

White Paper

## Safety Nets and Lifelines

How temporary work promotes integration in the labor market and safeguards flexible work



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## Overview

The world of work is polarized. Crises, competitive pressure, digitalization, and disruptive business models are changing the economy and job profiles at an unknown speed. This is why there is a sword of Damocles – representing unemployment and reorientation here – hanging over many employment relationships. Workers too are redefining their personal needs as a result of labor shortages, demographic development and societal change.

*Meaning, autonomy and work-life balance are becoming more important even as the desire for security remains consistent.*

Two types of workers have emerged from the fault line of these developments: firstly, people who have fallen into a fragile phase of employment against their wishes, and secondly, workers striving for freedom that know how to use the opportunities of a changing world. This White Paper details the results of a survey of more than 6000 temporary workers and found that staffing service providers are strong partners that provide a tailored response to the needs of both of these groups.

For people affected by unemployment, temporary work is a lifeline that allows them to make the jump into employment. Their goal: a permanent job. Temporary work can help them gather career experience, gain new expertise, and secure financial and social security. The network of staffing service providers and the low entry barriers for this form of work are key to its success. The international CRANET study led in Switzerland by the University of Lucerne shows that companies employ temporary workers due to short-term staffing requirements (88.4%), project work (60.7%) and to manage fluctuations in business operations (48.2%). People looking for a job can consequently take advantage of this opportunity to seek gainful employment. One third of companies even have lower employment requirements for temporary workers (cf. Pletscher, Sender, Staffelbach, 2022).

Temporary workers seeking flexibility do not see this type of work as a transition, but rather as a long-term work model. It allows them to find a balance between employment and other aspects of life, such as training, family commitments and leisure. For many, it is also an opportunity to work as a freelancer without having to completely forgo social security coverage. A study by the University of Applied Sciences and Arts Northwestern Switzerland recently confirmed that

increasing numbers of Swiss companies are deliberately using this potential. The management of flexible workers is already anchored in the business or personnel strategy of 27% to 28% of companies (cf. Vogel, Schaltegger, Zölch & Büttler, 2021).

“The transformations that we are seeing today are just the beginning,” explains Marcel Keller, Senior Vice President & Country President Adecco Group Switzerland. “Flexible work belongs to the future and staffing service providers can help politicians and companies shape this trend in an orderly fashion.” The results of this White Paper indicate that, today, temporary work is already a proven solution to solve the challenges of tomorrow.

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## Staffing service providers take a stand

swissstaffing advocates for the social acceptance of and social security for flexible work because this offers advantages to both individuals and greater society. The fact that the world of work is becoming more flexible has also triggered fears and this has resulted in renewed efforts to restrict flexwork in recent history. Although regulated with the best of intentions, temporary work suffers above all. Requirements range from restricting the proportion of temporary workers in particular sectors (e.g. construction) on the cantonal level to reporting requirements and the introduction of a maximum period before mandatory permanent employment in CBAs.

This White Paper demonstrates how little consideration those in favor of these efforts to enforce restrictions have given to the reality of temporary workers. Temporary work does not lead to the precarization of working relations, rather the opposite:

*In many cases, temporary employment is a bridge that guides people from unemployment into permanent employment.*

And it allows those who do want to work flexibly the opportunity to work within a framework secured by law and social partnership. To this end, temporary work also ensures social security and opportunities for further training.

*The survey shows that most people are actively choosing temporary work.*

A liberal society respects decisions like this. Efforts to impose restrictions are therefore out of place here. Finally, it is worth noting that temporary work can contribute greatly to Switzerland, its economy and society as the shortage of skilled workers continues. In order to fully reap the potential of people who have been looking for a permanent position for some time or the potential of people who are interested in the greatest possible degree of freedom, we need:

- A culture in which flexible work and dynamic change between employment types is accepted because temporary work is a fact of society.
- Digital alternatives to the requirement to sign upon conclusion of a contract because this is one way to eliminate administrative hurdles and potentially integrate even more additional workers.
- Fewer statutory working hour allowances because this represents a one-sided and undesirable restriction to these groups. Flexible workers would like to decide for themselves when they can work.

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### **Nino R. (33), Carpenter in permanent employment following temporary work**

*“The staffing service provider is very helpful and handles everything”*

**Nino R. is a carpenter from the Canton of Zurich who has already completed several assignments for staffing service provider dasteam ag. He initially worked on a temporary basis before his current permanent position. Personal contact with a staff leasing advisor is particularly important for him.**

Straight after his training as a carpenter (EFZ), Nino R. decided to go with temporary work: *“I wanted to learn about several different operations, gather experience and travel after my training. You’re very flexible as a temporary worker. And the pay is good.”* After losing his former permanent job in 2021 as a result of the Covid-19 crisis, he contacted dasteam ag again. *“I know the advisor personally and am very satisfied. He’s very straightforward.”* His staff leasing advisor placed him in several temporary work assignments in November 2021.

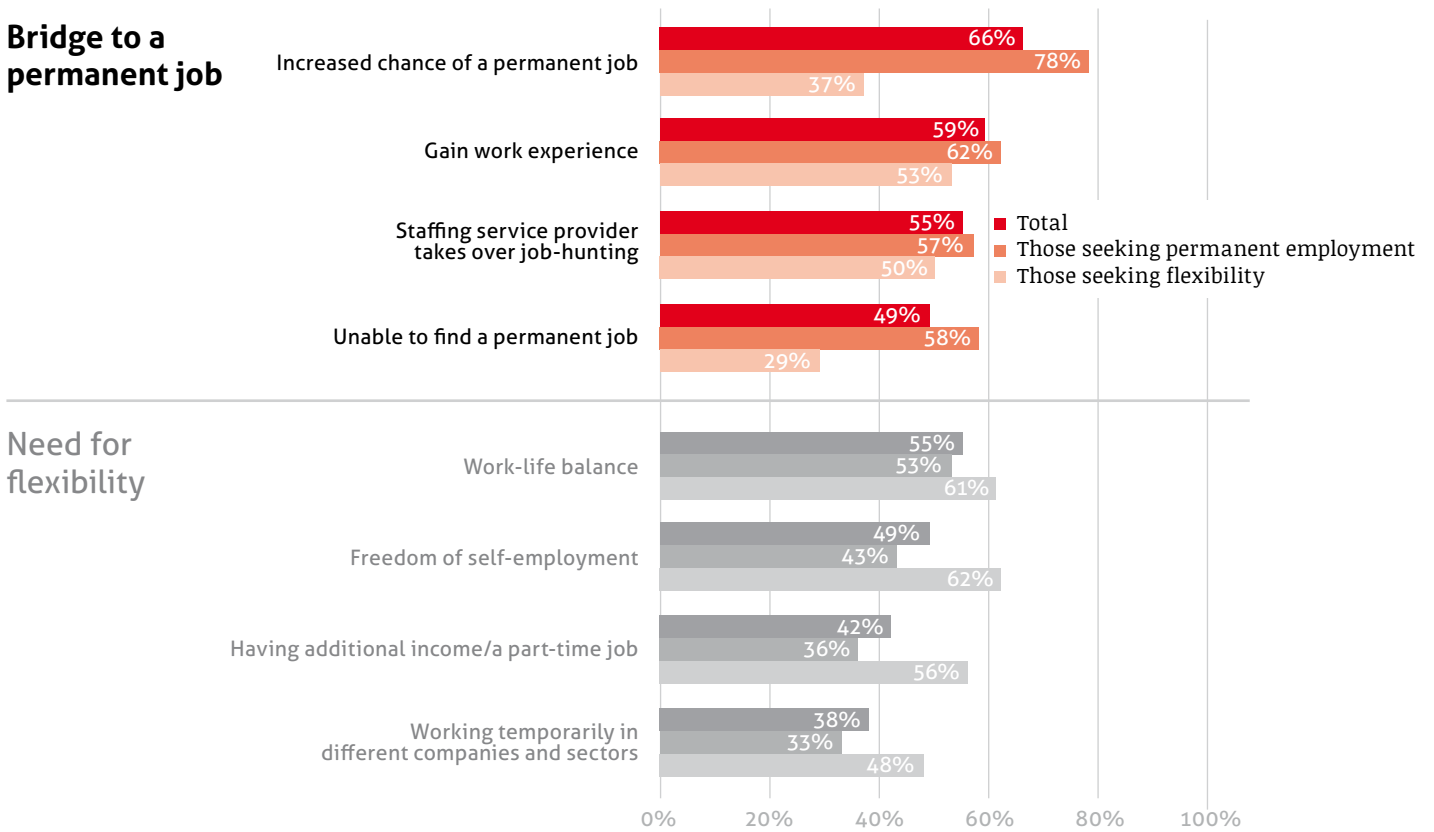
His current permanent position in a carpentry shop resulted from his most recent assignment in March 2022. *“The job is great. I can work independently and now I work together with the temporary workers that dasteam ag sends to us myself.”* Two years ago, the passionate amateur boxer completed his higher vocational diploma full-time. He is contemplating a vocational college course as a wood construction engineer in the future: *“It’s possible that I’d then work on a temporary basis during the summer holidays.”*

# 1. Temporary work: a bridge to permanent employment in an employment story

Temporary workers are often in a particularly fragile period of their employment story before they begin their work: approximately 40% of those surveyed were unemployed or not employed beforehand. Those in permanent jobs or in fixed-term contracts were not infrequently terminated or had seen their contracts expire. In some cases, an illness or an accident was responsible for the challenging job situ-

ation. These people use temporary work to stay in the workforce or (re)enter the workforce. One 54-year-old salesperson said, "After health problems, I was able to get back into a daily working routine through temporary work." One 45-year-old from Bern gets to the heart of the matter: "For me, the staffing company opened the door to the world of work."

Figure 1: Motives for temporary workers when selecting an employment form



Basis: All surveyed, 6012 people; those seeking permanent employment, 4134 people; those seeking flexibility, 1878 people. Source: swisstafing/gfs-zürich, 2022

## Study design: Temporary Worker Survey 2022

Between October 10 and November 20, 2022, the institute gfs-zürich surveyed 6012 temporary workers that worked on a temporary basis in Switzerland in 2021 online on behalf of swisstafing. The confidence interval for this sample size is +/- 1.3%. Messages were sent out to a total

of 72,325 employees at twelve staffing companies, both big and small: Adecco, Careerplus, Coople, dasteam ag, Global Personal, Hays, Helvetic Payroll, Interima, Kelly Services, Manpower, Michael Page, Work Selection. The response rate was 8.3%. The observations were weighted by survey response per company. The survey was conducted in German, French, Italian, English, Spanish and Portuguese.

## Why are more people choosing temporary work?

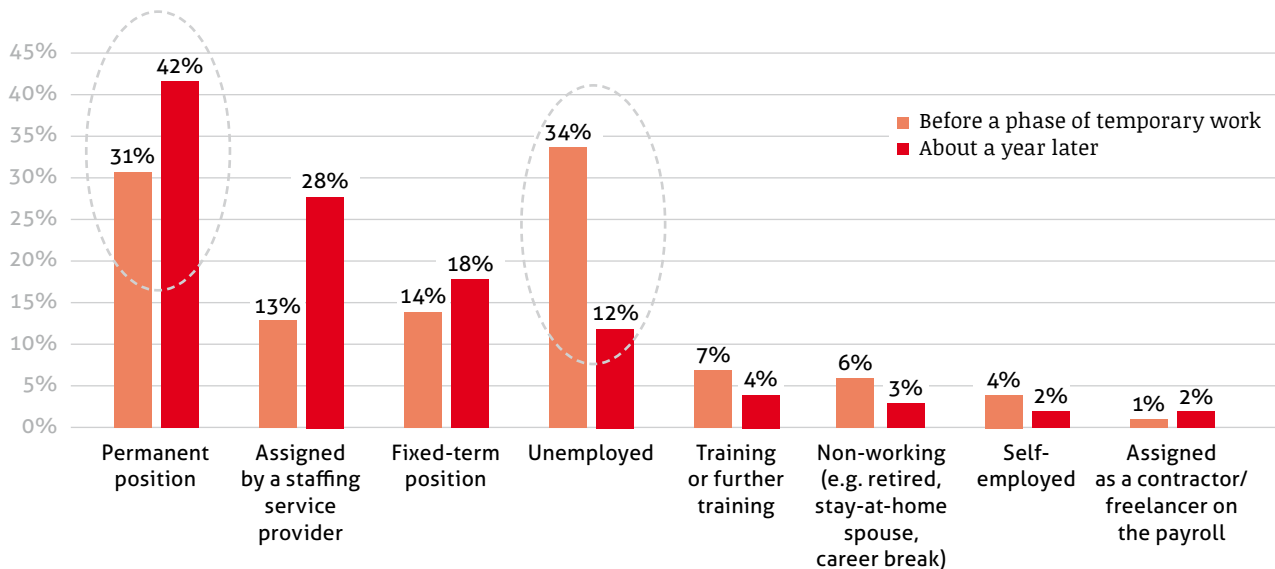
Almost 80% of those seeking permanent employment said their reason for choosing temporary work was because they wanted to increase their chances of a permanent position. 58% in this group are doing temporary work because there is no permanent job in sight. Temporary work is not the professional end point for these people, but rather it is a turning point allowing them to redirect their career. The prospect of a permanent job as a motive is particularly common in Western Switzerland and Ticino. Freedom and flexibility play a more important role in German-speaking Switzerland. Staffing service providers guide their candidates through this challenging time and support them on their path to a permanent position.

*People with a lower level of education and older people particularly value the fact that the staffing service providers take over the job-hunting process.*

## Temporary work as a stepping stone to a permanent job

The survey shows that approximately one year after beginning a phase of temporary work, 42% of those looking for a permanent position had managed to make the leap into a permanent job. In total, 84% of those surveyed were integrated into working life, whether this be permanently, on a fixed-term basis, temporarily or through self-employment. In other words, temporary work is an effective way to remain in the workforce and so can act as an integration driver for the labor market. The decline in unemployment thanks to temporary work is particularly noticeable in French-speaking Switzerland. Whilst 37% had been unemployed prior to their phase of temporary work, this proportion sinks to 13% after a period of one year.

**Figure 2: Employment situation of the temporary employee**



Basis: Those seeking permanent employment, 4134 people.

Source: swissstaffing/gfs-zürich, 2022



## The “Try and Hire” principle

Companies receiving assignments of temporary workers frequently take them into direct employment and so create a bridge to a permanent job:

*48% of those permanently employed today had worked on a temporary basis for their current employer beforehand.*

This “Try and Hire” principle works particularly well in French and Italian-speaking parts of Switzerland. 62% of those permanently employed today in Ticino had previously worked for their company in a temporary capacity, with the figure standing at 54% in Western Switzerland. One 34-year-old logistics specialist reports: “My aim was to find a permanent job through the temp agency. I was assigned and then could complete the probationary period for the position through the temp agency. After four months, I got a permanent job at the company.”

One 33-year-old living in Central Switzerland describes his path to permanent employment: “I was a freelance caterer when Covid-19 hit. After three months of unemployment, the staffing service provider had assigned me to a new job in a new sector within a short period of time. This is a sector that I still enjoy working in today and in which I have even been promoted in the meantime.” Workers with a lower level of education benefit in particular from possibly being accepted into a permanent position. They have a poorer set of cards with which to play on the labor market and are often left by the wayside despite a shortage of skilled workers. Temporary work is an integration driver that is their opportunity to prove their talent even without a degree and make the jump into permanent employment. 59% of those in permanent employment today with a lower level of education had previously worked for the company on a temporary basis.

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## Stephan B. (57), Electrician in permanent employment after temporary work

*“The staffing service provider looked at me like I was a person, rather than a number”*

**Stephan B. had climbed quite high up the career ladder in the telecommunications sector. At 56, however, he was suddenly left without a job. A staffing service provider from Lucerne assigned him temporarily to a small electrotelematics company during this fragile period of his life. Today, he holds a permanent job there.**

Stephan B. lives in the Bernese Oberland and entered the telecommunication sector three years after

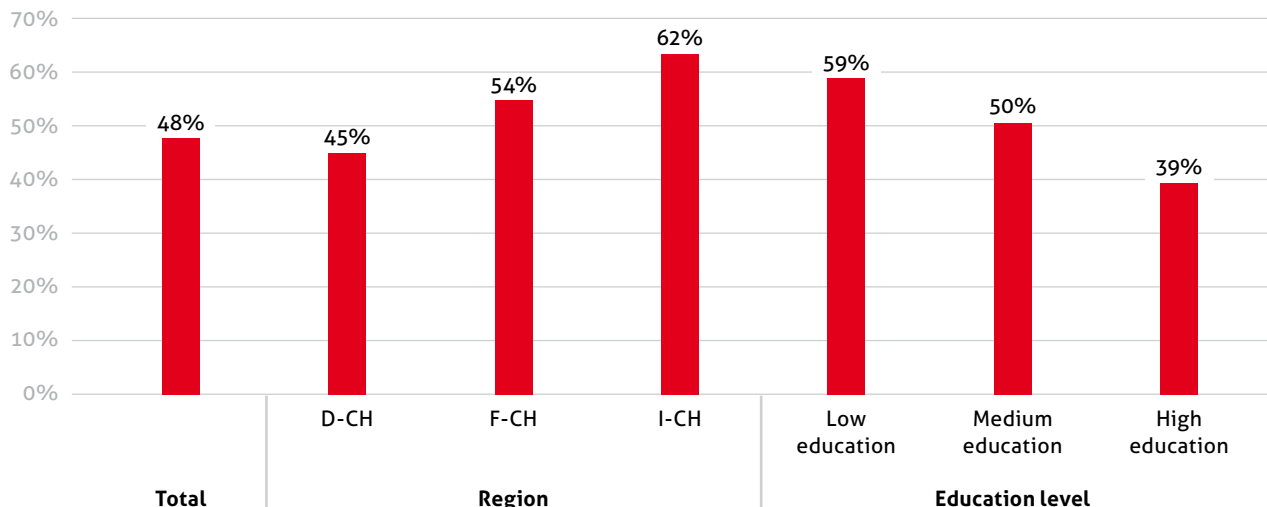
completing his training as an electrician. He developed in his career and even worked as a systems engineer. After a job change in 2014, he was let go in December 2021 for financial reasons. “That wasn’t easy. I was 56 years old and unemployed for the first time. I was having serious thoughts about my future: what is the economy calling for? How much of a wage loss can I handle?” There was additional pressure from the regional unemployment office (RAV). The father of three grown children spoke to a small start-up in Lucerne. “I got along with the staff leasing advisors right away. It was very friendly. They saw me as a person and not a number.” The start-up assigned him temporarily to a

position in his original career as an electrician after a short period. “Getting back into it was a challenge. After all, I’d been out of the profession for 30 years. A lot has changed since then. And I was slower than the younger lads.” However, his assignment was considered a success and the company offered him a permanent position after four months. He is earning less today than he did in his previous job. However, he only works four days a week at the company and has more time at the weekend for his big hobby: the mountains, whether that be on foot or by ski. He is still in contact with the staffing service provider from Lucerne privately today.

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**Figure 3: Permanent job in a former hiring company (basis: all new permanent employees)**



Basis: Those surveyed in permanent employment, 2054 people.

Quelle: swissstaffing / gfs-zürich 2022

### Finance for further training thanks to temptraining

Life-long learning is a key factor for a successful employment story. Life-long learning puts people who have just lost their job under particular pressure. “Learning on the job” is important and falls away the longer a period of unemployment continues. The knowledge that they have gained is no longer up-to-date. This danger is particularly significant among people without formal training. The temptraining further training fund is tackling this challenge. It provides funds for temporary workers up to 12 months after their assignment has ended so that they can finance their further training at one of more than 500 training institutes. 75% of temporary

workers seeking a permanent job believe that these further training services are important and this even reaches 79% in Western Switzerland and Ticino. Electrician Stephan B. worked as a temporary worker before swapping to a permanent role and reaffirms the importance of further training services:

*“It is important to stay up-to-date as a temporary worker. People in this transitional period are often unable to afford further training themselves.”*

### temptraining training fund

temptraining offers subsidized further training for temporary workers that fall under the CBA on Staff Leasing. Courses that will help them return to their careers and promote their employability in the long term are supported. Their entitlement to this support runs for six months from the last day of their assignment and for 12 months from

September 1, 2023. Temporary workers who have worked at least 88 hours on a temporary basis are entitled to this support. The following benefits are paid:

- Further training services: max. CHF 5000
- Career counseling/position analysis: max. CHF 1000
- Wage compensation for further training days: max. CHF 2250

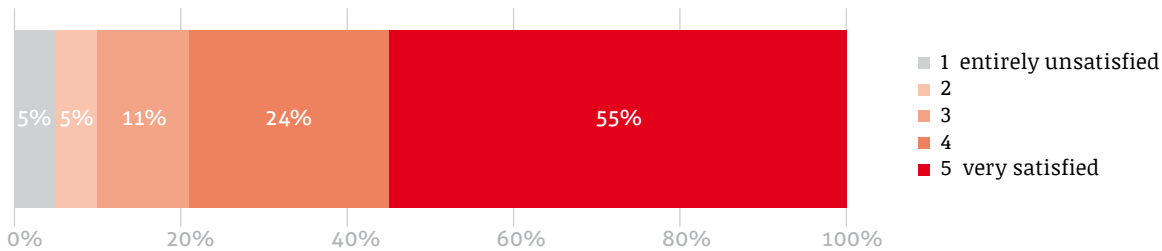


## High levels of satisfaction with staffing service providers

Temporary workers seeking permanent employment need a competent and trustworthy point of contact who makes them feel optimistic during this transitional phase. The high degree of satisfaction among

those surveyed indicates that staffing service providers are fulfilling the expectations and needs of their candidates. 80% are satisfied or very satisfied with their staffing service provider. Two-thirds would recommend their provider to friends and family with a high rating of 9 or 10.

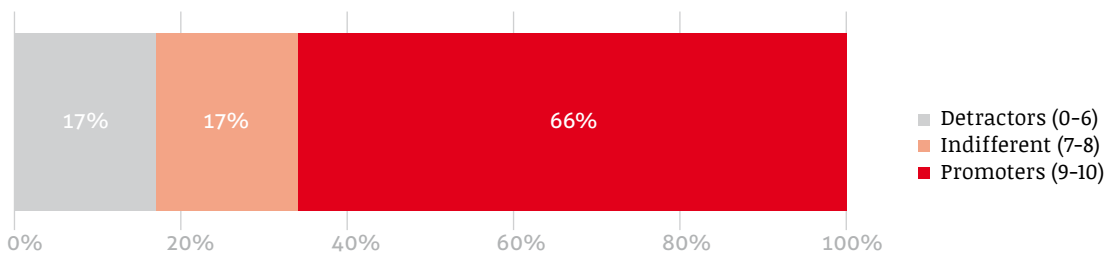
Figure 4: Total satisfaction with staffing service providers



Basis: Those seeking permanent employment, 4134 people.

Source: swisstaffing/gfs-zürich, 2022

Figure 5: Willingness to recommend



Basis: Those seeking permanent employment, 4134 people.

Source: swisstaffing/gfs-zürich, 2022

## Trust in a staffing service provider is essential for high levels of satisfaction

Trust in a staffing service provider is the key to high satisfaction levels. The candidate's relationship with their staff leasing advisor as a direct point of contact plays a central role here. One 55-year-old nurse explains: "The communication between me and the staff leasing advisors is appreciative and trustful. The advisors work hard and that is something that I greatly value."

Having a contact person who listens to them is invaluable to temporary workers during this transitional period into a permanent job. One 29-year-old woman from Bern discusses her positive experience: "I was asked how I'm doing and how we should proceed. Profit was never the priority, but rather me as a person. I've never had such an empathic and helpful employer."

Skill in assignment, low thresholds for entry into employment, and trust in the staffing service provider are key success factors for the integration driver that is temporary work, which can be used by jobseekers, companies and wider society.

**Figure 6: Correlation of total satisfaction with individual satisfaction factors**



Observations: Those seeking permanent employment, 4134 people.  
 Source: swisstafing/gfs-zürich, 2022

**Timothy F. (33), Logistics Specialist with a transport company on a fixed-term contract**

*“The advisor took me seriously and listened to what I had to say”*

**Timothy F. lives in the Geneva region and he has always worked on construction sites since the beginning of his professional career. He worked as a qualified mason and thoroughly enjoyed his job. Unfortunately, he was the victim of an accident. The consequences that this accident had for his knee forced him to leave the construction industry. Timothy F. did not give up and successfully retrained as a logistics specialist. After having acquired a good amount of experience as a logistics specialist, Timothy F. decided to validate this knowledge by obtaining a CFC in Logistics.**

At the start of 2022, he made the decision to leave the role he was in so that he could find another employer of his own choice. A friend already employed by a transport company that Timothy F. was interested in and who had been employed through Manpower suggested that he send his file to the same agency. To begin with, Timothy F. was unsure about the idea of working as a temporary worker because he associated this form of work with a certain amount of insecurity. However, he did send his file to Manpower and was very surprised by the professionalism and seriousness demonstrated by the advisor. *“The advisor took me seriously and listened to what I had to say,”* Timothy F. explains. After having worked as a temporary

worker for six months, he was then employed by this transport company on a fixed-term contract and believes he will soon be employed on a permanent contract. This assignment opened the door to fixed employment with an employer of his choosing. Timothy F. is very motivated to develop within the company. *“Although I am not career-driven, if I have the opportunity to move higher up, I will take it,”* he confesses. He would like for his career to develop and aspires to have more responsibilities. In order to achieve this goal, he is planning to take advantage of opportunities for further training through temp-training and opportunities acquired while he was working as a temporary worker.



## 2. Temporary work: optimal framework conditions for workers seeking flexibility

Many people choose temporary work because this type of work fulfills their need for freedom and flexibility. These temporary workers are not looking for permanent employment.

*They are looking for an employment concept that combines freedom and social security.*

The principle of staff leasing guarantees them that flexibility. The Employment Services Act and CBA on Staff Leasing form the basis for their social security. “It’s all taken care of and I can stay flexible,” is how one 40-year-old logistics specialist from the Canton of Zurich justifies their decision.

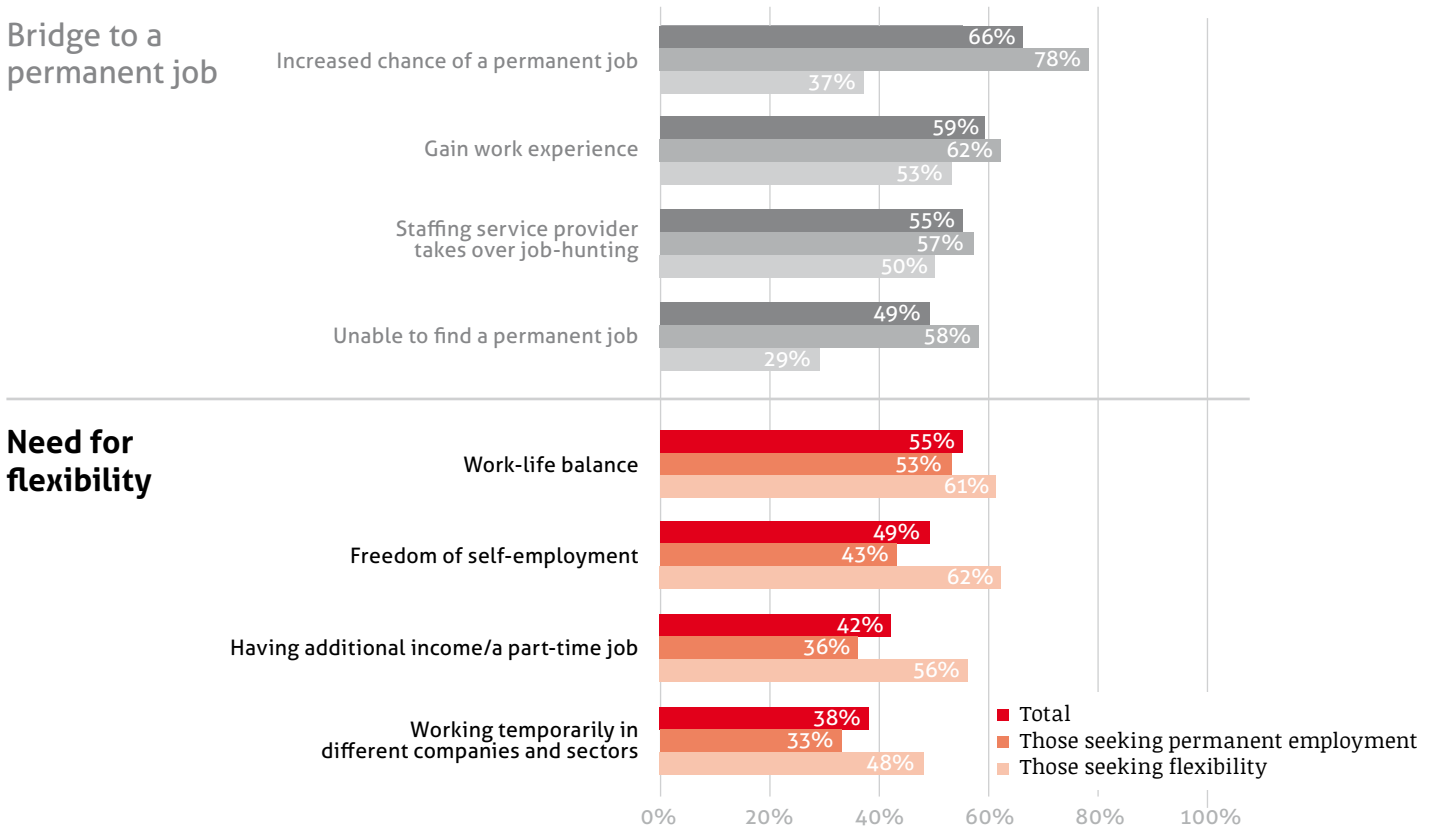
There are three basic models that can be identified in staff leasing. It is through these that the industry responds to the needs of these workers seeking flexibility. In active recruitment, the staffing service

provider takes over the job-hunting process and places workers in jobs according to their wishes. Pay-rolling allows freelancers to seek out deployments themselves and they are then hired as temporary workers through a staffing service provider. Online platforms under the purview of staff leasing allow those seeking flexibility to apply for assignments at short notice and without having to undergo a comprehensive application process.

### Why do people looking for flexibility choose temporary work?

People who select temporary work as a flexible employment concept seek work-life balance, occupational variety and the freedom of self-employment. There are two distinct groups here: people who take temporary work as part of a part-time job, and workers who have chosen temporary work as their main source of income. For both groups, the staff leasing sector represents a solution that fits their individual life situation.

Figure 7: Motives for temporary workers when selecting an employment form



Basis: All surveyed, 6012 people; those seeking permanent employment, 4134 people; those seeking flexibility, 1878 people.  
Source: swissstaffing/gfs-zürich, 2022

## Temporary work as a part-time job

The center of life for those who work in a part-time job on a temporary basis is often outside of gainful employment. “Temporary work is very easy to reconcile with family life,” explains one 35-year-old mother. The spectrum of those seeking flexibility is broad. Alongside those with family commitments, there are students, pensioners, and also self-employed individuals looking to stabilize their income situation with temporary work. Staff leasing allows them to connect multiple aspects of their life. “As a student, it’s the perfect solution for me. It allows me to finance my lifestyle alongside my studies and plan so that it fits around my timetable,” explains a 23-year-old woman from Zurich.

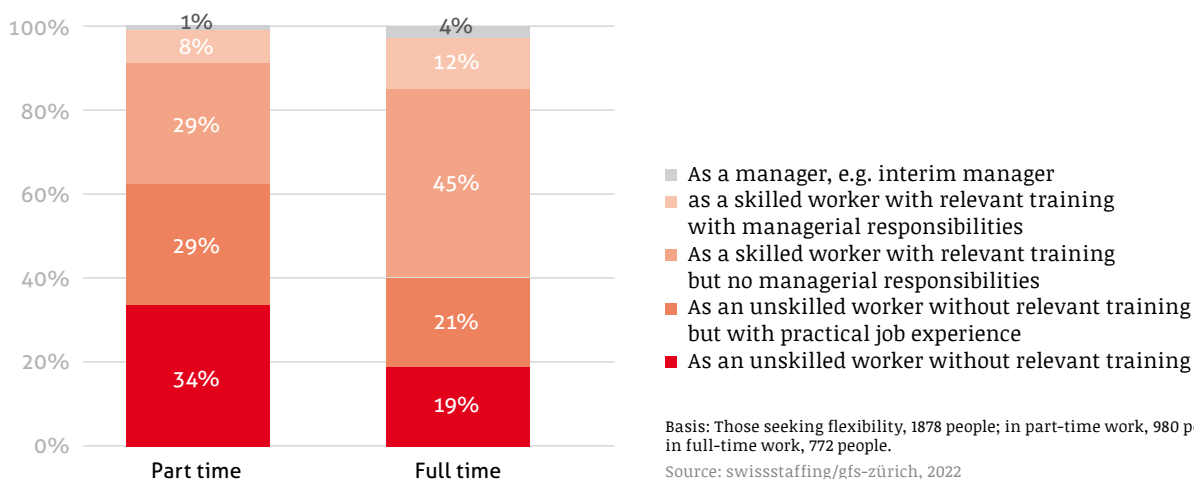
62% of those seeking flexibility with a part-time job work as unskilled workers without any relevant training.

*They use the low entry barrier for temporary work to become gainfully employed without needing much prior experience.*

They frequently seek out their placements through digital platform services under the umbrella of staff leasing in addition to active assignment through a staff leasing advisor. They find work on their own quickly and flexibly. One of those surveyed in the catering industry states, “I can decide for myself when and where I work. There’s no boring daily routine and I get to know new people, companies and processes.”

Those seeking flexibility through part-time jobs often work in sectors with an acute shortage of workers, such as catering, healthcare and retail. All of those involved benefit from the flexibility offered by staff leasing: staff leasing providers assign workers to companies with staff shortages quickly and in a targeted manner, and temporary workers find part-time jobs with social security at short notice and in an uncomplicated fashion. Additional workers simultaneously alleviate the shortage of workers in the economy.

**Figure 8: Position of temporary workers seeking flexibility**



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**Anic M. (22), history student engaged as temporary worker through Coople**

*“I enjoy the flexibility and the variety alongside my studies”*

**Anic M. is 22 and lives in Bern. She studies Contemporary History at the University of Fribourg. In addition to her primary part-time job at a catering company, she also regularly takes on temporary assignments through platform provider Coople. She values the high degree of flexibility and the opportunity to become familiar with new sectors.**

After completing her Higher School Certificate in February 2020, Anic M. wanted to take a gap year and work in a catering company that she

helped out at whilst at school. The Covid-19 pandemic thwarted her plans. Working in catering was no longer possible for a short period. She registered for the platform of staffing service provider Coople on the recommendation of friends. *“That was very simple and efficient,”* explains the woman from Bern. She had her first work assignments a short time later in jobs that were newly created as a result of the pandemic, such as checking vaccination/test certificates. Anic M. is currently in her second semester and continues to work for Coople alongside her primary part-time job in catering. She greatly values the flexibility that Coople offers her: *“Sometimes I need a brief*

*interlude during periods of intense learning. I can then spontaneously apply for an assignment and work.”* She mostly works in catering through Coople, but she also works in sales or inventory at two large fashion chains. *“I didn’t have any experience in sales before. I’ve become familiar with new sectors through assignments at Coople. I think that’s exciting.”* Anic M. is planning to complete her bachelor’s degree in the future and then complete a master’s degree. She hopes to become a sports journalist. Until that point, however, she is would like to continue working as a “Coopler”.

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**Philippe C. (58), Consultant employed in payrolling through Helvetic Payroll**

*“Delegating administrative tasks allows me to concentrate on my work”*

**After previously working as an engineer in car racing (F1), Philippe C. from the Geneva region led a good number of special projects within a large automotive manufacturer where he was in charge of the group’s strategic projects. Philippe C. then held several different leadership positions over the years within the watchmaking industry and particularly in industrial management.**

The desire to explore new experiences and provide companies with his

technical expertise and his approach to other people prompted him to offer his services to leaders and boards. *“I had reached a milestone in my journey where I wanted to act on this deep aspiration,”* Philippe C. told us. At each new assignment, Philippe C. contacts Helvetic Payroll and transmits the information about the assignment. The staffing service provider then serves as his employer and is responsible settling all aspects relating to social insurance and drawing up his salary slips, among other elements. Philippe C. has been working like this for more than four years and he would like to continue offering his services through a payrolling service company in the future. Benefiting

from complete social coverage is a very important aspect for him. This was confirmed during the pandemic when he was able to take unemployment benefits. *“Sometimes a crisis situation may affect you,”* he explains. He finds his collaboration with Helvetic Payroll very satisfying thanks to the flexibility of the staff and their high degree of professionalism. It would take him around ten minutes each month to resolve administrative issues, something that he does not particularly enjoy. *“This system gives me peace of mind and allows me to fully concentrate on what I know and what I like doing!”* he says.





## Temporary work as full-time job

Temporary workers working this way as their full-time job are looking for a permanent employment model that fulfills their need for flexibility and autonomy. They are generally well educated and frequently work as specialists or managers in sectors with staff shortages, such as healthcare, construction or IT.

A portion of these temporary workers prefer to be actively placed. “My staffing leasing advisor always finds exciting assignments for me. I believe that temporary work is something wonderful and it gives me a sense of freedom and independence,” reports a 55-year-old nurse. The other portion seek out jobs themselves and are then employed through staff leasing in payrolling. One 52-year-old contractor values the income opportunities of this employment model, “The pay is better than it would be in a permanent position.”

Staff leasing offers both companies and employees tailored services that are particularly valuable in periods characterized by a shortage of workers and skilled workers.

*Through their recruitment expertise, staffing service providers help HR departments within companies search for the specialists they need in a targeted manner.*

In careers that have a strong trend toward migration, such as nursing, staff leasing helps keep skilled workers in the profession thanks to the flexibility and freedom it provides. In some cases, adding highly qualified freelancers in payrolling on a project-by-project basis allows hiring companies to gather specialist knowledge that is lacking internally.

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## Emine A. (24), Health Specialist engaged as temporary worker through Careerplus

*“I can recommend temporary work to anyone that wants to be free and make their own decisions”*

**Emine A. was permanently employed for just three months after completing her training as a health specialist. She then decided to only work in the care sector on a temporary basis.**

After completing compulsory education, Emine A. from Solothurn completed a traineeship as a baker and pastry chef. She quickly noticed that this career made her feel too

lonely and that she wanted more contact with people. Her grandparents recommended training as a health specialist. After completing her training, she worked in a permanent position at a nursing home for three months. She then decided to move into temporary work on the recommendation of a friend.

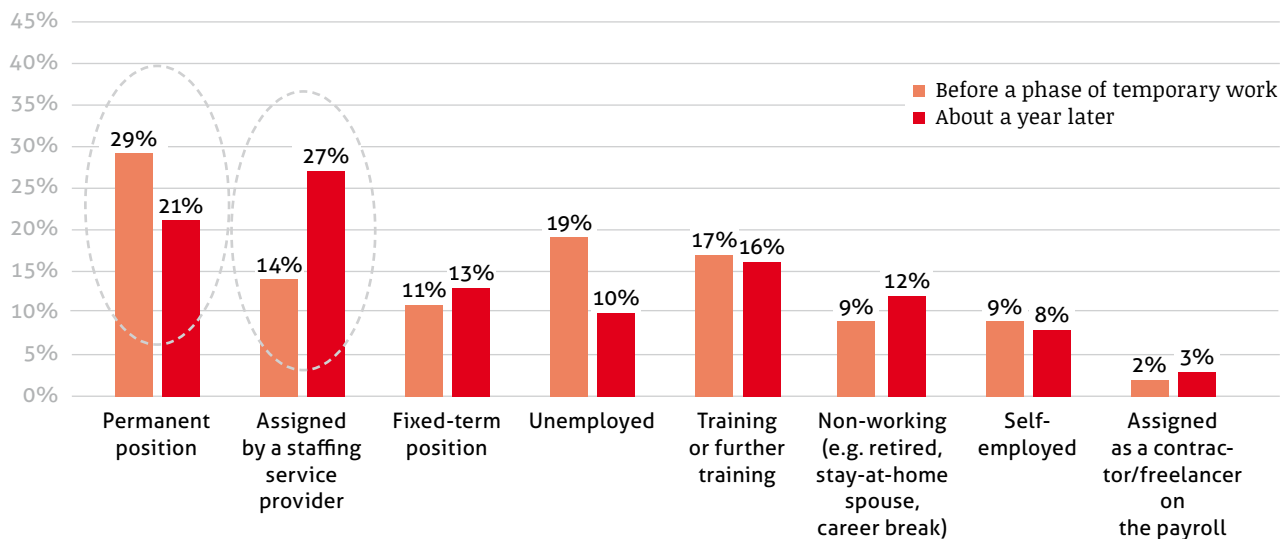
She believes the greatest advantage of this is the freedom to choose. *“I’m a night owl and I prefer to work nights. As a temporary worker, I can decide for myself when I want to work and when I want to take holiday.”*

She has taken various work assignments in the care sector through Careerplus over the past two years.

These assignments last between six to twelve months. She values the fact that she gets to know different companies. Another reason is the psychological stress of the work: *“As a temporary worker, I’ve found it easier to distance myself.”*

Thanks to her 80% workload and night shifts, she has time to care for her grandmother. Emine A. is planning to continue working through Careerplus for another two to three years. Then she would like to take on a leadership role as a ward manager or complete a humanitarian assignment abroad – something that appeals to her far more.

**Figure 9: Employment situation of temporary workers seeking flexibility**



Basis: Those seeking permanent employment, 4134 people.  
 Source: swisstafing/gfs-zürich, 2022

**Reverse bridge effect: shifting from a permanent job to a flexible employment form**

A glance at the employment situation of those surveyed before and after their phase of temporary work demonstrates how strong the desire for flexibility among these temporary workers is: in one “reverse bridge effect”, they consciously move from permanent employment to flexible work forms. As a result, the portion of workers in flexible types of employment (temporary, fixed-term, self-employed, freelance) has risen significantly from 35% to 52%.

Simultaneously, unemployment has reduced notably. Temporary workers value social security alongside flexibility. This is far more comprehensive in staff leasing than in other flexible work forms (cf. swisstafing, 2022).

*82% of those seeking flexibility consider social security to be important, a view that is more widely held among older people than younger people.*

**Social security in temporary work**

- Temporary workers make payments to OASI/DI/IC and are insured against the risk of unemployment.
- Temporary workers are covered by BVG by their 13th working week at the latest. This insurance comes into force from the first contractual working day for temporary workers with dependent children. The coordination

- deduction and entry threshold are broken down to the hourly wage.
- Temporary workers are also covered by sick pay from the first contracted day that they begin working. They are entitled to sick pay of up to 720 days after a maximum waiting period of two days.
- Like permanent employees, temporary workers are covered by mandatory occupational and non-occupational accident insurance from eight working hours each week.



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**Gökalp C. (25), aspiring Mason engaged as a temporary worker through mein job**

*“I’m getting to know a lot of people and new companies”*

**Gökalp C. has been working as an aspiring mason on a temporary basis through mein job for half a year. He has already received offers for permanent employment during this period, but has so far rejected these in favor of his independence.**

After completing his training as a retail trade specialist, Gökalp C. from Eastern Switzerland decided to begin a second traineeship as a mason. “I couldn’t see myself in retail in the

long term. As a mason, you work outside and I like that.” At first, things did not quite go to plan; he did not pass the practical exam. Gökalp C. has not been discouraged. His instructor put him in touch with the owner of staffing service provider mein job. “She was very friendly and uncomplicated.”

He immediately received his first temporary work assignment at a construction company.

He has been pleasantly surprised by temporary work. “I’ve made a lot of contacts, earn well and I am not tied down to one company. I work a little like I’m self-employed.”

He has also already completed a

further training course through the temptraining training fund. Gökalp C. will soon resit his practical final exam. He is planning to continue working on a temporary basis through mein job, but also believes that permanent employment may be on the cards in the long term if his family living conditions change. He is considering further training to become a foreman, overseer or construction manager in the future – or a job in which he can combine the knowledge that he has gained from both of his traineeships, for example as a sales representative in the construction sector.

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**Hanane S. (42), Project Manager in the humanitarian sector engaged as a temporary worker through Michael Page**

*“Even through the framework of temporary work, it is essential to have a career plan on the employer’s end as well”*

**After completing her university studies at Lyon where she earned her master’s degree in English and a degree in marketing/communication and graphic design, Hanane S. worked in the private sector for several years. This experience gained within very large institutions in France and in highly technical sectors (nuclear and petrochemical) allowed her to perfect her expertise managing projects. Some years ago, she decided to shift toward a profession that would be more in line with her values.**

Hanane S. posted her CV on an online platform and was contacted by staffing service provider Michael Page for an assignment at an NGO active in the humanitarian sector. She believes that temporary work, and particularly the flexibility that it provides, allows for entry into sectors where people may not be familiar with their inner workings. She lives in the Geneva region and has been working as a temporary worker for Michael Page for more than seven years. She has said that the relationship of trust and support offered by her employer are greatly appreciated. The kindness of her advisor at Michael Page has made her feel like an employee rather than a product and this explains the loyalty that she has toward her employer. As an example, Hanane S. tells us that at the end of her

assignments, her employer always takes the lead and contacts her to discuss the next steps. Her numerous years as a temporary worker have given her certain credentials to draw some conclusions about this line of work. She is perfectly aware of the quality of social benefits offered by temporary work. She has also already taken advantage of the offers for further training provided by temptraining. “It’s mostly the work environment that matters to me. I would not want to work for a company that is only interested in profit. I would like to continue to work in a position that can always challenge me and where I can perform,” Hanane S. concludes. She expects that she will continue to work for Michael Page for many years to come.

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### 3. Conclusion

The staff leasing sector is booming. The number of hours worked by temporary workers has more than tripled over the past 30 years. This is because staffing service providers are providing answers to the greatest questions of our time. For people who have fallen into periods of economic transition, temporary work is the key to quickly orientating themselves on the labor market and finding firm footing back into working life. For people who intentionally want to work flexibly, this form of employment offers a healthy balance between flexibility and social security which staffing service providers have expanded into a diverse spectrum of services. Those seeking flexibility can be actively placed, find job offers on platforms that meet their needs, or search for deployments through their network and be employed as a temporary worker via a staffing service provider. Regardless of whether labor market integration or flexibility is the focus for temporary workers, they have three things in common: trust in their staff leasing advisors, satisfaction with the service, and the positive feeling of being covered by social security.

This deep insight into the needs and motives of more than 6000 temporary workers should act as an incentive to politicians and economic actors to shape the framework conditions of the staff leasing sector today so that Switzerland is prepared to meet the challenges of the labor markets of the future. Robin Gordon, Chief Executive Officer of Interiman Group, reiterates:

*“Flexibility is the key to success, both in the fight for the best talent and to maintain a competitive position for our country.”*

**Figure 10: Characteristics of temporary workers**

	Total	Those seeking permanent employment	Those seeking flexibility
<b>Sex</b>			
Female	39%	38%	42%
Male	61%	62%	58%
<b>Working region</b>			
German-speaking Switzerland	61%	59%	67%
Western Switzerland	35%	37%	30%
Ticino	4%	4%	3%
<b>Age</b>			
< 24 years old	13%	10%	19%
25-39 years old	43%	48%	33%
40-54 years old	31%	33%	26%
55+ years old	13%	9%	22%
<b>Nationality</b>			
Swiss	45%	41%	55%
Non-Swiss	55%	59%	45%
<b>Education level</b>			
Low	18%	20%	14%
Medium	59%	58%	60%
High	23%	22%	25%
<b>Sector</b>			
Agriculture and forestry	1%	1%	1%
Manufacturing, industrial production, energy provision	26%	30%	17%
Construction industry/construction	15%	14%	16%
Retail and wholesale, sales	7%	6%	10%
Transport, storage and logistics	20%	22%	16%
Accommodation/hotel industry/tourism	7%	5%	13%
Information and communication: IT, media, publishing, information services	3%	3%	2%
Banking and insurance	2%	2%	2%
Freelance, scientific and technical services, research and development (tax/legal advice, architecture/engineering firm, advertising/graphic design, etc.)	2%	2%	2%
Provision of other services	6%	6%	6%
Public administration, defense, social insurance	2%	2%	2%
Education, childcare and teaching	0%	0%	1%
Health and social care	8%	7%	13%
Art, leisure and recreation	1%	0%	1%
Private households with staff	1%	1%	1%

Basis: All surveyed, 6012 people; those seeking permanent employment, 4134 people; those seeking flexibility, 1878 people.

Source: swissstaffing/gfs-zürich, 2022

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