

# Annual Report 2014



[www.swisstaffing.ch](http://www.swisstaffing.ch)

swisstaffing  
Stettbachstrasse 10  
CH-8600 Dübendorf



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# Temporary Work: a Worthwhile Activity

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Continuing education broadens people's career prospects and opens up new horizons. Since July 2012, temporary workers have been benefiting from temptraining, our continuing education fund. Recruitment agencies are supporting their temps and helping them advance in their careers.

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## Introduction from our President

Youth has much to commend it, but it isn't the only way to get results, as our General Assembly agreed. Nonetheless, we are all happy about the appointment of our new Director Myra Fischer Rosinger, who has been leading swissstaffing, with the help of her team, since last July. We attach great importance to the fact that, in our team, all age groups are represented, from Generation Y, digital natives through to baby-boomers. Because, of course, a varied set of tasks are best done by a varied set of people.

We faced our first challenge of 2014 right at the start of the year, when the vote for the Initiative Against Mass Immigration required proactive communication, and high-quality contributions were needed for the implementation of the results. It's clear that our work had an impact, as the voice of swissstaffing is being heard, we're part of the conversation, and we are helping device possible ways forward. The restrictions on immigration are gaining a new dimension in view of the many baby-boomers who will soon be reaching retirement age – a fact that will accentuate further the scarcity of workers in the economy. swissstaffing is taking an active role in a variety of projects led by employers, who are making efforts to simplify the process of integrating older people and asylum-seekers in the workforce.

The declaration of general applicability of the Collective Bargaining Agreement (CBA) has been postponed for a further year. We have been negotiating with the trade unions on the renewal of the 2016-18 CBA. With regards to quality, our association's management team is deciding on new and more stringent standards as part of our Seal of Quality. Our organization has also actively followed the market situation of the online job portals. We've had some lively discussions on possible alternatives to the established job portals.

Also promising are the good reports received by the association for its services in the fields of social security (Compensation Fund / Family Allocation Fund, Pension Fund), legal advice, jointly provided services for sickness pay cover, the execution of the CBA, and the continuing training of temporary workers. Last but not least, we've had some pleasing growth figures to report, with 27 new members being welcomed on board during 2014.

An annual report, though, is much more than just a set of facts and figures. It's also an invitation to get to grips with a wide range of different topics – and with the aims of our sector, its ongoing development, our vision, and our members' expectations and wishes.

So please stick with us! I'm looking forward to every opportunity to meet with you, our members and partners, and with leaders from the worlds of politics and management.

Georg Staub  
President swissstaffing



**Bruno Henriques Ribeiro**  
Precision Mechanic (temporary worker)



**Meriam Laaroussi**  
Nurse (temporary worker)

**«Thanks to temporary work, I can be especially flexible when it comes to scheduling and organizing my work.»**

# The Association

## Mission

swissstaffing is the service and expertise center for the Swiss recruitment industry and through its professional team provides customer-oriented services for the whole sector. As an employers' association swissstaffing acts as the voice of its members in discussions with key players in politics, business, and society. swissstaffing promotes the interests of the recruitment industry and takes active steps to support the reputation and long-term growth of the temporary work sector.

## General Assembly

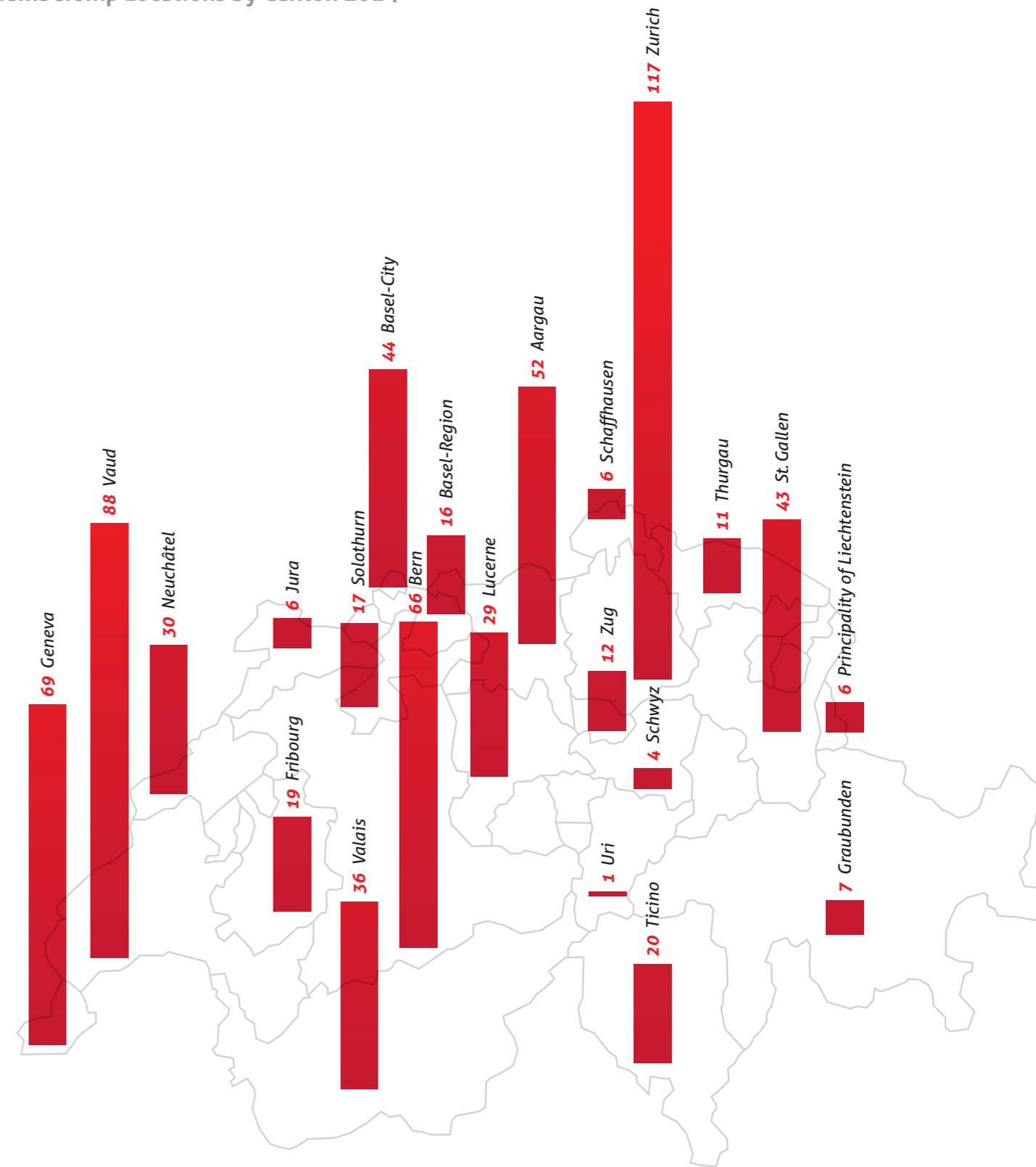
The Annual General Meeting (AGM) is always an important event, and especially so in an election year like 2014. After nine years in the role of President of swissstaffing, Charles Bélaz left his office. His elected successor was Georg Staub, previously Director of swissstaffing. Other new members also joined the board: Charles Bélaz of Charles Bélaz AG, Patrick Maier of Manpower Switzerland AG, Marcel Keller of Kelly Services (Switzerland) AG, and Richard Jager of Randstad (Switzerland) AG, who previously served as an Advisory Director.

Another important agenda item was the Collective Bargaining Agreement (CBA) on Staff Leasing. The AGM agreed to extend it by one year (to late 2015). The contents of the agreement remained unchanged, and the delegation in charge of negotiations will receive the necessary time for updating the CBA for 2016-18.

## Changes to Membership

swissstaffing is happy to see the association growing, with 27 new members joining the association over the course of 2014. As a result, swissstaffing had a total of 316 members by the end of 2014. During the year, 15 members left the organization, eight firms as a result of bankruptcy, four because of their decision to cease activity, and one after being taken over.

## Membership Locations by Canton 2014



## Board

The board of swisstaffing has taken a conscious decision to represent small, medium, and large companies. It now consists of eleven members, who come together for a board meeting every quarter. Of particular importance is the annual Strategy Meeting, which sets the direction of travel for the coming year. The objectives of swisstaffing for 2015 are outlined in the statements contained in this Annual Report.



**Georg Staub**  
President



**Michael Agoras**  
Adecco Human Resources AG  
Vice-Pres. & Exec. Committee



**Charles Bélaz**  
Charles Bélaz AG  
Board Member & Exec. Committee



**Andreas Eichenberger**  
Induserv Industrial Services Ltd  
Board Member & Exec. Committee



**Adrian Diethelm**  
Express Personal AG  
Board Member



**Richard Jager**  
Randstad (Switzerland) AG  
Board Member



**Marcel Keller**  
Kelly Services (Switzerland) AG  
Board Member



**Susanne Kuntner**  
mein job Zürich GmbH  
Board Member



**Patrick Maier**  
Manpower (Switzerland) AG  
Board Member



**Urs Vögele-Freund**  
Hans Leutenegger AG  
Board Member



**Kerstin Wenger**  
Walmonag AG  
Board Member

## Secretariat

swisstaffing's Secretariat is responsible for providing professional services and is continuing to expand – always with a focus on the sector and our members. Summer of 2014 was notable for a change in the leadership of swisstaffing, as Georg Staub handed over the reins to Myra Fischer-Rosinger. Led by Myra Fischer-Rosinger, the Secretariat has been restructured and internal areas of responsibility and guidelines have been created. While the association had only three employees back in late 2011, it now has a workforce of 21 people. Since summer 2014 the following departments have existed within swisstaffing: Internal Services, Communication, the Legal Department, and temptraining.

Since January 1, 2015 swisstaffing has also had a new Vice Director. Arie Joehro, the Head of swisstaffing's Legal Department, has taken on this role.

**«The CBA on Staff Leasing brings benefits for all those involved: We're taking active steps to maintain this partnership.»**

**«We're determined to be more involved in both discussions and decision-making – whether in respect of staff leasing licences or in shaping the rules regarding immigration.»**

**«Quality can be a make-or-break factor. The 'swisstaffing-SQS' Seal of Quality is intended to give our members the chance to stand out.»**

**«Temporary work oils the wheels of our economy. We aim to make sure that its positive aspects are appreciated by the public.»**

**«Our objective is to provide professional services across all levels of the association.»**



**Myra Fischer-Rosinger**  
Director of swisstaffing

## Change in Leadership

Myra Fischer-Rosinger was selected as the new Director of swissstaffing by the Board. In summer 2014 she took over from Georg Staub, who moved into the role of President of the association. In the following interview, they outline their plans:

### **Mrs. Fischer-Rosinger, what were the first actions you took as Director?**

Our association and our team have grown very quickly. I want to ensure that we are all pursuing the same goal and are also enjoying our work. Those are the best conditions to have in place if we are to continue expanding our association's activities. In addition, I'm strongly committed to maintaining



constructive relationships with the worlds of business and politics. Even if Social Partners, politicians, and industry associations have different interests, our country has a need for constructive dialogue. swissstaffing intends to be actively involved in facing up to the challenges ahead.

### **What are the most important challenges for the sector, Mr. Staub?**

The new immigration policy, without a doubt. In Switzerland, we are asking ourselves how we can fulfill the requirements of a globalized economy without losing our own identity. In that context, recruitment agencies play a central role, thanks to our work at the interface between those seeking jobs and our country's business sector. We also understand the requirements of both sides – requirements that often cannot be met by Swiss workers alone. We will have find a way of managing these tensions.

### **And what's your view of the situation, Mrs. Fischer-Rosinger?**

Yes, the approval of the Initiative Against Mass Immigration will have an impact on the labor market and, in turn, on our whole industry over the coming years. We need to find creative models for making even better use of our potential domestic workforce. I'm convinced that the temporary employment industry can play a pioneering role in this area. A further challenge lies in the ongoing development of the Collective Bargaining Agreement (CBA) on Staff Leasing. In 2012 and at the 2014 AGM, the sector has repeatedly affirmed its commitment to this course of action. Even so, the Collective Bargaining Agreement still needs some fine-tuning.

### **Mrs. Fischer-Rosinger, what service offering should swissstaffing be developing?**

Over the 2014-17 legislative periods I would like to achieve one goal in particular: to take a holistic view of swissstaffing as a competence and service center, while exploiting the synergies between the different services provided by the association. We now have a very broad portfolio of, in part, new services that we can develop further.

## swissstaffing affirms Social Partnership

At the Strategy Meeting the Board affirmed its commitment to support the Social Partnership. If representatives of employers and of workers discuss with one another directly, then more appropriate and effective solutions can be found than those possible via the parliamentary route. Every industry can, if it takes into account the facts of which it has unrivalled knowledge, devise rules that suit its particular needs. Projects such as a minimum wage at the cantonal level –like the one that came into being in the canton of Neuchâtel and was suspended through federal intervention – or standard employment contracts undermine the Social Partnership between business and the trade unions. swissstaffing is opposed to attacks by trade unions outside the framework of the Social Partnership.

It has now become accepted that the recruitment agencies are partners in the CBA. Both our temptraining fund and the tempcare industry solution are proving increasingly popular. The CBA on Staff Leasing has been in force for three years now, and its period of validity is expiring at the end of 2104. The Social Partners have decided to extend the agreement for a further year and lodged the appropriate application with the State Secretariat for Economic Affairs (SECO). At its meeting of December 11, 2014, the Federal Council declared that the CBA on staff leasing would remain generally binding for another year. As a result of this, all temporary workers will continue to be treated in the same way during 2015 and can benefit from the advantages provided by the CBA. The extension was required because the negotiations between the Social Partners are still ongoing for the new agreement period. swissstaffing is confident that an agreement will be reached in early 2015 for the 2016-18 period.

With its coverage of 300,000 employees, the CBA on Staff Leasing is the largest collective bargaining agreement in Switzerland. Because it is generally applicable, all temporary workers in the country are able to benefit from the advantages provided by the CBA. As well as minimum wage levels, these include generous welfare benefits and further training services. This provides flexible workers with social security and improved career prospects while still leaving the flexibility for businesses intact.



**Sandrine Fournaud**  
Permed SA Geneva (Recruitment Consultant)



**Fabrice Hauck**  
Swiss Interim Lausanne (Recruitment Consultant)

**«Continuing education via the temp-training scheme makes it easier for our temporary workers to start work with our customers.»**



# Services

## Social Insurances



### Pension Fund

By late 2014, around 24,000 people were insured by the swisstesting pension fund «Fondation 2ème pilier swisstesting». As an occupational pension fund, its financial robustness is impressive:

- Achieving investment returns of 7.2% in 2014.
- By the end of 2014, the Foundation had a coverage ratio of 150%.

In 2014 the retirement assets of all of those covered by the fund were insured at a rate 1% higher than the mandatory minimum interest rate. Which means, of course, more money for their pensions! More and more well qualified people are taking on temporary jobs and finding themselves in a higher wage band. The swisstesting pension fund has reacted to this and introduced new flexibility to its insurance plans for temporary staff. As a result, the upper salary threshold can be increased to CHF 252,000.

For the coming year the Foundation Council has decided to maintain the risk premium rate at 2% and administration costs ratio at 0.8%. For 2014, retirement asset interest rates have remained fixed at 2.75%. This means that the Foundation's rate is 1% above the occupational pension fund mandatory minimum. The 25% reserve for fluctuations also guarantees a high level of security. The average age of those insured is 38.7, while there are an average of 26.86 actively insured people for every person drawing the pension. The swisstesting pension fund is therefore starting 2015 from a very secure base.

### Tempcare Industry Solution

We are pleased to report that the tempcare industry solution has continued to develop and become well established in the market. As an industry solution developed in response to the CBA on Staff Leasing it provides more and more staff leasing companies with reasonably priced and CBA-compliant sick-pay coverage.

In 2014 the tempcare industry solution provided insurance for 434 staff leasing companies, a clear rise on the figure of 395 companies insured in the previous year. The total wages bill covered could again be increased by around 15%. In 2014 the total was CHF 2.635 billion as against 2,291 billion in the previous year. A good 60% of the total wages bill applicable under the CBA on Staff Leasing is now insured under the tempcare industry solution.

In the year covered by this report, the premium subsidies from the CBA on Staff Leasing totaled CHF 10.50 million. This represents an increase of 15% over the figure for the previous year (9.14 million).

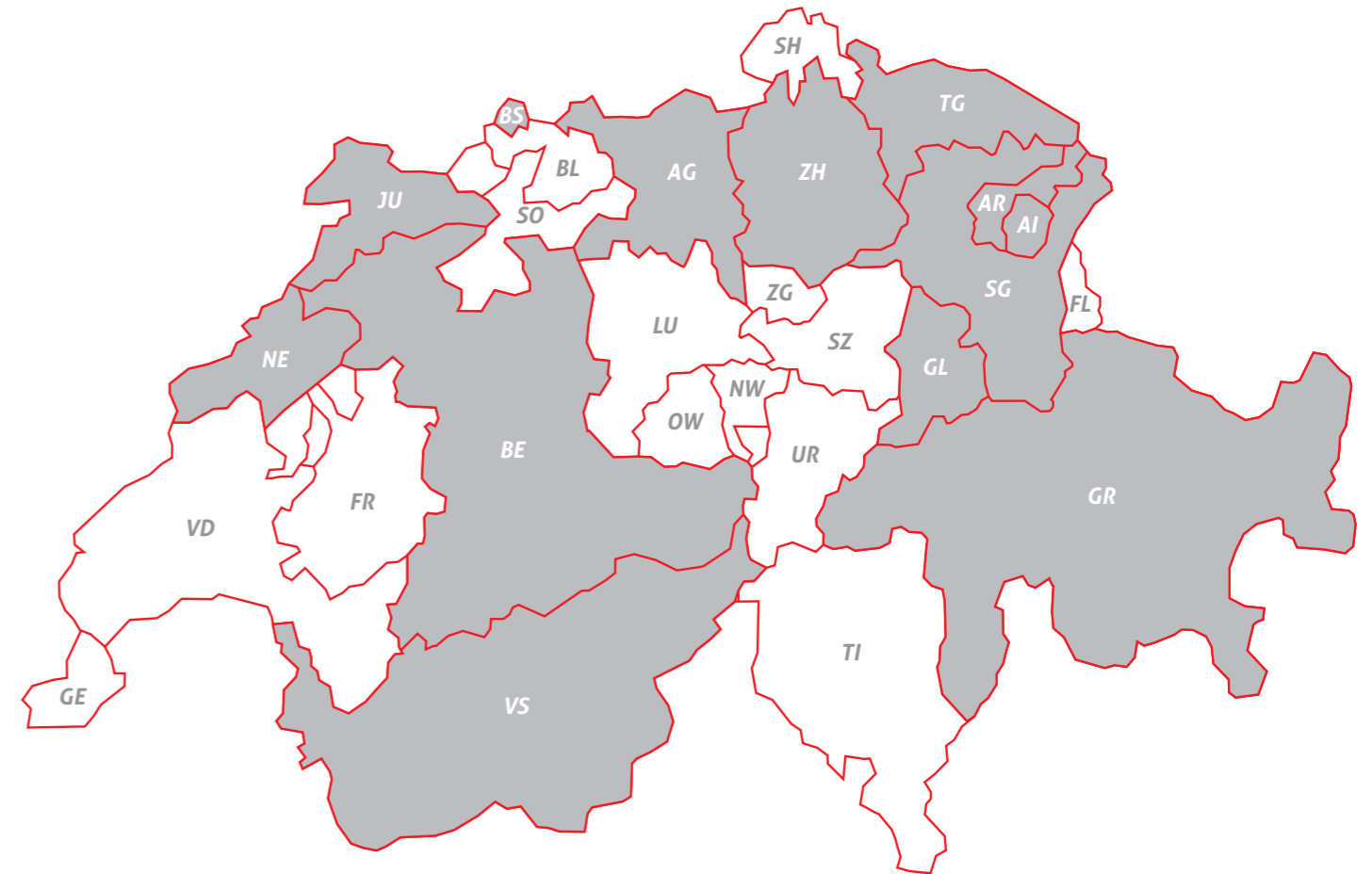
The Social Fund Secretariat has been able to respond to a great many inquiries from staff leasing firms, insured people, insurers, and Social Partners quickly and competently.

### Compensation Fund / Family Allocation Fund



The «swisstempcomp» compensation fund and the «swisstempfamily» family allocation fund offer members of swisstesting a single-source solution. Alongside its activities connected with the AHV (the mandatory old-age and survivors' insurance) and the family allowances, the funds also deal with the collection of contributions for the CBA on Staff Leasing and administers various vocational training funds at the cantonal level.

swisstempcomp is successful thanks to relatively low AHV administration costs and cost-effective contribution rates for the family compensation fund. In the following cantons swisstempfamily was able to offer lower family compensation funds contribution rates in 2014 than those offered by the cantonal compensation offices:



Because of the fact that new members have joined, the total wages bill insured has risen to a good CHF 1.5 billion. This makes the fund one of the middle-sized trade association compensation funds. To ensure that, as a trade association compensation fund, its services are tailored to the needs and specialisms of its clients, a series of internal training courses and process optimizations were carried out in 2014.



«Our core activity – further training that adds real value»

For two years now, temptraining has been supporting the continuing training of temporary workers. During 2014, in fact, a total of 7,545 applications for further training were submitted (compared with 4,050 applications in 2013). The budget for the continuing training fund was CHF 9 million, a figure substantially higher than 2013's budget of 7.5 million. The financial value of the applications approved in the current year, CHF 10.75 million, rose significantly over the previous year's figure (5.59 million in 2013), almost doubling, therefore, compared with the situation at the end of 2013. Overall in 2014, a total of 3,500 people completed their further training – 2,100 more than in the previous year.



**Cristina Seoane**  
Head of temptraining



**Nadia Deon**  
Head of IT and Administration



**Myriam Del Castillo**  
Caseworker



**Sylvia Mersch**  
Caseworker



**Tina Tavic**  
Caseworker



**Brigitte Keller**  
Caseworker



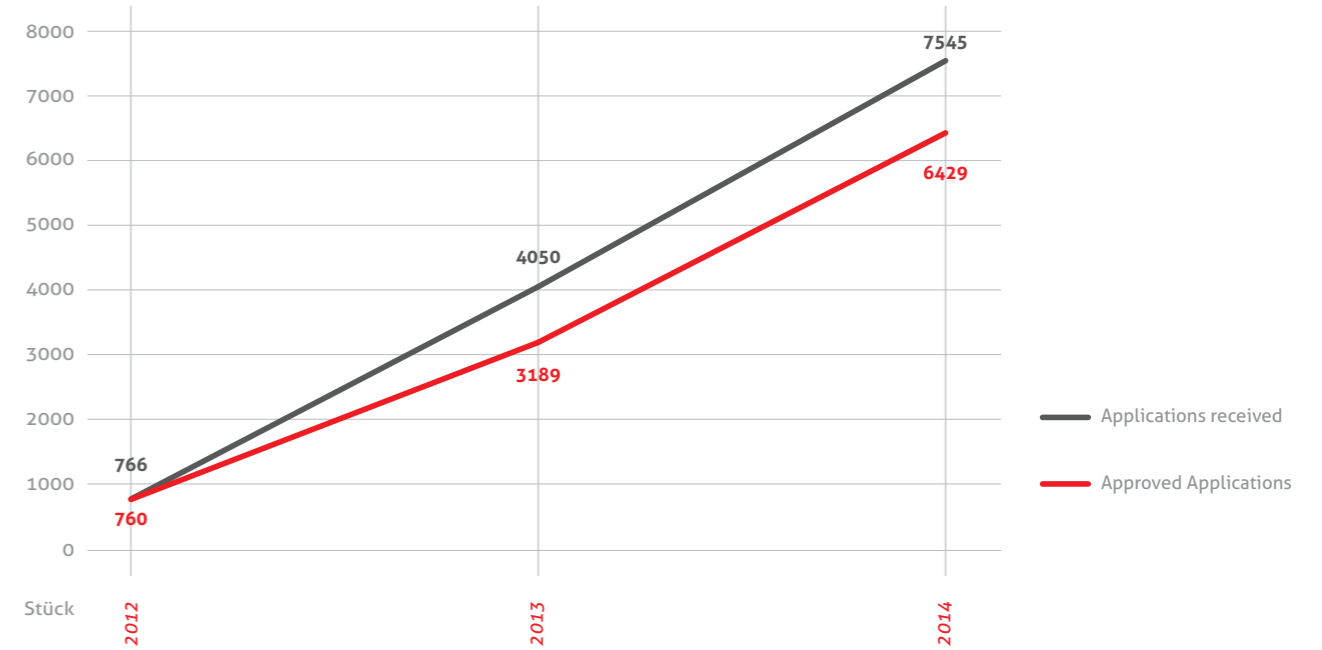
**Julien Pichard**  
Caseworker



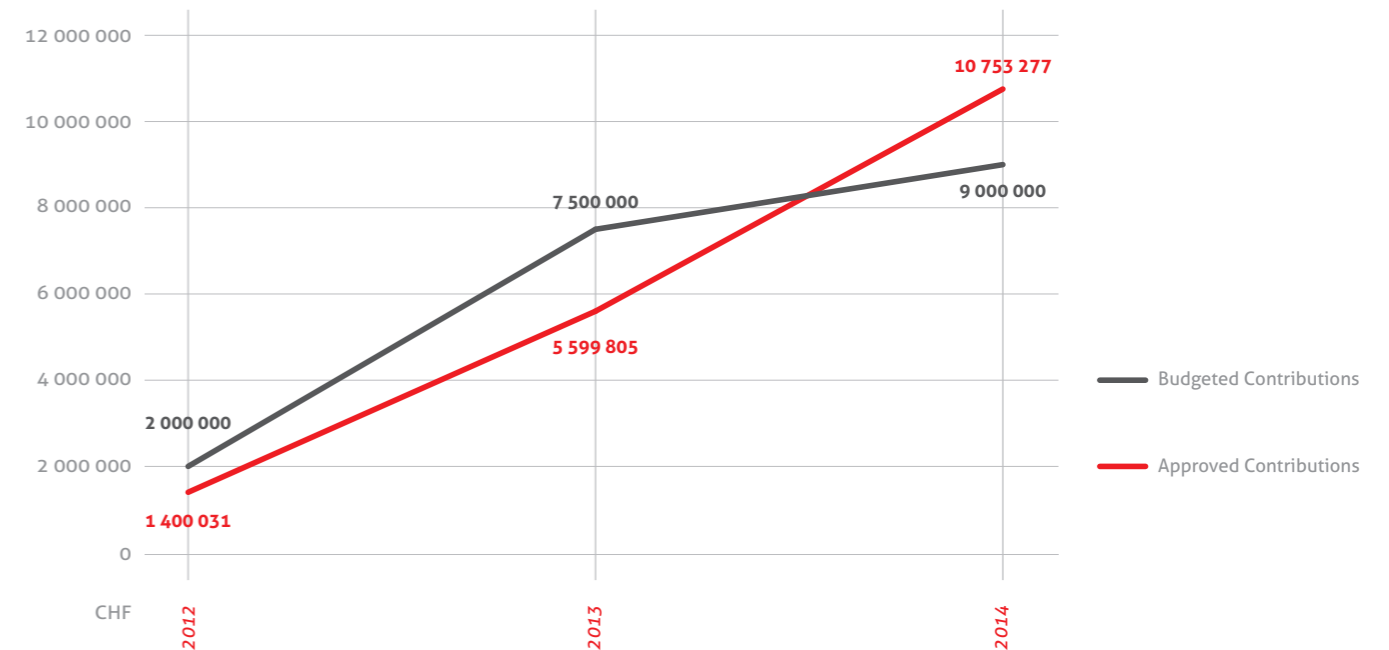
**Samara Jaberzadeh**  
Caseworker

Managing applications is the core task of temptraining, whose duties also include the ongoing assessment and acceptance of high-quality training institutes in the temptraining directory of education institutions. By late 2012 around 700 providers had been listed, a figure that soon rose to around 1,000 in 2013 and to 1,350 in the year covered by this report. This helps ensure that temporary workers have a wide range of options.

Growth in Applications  
2012–2014



Budget and approved contributions  
2012–2014



The aim of temptraining is to maintain and enhance the fitness of temps for the labor market. In 2014 the continuing training fund pledged to make more contributions than had been budgeted for. Because some courses were discontinued, however, it did not pay out for all of the applications approved. Furthermore, overpayments from the setup phase were used to make up the difference. The increasing popularity of the temptraining service could lead to a situation in which the conditions imposed for claims need to be modified.

«Communication is successful when it creates opportunities for action.»



**Monika Rüeger**  
Head of  
Communication



**Julia Bryner**  
Relationship  
Manager



**Annika Groth**  
Communication  
Assistant

To ensure that the temporary employment industry remains free to carry out its activities, an ongoing PR effort is vital, not least because the increasing tendency to regulate is based on uncertainty.

swissstaffing ensures that it remains in regular communication with opinion-formers from the worlds of politics and business in the country. It's been a tradition that our President and Director hold discussions once a year with the leaders of the Christian Democratic (CVP), Free Democratic (FDP), and Swiss People's parties (SVP). With the approval of the Initiative Against Mass Immigration (MEI), this dialogue has been extended. Other partners of particular strategic importance include the Swiss Employers' Federation and the Swiss Trades Association. swissstaffing takes part in the working groups that are endeavoring to implement the results of the immigration initiative in a business-friendly way.

In order that recruitment agencies are kept informed about the most important political and legislative changes, we communicate them using a variety of channels. The Regional Meetings provide a good opportunity to discuss matters face to face. These were held four times during 2014. The fact that more than 700 delegates attended shows that such meetings are very popular. As well as the contributions from the Secretariat, a number of external speakers were invited. At the September Regional Meeting, for example, the team from x28 came to speak about online recruitment. Later in the year, specialists from the BAK Basel (the Basler Working Group for Economic Research) gave a presentation on economic developments. Our monthly «swisstemp trend» feature is also an important source of information. It describes latest developments in the industry and allows members to compare their business situation with that of others in the sector. The swissstaffing e-newsletter appears in the middle of every month and include key points from our blog and other channels. swissstaffing also has a regular column in the HR-Today human resources magazine. This ensures that our messages are heard by not just recruitment agencies but also by HR specialists in clients' own industries.

In our Communication team, too, there have been some organizational and staff changes. In the middle of the year Monika Rüeger, who until then had been responsible for publicizing our temp training continuing education fund, took charge of swissstaffing's full range of communication activities. The other members of her team are Julia Bryner (an existing staff member) and Annika Groth (new). As our association becomes an increasingly important body, so the demands placed on our Communication team continue to grow. It's also important that we are represented on new media. Since September 2014, swissstaffing has therefore had its own blog, which includes both in-house and guest contributions. It's publicized via Twitter and LinkedIn.

Since April 1, 2014 Decimo Vincenzi has been strengthening the swissstaffing Legal Department. Thanks to his efforts, the department can now provide advice to both members and non-members in German, French, and Italian. Member companies benefit from better conditions and can also be assisted in more complex cases.

The team supplies advice in the fields of employment law and recruitment law, social security law, and general contract law. Since the Initiative Against Mass Immigration was approved, a further competence area, relating to the law on foreign workers, has been added.

In 2014 advice was sought predominantly by members, who increasingly were raising more complex issues. The total of 999 consultations carried out by the Legal Departments during 2014 represent an almost 14% increase over the previous year. The secretariat of the Appeals Committee handled and concluded approximately 54 cases – a rise of 15% over 2013's figure. Of those, 13 cases related to the area of payroll management and 14 to continuing training.

«Whether you have simple legal questions or more complex sector-specific concerns, our legal experts are there to help you – in a rapid, straightforward, and cost-effective way.»



**Arie Joehro**  
Head of Legal  
Department



**Michael Müller**  
Legal Department  
Staff



**Yasmine Arasteh**  
Legal Department  
Staff



**Raffaella Huber**  
Legal Department  
Staff



**Decimo Vincenzi**  
Legal Department  
Staff

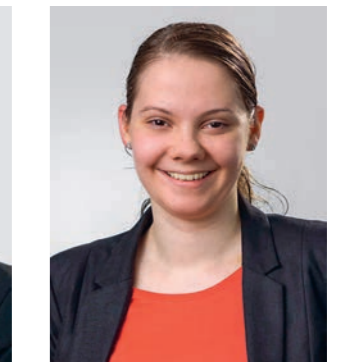
«Teamwork is the fundamental element of good customer service.»



**Irène Righetti**  
Procurator & Head of  
Internal Services



**Isabel Staub**  
Head of  
Administration



**Romina Riesen**  
Switchboard  
Operator

The three-person Internal Services team is responsible not just for the reception and switchboard but also handles important duties in the areas of system administration, accounting, and project work. There are plans to expand the team further in early 2015, so that swissstaffing and temp training can be reached at all times.

## Seal of Quality



The «swisstaffing-SQS» Seal of Quality is the means by which we regularly evaluate quality among our members. Every new member is required to be certified, while existing members are assessed every three years. The external certification partner SQS is responsible for the auditing process and has performed a total of 95 audits. At the 2014 Strategy Meeting, the decision was taken to revise the auditing process and include ISO elements within the assessment procedure. swisstaffing will undertake this project during 2015. This will ensure that members of the association can benefit from ongoing optimization opportunities and supply new evidence of their quality standards.

## Workplace Safety

Every year more and more people are working in temporary roles. As before, around one-quarter of temporary workers are employed on construction sites, places where the most serious accidents tend to occur. In cooperation with SUVA, the Swiss insurance fund, swisstaffing is making continual efforts to reduce the level of workplace accidents – both in terms of the number of accidents occurring and their severity. To this end, swisstaffing has undertaken some promising projects during 2014.

Over the course of nine workshops, our association has been finding out, in collaboration with our Social Partners, how familiar people are with the available safety tools and whether these prove effective in practice. It was pleasing to see the high levels of familiarity with the Safety Pass. However, the measures designed to ensure workplace safety are highly variable, as the companies represented at the workshops described. All of them, however, are taking active steps to see a reduction the number of accidents involving leased staff.

As cosignatories of the Safety Charter, it is extremely important that every member of swisstaffing be aware of the rights and duties to which they are subject and that they understand the aims of the «Vision 250 Lives» health and safety initiative. swisstaffing therefore made the Safety Charter the main topic for its September Regional Meeting.

## Recruitment Consultant Courses

swisstaffing's recruitment consultant training courses are highly popular. The most frequently booked courses were those on «Interview Techniques» and «Customer Visits,» each of these being run on six occasions within the German-speaking part of the country. Each of the same two courses were also held once in the French-speaking area. The course on «Telephone Interviews» was not far behind in terms of popularity and was offered five times over the year. In addition, two new courses – titled, respectively, «Customer Relationships» and «Assistants» – were launched in 2014. On these, too, the feedback was very positive, so that both courses are now included in the program.

Meanwhile, the course on Legal Fundamentals, led by swisstaffing's own Legal Department, was held four-times in the German-speaking zone and once in the French-speaking zone. There were also several personal or private consulting sessions facilitated by our Legal team, including a session for one firm on the CBA on Staff Leasing.

Over the course of 2014, swisstaffing trained almost 200 people on practical topics relevant to our sector.

# The Industry

«The statistics are delivering a clear message: that flexibility is vital for the Swiss economy.»



Marius Osterfeld  
Economist

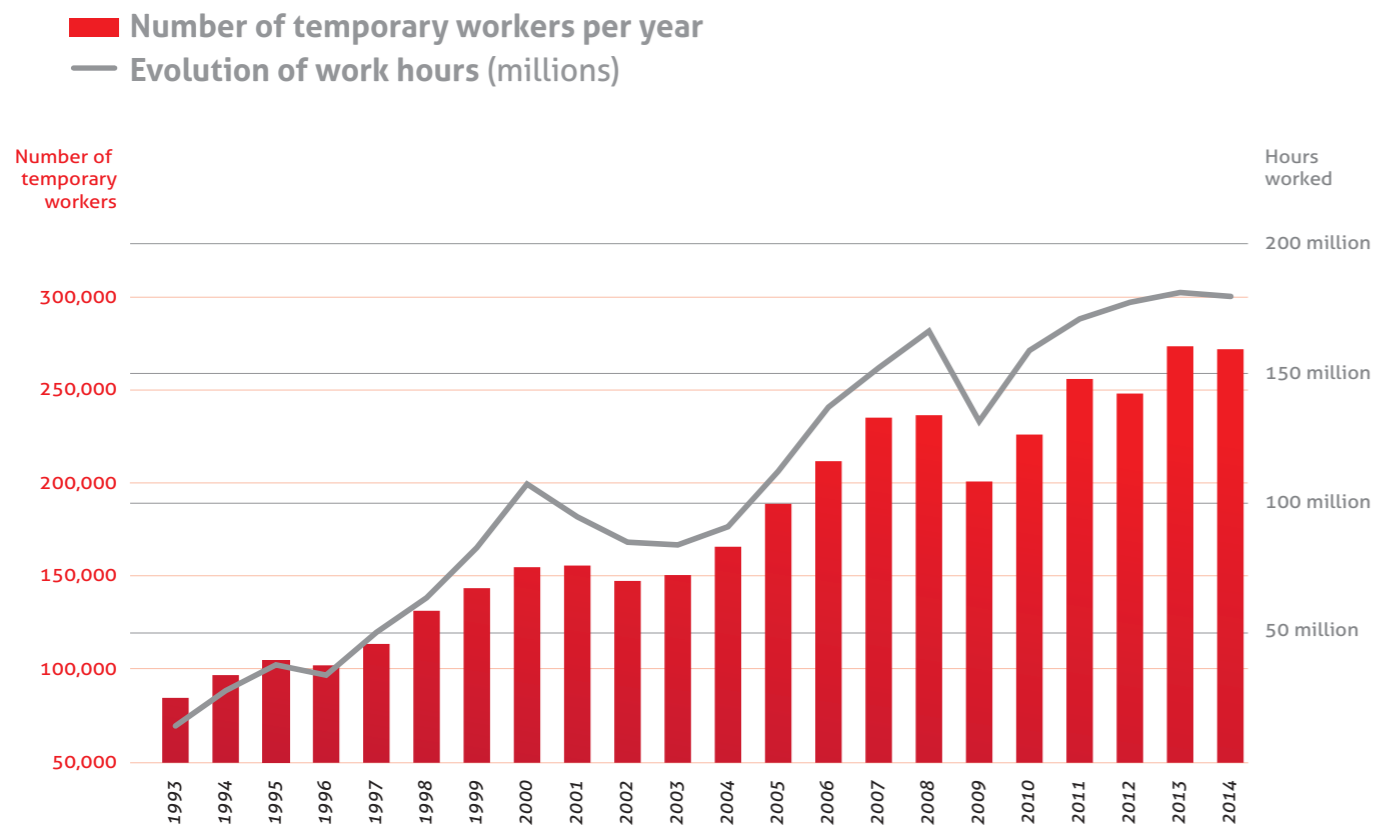
Marius Osterfeld has been swisstaffing's in-house economist since December 1, 2014. Among his various duties, he is responsible for compiling the swisstemp trend data as well as other statistics and forecasts regarding our industry.

## Key Industry Statistics 2014 (estimate)

Temporary Workers per Year	300,000
Full-time equivalents	77,000
Proportion of the workforce	2.1%
Hours worked	159 million
Total wages of temporary workers	4.6 billion CHF
Temporary industry turnover	6.5 billion CHF
Permanent placements by private agencies	97,000
Permanent placements turnover	750 million CHF

Source: SSUV (Institutes of Insurance Accident Statistics)  
State Secretariat for Economic Affairs; analysis by swisstaffing

## Changes in the Industry



Source: State Secretariat for Economic Affairs, analysis by swissstaffing

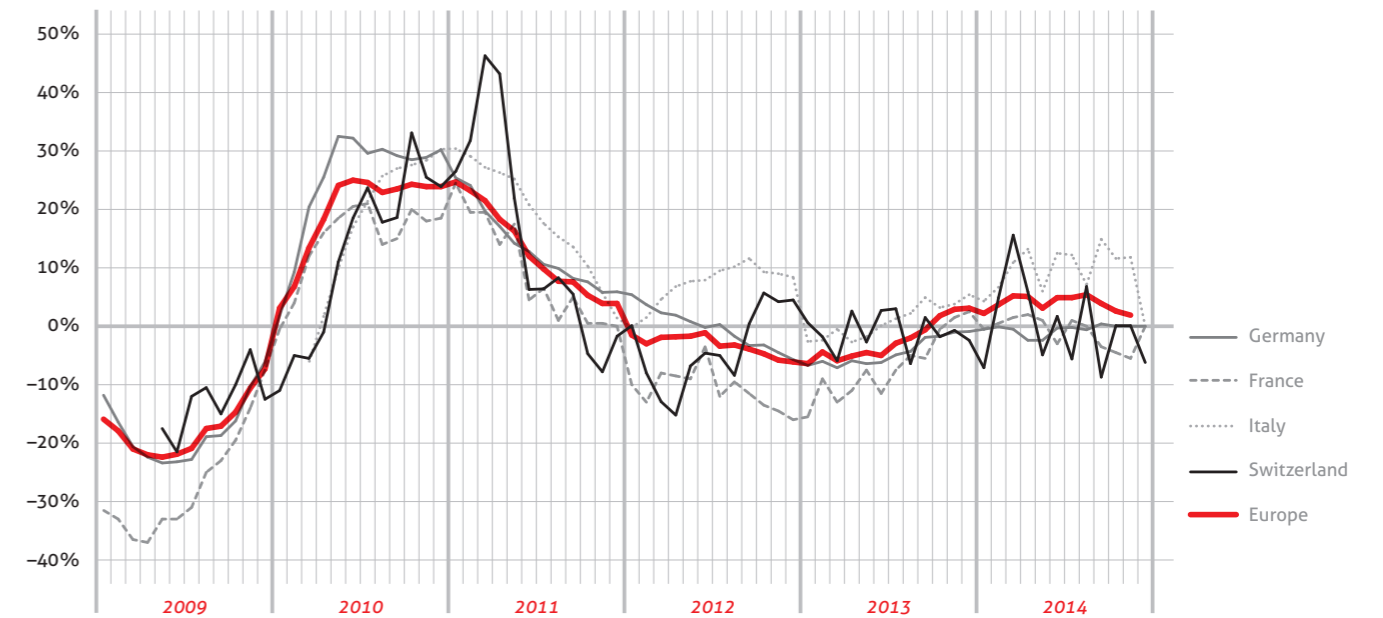
Note: The figures for 2014 are based on an estimate.

The numbers provided by the State Secretariat for Economic Affairs and Suva will not be available before the end of May.

## Advantages of Temporary Work

The temp worker is now a key component of the Swiss labor market. Each year, recruitment agencies find work for 300,000 job seekers, thereby generating total sales of CHF 6.5 billion. As temporary workers are flexible and well qualified, they are used by many Swiss companies at busy periods and so can help to counter the increasing pressures in terms of cost and time. Seen in this light, temporary work makes an important contribution to ensuring that Switzerland remains an internationally competitive economic location. For many people, a temporary job is the springboard into the world of work; in fact, one in five apprentices start the career in a temporary role. Temporary work is also favored by specialist professionals, those who are reentering the workforce, and those for whom a permanent job no longer suits their lifestyle. In view of this, recruitment agencies fulfill an important requirement with regard to staff leasing and recruitment: they bring companies and job seekers together.

## Hours worked by temporary workers in Europe: changes over previous year



Source: European Confederation of Private Employment Agencies

## Evolution 2014

The volume of temporary work in Switzerland has stabilized in 2014 vis-à-vis the previous year's level.

Looking further afield, the temporary employment industry grew slightly within the EU. In our neighboring countries of France and Germany, the volume of temp work stabilized in comparison with 2013 levels, just as in Switzerland. In Italy, on the other hand, the sector enjoyed above-average growth levels. The reason for this positive development was the shift of the Italian economy back into growth after two years of recession. It has been our experience that businesses initially rely on temporary workers during the first phase of growth, before they take people on permanently. In the past, broadly similar trends have been seen in the sector across the various European markets.



**Ying Hui Wang**  
Finance Expert (temporary worker)



**Hans Peter Hefti**  
Crane Driver and Truck Driver (temporary worker)

**«Thanks to temptraining,  
I've been able to improve  
my professional skills.»**

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## Political Achievements in 2014

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**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 client companies. To ensure this, we maintain contacts with all of the key players involved and share our experience on topics relevant to the labor market in a variety of specialist forums.**

The year 2014 is likely to be a year that stands out in the history of the Swiss economy. The popular approval of the Initiative Against Mass Immigration in February represented a turning point for Switzerland as an economic center. The flexibility enjoyed by companies based here was suddenly diminished, particularly with regard to recruiting staff. The change affected recruitment agencies in particular, as approximately 50% of the workers urgently required by our sector hold passports from other countries.

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### Implementation of the Initiative Against Mass Immigration

Together with a coalition of employers, swissstaffing has been making strenuous efforts to ensure that the new immigration law can be implemented in way that does not harm business. We are calling for a simplified approval procedure for the temporary employment industry, since on average placements are processed within 48 hours. In addition we are demanding that short-term contracts, with a duration of not more than 12 months, be excluded from any quota system. Furthermore, assessment of working conditions should be carried out, after approval has been given, by the established control bodies – as is the case right now.

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### Rejection of the Minimum Wage Initiative

As far as its relationship with trade unions is concerned, the Swiss business sector is likely to feel that they have gained the upper hand over the last year. The Minimum Wage Initiative was decisively rejected. If it had been approved, however, the Social Partnership between business and the unions would, in effect, have been terminated. If minimum wage are established by legislation, the trade unions have no incentive to negotiate collective bargaining agreements with employers.

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### Combatting Cantonal Minimum Wages and Standard Employment Contracts

In the West of Switzerland, swissstaffing has won one battle thanks to its intervention, as it helped block the introduction of a cantonal minimum wage in the canton of Neuchâtel. In Ticino, however, we were unsuccessful in stopping the authorities from adopting a standard employment agreement for industry. The task of negotiating wages should fall to the Social Partners.

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### Rejection of the Ecopop Initiative

The Swiss electorate shared the view of business leaders and also rejected the demands of the Ecopop population control activists. If immigration were restricted to 16,000 people per year, this would have done even more damage to Switzerland's economic status than the approval of the Initiative Against Mass Immigration.

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## Perspectives

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The year 2015 began with some good omens. Thanks to the removal of the minimum exchange rate with the Euro on January 15, the sector is, however, faced with a challenge right at the start of the year. Federal elections will also be taking place. Implementing the results of the Mass Immigration Initiative will therefore become a Herculean task. We also have to conclude the negotiations on the 2016-18 collective bargaining agreements.

The temporary recruitment sector has already, in February, felt the effects of the cancellation of the minimum Euro exchange rate. Compared with the same month last year, business activity has declined by 10.2% in February. Despite the good start to the year in January, the current year is already bringing a decline in sales for the sector of 6.1%. In the light of these figures, we can already predict that 2015 is likely to be a particularly difficult year for the temporary employment industry. The direction that the economy will actually take depends strongly on the usual risks present in the global economy. Notable among these are the unresolved crises in Greece and the Ukraine.

Despite challenging conditions, swissstaffing stands behind the CBA on Staff Leasing and is committed to work unceasingly for a strengthening of the agreement and the Social Partnership.

Business-friendly implementation of the new immigration rules is also absolutely crucial for the sector. On February 11, 2015, the Federal Council tabled a bill on the implementation of the Initiative Against Mass Immigration. Consultation on the bill will continue until the end of May. The planned quota system for short-term contracts (starting from only four months) would make it extremely difficult for companies to access the workers they urgently need. swissstaffing will be submitting its views for consultation. In our opinion, short-term contracts with a duration of up to 12 months should not be subject to a quota. The temporary employment industry provides an important buffer function. It helps business cope with seasonal and economic fluctuations and remain competitive. For these reasons, recruitment agencies require recruitment processes that are short and straightforward.

However the results of the Mass Immigration Initiative are eventually implemented, immigration will be restricted. In order to fill jobs, the potential pool of domestic labor will move into the spotlight, so that the focus will be on mothers, older workers, and those with fewer qualifications. The recruitment sector can play a key role in making use of the potential domestic workforce. Ultimately, temporary work is a form of work that breaks down barriers to entry, enables people to try out new jobs, and allows for project-based employment contracts.

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