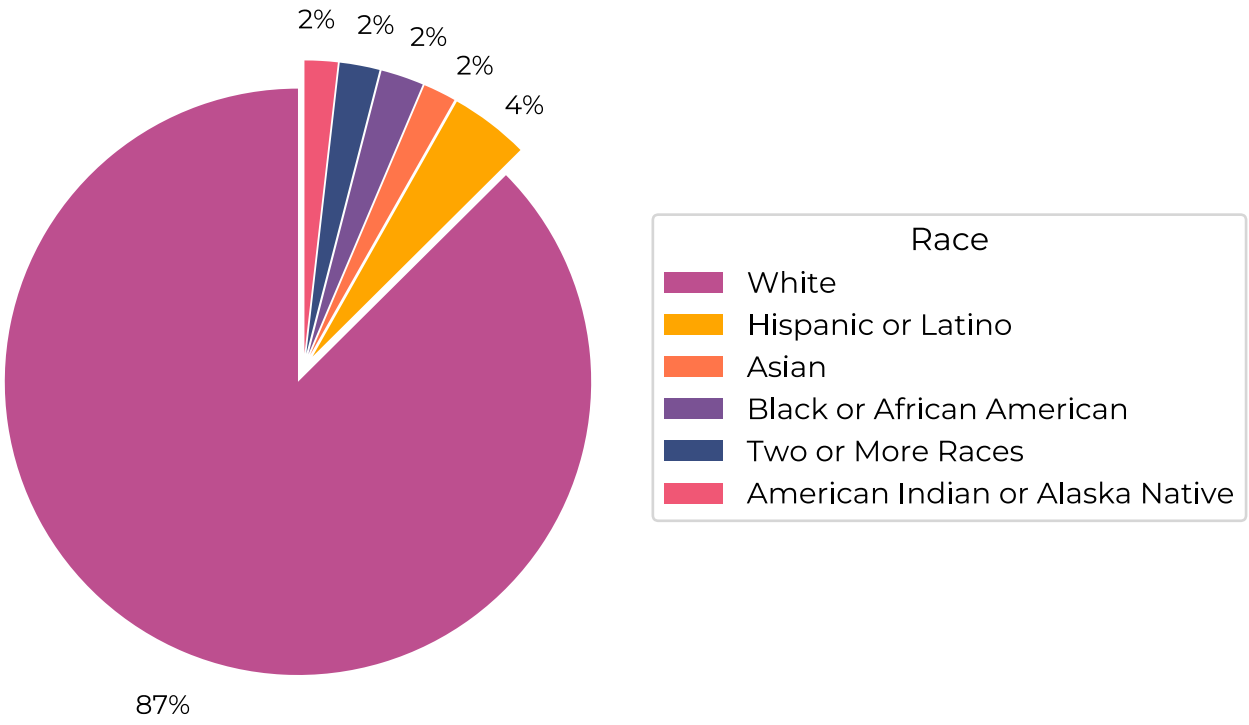


Gender Distribution

The most notable finding from the EEO-5 data is that women are overrepresented in the workforce of such institutions. 77.5% of the total reported employees are identified by employers as women. Furthermore, over 74% of new hires in the field are also identified as women. This continued skew in the gender ratio of new employment contributes to perpetuating the concentration of women in the field.

Racial Distribution

Figure 10: The distribution of racial-ethnic categories of the workforce in EEO-5 organizations.



The imbalance in the distribution of racial-ethnic categories in the EEO-5 labor force is even more pronounced than gender, with 87% identifying as White, 4.3% as Hispanic or Latino, and about 2% each identifying as American Indian or Alaska Native, Asian, Black or African American, and Two or More Races.

Gender/Race Distribution (Combined)

Figure 11: The distribution of gender and racial-ethnic categories of the workforce in EEO-5 organizations.

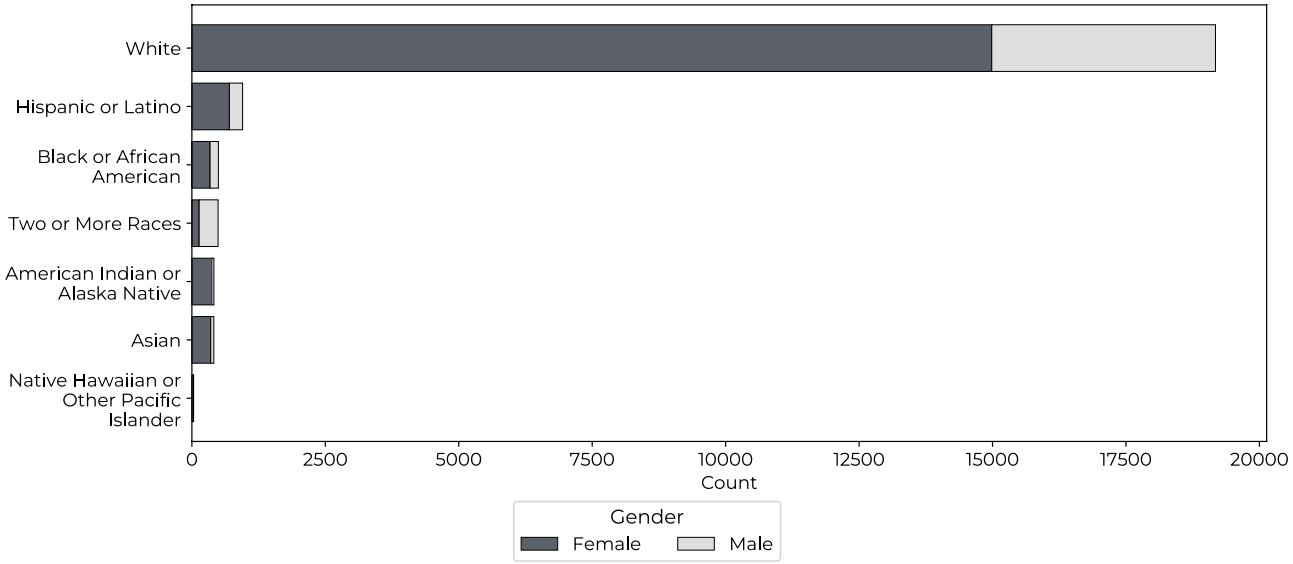


Figure 11 shows the simultaneous distribution of race and gender in EEO-5 institutions. While women are overrepresented (relative to their overall distribution in the labor force) among employees identified as Asian and American Indian or Alaska Native, they are present in somewhat smaller proportions among Black or African American and Hispanic or Latino employees, and considerably underrepresented among employees identified as Native Hawaiian or Other Pacific Islander and Two or More Races.

Job Category Trends

Figure 12: The distribution of types of jobs in the EEO-5 dataset.

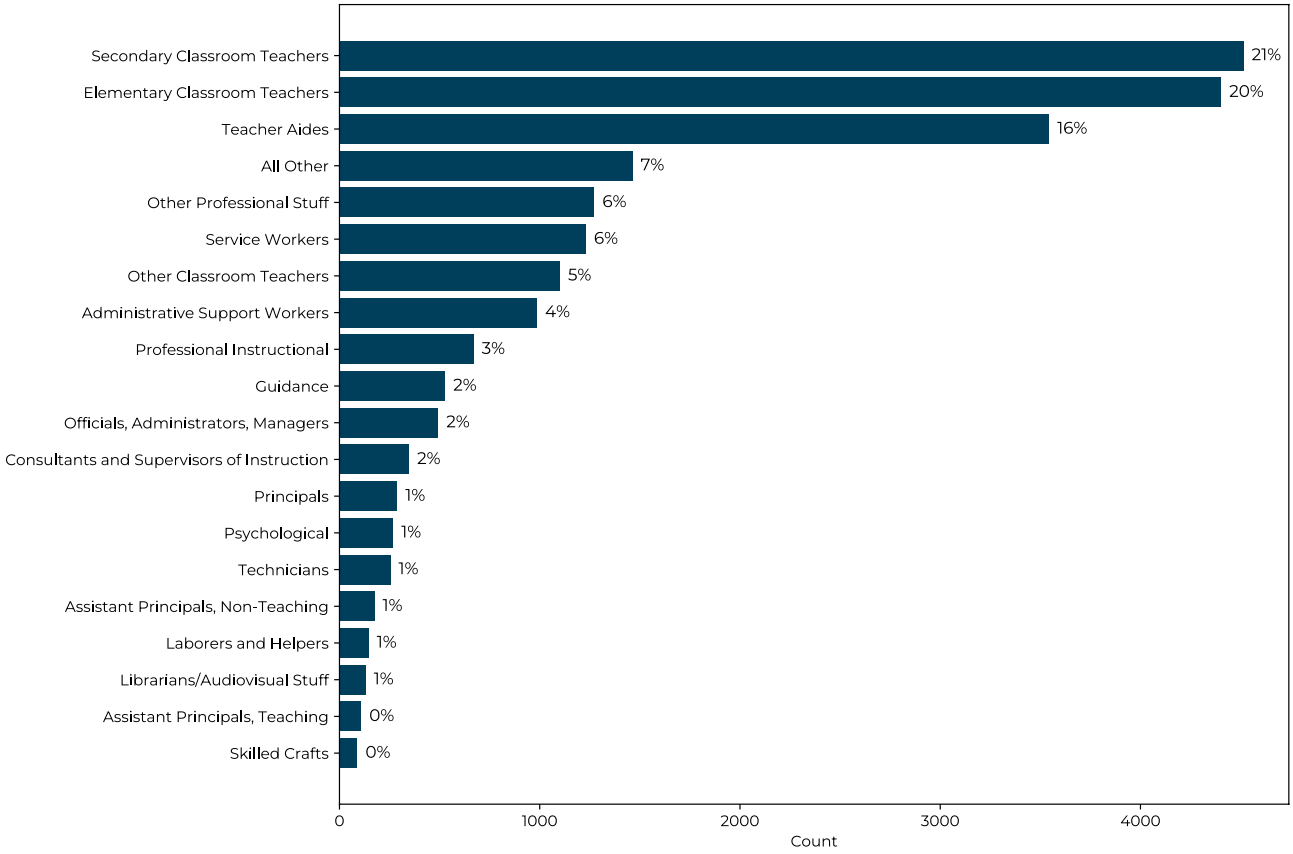


Figure 12 shows the distribution of types of jobs in EEO-5 organizations. The most frequently occurring occupational roles are elementary and secondary classroom teachers at about 20% each, followed by: “teachers’ aides” at a little over 16%. At 90%, most employees work full-time, with about 10% working as part-time employees.

Gender Distribution by Job Category

Figure 13: The overall distribution of gender (top) with a focus on a comparison between elementary school teachers and principals (bottom) within categories of jobs for EEO-5 employees.

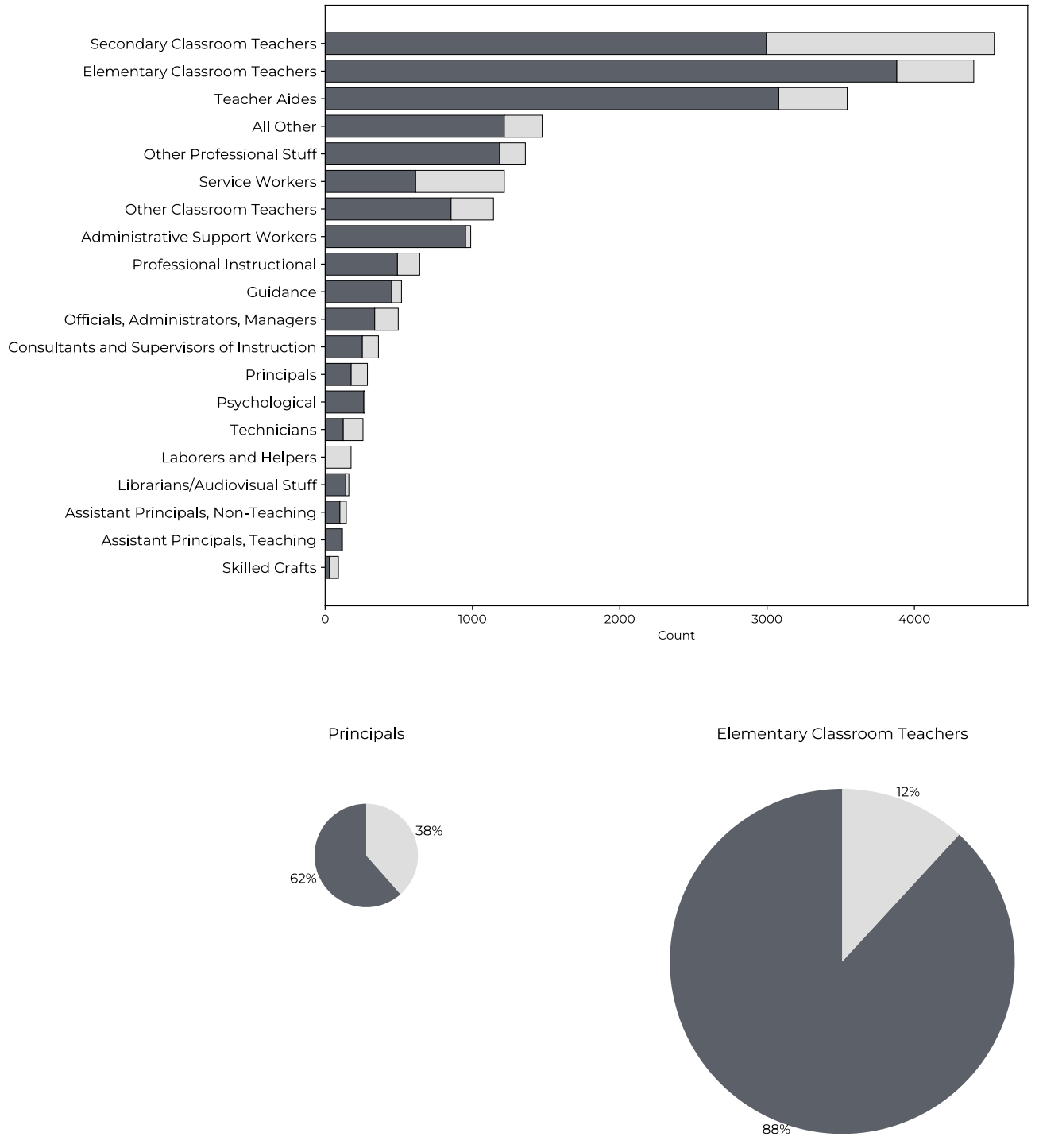


Figure 13 shows the distribution of gender within categories of occupations at EEO-5 organizations. Relative to their overall distribution, employment of women is most pronounced in “administrative support work,” where they make up 96% of the workforce. Women are also relatively overrepresented in “assistant principal, teaching” positions, “elementary classroom” teaching, “guidance” roles, “librarian” jobs, and “teachers aides.” In contrast, women are relatively underrepresented in the high-status role of “principal.” Although they make up 62% of the positions, this percentage is considerably lower than their overall representation in the EEO-5 labor force. They are also relatively underrepresented in “assistant principal, non-teaching” positions as well as in comparatively low-status roles of “service workers” and “technicians.”

The distribution of working status (full-time vs. part-time) also shows some variations, with women having a greater likelihood of being employed in relatively precarious part-time positions than in full-time roles. These discrepancies in the prevalence of women demonstrate lingering gendering of jobs within the field of education.

Race Distribution by Job Category

An examination of occupational type/hierarchies by race shows similar trends. White employees are dominant in most occupational categories. For example, 95% of “elementary classroom teachers,” 87% of “secondary classroom teachers,” 81% of “teacher aides,” and nearly 62% of “principal” positions are held by White employees. In contrast, underrepresented racial and ethnic groups, including Black or African American, Hispanic or Latino, and American Indian or Alaska Natives, are disproportionately represented in blue-collar service work such as “technicians” and “skilled craft.”

While the racial-ethnic composition of current employees is largely consistent with the overall distribution of race, workers who are identified as American Indian or Alaska Natives, Asian, African American or Black, and Native Hawaiian or Other Pacific Islander are slightly overrepresented, relative to their representation

in the overall EEO-5 labor force, in new full-time hires. This is a promising trend towards mitigating the significant imbalance in the racial-ethnic composition of educational institution employees. At the same time, more than four out of five new hires last year were White.

Conclusions

The labor force of EEO-1 organizations is quite balanced on gender, which is promising for the representation of women in the workforce. The employment of women dropped considerably during the COVID-19 pandemic, so this finding suggests that Massachusetts has recovered from those effects. Likewise, while many job sectors continue to be gendered (e.g., crafts, construction, health services), others that have traditionally been skewed towards men (e.g., finance) appear to be more balanced in the reported data.

At the same time, there are significant disparities based on seniority, with high-level positions in EEO-1 organizations being largely occupied by White men. Likewise, while women make up a majority of principal positions in EEO-5 institutions, men hold a disproportionate share of those senior roles compared to their respective representation in the overall EEO-5 workforce. Women and historically underrepresented racial and ethnic groups, in contrast, are overrepresented in relatively precarious, lower-paid, and lower-status occupations in both types of organizations. Women also continue to be highly concentrated in EEO-5 educational institutions, which is not unexpected, as teaching has historically been generally gendered female.

Yet, the team also identified trends that offer possibilities for alleviating these disparities. New hires in EEO-5 institutions have a better representation of racial-ethnic groups. Furthermore, racial and gender representation in EEO-1 organizations is higher in mid-level management and professional roles, which is promising because these roles can serve as pipelines for more senior positions. Finally, while men continue to dominate senior/executive positions across all organizational sizes in EEO-1 organizations, women are relatively better represented in senior positions in very large EEO-1 organizations. This higher representation may be attributable to a variety of reasons. First, very large organizations could have superior representation because they comprise

industries, such as healthcare that employ women and underrepresented racial and ethnic groups at higher rates. Another possibility is that very large organizations can afford diversity training, large Human Resources departments, and could have in place better policies and practices for the retention and promotion of women and underrepresented racial and ethnic groups. Identifying successful strategies employed by these organizations and applying them at smaller organizations could lead to similar outcomes observed in very large organizations.

Appendix

Appendix A—NAICS (Industry) Definitions

NAICS LABEL	DEFINITION	EXAMPLES
Accommodation and Food Services	Industries that provide lodging and/or meals, snacks, and beverages for immediate consumption	Hotels and Motels, Restaurants and Bars, Cafeterias and Food Trucks, Bed and Breakfasts
Administrative and Support and Waste Management and Remediation Services	Establishments that perform routine support activities for daily operations of other organizations, including waste collection and cleanup services	Staffing Agencies, Call Centers, Janitorial Services, Waste Collection and Recycling, Environmental Cleanup Services
Agriculture, Forestry, Fishing and Hunting	Businesses that are engaged in growing crops, raising animals, harvesting timber, and fishing	Farms and Ranches, Commercial Fishing Boats, Logging Companies, Greenhouses and Nurseries
Arts, Entertainment, and Recreation	Industries operating facilities or providing services to meet cultural, entertainment, or recreational interests	Theaters and Concert Venues, Museums and Zoos, Amusement Parks, Fitness Centers, Sports Teams and Leagues
Construction	Establishments that are engaged in building, repairing, or renovating structures and infrastructure	Residential Home Builders, Commercial Contractors, Electrical and Plumbing Installation, Highway Construction Companies
Educational Services	Establishments that provide instruction and training in a wide range of subjects	K-12 Schools, Colleges and Universities, Vocational Training Institutes, Tutoring Services
Finance and Insurance	Firms that handle financial transactions, including banking, investment, and insurance	Commercial Banks, Credit Unions, Investment Firms, Insurance Companies

Health Care and Social Assistance	Establishments that provide health care or social support services	Hospitals and Clinics, Nursing Homes, Home Health Care Services, Child and Family Services
Information	Establishments involved in producing, distributing, or processing information	Publishing Companies, Software Publishers, Telecommunications Providers, Movie and Music Production Companies
Management of Companies and Enterprises	Organizations that hold the securities of other companies to manage or provide strategic/admin support	Corporate Headquarters, Holding Companies, Centralized Management Offices
Manufacturing	Establishments that deal in the mechanical, physical, or chemical transformation of materials into new products	Car Manufacturers, Food Processing Plants, Clothing Factories, Electronics Assembly Plants
Mining, Quarrying, and Oil and Gas Extraction	Industries that extract naturally occurring resources	Coal Mining, Oil Drilling Companies, Natural Gas Extraction, Stone Quarries
Other Services (except Public Administration)	This category is for services not classified elsewhere	Repair Services (Auto, Electronics), Personal Services (Salons, Pet Care), Religious Organizations, Dry Cleaners
Professional, Scientific, and Technical Services	Firms that provide specialized services based on highly skilled work or expertise	Law Firms, Accounting Firms, Engineering and Architectural Services, Research and Development Firms
Real Estate and Rental and Leasing	Establishments involved in renting, leasing, or managing real estate and related assets	Real Estate Agencies, Property Management Companies, Car and Equipment Rental Firms, Leasing Offices
Retail Trade	Businesses that sell goods to consumers for personal or household use	Grocery Stores, Clothing Stores, Bookstores, Online Retailers
Transportation and Warehousing	Industries involved in the movement of people or goods, and storage of products	Trucking Companies, Airlines, Railroads, Warehousing and Distribution Centers

Utilities	Companies that provide basic services such as electricity, water, or natural gas	Electric Power Generation, Water Supply Companies, Natural Gas Distribution, Sewage Treatment Facilities
Wholesale Trade	Businesses selling goods in large quantities to retailers, businesses, or institutions, not to the general public	Industrial Supply Distributors, Electronics Wholesalers, Foodservice Product Distributors, Bulk Chemical Suppliers

Appendix B—EEOC Job Category Definitions

Reproduced from the 2022 EEO-1 Component 1 Data Collection OMB Control Number: 3046-0049

EEOC JOB CATEGORIES	DEFINITION	EXAMPLES
Executive/Senior Level Officials and Managers	This category is reserved for the highest level within the organization; It includes individuals who plan, direct, and formulate policies, set the strategy, and provide information to be approved by the board of directors	CEO, President, Founder, Chief Human Resources Officer
First/Mid-Level Officials and Managers	Individuals in this category take direction from those in the level above; It includes managers at the group, regional, or divisional level of the organization	Director, Operations Manager, Human Resources Manager
Professionals	Jobs in this category typically, but not always, require professional degrees or certifications	Lawyers, Doctors, Nurses, and Teachers
Technicians	Jobs in this category require scientific skills to be applied in their work	Computer Programmer, Chemical Technician, Emergency Medical Technician

Sales Workers	Jobs in this category include anyone dealing in sales as their primary function	Insurance Sales Agent, Real Estate Brokers, Sales Agent
Administrative Support Workers	These jobs involve non-managerial tasks providing administrative and support assistance, primarily in office settings	Office and Administrative Support Workers, Accounting and Auditing Clerks
Craft Workers	Individuals in this category typically will have a specific skill set that makes them qualified for a particular subset of jobs	Carpenters, Electricians, Plumbers
Operatives	Most jobs in this category include intermediate skilled occupations and include workers who operate machines or factory-related processing equipment	Forklift Operators, Parking Lot Attendants, Truck Drivers
Laborers and Helpers	Jobs in this category include workers with more limited skills who require brief training to perform tasks that require little or no independent judgment	Construction Workers, Laborers, Freight Movers
Service Workers	Jobs in this category include food service, cleaning service, personal service, and protective service activities	Food Service Workers, Medical Assistants, Cleaners, Janitors, Police, Guards