

Annual Report 2021





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"As a flexworker, I feel like
a partner on an equal footing."

President's Foreword



Leif Agnéus
President of
swissstaffing

Once again, we have experienced many eventful months full of hard work – significantly influenced by the coronavirus pandemic. This period has been especially demanding for the economy, since it was necessary to adapt to current developments over and over again. Our industry has played a significant part in maintaining information provision and essential services in our country.

Since the start of the pandemic, swissstaffing has provided the recruitment services industry with the best possible information as orientation and to accompany it through these turbulent times.

In a number of newsletters we have prepared recommendations for action as well as legal innovations and developments in a summarized form. In addition, as an industry association, we have contributed to the political dialog many times together with other business associations. Always with the aim of not only reacting to current developments, but also actively and constructively engaging in the shaping of the working world of tomorrow.

Our latest white papers have clearly shown that the desire for flexible forms of work continues to rise and that temporary work demonstrably offers fair and safe working conditions. In our digital and rapidly changing world, flexibility offers an opportunity for everyone involved.

The increasingly flexible working environment is also reflected in our strategic goals. swissstaffing is strongly committed to creating and maintaining optimal economic conditions for flexible forms of work. With our new and well-staffed political advisory board, we are even better equipped to bring our knowledge, needs and demands into the political arena.

In addition to strengthening our lobbying activities, the development of industry standards and the associated industry solution for occupational health and safety are among our most important strategic goals.

swissstaffing was able to win new members again in 2021. This is gratifying and, for me, a clear indication that entrepreneurs are still looking for the concentrated power of the collective.

In this respect, I would like to conclude by thanking you very much, dear members. For your loyalty, for your trust and for the good collaboration! Whether through the Secretariat team or the strong commitment of the Board: It is a great pleasure to stand up for the interests of the industry.

In this sense, I look forward to the tasks ahead of us!

A handwritten signature in black ink, appearing to read 'Leif Agnéus'. The signature is fluid and cursive, with a large initial 'L'.

Leif Agnéus
President of swissstaffing

The Association

The Board

The Board is the steering committee of swissstaffing and represents recruitment service companies of all sizes and different regions of Switzerland. Representation of the interests of the entire industry is thereby safeguarded. A member of the Board announced her departure at the Annual General Meeting in 2021: Dr. Monica Dell'Anna was granted a fitting discharge after a year's service on the Executive Committee and the Board. Marc Lutz, Yves Schneuwly and Balz M. Villiger were newly elected to the Board. Marcel Keller has been a guest on the Executive Committee and the Board since October 2021 and will remain until the election in June 2022. The Board comprises 10 members.



Leif Agnéus
Manpower
(Schweiz) AG
President
swissstaffing



Taco de Vries
Randstad
(Schweiz) AG
Board Member



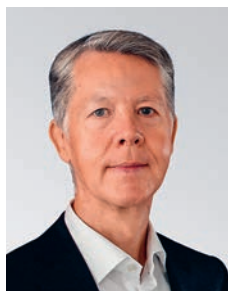
Adrian Diethelm
Express Personal AG
Board Member



Andreas Eichenberger
Induserv Industrial
Services Ltd
Board Member and
Exec. Committee



Robin Gordon
Interiman Group
Holding SA
Board Member and
Exec. Committee



Marcel Keller
The Adecco Group
Switzerland
Guest on Board and
Exec. Committee



Susanne Kuntner
mein job zürich
GmbH
Board Member



Marc Lutz
Hays (Schweiz) AG
Board Member



Yves Schneuwly
Cooiple (Schweiz) AG
Board Member



Balz M. Villiger
Kelly Services
(Schweiz) AG
Board Member



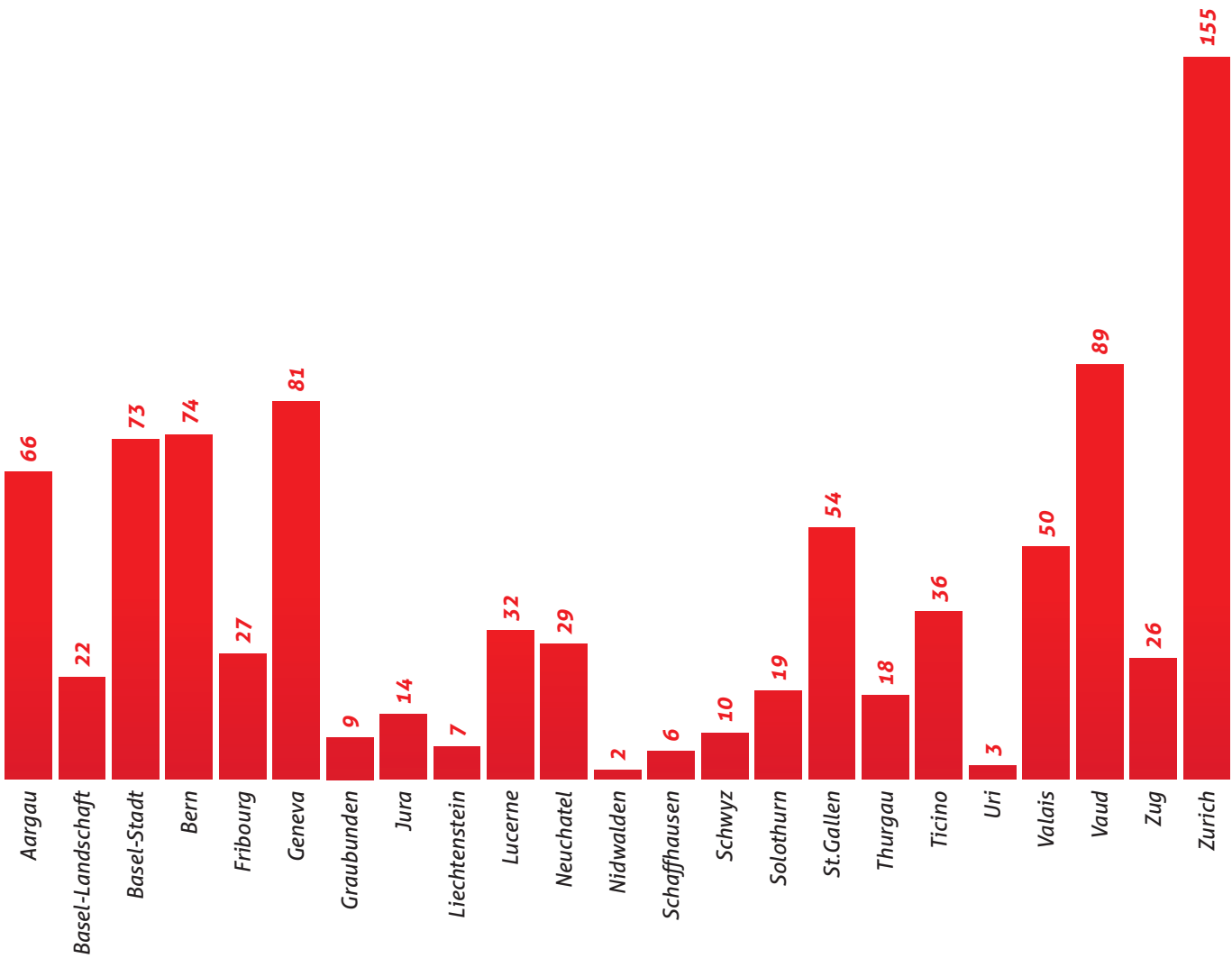
Urs Vögele-Freund
Hans Leutenegger AG
Board Member

The Association Members

In 2021 swissstaffing was pleased to welcome 40 new members to the association. 19 companies left in the same period. swissstaffing was also able to attract a few larger recruitment service companies as members. swissstaffing had 452 members at the end of 2021. This corresponds to growth of almost 5 percent.

SQS, swissstaffing's certification partner, carried out a total of 96 audits at new and existing members. The swissstaffing quality label is a nationally recognized seal of approval, developed specifically for the industry. It is a test of recruitment service professionalism. swissstaffing congratulates all members who successfully completed the audit in 2021.

Location of members (branches) by canton 2021



Events

The Annual General Meeting

The 53rd Annual General Meeting took place on June 8, 2021 in a mixed form. The members voted in advance online in the member section of the swisstaffing website. 448 votes were represented, making the Annual General Meeting quorate. 100 participants took part in the event – either via livestream or on site in the Kursaal Bern.

Marcel Keller, CEO of Kelly Services (Schweiz) AG, left the Board in 2021 and personally said goodbye at the Annual General Meeting. Three members were elected to the Board with a decisive result: Marc Lutz, Hays (Schweiz) AG, Yves Schnewly, Coople (Schweiz) AG, and Balz Villiger, Kelly Services (Schweiz) AG. The three new members of the Board briefly introduced themselves and were warmly welcomed by the President, Leif Agnéus. Leif Agnéus was also clearly re-elected as President of swisstaffing.

Leif Agnéus subsequently informed the meeting about changes to the statutes. The Board was given the authority to establish a political advisory board to represent the interests of swisstaffing and to appoint the members of this advisory board. After presenting the outlook for the coming year, Leif Agnéus awarded the certificate "Certified Staffing Professional swisstaffing" to 13 persons from the industry and honored them for their further education achievements.



CEO Meeting

The CEO meeting took place on site in September in both Zurich and Lausanne. 43 business leaders and decision-makers took advantage of the opportunity for personal exchange.

President Leif Agnéus and Director Myra Fischer-Rosinger gave an insight into various strategic projects and invited discussion. The participants learned more about lobbying for the industry and the approach to the reform of Pillar 2 (BVG), among other things. The two projects "Industry Standards" and "Industry Solution for Occupational Health and Safety" were also presented. The CBA on Staff Leasing was again a topic, in particular the addition to Appendix 1. Despite coronavirus measures, there was a lively personal exchange.

Regional Meetings

Both regional meetings were held online on Zoom due to the coronavirus situation. The swissstaffing team had already tried this method and hosted an event in German, French and Italian for each regional meeting.

swissstaffing was pleased to welcome 477 digital participants on March 23, 2021. Suva reported on planned changes in the determination of accident premiums and answered numerous questions. swissstaffing Legal Services gave a presentation on the organization of working time in the staff leasing employment contract and gave tips on how to carry this out in practice and with regard to payroll control. In addition, the participants were given an initial outlook into the new white paper on wages and working time as well as the expansion of the Swiss Staffingindex industry barometer. Finally, temptraining presented the new regulations – more generous benefit eligibility, longer eligibility periods, and funding for career counseling.

With 355 participants, the regional meeting on November 23, 2021 was also very well attended. The focus was on occupational health and safety. swissstaffing provided initial information on the planned industry solution for occupational health and safety. Felix Weber, Chairman of the Suva Management Board, sent a message of greeting to the Swiss recruitment agencies and gave an insight into the project. Suva went on to inform the meeting about absence management. Information on the CBA on Staff Leasing was also presented, with regard to both the new minimum wage provisions and the addition to Appendix 1 from 2023. Participants were also given an insight into the finances of the CBA on Staff Leasing. To top it off, the economics team presented a brief annual outlook and the brand new white paper on highly qualified temporary workers.



"Flexwork for **the highly qualified** is a promising future business area."

The Association

The Secretariat



Myra Fischer-Rosinger
Director of
swissstaffing

The start to 2021 was unusual. The industry had to deal with a CBA on Staff Leasing without a Declaration of General Applicability (AVE), as the negotiations had lasted until the last minute. The industry and the association coped well with this novelty. The AVE was subsequently pronounced ready as of March 1, 2021.

swissstaffing invested a lot in political advocacy in the past year. In numerous discussions with parliamentarians, authorities and association representatives from all parts of the country, the association has continuously expanded its political network. The political advisory board with civic-minded federal parliamentarians that swissstaffing launched in 2021 is particularly noteworthy. The close exchange with politics is key to shaping the framework conditions for the recruitment agencies. Important issues on the table include the Pillar 2 reform, the modernization of the written form requirement, defense of the economic freedom of staff leasing companies, and the trend toward flexwork.

At the Flexwork Event 2021, swissstaffing discussed the importance of flexwork with a broad audience from politics, business, science and culture for the second time. The recruitment agencies were honored by the President of the Swiss Confederation, Guy Parmelin, who gave a welcoming message on the importance of temporary work.

The vocational training fund temptraining looks back on a record year. At the Secretariat, the team processed 15,000 applications and approved 17 million Swiss francs for further training. The coronavirus crisis has further fueled labor market mobility. More temporary workers than ever before took advantage of the situation to train or retrain. The new web portal modernized and simplified the process for applicants.

The Board has made a clear commitment to quality and standards in recruitment services. The Secretariat implemented this in a first step with the establishment of the industry solution for occupational health and safety. The industry solution will be launched in 2022. Further quality projects will follow.

Quality is also important at the association's Secretariat. In order to be able to provide top services for our members, a clear internal organization is essential. Accordingly, the Secretariat introduced a new, interactive process and quality management system last year.

I would like to take this opportunity to thank the Secretariat team for the enormous enthusiasm they bring to their work each and every day in the interests of the recruitment agencies. We are proud to be able to work for such a dynamic industry that is central to the economy.

M. Fischer-Rosinger

Myra Fischer-Rosinger
Director of swissstaffing

Services

Pension Fund



With an investment result of +9.6 percent, swisstaffing's 2nd Pillar Foundation again achieved a very good result for its insured in 2021. The generous interest rate of 3 percent on retirement assets was maintained. 88 percent of all phone calls were answered directly. The Foundation handled a total of 12,969 inquiries from insured persons.

At the end of 2021, the Board of Trustees decided to introduce new pension plans for highly qualified temporary workers as of April 1, 2022 and to improve the conditions for the active insured and the existing affiliations. The association's own pension fund is thus responding to a need in the industry and is preparing for the future. Various measures have been taken internally to further improve quality. At swisstaffing-bvg.ch, the current conditions for permanent and temporary staff are published on an ongoing basis.

KTG Industry Solution

The logo for tempcare, consisting of the word "tempcare" in a lowercase, rounded sans-serif font, with "temp" in white and "care" in black, set against a yellow rounded rectangular background.

646 contracts (previous year: 596) were processed via the KTG industry solution. The subsidized payroll bill amounted to CHF 3.886 billion (-6 percent). Of the payroll amount relevant for the CBA on Staff Leasing, 77.4 percent (previous year: 73.3 percent) was insured by the KTG industry solution. The premium subsidies paid out fell by 6 percent to CHF 15.545 million.

Premium income, taking into account the subsidy contribution of 0.4 percent, amounted to CHF 82.271 million. The total payments of the insurers came to CHF 79.861 million and the benefit ratio, based on the risk premiums received, amounted to 105 percent (previous year: 106 percent). The average premium rate rose to 2.51 percent (previous year: 2.46 percent).

AHV Compensation Fund/ Family Compensation Fund



The AHV Compensation Fund swisstempcomp and the Family Compensation Fund swisstempfamily, managed by consimo, are the competent partners for all matters concerning Pillar 1. Building on its careful process management, consimo has further improved the quality and timing of its services in addition to continuing the income compensation coronavirus measures.

In January 2021, consimo decided to introduce "AKIS," the market-leading solution for Pillar 1, a new and powerful ERP system together with the web-based customer portal "connect." This new customer portal will be available as early as summer 2022. It offers a wide-ranging, digital exchange with consimo, boosts efficiency and reduces the administrative burden – all to the benefit of the members.

The Industry Solution for Occupational Health and Safety

In order to reduce accidents and prolonged absences among temporary employees, the swissstaffing Board decided at the beginning of 2021 to introduce an industry solution and thus to establish a sustainable safety culture.

The new industry solution meets legal requirements and provides a complete safety system for staff leasing companies:

- A practical manual on the operational implementation of occupational health and safety and customized tools
- Direct support and access to recognized occupational safety specialists
- Training for business leaders and recruitment consultants
- Annual campaigns and regular information

The project started in 2021 and is being developed together with the swissstaffing members and Suva. With AEH, swissstaffing also has an experienced partner with proven safety specialists at its side.

The industry solution will be available to all staff leasing companies and will be certified by EKAS.

Cooperation with Suva

In 2021, swissstaffing and Suva once again intensified their cooperation.

The measures in the area of prevention and claims management generated initial results. At the beginning of the year, swissstaffing reported on this in HR Today under the title "Together toward Greater Security and Falling Costs." Since 2021, swissstaffing has also been offering Suva training courses on occupational health and safety as well as care management in the virtual classroom. These have met with lively interest.

Suva was also present at both online regional meetings. In March, it reported on the planned innovations in the determination of accident premiums in staff leasing and answered questions. In November, Felix Weber, Chairman of the Suva Management Board, informed the meeting about the innovations at Suva and the status of the joint project. The focus then shifted to absentee management. A new training course on this topic was developed for the end of the year and will be offered jointly by swissstaffing and Suva in 2022.

Suva is also supporting the new industry solution and is in active exchange with those responsible for the project. The good cooperation between swissstaffing and Suva will continue in 2022 – with the ongoing aim of sustainably reducing accidents and absences in the temporary employment industry.

A young man with dark hair and a bright smile is wearing a white hard hat and a blue polo shirt. He has his arms crossed and is wearing a name tag that reads "R. B. Stein". The background is a blurred industrial or construction site.

"Flexwork is not a trend.
Flexwork is **a wave.**"

R. B. Stein

Events

Flexwork Event

On June 8, 2021, the Flexwork event was held under the motto **“Safety in Uncertain Times”** in a mixed form and in three languages. The event embedded the topic of flexwork into the current crisis situation. It reached around 450 spectators – an interested audience from all over Switzerland.

At the Flexwork event, moderated by entrepreneur and business journalist Patrizia Laeri, numerous well-known guests from politics, business and culture had their say.

swissstaffing President Leif Agnéus opened the event with a welcoming speech. The event was attended by Guy Parmelin, President of the Swiss Confederation, who in a speech emphasized the importance of temporary work for the labor market. A video greeting from temporary workers to recruitment agencies was then shown. In an interview, Dr. Peter Grünenfelder, Director of Avenir Suisse, spoke about the Swiss labor market.

The subsequent panel discussion examined the topic of flexwork from different perspectives. On the panel: Jana Jutzi, Managing Director of careerplus AG, Martin Lorenz, CEO and CFO of the Competec Holding AG, Christian Lohr, National Councilor of Die Mitte parliamentary group, Ursula Häfliger, Managing Director of die plattform, Lena-Lisa Wüstendörfer, musicologist and Principal Conductor of the Swiss Orchestra.

The closing word was given by swissstaffing Director Myra Fischer-Rosinger.



Services

Communications

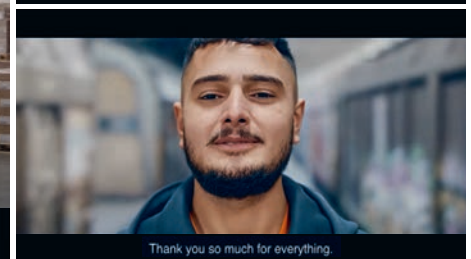
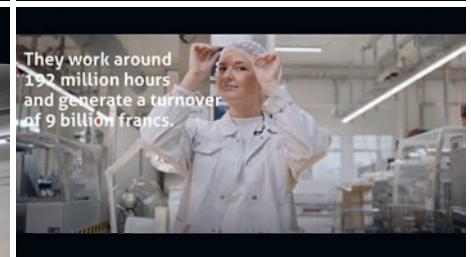
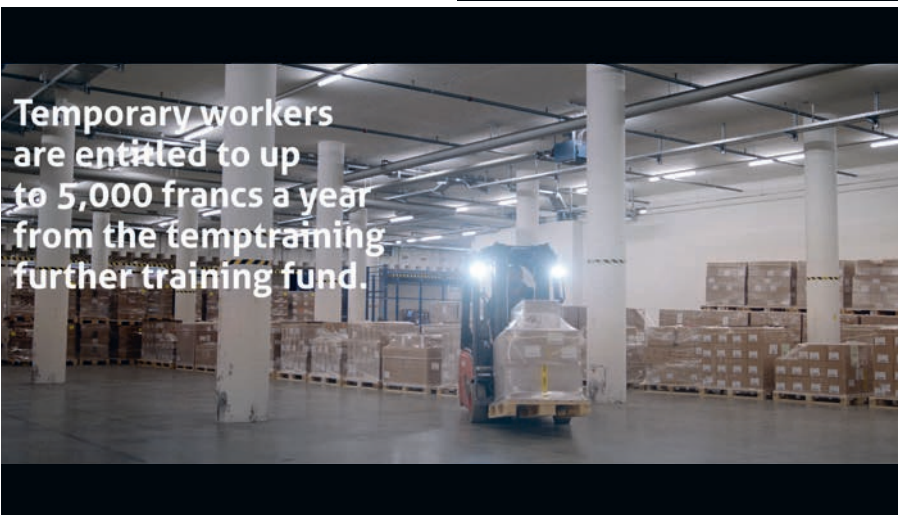
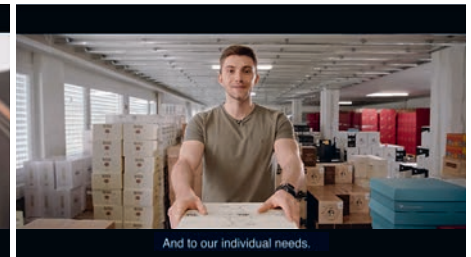
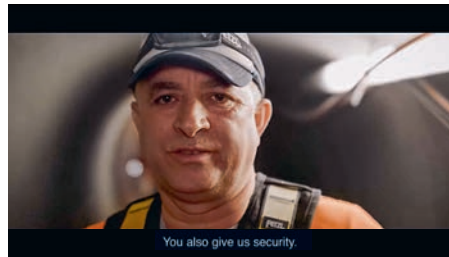
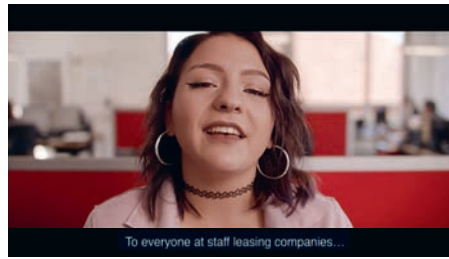
Image Film for the Flexwork Event 2021

For the Flexwork event, swissstaffing conceived and produced a new image film "A Message from Temporary Workers to Staff Leasing Companies." In this way, the association wants to give an insight into the advantages of temporary work and to thank the recruitment agencies. A four-person film team visited companies where temporary workers work and recorded their friendly greetings. The result is an authentic film that focuses on the people behind the scenes. Here are some impressions of the production – from the film shooting to the final result.

Responsibility at swissstaffing: Blandina Werren (Head of Communications), Stephanie Kunz (Project Manager, Communications)

Responsibility at ForsterEhrler: H el ene Forster (concept and production lead), Stefan Ehrler (concept and text)

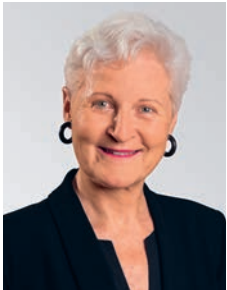
Responsible for filming: Simon Nagel (direction and editing), Johan Lindqvist (camera and sound)



Communications

“To everyone at staff leasing companies” – this is how the image film produced by the Communications team for the Flexwork Event 2021 begins. The film is structured as a greeting message from ‘real’ temporary workers to recruiters and shows the advantages of temporary work in an authentic way. It attracted a great deal of attention on social media and was distributed not least by numerous swissstaffing members (see page 16). The 2021 Flexwork event on the topic “Safety in Uncertain Times” again took place in a mixed form (see page 15).

With 30 CEO newsletters and the special CEO newsletter on coronavirus, the Communications team regularly informed swissstaffing members about current and legally relevant events so that they could react quickly to changing circumstances.



Blandina Werren
Head of
Communications



Celeste Bella
Project Manager
Communications



Antonia Janina Fischer
Communications
Assistant



Sonja Stucki
Communications
Assistant

swissstaffing was represented in the media with numerous topics. The team was in contact with journalists 47 times and supported various articles and interviews. These included articles for Le Temps, Handelszeitung, NZZ am Sonntag, NZZ, SRF 10 vor 10, SRF Rendez vous, SRF Tagesschau, Blick and the Tamedia newspapers. The trade magazine HR Today published various specialist articles written by swissstaffing. In addition, the Communications team regularly informed the public with media releases about current industry developments and new studies. The presseportal.ch distribution channel recorded over 38,600 hits in the newsroom. swissstaffing's media presence was considerable with more than 437 mentions by name.

In 2021, swissstaffing continued the successful white paper series: The team produced two white papers with interesting findings on wages and overtime for temporary workers as well as on the highly qualified, who are increasingly represented in the industry (see page 27).

In the digital media, the Communications team ensured a high presence and thereby contributed to the targeted image promotion of the association. 49 multilingual blog posts, 143 social media posts and a monthly newsletter brought continuous attention throughout the year. Visits to the swissstaffing.ch website increased by 12 percent.

As a communications hub, the team also supports other internal areas with specialist know-how as well as measures to promote a wide range of offers. In addition to the association's website, it also manages those of the swissstaffing pension fund, the CBA on Staff Leasing and the vocational training fund temptraining.

Services

Operations & Member Services

The Operations & Member Services team supported swissstaffing members in person, by telephone and online and coordinated numerous inquiries as a central hub. In 2021, the team received some 4,800 calls for swissstaffing and 38,000 calls for temptraining. 700 services were invoiced by the accounting department. Since August 2021 Maria Cantagallo has been strengthening the team as a project manager. Her focus lies, among other things, on the industry solution project for occupational health and safety.

In 2021, the majority of swissstaffing events again took place digitally. Exceptions: The Annual General Meeting on June 23, 2021 was held at short notice as a mixed media event, and the CEO Meeting was held on site in Zurich and Lausanne.

Following the successful launch of online recruitment consultant training in 2021, more than three times as many training courses were held compared with



Julia Bryner
Head of Operations & Member Services



Maria Cantagallo
Project Manager, Operations & Member Services



Reto Da Rugna
Reception Manager



Fadilia Dilli
Administrator, Operations & Member Services



Natacha Imhof
Administrator, Operations & Member Services



Isabel Staub
Head of Accounting

the previous year: 41 training sessions were conducted with a total of 271 participants, 15 of which were held in person and 26 online. One of the clear favorites was the "Legal Basics" course with 87 participants, while the courses "Care Management for Staff Leasing Companies" and "Occupational Safety – Organizing Health Protection Systematically," both newly developed in close cooperation with Suva, attracted 66 and 47 participants respectively.

At the end of April 2021, swissstaffing launched a new event solution with the aim of simplifying the registration process for events and training courses for both participants and the administration.

In 2021, the focus was on occupational safety, in particular with the industry solution project for occupational health and safety. The aim was to launch the project and reach the first milestones. A total of 5 member workshops in three languages provided valuable input on practical suitability.

In 2021, the Operations & Member Services team again received numerous inquiries from members and interested parties and accompanied new members through the admission process. The satisfaction of members with the services is important to swissstaffing, which is why increased cooperation was initiated in the area of social insurance with the partner companies Aon (pension fund) and consimo (compensation fund, family compensation fund).

Last but not least, the team was responsible for introducing an interactive quality management system. The system has been used successfully since mid-2021 and serves to improve the quality and efficiency.

Legal Services

Legal Services is the competence center of the temporary employment industry for questions relating to the laws on employment, employment services, social insurance, foreign staff and contracts. In 2021, Legal Services gave advice to association members and non-members in 1,944 cases. In addition, it is entrusted with the execution of the CBA on Staff Leasing by the Secretariat of the Appeals Commission.

Another major focus of Legal Services was the restriction of temporary working. In Geneva, there was a further attempt to restrict temporary working via the law on public procurement. In Ticino, the Federal Supreme Court upheld swisstaffing's complaint in its ruling of March 17, 2021. It overturned the provisions of the cantonal law that provided for a restriction of the temporary employment industry. However, following publication of this ruling, two new initiatives have been submitted that seek to restrict the industry.



Boris Eicher
Head of Legal Services



Ardian Laha
Legal Services
employee



Philipp Müller
Legal Services
employee



Sara Stoffel
Legal Services
employee



Ivana Zellweger
Legal Services
employee

The coronavirus pandemic again kept swisstaffing Legal Services busy in 2021. Legal Services produced newsletters and livestreams to inform members of new measures without delay. In addition, Legal Services offered new virtual training courses to raise members' awareness of the legal basics of the industry even during home office duty.

In the fall 2020, the CBA negotiations were completed. Legal Services monitored the Declaration of General Applicability (AVE) procedure and any contract omissions. As part of these negotiations, the social partners also agreed to promote the inclusion of non-AVE CBAs in Appendix 1 of the CBA on Staff Leasing. A joint working group was set up for this purpose, in which Legal Services assumed co-management.

Legal Services was able to influence the revision of the Data Protection Ordinance (DPO) and the Labor Regulations 1 and 2 (ArGV 1 and 2) within the framework of consultations and to represent the interests of the recruitment services industry.

In 2021, Legal Services once again chaired the expert group "Staff Leasing in Private Households." The findings from the expert group were incorporated into the discussions with the social partners on the regulation of care at home and with the State Secretariat for Economic Affairs (SECO) on the needs of Spitex companies.

Other tasks included monitoring the completion of the CBA on Staff Leasing, political monitoring and the production of consultation papers for revisions of the law.

Services

temptraining

temptraining

Despite the coronavirus crisis, temptraining received significantly more requests for further training from temporary workers in 2021 than in the previous year. In the first quarter, the highest ever number of requests was submitted since establishment of the vocational training fund. In the record month of March alone, the figure was 2,000. temptraining approved a total of more than 15,000 further training applications in 2021, worth around 17 million francs. Temporary workers used the pandemic-related breaks between their jobs to improve their labor market skills with further training.

Since November 2021, applications can only be submitted digitally, with a few exceptions. A web portal with various additional functions is available for temporary workers and recruiters.

In March 2021, temptraining, in collaboration with the Swiss Federation for Adult Learning (SVEB), launched a pilot project to promote poorly qualified



Claudio Tenna
Head of
temptraining



Myriam Del Castillo
Head of
Administration



Laurance Batt
Caseworker



Biagio Bongiovanni
Caseworker



Nathalie Fanguero
Caseworker



Claudio Foletti
Caseworker



Sandra Heuberger
Caseworker



Brigitte Keller
Senior caseworker



Sylvia Mersch
Senior caseworker



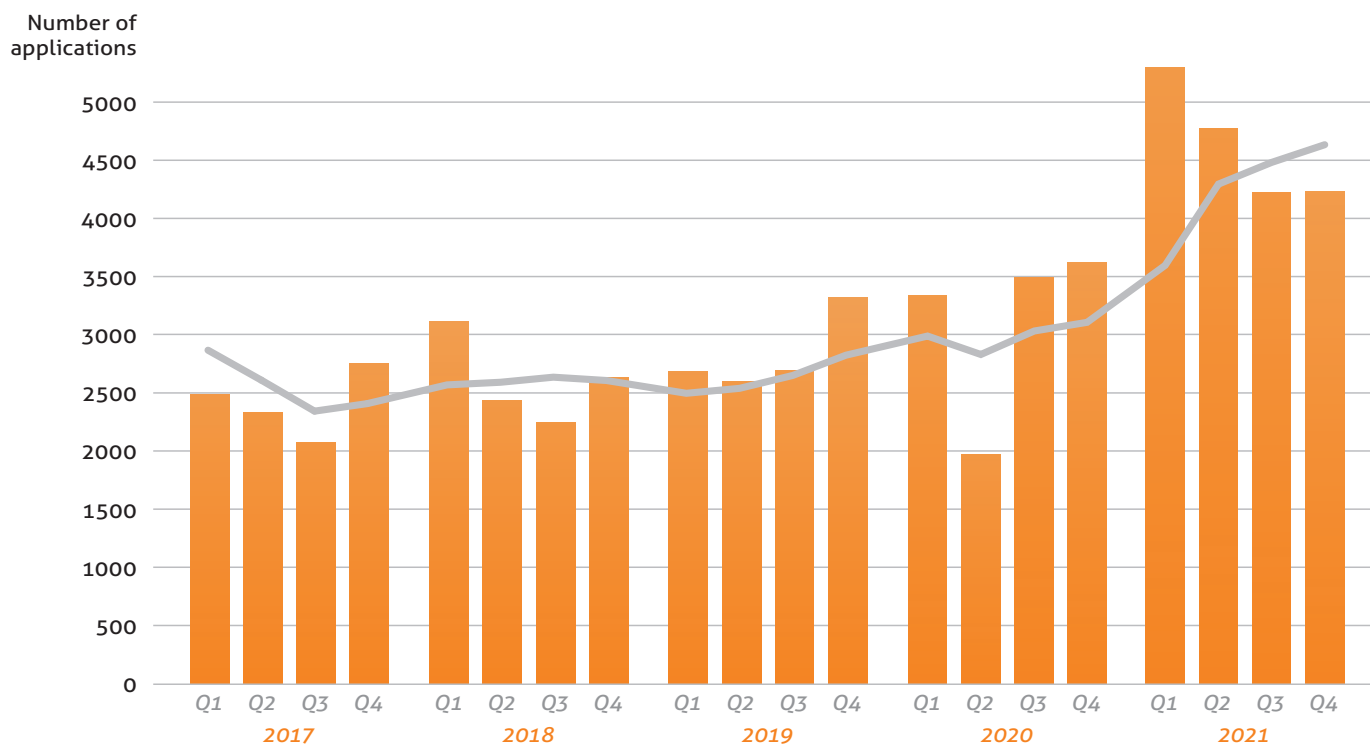
Fabio Streuli
Caseworker

temporary workers. With further training vouchers, persons without a vocational qualification get the opportunity to further their education. By the end of the year, temptraining had issued several hundred vouchers worth CHF 1,000 each. Vouchers can be redeemed until the end of 2022.

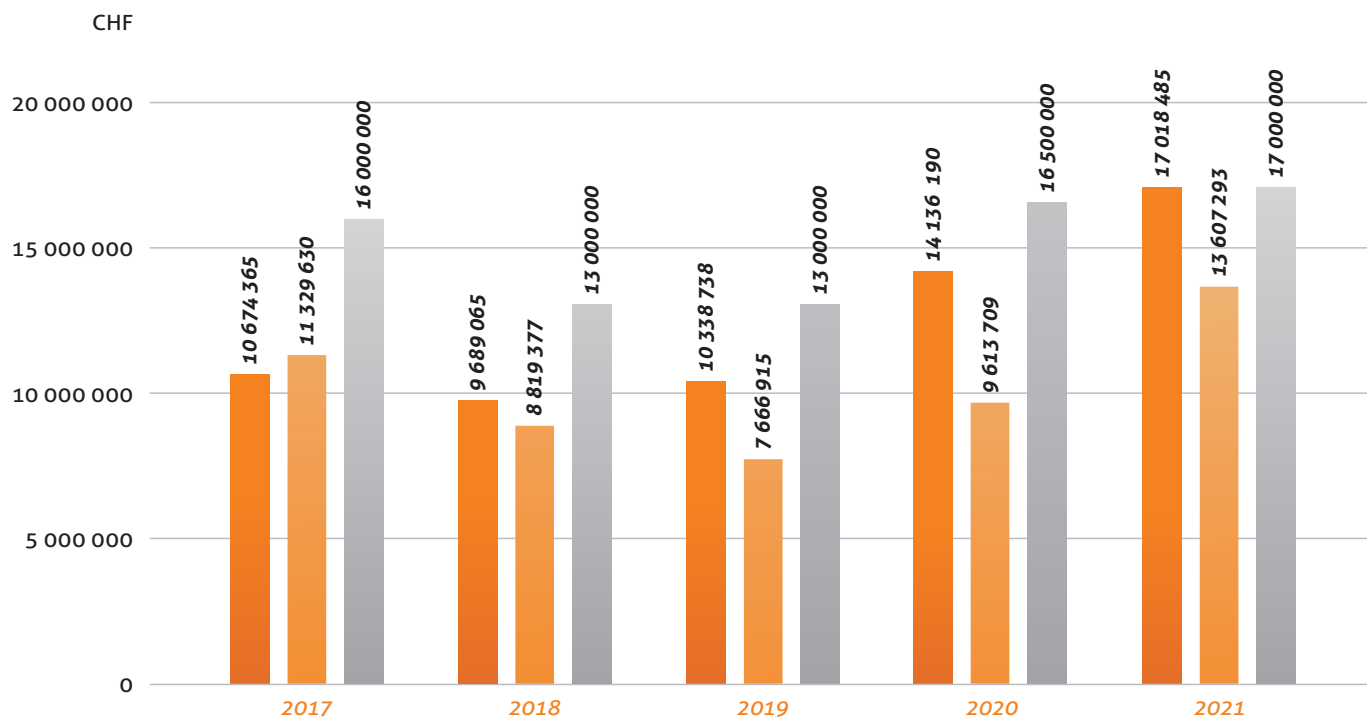
Another pilot project aims to make career guidance more digital: Based on a person's skills and competencies, software will highlight the further education opportunities best suited to them and their career path. temptraining conceived the project in 2021. It should commence in 2022.

In 2021, the Joint Working Group on Further Education applied for amendments and regulatory changes to occupational safety courses. The amendments were approved as of January 1, 2022. From then on, pure online courses will no longer be accepted and proof of at least 88 hours worked must be submitted before the payment.

Development of the number of applications per quarter



Trend in contributions per year (in CHF)



- Amount approved
- Amount paid out
- Amount budgeted

A young woman with dark hair pulled back, wearing a grey t-shirt and a light-colored apron, stands with her arms crossed and a bright, happy smile. The background is a blurred indoor setting, possibly a kitchen or cafe.

"For people who want to get to know different companies, **flexwork** is perfect."

Staff Development

HR Expert Examination



Irène Righetti
Head of Staff
Development

In the fall 2021, the HR Expert examination was held for the fifth time. A total of 34 graduates passed the exam. This corresponds to a success rate of 75.6 per cent. swissstaffing would like to warmly congratulate all the graduates. Unfortunately, the graduation ceremony was canceled again due to coronavirus.

The association carried out the training part of the HR Expert examination, Specialization C in the blended learning format – half of the lessons were on site and half were virtual. Participants' feedback on this mix was exclusively positive.

Further Training for Recruiters

In 2021, swissstaffing held a total of 41 courses for recruiters, of which 31 were virtual. A total of 271 people took part in the courses.

swissstaffing developed several new online offers in 2021. Topics include occupational health and safety, care management, social media recruiting, legal basics and interview technique. Many of the courses take place in two or three national languages.

Legal Basics was the most popular of the further training courses. It was held 18 times with a total of 87 participants, followed by Care Management with 11 courses and 66 participants.



The Industry

Development of the Industry



Dr. Marius Osterfeld
Economist
swisstaffing



Ariane M. Baer
Project Manager,
Economics and Politics

System-Relevant Labor Market Engine

Following a major slump due to the pandemic, the temporary employment industry staged a strong recovery in the second quarter of 2021 with an increase of 24.5 per cent compared to the previous year. The business situation stabilized as never before in a crisis.

The need for personnel in vaccination centers, test centers and hospitals led the industry back to growth, as did an improved business situation in industry and construction, where temporary positions were quickly converted into permanent ones. Without these many quick hires, the industry's growth could have been even stronger.

Vaccination and test centers generated new entry opportunities. Temporary workers helped many cantons cope with short-term peaks in demand. At the same time, highly qualified temporary staff worked in the background to help manage the crisis – whether in ramping up production lines for vaccines, in developing tests and medications, or as specialists in administration. Temporary workers were thus oil in the gears of crisis management.

Despite the recovery, the number of hours worked in 2021 was 4.9 percent below the pre-crisis level and is almost 9 percent off the 2018 peak.

Labor Market Trends:

Further Education and Freelancers as Temporary Workers

Although fewer temporary workers worked in the industry due to the pandemic, the vocational training fund temptraining continued to boom during the crisis. Temporary workers used the coronavirus-related breaks to improve their labor market skills – whether by further developing existing strengths or completely refocusing.

A boom of a different kind took place in the area of highly qualified temporary work: The coronavirus crisis boosted the awareness of many freelancers of the risks of unemployment and illness, which in self-employment are not covered or are unaffordable. Many freelancers entered the protection of temporary employment. This eliminates the administrative burden for both clients and contractors, and the flexworker enjoys full social protection at a reasonable price.

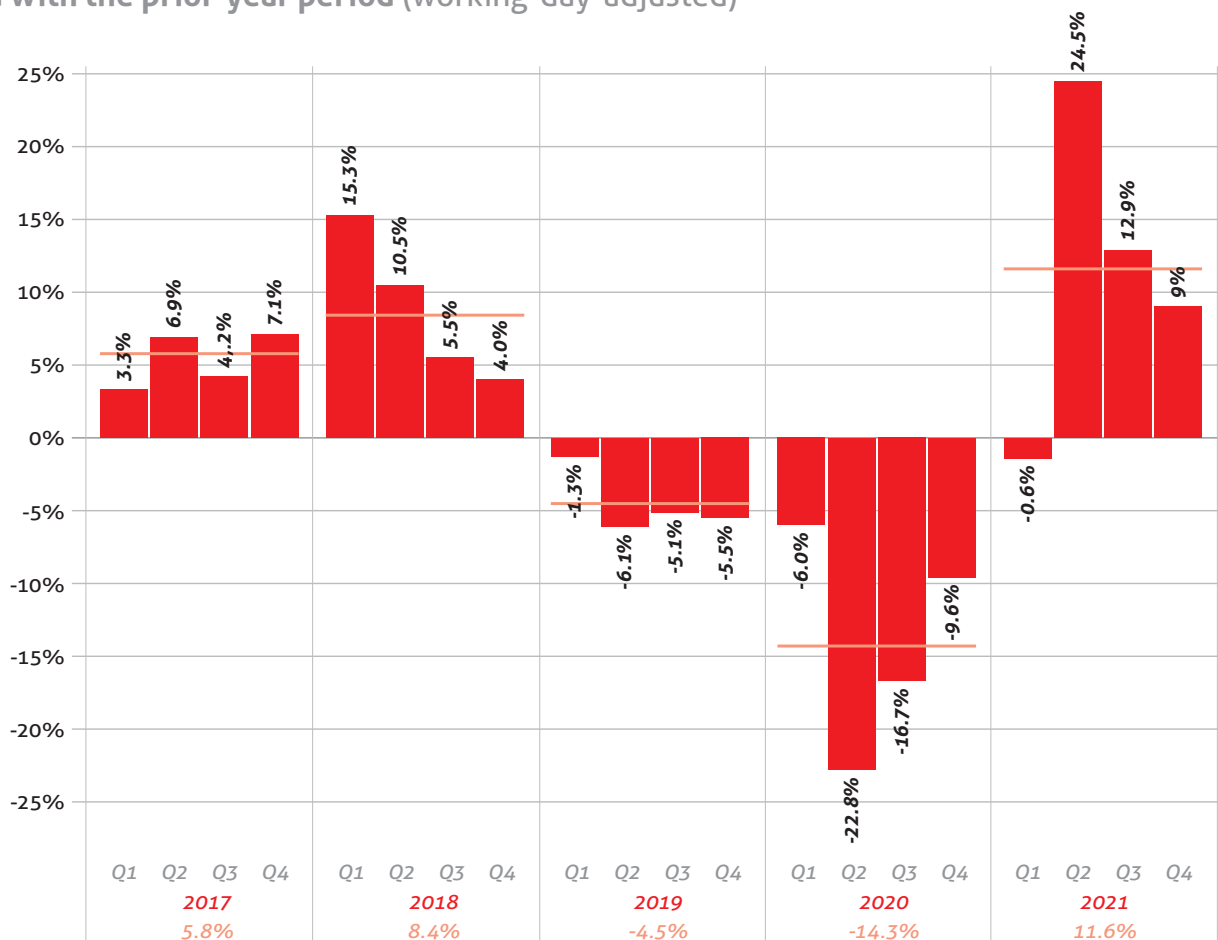
Key Figures for Recruitment Services in 2021 (estimate)

Temporary workers per annum	390,000
Full-time equivalents	90,000
Share of employment	2.2%
Hours worked	196 million
Payroll amount for temporary workers (CHF)	7.2 bn
Turnover of temporary employment industry (CHF)	10.1 bn
Permanent placements by private agents	70,000
Turnover in permanent placements (CHF)	650 million

Note: The data are estimates based on the Swiss Staffingindex.

Sources: SSUV, SECO, BFS, swissstaffing

Development of the temporary employment industry compared with the prior-year period (working-day-adjusted)



■ Growth rate compared to the prior-year quarter
 ■ Annual growth rate compared to the previous year

Source: swissstaffing



"I am **the pilot**
of my own plane."

The Industry

White Paper

In 2021, swissstaffing again published two white papers. Under the title "More than Equivalent: Wages and Overtime in Temporary Work," the first paper focused on the earnings potential of temporary workers. An analysis of the Swiss Labor Force Survey showed that temporary workers earn the same as direct employees, but work less overtime – and when they do, they are more often compensated financially.

The second white paper was dedicated to highly qualified temporary workers and thus to a currently still small market with strong growth potential. For the trend study "Flexwork: More and More Highly Qualified Workers Are in Temporary Work," the gfs-zürich institute questioned 603 highly qualified temporary workers. In addition, swissstaffing held personal conversations with highly qualified flexworkers, hiring companies and recruitment agencies, thus revealing the people behind the figures.

Key Results of the White Paper "Highly Qualified Flexworkers"

It is the combination of flexibility and social protection that provides the main motive for the highly qualified to work temporarily. Highly qualified workers use this flexibility for their work-life balance by determining their own working hours and workload. Flexworkers in active placement especially appreciate that the recruitment agency takes care of the job search for them. For flexworkers on payrolling, temporary work is an optimal alternative to self-employment, as it does not carry the risk of pseudo-self-employment.

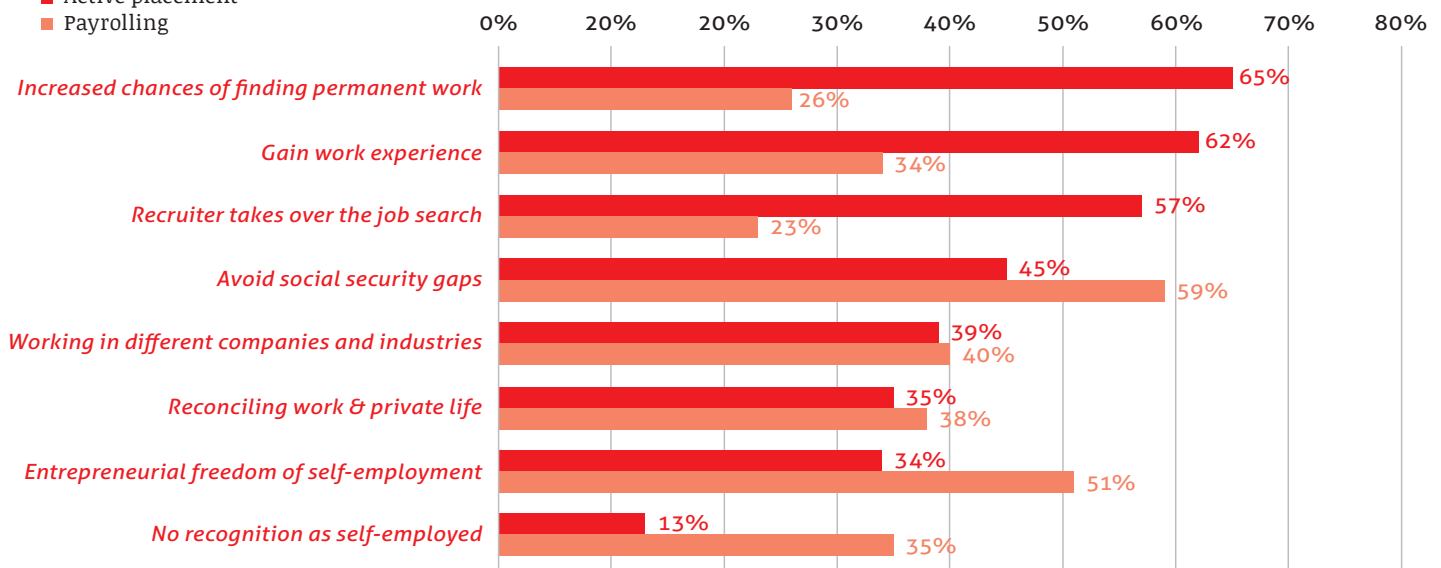
Highly qualified flexworkers are professionals. They work in the labor market where their knowledge is most needed. Temporary work thus fills gaps in industries such as pharmaceuticals, IT and the health sector and thus counteracts the shortage of skilled workers. Companies appreciate the flexibility, agility and professionalism of highly qualified flexworkers.

Globalization, the advance of digitalization and, most recently, the coronavirus crisis are increasing the need for flexible working conditions, even in the highly qualified segment. Employees' needs are increasingly changing in the direction of flexibility and self-determination. This is particularly true of the younger generation Y. This will lead to flexwork models establishing themselves in the labor market under the umbrella of temporary work in the long term thanks to social protection.

Motives of highly qualified flexworkers to work under the umbrella of temporary work

Sources: swissstaffing, gfs-zürich 2020
Importance of the individual aspects
Share % (important / very important)

- Active placement
- Payrolling



Political Activity

“Current social developments make necessary a complete rethink of working forms toward greater flexibility.

The dangers of the necessary changes are a frequent concern in the public debate. Politicians are trying to counter these developments. But above all, flexibility offers a huge opportunity. For example, new forms of work suddenly make it possible to reconcile non-work obligations with working time, impaired workers are offered resource-oriented work organization, and older workers find forms of work in which they feel comfortable and useful.

Covering these new forms of work in our social partnerships and insurance schemes does not require magic. For example, the temporary employment industry has developed models with swisstaffing, which for years have ensured that flexibility does not lead to exploitation.”



Dr. Melanie Mettler
Managing Director
Compasso

CBA Renewal and No Declaration of General Applicability Phase in Early 2021

In the fall 2020, the social partners signed an agreement to renew the CBA on Staff Leasing for a period of three years. The CBA achievements in the field of working conditions, social insurance and remuneration could thus be maintained.

The CBA contains provisions on working conditions and wages, modern regulations in the areas of further education and occupational pensions, and an industry solution for daily sickness benefits insurance. Thanks to the vocational training fund temptraining, temporary workers can benefit from subsidies of up to 5,000 Swiss francs for further training and compensation for loss of earnings. Since the launch of this fund, a total of almost 73 million Swiss francs have been invested in the professional future of temporary workers.

Due to time constraints, the Federal Council was unable to declare the CBA to be generally binding as of January 1, 2021. For this scenario, the social partners agreed that the current CBA would nevertheless be extended from January 1, 2021 without the declaration of general applicability and would be binding until March 31, 2021 at the latest for the contracting parties and their members as well as the leasing companies voluntarily subject to the CBA in accordance with Art. 2 Para. 3.

Thanks to this jointly agreed solution, swisstaffing was able to guarantee its members and the voluntarily subordinated leasing companies the benefits of the CBA on Staff Leasing, such as temptraining, tempdata and tempcare, without interruption.

In mid-February 2021, the Federal Council resolution on the reinstatement and amendment of the Declaration of General Applicability (AVE) of the (currently valid) CBA on Staff Leasing was published and the AVE entered into force as of March 1, 2021 until June 30, 2021.

Finally, on May 25, 2021, the Federal Council once again declared the CBA, on which the social partners had agreed in 2020, generally binding. With the AVE of the new CBA on Staff Leasing, the following agreements of the social partners became generally binding from July 1, 2021:

- **Wage Adjustments**

In 2022 and 2023, the minimum wages will be increased twice in succession, each time by CHF 40 for unskilled workers and CHF 25 for skilled workers. In Ticino, the minimum wage for unskilled workers will be raised by a total of CHF 220 per month in two steps – on December 1, 2021 and on December 1, 2022. With these gradual increases, the minimum wage in Ticino will be aligned with the minimum wage set at cantonal level.

- **No More Exceptions to the Minimum Wages of the CBA**

As of January 1, 2023, the minimum wages of the CBA will apply to all industries and companies, provided they are not subject to a generally binding CBA or a CBA listed in Appendix 1. This means that the exceptions provided for in Art. 3 Para. 3 of the CBA are no longer applicable, which considerably strengthens the protection of temporary workers and increases legal certainty. The social partners have also agreed to promote the inclusion of industry and company CBAs in Appendix 1 so that the wage and working time provisions applicable to permanent employees also apply to temporary workers (principle of equal treatment).

“As long as contracts, such as those for staff leasing, still require a handwritten signature, business and society will be denied the opportunity to universally work digitally and conduct business electronically.

The coronavirus crisis has clearly shown that the written form requirement is in contradiction to rapidly advancing digitalization and the practical needs of business and society. It is an unnecessary administrative hurdle.

In the future, simple electronic alternatives without a handwritten signature should also be permitted when concluding contracts.”



Daniela Schneeberger
National Councilor
FDP, The Liberals
Member of the Economic Affairs and Taxation Committee WAK
Member of the Legal Affairs Committee RK
President of Treuhand Suisse
Vice-President of Swiss Trade Association sgv

Public Affairs Activities

The temporary employment industry faced ongoing regulatory pressure in 2021. The spectrum ranged from administrative hurdles caused by the lack of a digital signature, to looming difficulties with the Pillar 2 (BVG) pension reform, to efforts to restrict the temporary employment industry at cantonal level.

In response to these challenges, swissstaffing strengthened its activities in the field of public affairs: The association set up a political advisory board and intensified its media work. Raising the awareness of politicians and the general public for the concerns of the temporary employment industry pays dividends for the industry, the state and society. First, recruitment agencies - without burdening taxpayers - help to keep unemployment durations short and build a bridge for people to return to the workforce. Second, staff leasing offers an attractive solution to accommodate the social trend toward more flexwork without tearing holes in the social security funds and the protection of flexworkers.

Written Form Requirement

While online job platforms often choose the self-employment working form as the basis for their business model and are heavily criticized for failing to offer social protection, the written form requirement for temporary employment contracts puts obstacles in the way of recruitment agencies who want to tap into this market in a socially acceptable way. The failure of the E-ID at the ballot box is delaying one of the possible solutions for years to come. swissstaffing is therefore in regular exchange with politicians, authorities and other associations affected by the written form requirement in a search for unbureaucratic regulations. The suspension of the written form requirement without complications during the coronavirus pandemic shows that the digital signature works and how outdated the current regulation is.

Pillar 2 (BVG) Pension Reform

In the context of the BVG reform, the National Council hotly debated how people with low incomes and multiple jobs can be adequately insured. The temporary employment industry has known the solution since 1985 – and calculates the coordination deduction down to the hour worked. Whether the industry can maintain this solution in view of the upcoming reform is anyone's guess. Lowering the coordination deduction would make the current arrangement considerably more expensive. This is particularly significant in the case of short-term assignments of up to one year, because rising social costs and hiring costs add up. The Secretariat discussed this problem with the members of the political advisory board, parliamentarians, umbrella organizations and authorities. Whether the efforts will bear fruit will be seen in 2022.

Restrictions on Temporary Work in the Cantons of Geneva, Vaud and Ticino

The efforts to limit temporary work in the cantons of Geneva, Vaud and Ticino are particularly paradoxical in view of the general trend toward flexwork. The spectrum ranges from reporting requirements when awarding public procurement contracts to the prior notification of open positions to the Regional Employment Office (RAV) and quotas for the use of temporary workers – all measures with a focus on public procurement and thus on the construction sector.

This is problematic for several reasons: On the one hand, the construction sector is more suitable for flexwork than almost any other industry. Due to a shortage of skilled workers, top minimum wages and consistently well-filled order books, jobs in this area offer the equivalent of a well-paid job guarantee in practice. The regulations deprive people and companies of the opportunity for flexible work. Particularly with regard to construction companies, there is a danger that they will resort to riskier, less secure forms of work such as subcontracting, work on call, one-man companies and undeclared work. On the other hand, the restrictions also deprive the industry of the possibility of relieving the public employment service and thus not least the taxpayers. In talks with cantonal politicians, cantonal industry associations and authorities, the Secretariat drew attention to these consequences and pointed out the extensive services provided by the temporary employment industry in the area of social protection.

Temporary Work as a Solution for the Flexwork Trend

The trend toward more flexible work is unbroken – both as an employee need in the context of work-life balance and as a company need in the context of competitiveness. The temporary employment industry is a proven solution to meet these needs. The combination of good education and flexibility promises to be the gold standard for Switzerland. In a dialog with politicians, authorities and associations, swissstaffing wants to contribute toward its attainment.

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