

2026 Massachusetts Workforce Data Report

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Office of Labor and Workforce Development



MASSACHUSETTS EXECUTIVE OFFICE OF
LABOR & WORKFORCE DEVELOPMENT

Prepared by:



Acknowledgments

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2026 Massachusetts Workforce Data Report

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About Boston University

The Boston University (BU) team includes researchers in computing and data sciences who build scalable, privacy-preserving data analysis systems, alongside social scientists with expertise in data science. BU developed cutting-edge cryptography to compute and aggregate confidential data while protecting the anonymity of individual employers.

About Boston Women's Workforce Council

The Boston Women's Workforce Council (BWWC) facilitates a public-private partnership between the Boston Mayor and Greater Boston employers committed to closing gender and racial wage gaps at their workplaces. The BWWC has over a decade of experience in collecting and analyzing workforce demographic and compensation data aggregated from employer payroll systems. Using BU's MPC-backed software, the BWWC has successfully produced five wage gap analysis reports tracking progress toward workplace equity. Explore our work at thebwwc.org.

About Executive Office of Labor and Workforce Development

The Executive Office of Labor and Workforce Development builds a skilled workforce, connects talent to opportunity, supports those facing job loss or injury, and ensures safe workplaces. Learn more at Mass.gov/EOLWD.

Table of Contents

5 Executive Summary

7 Findings

7 EEO-1 Data

27 EEO-4 Data

46 Appendix

46 Appendix A—Methodology

51 Appendix B—Tables

73 Appendix C—NAICS (Industry) Definitions

76 Appendix D—EEO-1 Job Category Definitions

78 Appendix E—EEO-4 Job Category Definitions

81 Appendix F—EEO-4 Government Function Definitions

Executive Summary

Governor Maura Healey signed The Frances Perkins Workplace Equity Act into law in July 2024, requiring employers with over 100 employees to submit Equal Employment Opportunity Commission (EEOC) workforce demographic data to the state, to be aggregated and published by sector. The language we use throughout this report is aligned with language on federally provided forms.

Importance of Employer-Reported Data

While federal sources like the U.S. Census Bureau's American Community Survey (ACS) and the Bureau of Labor Statistics Current Population Survey (CPS) provide broad workforce estimates, the employer-reported EEO data collected under the MA Frances Perkins Workplace Equity Act (Chapter 14I of the Acts of 2024) offers a complementary, granular view of workforce demographic composition across defined job categories and industries in Massachusetts.

This report analyzes 2026 EEO data collected from forms submitted by two separate groups of Massachusetts filers:

- **EEO-1 Form:** Private and nonprofit organizations with 100+ employees. Massachusetts received data for 760,000 employees in 2026, covering about 37% of the total Massachusetts EEO-1 workforce.¹
- **EEO-4 Form:** State and local government entities with 100+ employees. Massachusetts received data for 71,000 employees in 2026, covering about 57% of the Massachusetts EEO-4 state and local government workforce.²

EEO-1 Key Learnings

- Female employees make up 53% of the reported EEO-1 workforce but hold only one third of senior executive positions and more than three quarters of administrative support roles.
- Black or African American and Hispanic or Latino employees are underrepresented in professional and managerial roles and overrepresented in service and laborer positions in the reported data set relative to their Census workforce shares.

¹ U.S. Equal Employment Opportunity Commission (2023). EEO-1 Statistics.
<https://www.eeoc.gov/data/eeo-1-employer-information-report-statistics>.

² U.S. Equal Employment Opportunity Commission. (2023). EEO-4 Statistics.
<https://www.eeoc.gov/data/eeo-4-state-and-local-government-information-report-statistics>.

Executive Summary

- These disparities appear to compound at the intersection of race and sex: White males hold 53% of senior management roles, while Black or African American and Hispanic or Latina females hold roughly 2% each.
- Very large organizations in the data set show modestly greater sex and racial diversity in senior roles than smaller firms.
- Reported Massachusetts workers in the data set are heavily concentrated in Professional and First/Mid-Level Officials and Managers roles, as defined in the EEO-1 Job Categories (Appendix D).

EEO-4 Key Learnings

- Overall, the workforce of the state and local government divisions that submitted EEO-4 forms is 52% male and 48% female and remains predominantly White (69%), followed by Black or African American (15%), Hispanic or Latino (10%), and Asian (4%). Males outnumber females among White employees, while female employees outnumber male employees in all other racial-ethnic groups.
- Female employees in the data set are heavily concentrated in certain government functions, comprising 67% of Health and 81% of Public Welfare workers, while remaining a small fraction in Fire Protection (6%), Sanitation and Sewage (10%), and Police Protection (25%).
- Reported data is grouped into a limited number of ranges with the highest reported range being greater than or equal to \$70,000. Most employees in the data set earn \$70,000 or more, which does not approach the average weekly wage in Massachusetts as reported by the Bureau of Labor Statistics in the fourth quarter of 2025³ and limits insight into variation.
- Among employers submitting EEO-4 forms, White employees hold a disproportionate share of the highest reported salary range, making up nearly three-quarters of workers in the \$70,000+ salary band. Black or African American employees are significantly overrepresented in the middle salary bands and Hispanic or Latino employees are overrepresented at the lowest pay level.
- A majority of reported new employees are male (53%), but the racial-ethnic composition of new hires is more racially diverse: 22% of the new hires are Black or African American and 12% are Hispanic or Latino.

3 U.S. Bureau of Labor and Workforce Statistics (2026). County Employment and Wages in Massachusetts — Fourth Quarter 2025. https://www.bls.gov/regions/northeast/news-release/countyemploymentandwages_machusetts.htm

Findings

EEO-1 Data

EEO-1 data includes information from employers with 100+ employees who run private and nonprofit organizations. Massachusetts received information on 760,000 employees, representing about 37% of the total reported EEO-1 workforce.

Sex Distribution

Figure 1: Distribution of reported EEO-1 workforce by sex



Table version of Figure 1 is available on page 51

Figure 1 shows that female employees make up 53% of the reporting EEO-1 workforce, compared to 47% for males. This modest imbalance between male and female workers obscures meaningful disparities when other factors are considered, including race and ethnicity, industry, job type, and organization size. These are explored later in the report.

Findings

Racial-Ethnic Distribution

Figure 2: Distribution of reported EEO-1 workforce by racial-ethnic category⁴

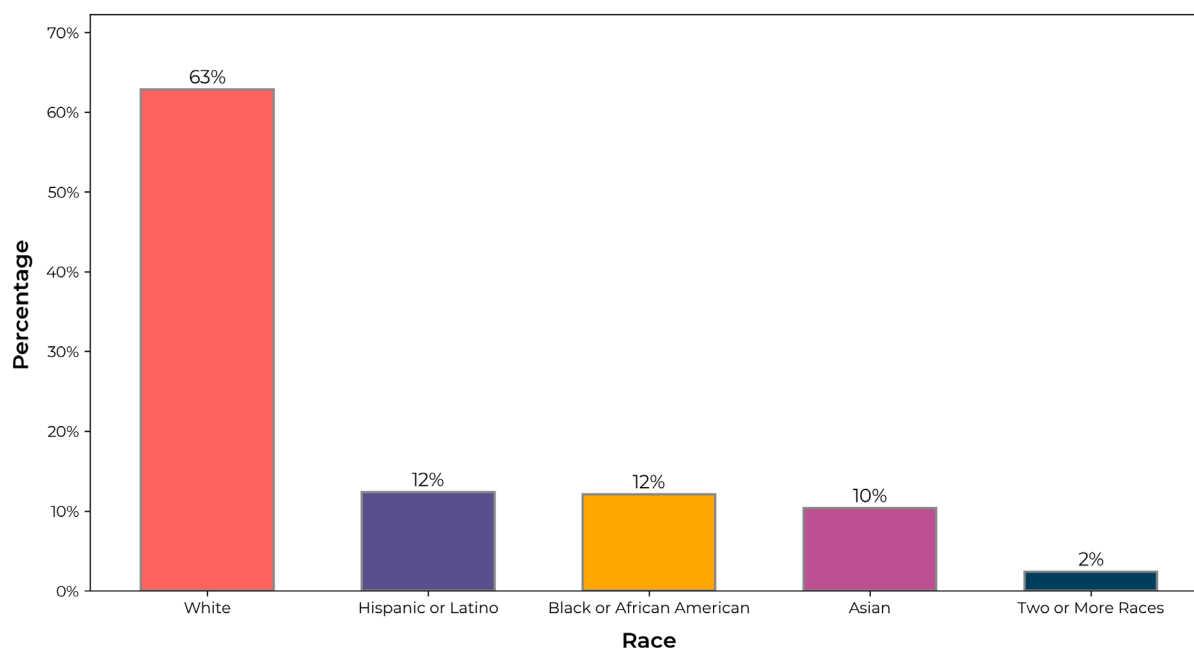


Table version of Figure 2 is available on page 51

As shown in Figure 2, three out of five employees reported on submitted EEO-1 forms are White; about 12% are either Black or African American or Hispanic or Latino. Asian employees, the next largest group, comprise about a tenth of the total workforce. Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native make up very small fractions (less than 0.5%) of the reported EEO-1 workforce in Massachusetts.

Census employment records⁵ for the state of Massachusetts show White employees as comprising a somewhat higher proportion of total employment at 68% (compared to data included in this report registering at 63% as shown in Figure 2). This difference might suggest that employers with at least 100 employees who submitted EEO-1 data tend to have a more racially diverse workforce.

4 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 discussed but not shown in figures.

5 U.S. Census Bureau. (2023). QuickFacts: Massachusetts. Retrieved April 16, 2026, from <https://www.census.gov/quickfacts/fact/table/MA/BZA010223>

Findings

Combined Sex and Racial-Ethnic Distribution

Figure 3: Joint distribution of reported EEO-1 workforce by sex and racial-ethnic categories

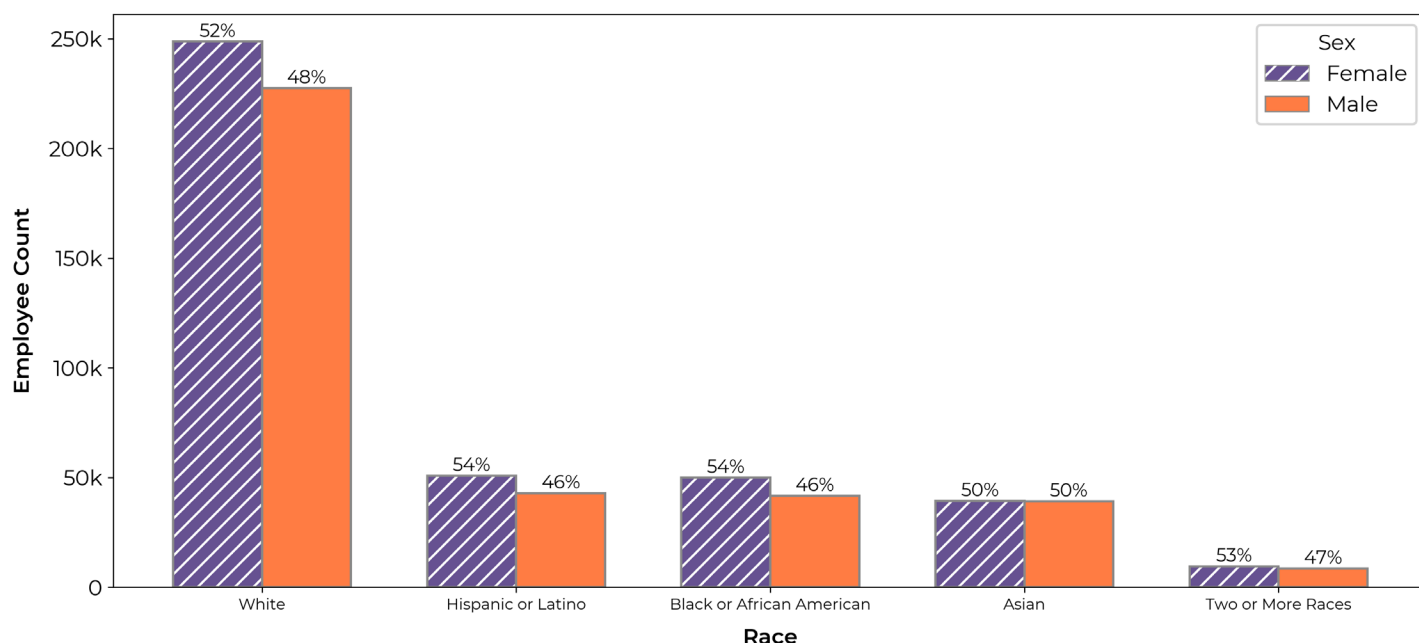


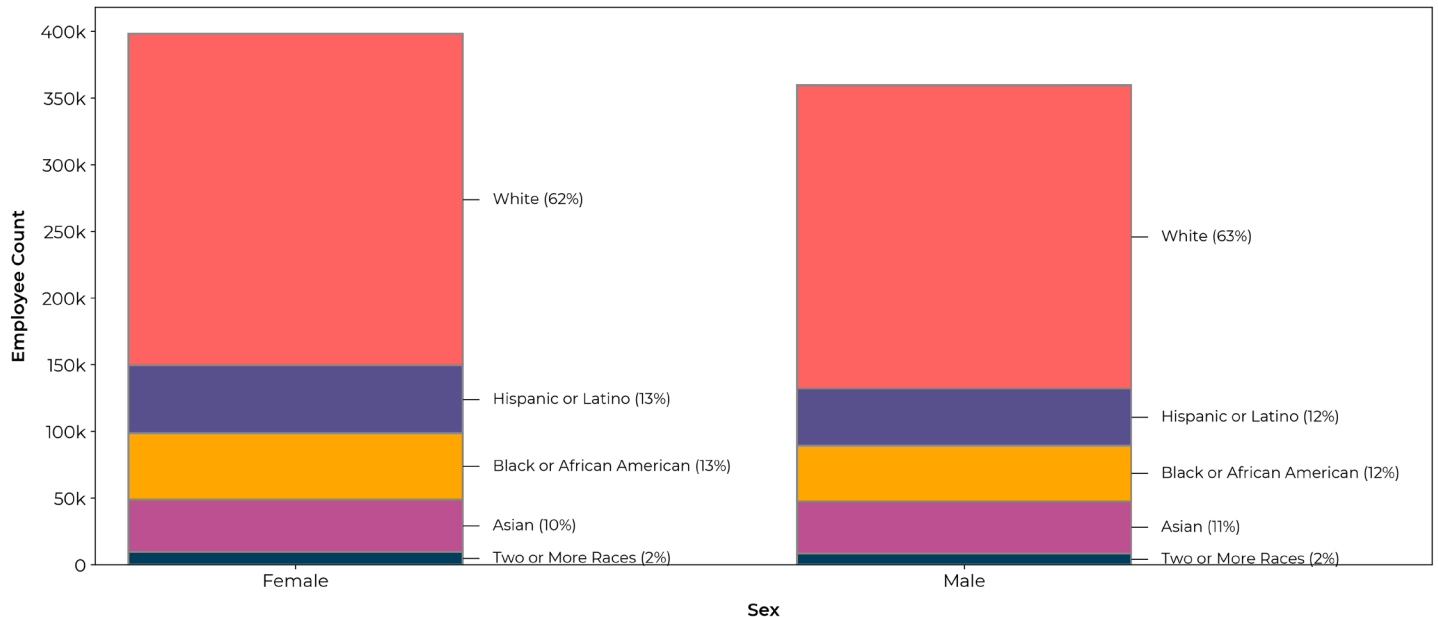
Table version of Figure 3 is available on page 52

Figure 3 breaks down the workforce by both sex and racial-ethnic classification.

In most racial-ethnic groups, female employees comprise a higher proportion of the workforce in the data set. The two exceptions are Asian workers, where the ratio between male and female employees is balanced, and Native Hawaiian or Pacific Islanders, where male employees outnumber female employees.

Findings

Figure 4: Distribution of reported EEO-1 workforce by racial-ethnic category within sex



[Table version of Figure 4 is available on page 52](#)

Compared to the distributions shown in Figure 3, Figure 4 highlights the reported male EEO-1 workforce data set is relatively more White and more Asian than the female EEO-1 workforce data set. The reported female EEO-1 workforce data set is slightly more Black or African American as well as more Hispanic or Latino than the male data set.

Findings

Job Category Distribution

Figure 5: Distribution of reported EEO-1 workforce by job category

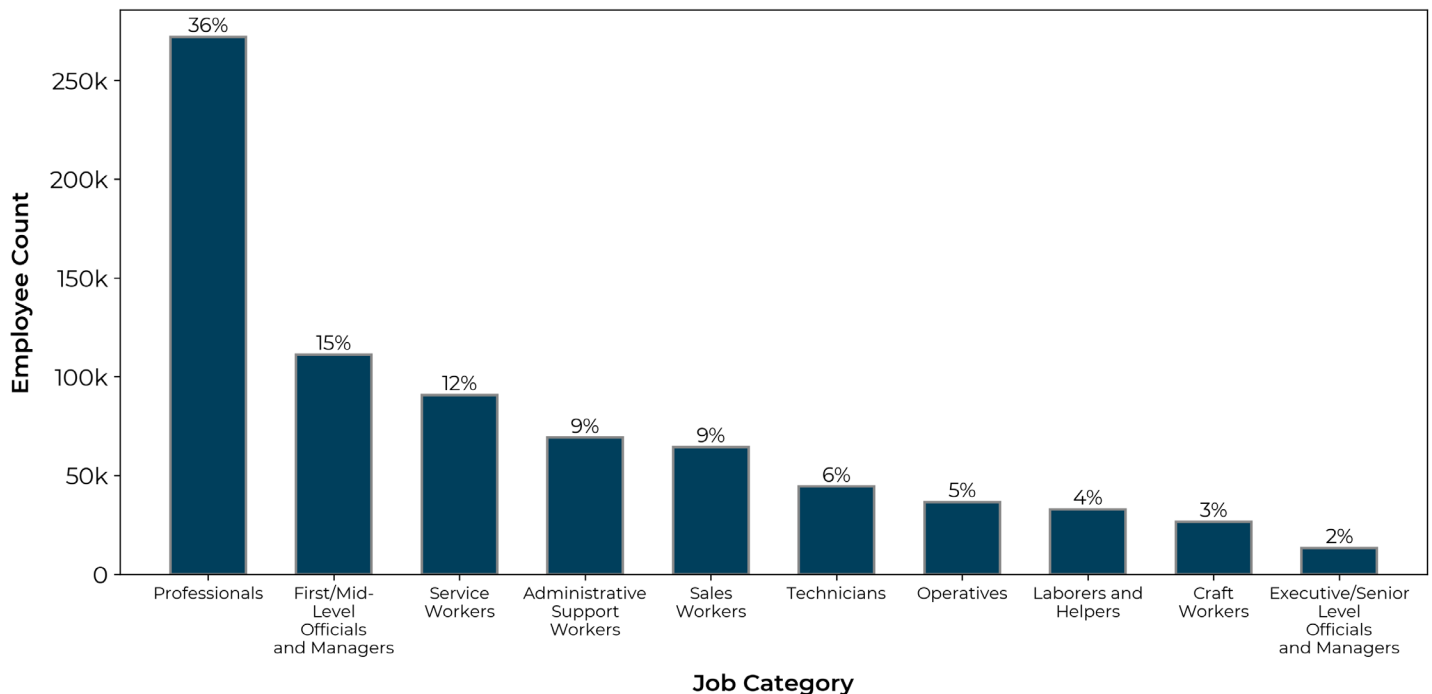


Table version of Figure 5 is available on page 53

Figure 5 demonstrates how the reporting EEO-1 workforce is distributed across job types. Professionals make up the largest share at 36%, followed by First/Mid-Level Officials and Managers (15%), Service Workers (12%), Administrative Support Workers (9%), and Sales Workers (9%).

The roles of Executive/Senior Level Officials and Managers make up less than 2% of the total workforce. Positions like Operatives, Laborers and Helpers, and Technicians together make up 15% of the workforce.

Findings

Figure 6: Distribution of reported EEO-1 workforce by job category and sex

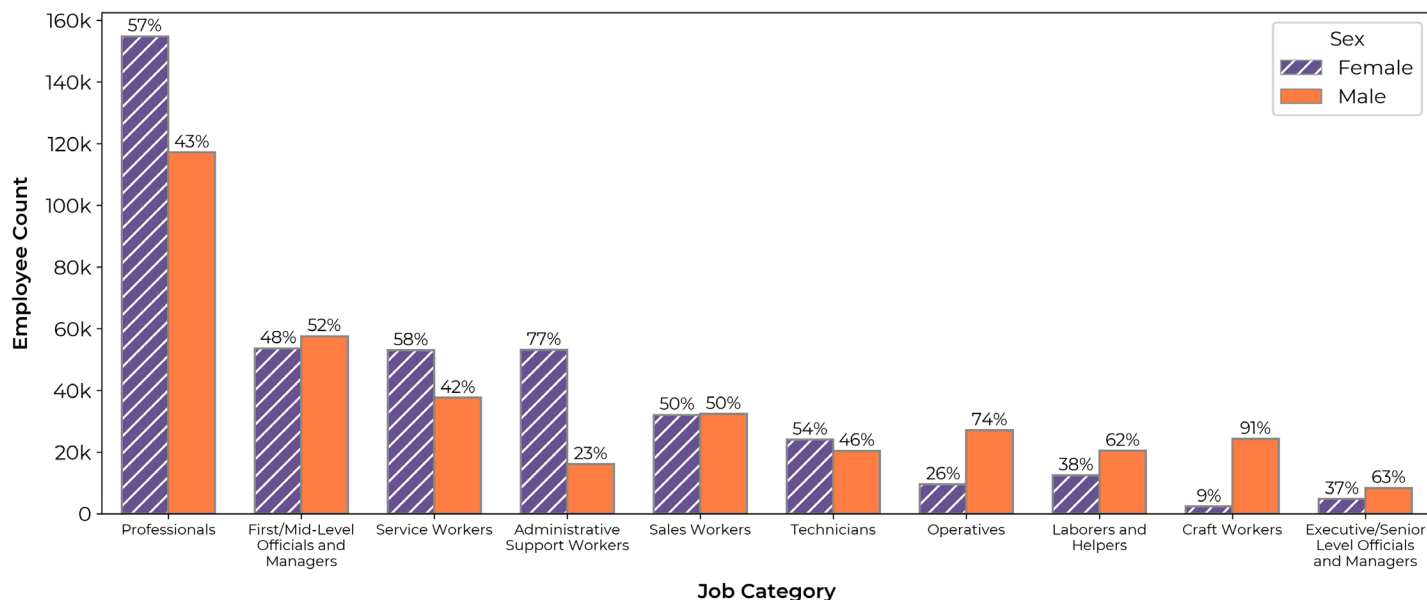


Table version of Figure 6 is available on page 54

Figure 6 breaks down job categories by sex, revealing differences by occupational roles.

As a reminder, female employees make up 53% of the reporting EEO-1 Massachusetts workforce (Figure 1). If there were no factors causing differences in job types by sex, we should expect the same or similar proportions of female workers in all occupational roles.

Technicians, with 54% female workers, is the only job category that most closely matches the overall distribution of female employees in the workforce. First/Mid-Level Managers and Sales Workers are a close second with female workers slightly underrepresented at 48% and 50%, respectively.

The remaining job categories show an overrepresentation or concentration of male or female employees relative to their overall representation in the state data on the reported EEO-1 workforce. Skewed sex distribution of jobs is referred to as 'gendering' or 'sex typing' in the social sciences.

Findings

Jobs with Skewed Sex Distribution

Skewed Female

- Administrative Support, a traditionally female-dominated, low-wage position, has the highest concentration of female employees in the reported data set at 77%.
- Female employees are also slightly overrepresented in the data set in Professional and Service Work roles.

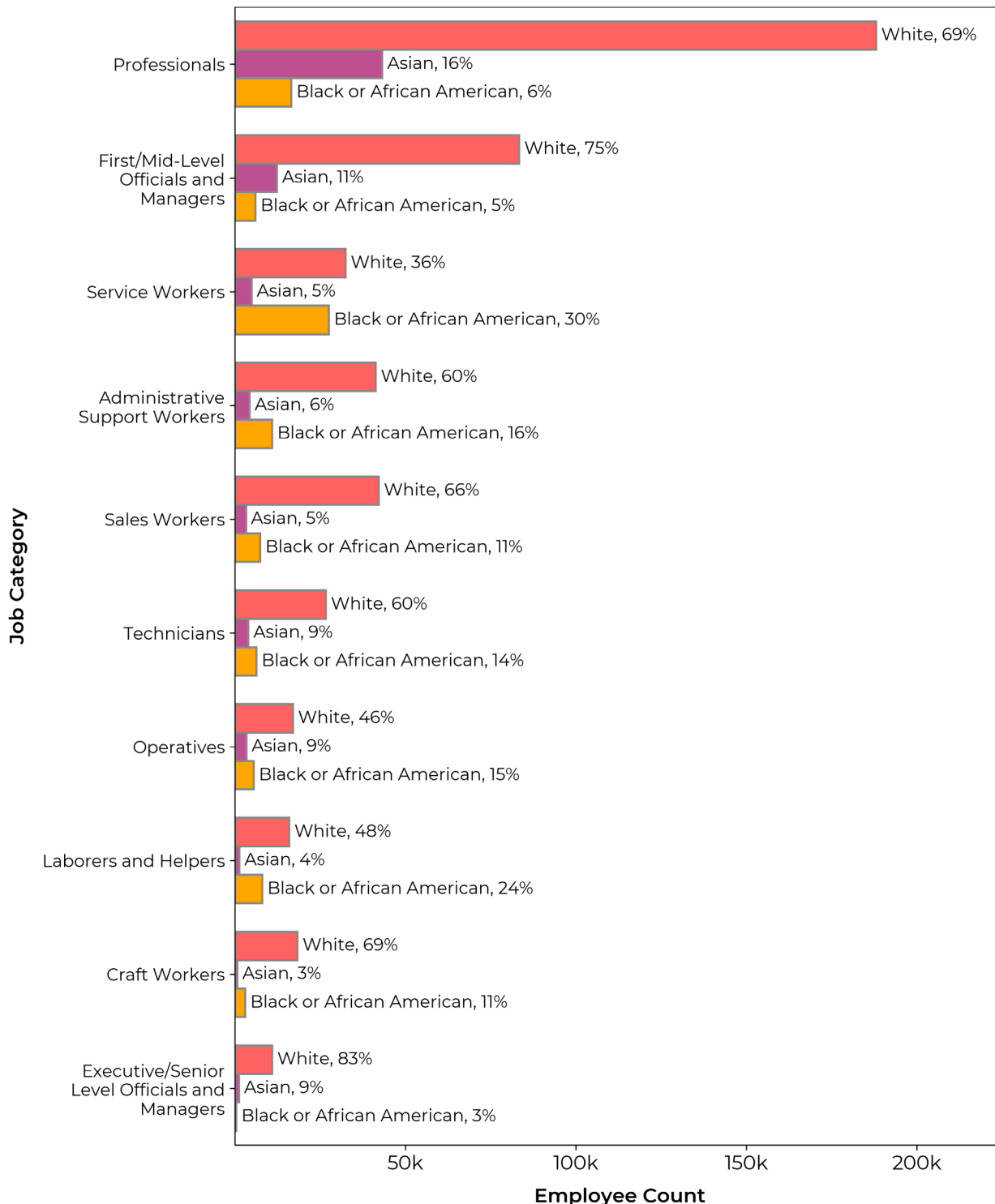
Skewed Male

- Craft Workers in the data set are overwhelmingly male at 91%.
- Laborers and Helpers and Executive/Senior Level roles, at opposite ends of the wage and status scale, are both roughly 60% male in the data set.

Though female workers outnumber male workers overall, females hold only about one-third of Executive/Senior Level Officials positions. Female representation increases at the First/Mid-Level Management tier (48%), but the combination of underrepresentation in leadership and overrepresentation in Administrative roles suggests that while typing by sex is easing in some areas, it remains pronounced both for female workers at the top and at the bottom of the wage scale.

Findings

Figure 7: Distribution of White, Black or African American, and Asian employees by job category as reported on EEO-1 forms in the data set



[Table version of Figure 7 is available on page 55](#)

Findings

Figure 7 compares the distribution of White, Black or African American, and Asian employees across job categories, compared to their overall workforce shares of 63%, 12%, and 10%, respectively.

White employees are overrepresented in Professionals, First/Mid-Level Officials and Managers, Sales, and Craft Work positions and underrepresented in positions like Service Work, Operatives, and Laborers and Helpers. Their overrepresentation is most pronounced at the Executive/Senior Level Officials and Managers level.

Asian employees follow a similar pattern to White employees in some respects: they are overrepresented in Professional roles and somewhat overrepresented in First/Mid-Level Officials and Managers. However, Asian employees are notably underrepresented in Executive/Senior Level Officials and Managers, and have low representation in roles such as Service Work and Operatives.

Black or African American employees have much lower representation in Executive/Senior Level Officials and Managers at just 3% than their expected representation based on overall reported representation, with much less than a quarter of their 12% workforce share. Gaps are also visible in Professional and First/Mid-Level Officials and Managers, where Black or African American employees are systematically underrepresented. On the other hand, Black or African American employees are overrepresented in Service Work, Administrative Support, and especially in the low-wage Laborers and Helpers job category.

Hispanic or Latino employees follow a broadly similar pattern to Black or African American employees with underrepresentation in Executive/Senior Level Officials and Managers, First/Mid-Level Officials and Managers, and Professional roles, and overrepresentation in blue-collar and low-wage manual positions. The two groups diverge in a few areas: Hispanic or Latino workers outnumber Black or African American workers among Operatives, while the reverse is true for Service Work.

For both Black or African American and Hispanic or Latino employees, representation in First/Mid-Level Officials and Managers is nearly double their Executive/Senior Level Officials and Managers representation, though both figures still lag well below their overall workforce shares.

Findings

The remaining racial-ethnic groups: Two or More Races, American Indian or Alaska Native, and Native Hawaiian or Other Pacific Islander, hold negligible shares across all management levels.

The picture is similar when we consider sex and race together: female representation is higher in Professional roles than in First/Mid-Level Officials and Managers and Executive/Senior Level Officials and Managers. 40% of all Professional positions are held by White females, nearly 8% by Asian females, 4% each by Black or African American females and Hispanic or Latina females.

When comparing to First/Mid-Level Management roles, where White females make up nearly 36% of all roles, Asian, Black or African American, and Hispanic or Latina females make up 5%, 3%, and 3% of those positions, respectively.

Finally, White females hold 30% of Executive/Senior Level Officials and Manager roles, Asian females hold 3%, Black or African American females hold 1% and Hispanic females hold 2%. For context, White males hold more than half the total roles at 53%.

Note that female employees in the remaining three racial-ethnic classifications—Two or More Races, American Indian or Alaskan Native, and Native Hawaiian or other Pacific Islander hold negligible numbers of these roles.

Organizational Size

In addition to the data collected directly in reported EEO-1 forms, the team also created a variable for organizational size, classifying employers into four ordered categories based on the number of persons they report employing: Small (100-200 employees), Medium (201-600 employees), Large (601-2,499 employees), and Very Large (2,500 or more employees). Table 1 shows the distribution of employees by organizational size.

Findings

Table 1: Distribution of reported EEO-1 organizations by size

Organization Size	Proportion of Employees
Small (100-200)	10%
Medium (201-600)	20%
Large (601-2,499)	24%
Very Large (2,500+)	46%

Overall, a larger fraction of the submitting EEO-1 organizations' workforce is employed in large organizations than small organizations. Recall that about 37% of the Massachusetts EEO-1 workforce is represented in these data.

Small organizations employ about 10% of the total reported workforce. At nearly 20%, medium-sized organizations submitting EEO-1 forms employ about double the number of employees as small organizations. Large organizations employ nearly a quarter of the reported workforce. Finally, very large organizations employ nearly 50% of the reported workforce in Massachusetts.

Figure 8: Distribution of sex within reported EEO-1 organizations of different sizes

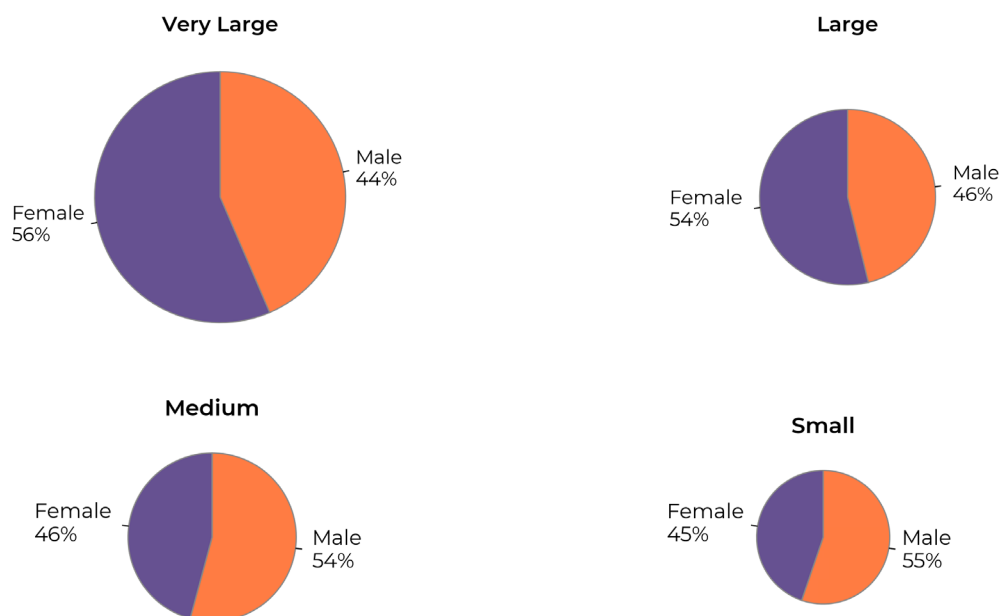
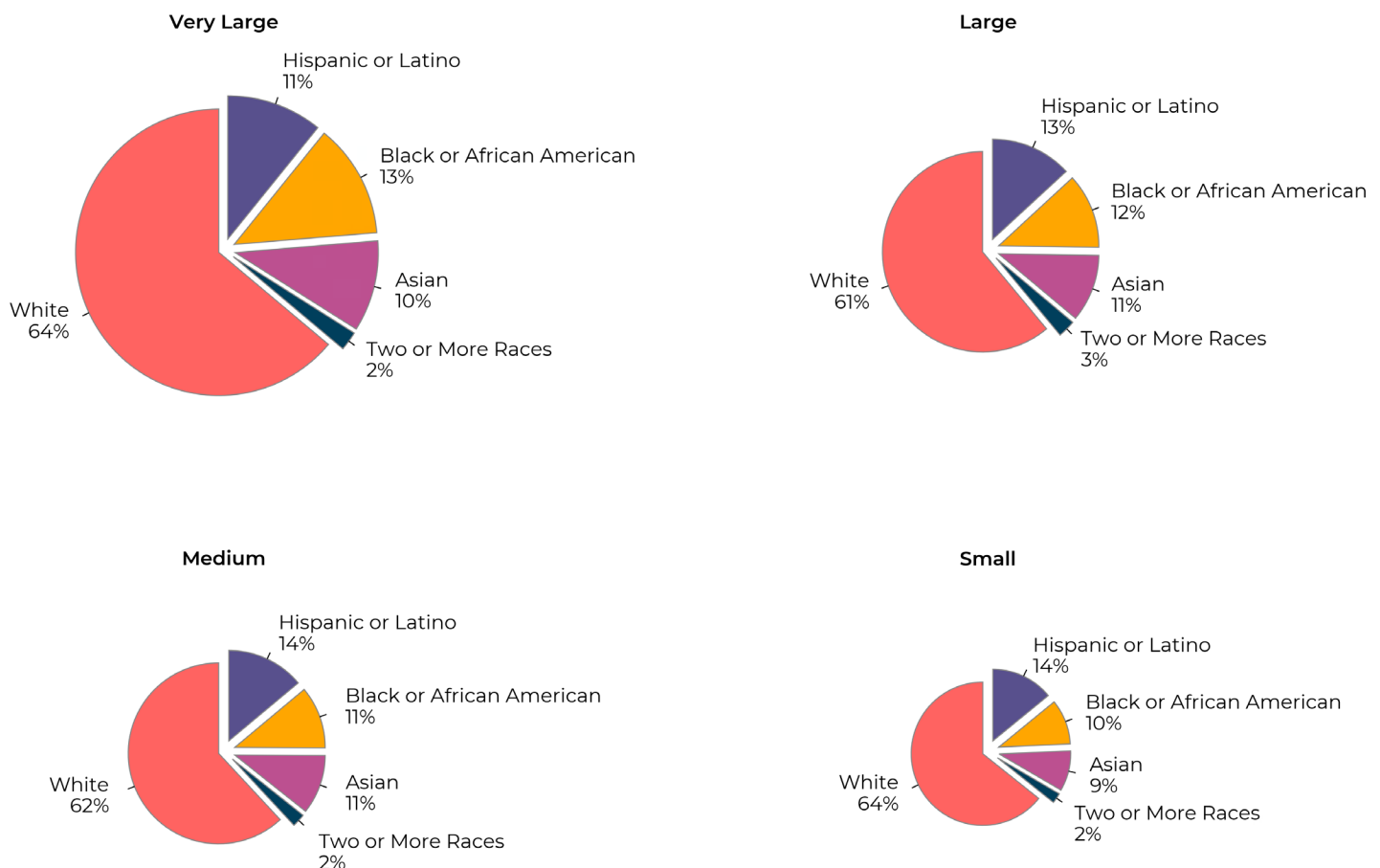


Table version of Figure 8 is available on page 56

Findings

Figure 8 reveals that among small- and medium-sized organizations submitting EEO-1 forms, employees tend to be majority male. Large and very large organizations submitting EEO-1 forms, in contrast, tend to have the opposite compositional structure—more than half their employees are female. There may be many reasons underlying this finding. One possibility, which we explore later in this report, is that industries or job roles with higher female representation are overrepresented in very large organizations.

Figure 9: Distribution of racial-ethnic categories within reported EEO-1 organizations of different sizes



Note: Pie chart sizes are proportionate to each organizational size group's employee count in the overall dataset.

[Table version of Figure 9 is available on page 56](#)

Findings

Figure 9 shows that within the reported data set, the distribution of racial-ethnic categories is similar across organizational sizes. The reported workforce of small and very large organizations, for example, is 64% White. In medium and large organizations, the percentage is slightly smaller at 62% and 61%, respectively. Very similar to the overall representation of White employees in Massachusetts, according to available census employment records.

The reported representation of Black or African American employees ranges from 10-13%, while Hispanic or Latino Employees ranges from 11-14%. Both are close to their overall representation in the Massachusetts workforce according to available Census employment records. Interestingly, whereas reported representation of Black or African American employees in the data set increases with organizational size, the reported representation of Hispanic or Latino employees decreases in larger organizations.

When we look at sex, racial-ethnic classifications, and organizational size within the reported data set simultaneously, we find that female employees are reported to outnumber male employees in every racial-ethnic category for very large organizations. Apart from Asian workers, we find this to be the case also for large organizations in the data set.

The pattern observed through the reported data set shows that the higher overall representation of female workers in larger organizations is not attributable to one or two racial-ethnic groups. Likewise, with few exceptions (American Indian or Alaska Native in small organizations and Native American or Pacific Islander in medium-sized organizations), male employees outnumber female employees in all racial-ethnic groups in small and medium organizations.

Findings

Figure 10: Differences in distributions of job categories between small and very large reported EEO-1 organizations

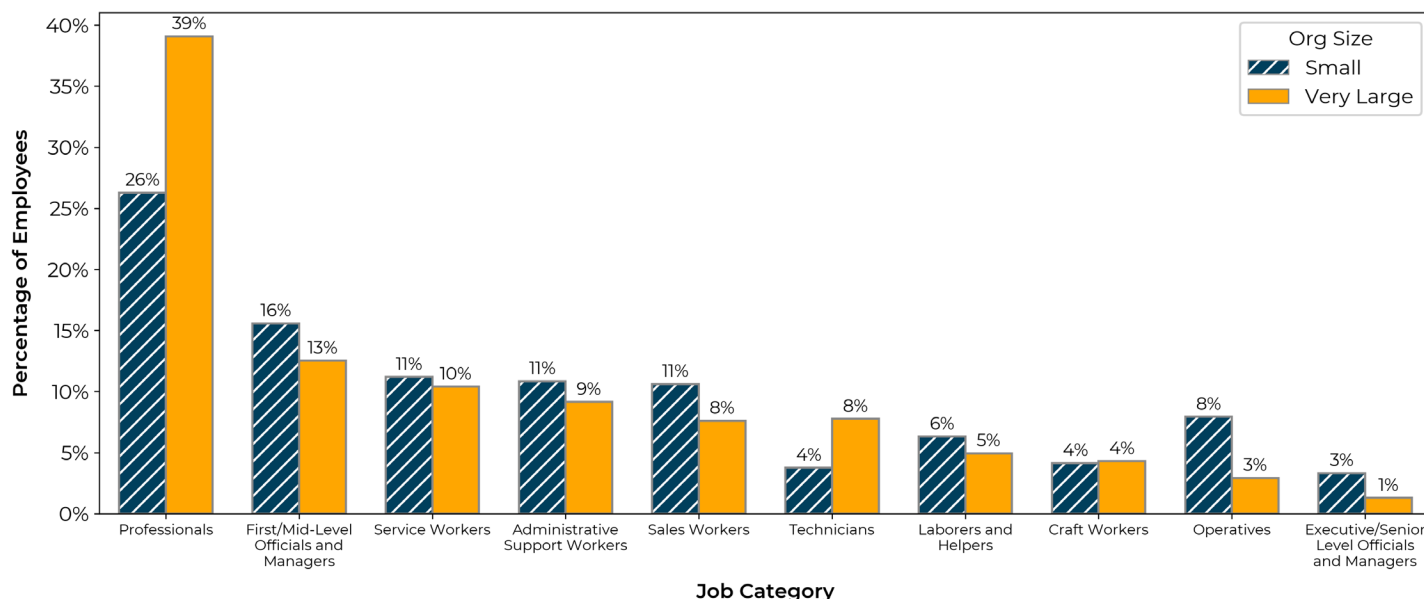


Table version of Figure 10 is available on page 57

Figure 10 compares the distribution of job categories between small and very large companies and helps explain gaps between male and female employees by organizational size. Female employees are overrepresented in Professional roles, which are more prevalent in very large organizations. In contrast, male employees are overrepresented in First/Mid-Level Management positions, which are more common in smaller firms.

We also note that while White males hold most Executive/Senior Level Officials and Managers roles in organizations of all sizes, larger organizations have modestly higher levels of racial-ethnic and gender diversity in these positions. For example, whereas 22% of Executive/Senior Level Officials and Managers roles are held by non-White employees in very large organizations, this number is 14% in small organizations, 11% in medium-sized organizations, and 13% in large-sized organizations.

Likewise, whereas male workers hold 62% of Executive/Senior Level Officials and Managers positions in both very large and large organizations, the proportions are slightly higher at 65% in small organizations and 66% in medium-sized firms.

Findings

NAICS Classification

Figure 11: Distribution of reported EEO-1 organizations by NAICS industry

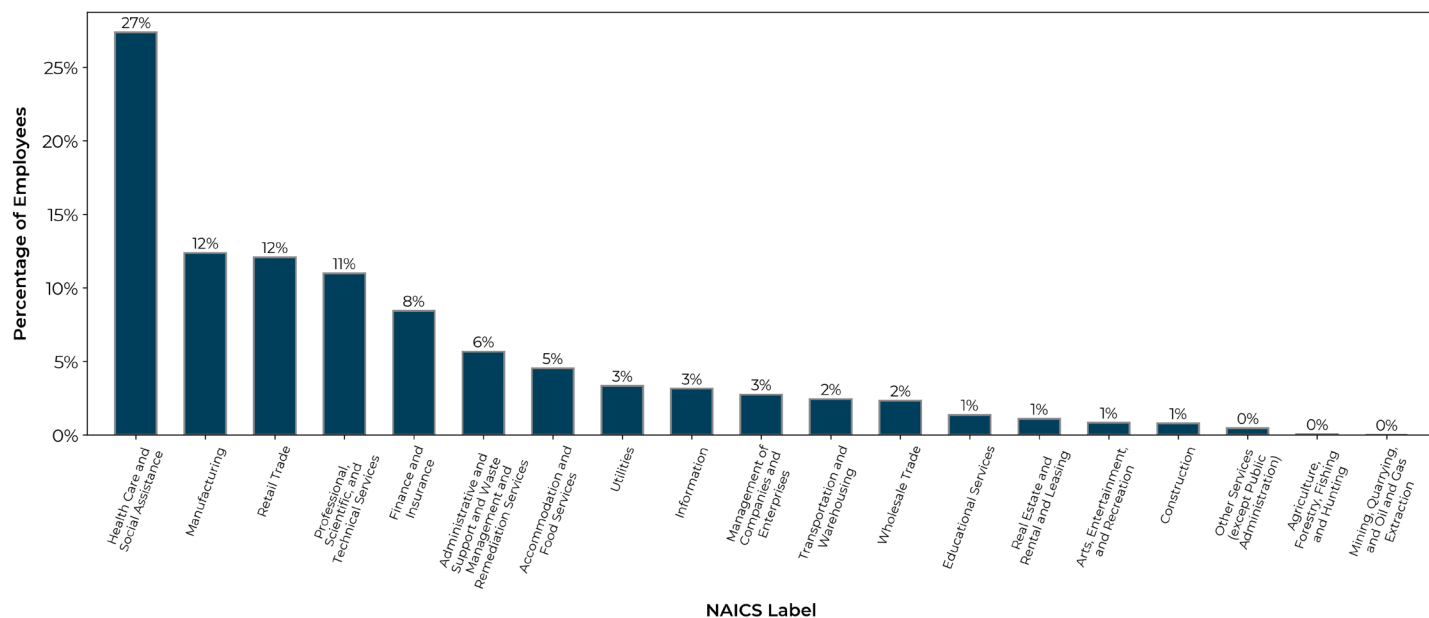
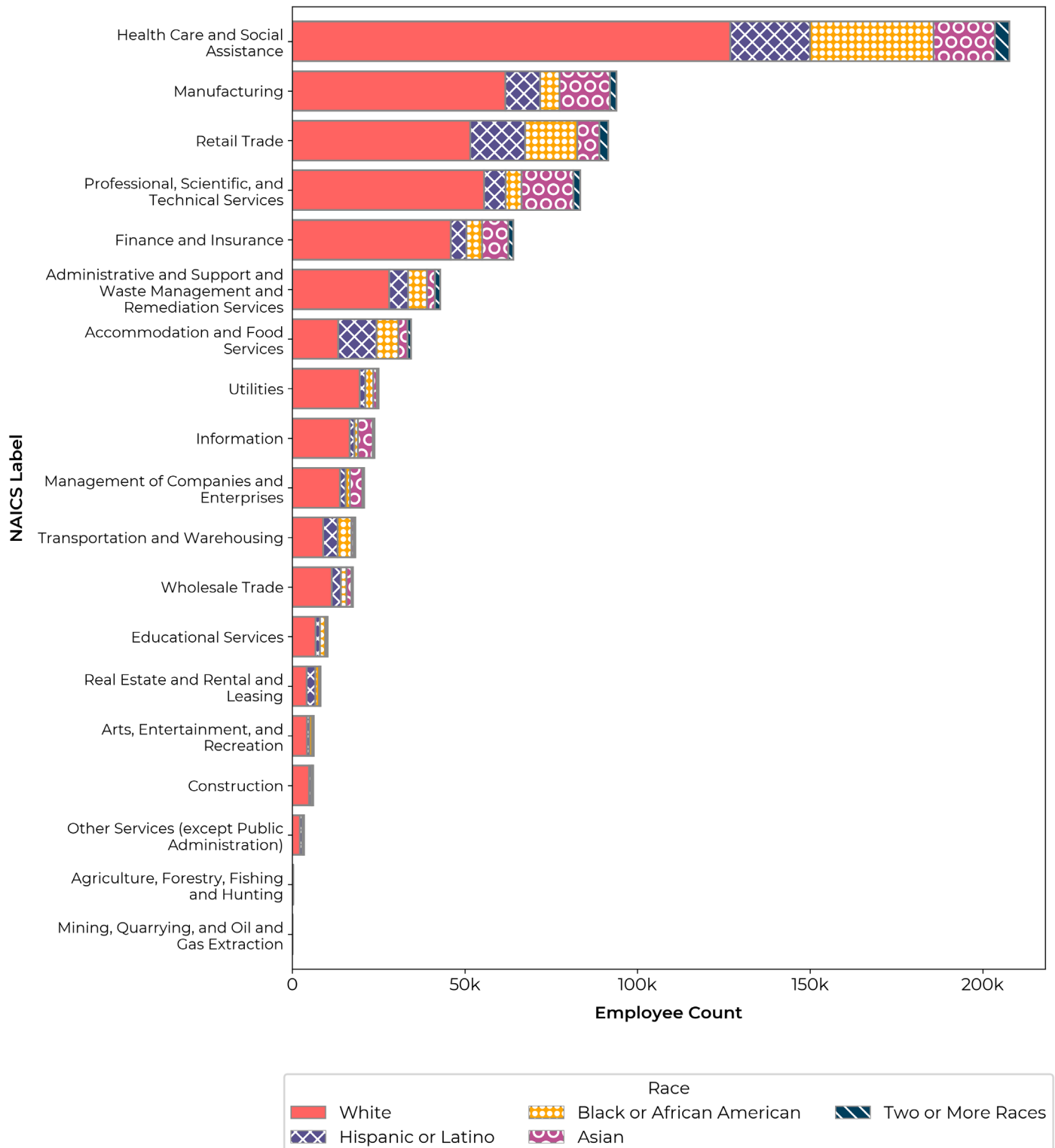


Table version of Figure 11 is available on page 58

As shown in Figure 11, Health Care and Social Assistance is the largest sector among companies submitting EEO-1 forms in the state followed by Manufacturing, Retail Trade, and Professional, Scientific, and Technical fields.

Findings

Figure 12: Distribution of reported EEO-1 workforce by race within NAICS categories



[Table version of Figure 12 is available on page 59](#)

Findings

White employees are reported to constitute a majority across most industries, with particularly strong representation in Finance and Insurance, Information, and Arts, Entertainment, and Recreation, as seen in Figure 12. They are also disproportionately represented in Construction, which has relatively high levels of unionization and high pay scales.⁶

Among the small sample size, Native Hawaiian and Other Pacific Islander workers, as well as American Indian or Alaska Native workers, are likewise disproportionately represented in the Mining industry.

Black or African American and Hispanic or Latino employees are concentrated in Food Service and Retail Trade, where unionization rates as well as pay scales are much lower than in Construction.⁷

6 U.S. Bureau of Labor Statistics (2025). Union Membership (Annual) News Release. https://www.bls.gov/news.release/archives/union2_01282025.htm; U.S. Bureau of Labor Statistics (2025). Table 3. Union affiliation of employed wage and salary workers by occupation and industry, 2024-2025 annual averages. <https://www.bls.gov/news.release/union2.t03.htm>.

7 U.S. Bureau of Labor Statistics (2025). Union Membership (Annual) News Release. https://www.bls.gov/news.release/archives/union2_01282025.htm

Findings

Figure 13: Distribution of reported EEO-1 workforce by sex within NAICS categories

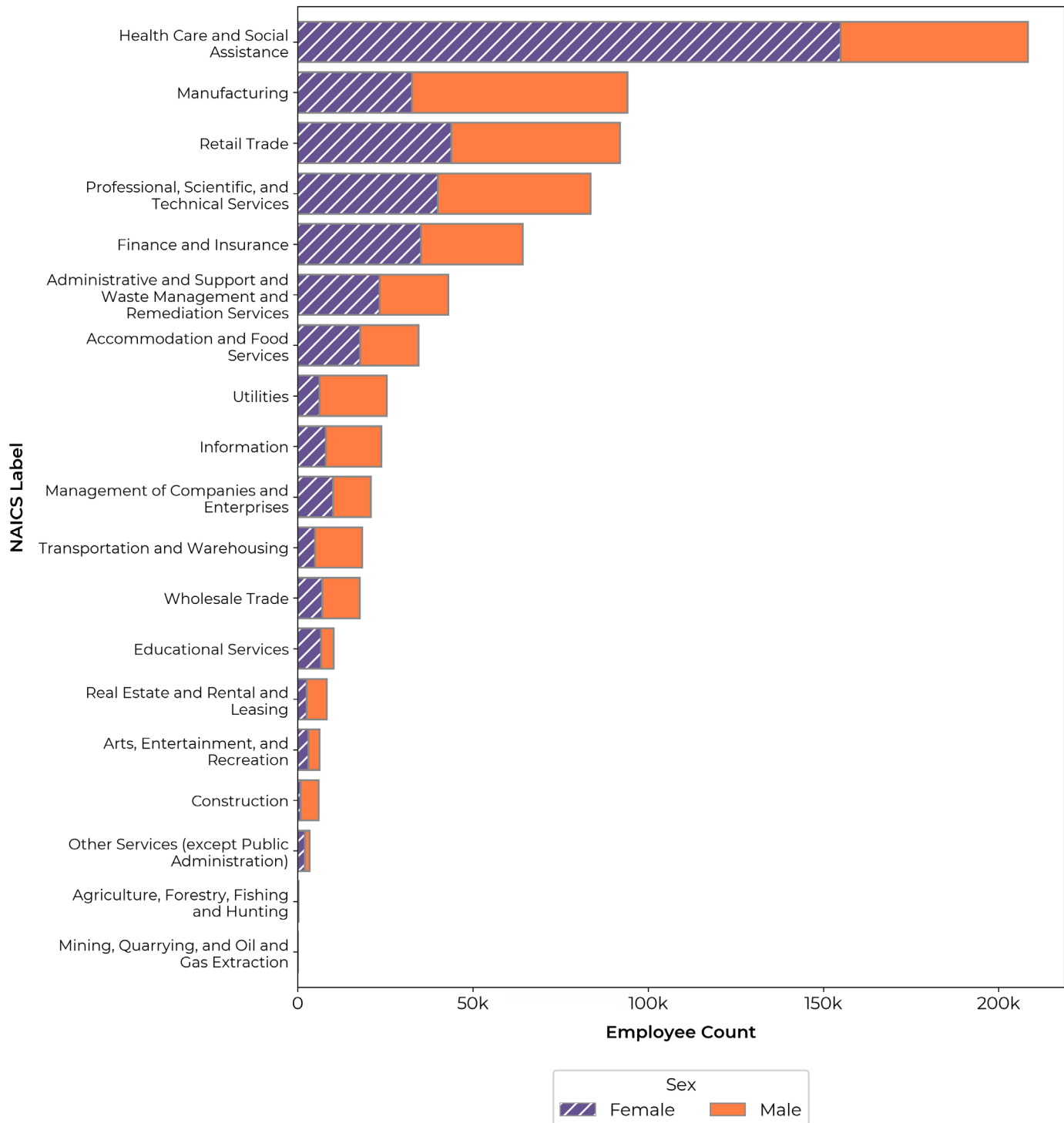


Table version of Figure 13 is available on page 61

Findings

Figure 13 shows that female employees are deeply concentrated in several fields that have traditionally been female-dominated, including Health Care and Social Assistance as well as Education. Female workers are also modestly overrepresented in Finance and Insurance. In contrast, they are underrepresented in industries that have traditionally had a higher concentration of men including Mining, Construction, Transportation, Manufacturing, and Real Estate.

County-Level Analysis

There is considerable variation in the composition of the reported EEO-1 labor force across different counties in Massachusetts.

Sex Distribution

Female employees in the reported data set make up 57% of the workforce of the largest county by population, Middlesex. This is higher than the overall proportion of female workers in the Massachusetts labor force according to available Census employment records. This reported overrepresentation may be a result of nearly 40% of Middlesex County's labor force reporting to work in the Health Care and Social Assistance sector, a field with high female representation among the available data. This trend of high proportion of female employees and significant presence of Healthcare and Social Assistance is replicated in nearly all other counties where the workforce is majority female—Norfolk, Plymouth, Barnstable, and Berkshire Counties (except for Hampshire County).

Suffolk, comprising nearly a quarter of the state's reported EEO-1 employees, is the most populous county with a majority male workforce. While Healthcare is prominent in Suffolk, the county also has notable proportions of people reported to be employed in Professional, Scientific, and Technical Services and Finance and Insurance.

Essex and Worcester, counties with the next two largest workforces in the data set, are also predominantly male. Here, Retail Trade and Manufacturing are the largest employment sectors.

Findings

Racial-Ethnic Breakdown

Racial-ethnic distribution varies considerably across counties. The racial-ethnic composition of employees reported on EEO-1 forms working in Middlesex County is nearly identical to that of the state. In Suffolk County, White employees are reported to be somewhat underrepresented and Asian, Black or African American, and Hispanic employees are modestly overrepresented in the data. At least one of two racial-ethnic groups—Black or African American and Hispanic or Latino—are also overrepresented in Bristol, Dukes, Hampden, Norfolk, Plymouth, and Worcester.

Barnstable, Berkshire, Franklin, and Hampshire tend to have an overrepresented White workforce.

Job Category Segmentation

Types of jobs are also unevenly distributed across counties in the available data. Professional roles are reported to be significantly concentrated in Middlesex and Suffolk, the counties with the largest reporting workforces. Administrative Support workers comprise about 9% of the reported EEO-1 workforce. These relatively lower-wage positions are concentrated in Barnstable, Berkshire, Franklin, and Hampshire Counties. Of these counties, all have majority female workforces, except Franklin County. Laborers and Helpers, generally low-wage and low-status positions are overrepresented in Bristol, Essex, Norfolk, Plymouth, and Worcester Counties.

Findings

EEO-4 Data

The state received information on 71,000 employees, which is about 57% of the total Massachusetts EEO-4 workforce.

Sex Distribution

Figure 14: Distribution of reported EEO-4 workforce by sex



Table version of Figure 14 is available on page 62

As Figure 14 indicates, unlike the reported EEO-1 workforce where female employees occupy most roles, more than half (52%) of government employees are male.

Findings

Racial-Ethnic Distribution

Figure 15: Distribution of reported EEO-4 workforce by racial-ethnic category

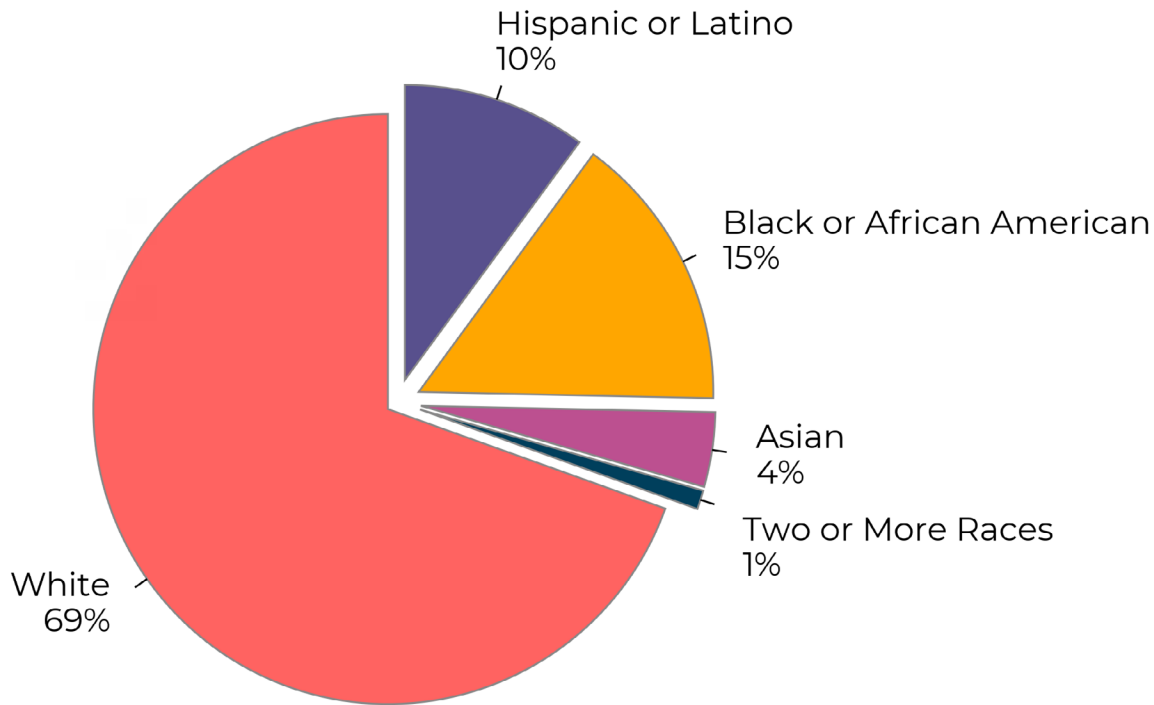


Table version of Figure 15 is available on page 62

Compared to the available EEO-1 data, Figure 15 shows that there is a greater concentration of White and Black or African American employees and smaller percentages of Hispanic or Latino and especially Asian workers in the reporting EEO-4 workforce.

Specifically, 69% of reported EEO-4 employees are White, 15% are Black or African American, 10% are Hispanic or Latino, and another 4% are Asian.

Employees identified as Two or More Races make up about 1% of the workforce, and the remaining two categories, American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander, make up about 0.2% and 0.01%, respectively.

Findings

Combined Sex and Racial-Ethnic Distribution

Figure 16: Joint distribution of reported EEO-4 workforce by sex and racial-ethnic categories

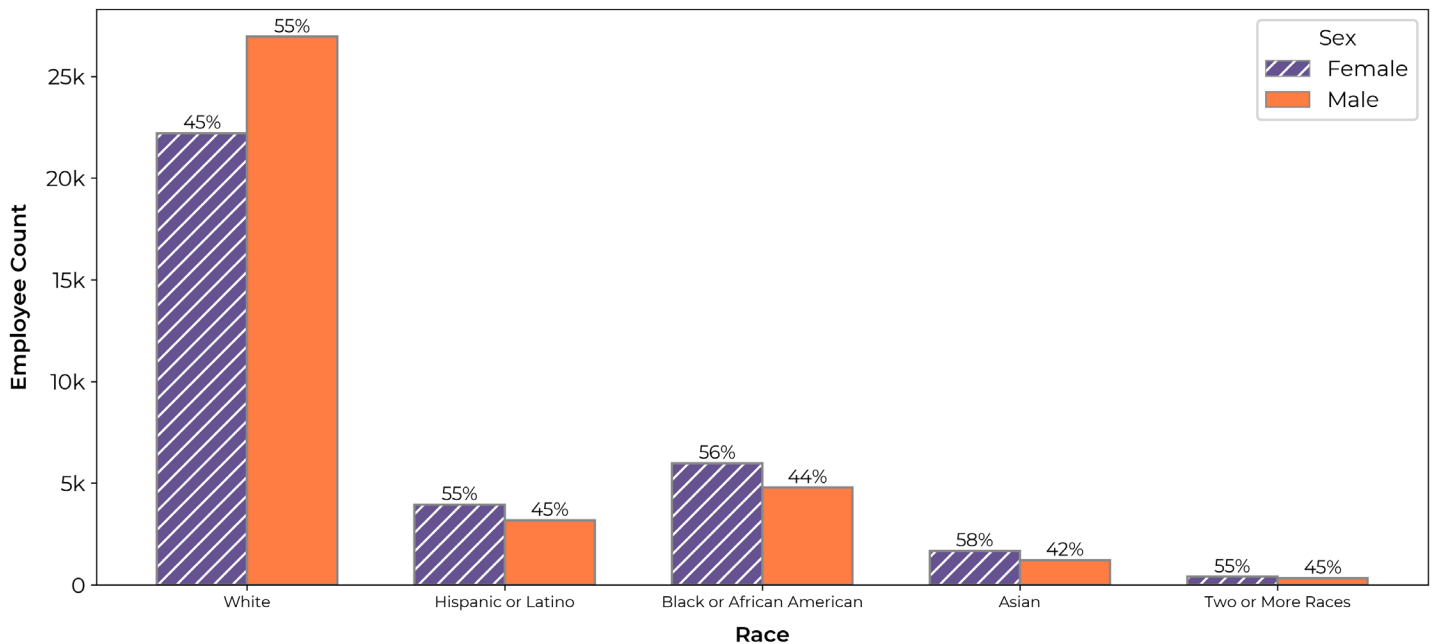


Table version of Figure 16 is available on page 62

As shown in Figure 16, there are significant gaps in the reported EEO-4 data between male and female workers in employment within each group but not in the same direction.

Among White employees, who make up the largest demographic in the reported state and municipal workforce, male employees (55%) outnumber female employees (45%), by nearly 10 percentage points. The difference in employment rates between male and female workers creates a sizable 'gender employment gap' for White employees.

In nearly all remaining groups, the opposite is true: female employees outnumber male employees by 16% among Asians, 12% among Black or African Americans, 10% among Hispanic or Latinos, Two or More Races, and Native Hawaiian or Other Pacific Islanders, and 4% among American Indian or Alaska Natives.

Thus, the skew in favor of male employees, when considering all available EEO-4 data, is largely attributable to the gender employment gap amongst White employees.

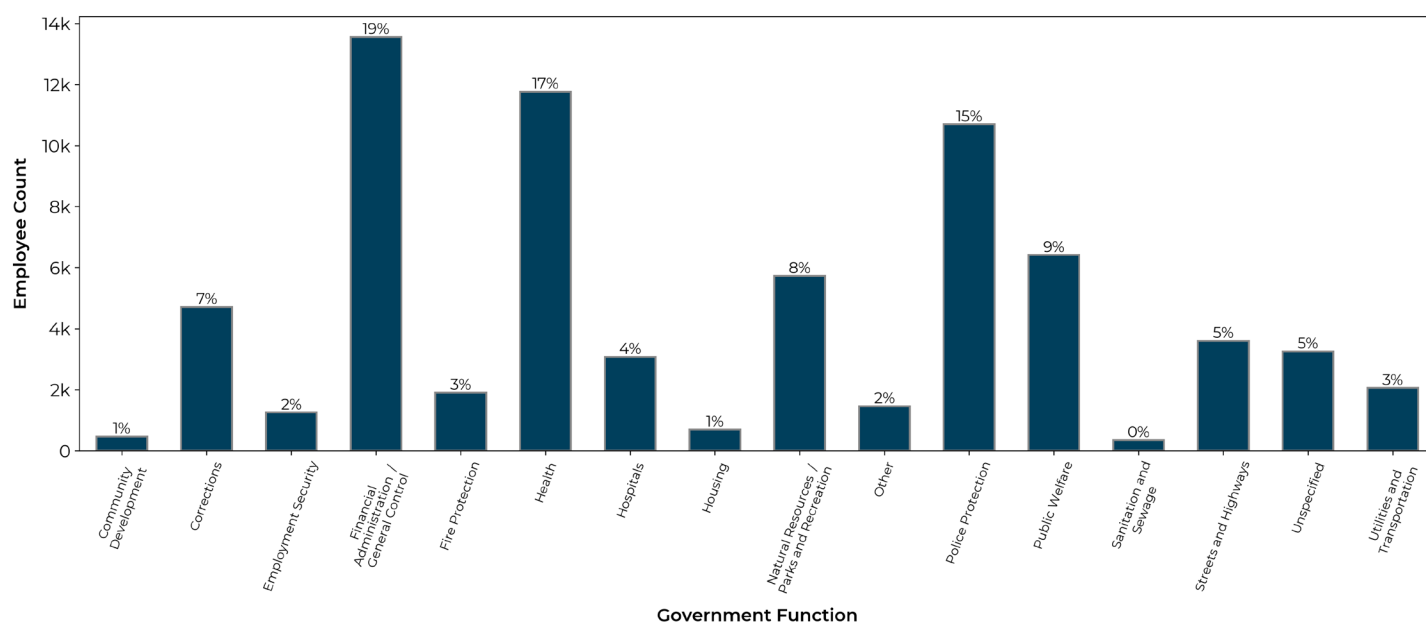
Findings

The sex distribution of employees also differs slightly in racial-ethnic composition. Nearly three-quarters of all male employees are White, 13% are Black or African American, and nearly 9% are Hispanic or Latino.

The female workforce is a bit more representative of the local population as reported in available Census employment records: two-thirds are White, 18% are Black or African American, 12% are Hispanic or Latino, nearly 5% are Asian, and about 1% are Two or More Races.

Government Functions Distribution

Figure 17: Distribution of reported EEO-4 workforce by government function



[Table version of Figure 17 is available on page 63](#)

The government functions shown in Figure 17 denote employees' operational duties. Financial Administration/General Control (19%), Health (17%), and Police Protection (15%) are reported on the available EEO-4 forms to be the largest operational groups in state and municipal governments. Parks and Recreation, Public Welfare, and Corrections are also reported to be large-sized functions. Sanitation and Sewage, Community Development, and Housing are reported to have the smallest workforces.

Findings

Figure 18: Distribution of reported EEO-4 workforce by government function and sex

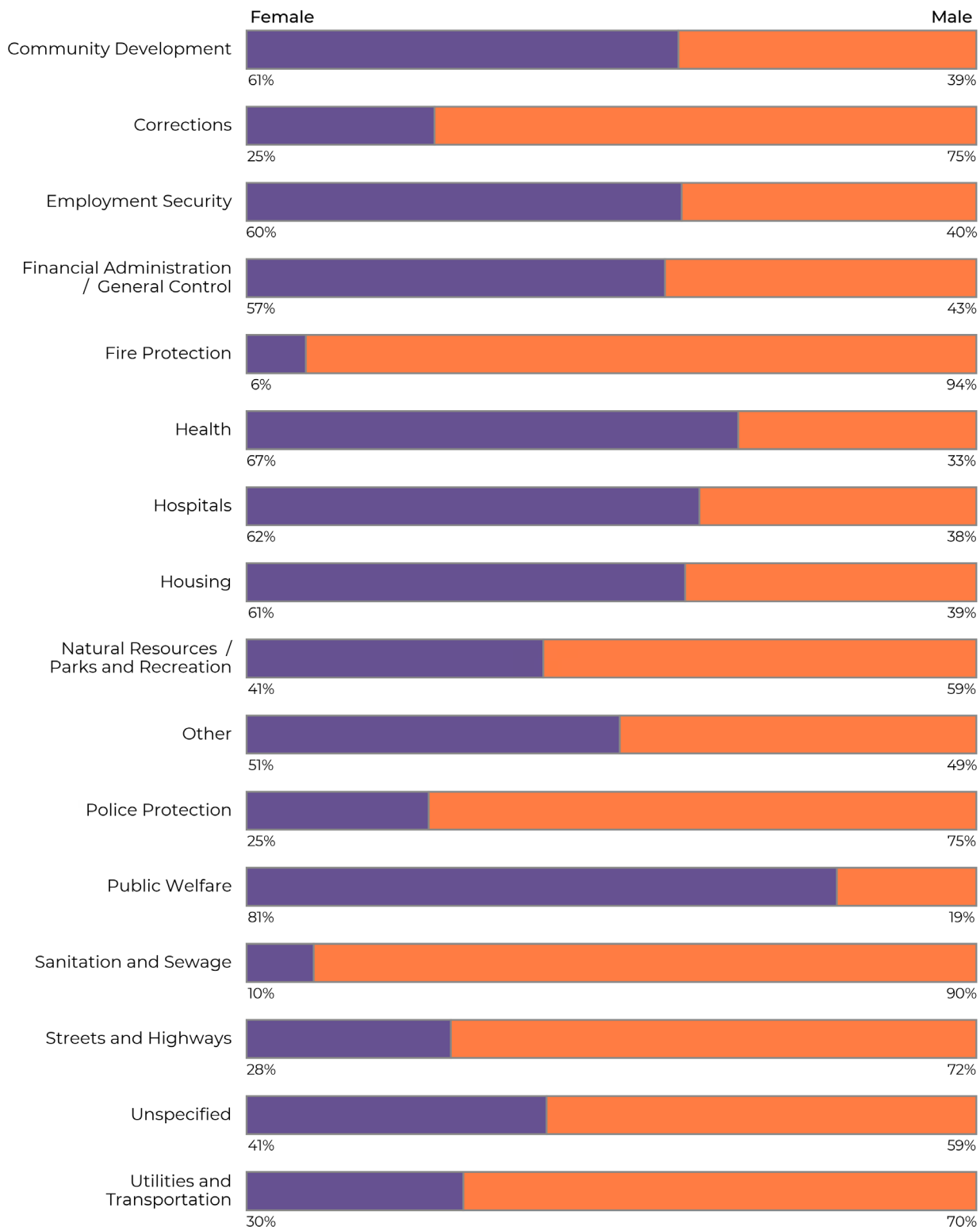


Table version of Figure 18 is available on page 64

Findings

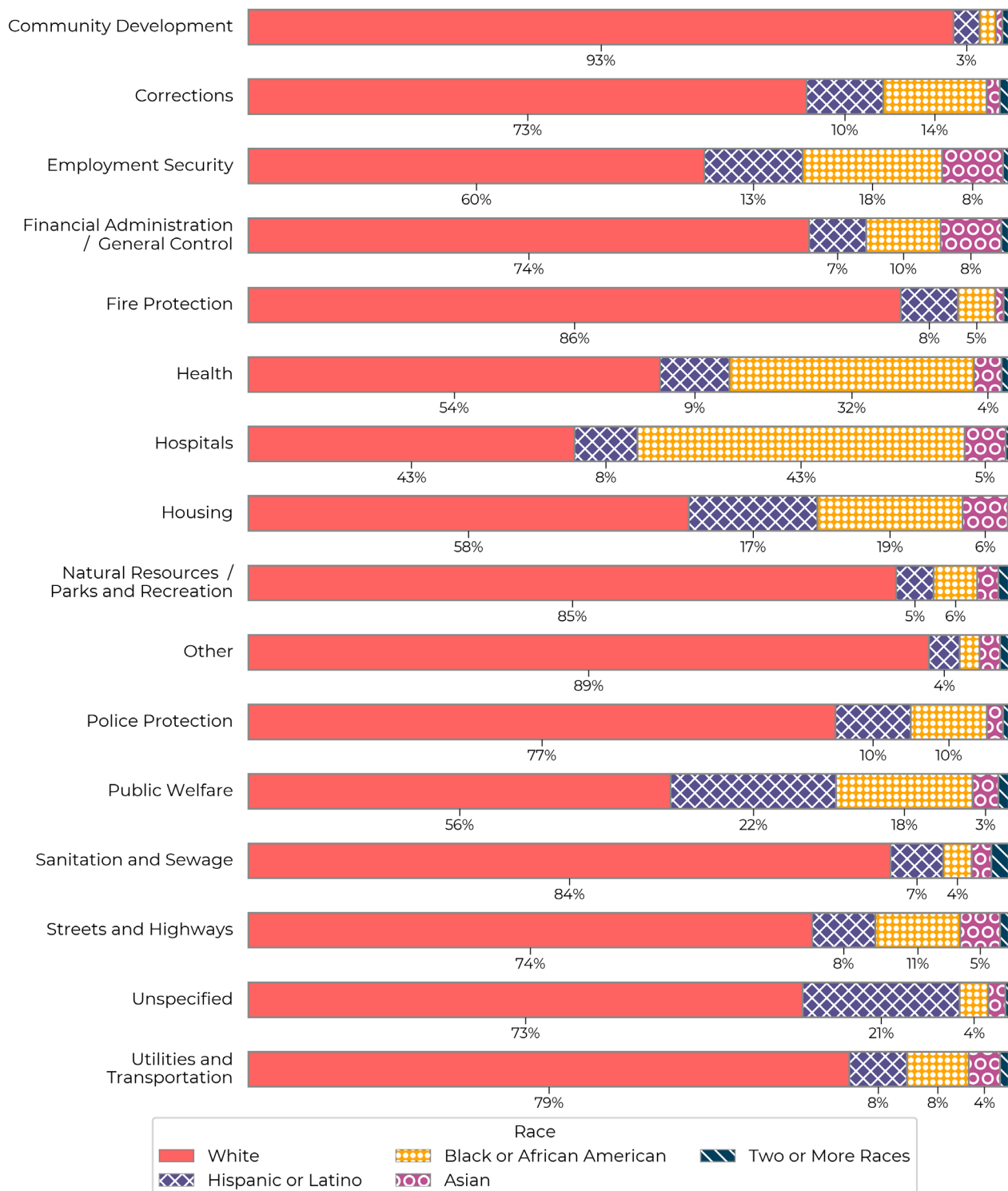
Figure 18 shows that female employees comprise 48% of the available data set, yet their representation varies by group in the sample.

Female employees are the majority in several of the largest functions as reported in available EEO-4 forms, including Financial Administration/General Control (57%), Health (67%), and Public Welfare (81%), while remaining a small fraction of traditionally male-dominated fields such as Fire Protection (6%), Sanitation and Sewage (10%), Corrections (25%), and Police Protection (25%).

This suggests that disparities in employment between male and female workers continue to persist.

Findings

Figure 19: Distribution of reported EEO-4 workforce by government function and racial-ethnic categories



[Table version of Figure 19 is available on page 65](#)

Findings

Figure 19 shows that amongst employees reported on EEO-4 forms, White employees make up the majority of employees in most government sector functions except in hospitals where Black or African American workers match White employees at 43%. Compared to their overall share in the workforce, White employees are overrepresented in Financial Administration/General Control, the largest state division. This is also true for Police Protection, Parks and Recreation, and Corrections, three other state and local government groups reported to have large volumes of employment.

This reported overrepresentation is especially pronounced in Community Development, Fire Protection, and Sanitation and Sewage, where over 80% of reported employees are White.

In contrast, White employees are reported to be relatively underrepresented in Health and Hospitals. In Health, they make up only 54% of the reported workforce, and in Hospitals, only 43%. Together, these two groups account for just over one-fifth of the total reporting workforce.

Black or African American employees, the second largest racial-ethnic group in the reporting EEO-4 labor force, make up 32% of Health and 43% of Hospital staff. Black or African American and Hispanic or Latino employees are also overrepresented in Public Welfare. This group accounts for about 9% of the reporting workforce.

Asian employees are overrepresented, relative to their share of the EEO-4 reporting workforce, in Financial Administration/General Control, Employment Security, Hospitals, Housing, Streets and Highways, and Utilities and Transportation.

Compensation Trends

EEO-4 reports categorize full-time employees into a variety of salary classes. \$70,000+ is the highest band provided on the form. We collapsed some of the lowest bands, where very few employees were represented, to preserve anonymity, resulting in the following four bands:

- \$1-\$42,900
- \$43,000-\$54,900
- \$55,000-\$69,900
- \$70,000+

Findings

Figure 20: Distribution of reported EEO-4 workforce by salary band within government functions

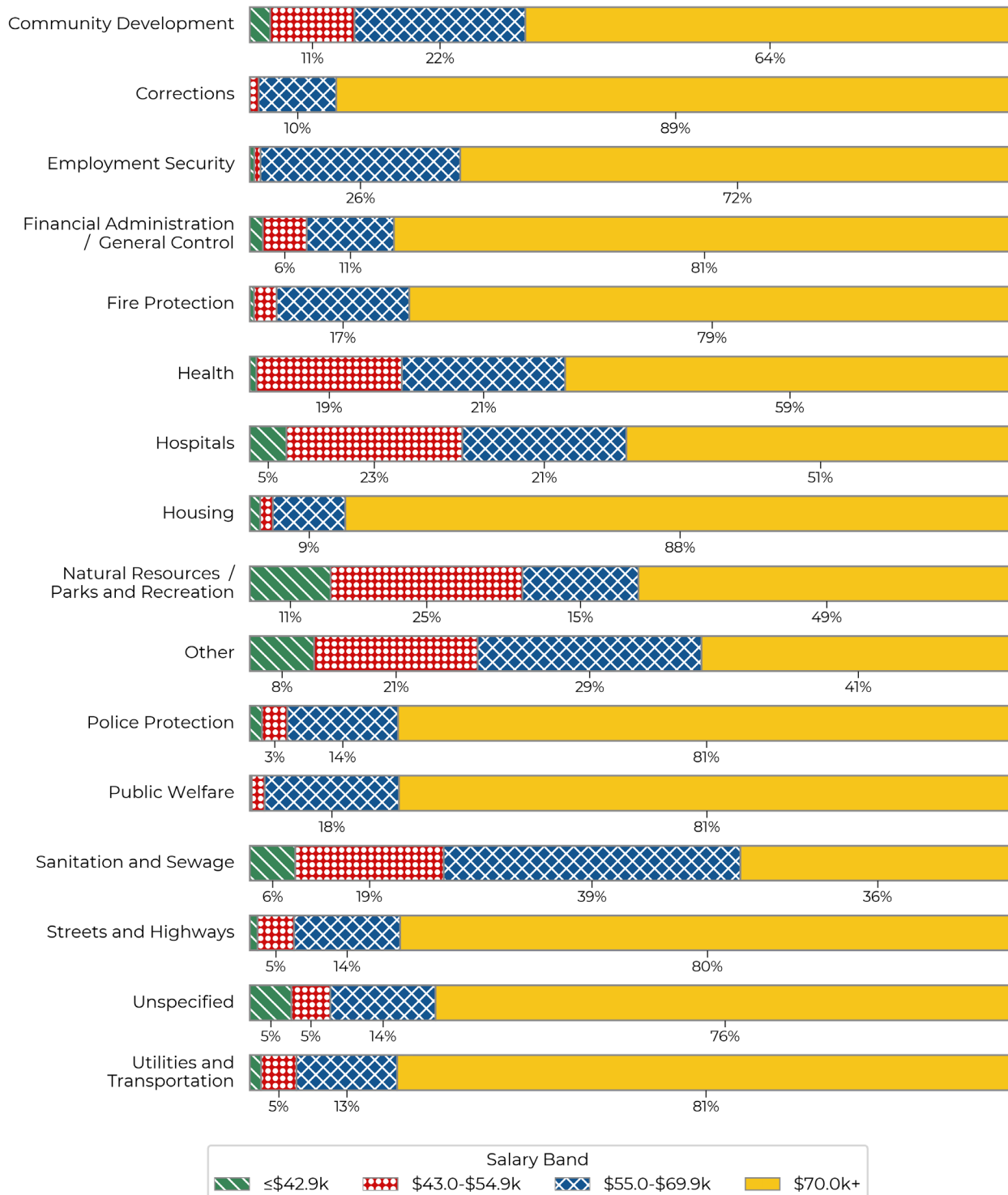


Table version of Figure 20 is available on page 66

Findings

Figure 20 highlights the distribution of salary bands (in thousands of dollars) amongst reported employees by government function (not including part-time staff for whom salary bands are not reported). Approximately three-fourths of reported EEO-4 employees are grouped into the \$70,000 or more band, obscuring meaningful variation in compensation at higher earnings levels.

The only functions in which a majority of employees are reported to earn less than the highest band salaries are Parks and Recreation, Sanitation and Sewage, and Other. In these groups, there is a relatively high percentage of employees earning the lowest salary band of \$42,900 or less.

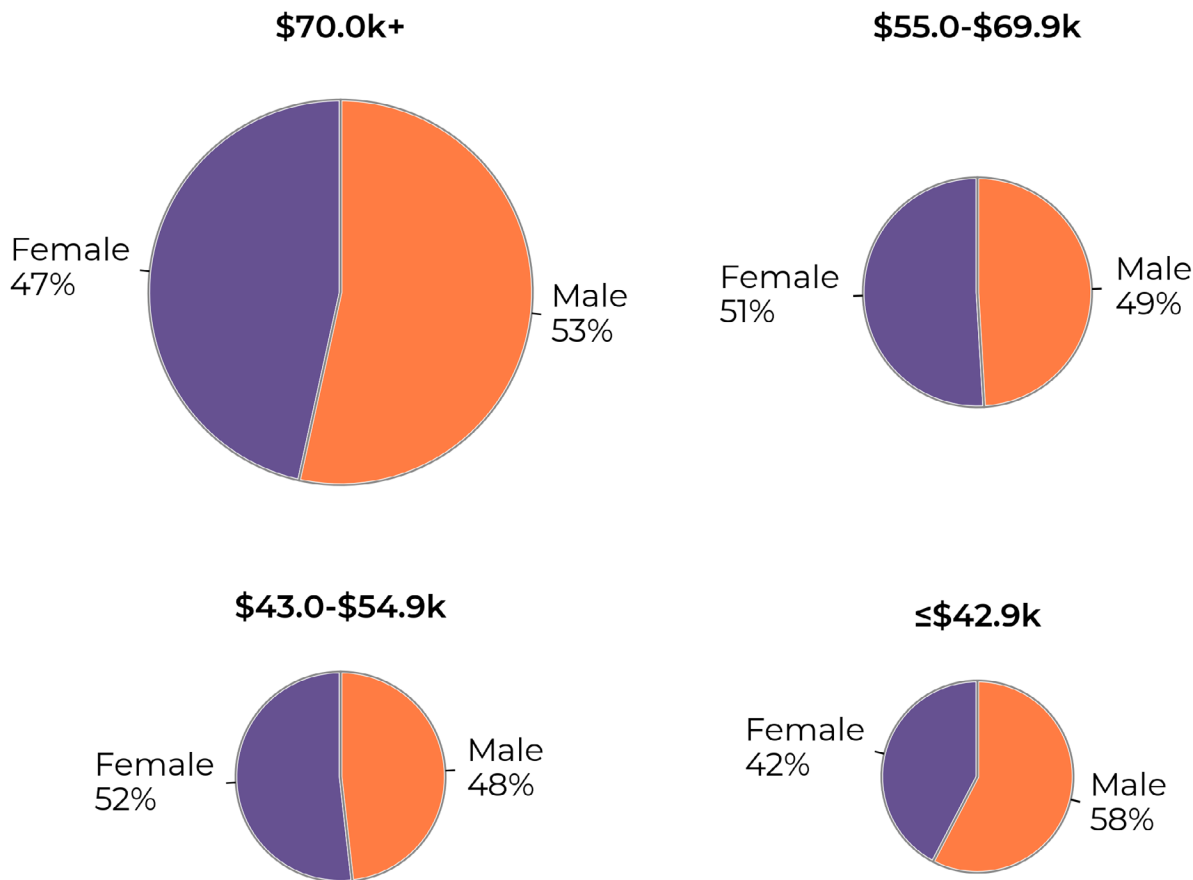
At 11%, Parks and Recreation have the largest proportion of employees reported to be in this salary band. About 6% of Sewage and Sanitation workers and 5% Hospital workers are also paid in this range.

The largest five functions in terms of overall employees (Financial Administration / General Control, Health, Police Protection, Public Welfare, and Corrections) tend to have higher salaries in the data set. The only exception is Health, where a significant proportion of reported employees earn in the \$43,000-\$54,900 and \$55,000-\$69,900 bands.

Employees of several smaller-sized groups in the data set, including Housing, Fire Protection, and Utilities and Transportation, also tend to fall into the \$70,000+ band, suggesting that department size is not associated strongly with pay scales. Again, \$70,000 is much lower than the average wage in Massachusetts as reported by the Bureau of Labor Statistics.

Findings

Figure 21: Distribution of reported EEO-4 workforce by sex within salary bands



Note: Pie chart sizes are proportionate to each salary band's employee count in the overall dataset.

Table version of Figure 21 is available on page 67

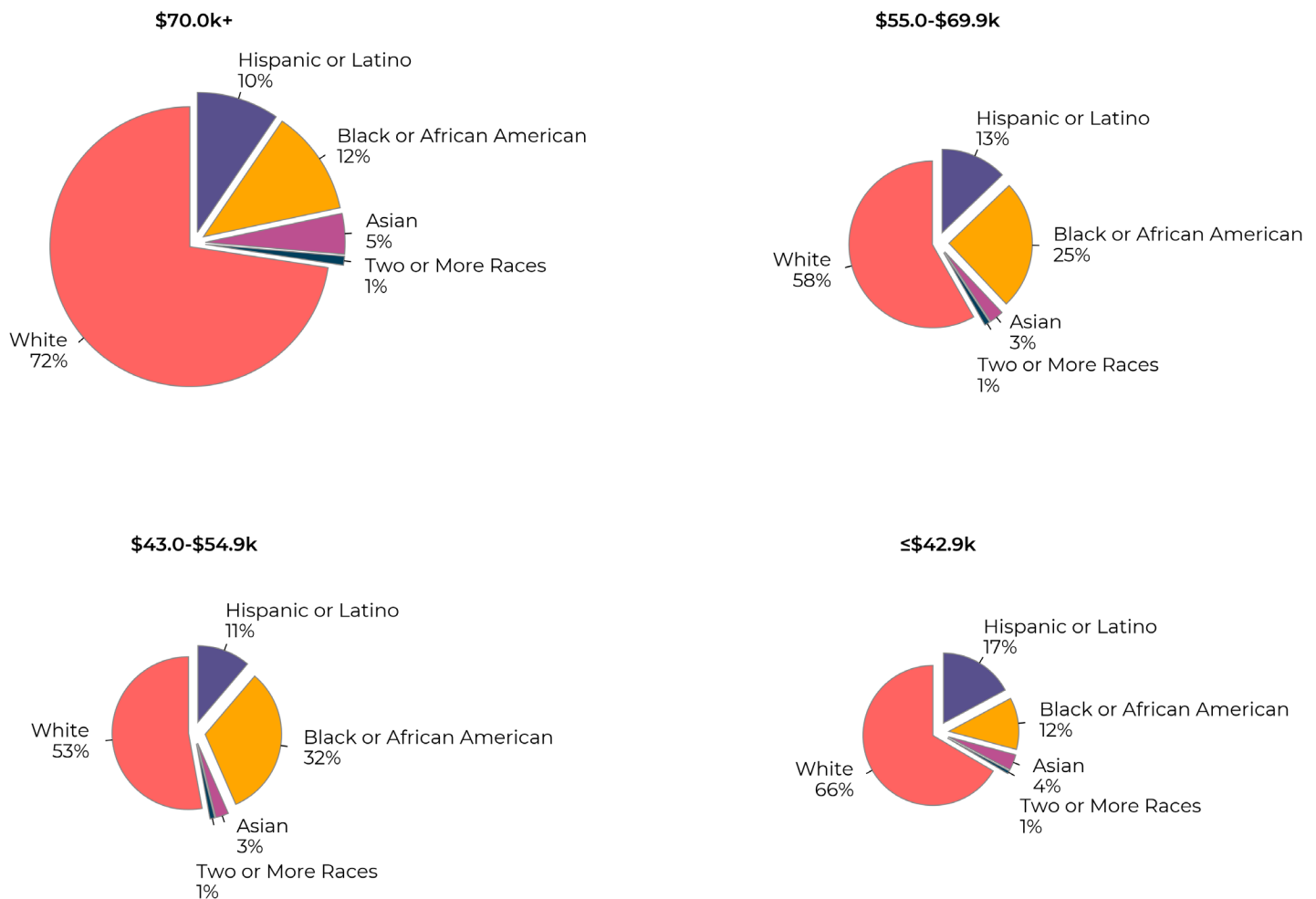
Figure 21 shows that female employees in the reported data set outnumber male employees in the middle pay scales (\$43,000-\$54,900 and \$55,000-\$69,900). In contrast, it is reported that more male employees than female work in jobs that pay the lowest and highest salaries.

While salary band data do not allow us to calculate precise gender pay gaps, they do suggest pay gaps may be present. If more male employees work in large functions where most employees are highly paid, and more female workers have jobs in large functions where average salaries are lower, then this will create a pay gap between male and female workers.

Findings

This pattern is observable when combining insights from Figures 18 and 20. In many of the jobs where employees are reported to earn salaries in the highest band, we see more male workers than female in Fire Protection (94% male), Corrections (75% male), Police Protection (75% male), and Utilities and Transportation (70% male). Conversely, female employees are reported to dominate government functions with middling salaries like Community Development, Employment Security, Health, and Hospitals.

Figure 22: Distribution of reported EEO-4 workforce by racial-ethnic category and salary bands



Note: Pie chart sizes are proportionate to each salary band's employee count in the overall dataset.

Table version of Figure 22 is available on page 68

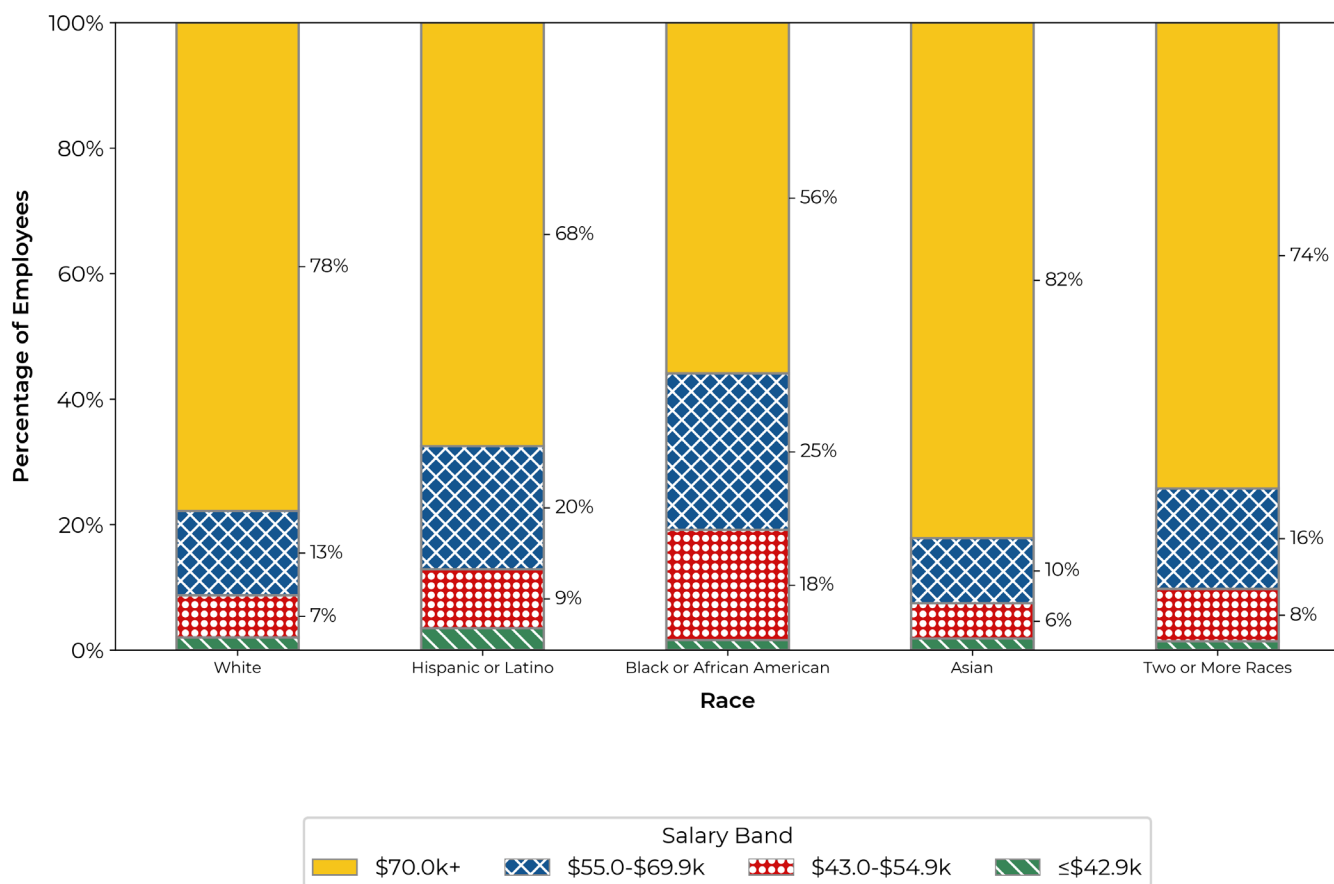
Findings

Figure 22 shows that nearly three-quarters of the employees working at the highest salary band are White, an overrepresentation at this high salary level (compared to their reported workforce representation of 69%).

In contrast, only 12% of employees reported to earn a salary in the highest band are Black or African American, an underrepresentation compared to their overall representation of 15%. The percentage of Black or African American employees reported to earn a salary in the highest band more than doubles to 25% in the \$55,000-\$69,900 range and nearly triples in the lower \$43,000-\$54,900 category.

In the lowest salary band (below \$43,000, two-thirds of the reported EEO-4 employees are White—slightly below their overall share in the workforce. Hispanic or Latino employees, in contrast, are significantly overrepresented at this salary level, making up 17% of employees in this band compared to their overall share in the workforce (10%).

Figure 23: Distribution of EEO-4 workforce by salary bands within racial-ethnic category



[Table version of Figure 23 is available on page 68](#)

Findings

Figure 23 shows a stark salary disparity: nearly 80% of reported White employees fall in the highest band, while 2% are in the lowest. Black or African American employees included in the data have a notably different distribution, with only 56% reaching the highest pay grade and 43% earning salaries in the two middle salary bands. Akin to sex, these patterns suggest the presence of racial-ethnic pay gaps.

Full-Time vs. Part-Time Status

Figure 24: Distribution of full-time and part-time employees in reported EEO-4 organizations

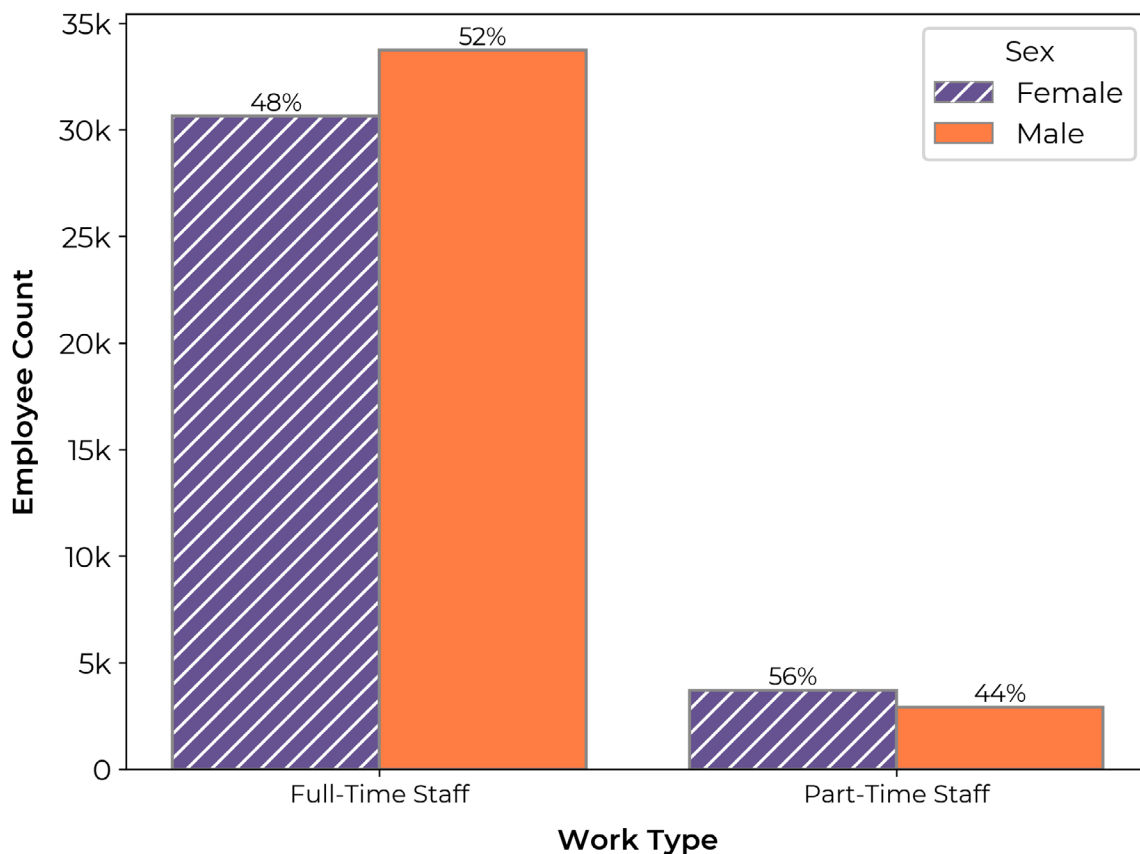


Table version of Figure 24 is available on page 69

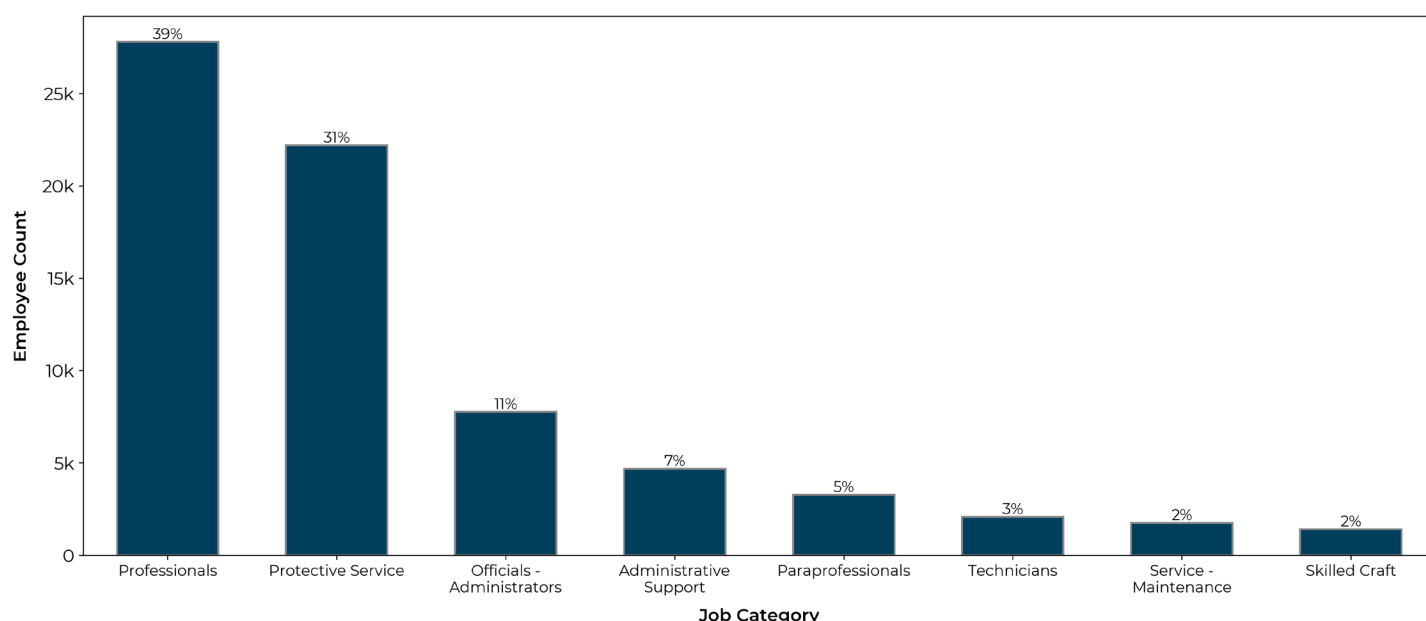
More than 90% of government employees work full-time, as seen in Figure 24. Of the 9% that work part-time, 56% are female.

Findings

Among full-time employees in the data set, in contrast, only 48% are female. Full-time jobs are broadly known to provide more stability and a range of benefits that are not available in part-time positions, suggesting that relative to male employees working for the public sector, female part-time employees might not have benefits afforded to employees in full-time roles.

Job Category Distribution

Figure 25: Distribution of reported EEO-4 workforce by job category



[Table version of Figure 25 is available on page 69](#)

Figure 25 shows EEO-4 job categories, which denote the level and required training for individual employees across local government entities. Note that job categories for EEO-1 employers and EEO-4 employers differ slightly (full definitions are included in the Appendix). Professionals comprise 39% of all positions, Protective Services make up 31%, Administrators are 11%, and Administrative Support is 7%.

Findings

Figure 26: Distribution of reported EEO-4 workforce by job category and sex

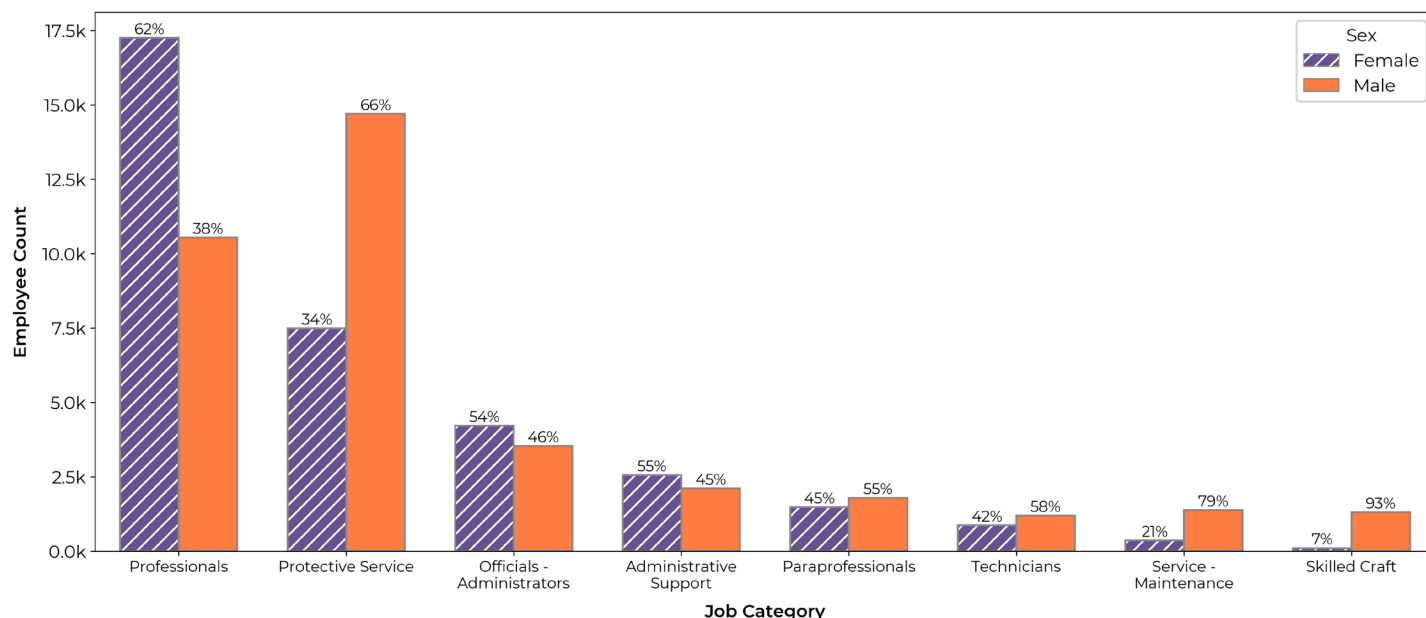


Table version of Figure 26 is available on page 70

As shown in Figure 26, much like in EEO-1 organizations, female employees reported on EEO-4 forms make up 55% of Administrative Support workers. At the same time, as in EEO-1 workforce jobs, EEO-4 female workers are also overrepresented in Professional positions (62% female), which are a mix of different kinds of occupations.

Male workers reported in the EEO-4 data, meanwhile, are overrepresented in: Protective Services (66% male), Maintenance (79% male), Skilled Craft (93% male), and Technicians (58% male).

Within these job categories, race is also unevenly distributed. Administrative Support and Administrator positions are each reported to be filled by approximately 80% White employees, with White female employees accounting for 43% and 41% of those roles, respectively. Black or African American female employees reportedly hold only 4% of Administrative Support roles and 5% of Administrator roles.

Findings

The Professional category follows a similar pattern in the available data: White female employees comprise 40% of those positions, while Black or African American and Hispanic or Latina female employees hold 10% and 11%, respectively.

In male-dominated categories in the data set, racial differences are equally stark. White male employees hold 46% of Protective Service positions, while Hispanic male employees hold just 7%. Likewise, over 54% of Technician roles are held by White male employees and only 7% are held by Black or African American male employees.

New Hires

Figure 27: Distribution of reported EEO-4 new hires by sex



Table version of Figure 27 is available on page 70

Of the approximately 9,200 new hires⁸ in EEO-4 reporting entities, 47% are female, shown in Figure 27. The higher concentration of male workers in new hires exacerbates the gender employment gap in reported state and local government jobs.

8 Full-time new hires refer to people who were hired for the first time or rehired after a break in service for Full-Time employment and who appear on the payroll between July 1 and June 30 of the reporting year.

Findings

Figure 28: Distribution of reported EEO-4 new hires by racial-ethnic categories

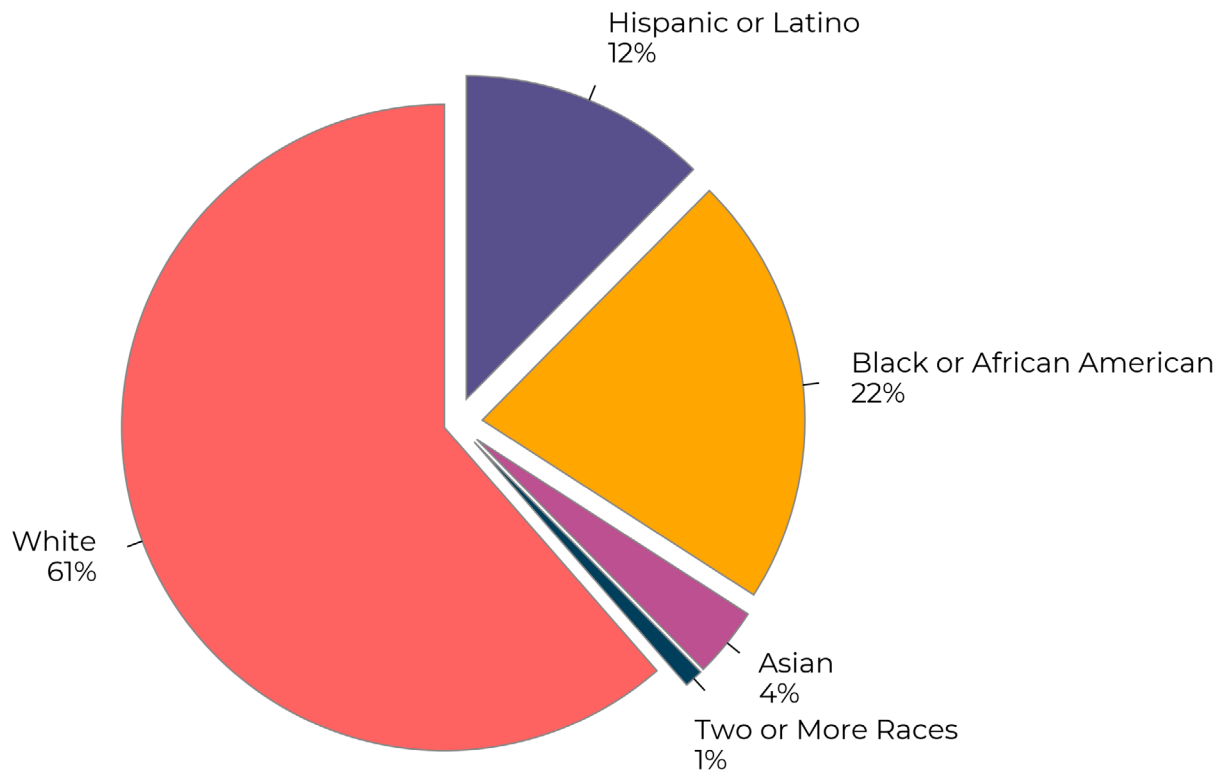


Table version of Figure 28 is available on page 71

As illustrated in Figure 28, 22% of the reported new hires are Black or African American and 12% are Hispanic or Latino.

When looking at race and sex together, more male than female employees in the data set were hired among White, Black or African American, and Two or More Races groups. In contrast, more female than male employees in the data set were hired among Asian, Hispanic or Latino, and Native Hawaiian or Other Pacific Islanders groups.

Findings

Figure 29: Distribution of reported EEO-4 new hires by government function

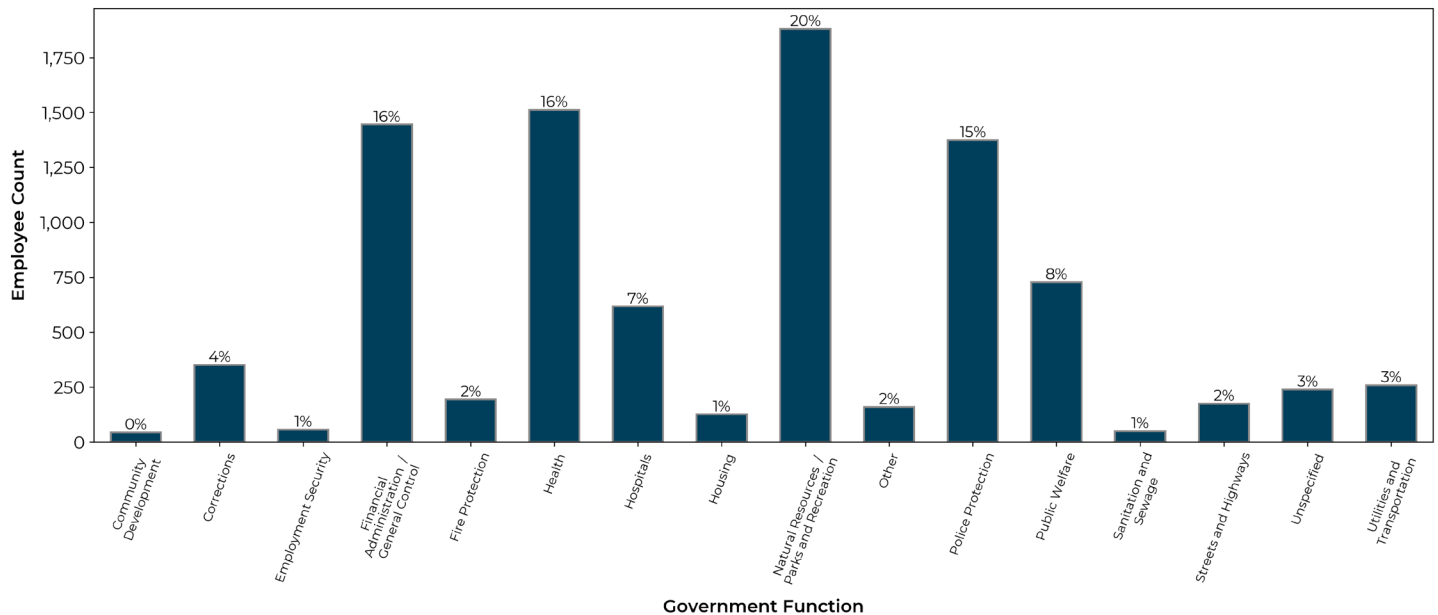


Table version of Figure 29 is available on page 72

Most new hires were concentrated in the largest functions by employee count in the EEO-4 forms, including Parks and Recreation (20%), Health (16%), Financial Administration (16%), and Police Protection (15%), described in Figure 29.

Appendix

Appendix A—Methodology

The research team investigated general patterns and trends in the EEO-1 and EEO-4 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

By March 16, 2026, the team received 2,294 submissions containing EEO-1 information, some of which were illegible or otherwise unable to be extracted. The team successfully extracted data from 1,962 forms. Of those, 1,526 forms covered Massachusetts organizations and were used to produce this report and its accompanying spreadsheet. This data set represents approximately 760,000 employees—about 37% of the Massachusetts EEO-1 workforce (private employers with 100+ employees and federal contractors with 50+ employees).

For EEO-4 data, the team received 57 submissions and extracted data from 34 forms, covering roughly 71,000 employees, about 57% of all state and local government employees in entities with 100+ employees subject to reporting requirements.

Important Limitations

- Some submissions could not be processed because they were illegible or did not follow standard EEO formats.
- This data set reflects only a subset of Massachusetts organizations. It is not a census nor a representative sample of the state's private or public sector.
- We did not track whether the same organizations submitted data in prior years, so **year-over-year comparisons are not valid** and have been avoided throughout this report.

Appendix

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, sex, and job category, to the federal government.
- The Frances Perkins Workplace Equity Act requires employers to report the same data as given to the federal government annually, but limits Massachusetts required reporting to employers with 100+ employees. The federal government stopped asking employers for wage data in 2020—the EEO-2 component—so, to date, the state does not collect compensation information.

EEO-4

- A compliance survey is mandated biennially, in odd-numbered years, by the EEOC for state and local government entities. It collects data on employees' race, ethnicity, sex, and compensation as well as their job classifications from entities that have 100+ employees. Note that this report includes data submitted from entities with fewer than 100 employees.
- The legislation asked state and local governments for the forms most recently submitted to the federal government, last mandated in 2023. Because government organizations submitted this data in early 2026 to the Massachusetts Secretary of State, their submissions may include data from 2023 or 2025.

Securing the Data

The team took several steps to protect data in transit, at rest, and during use. First, the EEO-1 and EEO-4 data files were stored in a room with controlled physical access, and 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 more than a decade. Third, to prevent

Appendix

re-identification of data about any individual person or organization, the team applied differential privacy⁹ to make slight perturbations to the aggregate results. This statistical disclosure avoidance technology was also used by the U.S. Census Bureau to protect the results from contributions to the 2020 decennial census.¹⁰

In other words, the data in the published spreadsheet and this report are purposely not the exact population counts but are close to the raw data. Concretely: for each published table (such as job category, race, and sex), there is a 95% chance that each published population count is accurate to within ± 45 people for EEO-1 data and ± 13 people for EEO-4 data. Due to this noise, all percentages in this report are rounded to the nearest whole integer.

Extracting Data Securely from Thousands of Forms

Since the typed and handwritten EEO 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.¹¹

One challenge was that, due to the short timeline for the completion of the first report in 2025, 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 at least 98% data accuracy on the EEO-1 and EEO-4 data, and our team manually corrected any large discrepancies (of more than 20 people) in EEO-1 data and manually verified all EEO-4 data. Our data extraction software is open source and available.¹²

9 For readers who are familiar with differential privacy: the team used a privacy budget of $\epsilon = 1.1875$ for the EEO-1 data set and $\epsilon = 1.9$ for the EEO-4 data set. The tables do not all use equal portions of the privacy budget: for EEO-1 we prioritized accuracy of job category, NAICS label, race, and gender over organizational size and county name, and for EEO-4 we de-prioritized accuracy of job category relative to the other columns.

10 Population Reference Bureau & U.S. Census Bureau's 2020 Census Data Products and Dissemination Team. (2023, March 27). Why the Census Bureau chose differential privacy (Report No. C2020BR-03). U.S. Census Bureau. <https://www.census.gov/library/publications/2023/decennial/c2020br-03.html>

11 <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>

12 <https://github.com/CASP-Systems-BU/eeo-toolkit>

Appendix

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. As this data set 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.

Data accuracy for EEO-1 and EEO-4 submissions used in the report is approximately 98% and 100%, respectively. Accuracy was estimated as follows. For EEO-1 forms, we compared our extracted values of each cell of the table with the row and column sums, manually reviewed and fixed any error greater than 20 people, and calculated that the remaining error count is at most 15,823 people. This leads to our estimate of 98% data accuracy, though we believe this to be an underestimate of true accuracy because some of the errors may cancel out or may be due to incorrect extraction of the row or column sum rather than the actual cells in the data set. For EEO-4 forms, we manually reviewed all extracted data and fixed any observed errors.

For the EEO-1 analysis, the team captured the county where people work, which the team inferred from the employer's zip code. Occasionally the team was unable to infer the county and therefore marked the county name as "unknown." 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: 201 to 600 employees,
- Large: 601 to 2,500 employees, and
- Very Large: more than 2,500 employees.

The team used this variable to compare differently sized organizations on workforce characteristics such as racial-ethnic categories, sex, and hierarchy of positions.

Appendix

Timeline

In January and February 2026, the research team developed the OCR data extraction and processing system for EEO-4 forms and refined the tool for EEO-1 forms that we initially designed last year. The team also received the EEO form data in weekly batches, and all data extraction occurred in a secure office environment. In March and April 2026, the team refined and finalized the data extraction tools, processed all EEO forms, and configured the privacy-enhancing technology software on our computers. The team also 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.

Appendix

Appendix B—Tables

Table 1a: Distribution of reported EEO-1 workforce by sex

Sex	Percentage %
Female	53%
Male	47%

[To view Figure 1 see page 7](#)

Table 2a: Distribution of reported EEO-1 workforce by racial-ethnic category

Race	Percentage %
White	63%
Hispanic or Latino	12%
Black or African American	12%
Asian	10%
Two or More Races	2%

[To view Figure 2 see page 8](#)

Appendix

Table 3a: Joint distribution of reported EEO-1 workforce by sex and racial-ethnic categories

Race	Female %	Male %
White	52%	48%
Hispanic or Latino	54%	46%
Black or African American	54%	46%
Asian	50%	50%
Two or More Races	53%	47%

[To view Figure 3 see page 9](#)

Table 4a: Distribution of reported EEO-1 workforce by racial-ethnic category within sex

Race	Female %	Male %
White	62%	63%
Hispanic or Latino	13%	12%
Black or African American	13%	12%
Asian	10%	11%
Two or More Races	2%	2%

[To view Figure 4 see page 10](#)

Appendix

Table 5a: Distribution of reported EEO-1 workforce by job category

Job Category	Percentage %
Professionals	36%
First/Mid-Level Officials and Managers	15%
Service Workers	12%
Administrative Support Workers	9%
Sales Workers	9%
Technicians	6%
Operatives	5%
Laborers and Helpers	4%
Craft Workers	3%
Executive/Senior Level Officials and Managers	2%

[To view Figure 5 see page 11](#)

Appendix

Table 6a: Distribution of reported EEO-1 workforce by job category and sex

Job Category	Female %	Male %
Professionals	57%	43%
First/Mid-Level Officials and Managers	48%	52%
Service Workers	58%	42%
Administrative Support Workers	77%	23%
Sales Workers	50%	50%
Technicians	54%	46%
Operatives	26%	74%
Laborers and Helpers	38%	62%
Craft Workers	9%	91%
Executive/Senior Level Officials and Managers	37%	63%

[To view Figure 6 see page 12](#)

Appendix

Table 7a: Distribution of White, Black or African American, and Asian employees by job category as reported on EEO-1 forms in the data set

Job Category	White %	Asian %	Black or African American %
Professionals	69%	16%	6%
First/Mid-Level Officials and Managers	75%	11%	5%
Service Workers	36%	5%	30%
Administrative Support Workers	60%	6%	16%
Sales Workers	66%	5%	11%
Technicians	60%	9%	14%
Operatives	46%	9%	15%
Laborers and Helpers	48%	4%	24%
Craft Workers	69%	3%	11%
Executive/Senior Level Officials and Managers	83%	9%	3%

[To view Figure 7 see page 14](#)

Appendix

Table 8a: Distribution of sex within reported EEO-1 organizations of different sizes

Organizational Size	Female %	Male %
Very Large	56%	44%
Large	54%	46%
Medium	46%	54%
Small	45%	55%

[To view Figure 8 see page 17](#)

Table 9a: Distribution of racial-ethnic categories within reported EEO-1 organizations of different sizes

Organizational Size	White %	Hispanic or Latino %	Black or African American %	Asian %	Two or More Races %
Very Large	64%	11%	13%	10%	2%
Large	61%	13%	12%	11%	3%
Medium	62%	14%	11%	11%	2%
Small	64%	14%	10%	9%	2%

[To view Figure 9 see page 18](#)

Appendix

Table 10a—Differences in distributions of job categories between small and very large reported EEO-1 organizations

Job Category	Small %	Very Large %
Professionals	26%	39%
First/Mid-Level Officials and Managers	16%	13%
Service Workers	11%	10%
Administrative Support Workers	11%	9%
Sales Workers	11%	8%
Technicians	4%	8%
Laborers and Helpers	6%	5%
Craft Workers	4%	4%
Operatives	8%	3%
Executive/Senior Level Officials and Managers	3%	1%

[To view Figure 10 see page 20](#)

Appendix

Table 11a: Distribution of reported EEO-1 organizations by NAICS industry

NAICS Label	Percentage %
Health Care and Social Assistance	27%
Manufacturing	12%
Retail Trade	12%
Professional, Scientific, and Technical Services	11%
Finance and Insurance	8%
Administrative and Support and Waste Management and Remediation Services	6%
Accommodation and Food Services	5%
Utilities	3%
Information	3%
Management of Companies and Enterprises	3%
Transportation and Warehousing	2%
Wholesale Trade	2%
Educational Services	1%
Real Estate and Rental and Leasing	1%
Arts, Entertainment, and Recreation	1%
Construction	1%
Other Services (except Public Administration)	0%
Agriculture, Forestry, Fishing and Hunting	0%
Mining, Quarrying, and Oil and Gas Extraction	0%

[To view Figure 11 see page 21](#)

Appendix

Table 12a: Distribution of reported EEO-1 workforce by race within NAICS categories

NAICS Label	White %	Hispanic or Latino %	Black or African American %	Asian %	Two or More Races %
Health Care and Social Assistance	61%	11%	17%	9%	2%
Manufacturing	66%	11%	6%	15%	2%
Retail Trade	56%	17%	16%	7%	3%
Professional, Scientific, and Technical Services	67%	7%	6%	18%	2%
Finance and Insurance	72%	7%	7%	12%	2%
Administrative and Support and Waste Management and Remediation Services	66%	13%	13%	5%	4%
Accommodation and Food Services	39%	32%	18%	8%	3%
Utilities	78%	7%	9%	4%	2%
Information	70%	6%	4%	18%	2%
Management of Companies and Enterprises	67%	8%	6%	17%	2%
Transportation and Warehousing	49%	23%	22%	3%	3%
Wholesale Trade	65%	15%	9%	8%	3%

Appendix

NAICS Label	White %	Hispanic or Latino %	Black or African American %	Asian %	Two or More Races %
Educational Services	66%	12%	15%	5%	3%
Real Estate and Rental and Leasing	51%	30%	13%	3%	2%
Arts, Entertainment, and Recreation	69%	11%	12%	4%	4%
Construction	81%	10%	4%	2%	3%
Other Services (except Public Administration)	66%	20%	7%	4%	3%
Agriculture, Forestry, Fishing and Hunting	85%	9%	1%	5%	0%
Mining, Quarrying, and Oil and Gas Extraction	98%	0%	0%	2%	0%

[To view Figure 12 see page 22](#)

Appendix

Table 13a: Distribution of reported EEO-1 workforce by sex within NAICS categories

NAICS Label	Female %	Male %
Health Care and Social Assistance	74%	26%
Manufacturing	35%	65%
Retail Trade	48%	52%
Professional, Scientific, and Technical Services	48%	52%
Finance and Insurance	55%	45%
Administrative and Support and Waste Management and Remediation Services	54%	46%
Accommodation and Food Services	52%	48%
Utilities	25%	75%
Information	34%	66%
Management of Companies and Enterprises	48%	52%
Transportation and Warehousing	27%	73%
Wholesale Trade	40%	60%
Educational Services	65%	35%
Real Estate and Rental and Leasing	31%	69%
Arts, Entertainment, and Recreation	49%	51%
Construction	15%	85%
Other Services (except Public Administration)	61%	39%
Agriculture, Forestry, Fishing and Hunting	59%	41%
Mining, Quarrying, and Oil and Gas Extraction	0%	100%

[To view Figure 13 see page 24](#)

Appendix

Table 14a: Distribution of reported EEO-4 workforce by sex

Sex	Percentage %
Female	48%
Male	52%

[To view Figure 14 see page 27](#)

Table 15a: Distribution of reported EEO-4 workforce by racial-ethnic category

Race	Percentage %
White	69%
Two or More Races	1%
Asian	4%
Black or African American	15%
Hispanic or Latino	10%

[To view Figure 15 see page 28](#)

Table 16a: Joint distribution of reported EEO-4 workforce by sex and racial-ethnic categories

Race	Female %	Male %
White	45%	55%
Hispanic or Latino	55%	45%
Black or African American	56%	44%
Asian	58%	42%
Two or More Races	55%	45%

[To view Figure 16 see page 29](#)

Appendix

Table 17a: Distribution of reported EEO-4 workforce by government function

Government Function	Percentage %
Community Development	1%
Corrections	7%
Employment Security	2%
Financial Administration / General Control	19%
Fire Protection	3%
Health	17%
Hospitals	4%
Housing	1%
Natural Resources / Parks and Recreation	8%
Other	2%
Police Protection	15%
Public Welfare	9%
Sanitation and Sewage	0%
Streets and Highways	5%
Unspecified	5%
Utilities and Transportation	3%

[To view Figure 17 see page 30](#)

Appendix

Table 18a: Distribution of reported EEO-4 workforce by government function and sex

Government Function	Female %	Male %
Community Development	61%	39%
Corrections	25%	75%
Employment Security	60%	40%
Financial Administration / General Control	57%	43%
Fire Protection	6%	94%
Health	67%	33%
Hospitals	62%	38%
Housing	61%	39%
Natural Resources / Parks and Recreation	41%	59%
Other	51%	49%
Police Protection	25%	75%
Public Welfare	81%	19%
Sanitation and Sewage	10%	90%
Streets and Highways	28%	72%
Unspecified	41%	59%
Utilities and Transportation	30%	70%

[To view Figure 18 see page 31](#)

Appendix

Table 19a: Distribution of reported EEO-4 workforce by government function and racial-ethnic categories

Government Function	White %	Hispanic or Latino %	Black or African American %	Asian %	Two or More Races %
Community Development	93%	3%	2%	1%	1%
Corrections	73%	10%	14%	2%	1%
Employment Security	60%	13%	18%	8%	1%
Financial Administration / General Control	74%	7%	10%	8%	1%
Fire Protection	86%	8%	5%	1%	1%
Health	54%	9%	32%	4%	1%
Hospitals	43%	8%	43%	5%	0%
Housing	58%	17%	19%	6%	0%
Natural Resources / Parks and Recreation	85%	5%	6%	3%	1%
Other	89%	4%	3%	3%	1%
Police Protection	77%	10%	10%	2%	1%
Public Welfare	56%	22%	18%	3%	1%

Appendix

Government Function	White %	Hispanic or Latino %	Black or African American %	Asian %	Two or More Races %
Sanitation and Sewage	84%	7%	4%	3%	2%
Streets and Highways	74%	8%	11%	5%	1%
Unspecified	73%	21%	4%	2%	0%
Utilities and Transportation	79%	8%	8%	4%	1%

[To view Figure 19 see page 33](#)

Table 20a: Distribution of reported EEO-4 workforce by salary band within government functions

Government Function	≤\$42.9k %	\$43.0–\$54.9k %	\$55.0–\$69.9k %	\$70.0k+ %
Community Development	3%	11%	22%	64%
Corrections	0%	1%	10%	89%
Employment Security	1%	1%	26%	72%
Financial Administration / General Control	2%	6%	11%	81%
Fire Protection	1%	3%	17%	79%
Health	1%	19%	21%	59%
Hospitals	5%	23%	21%	51%
Housing	1%	2%	9%	88%
Natural Resources / Parks and Recreation	11%	25%	15%	49%

Appendix

Government Function	≤\$42.9k %	\$43.0–\$54.9k %	\$55.0–\$69.9k %	\$70.0k+ %
Other	8%	21%	29%	41%
Police Protection	2%	3%	14%	81%
Public Welfare	0%	2%	18%	81%
Sanitation and Sewage	6%	19%	39%	36%
Streets and Highways	1%	5%	14%	80%
Unspecified	5%	5%	14%	76%
Utilities and Transportation	1%	5%	13%	81%

[To view Figure 20 see page 35](#)

Table 21a: Distribution of reported EEO-4 workforce by sex within salary bands

Salary Band	Female %	Male %
\$70.0k+	47%	53%
\$55.0–\$69.9k	51%	49%
\$43.0–\$54.9k	52%	48%
≤\$42.9k	42%	58%

[To view Figure 21 see page 37](#)

Appendix

Table 22a: Distribution of reported EEO-4 workforce by racial-ethnic category and salary bands

Salary Band	White %	Two or More Races %	Asian %	Black or African American %	Hispanic or Latino %
\$70.0k+	72%	1%	5%	12%	10%
\$55.0-\$69.9k	58%	1%	3%	25%	13%
\$43.0-\$54.9k	53%	1%	3%	32%	11%
≤\$42.9k	66%	1%	4%	12%	17%

[To view Figure 22 see page 38](#)

Table 23a: Distribution of reported EEO-4 workforce by salary bands within racial-ethnic category

Race	≤\$42.9k %	\$43.0-\$54.9k %	\$55.0-\$69.9k %	\$70.0k+ %
White	2%	7%	13%	78%
Hispanic or Latino	3%	9%	20%	68%
Black or African American	2%	18%	25%	56%
Asian	2%	6%	10%	82%
Two or More Races	1%	8%	16%	74%

[To view Figure 23 see page 39](#)

Appendix

Table 24a: Distribution of full-time and part-time employees in reported EEO-4 organizations

Work Type	Female %	Male %
Full-Time Staff	48%	52%
Part-Time Staff	56%	44%

[To view Figure 24 see page 40](#)

Table 25a: Distribution of reported EEO-4 workforce by job category

Job Category	Percentage %
Professionals	39%
Protective Service	31%
Officials - Administrators	11%
Administrative Support	7%
Paraprofessionals	5%
Technicians	3%
Service - Maintenance	2%
Skilled Craft	2%

[To view Figure 25 see page 41](#)

Appendix

Table 26a: Distribution of reported EEO-4 workforce by job category and sex

Job Category	Female %	Male %
Professionals	62%	38%
Protective Service	34%	66%
Officials - Administrators	54%	46%
Administrative Support	55%	45%
Paraprofessionals	45%	55%
Technicians	42%	58%
Service - Maintenance	21%	79%
Skilled Craft	7%	93%

[To view Figure 26 see page 42](#)

Table 27a: Distribution of reported EEO-4 new hires by sex

Sex	Percentage %
Female	47%
Male	53%

[To view Figure 27 see page 43](#)

Appendix

Table 28a: Distribution of reported EEO-4 new hires by racial-ethnic categories

Race	Percentage %
White	61%
Two or More Races	1%
Asian	4%
Black or African American	22%
Hispanic or Latino	12%

[To view Figure 28 see page 44](#)

Appendix

Table 29a: Distribution of reported EEO-4 new hires by government function

Government Function	Percentage %
Community Development	0%
Corrections	4%
Employment Security	1%
Financial Administration / General Control	16%
Fire Protection	2%
Health	16%
Hospitals	7%
Housing	1%
Natural Resources / Parks and Recreation	20%
Other	2%
Police Protection	15%
Public Welfare	8%
Sanitation and Sewage	1%
Streets and Highways	2%
Unspecified	3%
Utilities and Transportation	3%

[To view Figure 29 see page 45](#)

Appendix

Appendix C—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 Installers, 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

Appendix

NAICS Label	Definition	Examples
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

Appendix

NAICS Label	Definition	Examples
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, Food Service Product Distributors, Bulk Chemical Suppliers

Appendix

Appendix D—EEO-1 Job Category Definitions

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

EEO-1 Job Category	Definition	Examples
Executive/Senior Level Officials and Managers	This category is reserved for the highest level within the organization including individuals who plan, direct, and formulate policies, set the strategy, and provide information to be approved by the board of directors	CEOs, Presidents, Founders, Chief Human Resources Officers
First/Mid-Level Officials and Managers	Individuals in this category take direction from those in the level above, including managers at the group, regional, or divisional level of the organization	Directors, Operations Managers, Human Resources Managers
Professionals	Jobs in this category typically, but not always, require professional degrees or certifications	Lawyers, Doctors, Nurses, Teachers
Technicians	Jobs in this category require scientific skills to be applied in their work	Computer Programmers, Chemical Technicians, Emergency Medical Technicians
Sales Workers	Jobs in this category include anyone dealing in sales as their primary function	Insurance Sales Agents, Real Estate Brokers, Sales Agents

Appendix

EEO-1 Job Category	Definition	Examples
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

Appendix

Appendix E—EEO-4 Job Category Definitions

Reproduced from the EEO-4 Data Collection Instruction Booklet OMB Control Number: 3046-0008

EEO-4 Job Category	Definition	Examples
Administrative Support	Occupations in which workers are responsible for internal or external communication, recording and retrieval of data and/or information and other paperwork required in an office	Bookkeepers, Clerk-typists, Dispatchers, Payroll Clerks, Court Transcribers
Officials and Administrators	Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis	Department Heads, Bureau Chiefs, Directors, Deputy Directors, Wardens, Sheriffs, Police and Fire Chiefs
Paraprofessionals	Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status	Library Assistants, Research Assistants, Medical Aides, Child Support Workers, Home Health Aides and Ambulance Drivers

Appendix

EEO-4 Job Category	Definition	Examples
Professionals	Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through specialized post-secondary school education or through equivalent on-the-job training	Social Workers, Doctors, Registered Nurses, Lawyers, Accountants, Engineers, Teachers
Protective Service Workers	Occupations in which workers are entrusted with public safety, security, and protection from destructive forces	Police Patrol Officers, Firefighters, Guards, Deputy Sheriffs, Correctional Officers, Detectives, Marshals
Skilled Craft Workers	Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs	Electricians, Carpenters, Mechanics, Heavy Equipment Operators

Appendix

EEO-4 Job Category	Definition	Examples
Service Maintenance	Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery	Truck Drivers, Bus Drivers, Custodial Personnel, Gardeners, Refuse Collectors
Technicians	Occupations requiring a combination of basic scientific or technical knowledge which can be obtained through specialized post-secondary school education or through equivalent on-the-job training	Computer Programmers, Licensed Practical Nurses, Medical/Dental/Electronic Technicians, Police and Fire Sergeants

Appendix

Appendix F—EEO-4 Government Function Definitions

Reproduced from the EEO-4 Data Collection Instruction Booklet OMB Control Number: 3046-0008

EEO-4 Government Function	Definition
Financial Administration and General Control	Tax billing and collection, budgeting, purchasing, central accounting, and similar financial administration carried on by a treasurer's, auditor's, or comptroller's office Includes duties performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, and all judicial offices and employees (judges, magistrates, bailiffs)
Streets and Highways	Maintenance, repair, construction, and administration of streets, alleys, sidewalks, roads, highways and bridges
Public Welfare	Maintenance of homes and other institutions for the needy; administration of public assistance
Police Protection	Duties of a police department, sheriff's office, constable's office, coroner's office, etc., including technical and clerical employees engaged in police activities
Fire Protection	Duties of the uniformed fire force and clerical employees

Appendix

EEO-4 Government Function	Definition
Natural Resources and Parks and Recreation	Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc. Includes provision, maintenance, and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.
Hospitals	Operation and maintenance of institutions for inpatient medical care
Health	Provision of public health services, outpatient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation services, etc.
Housing	Code enforcement, low-rent public housing, fair housing ordinance enforcement, housing for the elderly, housing rehabilitation, and rent control
Community Development	Planning, zoning, land development, open space, beautification, and preservation
Corrections	Jails, reformatories, detention homes, halfway houses, prisons, and parole and probation activities
Utilities and Transportation	Water supply, electric power, transit, gas, airports, water transportation, and terminals activities
Sanitation and Sewage	Street cleaning, garbage and refuse collection and disposal, provision, maintenance, and operation of sanitary and storm sewer systems and sewage disposal plants

Appendix

EEO-4 Government Function	Definition
Employment Security	State governments only
Other	Any functions not included in the above definitions