

CX & BACK-OFFICE NETWORKS

The Future of Flexible Work in CX & Back-Office Networks

What CX and back-office leaders told us about running 1099 agent networks.

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THE FUTURE OF FLEXIBLE WORK · 2026

The Future of Flexible Work in CX & Back-Office Networks

What CX and back-office leaders told us about running 1099 agent networks.

CX networks are the most-invested vertical surveyed, where contractor pain now overtakes back-office pain.

Across 500+ finance, HR, and operations leaders in seven verticals, CX & back-office came in at #1 on system investment, headcount scale, and five separate contractor-experience complaints: currency, fees, methods, tax docs, and benefits. **Here's what the most-invested operators are doing next.**

ABOUT THE DATA

Who is this for Ops, finance, and HR leaders at CX, BPO, and back-office networks running 1099 agents at scale

CX & back-office respondents **142**

Total survey sample **500+**

Company size ~39% have 1,000–4,999 employees

STRATEGIC POSTURE

52%

have invested in a system built for 1099 management.

The highest investment rate of any industry. The only execution-heavy vertical above 50%.

28%

manage 1,000 or more contractors at any given time.

#1 of 7 verticals. No other industry Wingspan surveyed reaches 18%.

49%

of CX buyers sit at the Director level.

The sharpest title concentration in the survey. +18 pts above the next-closest vertical.

CONTRACTOR EXPERIENCE

30%

flag currency discrepancies as a top contractor pay complaint.

#1 of 7 verticals. +9 pts above the 21% cross-industry baseline.

27%

flag hidden fees or transfer costs as a top contractor complaint.

#1 of 7 verticals. +7 pts above the 20% cross-industry baseline.

37%

of invested operators report being very satisfied today.

Versus 3% of operators still in the evaluation stage. A 34-point swing.

WHERE CX NETWORKS STALL

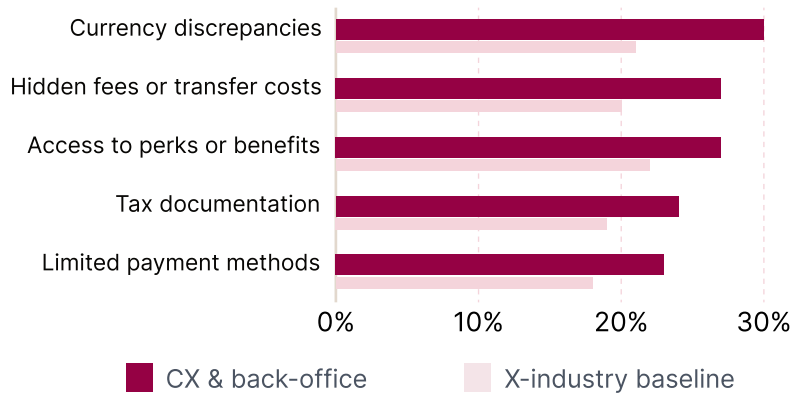
Three chokepoints decide what CX networks fix next.

The pain doesn't spread evenly across the contractor lifecycle. Three specific failure points show up sharply in the CX data, where the most-invested operators still report active friction.

FAILURE POINT 1 · THE CONTRACTOR-EXPERIENCE GAP

CX networks lead five separate contractor-facing complaint categories all at once.

Currency, fees, payment methods, tax docs, and benefits. **CX networks rank #1 on every complaint.**

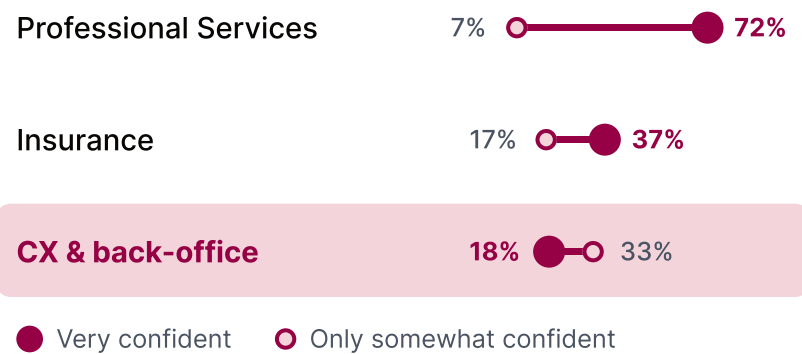


% flagging each complaint · CX networks vs cross-industry baseline

FAILURE POINT 2 · THE OPERATOR CONFIDENCE GAP

Biggest benches and most-invested stack, yet lacking confidence.

Only 18% of CX leaders are very confident managing contractors. Another **33% report being somewhat confident**, the highest such share Wingspan surveyed.

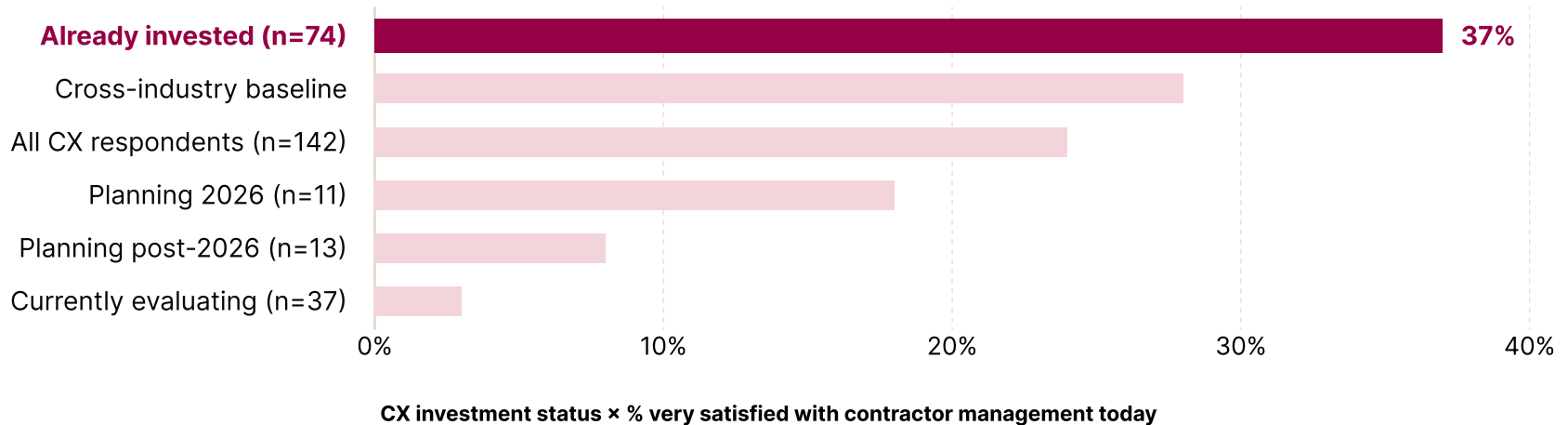


Operator confidence · % very confident vs somewhat confident

FAILURE POINT 3 · THE INVESTMENT-TO-SATISFACTION DIVIDE

A 34-point satisfaction gap between invested and still-evaluating CX operators.

Among CX operators who have already invested, 37% report being very satisfied. Among the cohort still in the evaluating stage, that number is 3%, the cleanest investment-ROI signal in our 2026 dataset.



CX investment status × % very satisfied with contractor management today

82%

of networks with 5,000+ agents have already invested

Bench size pulls investment with it. Investment rate climbs cleanly with bench size: 11% at 50–199 agents, 36% at 200–499, 61% at 500–999, and 82% at 5,000+. The still-evaluating cohort sits in the 200–999 band.

WHERE CX RANKS

CX leads on investment, bench size, and contractor pain.

Across the 500+ leaders Wingspan surveyed in seven verticals, CX took the top rank on system investment, headcount scale, and contractor-experience complaints. **No other vertical leads on all three at once.** Each #1 reflects a matured back-office that shifted residual pain onto the agent.

	CX/BPO	Healthcare	Insurance	Real Estate	Mktg	Transport	Pro Svcs
Invested in 1099 management system	52%	27%	15%	20%	34%	28%	51%
Manage 1,000+ contractors	28%	13%	7%	13%	5%	16%	18%
Currency discrepancies as top complaint	30%	17%	9%	17%	29%	20%	14%
Hidden fees as top complaint	27%	13%	15%	18%	19%	23%	19%
Industry license verification pain	25%	79%	46%	46%	16%	48%	39%

The takeaway: CX networks aren't fighting the credentialing problem that defines healthcare or insurance. They've *already bought* the back-office systems. The friction sits one layer down, on how the agent gets paid, in what currency, with what fees, on what payment methods. Closing the agent-experience gap is the next move.

WHAT THE LEADING NETWORKS ARE DOING

Three moves the leading CX networks have already made.

01 Solve the contractor-experience layer directly.

30% flag currency, 27% fees, 23% payment methods. Multi-method instant deposit closes the wedge.

02 Shift from load to uncertainty reduction.

CX cut back-office hours but ranks 6th on confidence. Single-source-of-truth reporting holds up under audit.

03 Consolidate around the bench in a purpose-built system.

500+ agent networks drove the 52% adoption cycle. Purpose-built 1099 infrastructure is where satisfied operators converge.

These are the moves Wingspan customers like **Omni Interactions** (10,000+ contractors managed, \$3.1M monthly payments, 64+ admin hours saved weekly, 50% drop in support tickets) and **BELAY** ("transformational" — Lisa Zeeveld, CFO) have already made.

[Read the case](#)

Wingspan is the payroll platform built for CX and back-office networks.

Multi-method instant deposit, per-interval pay, quality bonuses, and 1099 filing in one platform, used by Omni Interactions, BELAY Solutions, and CX networks scaling past 1,000 agents.

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The 2026 Future of Flexible Work Report surveyed 500+ US-based finance, HR, and operations leaders. CX & back-office cut: n=142 (~28% of sample). Cross-industry comparisons computed against the full sample. Customer metrics from published Wingspan case studies on wingspan.app/customers.