

Annual Report 2013



www.swisstaffing.ch

swisstaffing
Stettbachstrasse 10
CH-8600 Dübendorf

 **swisstaffing**

One association. One team. One voice.



www.swisstaffing.ch

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Introduction from our president

Last year, for the first time, swissstaffing conducted a member opinion survey and in doing so we put our service offerings to the test. I was delighted by the overwhelmingly positive response. But I am even more pleased that, by the end of the year, swissstaffing had already put in place a range of new measures designed to even better align our services to our members' needs.

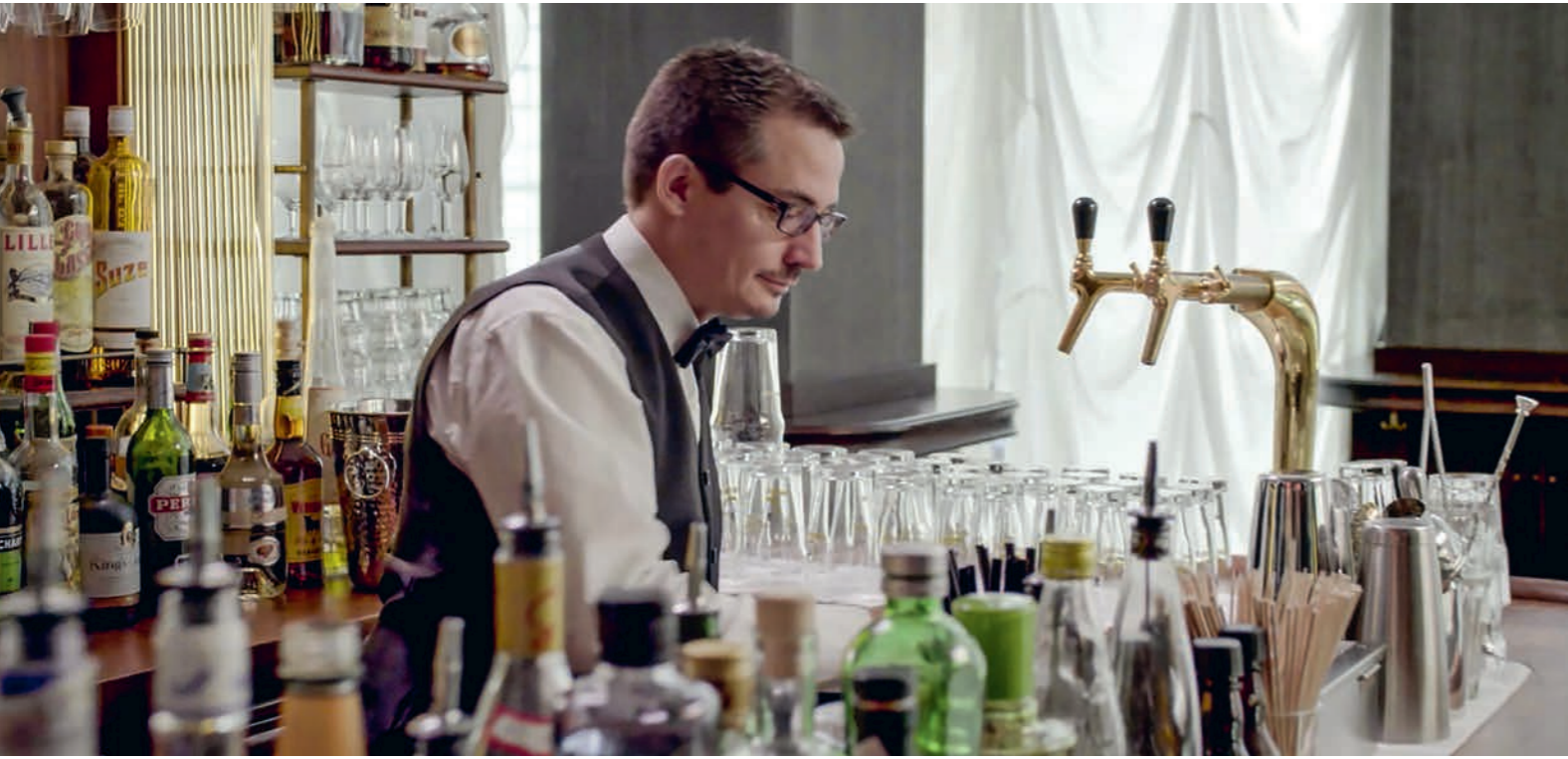
Thanks to our new website, swissstaffing can now ensure that highlights of important industry information and developments are readily available to our members as well as to other key stakeholders. Our association has also formalized its legal advisory practice. Our team of four attorneys is on hand to provide prompt and practical counsel. The addition of a number of multilingual team members has enabled us to expand our engagement with members in the French-speaking regions and ensure a greater presence in Ticino.

The survey also provided feedback from our members on their initial experiences working with the Collective Bargaining Agreement for Staff Leasing. It enabled us to identify difficulties presented by the implementation of this agreement. With this knowledge, as well as the results of an extensive questionnaire on salary levels, we were well-prepared to enter into negotiations last autumn on the extension of the CBA. Over all, for a relatively new instrument, the CBA has received high marks from employment services that have been party to it. We continue to work on improving the benefits of the CBA for our members, even if this requires tough negotiations.

In respect to finances, 2013 proved to be another uncertain period. The general economic situation was unstable because of fluctuating EU and world markets. In this environment, the temp industry rallied, and closed out the year at a higher level than 2012. But solid growth going forward will require sustained stability in the EU.

For 2014, I wish the industry further economic recovery, a satisfactory conclusion to the CBA negotiations, as well as a workable implementation of the initiative against large-scale immigration. I also hope you enjoy reading and referring back to this annual report!

Charles Bélaz
President



**800 employment services
find the right players.**

The association

Mission

swissstaffing is the center of excellence and service for the Swiss employment industry. In its capacity as an employers' association, swissstaffing defends the principles of its membership in the political, economic and public arenas. We promote the interests of the employment services industry and make every effort to ensure that temporary work enjoys the image it deserves.

In spring 2013, swissstaffing asked its members if they were satisfied with the range of membership benefits. All were rated between 3.5 and 3.9 points out of 5. The members are satisfied with the services. Each member indicated specific preferences among the wide range of available services. The most-used are Newsletters and Statistics. The swissstaffing pension fund received the highest rating.

The Secretariat and the Board are committed to further improving member satisfaction. The survey results showed there is some room for improvement, particularly in our legal services and our communications with members in Romandie and Ticino.

In these two areas, swissstaffing took the first steps last year:

- On June 1, our new legal service with four attorneys was launched. Members can receive legal advice by telephone Monday through Friday. At other times, the legal team is reachable by email. The service guarantees a response to legal questions within a maximum of two working days
- With the appointment of a Geneva lawyer and two receptionists who speak fluent German, French and Italian, the swissstaffing team is better-placed to focus on the French-speaking region. In addition, along with German and French, our website is now available in Italian.

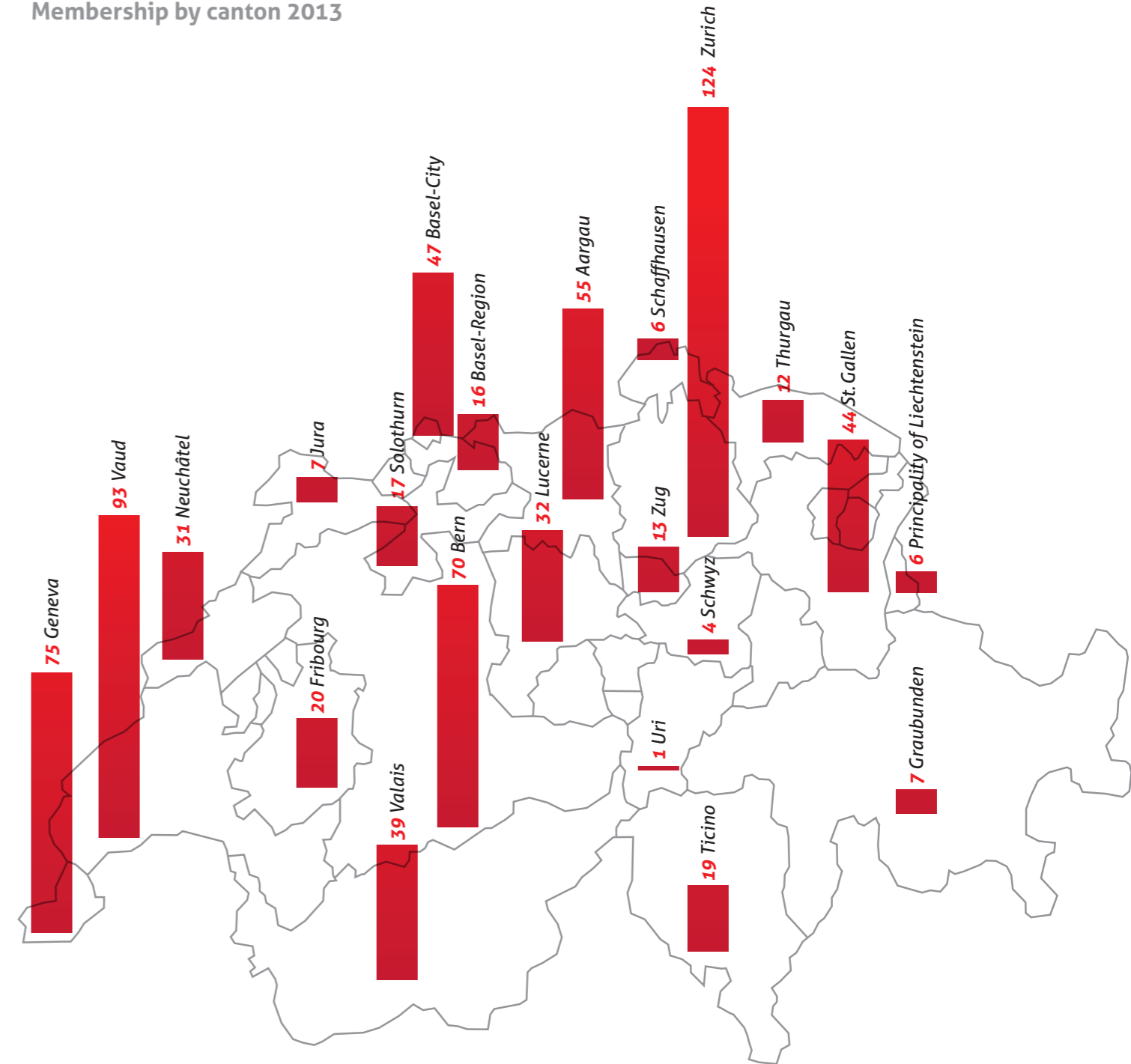
General Assembly

In addition to the ordinary agenda items including review of previous minutes, the annual report, the financial accounts and the budget, the general assembly appointed the negotiating delegation for the extension of the CBA Staff Leasing. Also, the Articles of Association were supplemented with a provision permitting a general ballot.

Membership developments and distribution

swissstaffing welcomed 26 new members last year. Eleven left the association, some voluntarily, some as a consequence of bankruptcy. At the end of 2013, swissstaffing had 294 members in more than 600 locations.

Membership by canton 2013



Board of Directors

The nine board directors represent a good cross-section of the membership in terms of company size, national regions and gender. The Board sets the strategic direction for the association and discusses, during quarterly meetings, current and pending association projects. The Management Committee meets once a month and directs the secretariat's operations.

In the third trimester, Peter Guggi, representative of Kelly Services (Suisse) SA, resigned from the Board. We offer our heartfelt thanks for his many years of valuable service to this organization.



Charles Bélaz
Manpower Suisse AG
President

Susanne Kuntner
mein job Zürich GmbH
Director



Michael Agoras
Adecco Human Resources SA
Vice-president

Kerstin Wenger
Walmonag
Director



Andreas Eichenberger
Induserv Industrial Services Ltd
Director & Executive Committee



Urs Vögele-Freund
Hans Leutenegger AG
Director

Richard Jager
Randstad (Suisse) SA
Advisory Director



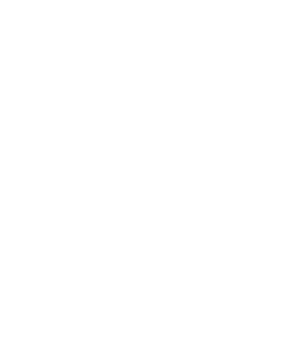
Georg Staub
Chief Executive Officer

Arie Joehro
Legal Service Manager



Myra Fischer-Rosinger
Deputy Chief Executive Officer

Romina Riesen
Receptionist



Isabel Staub
Administration Manager

Yasmine Arasteh
Legal Service



Irène Righetti
Authorized Signatory

Annika Groth
Assistant



Julia Bryner
Relationship Manager

Raffaella Huber
Legal Service

Secretariat

The secretariat team serves the membership in an advisory capacity. It nurtures relationships within the political, economic and public arenas in order to favorably influence temp industry working conditions. Members can seek information and advice in three of Switzerland's four national languages: German, French and Italian. Four times each year, the secretariat organizes regional meetings in six Swiss locations in order to meet members in their regions.

Services

Social insurances

Workplace safety

Seal of quality

swisstaffing
Services

Legal service

Continuing education

News

Events

Social insurances



Pension fund

Thanks to a strong investment performance of 12.1%, a favorable claims record and lean management the swisstaffing Second Pillar pension fund once again saw an improved coverage ratio from its already-high level. On August 31, 2013 the coverage ratio was 143%.

The Board of Trustees took this opportunity to share the benefits with our 23,000 insureds by raising interest rate levels and lowering contribution costs.

- For 2014, retirement asset interest rates are fixed at 2.75%. The mandatory minimum interest rate is 1.75%. The objective is to ensure in the coming years an interest rate exceeding the mandatory minimum by 1%. Provisions have been made for this.
- The risk and administrative expense ratio has been lowered by 3.1% to 2.8% (employees and employers combined).

swisstempcomp

swisstempfamily

Compensation fund / family allocation fund

The swisstempcomp compensation fund and family allocation fund offer members a single-source solution: parallel to managing mandatory old-age and survivor insurance administration, it also manages assessments for the CBA Staff Leasing as well as for various cantonal vocational training funds. The fund benefits from the relatively young age of temporary workers. This advantage has repercussions for affiliated businesses in the form of lower contribution rates. In 2013, swisstempfamily applied very favorable rates in the following cantons: Aargau, Appenzell-Ausserhoden, Bern, Basel-City, Glarus, Neuchâtel, St. Gallen, Thurgau, Vaud and Zurich. In the cantons of Ticino and Valais, the rates were much improved in the second half. In cantons with compensation expenses, swisstempfamily offered the same rate as the canton. As an association compensation fund, swisstempcomp focuses on the needs of employment services – effective procedures and simplified salary statements were at the heart of our efforts in 2013. In 2013, swisstempcomp insured a payroll of more than CHF 1 billion. The fund thus ranks at mid-level among association compensation funds.

Temp industry solution – health insurance

tempcare

The tempcare industry solution, born out of cooperation with social partners, insures temp workers and employment services against the risk of wage loss due to illness. Thanks to a pool established with seven insurers and to a CBA Staff Leasing subsidy, the industry solution offers wage loss coverage that is favorable and conforms to the CBA.

Approximately CHF 2.3 billion were insured in 2013 under this arrangement. Premiums were subsidized with more than CHF 10 million. Since this industry solution is supported by social partners, it is open to all employment services that are subject to the CBA Staff Leasing. Both members and non-members are able to join.

Legal practice

swisstaffing added a new dimension to its legal practice from July 1, 2013 by proposing to members as well as to non-members the possibility of benefiting from international legal counsel on employment, job placement, social security, conventions, treaties and general contracts. With the debut of the CBA Staff Leasing and the increasing complexity of the CBA environment, employers' needs for legal advisory services increased dramatically. Since September 2012, swisstaffing has also been responsible for managing the secretariat of the Appeals Committee for joint implementation and the swisstaffing training and social funds.

With our legal practice up and running, swisstaffing has been well able to respond to these developments. During 2013, attorneys Michael Müller and Yasmine Arasteh joined the team, which was completed by law student Raffaella Huber. Together, they represent 3.3 full-time equivalents.

In 2013, the service participated in 874 legal consultations, primarily with members. Going forward, the aim is expand on the number of consultations and offer increased support in more complex matters. In 2013, the secretariat of the Appeals Committee dealt with and resolved some 47 cases. Four of these concerned obligations under the CBA Staff Leasing and payroll management, 39 related to vocational training.

Vocational training

temptraining

temptraining fund

Thanks to the support of temptraining, approximately 3,000 temporary workers participated in vocational training in 2013. The volume of training requests grew from one month to the next, doubling from an average of 50 requests per week in January to 100 by the end of the year. In all, temptraining granted a total of CHF 5 million for further training and CHF 2 million for loss of wages compensation. This encouraging development necessitated an expansion of the team. As a result, as of end of 2013, with Myra Fischer-Rosinger as Manager, the temptraining team pictured here numbers six: Nadia Deon, Sylvia Mersch, Monika Rüeger (already in place) and Myriam Del Castillo, Tina Tavic (both new).



temptraining Team

Manager

Myra Fischer-Rosinger

Marketing

Monika Rüeger

Request processing

Nadia Deon

(Senior member of request processing team)

Myriam Del Castillo

Sylvia Mersch

Tina Tavic

Thanks to the new members of the team, clients are not only served in German, French and English, but also Italian, Croatian, Portuguese and Spanish.

Aside from processing requests, temptraining devoted considerable time looking after relations with employment services, training institutions, professional associations and career centers. Building awareness of the temptraing fund is important since temporary workers need to know that before beginning a course, they can submit an application with the fund. temptraining has been operating since July 2012. Since then, 5,000 temp workers have benefited from subsidized vocational training. Along with construction sector courses, training most frequently-requested is for languages, welding and forklift operation. Five success stories that demonstrate how vocational training improves one's chances in the marketplace can be found on our website, www.temptraining.ch.

Personnel consultancy courses

In 2013, 133 people benefitted from swissstaffing's training courses. In total, 24 courses were conducted. Among the most popular was the «Telephone intensive» course which was given eight times. swissstaffing's training courses distinguish themselves with their practical approach and framework of small groups. The course portfolio is tailored to the specific needs of the temp industry. Last year, swissstaffing significantly expanded its offerings. Alongside the proven successes: Telephone Technique, The Interview, The Client Visit and Legal Basics, a new Assistant Course was added to the roster. The training program was also expanded in in the French-speaking areas of the country. For 2014, a Customer Relations course and a series of refresher courses for experienced consultants are planned. In addition, all of our courses are being brought up to date in 2014.

News

As a center of excellence for the employment services industry, swissstaffing is a source of information which, in economic, legal and political contexts, can affect how its members conduct their businesses. The association informs members of business-critical developments via the website and newsletter.

The swissstaffing website was extensively remodeled last year. Thanks to a new download center, databases containing publications, industry statistics and legal documents are available, supported by a new search function. Website visitors can learn how our industry functions and learn all the benefits of the association membership. As a finishing touch, our logo was slightly redesigned.

Our newsletter was also redesigned to complement the new website. Since the end of the year it has been available to the general public. Those interested can subscribe to the newsletter via the website. Published monthly, it reports clearly and concisely on five or six key current employment industry issues. Ample additional information is available on the website.

Staffingday

On June 17, 2013, swissstaffing held its annual exposition, staffingday, in Bern. The theme, «Politics of immigration in Switzerland and its effects on the labor market» generated substantial interest. Some 350 attendees took part in staffingday. The event began with a captivating keynote address by David Bosshart on the future of our work environment. Then, Professor Gianni D'Amato delivered his report prepared for the occasion on the growing fears among the population over immigration. The results of Professor D'Amato's study were then discussed during a panel session by party leaders. The Finnish expert Arno Tanner delivered a different point of view by drawing a comparison with the Finnish approach to immigration. Emotions ran high when it came to presenting the Best Training Award. From three candidates with extraordinary training achievements, the public made its choice. Construction worker Hans Peter Hefti, who through training acquired the skills to operate a crane, won the award. The next staffingday will take place in 2015.

Regional Meetings

Last year, swissstaffing kept members informed on current temp industry developments during four series of regional meetings held in each of six regions. In all, 24 meetings drawing 400 participants took place. The main topics of discussion were the CBA Staff Leasing and its implementation and the success of the temptraining fund. swissstaffing also provided regular progress reports on the renegotiations of the CBA, which were well underway in the second half of the year.

Non-members, public authorities and other organizations are always welcome at the regional meetings. As such, swissstaffing hosted many external visitors at these gatherings. In August, we had the pleasure of welcoming the directors of the Economy and Labor Offices in the respective cantons and to deepen the cooperation between public and private placement agencies. Our association considers it essential to keep our members up to date on developments in the legal, economic and political arenas.

Seal of quality

The swissstaffing Seal of Quality is a nationally-recognized emblem of certification. It guarantees high and ethical work standards of temp industry professionals. Auditors from the Swiss Association for Quality and Management Systems (SQS) evaluate businesses which have applied for membership and judge whether the future member fulfills all requirements in this respect. Furthermore, existing members undergo a re-certification process every three years. This is the only way that swissstaffing is able to guarantee its marketplace partners transparency, certainty, quality and professionalism.

In 2013, 22 employment services passed the admission audit and 38 members underwent the re-certification process. Also in 2013, our quality seal was redesigned. Certificates as well as logos were revised in keeping with the new swissstaffing image.

Workplace safety

swissstaffing supports employment services in matters of workplace safety. Caring about employee safety helps keep insurance premiums down. On February 14, 2013, an inaugural meeting took place with SUVA, the Swiss insurance fund. Several employment services participated. The objective: better accident prevention and faster reintegration into the workplace.

During August's regional meetings, swissstaffing presented updates on legal and many other related aspects so that members are fully informed on the newest developments. Did you know that our association signed a Safety Charter on August 9, 2011? Through it, we left no doubt about the industry's commitment to make every effort to avoid accidents. Workplace safety remains for us a priority. In 2013, the joint committee mandated the strengthening of Article 26 of the CBA Staff Leasing. To achieve this, the agreement's signatories defined training objectives as well as key curriculum elements. In 2014, within the framework of this project, other workshops took place with employment services in order to improve workplace safety educational material. The results of this project are expected in mid-2014.



Each year 300'000 temp workers give the best of themselves.

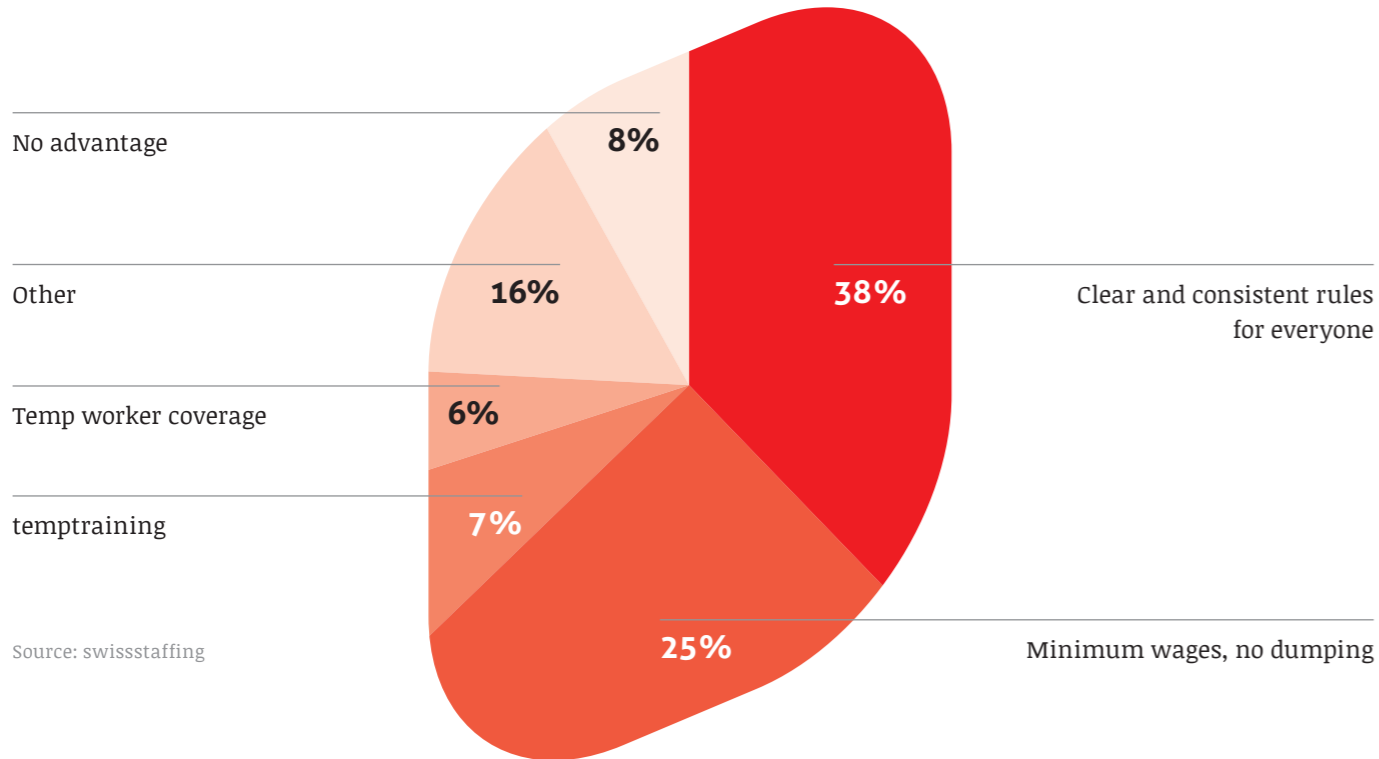
Politics & PR

CBA Staff Leasing



The entry into force three years ago of the CBA Staff Leasing was a major milestone for the temp industry. Since then, the organization charged with enforcing the CBA has been established. Approximately 250 checks were carried out through the end of 2013 (50% in German Switzerland, 41% in Romandie and 9% in Ticino). Nine enforcement cases and 40 vocational training cases were settled by the Appeals Committee.

What, from your point of view, is the greatest advantage of the CBA?



Source: swissstaffing

The swissstaffing legal practice works in close cooperation with the enforcement body tempcontrol in order to advise members on the best way to apply the CBA. The Frequently Asked Questions (FAQ) and CBA tempdata searchable database on our website serve as additional information resources.

Aside from other benefits, the CBA also provides for vocational training funding. Our temptraining fund has generated significant interest. At the end of the 18 months since the start of the fund on July 1, 2012, CHF 7.3 million was allocated for training (course fees, loss of wages compensation, expenses) to nearly 4,000 temp workers.

Since the CBA Staff Leasing is a relatively new collective bargaining instrument, it was initially agreed for a limited period of three years. Thus, renewal of the CBA is pending. Last year, swissstaffing conducted a broad-based survey on temp worker salary structures in order to be as well-prepared as possible for minimum wage negotiations. In addition, we surveyed members and non-members about the CBA. Approximately 540 employment services responded and indicated that the principal benefits of the CBA are that it establishes clear and consistent rules and that the minimum wages it imposes prevent dumping. Payroll limits enforced by the Federal Council were criticized because small businesses with payrolls less than CHF 1.2 million are not subject to the CBA. Equally, survey responders judged the CBA provisions concerning overtime to be disadvantageous.

This review of the CBA provided valuable insight into which areas, from the viewpoint of employers, need to be improved. It is with this clarity that the swissstaffing delegation of 11 is conducting the negotiations for the the CBA renewal. Discussions, which were suspended last year, are to be reconvened during the course of 2014.

Public Relations

Last year, swissstaffing stepped up its public relations work on behalf of the temp industry. The new website brings together all essential information about temporary work and its importance to the economy and to society. Staff leasing businesses, politicians, authorities, the media and other key stakeholders can quickly and easily get a good picture of our industry.

The swissstaffing newsletter is now available to the general public. As previously, it gives priority to issues of importance to the day-to-day work of the temp industry. Published monthly, it also includes general coverage of human resources issues, the labor market and the economy. Rounding out our PR activities are regular articles published in the specialist journal HR Today as well as in other media outlets and, if necessary, press releases issued to the media.

Lobbying

Our public relations activities also involve keeping in personal contact with opinion-leaders in Switzerland. And so, swissstaffing participates in various working groups with the Swiss Employers Association and the Swiss Federation of Trade Unions in order to ensure that the temp industry's concerns are taken into consideration as part of the public policy decision-making process. swissstaffing enjoys a special partnership with the Swiss Builders Association, an important sector for temp work.

Last year, our association maintained dialogs with the leaders of the Christian Democratic, Free Democratic and Swiss People's political parties. Likewise, swissstaffing increased its contact with cantonal and federal authorities responsible for the labor market. As well, we were invited to a meeting with Boris Zürcher shortly after he began serving as the new Director of Labor at the State Secretariat for Economic Affairs. As a result, the concerns of the temp industry are better understood. The CBA Staff Leasing is clearly perceived as a conscientious acknowledgement by employment services of their responsibilities.

Political necessities

As an industry association, swissstaffing makes every effort to foster a political environment that takes into consideration the interests of employment services, temp workers and recruiters. All political initiatives revolve around four core issues:

For self-determination of employment services

The employment industry must be responsible for its own regulation. That is why swissstaffing is a party to the CBA Staff Leasing. Rather than a legal solution, swissstaffing favors self-regulation as part of a temp industry social partnership. This results in a system better-suited for the sector.

For a professional provision of services

The granting – by the State Secretariat for Economic Affairs and cantonal labor offices – of authorization to operate employment services must be tied to clearly defined professional standards. swissstaffing intends to work toward the adoption of such guidelines for the personnel consulting profession. The swissstaffing Seal of Quality standards, vocational training and the new CBA Staff Leasing must serve as a starting point in this respect.

For a free and open labor market

swissstaffing is opposed to any intervention against an open labor market in Switzerland. Because it is a model that has been successful, it has fostered a vibrant labor market compared to others around the world. Legal limits on immigration, on wages or on the freedom of contract termination are thus issues which swissstaffing strongly rejects.

For a dual system of vocational training

swissstaffing supports the dual system of vocational training. It is an important tool for minimizing unemployment among young people and for combating against shortages of skilled labor. Employment services maintain that the Swiss labor market not only lacks candidates with higher education diplomas, but also those skilled in specialized work.

The industry

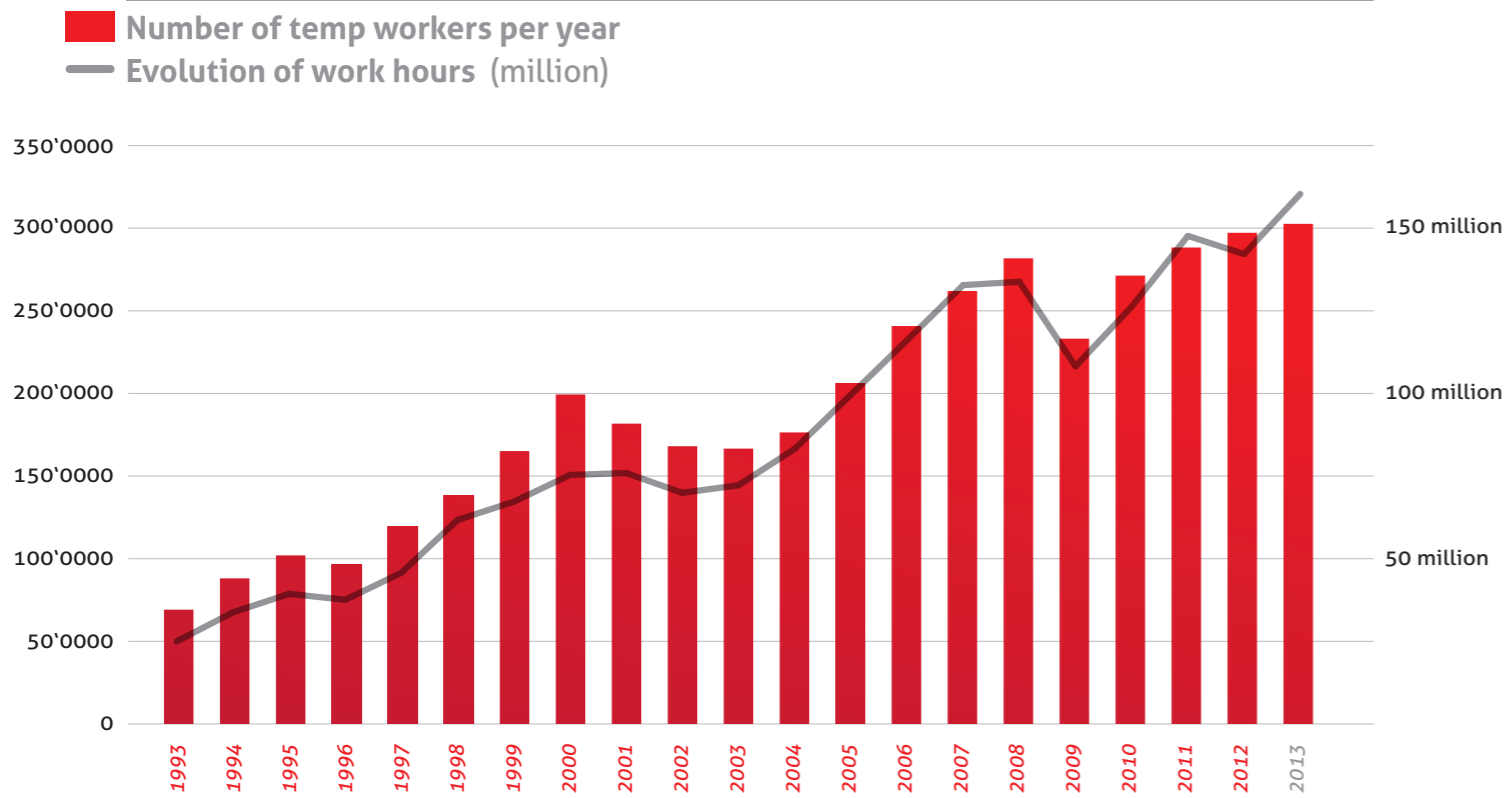
Advantages of temporary work

The temp worker is a must in the Swiss labor market. Each year, employment services place 300,000 job seekers, accounting for a total turnover of CHF 6.5 billion. For many businesses, the only way to cope with increasing cost and time pressures is to rely on flexible work assignments. Interim work enhances their mobility and competitiveness. For many, temp work is the springboard that launches them into the workplace. One apprentice in five today begins his or her career as a temp worker. Interim work is equally preferred by specialist professionals, those who are reentering the workforce or those for whom a permanent job no longer suits their lifestyle. With their staff leasing and placement services, the employment industry is meeting an important need of employers and employees by bringing the two sides together.

Principal statistics of employment services 2013

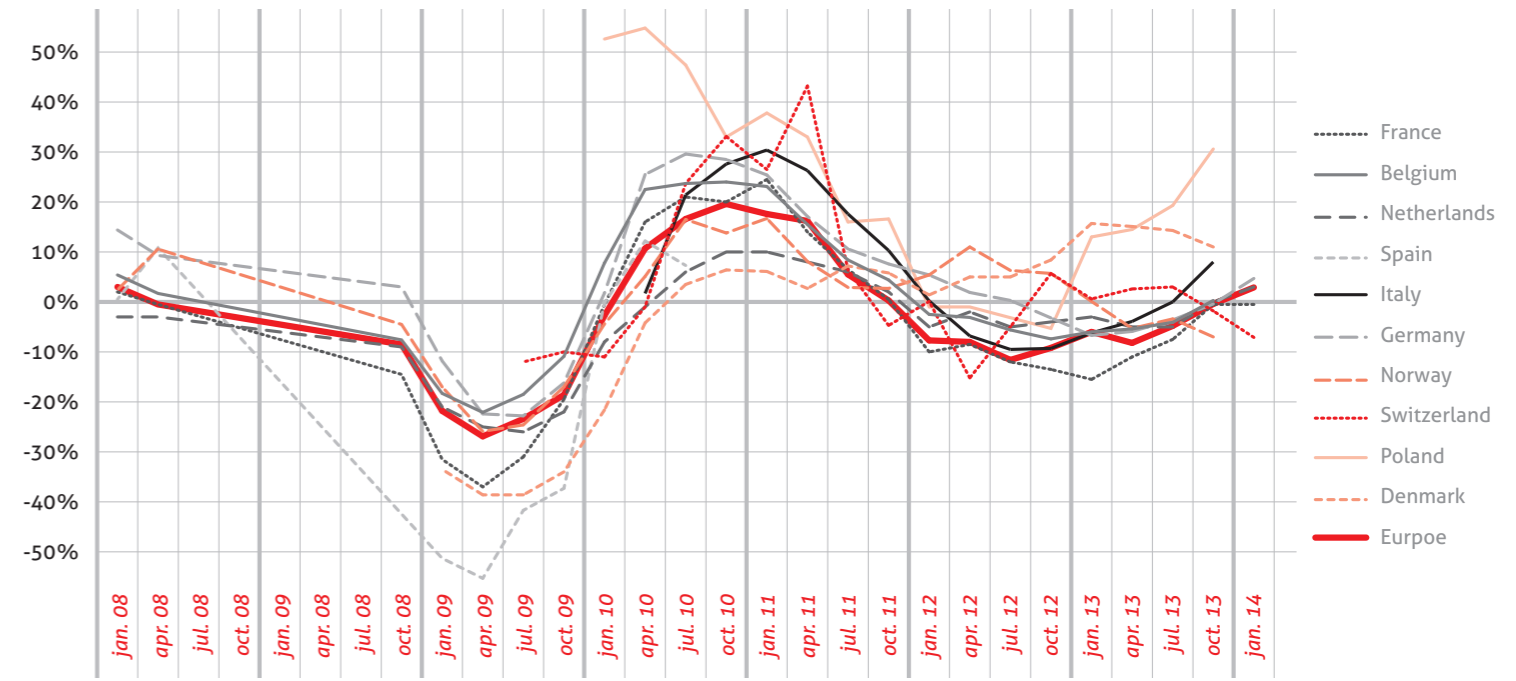
Temp workers per year	303'000
This is equivalent to 77,000 full time workers and 2.2% of the workforce	
Number of work hours provided by temp workers	161 Mio.
Temp worker payroll	CHF 4,7 Mrd.
Temp industry turnover (extrapolation)	CHF 6,5 Mrd.
Permanent placements by private agencies	98'000
Permanent placements turnover (extrapolation)	CHF 755 Mio.

Sources: Institutes of Insurance Accident Statistics, State Secretariat for Economic Affairs, Federal Office of Statistics, Analysis by swissstaffing



Source: State Secretariat for Economic Affairs
 Analysis by swissstaffing

Evolution of working hours: Evolution compared with previous year



Source: European Confederation of Private Employment Agencies

Evolution 2013

Compared with the ups and downs of 2012, the temp industry stabilized in 2013. Despite tentative markets, an improvement took hold in Switzerland as it did worldwide. The number of leased staff increased slightly to 303,000. Working hours showed a net growth of 161 million, while temp workers held longer engagements than the year before. The total payroll grew by 6.3% and totaled CHF 4.7 billion.

In the European Union, temp work's performance has been the opposite, experiencing downward trends since 2012 through the autumn of last year. The European debt crisis has equally had repercussions on the temp industry. However, since the last trimester of 2013, there has been an uptrend parallel to the general brightening of prospects in the Eurozone. Economic developments in the EU will determine in large measure whether the growth of our industry will more firmly take hold in Switzerland.



**One association brings
all the players together.**

Become a member

As an association that represents the temp industry, we defend its interests in the political, economic and public arenas. We offer many services that can ease your day-to-day business concerns.

Influence decision-making

- CBA Staff Leasing
- General Assembly / Board
- Networking / regional meetings
- Secretariat

As an association member, you are investing in your priorities and can better promote them, be it at an event, as a board member, through a joint committee or simply with a phone call to our secretariat.

Ensuring the main concerns of the industry are fully understood in the political and economic arenas is a central task of the association. With some 300 members and as a social partner in the CBA Staff Leasing, swissstaffing is able to capture attention and put sharp focus on member priorities.

Be informed

- Industry statistics
- Studies
- Articles
- Newsletter

Technical knowledge is at the heart of all business activity. But keeping up to date takes time. This is why swissstaffing has established itself as a center of excellence for the temp industry. We gather interesting and relevant legal, economic and political information and keep you informed through meetings, the newsletter and the website. If a question is of special concern, give us a call.

Benefit

- Legal advisory
- Vocational training
- Networking & Events
- Social security

Vocational training at a discount, legal services at no cost, pension fund in top condition, many other benefits: membership is well worthwhile. Did you know? The majority of young people are temp workers, and this has had a positive effect on social security funds' age structure and conditions. As a result, members benefit from favorable contribution rates.

Do you want to benefit too? Become a member.

With us you play the first violin.



Making of the swissstaffing film

As part of the production of the swissstaffing film, we adopted in 2013 the motto «temp industry orchestra». An orchestra playing under the guidance of its conductor symbolizes the vibrant temp industry guided by a dynamic association. The orchestra idea came from swissstaffing director Georg Staub. The film, shot at Tonhalle Zurich with a professional orchestra, has been well-received.

New swissstaffing design «New harmonious image»

In mid-November swissstaffing unveiled its new look. In full harmony with our motto: a new image for a seasoned team.

New on the website:

- In harmony – only an ensemble hitting all the right notes will captivate its listeners. Watch our new film on the website.
- Mobile – see for yourself how user-friendly our website is for your smartphone or iPad.
- Informative – all content has been updated and expanded. In our download center you will quickly find the latest information and key statistics.

The year 2014 began with a wake-up-call for the economy in general and for temp services in particular. Limits on immigration from the European Union represent a reversal of a policy in place for a decade. The Swiss economy has benefited greatly from the free movement of people. A large number of economists agree that workers recruited from abroad helped fill posts for which local candidates were lacking. The result was relatively stable economic growth. Few, if any, other countries in the world rode out the global financial crisis as well as Switzerland.

Strong immigration has put pressure on the housing market and transportation infrastructures and provoked a sense of unease in the population. Business and politics did too little to respond convincingly to these issues. Acceptance of the referendum against mass immigration signals a repositioning. Aside from the administrative burdens associated with a new quota system, businesses will have to prepare themselves for a shortage of the skilled workers needed to carry out their work. The same goes for employment services that source workers for these businesses. One key to solving the problem is to take better advantage of the national potential. Certainly, Switzerland has an admirably high rate of employment. However, there are parts of the population whose participation in paying work could be increased through well-thought-out measures.

The acceptance of new immigration limits is the most recent in an unfortunate series of popular initiatives critical for the economy. This skepticism needs to be taken seriously. It threatens Switzerland's place in the world, and as a result, the foundations of our prosperity. It is up to the creative thinkers of business and politics to realign their respective interests in the economy and society.

This is where a social partner can build bridges. Thus, swissstaffing is convinced that the temp industry is on the right path with its CBA Staff Leasing. Its renewal takes place in 2014. The swissstaffing negotiating delegation is committed to extending this agreement in balance and compatibility with the marketplace.

There is a bright spot on the economic horizon. The EU and world markets are experiencing a recovery, from which Swiss exports can benefit. This is a good starting point for the temp industry, although some slowing in the construction sector is envisioned. Restricting EU immigration levels is akin to mortgaging the Swiss economy, which as a consequence is likely to slow down over the medium term. If relations with the EU were to continue to deteriorate because of treaty violations on the free movement of people, and if bilateral agreements were to come into question, Switzerland would expose itself to the risk of falling into a long period of depression.

Acknowledgements

Publisher

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