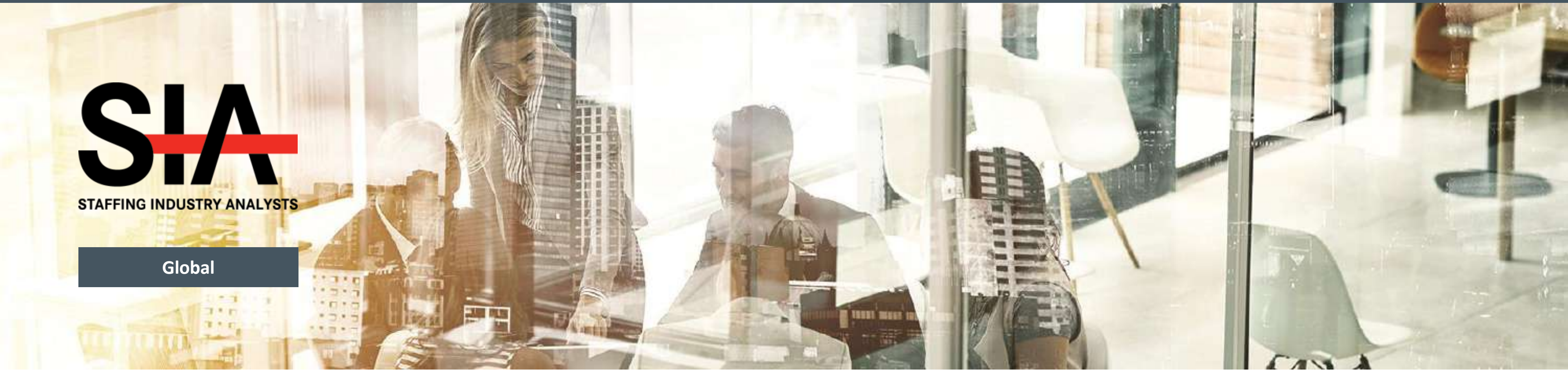

Staffing and Recruitment Technology

The Gig Economy and Talent Platforms

September 4, 2020 | Brian Wallins, Research Manager | bwallins@staffingindustry.com

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The Gig Economy and Talent Platforms

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Key Findings

- Talent platforms or the "human cloud" are an emerging group of technology companies that connect workers to (typically contingent) work through a website or some other digital platform. SIA has defined three human cloud business models: online staffing, crowdsourcing and online work services.
- In 2019, firms processed $178.5 billion in global human cloud spend. Human cloud companies that primarily sell to consumers (B2C), such as Uber, Lyft, Postmates, or Instacart, accounted for most of the human cloud spend, generating $169.1 billion in spend, by our estimates. Human cloud companies selling primarily to businesses (B2B) generated $9.4 billion.
- Total global human cloud revenue grew approximately 42% in 2019, driven primarily by the B2C segment (+43% y/y), which makes up well over 90% of human cloud spend. The B2B segment of the human cloud grew 18% y/y growth, down from 22% y/y in 2018 and was led by the online staffing subsegment, which grew 19% y/y.
- The B2B segment of the human cloud is far less consolidated than the B2C segment. The five largest B2B platforms account for 42% of the segment, compared to 85% for the five largest B2C human cloud platforms. Yet, the B2B human cloud is not nearly as fragmented as the staffing industry, where the five largest firms account for under 20% of its market.
- SIA conducted a survey of 13 B2B human cloud platforms, representing approximately $2.5 billion of 2019 spend, or about 27% of the global market. IT (41%) and marketing/creative (19%) work categories were easily the largest, combining to represent more than 60% of work completed on B2B talent platforms.
- SIA conducted a COVID-19 Workforce Manager Responses and Intentions Survey in May 2020 with 92 enterprises. Twenty-three percent of respondents indicated an increased likelihood of recommending online staffing than prior to the pandemic. No respondents were less likely to recommend online staffing, representing a material shift in a period of less than three months.
- In this report we refer to "independent workers", "contingent workers", "freelancers", and "talent", which, in the context of this report, are terms all used to describe the same thing: individuals who complete work through human cloud platforms.

This is the sixth iteration of SIA's annual look at the state and evolution of digital talent platforms. It includes an expanding list of features such as a list of the largest players by spend, as well as estimates for various categories, such as by talent platform segment, work completed onsite/remotely, geographic region and spend on B2B/B2C.

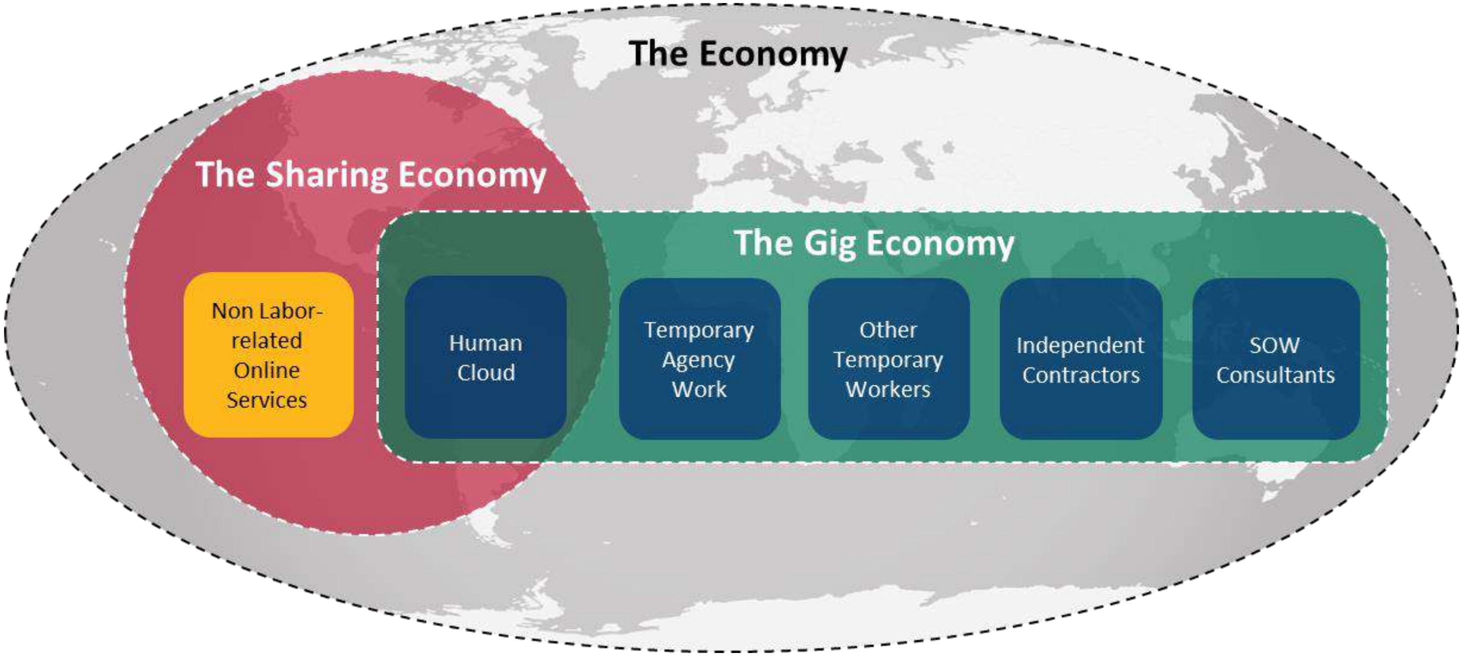
The back of the report is an Appendix that contains a list of 267 B2B talent platforms used to make the estimates you'll find herein, along with the websites and a brief description of each.

We thank all participants who provided data, quotes or offered perspectives for this year's report.

Section 1: Defining the human cloud and the gig economy

What is the Gig Economy?

- The gig economy is one of several names used to describe various forms of “gig” work, or small project freelance work. Others include “on demand economy,” “collaborative consumption” and “sharing economy.” Definitions of the gig economy vary widely among commentators. The more narrow definition would include work structured as small projects of a relatively limited duration typically facilitated by an internet platform or app, such as freelancing intermediated by vendors operating in the “human cloud” (defined on the following page).
- SIA’s definition of the gig economy is broader than this in that it includes any contingent work of a fixed duration such as temporary workers (sourced directly or through a staffing agency) and independent contractors. **We treat the gig economy as synonymous with contingent work**, as we see no reason to limit the concept of a “gig” solely to transactions mediated online.
- Some commentators also include online services such as Airbnb and eBay as part of the gig economy. As these services are consumer focused and generally not labour-related (with some exceptions such as people buying and selling items on eBay as a trading business), SIA regards these services as part of the sharing economy, but not part of the gig economy.



What is the Human Cloud?

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- Human cloud describes all manner of companies that facilitate direct, digitally-enabled work arrangements, from sourcing a worker through payment. It is a purposely broad term. We use it to describe all types of online, digital worker marketplaces and related business models. Similar to how the term "social media" can be used to describe Facebook, LinkedIn, Twitter, or Snap (vastly different businesses with some common characteristics), "human cloud" is used to describe hundreds of businesses from Uber and DoorDash, to Upwork and Gerson Lehrman Group.
- Typical characteristics of human cloud companies include[1]:
  - Facilitate peer-to-peer transactions through the internet or internet-enabled devices (e.g. smartphone apps)
  - Rely on user-based ratings
  - Offer workers flexibility in deciding working hours or times
  - Typically expect workers to supply their own equipment to complete work (e.g. computer, software, car, tools, etc.)
  - Manage the relationship from sourcing through payment via the platform[1]
- The five qualities above capture a broad cross-section of companies and business models. For the purposes of this report, we will focus primarily on the subset of companies that sell to businesses (B2B), rather than companies with a consumer-focused application (e.g. Lyft and Instacart).

1. There are exceptions, for instance, although human cloud companies typically pay workers through its platform, this is not always the case. An example would be enterprise integrations where a client prefers to use its internal finance system for payment and merely invoiced by the platform. Another instance could be if a company uses a partner company for payments (e.g. a payrolling firm), but still captures the payment data on its platform.

Where the human cloud fits within the workforce solutions ecosystem (1/2)

- To the right is our representation of the interconnected components of the staffing industry and other types of workforce solutions. We categorize these workforce solutions components into six segments, with staffing at the core. Human cloud is located within the Candidate Discovery category of the talent acquisition technology segment. A closer look at the components of Candidate Discovery is provided on the following page.
- The human cloud is an evolving set of online work intermediation models that enable work arrangements of various kinds to be established and completed (typically including payment of workers) entirely through a digital/online platform. Importantly, we exclude intermediaries where the bulk of the transaction happens offline, such as staffing agencies and consulting firms. Although other talent acquisition technology vendors support the sourcing and recruitment of candidates, such as job boards and VMS providers, we exclude them from the human cloud as they do not fully support work arrangements through to completion (e.g. payment of workers, tax filings, etc.).
- Vendors from different segments of the workforce solutions ecosystem are experimenting with the human cloud, however. For example, LinkedIn and Indeed, two of the largest global job boards each have a human cloud offering (LinkedIn Profinder and Indeed Prime). Further, traditional staffing and consulting firms are increasingly active in building, and in some cases, acquiring their own human cloud offering. Forward-thinking VMS providers are taking note and building more integration capabilities with human cloud vendors to offer their clients access to this burgeoning pool of talent.

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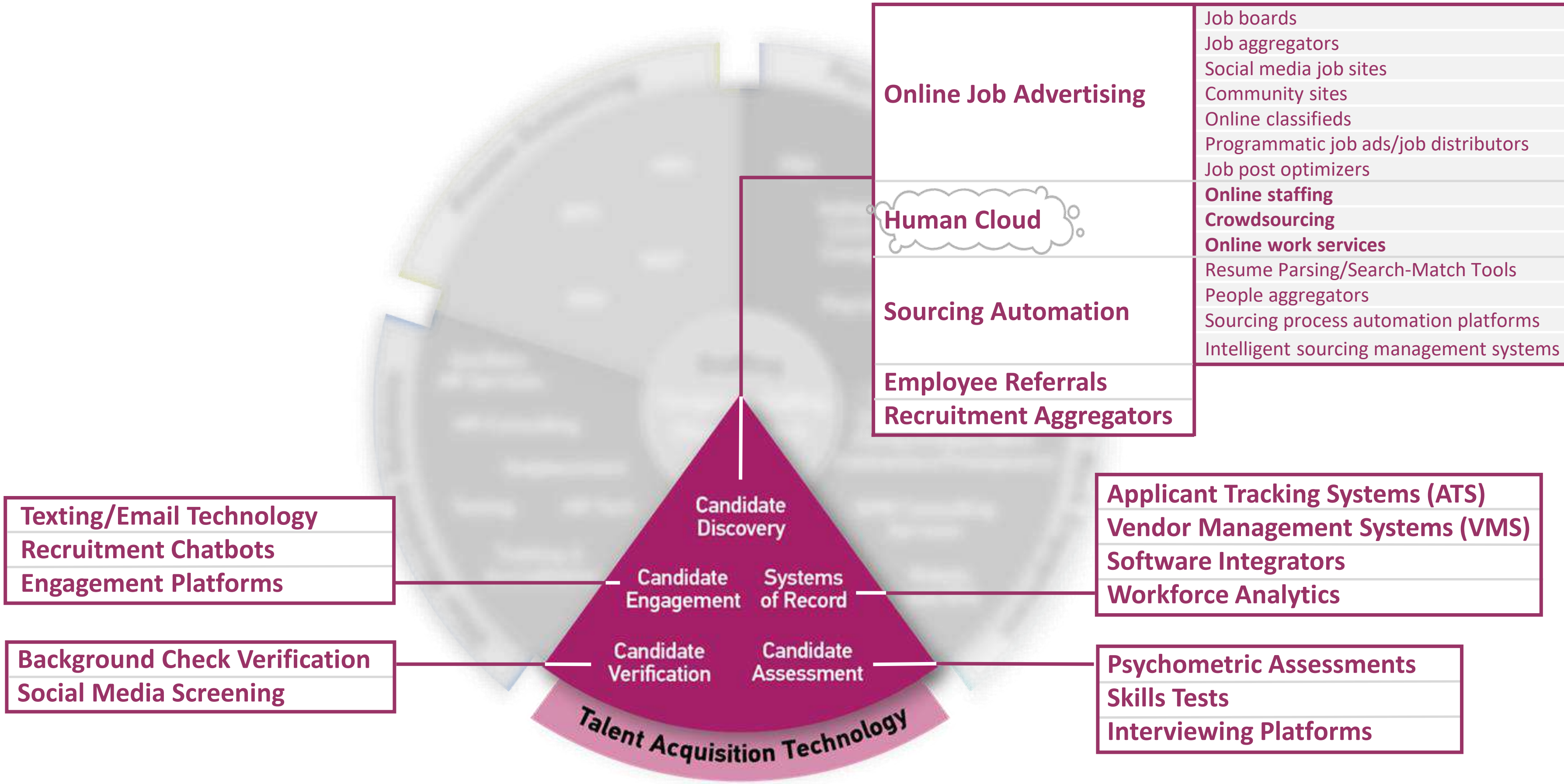
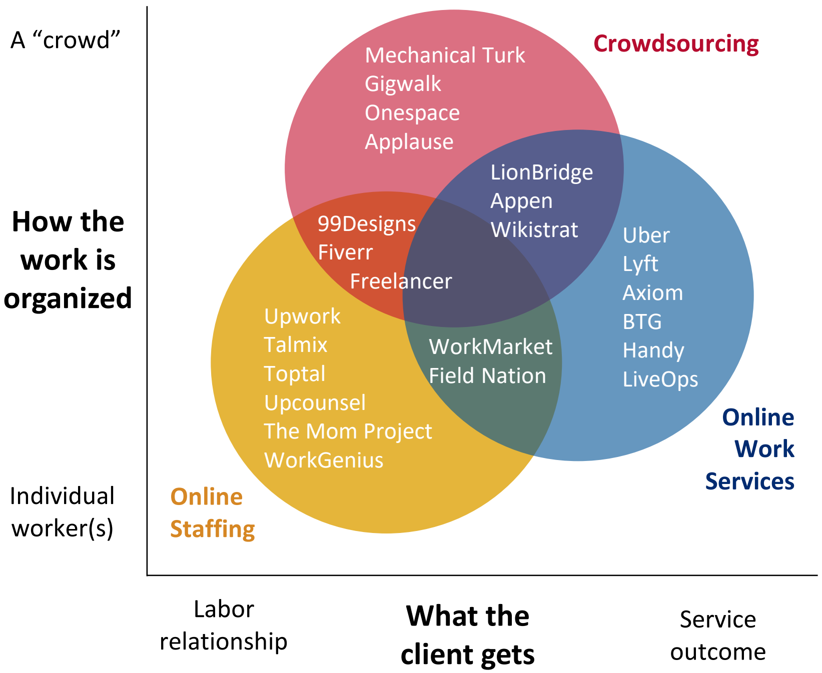
Where the human cloud fits within the workforce solutions ecosystem (2/2)



The three business models of the human cloud

- Human cloud platforms enable hirers to find and engage independent workers to transact and complete various kinds of work, typically of a contingent nature, which can be completed remotely or in person, most often (though not exclusively) through an online marketplace. The description links a variety of business models that comprise the human cloud.
- The three general categories of human cloud platform models are online staffing, online work services, and crowdsourcing (each described in detail in the following sections of this report). The typical transaction outcomes by human cloud business category are:
  - **Online staffing**: a direct legal relationship between manager and worker
  - **Online work services**: platform facilitates and manages a freelance workforce to deliver a specialized product or service (like freelancer-enabled business process outsourcing)
  - **Crowdsourcing**: micro-task and contest/bid-based work performed by a typically anonymous "crowd" of workers, each working independently and compensated piecemeal for contributions
- These three categories are not mutually exclusive. As illustrated by the graphic to the right, many platform providers offer a blend of these models. Thus, these categories may be better thought of as existing along a spectrum rather than within discrete segments.

The Human Cloud framework and taxonomy



Source: SIA

Section 2: Online Staffing

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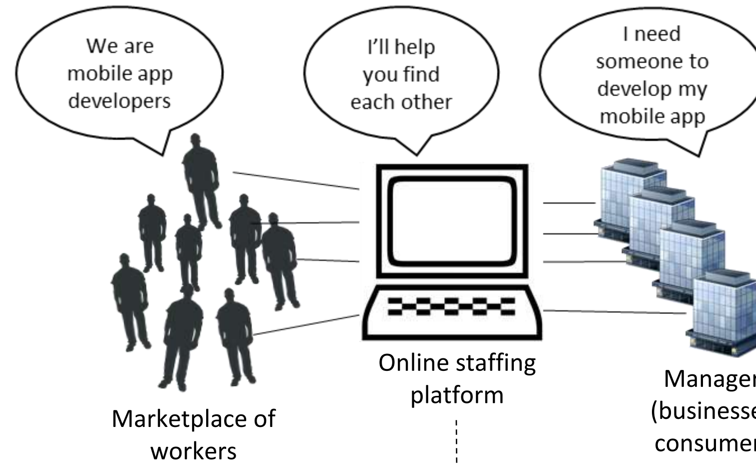
Online staffing

- Online staffing, or digital staffing, is a human cloud model that enables specific hirers and specific workers, typically contingent, to enter, complete and transact work arrangements through an online or other digital platform such as a smartphone. The platform enables a direct legal relationship between the manager and worker. These independent marketplaces enable managers to find and engage workers for specific work arrangements. The nature of an online staffing engagement is most often a one-to-one B2B labor relationship. However, we will cover a trend later in this report about teams becoming more prevalent.
- There are a wide variety of online staffing platforms enabling enormous diversity of work types (onsite & remote, professional & commercial, project-based & hourly engagements, etc.). In 2019, online staffing represented 79% of B2B human cloud spend, approximately $7.4 billion globally.

Online staffing's labor marketplace



Can be comprised of a variety of occupations, skill sets, geographic locations, etc. Workers often have searchable profiles and ratings/work history.

Matches the two parties through searchable database; result is direct labor relationship. Facilitates rest of transaction through to payment of worker(s).

Businesses or individuals who need work done. May be looking for project-based workers or hourly workers, local or remote, etc.

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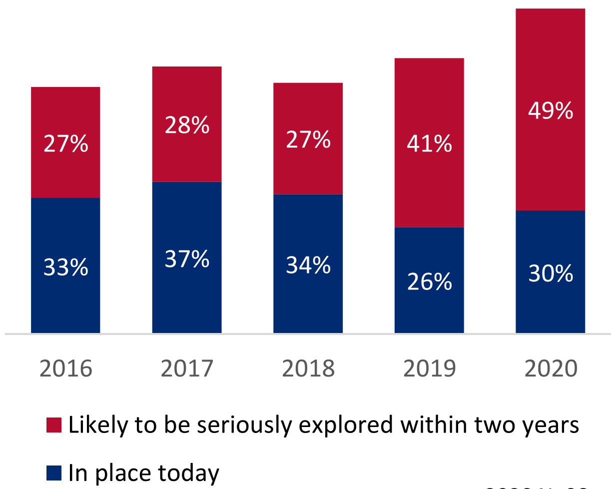
Freelancer management systems and direct sourcing platforms

- Freelancer management systems (FMS) are a subset of online staffing that address needs of large organizations with products and services for managing, organizing and engaging their independent workforce while mitigating risk. These enterprise grade tools generally address sourcing, compliance, reporting and workforce management.
- FMS is sometimes promoted as vendor agnostic for the creation of talent pools across both the FMS's own marketplace and enterprise clients' candidate databases. In practice however, most vendors marketed as FMS platforms are deployed as talent suppliers, not unlike other online staffing platforms. This is partly attributed to very few "vendor agnostic" FMS. Each provides access to its own worker marketplace but is unable to tap into other external talent marketplaces. For instance, Upwork Enterprise cannot tap into WorkMarket's marketplace and vice versa. The corollary is FMS is not used solely for its technology, as is the case with VMS for example, but also for access to its unique talent pool. Since no single provider maintains a "universal" marketplace, this limits what would otherwise be a holistic solution (akin to a VMS that could only source from one staffing company).
- The concept of "direct sourcing" attempts to address this shortcoming. Direct sourcing platforms turn contingent buyer internal hiring processes into an online staffing platform of sorts. Examples of direct sourcing technology providers include Curasion, ElevateDirect, Fulcrum, MBO Partners, Shortlist, TalentNet, WillHire and an assortment of others offered by large MSPs (such as Talent ETL from AgileOne). SIA's Workforce Solutions Buyer Survey, as illustrated to the right, observed a sharp increase in direct sourcing among contingent workforce programs in the Americas, both for the promise of a more expansive talent pool and the opportunity to reduce talent acquisition costs.
- VMS is also adding more human cloud marketplaces into their systems. In some cases this can also be referred to as "self-sourcing" or "direct sourcing", which can be a source of confusion. Examples here include Beeline with its "Partner Ecosystem" and SAP Fieldglass with its "Digital Network" (discussed in greater detail later in the report).

Usage and plans in using direct sourcing



2020 N=98

Source: SIA Workforce Solutions Buyer Survey

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Online staffing and traditional staffing ~~are~~ *were* fundamentally different

- The lines between the online staffing and traditional staffing models have unmistakably blurred. Several forces are at play in driving this convergence. For example, many early human cloud platforms were founded by tech entrepreneurs, frequently with little institutional knowledge of the staffing industry. This served as an advantage in some respects, for example fresh perspectives on user experience supported by powerful AI and machine learning matching algorithms. However, as these startups began to scale iterations became necessary to address blind spots industry veterans would have intuitively predicted (e.g. managing compliance requirements).
- Many early human cloud providers have evolved to look more like traditional staffing and many newer providers offer hybrid models. Nowhere is the distinction between human cloud and staffing more evident than with Just-in-Time Staffing (JITS). JITS platforms are mobile apps that marry technology found in freelancer marketplaces (e.g. two-sided digital labor marketplace, ratings system, algorithmic recruiting, management, and matching) with traditional staffing firm services. SIA does not treat JITS as part of the human cloud in sizing the market in this report.
- Though JITS platforms primarily leverage technology in assisting the matching of hirers and workers, the similarities with traditional staffing are undeniable. For example, JITS platforms perform background checks, drug screenings, and other onboarding/screening services for workers – services generally not associated with technology companies, yet ubiquitous in staffing.
- The JITS model typically lends itself to low wage, high turnover, blue collar roles. JITS firms frequently specialize in very short-term work (e.g. shift-based or hourly) that can be filled in a very short period of time (minutes to hours). In the US, these companies can provide employer of record service, either themselves (handling statutory employment taxes and workers' compensation as a traditional staffing firm would) or via a payrolling firm. Outside the US, JITS companies frequently employ workers directly under relevant local temporary agency worker regulations.
- Due to the similarities mentioned above, SIA classifies JITS as a subsegment of staffing, rather than online staffing. For more on JITS, see page 27.

JITS is characterized by:

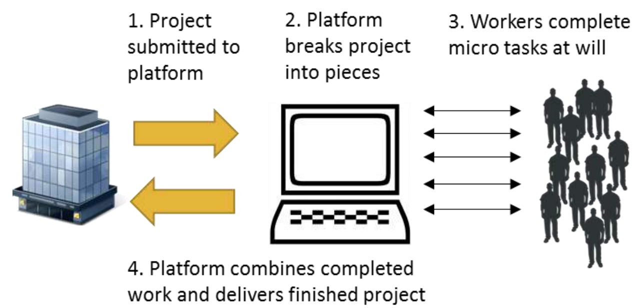
- B2B, onsite work arrangements
- "Blue-collar" occupations; e.g. hospitality, warehousing
- Short-term work assignments
- High-volume of assignments
- Paid hourly
- Often acts as the Employer of Record (US) or operates according to temporary agency work laws (Europe)
- Gross margins comparable to staffing firms
- Work found via smartphone

Section 3: Crowdsourcing

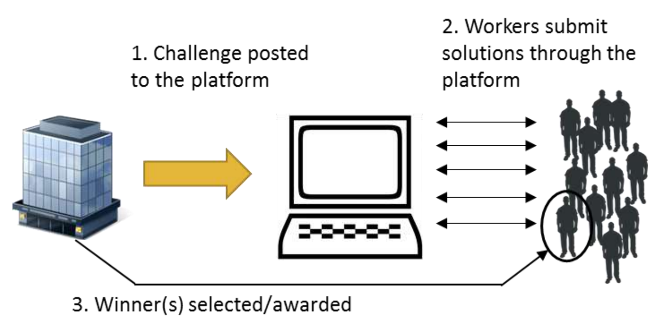
Crowdsourcing (1/3)

- The first commercially known usage of crowdsourcing was in 1916 when Antonio Gentile, a 14-year-old boy, won $5 in a Planters Peanuts logo contest for his drawing of a peanut man with a cane. While Planters may have recently killed off this iconic character in a 2020 Super Bowl ad, crowdsourcing in the human cloud context is alive and thriving today.
- The model enables work assignments to get parsed out and performed, often as disaggregated "micro-tasks", by a far-flung "crowd" of independent workers who perform, paid or otherwise compensated/incented, work at will. Typically, the client of a crowdsourcing platform is purchasing "an outcome", rather than a labor relationship.
- There are two distinct delivery models crowdsourcing platforms may take:
- **Distributed micro-task model**. In the distributed micro-task model projects are broken out by the platform provider into hyper-specialized components and then individually completed piecemeal by a "crowd" of independent workers, typically geographically dispersed. Results are uploaded back to the platform and aggregated into a finished solution that is ultimately delivered to the client.
- **Contest-based model.** In the contest-based delivery model (common for R&D projects, outsourced innovation, design/creative projects and marketing campaigns), a client describes the solution or outcome it desires (a cure for AIDS, a new logo, an algorithm that uses predictive modeling to forecast future insurance claims, etc.), and posts it to the platform. Individuals and/or networked teams around the world then compete to solve the challenge, with "winner(s)" selected and compensated based on the merit of their submissions.

Distributed micro-task model



Contest-based model



Crowdsourcing (2/3)

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- The contest model can serve as a very powerful tool in generating fresh perspectives and innovative ideas to solve complex problems. Large talent pools can make them quite efficient as well. In 2019, 60% of contests on Freelancer.com received entries within one hour of opening and each contest averaged 115 entries.
- The breaking up of projects into micro-tasks inherently provides some degree of security for clients as workers are kept from having complete visibility into both the project requirements and the ultimate completed deliverable. Challenges also frequently mask the client brand. Security processes tend to also include custom terms and conditions and non-disclosure agreements. Some crowdsourcing platforms have taken more physical steps to allay security concerns. For example, Appen has supplemented its global work-from-home crowd with three secure facilities designed to meet varying client data security requirements. The company currently has facilities located in the Philippines (1,000-seats, ISO/IEC 27001:2013 accreditation for secure collection and annotation of AI datasets), UK (high-security data transcription), China (data labeling facility to support AI projects) and is currently in the process of opening a facility in the US.

In the table below, we highlight a sample of crowdsourcing platforms which employ a contest-based model. As illustrated, these platforms are more indexed toward knowledge workers and frequently entail occupations in IT and marketing/creative.

Crowdsourcing contest-based platforms

Company	Work type	Vertical Focus (Few/Many)	Occupations	Headquarters
99Designs	Professional	Few	Design	Australia
Crowdspring	Professional	Few	Design	USA
Deloitte Pixel	Professional	Many	Various	USA
eYeka	Professional	Few	Marketing/creative	France
Freelancer.com	Professional	Many	Various	Australia
HeroX	Professional	Many	Various	USA
IdeaScale	Professional	Many	Various	USA
Innocentive	Professional	Few	IT, science, business	USA
Kaggle	Professional	Few	IT	USA
MindSumo	Professional	Many	Various	USA
PreSans	Professional	Few	IT, science	France
Prolific	Blue collar	Few	Surveys, market research	UK
Topcoder (Wipro)	Professional	Few	IT, marketing/creative	USA

Source: SIA

Crowdsourcing (3/3)

- The table to the right displays a sample of crowdsourcing platforms which employ a micro-task model. There is a greater prevalence of blue-collar work associated in the micro-task model than the contest model. For example, Pinterest leverages Amazon's Mechanical Turk to help deepen its visual discovery engine by having Mturk's crowd tag thousands of photos.
- Some platforms employ both models. An example here would be Topcoder, which has a contest-based heritage, but later expanded its service offerings to include the micro-task model.

Crowdsourcing distributed micro-task platforms

Company	Work type	Vertical Focus (Few/Many)	Occupations	Headquarters
Amazon Mechanical Turk	Blue collar	Many	Various	USA
Appen	Professional	Few	AI training data	Australia
appjobber	Blue collar	Many	Onsite gigs	Germany
Applause	Professional	Few	Digital experience testing	USA
Clickworker	Professional	Few	AI training data	USA
Crowdspring	Professional	Few	Design	USA
Crowdworks	Professional	Few	IT, marketing/creative	Japan
Deloitte Pixel	Professional	Many	Various	USA
DesignCrowd	Professional	Few	Marketing/creative	Australia
FieldAgent	Blue collar	Few	Data collection, marketing/creative	USA
Findyr	Blue collar	Few	Market research, surveys	USA
Gigwalk	Blue collar	Many	Various	USA
InCrowd	Professional	Few	Healthcare practitioners	USA
microWorkers	Blue collar	Many	Various	USA
Mighty Ai (Uber)	Blue collar	Few	Photo tagging, survey taking	USA
Mila (Swisscom)	Professional	Few	Technical	Switzerland
OneSpace	Professional	Few	Marketing/creative	USA
Synack	Professional	Few	Cybersecurity	USA
Topcoder (Wipro)	Professional	Few	IT, marketing/creative	USA
Wikistrat	Professional	Few	Business consultants	Israel

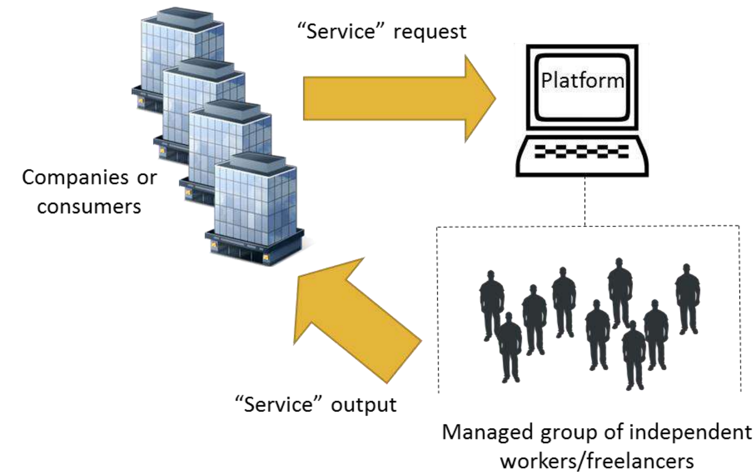
Source: SIA

Section 4: Online Work Services

Online work services (1/2)

- Online work services is a human cloud model that enables the delivery of certain specialized services (e.g. customer service, translation, writing, taxi rides, food delivery, etc.) performed by workers organized and managed by the platform provider. Similar to crowdsourcing, the client here is purchasing an outcome, not a labor relationship.
- Though the model was launched by LiveOps in 2000, only over the past decade has there been meaningful scale within the segment. In 2019, 63% all human cloud spend was generated by the two global online work services leaders, US-based Uber and China-based Didi-Chuxing.
- The common denominator of online work services platforms is a specialized service offering made possible by the labor of freelancers. A company that sends its documents to One Hour Translation to be translated, for example, does not search a marketplace (as with online staffing) to find a qualified individual or team to do the work. Instead, it looks to One Hour Translation to manage/organize the workforce and deliver a finished product/service through its platform. The platform itself is not the freelancer, however the platform is ultimately responsible for the outcome.
- Online work services has experienced explosive growth in recent years, primarily driven by the meteoric rise of mobile-phone enabled "localized" consumer service platforms. The main services offered by such platforms are ridesharing, food/other delivery, and cleaning/household services. Uber, the largest human cloud firm by revenue, had more than six times as much spend running through its platform as all B2B human cloud providers combined in 2019. Uber's success has led to a myriad of imitators applying its business model to other consumer services, with varying degrees of success.

Online work services platform model



Online work services (2/2)

- Axiom, the largest global online work services platform based on SIA estimates provides a talent marketplace for legal services. The company recently hired David McVeigh as its CEO in July 2020. McVeigh remarked on COVID-19 removing the on-site bias from legal, “Clients can focus on finding the right talent, not just the ‘right here’ talent.” He also sees opportunity in increasing focus on client satisfaction measures, such as NPS, to improve lawyer selection and how the platform engages with clients.
- From a security standpoint, the online work services model typically addresses client concerns with strict confidentiality policies and technology. For example, Rev.com, which provides transcription and captioning services, keeps files protected from unauthorized access by having all of its freelancers complete work on a platform with bank-level security encryption, both in transit and where it is stored on AWS servers. The company claims it would take a supercomputer 13.75 billion years to compromise its security encryption. Freelancers are also required to sign NDAs and confidentiality agreements. The company is also willing to sign NDAs written up by its clients.

Examples of online work services providers

B2B companies	Service delivered
LiveOps	Call center
Axiom	Legal services
Applause	Software testing
Business Talent Group	Management consulting
B2C companies	**Service delivered**
Deliveroo	Food delivery
Instacart	Shopping delivery
Uber	Drivers/taxis
Handy	Home cleaning services

Source: SIA

Section 5: Market Size and Largest Talent Platforms

Sizing up the gig economy and human cloud

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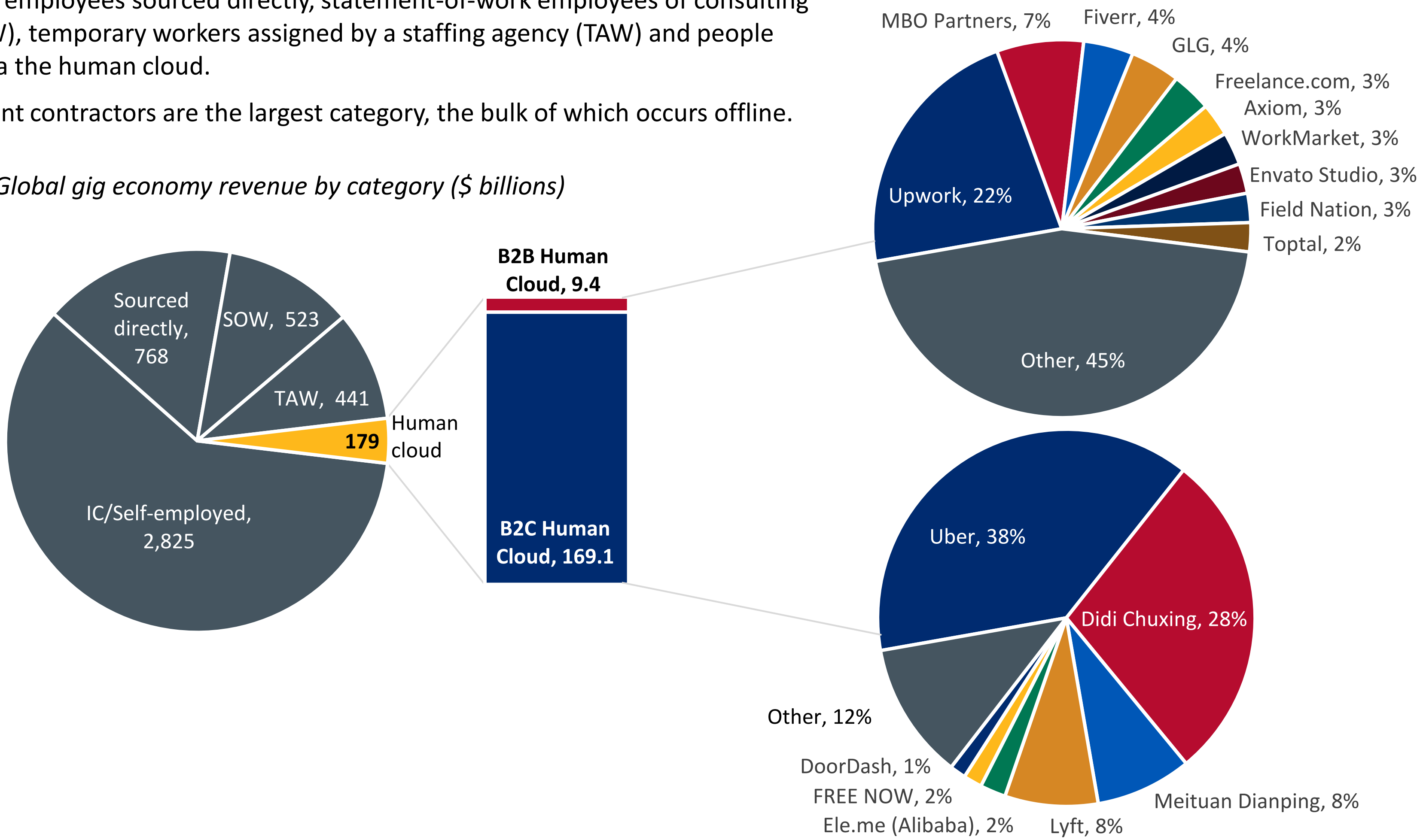
- The global gig economy was worth a staggering $4.7 trillion in 2019.
- We break the gig economy into five principal categories: independent contractors (IC), temporary employees sourced directly, statement-of-work employees of consulting firms (SOW), temporary workers assigned by a staffing agency (TAW) and people working via the human cloud.
- Independent contractors are the largest category, the bulk of which occurs offline.

Global gig economy revenue by category ($ billions)

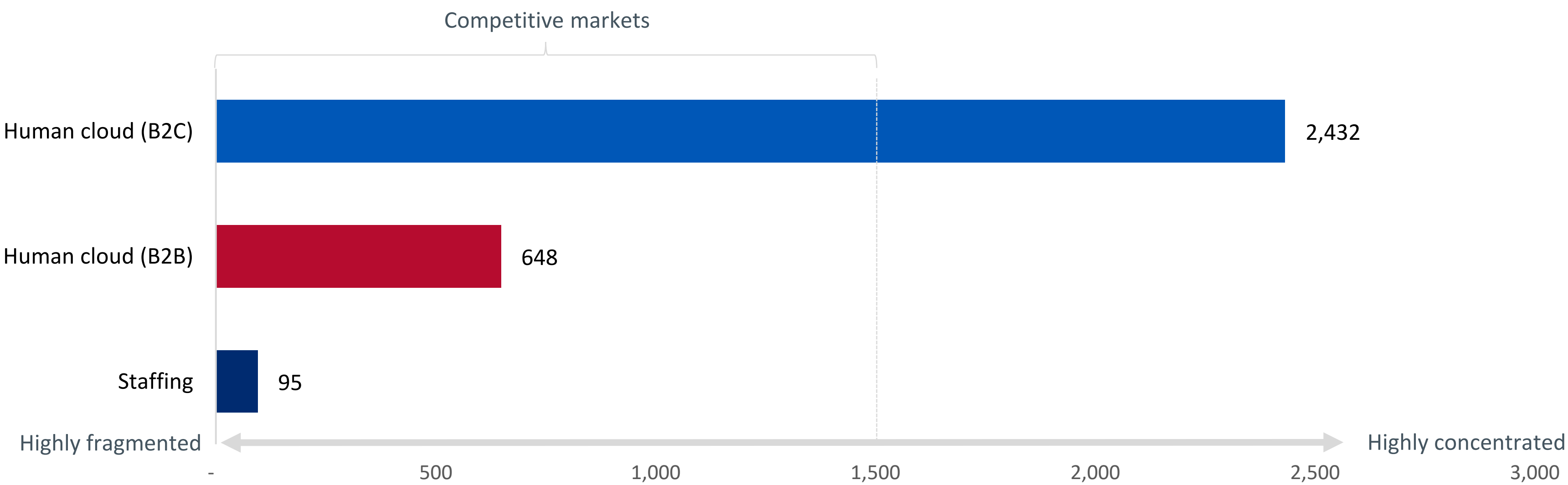


Source: SIA

Human cloud is not nearly as fragmented as staffing

- As illustrated on the previous page, the human cloud is dominated by US and China-based ridesharing giants, Uber, Didi Chuxing, Meituan Dianping and Lyft. Remarkably, these four platforms account for nearly 79% of the global human cloud.
- The B2B segment of the human cloud is far less consolidated, however. The five largest B2B platforms, led by Upwork in 2019, accounted for 42% of the segment. The remainder is represented by an extending tail of firms competing across geographic and occupational niches. Yet, the B2B human cloud is nowhere near as fragmented as the staffing industry, where the five largest firms account for less than 20% of its market.
- The chart below compares the two human cloud segments and staffing using the Herfindahl-Hirschman Index (HHI), a widely accepted measure of market concentration. The calculation is simply the sum of the square market shares for each firm of a market. Here we limit the calculation to the 20 largest companies for each market. An HHI of less than 1,500 is considered a competitive marketplace, an HHI of 1,500 to 2,500 moderately concentrated, and an HHI of 2,500 or greater to be highly concentrated. Note human cloud data is based on 2019 SIA estimates and staffing is based on 2018 SIA estimates (SIA's Largest Global Staffing Firms 2020 Update will be published later this year).

HHI market concentration



Source: SIA

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Human cloud revenue segmented by type and geography

- Below is a table with our estimate of global gross revenue for all work facilitated by human cloud platforms in 2019, segmented by geographic regions and business-to-business (B2B) versus business-to-consumer (B2C) transactions.
- We define gross revenue as the money paid to workers plus the fee for facilitating the transaction in whatever form the fee takes (mark-up, SaaS licensing fee, deduction from pay, payment for credits, etc.). In cases where a purchase of some physical product is part of the transaction (the case for many online work services companies specializing in on-demand delivery, for example), we have excluded the cost of such products from our market estimates[1].
- The Americas accounted for nearly two-thirds (63%) of B2B human cloud spend in 2019, followed by EMEA (21%) and APAC (15%).
- B2C gross revenue made up more nearly 95% of total human cloud spend, with a substantial portion generated by global ride sharing leaders, Uber and Didi Chuxing. Overall, we estimate gross revenue from the human cloud was worth in excess of $178 billion in 2019.

Human cloud gross spend by segment and region, 2019 ($billion)

	Americas	US	**EMEA**	Europe	**APAC**	**Global**
B2B	6.0	5.5	2.1	1.9	1.2	**9.4**
B2C	73.3	56.8	18.5	14.9	77.3	**169.1**
Total	**79.4**	62.3	**20.6**	16.8	**78.5**	**178.4**

Human cloud shares by segment and region, 2019

	Americas	US	**EMEA**	Europe	**APAC**
B2B	63%	58%	21%	19%	15%
B2C	43%	34%	11%	9%	46%
Total	**44%**	35%	**12%**	9%	**44%**

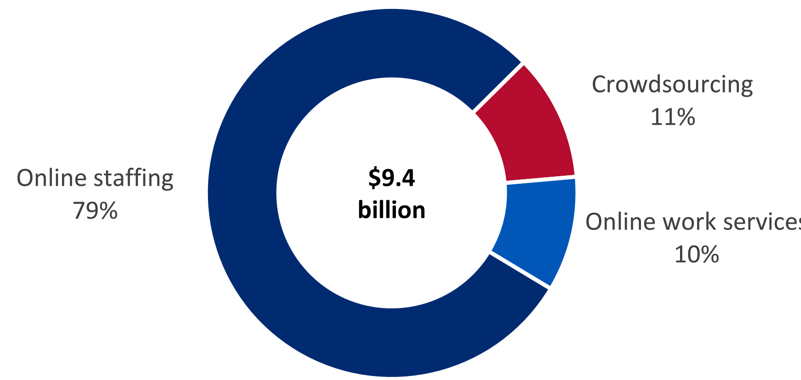
Source: SIA

1. As an example, one can purchase groceries through or take away from, Instacart which would then be delivered by its network of on-demand, independent couriers. In deriving our market size estimate, we exclude the cost of groceries, only including the fee paid to the courier, as well as, the firm’s mark-up on the transaction.

Work arrangements in the B2B human cloud are natively remote

- The chart to the right illustrates B2B human cloud gross spend by subsegment in 2019. Representing 79% of the B2B human cloud, online staffing is not only the largest B2B human cloud subsegment by a wide margin, it is also the fastest growing (+19% y/y), based on SIA estimates.
- All three B2B human cloud subsegments skew toward remote-based work (at a location of the worker's choosing). Based on our human cloud survey, conversations with platform executives and publicly available information, we estimate the proportion of work completed via the B2B human cloud remotely was approximately 80% in 2019. We have observed this estimate steadily rise since tracking it in recent years. In stark contrast, nearly the entirety of work within the B2C category is completed onsite (at a location specified by the client).
- The natural connection B2B human cloud platforms have in facilitating remote work arrangements is one of the central themes accelerating demand in 2020. We provide more details on this and an expanding list of growth drivers later in the report.

B2B human cloud gross spend by business model, 2019[1]



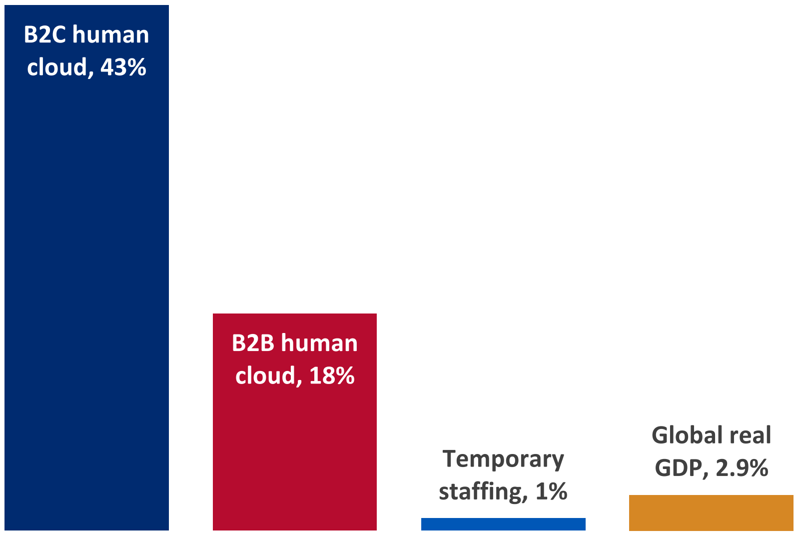
[1]SIA now includes Fiverr in its online staffing estimates, compared to prior years where it was categorized as crowdsourcing. Although Fiverr's model does not fit neatly within either category, we believe this is appropriate as the model has evolved and spend per buyer has expanded well beyond micro-tasks.

Source: SIA

The growth dichotomy of human cloud and staffing

- Global B2C human cloud spend expanded 43% y/y in 2019, which represents a 2-point deceleration. Growth rates at this level at this large a scale are particularly impressive. The group was heavily influenced by the largest digital platforms, such as Uber (+31% y/y), Didi Chuxing (+32% y/y estimated) and Lyft (+68% y/y). Uber alone represented approximately 38% of the global B2C human cloud, though its share decreased from 41% in 2018. This year, of course, will be a very different story. Consensus estimates for 2020 revenue growth of Uber and Lyft are -9% and -31%, respectively.
- Global B2B human cloud spend growth was also robust, increasing 18% y/y in 2019, decelerating from 22% growth in 2018. Encouraging for the segment, double-digit annual growth was widespread across a large swath of platforms.
- Although the B2B human cloud is only roughly 2% the scale of the $441 billion temporary staffing industry, it continues to grow at a much faster rate and thus, gain share of the global gig economy in the process.

Global growth: human cloud segments, temporary staffing and global real GDP, 2019



Source: SIA and International Monetary Fund (IMF)

Evolving analysis of a rapidly developing market

- The Talent Acquisition Technology ecosystem is evolving at a feverish pace. As a result, SIA continuously deliberates internally about updates to our terminology, definitions and how we can best present data to be intuitive, insightful and forward-thinking. The human cloud, or digital talent platforms, are certainly no exception as they experience rapid innovation and convergences of business models.
- For the purposes of our human cloud estimates in this report we do not presently include Just-in-Time Staffing (JITS) firms as we categorize this group as a subsegment of staffing, rather than online staffing. This is due to several commonalities between JITS and staffing, particularly as it relates to workers generally treated as employees of the JITS firm and held to be directly (or indirectly where an umbrella firm is used) responsible for paying taxes and social charges. This subsegment of staffing includes well-known platforms, such as Bluecrew (IAC), Adia (Adecco), Wonolo, Coople, Rota, Syft (Recruit Holdings) and JobandTalent. By far the largest JITS platform is JobStack. JobStack has served as an important competitive differentiator for TrueBlue. Specifically, it has elevated retention rates and heavy platform users have served as a source of outsized revenue growth within its segment. As shown in the table below, JobStack has gained considerable momentum since its release just a few years ago. JobStack recently released a digital onboarding capability which will remove yet another source of friction for candidates, particularly against the backdrop of the health crisis.
- For the same reasons as highlighted above, travel nurse staffing platforms such as Trusted Health, NurseFly (IAC) and Nomad Health are not included in our human cloud estimates. SIA is currently reviewing these and other considerations in how we categorize these important and rapidly evolving segments and will cover JITS firms in greater detail in other reports..
- Had we included the categories mentioned above, it would have added more than $1 billion to our global estimate. On the following page we highlight the 20 largest B2B human cloud platforms by 2019 gross revenue. JobStack, with $708 million in 2019 spend would have ranked as the second largest platform. Spain-based JobandTalent would have also qualified in the back half of top 20.

JobStack client user and digital fill rate trends

	2017	2018	2019	2Q20
Client users	1,600	13,100	21,300	24,300
Digital fill rate	22%	41%	46%	53%

Source: TrueBlue and SIA

JobStack digital strategy

- PeopleReady's new digital onboarding functionality shows favorable results:
  - Recently deployed in 50 states
  - Applicant time cut in half
  - Application completion rate 20 percentage points higher

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Largest human cloud platforms – business focused (B2B)

- The 20 largest B2B human cloud firms combined for $6.4 billion in 2019 gross spend, representing 68% share of the market.
- Human cloud firms varied in degree of financial transparency, and even when forthcoming with information, in some cases data provided was adjusted for greater accuracy and consistency. Therefore, for all private firms on this list, gross spend is estimated by SIA.

Rank	Company	Gross spend ($million)	Market share	HQ (country)	Primary business model	Primary work location	Founded	Occupations
1	**Upwork**	2,087	22%	USA	Online Staffing	Remote	1999	Multi-category freelancers
2	**MBO Partners**	699	7%	USA	Online Staffing	Mix	1986	Professionals
3	**Fiverr**[2]	401	4%	Israel	Online Staffing	Remote	2010	Logos/designers
4	**Gerson Lehrman Group**[1]	400	4%	USA	Online Staffing	Remote	1998	Expert network
5	**Axiom**[1]	320	3%	USA	Online Services	Mix	2000	Legal Services
6	**Freelance.com**[2]	265	3%	France	Online Staffing	Remote	1996	IT/consulting
7	**WorkMarket**	265	3%	USA	Online Staffing	Onsite	2010	IT/marketing
8	**Envato Studio**[2]	240	3%	Australia	Online Staffing	Remote	2008	Design/creative
9	**Field Nation**	235	3%	USA	Online Staffing	Onsite	2008	IT technicians
10	**Toptal**	234	2%	USA	Online Staffing	Remote	2010	Programmers/developers
11	**LiveOps**	190	2%	USA	Online Services	Remote	2000	Call Center
12	**TalentNet**[2]	155	2%	Canada	Online Staffing	Onsite	2013	Various
13	**Appen**[1]	150	2%	Australia	Crowdsourcing	Remote	1996	Data collection/transcription
14	**Freelancer**[1,2]	126	1%	Australia	Online Staffing	Remote	2009	Design/developer/marketing
15	**Zhubajie**[2]	110	1%	China	Online Staffing	Remote	2006	Various
16	**Applause**	110	1%	USA	Crowdsourcing	Remote	2007	Software/hardware testing
17	**FieldAgent**	110	1%	USA	Crowdsourcing	Onsite	2010	Data collectors
18	**RigUp**[1]	90	1%	USA	Online Staffing	Onsite	2014	Energy contractors
19	**99designs**	88	1%	Australia	Crowdsourcing	Remote	2008	Creative/design
20	**Elevate Direct**[2]	82	1%	UK	Online Staffing	Onsite	2010	Contractors
	Total:	**6,358**	**68%**					

1. Excludes non-human cloud revenue; 2. Revenue converted to USD at the average daily exchange rate from 1/1/2019 – 12/31/2019; Spend figures represent SIA's best estimation based on available information at the time of publication. The accuracy of estimates may vary depending on multiple factors, including firms' willingness to provide or confirm information about their operations.

Largest human cloud platforms – consumer focused (B2C)

- The 20 largest B2C human cloud firms combined for $164.7 billion in 2019 gross spend, representing 97% share of the market.
- Human cloud firms varied in degree of financial transparency, and even when forthcoming with information, in some cases data provided was adjusted for greater accuracy and consistency. Therefore, for all private firms on this list, gross spend is estimated by SIA.

Rank	Company	Gross spend ($million)	Market share	HQ (country)	Primary business model	Primary work location	Founded	Primary occupation
1	**Uber**	65,001	38%	USA	Online Work Services	Onsite	2009	Rideshare
2	**Didi Chuxing[1]**	48,000	28%	China	Online Work Services	Onsite	2012	Rideshare
3	**Meituan Dianping[1,2]**	13,940	8%	China	Online Work Services	Onsite	2010	Delivery
4	**Lyft**	13,500	8%	USA	Online Work Services	Onsite	2012	Rideshare
5	**Ele.me (Alibaba)[1,2]**	3,730	2%	China	Online Work Services	Onsite	2008	Food delivery
6	**FREE NOW[1]**	2,700	2%	Germany	Online Work Services	Onsite	2019	Rideshare
7	**DoorDash[2]**	2,333	1%	USA	Online Work Services	Onsite	2013	Delivery
7	**Grab[1]**	2,300	1%	Singapore	Online Work Services	Onsite	2012	Rideshare
9	**Shouqi Yueche[1]**	2,100	1%	China	Online Work Services	Onsite	2015	Rideshare
10	**Delivery Hero[1,2]**	2,093	1%	Germany	Online Work Services	Onsite	2011	Food delivery
11	**Just Eat Takeaway[1,2,3]**	1,819	1%	Netherlands	Online Work Services	Onsite	2000	Food delivery
12	**Instacart[2]**	1,341	1%	USA	Online Work Services	Onsite	2012	Delivery
13	**Gojek[1,2]**	1,150	1%	Indonesia	Online Work Services	Onsite	2009	Food delivery
14	**Gett[1]**	1,000	1%	Israel	Online Work Services	Onsite	2010	Rideshare
15	**Cabify[1]**	708	<1%	Spain	Online Work Services	Onsite	2011	Rideshare
16	**Deliveroo[1,2]**	672	<1%	UK	Online Work Services	Onsite	2013	Delivery
17	**Postmates[2]**	644	<1%	USA	Online Work Services	Onsite	2011	Delivery
18	**BlaBlaCar[1]**	600	<1%	France	Online Work Services	Onsite	2006	Rideshare
19	**Bolt[1]**	550	<1%	Estonia	Online Work Services	Onsite	2013	Rideshare
20	**Via**	550	<1%	USA	Online Work Services	Onsite	2013	Rideshare
	Total:	**164,730**	**97%**					

1. Revenue converted to USD at the average daily exchange rate from 1/1/2019 – 12/31/2019; 2. excludes non-human cloud revenue; 3. Just Eat was acquired by Takeaway.com in February 2020; gross spend represents combined results. Spend figures above represent SIA's best estimation based on available information at the time of publication. The accuracy of estimates may vary depending on multiple factors, including firms' willingness to provide or confirm information about their operations.

Section 6: Occupational Categories

Level of marketplace focus can bring varying benefits

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- As more platforms enter the market, seemingly every conceivable niche is finding its way to the human cloud, from online mental health therapists (e.g. Betterhelp, owned by Teledoc) to portrait artists (e.g. ArtCorgi) to mechanics (e.g. Your Mechanic). While these are some examples on the B2C side, we see the same happening in the B2B human cloud. Specialized marketplaces differ in many ways from horizontal marketplaces, such as Upwork, Fiverr, and Freelancer.com, which serve hundreds of categories across multiple verticals.
- Competitively, horizontal and vertical marketplaces each hold distinct advantages. We highlight some of these in the tables to the right. These are only some general characteristics and there are certainly exceptions. For example, some horizontal marketplaces have invested deeply into specific categories to realize the benefits of a specialized marketplace. We also see some platforms start out as a specialized marketplace and later expand into many categories. Toptal is an example of a large specialized platform today, primarily focused on IT, design and finance that has publicly indicated longer-term plans to expand into dozens of additional categories.
- One trend helping to build out categories are the entrance and formation of agencies on the marketplace. Agency work on platforms typically involve projects that are more complex in nature than a single freelancer can handle. We see both existing agencies joining platforms and new agencies forming directly among independent workers on the platforms, which is particularly exciting. Examples of platforms with agency tools include Fiverr Studios, Upwork Agency Plus and MBO Communities. The expansion of agencies in the human cloud positions the segment to handle increasingly complex projects and will play an important role in the push up-market.

Advantages of horizontal marketplaces

- Larger addressable markets
- Diversification expands client base and reduces exposure to macroeconomic risk factors and evolving user behaviors
- Agility/flexibility to rapidly adapt catalog to shifting market trends
- Access to diverse operational data sets for strategic decision-making

Advantages of specialized marketplaces

- Can foster community and loyalty within a platform
- May elevate credibility within area of focus
- Ability to customize offerings and messaging to specific target market
- Typically easier for platforms to establish network effects by focusing on a niche

The many specializations of the B2B human cloud

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Examples of talent platforms generating a significant portion of business from the following categories

Finance & Accounting

Company	Primary business model	Website
Graphite	Online staffing	graphite.com
MBO Partners	Online staffing	mbopartners.com
Outsized	Online staffing	outsized.com
Paro	Online staffing	paro.io
Toptal	Online staffing	toptal.com

Legal services

Company	Primary business model	Website
Ambar	Online work services	ambarpartners.com
Axiom	Online work services	axiomlaw.com
LegalHero	Online staffing	legalhero.com
mPlace	Online staffing	mplace.io
UpCounsel	Online staffing	upcounsel.com

Science & BioPharma

Company	Primary business model	Website
Bevov	Online staffing	bevov.com
Innocentive	Crowdsourcing	innocentive.com
Kolabtree	Online staffing	kolabtree.com
PreSans	Crowdsourcing	presans.com

Expert Networks

Company	Primary business model	Website
AlphaSights	Online staffing	alphasights.com
Avvnue	Online staffing	avvnue.com
CleverX	Online staffing	cleverx.com
GLG	Online staffing	glg.it
Guidepoint	Online staffing	guidepoint.com
ProSapient	Online staffing	prosapient.com
Techspert	Online staffing	techspert.io
Third Bridge	Online staffing	thirdbridge.com

Business consulting

Company	Primary business model	Website
AdvisoryCloud	Online staffing	advisorycloud.com
Business Talent Group	Online staffing	businesstalentgroup.com
Catalant	Online staffing	gocatalant.com
COMATCH	Online staffing	comatch.com
Outsized	Online staffing	outsized.com
Riverflex	Online staffing	riverflex.com
Talentdesk24-7	Online staffing	talentdesk247.com

Recruiters & HR professionals

Company	Primary business model	Website
Beacon	Online staffing	beacontalent.io
NetOne Recruiter	Online staffing	netonerecruiter.com
One Circle	Online staffing	onecirclehr.com

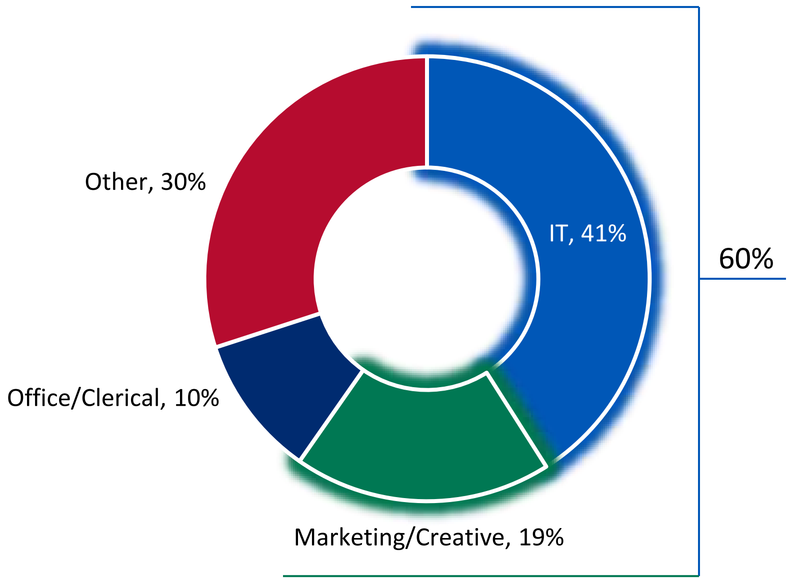
Health IT

Company	Primary business model	Website
Healthq	Online staffing	healthitq.com

IT and Marketing/Creative factor prominently in B2B human cloud

- SIA conducted a survey of 13 B2B human cloud platforms, representing approximately $2.5 billion of 2019 spend, or about 27% of the market. As shown in the chart to the upper right, IT (41%) and marketing/creative (19%) work categories figure highly prominently in the B2B human cloud. Combined these two areas represented more than 60% of the global market.
- The results are consistent with The Online Labour Index (OLI) from the Oxford Internet Institute, which saw 43% of online freelance labor derived from its software development category and another 21% from creative/multimedia over the last four weeks exiting 2019. The OLI measures the supply and demand of online freelance labor by tracking the number of projects and tasks across five large platforms. SIA has integrated the [Online Labour Index] interactive tools within the research section of its website.
- Interestingly, much like the staffing industry, the OLI exhibits the human cloud is seasonally cyclical. Decreased activity is evident in December, and to a lesser degree, during the summer months.

Human cloud (B2B) gross spend by occupation, 2019

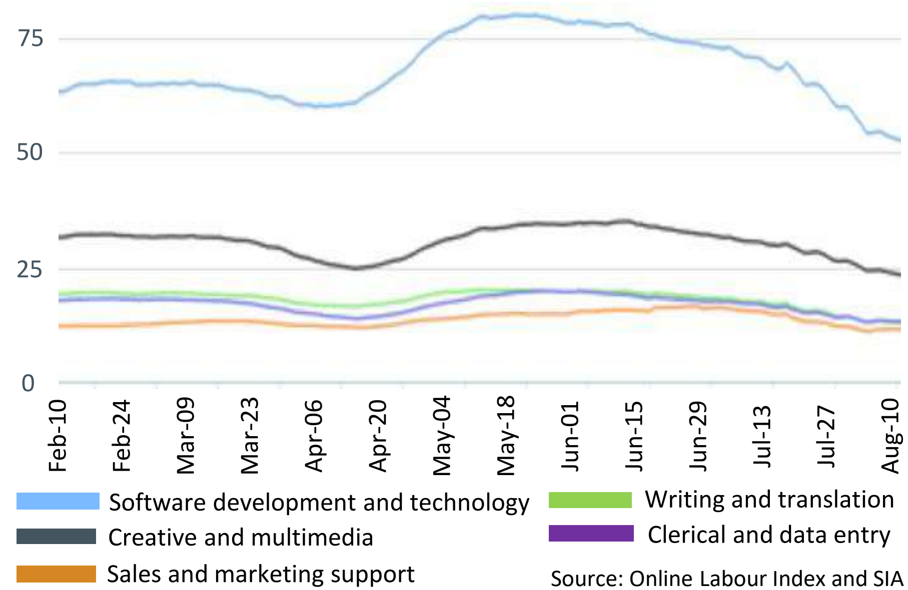


Source: SIA

Human cloud occupations and the pandemic

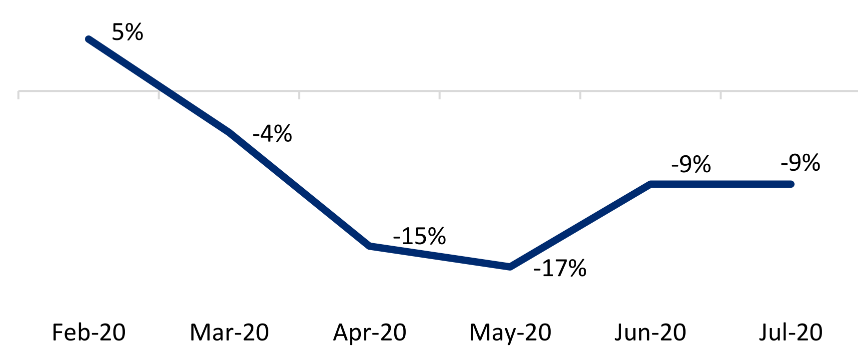
- We can glean human cloud occupational trends in response to the health crisis when analyzing OLI data. The initial impact from the pandemic in March was clearly not universal across occupations. Most categories experienced a significant adverse impact as firms drastically reduced spending on projects deemed non-essential (e.g. creative/multimedia and sales/marketing). However, IT demonstrated relative resilience as organizations required tech support to maintain business continuity and enable remote work.
- While most occupations witnessed a bounce in demand in late April and May following the initial shock, demand for IT was not only resilient, but reached all-time highs. However, this was short-lived as each category has now retraced to new pandemic-low levels of activity. We do not necessarily view this as a fleeting pandemic-induced "sugar high" for the human cloud, but rather reflective of a combination of factors including the passing of the initial wave of business continuity crises and deteriorating economic conditions, particularly in the US, UK and other parts of Europe. We provide more in-depth geographical analysis in the following section.
- To the bottom right, we contrast human cloud activity with SIA's US Pulse Survey data for US total temporary staffing. The comparison illustrates a heavier impact from the pandemic in staffing during the months of April and May, yet greater stabilization in recent activity in July. Revenue growth performance in our Pulse Survey typically exceeds that of the broader staffing market due to selection bias, however it has proven highly effective at identifying directional trends in the market.

Online Labour Index trends (projects and tasks) by occupation



Source: Online Labour Index and SIA

US total temporary staffing aggregate y/y revenue growth



Source: SIA US Staffing Pulse Survey reports

STAFFING INDUSTRY ANALYSTS

Occupations: Pockets of strength

- Freelancer.com publishes a quarterly report of its fastest growing skill areas. In its most recent report (2Q20) illustrated in the table to right, math and statistical modeling, e-commerce and game design/development, perhaps intuitively, emerged as beneficiaries of the lockdown environment.
- Work around building out e-commerce capabilities has been a consistent theme in our conversations with executives from some of the largest human cloud platforms. Other pockets of strength we picked up on include mobile application development, digital advertising, data entry and customer service. Fiverr indicated on its recent 2Q20 earnings conference call that it observed triple-digit y/y growth rates in its Programming & Tech category. Among high-skilled business jobs, Business Talent Group recently noted double-digit growth for executive management and human resources talent in its *2020 High-End Independent Talent Report*.
- Clearly, not all occupational areas have benefitted from lockdowns, however. Perhaps the most visible examples are local services. Freelancer.com saw its Local Jobs category sink 36% Q/Q in the second quarter. Examples of platforms with significant exposure to this temporary headwind include: Field Nation, FieldAgent and Gigwalk.

Freelancer.com fastest growing jobs 2Q20

Rank	Job	1Q20	2Q20	Q/Q increase
1	Mathematics/Matlab/Mathematica Algorithm	8,269	16,501	100%
2	API	1,139	2,176	91%
3	XML	1,226	2,328	90%
4	Project Management	1,810	3,370	86%
5	Engineering (Mechanical/Electrical/Civil)	12,442	22,481	81%
6	Adobe Flash	1,168	2,058	76%
7	Statistics, Statistical Analysis	4,241	7,397	74%
8	Legal, Legal Research	2,887	4,852	68%
9	Game Design	1,549	2,602	68%
10	Game Development	2,365	3,878	64%

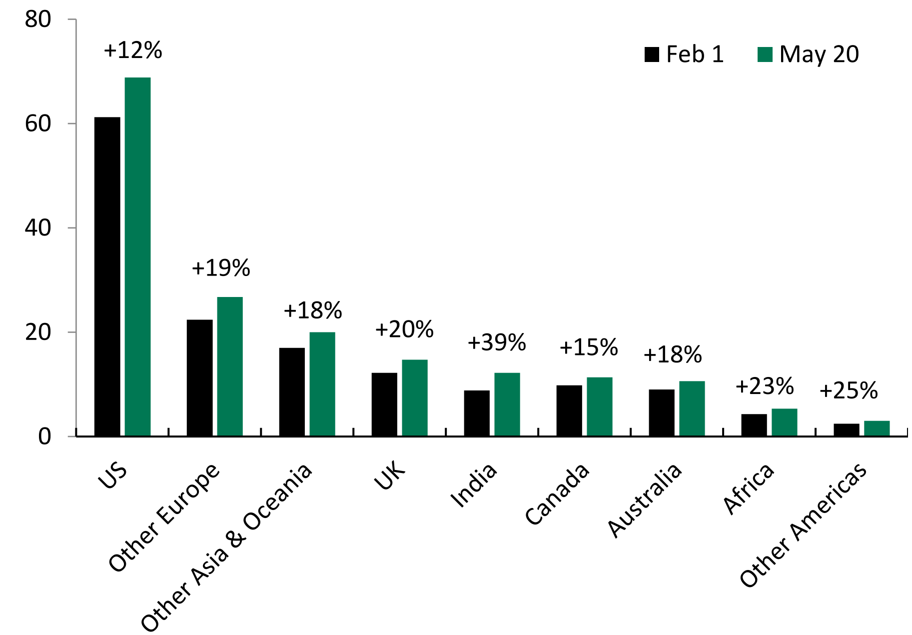
Source: Freelancer.com Fast 50 Report and SIA

Section 7: Geographies

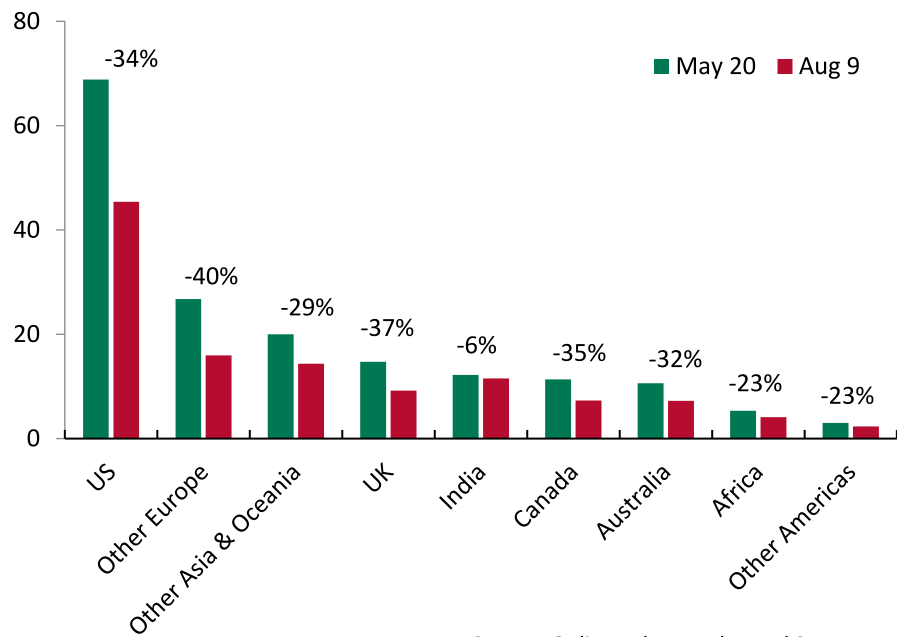
Human cloud geographies and the pandemic

- As indicated in the previous section, activity captured by Oxford's Online Labour Index observed a powerful bounce of activity in April and May following a brief adverse effect resulting from the global spread of COVID-19. We attribute the surge in activity to increased awareness of talent platforms as organizations scrambled to maintain business continuity in the face of global lockdowns. The chart to the bottom left illustrates the gains observed from pre-pandemic levels (February 1, 2020) to the highest levels since the health crisis, which peaked around May 20, 2020. Note, dates shown reflect a 4-week rolling average. All regions experienced double-digit growth during this period with outsized growth outside the US, the largest human cloud market by a wide margin. However, as shown in the chart to the bottom right, the April/May surge was short-lived and retraced quickly and sharply *below* pre-Covid levels. We believe the retrenchment reflects a combination of factors including the passing of the initial wave of business continuity crises and deteriorating economic conditions.
- India notably outperformed over both periods, reflecting lockdowns where workers lacked infrastructure to transition to remote work. Talent platforms are proving vital not only to India-based firms, but other similarly affected regions, such as Bangladesh and Philippines.

Pre-pandemic levels (Feb 1, 2020) compared to pandemic peak (May 20, 2020); percentage change in platform activity by region*



Pandemic peak (May 20, 2020) compared to current (August 9, 2020); percentage change in platform activity by region*

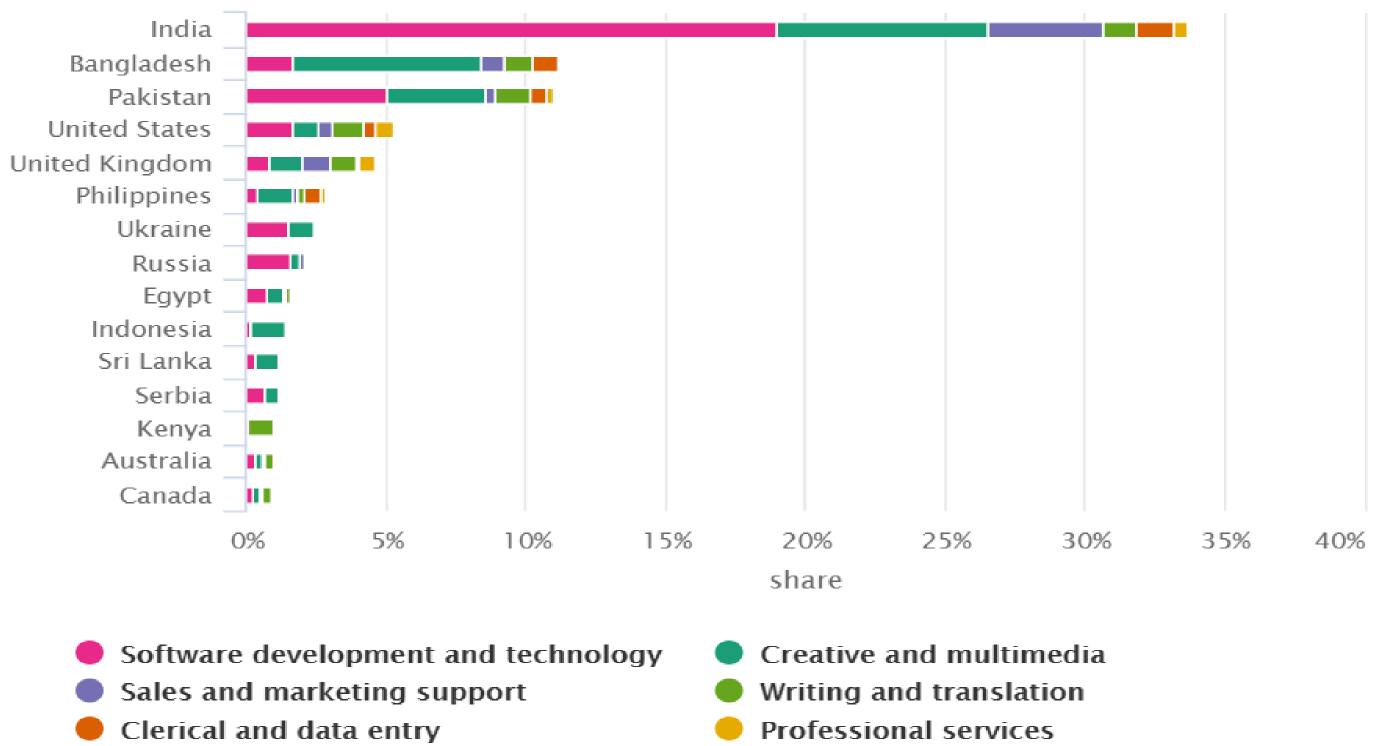


Source: Online Labour Index and SIA

Buyers to the west; sellers to the east

- Human cloud work is mostly commissioned in the US. As shown earlier in the report, we estimate 35% of total human cloud gross spend was generated in the US in 2019. This skews much more heavily to the US in the B2B segment, where we estimate it was the source of 58% of gross spend. As shown on the previous page, recent OLI data suggests other regions are gaining share in 2020. Yet, just four other countries currently hold market shares greater than 5%. These include India, UK, Canada, and Australia.
- The work, however, is predominantly conducted in APAC. Nearly 70% of work is conducted in Asia, half of which stems from India, based on OLI data displayed in the chart below.

Country which work is completed as of August 13, 2020 (4-week rolling average)



Source: Online Labour Index

Section 8: Drivers of Convergence with Staffing and Recent M&A

STAFFING INDUSTRY ANALYSTS

Staffing giants dwarf digital platforms, but track on opposing trajectories

- The table to the bottom left shows 2019 performance for gross spend, take rate (calculated as net revenue divided by gross spend), and gross margin for three of the largest publicly traded B2B human cloud firms. In terms of GSV, the scale of Upwork (the largest B2B human cloud platform) relative to its peers stands out, as do the impressive growth rates of Fiverr and Upwork. Freelancer.com's gross spend growth shown below is impacted by currency headwinds. On a local currency basis (A$), gross revenue grew 6.7% y/y.
- The variability across human cloud take rates is influenced by average project sizes (e.g. smaller projects generally yield higher take rates). We also note overall take rates can also be affected by services mix outside the marketplace. For example, in Upwork's most recent quarter (2Q20) overall take rate was 15%, while its marketplace take rate was 13.7%. Fiverr similarly saw an uptick in its 2Q20 take rate due to a bigger mix of services such as Fiverr Learn (on-demand courses), And Co (tools for freelancers) and ClearVoice (content marketing).
- Juxtaposed with human cloud platforms to the lower right are the three largest publicly traded global staffing suppliers. The contrast in scale these firms hold relative to the B2B human cloud is difficult to ignore. Adecco and Randstad were individually more than 2.5x the size of the entire B2B human cloud market in 2019. However, the same comparison was 3.6x in 2018, reflecting how quickly the gap is narrowing. All three of the staffing giants declined in revenue organically in 2019. Current trends suggest this convergence will accelerate significantly in 2020 due to the varying effects of the pandemic.

Key metrics for select publicly traded B2B human cloud firms, 2019

Human Cloud	Upwork	Fiverr	Freelancer.com
GSV ($ millions)[1,2]	**2,087**	**401**	**126**
% chg y/y	19%	37%	-1%
Take rate*	**14.5%**	**26.7%**	**27.8%**
chg y/y	0.1%	1.0%	1.4%
Gross margin^	**70.8%**	**79.2%**	**83.7%**
chg y/y	3.0%	-0.1%	-1.8%

[1] Fiverr applies the term "GMV" for Gross Merchandise Value; Freelancer.com uses "GPV" for Gross Payment Value.
[2] Freelancer.com GPV excludes Escrow.com and is converted to USD at the 2019 average rate of .6956 AUD/USD. On a local currency basis (A$), GPV grew 6.7% y/y.

Key metrics for largest global staffing firms, 2019

Staffing	Randstad	Adecco Group	ManpowerGroup
Revenue ($ millions)	**26,506**	**26,227**	**20,864**
% chg y/y	-2%	-3%	-5%
Gross margin^	**20.0%**	**19.2%**	**16.2%**
chg y/y	0.2%	0.6%	-0.1%

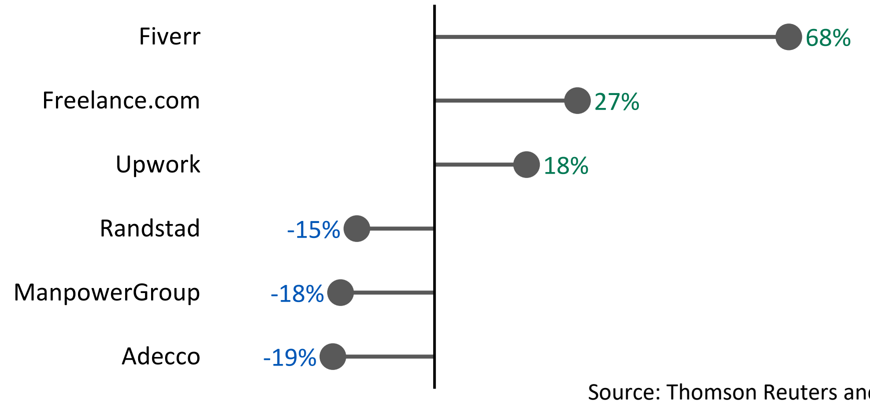
* Adecco and Randstad revenue converted to USD at the 2019 average EUR/USD rate of 1.119541
^ Note: human cloud firms report gross margin as a percentage of "net" revenue (not gross spend), while staffing firms report gross margin as a percentage of gross revenue.

Source: SIA and company reports

Valuations reflect diverging growth outlook

- The tables to the bottom right show recent enterprise value multiples on 2019 results and 2020 consensus estimates for both revenue and EBTIDA. We also include multiples for human cloud gross spend multiples.
- The faster rate of top line growth among human cloud companies, as shown in the chart to the upper right, is reflected in higher multiples, particularly in the case of Fiverr. Staffing leaders, which operate within a significantly more mature market are naturally more profit-driven.
- The impact of the pandemic in staffing is clearly visible in EV/EBITDA multiples which are forecasted to essentially double from 2019 levels.
- One consideration to note as it relates to the impact of the health crisis on operating costs is furloughs have been necessarily widespread within the staffing industry, yet quite limited for human cloud operators. This may ultimately better position human cloud firms at the onset of an economic recovery.

Consensus gross revenue growth estimates, 2020



Source: Thomson Reuters and SIA

Relative valuations of selected publicly traded human cloud and staffing providers

Human Cloud	EV/Gross Spend[2]		EV/Revenue[2]		EV/EBITDA[2]	
	2019	2020	2019	2020	2019	2020
Upwork (Nasdaq: UPWK)	0.8x	0.7x	5.6x	4.7x	225x	NM
Fiverr (NYSE: FVRR)	8.9x	5.3x	33.3x	19.9x	NM	549x
Freelance.com (ALFRE.PA)[1]	0.6x	0.4x	1.3x	1.1x	15.7x	NA
Freelancer.com (ASX: FLN)	0.4x	NA	4.9x	NA	NM	NA

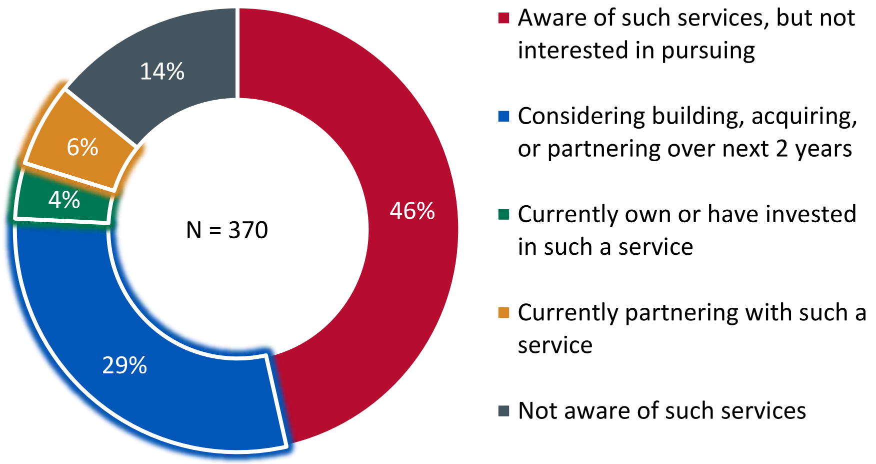
Staffing	EV/Revenue[2]		EV/EBITDA[2]	
	2019	2020	2019	2020
Adecco (SW: ADEN)[1]	0.4x	0.5x	7.9x	15.8x
Randstad (AMS: RAND)[1]	0.5x	0.5x	7.7x	13.5x
ManpowerGroup (NYSE: MAN)	0.2x	0.3x	5.3x	13.2x

[1] Consensus calendar year 2020 estimates per Thomson Reuters
[2] Enterprise value per Yahoo Finance as of August 17, 2020 Source: Thomson Reuters, Yahoo Finance and SIA

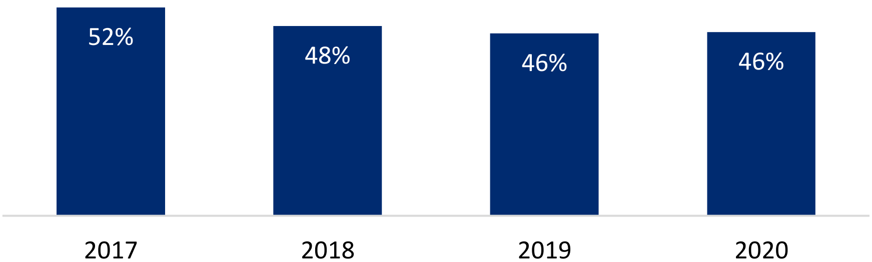
Staffing firm awareness of and involvement in human cloud services

- It comes as no surprise that most staffing firms, as shown in the chart to the right, are aware of the human cloud when considering the growth and valuation multiples the segment is generating.
- SIA's 2020 North America Staffing Company Survey of 442 staffing firms revealed insights into staffing firm awareness of human cloud and whether they are currently or planning to get involved.
- One in 10 staffing firms are either "currently partnering with such a service" (6%) or "currently own or have invested in such a service" (4%). While another 29% were "considering building, acquiring, or partnering over the next 2 years."
- Yet, nearly half (46%) said they were "aware of such services, but not interested in pursuing." As shown in the table to the bottom right, this figure has mostly trended roughly stable since our 2017 survey.
- Fourteen percent of staffing firms were not aware of human cloud services.

"How is your firm responding to the opportunity/competitive threat represented by human cloud services (such as online staffing, freelancer management systems, etc.)?"



Aware of such services, but not interested in pursuing

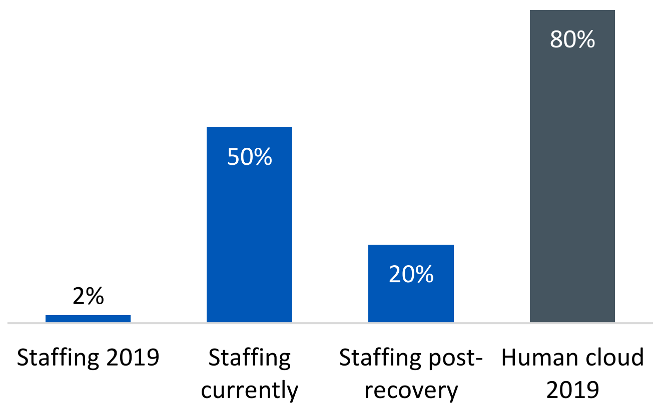


Source: North America Staffing Company Survey 2020

Pandemic accelerating convergence as it relates to where work is completed

- An unplanned source of convergence among staffing firms is the increase in staffing firm consultants working remotely due to the health crisis. SIA's upcoming North America Staffing Company Survey 2020 Initial Findings report will show this shift will not be fleeting. As shown in the chart to the right, prior to the pandemic, just 2% of temporary staffing consultants worked remotely in 2019. Today, this figure has ballooned to 50%.
- Importantly, staffing firms indicate things will not return to prior levels after the pandemic. Post-recovery, staffing firms predict 20% of their temporary workers will be working remotely, representing a 10x increase from 2019. Thus, one-in-five temporary staffing consultants will be sourced online, interviewed online, and assignment to work remotely. Of course, this will still fall considerably short of the four-in-five freelancers working remotely via the human cloud, but the magnitude of the gap will likely not revert to pre-pandemic levels.

About what share of your temps, if any, were or will be working at home/remotely?



Source: North America Staffing Company Survey 2020

STAFFING INDUSTRY ANALYSTS

Staffing is going digital

- Earlier we highlighted examples of how human cloud platforms are adding more staffing-like service layers. However, in the convergence of human cloud and staffing, the staffing side is also on the move by adding capabilities that closely resemble human cloud platforms. Staffing firms have several options in how to go about this, but one thing is clear, COVID-19 is serving as an accelerant for staffing firms to address their digital strategies.
- **Online Staffing Enabling Technology (OSET).** These licensing “out of the box” online and mobile app-based solutions are tailored for the staffing industry. OSET is most used by staffing firms for high volume, shift-based assignments, such as hospitality, retail, event marketing and warehousing. However, some OSET providers are now expanding their addressable markets by serving professional staffing segments.
- **Build.** Some staffing firms, typically those with larger balance sheets, build their own platforms. One example is KellyOCG Human Cloud, announced earlier this year. Kelly takes a unique approach by aggregating marketplaces and matching the most relevant with a client’s specific needs. Kelly has announced partnerships with Toptal, Freelancer.com, The Mom Project and Business Talent Group as part of this service.
- **Buy.** Staffing firms may decide to acquire or invest in platforms. We provide a more extensive list of recent transactions later in this section.

"The pandemic has been a tremendous catalyst for staffing firms to embrace mobile and on-demand staffing technology. Two key trends are happening. Firms are looking to create efficiencies, improve productivity through automation and engage talent with touchless mobile technology. Additionally, firms are seeking ways to provide more autonomy and transparency for clients through self-service on-demand staffing.”

- Ericka Hyson, President, WorkN

How staffing firms are pursuing human cloud technology

Staffing

Investing:
- Recruit Holdings (Steady)
- Kelly (Business Talent Group)
- Persol (Wonolo)

M&A:
- Adecco (Vettery)
- Impellam (Flexy)
- Recruit Holdings (Syft)

SaaS licensing:
- AllWork
- TempBuddy (Bullhorn)
- Inploi
- NextCrew
- Rota
- Shiftgig
- Sirenum
- Talent Alpha
- TalentTap (Weploy)
- WorkN

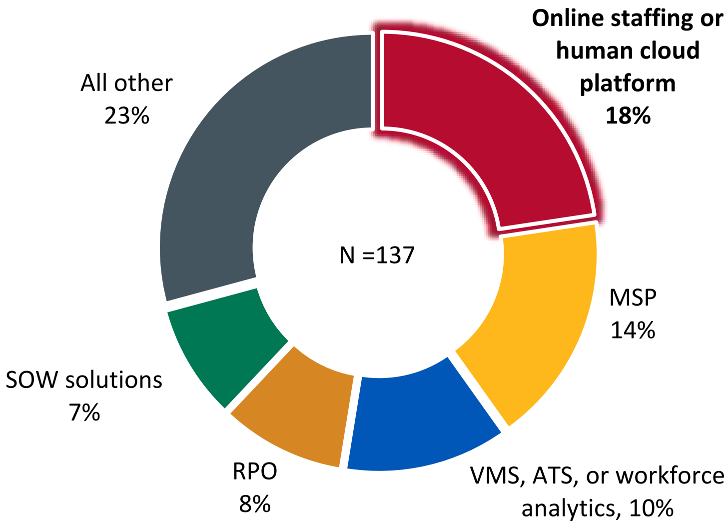
Developing internally:
- Adecco (Adia, Adecco & Moi)
- Kelly (KellyOCG Human Cloud)
- Robert Half (RH Direct)
- TrueBlue (JobStack)

Source: SIA

Convergence is just getting started

- To further emphasize staffing interest in human cloud, SIA recently conducted a survey to ascertain the acquisition preferences of 171 staffing firms. In addition to identifying staffing segments targeted, 137 firms also recognized acquisition priorities within other workforce solutions (non-staffing segments). As shown below, among this group 18% selected human cloud as its top acquisition preference, more than any other workforce solution segment.
- The table to the right displays staffing firms that indicated interest in acquiring a human cloud platform. Firms highlighted in bold identified human cloud as its top acquisition preference among workforce solutions. An appendix with contact information for each company can be found in our Companies Looking to Acquire Workforce Solutions Firms report.

Mix of survey respondents by workforce solution as first preference for acquisition target



Survey respondents noting human cloud as a workforce solution acquisition target

A Helping Hand Staffing Agency	**Host Healthcare**
A Plus Staffing Solutions	Insight Global
Accurate Personnel	**Integrity Locums**
Action Healthcare Staffing	**IntelyCare**
Adams Consulting Group/ACG	**LanceSoft**
Ark Temp Staffing	**LaSalle Network**
Atlas MedStaff	**LegalPartners Group**
Belflex Staffing Network	Lingo Staffing
Blake Rian Consulting	**Loyal Source**
Blue Horizon Tek Solutions	**Lucid Services Group**
BravoTECH	**Luttrell Staffing Group**
CareerStaff Unlimited	MAU Workforce Solutions
Catapult Solutions Group	**Medix**
Cella	**Morales Group**
CodeForce 360	Moten Tate
Collinwood Technology Partners	**Net2Source**
Compunnel Software Group	**OnPoint Healthcare Solutions**
Connect Search	PAS Workforce
CORE Solutions Education Services	ProLink Staffing Services
CoreMedical Group	S.i. Systems
Cross Country Healthcare	**Set and Service Resources (SASR)**
Cynet Systems	**Star Staffing**
Dedicated Nursing Associates (DNA)	**Technology Resource Services**
Elwood Staffing	**TERRA Staffing Group**
Employnet	TheraEx Staffing Services
eTeam	Trenkwalder Group
Ethos Medical Staffing	**Verum Technical**
ExMed	**vTech Solution**
HighView Healthcare Partners	

Source: SIA's Companies Looking to Acquire Workforce Solutions Firms

Human cloud convergence extends beyond staffing

- The staffing industry is not alone in pursuing human cloud platforms.

Consulting firms

- Digital talent marketplaces are becoming commonplace in the consulting industry, as shown in the table to the right. These talent pools connect independent workers (e.g. product managers, developers and designers) with direct access to consulting teams and projects seeking specialized skillsets. The benefits consulting firms are yielding are extensive, from new revenue opportunities, to cost savings, to increased agility. EY’s GigNow platform, for example, is instrumental to the firm’s ability to meet anticipated demand surges for talent during tax season. Interestingly, the proliferation of marketplaces for consulting jobs is not proving to be a lost opportunity for human cloud platforms serving this high-end market. To the contrary, human cloud platforms such as MBO, Toptal and Freelancer.com are very active in serving this segment.

Consulting firms with digital talent marketplaces

Consulting firm	Platform
Accenture	Contractor Exchange
Capgemini	Freelancer Gateway
Deloitte	MyGigs
Deloitte	Pixel
Ernst & Young	GigNow
KPMG	Assignment Connect
PwC	Talent Exchange
Wipro	Topcoder

Source: SIA

- We not only see the online staffing segment of human cloud in consulting, but also crowdsourcing. For example, Wipro acquired Topcoder, one of the largest global crowdsourcing platforms as part of its $500M acquisition of Appirio in 2016 and Deloitte leverages crowdsourcing with its service called Pixel, which helps connect enterprise clients to various crowdsourcing platforms it partners with.

Online job advertising

- Online job advertising providers are investing in platforms to provide short-term assignments to freelancers. Indeed, the subsidiary of Recruit Holdings, acquired UK-based JITS platform Syft. Syft specializes in part-time, flexible work in the hospitality, event and light industrial sectors. Also, as shown on the following page, En-Japan, which owns the JapanWork and VietnamWorks job boards, recently acquired Brocante, which operates the Freelance Start IT project site for freelance engineers in Japan. Google is also a name to watch as it invests in its Kormo Jobs application in APAC.

B2C human cloud

- In what came as somewhat of a surprise, Uber closed its Uber Works operations in June of this year. The JITS platform for independent contractor jobs such as waiters and security guards had expanded from Chicago to Miami and Dallas just months prior to the announcement. The move was among cost cutting measures brought on by the pandemic, including the layoffs of 3,000 employees.
- Others with a presence in B2B human cloud-related areas include Amazon (AWS IQ and Amazon Flex) and IAC (BlueCrew and NurseFly).

Human cloud related mergers & acquisitions

- Below we highlight human cloud related M&A activity over the past year. Note, SIA frequently updates its interactive Staffing and Workforce Solutions Mergers & Acquisitions database tool giving members convenient access to regularly updated M&A activity across the human cloud and workforce solutions ecosystem.

Quarter	Business / Consumer Focus	Acquirer	Target	Target HQ	Price
20Q3	B2C	Uber Technologies (NYSE: UBER)	Postmates	USA	$2.65B
20Q2	B2C	Just Eat Takeaway	Grubhub	USA	$7.3B
20Q2	B2B	Freelance.com (EPA: ALFRE)	INOP	France	ND
20Q1	B2B	WorkJam	Forge	USA	ND
20Q1	B2B	PullRequest	Moonlight	USA	ND
20Q1	B2C	IAC (NASDAQ: IAC)	Care.com	USA	$500M
20Q1	B2C	Zomato	Uber Eats India	USA	ND
20Q1	B2C	Uber Technologies (NYSE: UBER)	Careem	UAE	$3.1B
20Q1	B2B	IdeaScale	Betterific	USA	ND
19Q4	B2B	Degreed	Adepto	UK	ND
19Q4	B2C	Glovo	Pizza Portal	Poland	€30M, plus a €5M earn-out
19Q4	B2C	Uber Technologies (NYSE: UBER)	Cornershop	Mexico	ND
19Q3	B2B	IAC (NASDAQ: IAC)	NurseFly	USA	ND
19Q3	B2C	DoorDash	Caviar (a subsidiary of Square)	USA	$410M (cash + preferred stock)
19Q3	B2C	MLU B.V. (Yandex and Uber joint venture)	Vezet	Russia	$204M
19Q3	B2B	Impellam	Flexy	UK	£3M

Source: SIA

STAFFING INDUSTRY ANALYSTS

Human cloud-related investments

- Venture financing activity of human cloud companies has been robust over the past year. Below we highlight relevant transactions over the past year.

Quarter	Business / Consumer Focus	Funded company	HQ	Investor(s)	Details
20Q3	B2C	Gett	Israel and UK	ND	$100M raised
20Q3	B2B	The Mom Project	USA	Led by 7GC; Others: Citi Ventures, Synchrony, High Alpha and Silicon Valley Bank	$25M raised; Series B
20Q2	B2C	Dumpling	USA	Led by Forerunner Ventures; Others: Floodgate and Fuel Capital	$6.5M; Series A
20Q2	B2C	DoorDash	USA	Led by Durable Capital Partners, Fidelity Management and Research and T. Rowe Price	$400M; Series H
20Q2	B2C	Instacart	USA	Led by DST Global and General Catalyst	$225M, $13.7B valuation
20Q1	B2B	WorkN	USA	Led by Dan Campbell (founder of Hire Dynamics), Jeff Bowling (founder of The Delta Cos.), Jeffrey Harris (founder of ettain group), Greg Palmer (former CEO of Remedy Temp), Ericka Hyson (President of WorkN) and Vikas Verm	Series A; amount ND
20Q1	B2B	WorkGenius	Germany and USA	Led by Axel Sven Springer, John Jahr and Oliver Heine	$7.1M
20Q1	B2B	IntelyCare	USA	Led by Endeavour Vision	$45B; Series B
20Q1	B2B	Catalant	USA	Led by Goldfinch Partners	$35M; Series E
20Q1	B2C	Zomato	India	Antfin Singapore Holdings	$150M
19Q4	B2C	Glovo	Spain	Led by the sovereign wealth fund of Abu Dhabi	$167M
19Q4	B2B	Jobandtalent	Spain	Led by Seek	€70M
19Q4	B2B	Coople	UK	Led by One Peak Partners and the Growth Equity Business within the Goldman Sachs Merchant Banking Division	$32M; Series C
19Q4	B2B	RigUp	USA	Led by Andreessen Horowitz	$300M; Series D
19Q3	B2B	Paro	USA	Led by Mark Fernandes of Sierra Ventures	$10M; Series A
19Q3	B2B	Drum	USA	Led by American Express Ventures	$11M; Seed
19Q3	B2C	Postmates	USA	Led by GPI Capital	$225M
19Q3	B2B	Nomad Health	USA	Led by Icon Ventures	$34M; equity and debt
19Q3	B2B	Jobble	USA	Led by Vestigo Ventures, AXA Venture Partners, Guardian Strategic Partners, and Harlem Capital Partners	$11M

Source: SIA

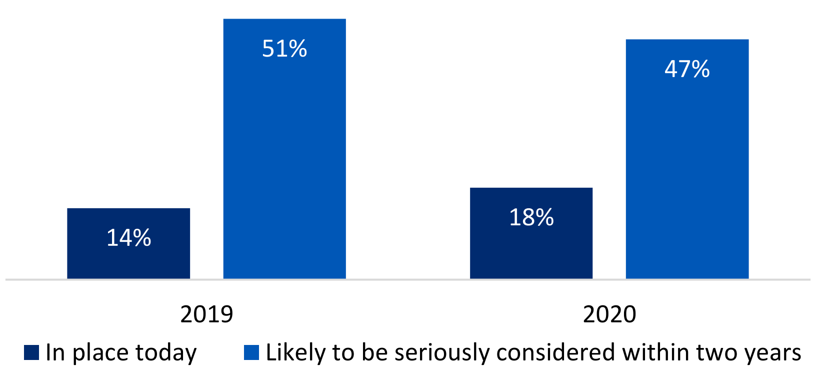
Section 9: Human Cloud in the Enterprise

Encouraging signs for enterprise penetration

STAFFING INDUSTRY ANALYSTS

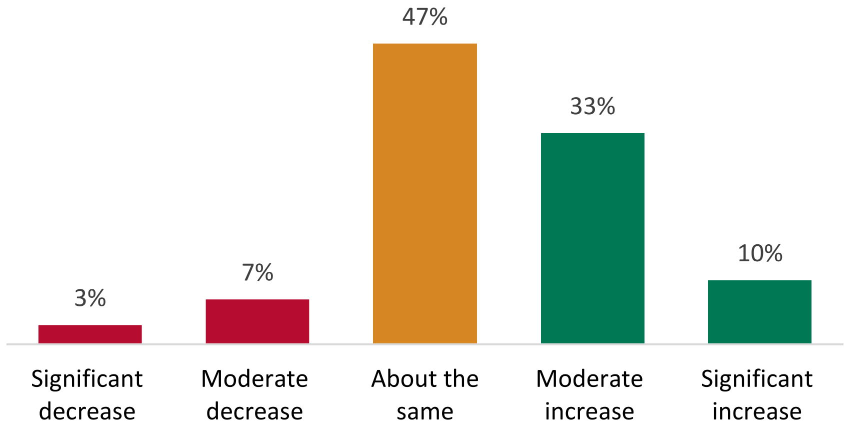
- The chart to the bottom left shows market penetration of online staffing platforms among a survey of large organizations (more than 1,000 FTEs) globally. Currently, nearly two-thirds (65%) of large firms either already use online staffing platforms or plan to at least seriously explore them within two years. Although this percentage is the same as in 2019, the share of enterprises that has online staffing in place today has expanded from 14% to 18% over the past year.
- One limitation of this data is that it only accounts for the presence of use in a program and does not account for the volume of use. Our research suggests that even at the most progressive, forward-thinking programs, the actual level of spend on workers sourced via human cloud vendors generally ranges in the $1 million to $15 million range, suggesting that although online staffing has been effectively “landing”, there is significant work to do in terms of “expanding” existing accounts. However, as shown in the chart to the bottom right, 43% of enterprises are planning to expand the share of their labor using freelancers via internal pools or online staffing platforms over the next 10 years, whereas only 10% plan to reduce workers via this channel.

Large companies with online staffing currently in place, or likely to be seriously explored within two years



n = 116 (2020)

How will the use of freelancers sourced via internal pool or online staffing platforms change as a share of your total labor force over the next 10 years?

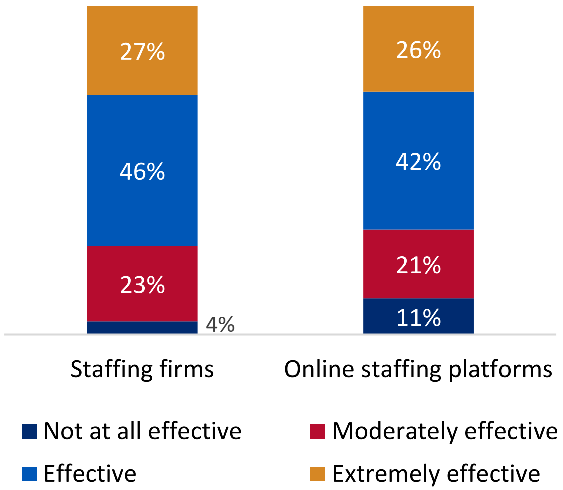


Source: SIA Workforce Solutions Buyer Survey 2020

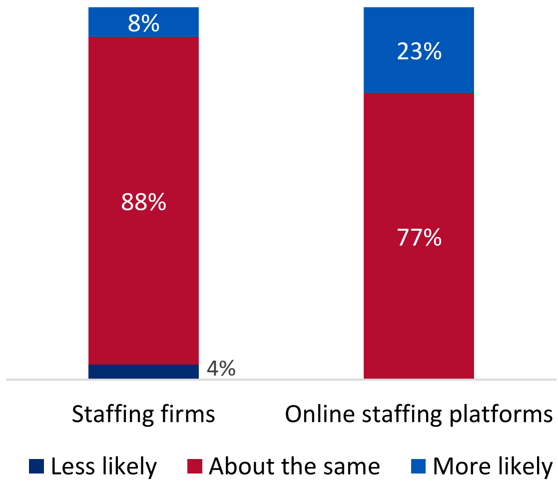
The pandemic, a catalyst for the enterprise opportunity

- SIA conducted a COVID-19 Workforce Manager Responses and Intentions Survey in May 2020. Workforce managers, primarily comprised of procurement (59%) and human resources (32%), participated from 92 enterprises with at least 1,000 employees. Below we have extracted evaluations and intentions of survey participants as it relates to staffing firms and online staffing platforms.
- Enterprise buyers were generally pleased with both supplier types as 73% of participants viewed staffing firms as either effective or extremely effective at implementing business continuity plans, compared to 68% for online staffing platforms. Yet, 11% suggested online staffing platforms were not effective at all, compared to just 4% for staffing firms. This may illustrate the maturity of the staffing industry, where management teams frequently have the experience of navigating through one or even two previous economic cycles.
- On the other hand, and quite encouraging for talent platforms, 23% of respondents indicated an increased likelihood of recommending online staffing than prior to the pandemic. No respondents were less likely to recommend online staffing. Being mindful that the timing of this survey was just 2-3 months into the pandemic, the significance of this change over such a short period of time is compelling. It is also important to note, staffing firms also came out ahead in the survey, with more respondents planning to recommend staffing firms (8%) than those that are less likely (4%). Staffing firms are also significantly more entrenched in the enterprise than online staffing platforms.

How effective at implementing Business Continuity Plans?



Are you more or less likely than before to recommend these providers?

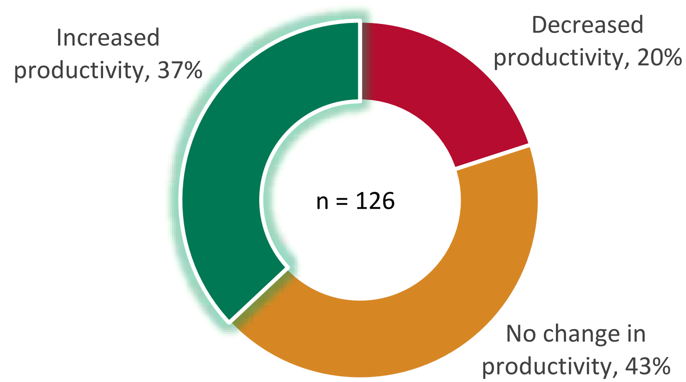


Source: SIA COVID-19: Workforce Manager Responses and Intentions Survey 2020

Enterprise growth impediments (1/2)

- Despite making some inroads into the enterprise, the B2B human cloud has remained heavily indexed to SMB, at least up until the pandemic. Extensive penetration into the enterprise segment has historically been inhibited by several factors, as outlined below. The key theme across most of these impediments, however, is they are diminishing or going away altogether.
- **Cultural barriers with contingent workforce program managers relating to remote work.** The global health crisis has taken a wrecking ball to past cultural barriers around remote work. Clearly, remote is not the universal answer for all job types, but the global remote work experiment resulting from the pandemic has unquestionably accelerated the transition to remote distributed teams in profound ways that would have been unfathomable just last year. Boosted by the proliferation of improved enterprise collaboration tools (e.g. Slack and Teams) and video conferencing tools (e.g. Zoom, Google Meet and RingCentral), numerous surveys in recent months indicate remote can be just as productive as onsite work, if not more in many settings. For example, as shown to the right, a recent survey conducted by The Conference Board shows that among organizations that already had 10% of its workforce working remotely prior to the pandemic, 80% of workers have indicated either no change in productivity or that productivity has increased since COVID-19.
- **Fear, uncertainty and doubt around worker classification and employer of record (EoR).** Many marketplaces, including FMS providers, have contended they are merely the technology platform between the workers and clients, leading to an independent contractor classification by default. Ambiguity around who should employ the worker, or even if the worker should be employed at all, can put off enterprise clients. This is perhaps not only a compliance item, but another cultural issue. With VMS, for example, there is little question of who the EoR is on workers requisitioned through the technology in a typical “staff aug” arrangement. It is the staffing supplier. Some contingent workforce program managers, rightly or wrongly view “freelancer” as “independent contractor”, and “independent contractor” as “misclassification risk”. More platforms are taking this issue head on by offering classification services with indemnification or even serving as the EoR, just as a staffing firm would. Yet, another sign of convergence.

Organizations with >10% of workers remote prior to COVID-19



Source: The Conference Board and SIA

Enterprise growth impediments (2/2)

- **Lacking a concise, focused marketing strategy.** Many digital talent platforms market themselves vaguely as “gig economy” companies that can solve all organization’s contingent workforce problems. In reality, it can take significant investment in resources to build out the talent, systems and processes to address specific occupational categories or verticals at a high enough level to differentiate from the competition. By not being clear about core competencies and markets served, platforms risk enterprise irrelevance.
- **Security**. Traditionally, enterprises have been risk-averse to the idea of distributed freelancers around the globe for roles that necessitate access to sensitive business information. This has been a particular limitation of the microtask crowdsourcing model as it involves sharing data with potentially large masses of workers unknown to the buyer. However, platforms are taking steps to make projects once unthinkable from a security perspective into a viable solution. For example, crowdsourcing platform Appen has supplemented its global work-from-home crowd with three secure facilities designed to meet varying client data security requirements. The company currently has facilities located in the Philippines (1,000-seats, ISO/IEC 27001:2013 accreditation for secure collection and annotation of AI datasets), UK (high-security data transcription) and China (data labeling facility to support AI projects) and is currently in the process of opening a facility in the US.
- **No natural owner.** Human cloud providers faces a challenge in the lack of clarity around the owner of the relationship at each client organization. We find this often varies from the CEO, CFO, CHRO, the head of procurement and down to individual hiring managers. We view this more of a growing pain that will recede as enterprises formalize policies and strategies around digital talent platforms. More large organizations are beginning to establish official roles dedicated to managing their extended workforce.
- **Digital does not necessarily limit friction:** Just because a platform delivers a service digitally it does not necessarily imply greater efficiency. The online staffing model can even potentially introduce new pain points in the hiring process. For example, in a “staff aug” arrangement, a staffing firm might present a client with a single candidate. In an online platform, a manager may be overwhelmed with dozens of candidates bidding on a project with a range of qualifications and price points. This can be inefficient with no clear way to determine best fit at the best price. Firms have attempted to address this friction in a variety of ways, including “productizing” different labor services, providing “shortlisting” services by ranking applicants, intentionally limiting supply to increase marketplace quality, or even making the hiring decision on behalf of the client (e.g. the Uber model). More and more enterprise-focused platforms see limitations in relying exclusively on artificial intelligence and machine learning matching algorithms and are turning to a blended model using the technology to do the initial groundwork, but then introducing human expertise in the final layer of talent curation. Again, another sign of convergence!

Section 10: *Category 5 Tailwinds*

Shifting paradigms in how work is structured is poised to propel platforms

STAFFING INDUSTRY ANALYSTS

- In the previous section we highlighted impediments that have hindered enterprise penetration of digital talent platforms. Yet, many of these factors are diminishing or fading away altogether. Cultural barriers around remote work have been left in rubble as a result of the pandemic, thus removing perhaps the largest obstacle the human cloud has faced in the enterprise. Market leaders and innovative entrants are also quickly adapting to better serve enterprise clients with VMS integration, onboarding, compliance/classification services, advanced analytics, enhanced support and even access to "premium" talent pools. Talent platforms are also refining pricing plans to better match the varying needs of enterprises, rather than a one-size fits all strategy.
- This only begins to scratch the surface of current tailwinds. On the following page we summarize a myriad of catalysts, which in aggregate, lead us to believe the human cloud is at a point of inflection. Although SMB currently remains the bread and butter for digital talent platforms, the stars are now aligned for the largely untapped enterprise opportunity. This is not only consequential for the segment's long-term growth outlook, but for the ability for some platforms to weather the current economic backdrop where SMBs are disproportionately at risk.

"Remote work has gone mainstream and the genie is not going back in the bottle." (5/6/2020)
- Hayden Brown, CEO, Upwork

"Since COVID-19 forced the entire world into social and economic lockdown, every aspect of businesses and work has been upended. Remote work and digital transformation are no longer options, but necessities to survive and thrive." (8/5/2020)
- Micha Kaufman, CEO, Fiverr

"I do foresee that this crisis will extend well into 2021, and there will be a permanent step-change in both working from home and the use of freelancers by businesses." (7/6/2020)
- Matt Barrie, CEO, Freelancer.com

The human cloud, a perfect storm

STAFFING INDUSTRY ANALYSTS

TECHNOLOGICAL

- Internet proliferation, mobility, and faster connectivity
- Usage of talent platforms is highly congruent with digital transformation, which are rapidly accelerating in the marketplace and driving increased awareness
- Vastly improved AI/ML matching capabilities
- Embedded data analytics, worker ratings and reviews provide transparency and differentiates from traditional sources of contingent talent
- Improved payments infrastructure streamlines the process for buyers and expedites payment for platform workers

CULTURAL

- Unprecedented openness, acceptance and prevalence of remote work arrangements
- Trend toward trimmer workforce models
- Shifting paradigm from hiring only individuals to entire teams and fully managed projects
- Frictionless experience expected by digitally native generation
- Worker preferences increasingly prioritize remote opportunities
- More high-end talent launching independent careers

B2B Human cloud

AGILE

- Heightened economic uncertainty highlights criticality of flexible, elastic contingent workforce models
- A leaner, agile workforce enables faster response times to new strategic initiatives
- Shortening tech cycles fueling need to access more specialized skills that do not necessarily warrant permanent workers
- Global remote workforce keeps an organization's lights on 24/7 and able to respond to urgent matters without delay
- Generally faster time-to-hire compared to traditional staffing improves ability to meet spikes in demand

ECONOMIC

- Markup costs typically materially lower relative to traditional staffing
- Increasingly complementing marketplaces with enterprise grade value-added services
- Distributed workforce saves on operating costs (access workers commanding lower rates, reduced reliance on real estate, etc)
- Shift to elastic workforce means buyers only pay for talent as needed

Partnerships: Human cloud and VMS

- Integration of digital talent platforms into vendor management systems (VMS) is a key component in enterprise adoption. The two largest VMS in the world measured by spend under management, SAP Fieldglass and Beeline, have each announced human-cloud related initiatives, while the third largest, Coupa Contingent Workforce, has also established human cloud vendor management capabilities with its acquisition of DCR Workforce.
- As it relates to VMS integration, human cloud marketplaces are typically treated much like staffing suppliers, though they may be set up to receive job requisitions before traditional staffing firms. Jobs are posted through the VMS tool and programmatically sent to the digital platforms, who send back candidate profiles against those positions that clients can choose whether to accept. In some cases, a client-selected payroll and compliance vendor will handle the payroll and employment of the worker. Workers who participate in this arrangement generally interact with the human cloud user interface, as opposed to the VMS's, with data fed between the two platforms through APIs. All-in costs (e.g. including payroll and statutory expenses) for workers sourced through VMS-enabled human cloud marketplaces typically runs 10%-15% less than a traditional staffing channel.
- An expanding human cloud/VMS partner ecosystem is likely on the horizon, yet certain obstacles remain:
    - **Technical challenges.** Establishing a standard framework of sharing data between various technology platforms is not easy. A human cloud CEO explained to us that integrations, from a technical perspective, are daunting as some of the leading VMS platforms were not originally built with third-party integrations in mind.
    - **Creating a consistent user experience across platforms.** Many human cloud firms have optimized products around a specific niche or vertical and are reluctant to cede client user experience to a VMS.
    - **VMS processes and standards.** Like traditional staffing firms, external processes and standards imposed by the VMS between the human cloud firm and end-users/clients may be a source of friction.
    - **Pricing ambiguity.** Pricing structures are still unclear as it can vary considerably from firm to firm.
    - **Unproven execution.** At least one VMS vendor reported that despite a willingness to incorporate digital talent marketplaces into its program, they have had limited success at filling client requisitions.

VMS partnerships

Beeline
Avature
Crowdstaffing
Fulcrum
InterviewJet
Interactive Resources
Jobaio
Genesys
TalentNet
The Mom Project
Toptal

SAP Fieldglass
Adepto
ASUG Talent Hub
Business Talent Group
Catalant
The Data Incubator
First Advantage
freelance.de
Genesys
KellyOCG Human Cloud
MBO Partners
TalentNet
TalentWave
TalonFMS
The Mom Project
Toptal
Trusted Health
twago
WorkMarket

Source: SIA and company websites

Cryptocurrency and blockchain, yes, in talent platforms

STAFFING INDUSTRY ANALYSTS

- Innovation is flourishing in the talent platform ecosystem. One area this is evident in is the strategies platforms are using to foster talent engagement and loyalty. We will cover this in greater depth in our upcoming addendum to this report later this month called, The Gig Economy & Talent Platform Workforce. However, we highlight an innovative model by a new entrant to the talent platform market called Braintrust. Launched earlier this summer, Braintrust incentivizes users to not only remain active and loyal within its network, but also to promote it and improve it. Braintrust is a non-profit marketplace owned by its users via a cryptocurrency token. The token, called BTRUST, is issued on the Ethereum blockchain network. Users earn BTRUST by activities such as building out a talent profile, referring new talent, referring new clients and helping to vet and curate the Braintrust talent pool.
- This is just another example of blockchain becoming more prevalent among talent platforms and job boards. Use cases typically involve maintaining privacy and data security, which translates well among these platforms as transactions typically entail sensitive personal worker data. The table to the right captures an expanding list of human cloud companies making use of blockchain.
- SIA has produced numerous reports on blockchain and the gig economy, most recently with Beyond COVID-19: The Future of Background Screening & Identity Verification and Trends in Digital Credentialing.

"Why does the world need another freelancer platform? Because we're seeing the existing models unravel before our very eyes. Why? Misaligned incentives."

- Gabe Luna-Ostaseski, Co-Founder & CRO, Braintrust

Talent platforms utilizing blockchain

Name	Focus
Bitjob	Students job marketplace
Blocklancer	Freelancer platform
Bounties.Network	Freelancer platform
Braintrust	Freelancer platform (Ethereum)
Canya	Freelancer platform
ChronoBank	Hiring platform
Coinlancer	Freelancer platform
Cryptotask	Freelancer platform
DREAM	Freelancer platform
Ethearnal	Job marketplace (Ethereum)
Ethlance	Job marketplace (Ethereum)
GigEcoin	Freelancer platform
Job.com	Hiring platform
Jobeum	Professional marketplace
Koder	Software engineers
Moonlighting	Freelancer platform
Nodal	Freelancer platform
Shiftpixy	Part-time employees
Talao	Freelancer platform

Source: SIA

Section 11: Legal Environment

Unsettled regulatory hurdles impose uncertainty across global markets (1/2)

- High stakes legal challenges around worker classification for gig work will have significant ramifications on the human cloud growth outlook. Most providers position themselves as technology platforms that connect workers to work, but generally do not employ the workers that find work on their platform. In practice, this has meant that most human cloud workers are classified as self-employed by default. However, in most developed nations, employment classification is determined by the nature of the work itself, regardless of the status "dictated" by an employment contract. While employment law varies by jurisdiction, there is generally some criteria used to determine proper worker classification. The level of control a worker has in deciding how work gets done is a factor considered by many courts internationally, for example.
- Some staffing agencies challenge why they should be accountable for employment taxes and social charges when online intermediaries are exempt (we note that in some cases, even staffing firms classify workers as self-employed by default, for example with temporary doctors or certain types of IT workers).
- One hotly contested piece of legislation relevant to this debate is California's Assembly Bill 5 (AB 5). It seeks to codify the stricter ABC test to determine whether workers are properly classified as independent contractors in order to provide protections to gig workers. The legislation would make it difficult for some digital platforms to keep workers classified as independent contractors (e.g. drivers on Uber, Lyft and DoorDash). A current ballot measure, called Proposition 22, will allow California residents to vote on November 3 on whether to allow gig workers, primarily ride-sharing and delivery drivers, to remain as independent contractors.

*Under the "ABC" test, workers are presumed to be employees unless the employer can demonstrate that **all three** of the following conditions are met:*

A) The worker is free from the control and direction of the hirer in connection with the performance of the service, both under the contract for the performance of the work and in fact; and

B) The worker performs work that is outside the usual course of the hiring entity's business; and

C) The worker is customarily engaged in an independently established trade, occupation, profession or business of the same nature as that involved in the service performed.

Unsettled regulatory hurdles impose uncertainty across global markets (2/2)

STAFFING INDUSTRY ANALYSTS

- California's Proposition 22 will be one to watch closely as it could potentially decide on the viability of some human cloud platforms doing business in California. According to The New York Times, Uber and Lyft have reportedly considered adopting a franchise model in California as an alternative if Proposition 22 does not pass.
- Some US states do not present this kind of uncertainty, however. For example, Florida, Indiana, Iowa, Kentucky, Tennessee and Utah passed "carve-out" bills in 2018, which lock gig workers into independent contractor status, thus exempting digital platforms from protections (e.g. minimum wage and unemployment benefits).
- In the UK, Uber recently appealed to its Supreme Court looking to overturn court rulings seeking to classify its drivers as employees. This follows as three lower courts have ruled against Uber, entitling drivers to minimum wage and holiday pay. Such platforms would also have to pay a 20% VAT and 13.2% national insurance contributions if Uber is indeed found to be a "transportation provider." A decision is expected in the coming weeks.
- In a significant recent decision involving gig workers, Canadian Union of Postal Workers v. Foodora Inc., the Ontario Labor Relations Board (the Board) held that couriers delivering food on behalf of Foodora, a food delivery platform, were dependent contractors under the Ontario Labor Relations Act and thus have the right to unionize.
- Employment classification is typically a separate consideration from the method or source used to procure a worker. For example, in enterprise programs where B2B human cloud platforms are being used, there is often a third party payrolling and compliance firm embedded in the process to ensure that workers sourced are engaged compliantly.

For in-depth analysis and the latest on IC compliance, please see our [IC Compliance and Payrolling – Global Legal Overview] report and the Legal Compliance and Risk section of SIA's main research page.

- Taxing income from freelancers can also be a tricky proposition. However, according to Vili Lehdonvirta of the Oxford Internet Institute, some EU governments are working to deploy an innovative approach in tax reporting where rather than freelancers self-reporting, the platforms will report directly to the governments.

Section 12: Outlook and Concluding Thoughts

Outlook and concluding thoughts (1/2)

- For many of the reasons described in this report, the world of work is undergoing an epic transformation. The gravity of demographics, cultural shifts, rapid advancements in artificial intelligence and automation capabilities and, of course, the grand scale of the market opportunity is attracting an influx of innovation and entrepreneurship. Perhaps there is no other place in the workforce solutions ecosystem this is more evident than in talent acquisition technology.
- Annual growth in gross spend on B2B talent platforms has hovered around 20% in each of the past three years (18% y/y in 2019, 22% y/y in 2018 and 19% y/y in 2017). Though global economic activity has been hindered by the pandemic, an acceleration of secular trends, such as the surge in remote work arrangements and the pace of digital transformations is helping to offset these cyclical effects in 2020 and clearly strengthens the longer-term outlook for the sector. The enterprise opportunity will play a key role in next leg of growth. After years of promise, talent platforms are at last making material strides in the enterprise as past impediments have abated faster than anybody could have anticipated. Talent platforms are also expanding their offerings to develop a more mature, enterprise-grade suite of tools rather than simply a pure marketplace. Along these lines, we also see more platforms moving into project-based services and providing entire teams, much in the same way staffing firms have trended in recent years.
- On the supply side, talent platforms are attracting more workers, driven by increased awareness, improving value proposition and more workers becoming independent. Importantly, this includes professionals on the very high-end of the skill spectrum. This is also a global phenomenon. For example, earlier this year a survey conducted by French firm Courrier Cadres found a third of executives in France plan to resign to become freelancers.
- However, we do not envision a rising tide raising all ships scenario to persist in perpetuity for the sector. Clients are generally not keen to tap into more than a handful of marketplaces. Network effects are also a powerful force, which will ultimately lead to greater separation in the value proposition offered by top providers. This advantage is not only limited to the largest platforms, but also those that can distinguish themselves as leaders within attractive verticals, particularly those serving high skill areas where certain skillsets are likely to remain difficult to find. Further, providers with sufficient financial resources, nimble operating structures and a technological edge will be well positioned to quickly detect and invest in new growth areas as they inevitably arise.

Outlook and concluding thoughts (2/2)

- We anticipate consolidation to trend higher due to 1) a challenging economic climate; 2) synergies realized in combinations by capturing network effects; 3) an SIA survey clearly illustrating pent up demand from staffing firms to acquire online staffing platforms; and 4) although Uber exited Uber Works, it seems likely big tech will find a way into this market in one form or another. Focused, niche providers will be particularly attractive targets. The race to the enterprise may also serve as a catalyst for human cloud platforms to acquire value-added services for freelancers. This could include anything from training to benefits to compliance offerings. Yet another interesting twist we may see are talent platforms viewing staffing firms as possible acquisition targets. The idea here being a talent platform could migrate staffing firms to a digital model while paying a lower multiple, compared to buying platform peers.
- However, the barriers to entry are by no means a major deterrent in what is still a fragmented market. Venture funding of digital talent platforms is robust, and the pace of innovation is high. Talent platforms will play an increasingly central role in the talent supply chain in the vast $4.7 trillion global gig economy. Based on our frequent interactions, the scale of the opportunity is not lost on the current cohort of platform leaders. We are observing a unique level of collaboration across talent platforms, both large and small and around the globe. This is not just evident in partnerships, but the community realizes that at this stage they are competing more against conventions and traditional business models than they are among themselves. This emerging system of coopetition makes it even clearer to us that the outlook is quite bright for the human cloud.
- In the following section we provide a global directory of 267 B2B talent platforms listed alphabetically. If you believe your platform belongs on this list, please contact Brian Wallins, Research Manager at bwallins@staffingindustry.com.

Appendix: Directory of business-focused talent platforms

STAFFING INDUSTRY ANALYSTS

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
680	680.com	2006	Crowdsourcing	China	Remote	Multi-category
10EQS	10eqs.com	2010	Crowdsourcing	USA	Remote	Consultants
10x Management	10xmanagement.com	2012	Online Staffing	USA	Mix	Software engineers/designers
52Design	52design.com	2001	Crowdsourcing	China	Remote	Design
99Designs	99designs.com	2008	Crowdsourcing	Australia	Remote	Creative/design
a-connect	a-connect.com	2002	Online Work Services	Switzerland	Mix	Consultants
Adepto	goadepto.com	2013	Online staffing	Australia	Mix	Various
AdvisoryCloud	advisorycloud.com	2012	Online Staffing	USA	Remote	Business advisors
Alegion	alegion.com	2011	Crowdsourcing	USA	Remote	Micro tasks/data
AlphaSights	alphasights.com	2008	Online Staffing	UK	Remote	Expert network
Amazon IQ	aws.amazon.com/iq	2019	Online Staffing	USA	Mix	AWS talent
Amazon Mechanical Turk	mturk.com	2005	Crowdsourcing	USA	Remote	Micro tasks
Ambar	ambarpartners.com	2020	Online Work Services	Spain	Mix	Legal
Apli	apli.jobs	2016	Online Staffing	Mexico	Onsite	Temporary staff
Appen	appen.com	1996	Crowdsourcing	Australia	Remote	Data cleanup, validation
appjobber	en.appjobber.com	2011	Crowdsourcing	Germany	Onsite	Onsite gigs
Applause	applause.com	2007	Crowdsourcing	USA	Remote	Software/hardware testing
Arise	arise.com	1994	Online Work Services	USA	Remote	Call Center
Avvnue	avvnue.com	2019	Online Staffing	USA	Remote	Management consultants
Axiom	axiomlaw.com	2000	Online Work Services	USA	Mix	Legal Services

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
bajie1	bajie1.com	2011	Online Staffing	China	Remote	Multi-category
Band of Hands	bandofhands.com	2015	Online Staffing	USA	Mix	Multi-category
BangCN	bangcn.com	2011	Crowdsourcing	China	Remote	Work for Disabled
Battle of Concepts	battleofconcepts.nl	2001	Crowdsourcing	Netherlands	Remote	Ideas/college students
Beacon	beacontalent.io	2018	Online Staffing	USA	Mix	Recruiters/talent practitioners
Bevov	bevov.com/	2018	Online Staffing	USA	Onsite	Biotech/Pharma
BizReef	bizreef.com	2007	Online Staffing	Israel	Remote	General freelancers
Bonsai	hellobonsai.com	2015	Online Staffing	USA	Remote	Various contractors
Boonle	boonle.com	2014	Online Staffing	USA	Remote	Authors/producers
Braintrust	usebraintrust.com	2019	Online Staffing	USA	Mix	IT, digital/creative
bruce.work	bruce.work	2016	Online Staffing	France	Onsite	Blue collar
Business Talent Group	businesstalentgroup.com	2007	Online Work Services	USA	Mix	Management consultants
Cahootify	cahootify.com	2014	Online Staffing	UK	Onsite	Movie crews
Catalant (Hourly Nerd)	gocatalant.com	2013	Online Staffing	USA	Remote	Management consultants
Catapult	joincatapult.com	2015	Online Staffing	UK	Onsite	Retail and hospitality workers
Cerebro	cerebroinc.com	2015	Online Staffing	USA	Onsite	Registered nurses, surgical technicians
Challenge.gov	challenge.gov	2010	Crowdsourcing	USA	Remote	Innovations/R&D
Chaordix	chaordix.com	2006	Crowdsourcing	Canada	Remote	Marketing
Clarity	clarity.fm	2012	Online Staffing	USA	Remote	Startup founders/business advice
CleverX	cleverx.com	2017	Online Staffing	USA	Remote	Management consultants

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Clickworker	clickworker.com	2005	Crowdsourcing	Germany	Remote	AI training data
CloudFactory	cloudfactory.com	2010	Crowdsourcing	USA	Remote	Data
CloudPeeps	cloudpeeps.com	2014	Online Staffing	USA	Remote	Marketing, copywriting, admin
Coconala	coconala.com	2013	Online Staffing	Japan	Remote	Various/miscellaneous
codeable	codeable.io	2012	Online Staffing	Denmark	Remote	Word Press developers
Codeur	codeur.com	2006	Crowdsourcing	France	Remote	Developers
CogniStreamer (EY)	cognistreamer.com	2000	Crowdsourcing	Belgium	Remote	Idea generation
COMATCH	comatch.com	2014	Online Staffing	Germany	Onsite	Management consultants
Comet	comet.co	2016	Online Staffing	France	Mix	Development and data
Communo	communo.com	2017	Online Staffing	USA	Remote	Marketing/advertising
Contently	contently.com	2011	Online Staffing	USA	Remote	Content marketing
Contractor Exchange (Accenture)	accenture.com	2016	Online Staffing	USA	Onsite	Consultants/integrators
Coworks	coworks.com	2009	Online Staffing	Sweden	Remote	Creatives
Crew	pickcrew.com	2012	Online Staffing	Canada	Remote	Designers/developers
Crossover	crossover.com	2014	Online Staffing	USA	Remote	Developers/IT
Crowdsite	crowdsite.com	2009	Crowdsourcing	Netherlands	Remote	Designers/creatives
CrowdSpring	crowdspring.com	2007	Crowdsourcing	USA	Remote	Designers
Crowdworks	crowdworks.jp	2011	Crowdsourcing	Japan	Remote	Designers/developers
Curasion	curasion.com	2014	Online Staffing	Canada	Remote	Professionals
Dakun (Lagou)	lagou.com	2013	Online Staffing	China	Remote	IT, marketing/creative

Source: SIA

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Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Clickworker	clickworker.com	2005	Crowdsourcing	Germany	Remote	AI training data
CloudFactory	cloudfactory.com	2010	Crowdsourcing	USA	Remote	Data
CloudPeeps	cloudpeeps.com	2014	Online Staffing	USA	Remote	Marketing, copywriting, admin
Coconala	coconala.com	2013	Online Staffing	Japan	Remote	Various/miscellaneous
codeable	codeable.io	2012	Online Staffing	Denmark	Remote	Word Press developers
Deloitte Pixel	deloitte.com	2016	Crowdsourcing	USA	Mix	Various
DesignCrowd	designcrowd.com	2008	Crowdsourcing	Australia	Remote	Designers
DoJobsOnline	dojobsonline.com	2012	Crowdsourcing	USA	Remote	Logos/SEO/small gigs
Dribbble	dribbble.com	2009	Online Staffing	USA	Remote	Designers, creatives
Drum	drum.io	2019	Online Work Services	USA	Remote	Sales promotions
Eden McCallum	edenmccallum.com	2000	Online Work Services	UK	Mix	Management consulting
Edge Amsterdam	edge-amsterdam.com	2013	Crowdsourcing	Netherlands	Remote	Creatives/design
Elevate Direct	elevatedirect.com	2011	Online Staffing	Ireland	Mix	IT contractors/consultants
Elevated Resources	elevatedresources.com	2007	Online Staffing	USA	Mix	Various
EnvatoStudio	studio.envato.com	2013	Online Staffing	Australia	Remote	Design/creative
Epwk (Yipin Weike)	epwk.com	2010	Online Staffing	China	Remote	Marketing/creative, design
Erandoo (Integrity)	erandoo.com	2017	Online Staffing	USA	Onsite	Temporary staff, hospitality
Experfy	experfy.com	2014	Online Staffing	USA	Remote	AI engineers/data scientists
Expert 360	expert360.com	2013	Online Staffing	Australia	Mix	Consultants/project mgrs/developers
eYeka	eyeka.com	2006	Crowdsourcing	France	Remote	Marketing/creative
Field Nation	fieldnation.com	2008	Online Staffing	USA	Onsite	IT technicians
FieldAgent	fieldagent.net	2010	Crowdsourcing	USA	Onsite	Data collectors/digital marketing
Findyr	findyr.com	2013	Crowdsourcing	USA	Remote	Market research, surveys
Fiverr	fiverr.com	2010	Online Staffing	Israel	Remote	Multi-category freelancers
Flexing It	flexingit.com/	2012	Online Staffing	India	Remote	General professional (SOW)

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Clickworker	clickworker.com	2005	Crowdsourcing	Germany	Remote	AI training data
CloudFactory	cloudfactory.com	2010	Crowdsourcing	USA	Remote	Data
CloudPeeps	cloudpeeps.com	2014	Online Staffing	USA	Remote	Marketing, copywriting, admin
Coconala	coconala.com	2013	Online Staffing	Japan	Remote	Various/miscellaneous
codeable	codeable.io	2012	Online Staffing	Denmark	Remote	Word Press developers
Flinja	flinja.com	2013	Online Staffing	USA	Remote	College graduates
Folyo	folyo.me	2012	Online Staffing	France	Remote	Creatives/UX designers
Freelance.com	freelance.com	1996	Online Staffing	France	Remote	IT/consulting
Free-lance.ru	fl.ru	2005	Online Staffing	Russia	Remote	Creatives/designers
Freelancer.com	freelancer.com	2009	Online Staffing	Australia	Remote	Design/developer/marketing
FreelancerChina	freelancerchina.com	2005	Online Staffing	China	Remote	Software developers
Fulcrum	fulcrumworks.com	2018	Online Staffing	USA	Mix	FMS
Genesys Talent	genesystalent.com	2015	Online Staffing	USA	Mix	Multi-category
Gengo	gengo.com	2008	Online Work Services	Japan	Remote	Translators
Gerson Lehrman Group	glg.it	1998	Online Staffing	USA	Remote	Expert network
GigBucks	gigbucks.com	2009	Crowdsourcing	USA	Remote	Micro tasks/artists/ marketers
GigNow (EY)	gignow.com	2017	Online Staffing	USA	Mix	Independent consultants
Gigster	gigster.com	2015	Online Staffing	USA	Remote	Developers/product managers/designers
Gigwalk	gigwalk.com	2010	Crowdsourcing	USA	Onsite	Onsite gigs
GoWorkaBit	goworkabit.com	2013	Online Staffing	Estonia	Onsite	Warehouse/office/clerical
Graphite (FKA Spare Hire)	graphite.com	2014	Online Staffing	USA	Remote	Consulting/finance
Great Lance	greatlance.com	2009	Online Staffing	USA	Remote	Marketing
GrowTal	growtal.com	2020	Online Staffing	USA	Mix	Marketing
Guidepoint	guidepoint.com	2003	Online Staffing	USA	Remote	Expert network
Gulp (Randstad)	gulp.de	1996	Online Staffing	Germany	Onsite	IT, engineering and finance

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Clickworker	clickworker.com	2005	Crowdsourcing	Germany	Remote	AI training data
CloudFactory	cloudfactory.com	2010	Crowdsourcing	USA	Remote	Data
CloudPeeps	cloudpeeps.com	2014	Online Staffing	USA	Remote	Marketing, copywriting, admin
Coconala	coconala.com	2013	Online Staffing	Japan	Remote	Various/miscellaneous
codeable	codeable.io	2012	Online Staffing	Denmark	Remote	Word Press developers
Gun.io	gun.io	2011	Online Staffing	USA	Mix	Software developers
Guru	guru.com	1998	Online Staffing	USA	Remote	Various freelancers
Hacker's List	hackerslist.com	2014	Online Staffing	USA	Remote	Hackers
HealthITq	healthitq.com	2018	Online Staffing	USA	Mix	Health IT
Helpster	helpster.asia	2016	Online Staffing	Indonesia	Onsite	Temporary staff
HeroX	herox.com	2013	Crowdsourcing	USA	Remote	Various
High Skill Pro	highskillpro.com	2012	Online Staffing	UK	Remote	Consultants/accountants/ advisors
HighLance	highlance.com	2008	Online Staffing	USA	Remote	Various
Hillgate	hillgateconnect.com	2013	Online Staffing	UK	Remote	Management consultants/strategists
Hired.com	hired.com	2012	Online Staffing	USA	Mix	IT, software engineers
HireOwl	hireowl.com	2014	Online Staffing	USA	Mix	College interns
Hoofdkraan.nl	hoofdkraan.nl	2011	Online Staffing	Netherlands	Remote	Design/marketing/mgmt.
Hopwork	hopwork.com	2013	Online Staffing	France	Remote	Web and Mobile developers
Hubbul	hubbul.com	2015	Online Staffing	UK	Mix	Multi-category
Hubstaff Talent	talent.hubstaff.com	2012	Online Staffing	USA	Remote	IT, digital/creative
Humaniance	humaniance.com	2010	Online Staffing	France	Remote	Various
Hyve Innovation Community	hyvecommunity.net	2000	Crowdsourcing	Germany	Remote	Ideation and Innovation
ideaconnection	ideaconnection.com	2007	Crowdsourcing	Canada	Remote	R&D
ideaken	ideaken.com	2010	Crowdsourcing	Singapore	Remote	Innovation & Ideas
IdeaScale	ideascale.com	2009	Crowdsourcing	USA	Mix	Various

Source: SIA

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Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Clickworker	clickworker.com	2005	Crowdsourcing	Germany	Remote	AI training data
CloudFactory	cloudfactory.com	2010	Crowdsourcing	USA	Remote	Data
CloudPeeps	cloudpeeps.com	2014	Online Staffing	USA	Remote	Marketing, copywriting, admin
Coconala	coconala.com	2013	Online Staffing	Japan	Remote	Various/miscellaneous
codeable	codeable.io	2012	Online Staffing	Denmark	Remote	Word Press developers
ifreelance.com	ifreelance.com	1998	Online Staffing	USA	Remote	Creatives
InCrowd	incrowdnow.com	2010	Crowdsourcing	USA	Remote	Healthcare practitioners
Inex One	inex.one	2006	Online Staffing	UK	Remote	Expert network directory
InfoJobs -- Freelance	infolancer.net	1998	Online Staffing	Spain	Remote	Various freelance
Innocentive	innocentive.com	2001	Crowdsourcing	USA	Remote	Innovation
Innoget	innoget.com	2006	Crowdsourcing	Spain	Remote	R&D
Innovate	innovatemr.com	2014	Crowdsourcing	USA	Remote	High level B2B audiences
Instant Teams	instantteams.com	2016	Online Staffing	USA	Remote	Military spouses
Interview Jet	interviewjet.com	2013	Online Staffing	USA	Mix	Programmers/developers
Jitjatjo	jitjatjo.com	2015	Online Staffing	USA	Onsite	Temporary staff, hospitality
Job.com	job.com	2001	Online Staffing	USA	Mix	Various
Jobaio	jobaio.com	2017	Online Staffing	USA	Mix	Various
JobandTalent	jobandtalent.com	2009	Online Staffing	Spain	Onsite	Various
Jobboy.com	jobboy.com	2010	Crowdsourcing	USA	Remote	Microtasks
Jolancer	jolancer.com	2018	Online Staffing	Nigeria	Remote	Developers/designers
Kalo	kalohq.com	2015	Online staffing	UK	Remote	Various
Kang.fr	kang.fr	2014	Online Staffing	France	Remote	Multi-category, creative
Kolabtree	kolabtree.com	2015	Online Staffing	UK	Remote	Scientists, researchers
LaborX	laborx.co	2015	Online Staffing	USA	Remote	Various
Lancers	lancers.co.jp	2008	Online Staffing	Japan	Remote	Creatives/design

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Legal Hero	legalhero.com	2013	Online Staffing	USA	Remote	Lawyers
Lemon.io	lemon.io	2015	Online Staffing	Ukraine	Remote	Software developers
Linkao	linkao.com	2012	Online Staffing	France	Remote	Web designers
LinkedIn Profinder	linkedIn.com/profinder	2015	Online Staffing	USA	Remote	Various
LionBridge	lionbridge.com	2006	Crowdsourcing	USA	Remote	AI training data, testing
LiveOps	liveops.com	2000	Online Work Services	USA	Remote	Call Center
LocalSolo	localsolo.com	2014	Online Staffing	Canada	Onsite	Designers
Malt	malt.fr	2014	Online Staffing	France	Mix	IT marketing/creative
Managed By Q	managedbyq.com	2014	Online Work Services	USA	Onsite	Cleaners
MBO Partners	mbopartners.com	2004	Online Staffing	USA	Mix	Professionals
Mediabistro	mediabistro.com	1996	Online Staffing	USA	Remote	Writers
microWorkers	microworkers.com	2009	Crowdsourcing	USA	Remote	Various
Mila (Swisscom)	mila.com	2013	Crowdsourcing	Switzerland	Mix	Technical
MindSumo	mindsumo.com	2011	Crowdsourcing	USA	Remote	Various
Mini Freelance	minifreelance.com	2010	Crowdsourcing	USA	Remote	Micro tasks
Mister Temp	mistertemp.com	2015	Online Staffing	France	Onsite	Temp staff, hospitality
MobileWorks (Lead Genius)	mobileworks.com	2011	Crowdsourcing	USA	Remote	Sales lead generation/data collection
Money4Jam	m4jam.com	2014	Crowdsourcing	South Africa	Remote	Micro tasks
Moonlight (PullRequest)	moonlightwork.com	2017	Online Staffing	USA	Mix	Software developers
mPlace	mplace.io	2015	Online Staffing	USA	Remote	Lawyers, legal services

Source: SIA

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
MyClean	myclean.com	2013	Online Work Services	USA	Onsite	Maid service
MyStaffNow	mystaffnow.com	2012	Online Staffing	USA	Remote	Writers/content creators
Nabbesh	nabbesh.com	2012	Crowdsourcing	UAE	Remote	Creatives/designers
NetOne Recruiter	netonerecruiter.com	2019	Online Staffing	USA	Mix	Recruiters
Nine Sigma	ninesigma.com	2000	Crowdsourcing	USA	Remote	Innovation
Nodal	nodal.com	2017	Online Staffing	UK	Mix	Various
Nvoi	nvoi.com.au	2012	Online Staffing	Australia	Onsite	White collar workers
One Circle	onecirclehr.com	2019	Online Staffing	South Africa	Remote	Human resources
One Hour Translation	onehourtranslation.com	2009	Online Work Services	USA	Remote	Translation
OneShift	oneshift.com	2012	Online Staffing	Australia	Onsite	Shift workers
OneSky	oneskyapp.com	2010	Online Work Services	Hong Kong	Remote	Localization and translation
OneSpace	onespace.com	2010	Crowdsourcing	USA	Remote	Marketing, creative
OnSite.io	onsite.io	2013	Online Staffing	UK	Remote	Marketing/creative
Outsized	outsized.com	2015	Online Staffing	UK	Mix	Management consultants
Ozlance	ozlance.com	2006	Online Staffing	Australia	Remote	Miscellaneous
Pared	pared.com	2015	Online Staffing	USA	Onsite	Temporary staff, hospitality
Paro	paro.com	2015	Online Staffing	USA	Remote	Finance/accounting
Participa.me	participame.com	2011	Online Staffing	Mexico	Onsite	Various
PengoInsight	pengoinsight.com	2019	Online Staffing	South Africa	Remote	Professionals in Africa
PeoplePerHour	peopleperhour.com	2007	Online Staffing	UK	Remote	Design/creative

Source: SIA

STAFFING INDUSTRY ANALYSTS

Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Persian Freelancer	persianfreelancer.ir	2010	Online Staffing	Iran	Remote	Various
Pochmak	pochmak.com	2017	Online Staffing	USA	Remote	Expert network
Power to Fly	powertofly.com	2014	Online Staffing	USA	Remote	Women professionals
PreSans	presans.com	2008	Crowdsourcing	France	Remote	IT, science
Progonline	progonline.com	2004	Online Staffing	France	Remote	IT/programmers
Projects.co.id	projects.co.id	2013	Online Staffing	Indonesia	Remote	Creative
Projektwerk	projektwerk.com/de	1999	Online Staffing	Germany	Remote	Project managers/developers
Prokanga	prokanga.com	2014	Online Staffing	USA	Remote	Pprofessional moms
Prolific	prolific.co/	2019	Crowdsourcing	UK	Remote	Surveys, market research
ProSapient	prosapient.com	2018	Online Staffing	UK	Remote	Expert network
ProZ	proz.com	1999	Online Staffing	USA	Remote	Translation
PwC Talent Exchange	talentexchange.pwc.com	2015	Online Staffing	USA	Mix	Consultants, integrators
Quri	quri.com	2009	Crowdsourcing	USA	Onsite	Microtasks/field marketing
RallyTeam	rallyteam.com	2014	Online Staffing	USA	Mix	Various
Rev	rev.com	2010	Online Work Services	USA	Remote	Transcription, captioning
RigUp	rigup.com	2014	Online Staffing	USA	Onsite	Energy workers
Riverflex	riverflex.com	2017	Online Staffing	Netherlands	Mix	Consulting
Sadiant	sadiant.com	2016	Online Staffing	USA	Onsite	Nurses/healthcare staff
Samasource	samasource.org	2008	Crowdsourcing	USA	Remote	Micro tasks
Scribendi	scribendi.com	1997	Online Work Services	Canada	Remote	Proofreaders

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Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Scribie	scribie.com	2008	Online Work Services	USA	Remote	Transcription
Servicescape	servicescape.com	2000	Online Staffing	USA	Remote	Translation
Shortlist	shortlist.co	2015	Online Staffing	USA	Mix	Marketing/creative, IT, engineering, industrial
Shorttask.com	shorttask.com	2009	Crowdsourcing	USA	Remote	Microtasks
Sidekicker	sidekicker.com.au	2012	Online Staffing	Australia	Onsite	Sales/marketing/ business services
Skill Galaxy	skillgalaxy.com	2003	Online Staffing	USA	Onsite	Developers
Soorce	soorce.de	2004	Online Staffing	Germany	Remote	IT/Creative
Speedlancer	speedlancer.com	2014	Online Work Services	Australia	Remote	Design/writing/data
Spyrto	spyrto.com	2020	Online Work Services	Israel	Remote	Marketing
Sribulancer	sribulancer.com	2014	Online Staffing	Indonesia	Remote	Various
Starbytes	starbytes.it/starbytes	2011	Online Staffing	Italy	Remote	IT/technology
StreetSpotr	streetspotr.com	2011	Crowdsourcing	Germany	Onsite	Mystery shoppers
sxsoft	sxsoft.com	2002	Online Staffing	China	Remote	Software/IT
Synack	synack.com	2013	Crowdsourcing	USA	Remote	Cybersecurity
Talao	talao.io	2015	Online Staffing	France	Remote	Blockchain freelance
Talent Alpha	talent-alpha.com	2018	Online Work Services	Poland	Remote	IT talent
Talent Cupboard	talentcupboard.com	2010	Online Staffing	UK	Remote	Student creatives
Talent Exchange (PwC)	talentexchange.pwc.com	2016	Online Staffing	USA	Onsite	Consultants, integrators
Talentdesk24-7	talentdesk247.com	2016	Online Staffing	South Africa	Remote	Management consultants
TalentNet	talentnet.com	2014	Online Staffing	Canada	Mix	Direct sourcing platform

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Talmix	talmix.com	2009	Online Staffing	UK	Mix	Strategic, executive
TalonFMS	talonfms.com	2015	Online Staffing	UK	Mix	Various
Task Army	taskarmy.com	2009	Online Staffing	Australia	Remote	Web services
TaskCity	taskcity.com	2008	Online Staffing	China	Remote	Software/IT
TaskCn	taskcn.com	2006	Crowdsourcing	China	Remote	Multi-category
Techspert.io	techspert.io	2016	Online Staffing	UK	Remote	Expert network
TECLA	tecla.io/	2012	Online Staffing	USA	Remote	Dvelopers/QA analysts/product designers
Tenrr	tenrr.com	2011	Crowdsourcing	USA	Remote	Microtasks
The Mom Project	themomproject.com	2015	Online Staffing	USA	Remote	Working moms
The Second Shift	thesecondshift.com	2014	Online Staffing	USA	Remote	Women professionals
The Work Crowd	theworkcrowd.com	2014	Online Work Services	UK	Remote	Unknown
Third Bridge	thirdbridge.com	2015	Online Staffing	UK	Remote	Expert network
Tilr	tilr.com	2015	Online Staffing	USA	Mix	Multi-category temporaries
Toidea	toidea.com	2006	Crowdsourcing	China	Remote	Design
Toluna	toluna.com	2000	Crowdsourcing	USA	Remote	On-demand surveys
Tongal	tongal.com	2008	Online Work Services	USA	Remote	Marketing/creative
Topcoder (Wipro)	topcoder.com	2001	Crowdsourcing	USA	Remote	Designers/developers/data scientists
Toptal	toptal.com	2010	Online Staffing	USA	Remote	Developers, designers, finance
Torre	torre.co/	2018	Online Staffing	Colombia	Remote	Various
Total Freelance	totalfreelance.co.uk	2013	Online Staffing	UK	Remote	General

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Business-focused human cloud firms

Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Trabajo Freelance	trabajofreelance.com	2004	Online Staffing	Argentina	Remote	Various
Transifex	transifex.com	2009	Online Work Services	USA	Remote	Translation
Truelancer	truelancer.com	2014	Online Staffing	India	Remote	IT, design, writers, VA
Trusted	trustedhealth.com	2017	Online Staffing	USA	Onsite	Travel Nurses
Turing	https://turing.com	2018	Online Staffing	USA	Remote	Software developers
Twago	twago.com	2009	Online Staffing	Germany	Remote	IT/marketing/creative/engineering
Upcounsel	upcounsel.com	2012	Online Staffing	USA	Remote	Lawyers
Upwork	upwork.com	1999	Online Staffing	USA	Remote	IT, marketing/creative, other
Visual.ly	visual.ly	2011	Online Work Services	USA	Remote	Data visualization and infographics
VoiceBunny	voicebunny.com	2011	Crowdsourcing	USA	Remote	Voiceover talent
We Are Rosie	wearerosie.com	2018	Online Staffing	USA	Mix	Marketing
Weploy	weployapp.com	2017	Online Staffing	Australia	Remote	Contact center staff
Wikistrat	wikistrat.com	2010	Crowdsourcing	Israel	Remote	Business consultants
Work Hoppers	workhoppers.com	2012	Online Staffing	Canada	Remote	Marketing/office/clerical
Work N Hire	worknhire.com	2012	Online Staffing	India	Mix	Various
Work Rails	workrails.com	2015	Online Work Services	USA	MIx	Software implementation
Workana	workana.com	2012	Online Staffing	Brazil	Remote	Design/developers
WorkGenius	workgenius.com	2011	Online Staffing	Germany	Mix	IT/marketing/creative
Working Not Working	workingnotworking.com	2011	Online Staffing	USA	Remote	Creatives
WorkMarket	workmarket.com	2010	Online Staffing	USA	Onsite	IT/marketing

Source: SIA

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Company	Website	Founded	Primary business model	HQ	Work location	Occupations
Worksome	worksome.co.uk	2016	Online Staffing	Denmark	Remote	Various high skilled
WriterAccess	writeraccess.com	2008	Online Work Services	USA	Remote	Writers
Xperiti	xperiti.com	2017	Online Staffing	USA	Remote	Expert network
xplace	xplace.com	2003	Online Staffing	Israel	Remote	Technology/design
Yoss (Adecco)	yoss.com	2017	Online Staffing	France	Remote	Various freelancers
YunoJuno	yunojuno.com	2012	Online Staffing	UK	Mix	Creative
Zhubajie (Witmart.com in US)	zbj.com/	2005	Online Staffing	China	Remote	Various

Source: SIA

STAFFING INDUSTRY ANALYSTS

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