

# Annual Report 2018



**50 years**  
 **swissstaffing**  
Flexibility  
requires  
**stability**



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**Temporary work. Your gateway to the wide world of work.** It encompasses all professions and people from all walks of life: specialists, support staff, novices, experienced personnel and those who are looking to try something new.

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# President's Foreword

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50 years of swisstaffing – on June 26, 2018 in the Kursaal Bern, we looked back on the magical journey and splendid evolution that our industry has been through. As your new President I am proud to be able to celebrate this anniversary with our many members. The industry has seen rapid development in recent years: Instead of pure temp agencies, there is an increasing number of established recruitment agencies. In recent years, we at swisstaffing and in the industry have made an important contribution to the flexibility of companies and thus of the Swiss labor market. We can be proud of this achievement!

With our anniversary campaign, temporary work has also shifted into public focus: The campaign has reached more than 45 million people. Via advertisements in newspapers and magazines, online and in social media, as well as in public transport. The image work for and with our members has been a success!

Temporary work and thus staff leasing companies have had to face some attacks in 2018. In the summer of 2017, the canton of Geneva introduced a quota for temporary workers into its public procurement regulations. In the canton of Ticino, a similar scheme is in the pipeline. In 2018, swisstaffing's Legal Services actively fought against these restrictions. We won an appeal in Geneva in December. This is an important victory for our industry. This judgment meant we could prevent a massive restriction. And in the future, we will continue to defend ourselves against any restrictions to our economic freedom.

In 2018, we were able to extend the CBA on Staff Leasing for a further two years and thus create a level playing field for all staff leasing companies and temp workers in Switzerland. Together with the social partners we are now examining the principle of "Equal Time & Equal Minimum Pay" for all temporary workers.

2018 was also the year in which Switzerland introduced the job registration requirement. swisstaffing was able to get its members on board and inform them in good time. The recruitment agencies were therefore well-prepared for the introduction on July 1, 2018 and have been fully engaged ever since. The recruitment agencies are an important partner of the Regional Employment Offices (REO), placing some 90,000 people in permanent employment and almost 400,000 people in temporary work – year on year. We aim to further strengthen our cooperation with the REO. The importance of flexible working continues to grow. More and more people want to work in a flexible and self-reliant way. Our industry has made this flexibility possible over the past 50 years. We will remain committed to this in the coming years. This requires a fresh spirit and the courage to try new things. Let's tackle this together as we move forward.



**Leif Agnéus**  
President of  
swisstaffing

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

Leif Agnéus  
Präsident of swisstaffing

# The Association

## The Board

The Board is the steering committee of swissstaffing and consists of representatives from staff recruitment agencies of all sizes. It also represents the various regions of Switzerland. This safeguards representation of the interests of the entire industry.

In our anniversary year, Charles Bélaz stepped down from the Board and the change of President took center-stage. Georg Staub, who has served us for so long and with such dedication, was appointed Honorary President. Leif Agnéus was elected as new President with acclamation and applause. We would like to thank all the Board members for their commitment.



**Leif Agnéus**  
Manpower  
(Schweiz) AG  
President



**Michael Agoras**  
Hardworker  
Schweiz AG  
Vice President



**Nicole Burth Tschudi**  
Adecco Human  
Resources AG  
Board Member and  
Exec. Committee



**Taco de Vries**  
Randstad  
(Schweiz) AG  
Board Member



**Adrian Diethelm**  
Express Personal AG  
Board Member



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



**Paul Fritz**  
Home Instead  
(Schweiz) AG  
Board Member



**Jean-Luc Giongo**  
Multi Personnel  
Services SA  
Board Member



**Robin Gordon**  
Interiman Group  
Holding SA  
Board Member



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



**Susanne Kuntner**  
mein job zürich  
gmbh  
Board Member



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



**Kerstin Wenger**  
Walmonag  
Board Member

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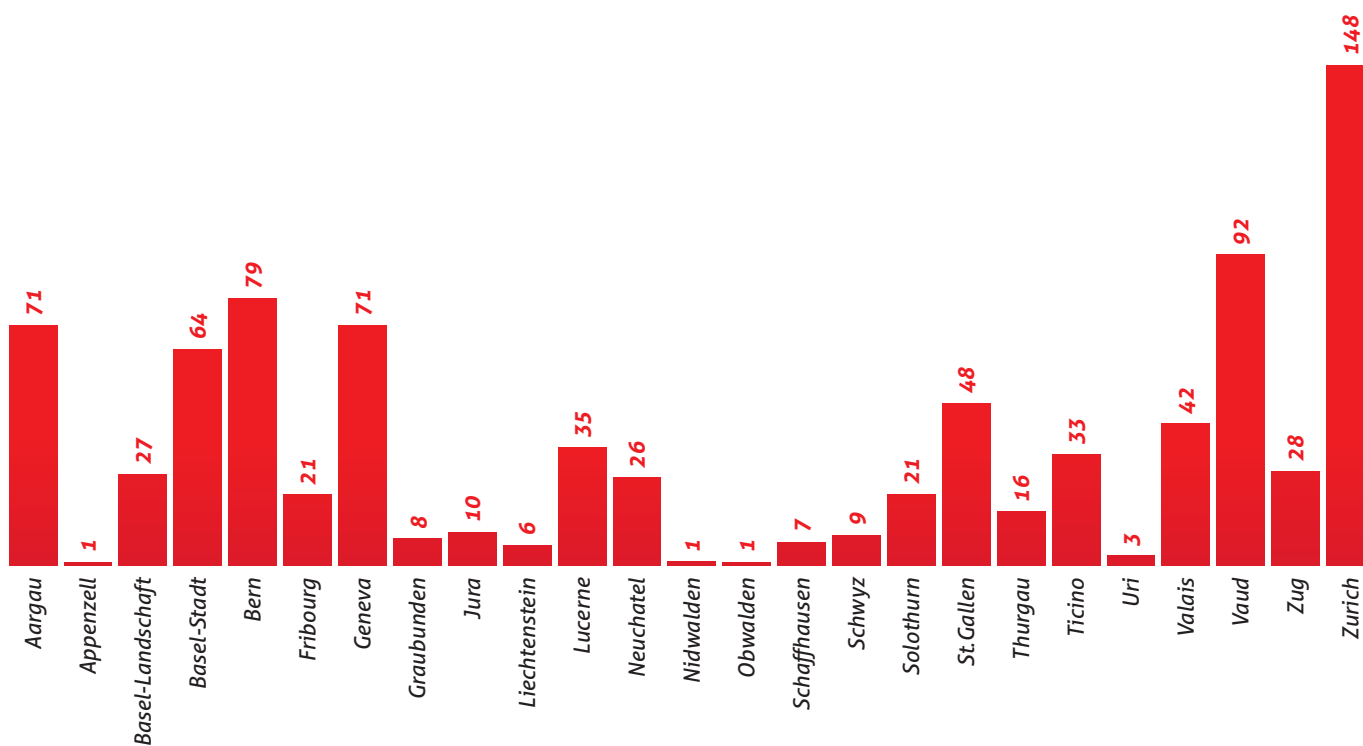
## The Association Members

In 2018 swissstaffing was pleased to welcome 30 new members to the association. 10 companies left the association as of December 31, 2018 – due to business closures, mergers or because they no longer leased staff. At the end of 2018, swissstaffing membership exceeded 400 for the first time, and – with 405 members – is still growing.

SQS, swissstaffing's certification partner, carried out a total of 95 audits at new and existing members. The swissstaffing quality label is a nationally recognized seal of approval. It was specially developed for the industry and checks professionalism in recruitment services. More and more hiring companies are demanding proof of this certified quality label from recruitment agencies. swissstaffing congratulates all members who successfully completed the audit in 2018.

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## Location of members (branches) by canton 2018



# History



## 1941 We can do it!

“Rosie the Riveter” - a symbol of emancipation and icon of pop culture, was actually an artificial figure, created for propaganda purposes to recruit women for the arms industry in the USA.



## 1946 Office service for business.

William Russell Kelly laid the foundation stone for the opening of the “Russell Kelly Office for Business” in October 1946 with 10,000 dollars for 20 comptometers (mechanical calculators) and some typewriters.



## 1948 Temporary help agency.

Working under great time pressure, the two American lawyers Elmar L. Winter and Aaron Scheinfeld drew up a legal document when their secretary fell ill.



## 1957 Swiss and European premiere.

The first recruitment office in Europe was founded by Henri-Ferdinand Lavanchy in Switzerland. The idea came to him during a flu epidemic.



## 1960 La Grande Dame.

Maria Mumenthaler (1933-2010) and André Dreyer (1969†) acquired the Manpower license for French-speaking Switzerland and opened the first branch in Geneva in 1960 in the Rue des Maraîchers.



## 1967 CIETT – first international association.

The establishment of the “International Confederation of Private Employment Services (CIETT)” in Paris in 1967 saw the beginning of cross-country cooperation between national associations, international and national recruitment agencies.



## 1968 SVUTA – the beginning of swissstaffing.

Founding of SVUTA (Schweizerisches Verband der Unternehmungen für temporäre Arbeit). It represented the interests of the industry and provided services for the rapidly growing temporary employment market.



## 1985 Our own pension fund.

A milestone in the history of the association was reached with the establishment of the Pillar 2 Foundation SVUTA, now known as Pillar 2 swissstaffing.



## 1991 AVG enters into force.

On July 1, 1991, the Employment Services Law (AVG) with the new “Chapter 3: Staff leasing” entered into force and hence the associated legal regulation of temporary work.



## 1998 VPDS – the successor to SVUTA.

In the mid 1990s, the association also opened its doors to the activities of private employment agencies.



## 2006 Unequivocally swissstaffing.

In a nutshell: At their 2006 Annual General Meeting, the members decided unanimously to replace the ambiguous “VPDS” in the association name by swissstaffing.



## 2012 Temporary work peace.

The CBA on Staff Leasing is a sophisticated set of regulations that creates a balance between social protection of workers and flexibility for companies.



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**2018**

**Two pioneers step down.**

Georg Staub and Charles Bélaz, two strong personalities who have had a major impact on the association and the industry, step down in the anniversary year.

Georg Staub after 28 years as a Board member (1991-2018), long-time Association Director and President.

Charles Bélaz after 19 committed years (1999-2018) as a Board member and former President. A charismatic and convincing team.



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**2018**

**Change of President.**

At swissstaffing's 50th Annual General Meeting, the members appointed Leif Agnéus, an industry expert, as their new President. He takes over from Georg Staub, the newly appointed Honorary President.

Leif Agnéus has gained his long-standing and extensive experience both nationally and internationally, including in various leading functions at Kelly Services, European committees, and as a swissstaffing Board member. His multilingual skills allow him to communicate smoothly across Switzerland's language borders. Since February 2017 he has been the successful General Manager of Manpower Switzerland.



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# Events

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## The Annual General Meeting

The historic 50th Annual General Meeting of swissstaffing took place on June 26, 2018 in the Kursaal in Bern. This was followed in the same location by a big swissstaffing anniversary celebration. As well as the general items on the agenda, the election of the new President was the primary focus. With 359 votes in attendance, the Annual General Meeting was quorate and well attended.

Leif Agnéus, General Manager of Manpower Switzerland, was elected as new President. He has many years of experience in the industry both on the national and international stage. As a previous Board member, he is also familiar with the work of swissstaffing. The newly elected President promised to make the strong presence and influence of swissstaffing serve the interests of the industry.

Georg Staub was then rewarded with the election to Honorary President – a recognition of his 28 years of work as a former Association Director and subsequent President of swissstaffing. Together with Charles Bélaz, who similarly put his stamp on swissstaffing for 19 years, he was given the honor of perpetuating his memory with an impression of his hand in a plaster relief. He was also presented with a book of cartoons created especially for him as a souvenir of his time at swissstaffing.

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## Extraordinary General Meeting

On October 30, 2018, an Extraordinary General Meeting took place, also in the Kursaal Bern. The occasion was the renewal of the CBA on Staff Leasing. With 419 of 784 votes in attendance, the meeting was quorate and also well attended.

Robin Gordon, head of the negotiating delegation of the CBA on Staff Leasing, thanked his team for their sustained efforts during the past few months. He went on to explain the individual negotiating steps that led to the CBA 2019–2020. With 418 votes in favor and one abstention, the new CBA on Staff Leasing won clear approval.

The granting of the negotiating mandate for the future renewal of the CBA on Staff Leasing from 2021 and the proposed negotiating delegation were also clearly approved. Hence, nothing more stands in the way of the next steps for swissstaffing before the entry into force of the 2019–2020 CBA.

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## Regional Meetings

The regional meetings were held in March and November 2018, in each of Basel, Bern, Lucerne, Zurich, St. Gallen, Geneva, Lausanne and Lugano. A total of 690 visitors took part in the events: a new visitor record. The audience comprised members as well as other guests.

The regional meeting in March 2018 was dedicated to the future of work and the introduction of the job registration requirement. swissstaffing presented the results of its digitization survey of fall 2017. The study, in which a wide variety of Swiss recruitment agencies were questioned, gave the audience a comprehensive insight into the industry and highlighted possible future scenarios.

Guest speaker German Ramirez, book author, speaker and entrepreneur, subsequently analyzed the forthcoming digital transformation of the HR industry. He gave valuable tips on how to successfully position recruitment agencies in the digital age. In conclusion, the visitors received important information on the forthcoming implementation of the job registration requirement.

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The focus of the regional meeting in November 2018 was the same, with the issues being examined from a different perspective. An external speaker from the company Renuo gave a presentation on the application of blockchain technology in personnel consulting. The audience gained a comprehensive insight into the emerging technology – right back to its beginnings in the 14th century. Mauro Tomeo, head of implementation support RAV/LAM/KAST at the State Secretariat for Economic Affairs SECO, contributed his insider knowledge on the latest developments in the job registration requirement. He then took numerous questions from the audience. The event ended with economic forecasts and basic information on the extension of the CBA on Staff Leasing. The visitors were thus well prepared for the year 2019.

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## CEO Meetings

The CEO meetings for the managing directors of the member companies took place in September 2018 in Zurich and Lausanne. The new President Leif Agn us detailed the upcoming political challenges as well as the future strategy of swissstaffing. Director Myra Fischer-Rosinger also reported on the status quo in the negotiations on the CBA 2019–2020 and outlined the next negotiating steps. In conclusion, the association members were given the opportunity to relate their experiences to date with the job registration requirement and their wishes for the future.

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## Personal Swiss / Salon RH (HR Recruiter Trade Fairs)

swissstaffing was an official partner supporting the special trade fairs of the recruiting industry in 2018: Personal Swiss in Zurich and Salon RH in Geneva. At both locations swissstaffing organized panel discussions with top speakers on the topic of “The flexible world of work: Who will be recruiting in the future?”

The focus of the discussions in April at Personal Swiss was on the new technological challenges facing the industry – digitization, robots, the gig economy and big data. Four industry experts took part: Taco de Vries, Randstad (Schweiz) AG, Marc Lutz, Hays (Schweiz) AG, Jana Jutzi, Careerplus AG, and Valery Lorenz, mein job z rich GmbH. A lively discussion followed between the panel participants, and there was full agreement on one point: Technological change pervades both our private lives and the world of work. If we are not to miss out, recruitment agencies must jump on the bandwagon. And they should also take into account the possible negative social impact.

The panel discussion at Salon RH in October was also dedicated to the future of work. Various recruitment platforms have already established themselves in the market and the gig economy is on the rise. Hence, the presence of new technologies in the recruitment services industry can no longer be dismissed. What challenges await the industry and how can the workforce best be protected? The participants were: Julien Gibert, Page Personnel (Page Group), J rick Develle, The Adecco Group AG, Olivier Landerer, Randstad (Suisse) SA, and Sandrine Fourgnaud, Permed SA.

# The Anniversary



## Anniversary Celebration: June 26, 2018

**The audience:** 435 guests from business, politics and science

**The location:** Arena Kursaal Bern

**The moderator:** Reto Lipp, business editor and presenter of SRF Eco

**The celebration:** Gala dinner with drinks reception, accompanied by robot Pepper

**The entertainment:** Invigorating with the band Take This



## The Future of Work

### The guest speakers:

Dominique de Buman National Council President  
 Jürgen Schmidhuber Scientific Director IDSIA  
 Stefan Breit Researcher GDI

### The panel:

Giorgio Pardini syndicom  
 Marco Salvi avenir Suisse  
 Leif Agnéus Manpower  
 Jürgen Schmidhuber IDSIA  
 Reto Lipp Moderator

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# The Association

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## The Secretariat



**Myra Fischer-Rosinger**  
Director  
swissstaffing

**Flexibility requires stability** – under this motto we celebrated the 50th anniversary of swissstaffing and temporary work as a form of work. The recruitment agencies function as an engine of integration, oiling the wheels of the economy: They provide job seekers with jobs and strengthen the competitiveness of companies. Temporary work offers flexible work options in a clear and fairly regulated framework. As the industry association, swissstaffing has been committed to this goal for 50 years.

Digitization offers a boost to flexible working. Under the new work models, the risks between individuals, businesses and the state will shift in a variety of ways. Which is why we need to discuss how we want to organize labor relations in the gig economy. The temporary employment industry has done some groundwork and drawn up best practices – be it with the swissstaffing pension fund, the CBA on Staff Leasing, or the vocational training fund temptraining.

It is our aim to inform the public of our forward-looking models that combine flexibility and social protection and to develop them further in a modern way in an exchange with the players in the gig economy. swissstaffing is committed to this.

At this point I would like to thank our powerful Secretariat team for its full commitment and participation in these future projects that will facilitate new successes for our industry. And I would like to thank you, dear member, for your valued support. We will remain on the ball on your behalf and look forward to being your partner as we move toward an exciting future.

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# Services

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## Pension Fund



In 2018, the Pillar 2 foundation swissstaffing again offered its insured and its pensioners top conditions. The retirement assets again received 3 percent interest and the pensioners were delighted to receive an additional pension payment. These are remarkable achievements, especially in the context of the disappointing financial markets. The investment performance in 2018 amounted to minus 5 percent and the coverage ratio fell by 14 percent to 129 percent. Despite this development, the foundation remains in the best of health and could maintain the high benefit level of the previous year. The foundation also sees itself as very well equipped for the future.

At swissstaffing-bvg.ch, the current conditions for permanent and temporary staff are published on an ongoing basis.

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## The Industry Solution for Daily Sickness Benefits

tempcare

In the reporting year, 493 contracts (previous year: 466) were insured under the industry solution (KTG), corresponding to an increase of 5.6 percent. The payroll amount insured or subsidized through the KTG industry solution saw an increase of 13.4 percent to CHF 3.510 billion. The premium subsidies paid out also rose by 13.4 percent to CHF 14.040 million. Thanks to the further increase in the insured / subsidized payroll amount, 71.5 percent (previous year: 67%) of the relevant wage sum for the CBA on Staff Leasing was insured through the KTG industry solution.

The total payments made by the insurers amounted to CHF 57.186 million. Of these, CHF 45.818 million was distributed as daily allowance payments and CHF 11.368 million for profit sharing to the staff leasing companies or the insured staff. The benefit ratio, as a proportion of the risk premiums received, amounted to 88 percent, as in the previous year.

For the first time, the average gross premium rate (including 0.4 percent premium subsidy) increased slightly to 2.37 percent (previous year: 2.31 percent).

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## AHV Compensation Fund/ Family Compensation Fund

swisstempcomp

swisstempfamily

The AHV Compensation Fund swisstempcomp and the family compensation fund swisstempfamily are available to the members of swissstaffing as partners for Pillar 1. Both funds are managed by the Competence Center consimo, which also handles the collection of payments for the CBA on Staff Leasing.

In order to be able to meet the constant changes in the market, consimo's strategy is geared toward change. In addition to the development of the new IT solution iPension, the implementation of "careful process management" was initiated. Based on a policy of consciously careful handling of process improvements, we place our staff and particularly our customers center-stage.

These developments are taking place with the involvement of our customers and partners. At the same time, we are continuing to train our staff to prepare them for change and to boost their knowledge. This creates optimal services for our customers and partners.

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# Services

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## Internal Services

The Internal Services team handles a wide variety of tasks. These include member administration, reception, recruitment consultant training, HR Expert examination, finances, and answering phone calls for temptraining and swisstaffing. The team also takes care of all internal concerns of employees.

The Internal Services team received and hosted some 600 guests in 2018. The telephone exchange received 6,090 calls for swisstaffing and over 28,000 calls about vocational training for temptraining. Many of the callers wanted to know how temptraining works and whether they were entitled to continuing education.



**Irène Righetti**  
Head of Internal  
Services; Authorized  
Representative



**Reto da Rugna**  
Administrator,  
Internal Services



**Fadilia Dilli**  
Administrator,  
Internal Services



**Natacha Imhof**  
Administrator,  
Internal Services



**Isabel Staub**  
Head of Accounting

In 2018 the Internal Services team organized a total of 28 basic courses. These included courses such as “Legal Basics,” “Interview Technique,” “Client Visits” and “Telephone Crash Course.” Almost 180 recruitment consultants from the German and French parts of Switzerland received training. Internal Services formed a new instructor team in 2018 that updated the content of the basic courses.

The Internal Services team at swisstaffing also organized part of the training for the HR Expert examination. swisstaffing – together with the KV Education Group - offers training as “HR Expert with Specialization C” for private recruitment agencies and staff leasing companies. 10 highly motivated, experienced recruitment consultants completed part of the curriculum at swisstaffing in 2018, thereby honing their staff and corporate management skills.

The team also provided expert assistance on various projects, such as in the area of occupational safety and health protection for temporary workers.



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# HR Expert Examination

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In 2018, the HR Expert examination, Specialization C was held for the second time. 26 students sat the examination. The training is geared to the needs of private recruitment agencies and staff leasing companies. The training material includes topics such as customer care, handling the recruitment process, as well as managing and advising temporary workers and permanent staff.

swissstaffing offers the training course together with the KV Education Group. The course can also be taken at other educational institutions. The association supports all schools that offer the HR Expert examination, Specialization C, if they so wish. swissstaffing members are involved both in drawing up the examinations as experts, as well as in their correction.



On November 23, 2018, the graduates were awarded the Federal diploma “HR Expert” at the graduation ceremony. The best student passed with the top mark of 5.2. All graduates have proven that they can master the diversity of topics. swissstaffing offers its sincere congratulations.

In order to make the HR Expert examination for recruitment agencies better known, various promotional measures were implemented in 2018. Two animated films formed the focus of the measures. They feature Lui and Yasmine – two recruitment consultants who want to undergo further education. The film distribution included social media. The advertising measures were a success. In particular, a campaign on LinkedIn produced very good results. Over a total period of 7 weeks, the two films were viewed over 4,700 times.

# The Campaign



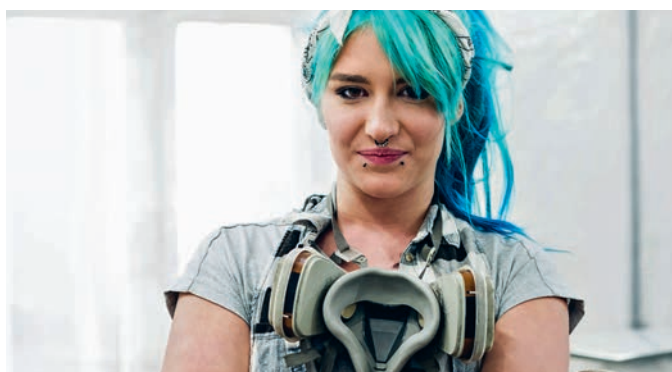
**Temporary work.**  
**Expertise is worth its weight in gold.**



**Temporary work.**  
**The supply to the demand.**



**Temporary work.**  
**Talented professionals wanted.**



**Temporary work.**  
**Experience never hurts.**



**Temporary work.**  
**It doesn't have to be forever.**



**Temporary work.**  
**A breath of fresh air for your company.**

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## Campaign success

- Over 45 million contacts (print, public transport, online)
- 46,097 clicks (online), of which 8,516 via Facebook
- Approx. 87.0% reach
- 76,000 visitors to die-temporaerarbeit.ch in 2018



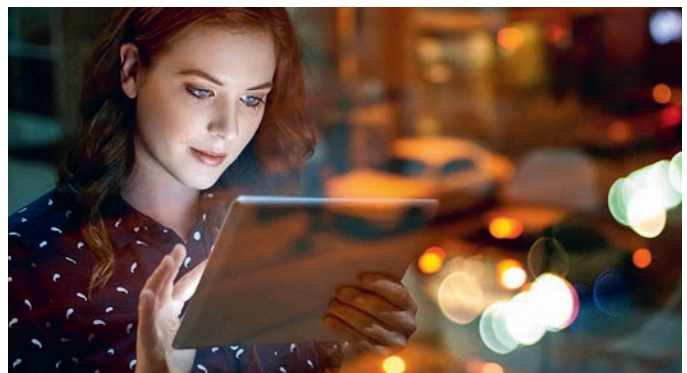
**Temporary work.**  
**Take a flexible approach to life.**



**Temporary work.**  
**Try before you hire.**



**Temporary work.**  
**If you're looking for a permanent job.**



**Temporary work.**  
**The foundations for a glittering career.**



**Temporary work.**  
**Find and be found.**



**Temporary work.**  
**Putting the theory into practice.**

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### Measures

- **Paid campaign in two waves:** March and September 2018
- **In three languages:** German, French and Italian
- **Print:** 44 ads in 15 newspapers and magazines
- **Online:** desktop and mobile ads
- **Hanging displays & screens:** on buses and trams in 8 Swiss cities, 2,015 hanging displays and 279 screens
- **temporary-work.ch:** own website and Facebook presence with 240 trilingual contributions, two competitions

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# Services

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## Communications

Punctually at the start of the year, the Communications team launched its image campaign in our anniversary year. The new multilingual website “die-temporaerarbeit.ch” allows us to spotlight the recruitment agencies and the opportunities offered by temporary work: whether through contributions about the industry, its origins or the future of work generally. By the end of 2018, the site had recorded over 76,000 visits. The campaign, launched in two waves – in the print media, on public transport, and online – reached more than 45 million people. The Communications team used additional publishing opportunities for support and image promotion: For example, the swissstaffing blogs, which doubled their readership to 22,000. The swissstaffing campaign was also launched on LinkedIn, Xing and Twitter, with follower numbers posting a 20 percent increase. More than 240 posts in three languages were added to the new Facebook page “die temporaerarbeit.ch.” In addition, these many activities had a positive effect on the websites of swissstaffing, swissstaffing-bvg and temptraining.



**Blandina Werren**  
Head of  
Communications



**Julia Bryner**  
Head of  
Marketing & Events



**Sonja Stucki**  
Communications  
Assistant

Equally successful and much appreciated were the splendidly organized anniversary event on the future of work, the two regional meetings at each of eight locations, as well as the two CEO meetings. These events were attended by a total of over 1,200 guests and participants. In addition, swissstaffing was represented on two high-caliber and well-attended panels – in April at Personal Swiss in Zurich and in October at Salon RH in Geneva.

In the area of media, Swiss Staffingindex – published quarterly - has established itself. Further communications were made concerning the anniversary, the change of President, and the renewal of the CBA on Staff Leasing. According to pressportal.ch, total visits to the swissstaffing website reached an impressive total of 40,500 up to the end of 2018. swissstaffing was available to provide information to various media and was also able to have relevant contributions publicized. The media included Radio 24, Radio SRF, RSI, Persorama, 24Heures and Schweizerische Gewerbezeitung. The year ended with a multi-page article in the trade journal of the Federal Employers’ Association of Recruitment Agencies in Germany. As usual, interesting reports appeared in each HR Today magazine, the official organ of the swissstaffing association. Alongside the monthly newsletter to all interested parties and the broadest range of blog posts, the members received numerous CEO newsletters on key topics: For example, the CBA negotiations, the implementation of the job registration requirement, the reduction of the SUVA premiums, and winning our appeal in Geneva.

The team provided technical assistance in various areas – for the vocational training fund temptraining with the implementation of an online advertising campaign and for the swissstaffing pension fund. It ran a Facebook campaign for the HR Expert examination with two animated films. And finally, it supported the compensation funds swisstempcomp and swisstempfamily with an extensive survey of members and non-members.

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## Legal Services



**Arie Joehro**  
Vice Director,  
Head of Legal Services

Legal Services advises members about labor law and recruitment law, social insurance law, foreigner law and general contract law. The team conducted more than 1,600 consultations in the course of the year (2017: 1,555). Moreover, it is tasked with running the Secretariat of the Appeals Commission in connection with the execution of the CBA on Staff Leasing.

2018 saw Legal Services' involvement in various expert groups:

- In connection with the job registration requirement, Legal Services led an expert group of association members. In preparation for the entry into force on July 1, 2018, Legal Services clarified specific questions of practice concerning recruitment services with SECO. It drew up a fact sheet summarizing the process and an FAQ list for the implementation of the job registration requirement.
- Further, Legal Services ran the expert group "Staff Leasing in Private Households." The findings of the expert group were taken into account in the consultation of the federal government on the model for the cantonal



**Boris Eicher**  
Deputy Head of  
Legal Services



**Philipp Müller**  
Legal Services  
employee



**Sandro Pohli**  
Legal Services  
employee



**Sara Stoffel**  
Legal Services  
employee



**Decimo Vincenzi**  
Legal Services employ-  
ee, President of the  
Appeals Commission



**Daniela Volken**  
Legal Services employee,  
Deputy President of the  
Appeals Commission

Standard Employment Contract for Housekeeping as well as in the cantonal consultations (Zurich and Lucerne).

- Finally, Legal Services led the expert group "Schriftformerfordernis 2.0" ("Written Form Requirement 2.0"). With the involvement of the members, it defined the requirements of the industry in relation to the written form of contracts and established initial contacts with other stakeholders.

Another focus of Legal Services was the restriction of temporary work. In its judgment of December 12, 2018, the Geneva Constitutional Court accepted swissstaffing's appeal and canceled the provisions of the cantonal ruling aimed at restricting temporary work. Thanks to this judgment, a massive restriction could be prevented.

Since May 25, 2018, stricter rules on data protection have applied in the EU following the introduction of the General Data Protection Regulation (GDPR). In preparation for the entry into force of the GDPR, Legal Services produced a fact sheet summarizing the consequences and the need for action for recruitment agencies in Switzerland.

In the fall of 2018, the CBA negotiations were completed. Legal Services monitored the Declaration of General Applicability procedure and any contract omissions. The team also participated in the finalization of the joint commentary on the CBA on Staff Leasing.

Other tasks included the training of interested members, the monitoring of the implementation of the CBA on Staff Leasing, as well as the political monitoring of consultations and the production of consultation papers for revisions of the law. On January 1, 2019, Boris Eicher became Head of Legal Services. He succeeded Arie Joehro, our long-standing and accomplished Legal Services Head and Vice Director.

# Services

## temptraining

temptraining

In 2018, temptraining was able to continue its support for the many training applicants. There was an increase in applications received in the first quarter compared with the previous year. These declined slightly in the second and third quarters, before seeing a slight increase again in the fourth quarter (Chart 1). A total of approximately 7,800 applications were approved for a total amount of around 9.7 million Swiss francs. This represents a slight decline in approved applications compared with the previous year. temptraining's financial situation has improved. This is the second year in a row in which the budget has not been utilized in full (Chart 2).

In October 2018, temptraining launched a trilingual online campaign with the aim of publicizing the vocational training fund to as many temporary workers as possible. The campaign ran successfully for 2 weeks on various online media and social media portals. Throughout the entire campaign, we reached some 720,000 people and triggered over 3,000 clicks. In 2019, the campaign will continue. So that even more temporary workers can benefit from the



**Claudio Trena**  
Head of temptraining



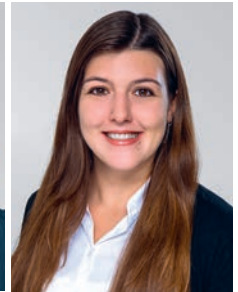
**Myriam Del Castillo**  
Administration



**Biagio Bongiovanni**  
Caseworker



**Nathalie Fanguero**  
Caseworker



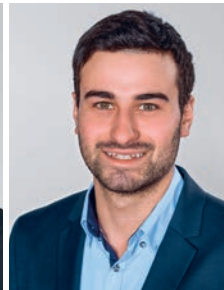
**Nadine Fierz**  
Caseworker



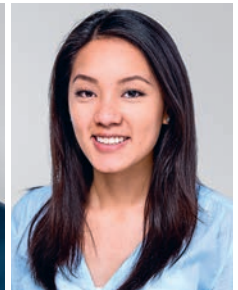
**Brigitte Keller**  
Senior  
caseworker



**Sylvia Mersch**  
Senior  
caseworker



**Fabio Streuli**  
Caseworker



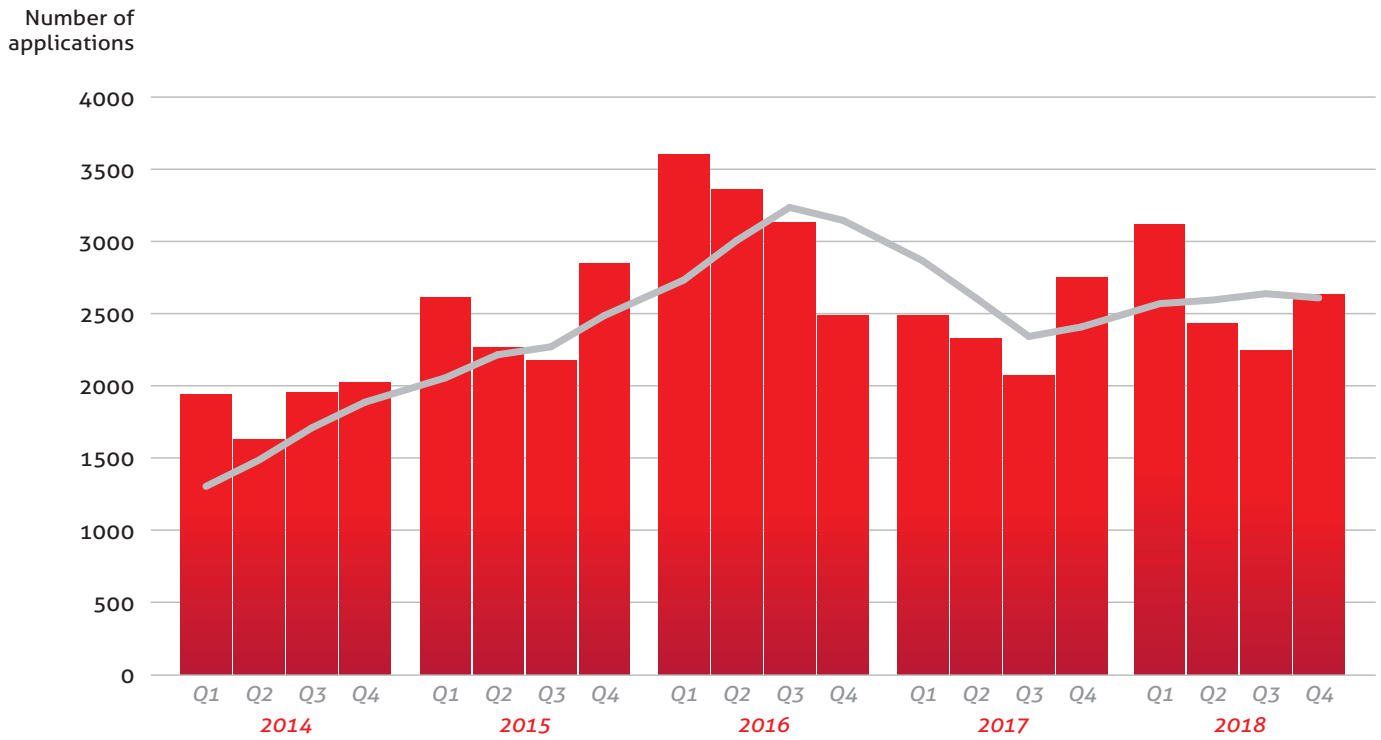
**Lobsang Tadhey**  
Caseworker

vocational training fund, it was decided at the members' meeting of the Joint Association for Staff Leasing (PVP) in December 2018 to expand the eligibility criteria in favor of temporary workers. The regulatory change enters into force on April 1, 2019.

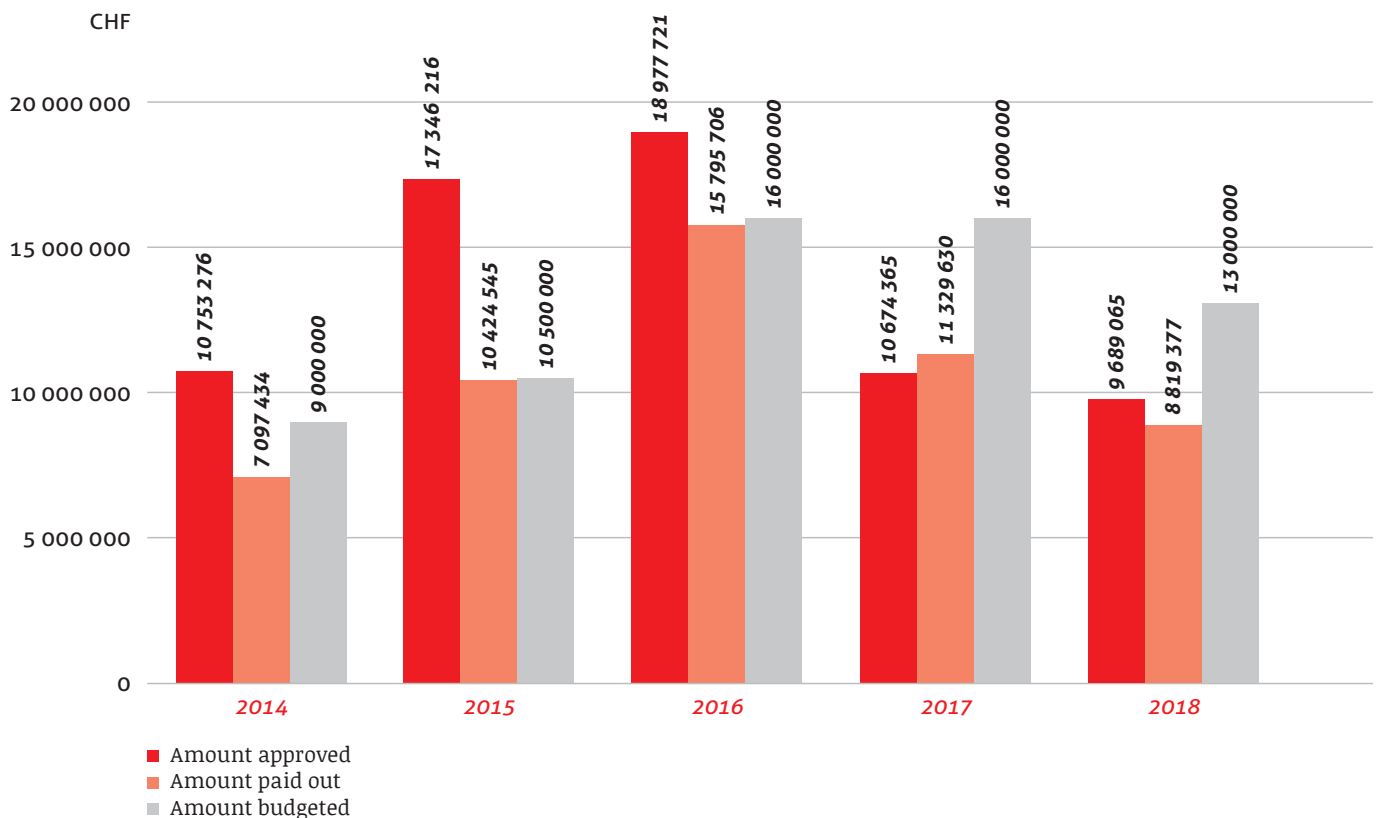
Day in, day out, the nine-member temptraining team is committed to a professional and efficient handling of the application process and to advising the applicants in a customer-friendly way.

The digitization project is in its final phase, the development has been completed, and the intensive test phase has commenced. The introduction of the first phase, with the replacement of the existing customer entry system, will start at the beginning of March 2019. In the second phase, the applicants will experience an increase in efficiency, as they will be able to apply digitally via the new web portal.

## Development of the number of applications per quarter



## Trend in contributions per year (in CHF)



# The Industry



**Dr. Marius Osterfeld**  
Economist

In 2018, 198 million working hours were performed by almost 400,000 temporary workers in Switzerland. It would be hard to imagine today's economy functioning without flexible working: The spectrum ranges from service specialists in the hospitality industry, to skilled workers in the construction and metal industry, to experts in the chemical, pharmaceutical and banking sectors. Thanks to new online intermediary platforms and the resultant opportunity to have relatives cared for at home, not only companies, but also private households are now relying on temporary work. A form of work that combines flexibility and social protection. Temporary work thereby assumes two functions in the labor market: On the one hand, it gives people who want to work flexibly the freedom to do this under the umbrella of the Swiss social security system. On the other hand, thanks to its low recruitment barriers, temporary work builds a bridge to the labor market for people who have lost their job and are seeking a new permanent position.

## Key Figures for Recruitment Services in 2018 (estimate)

Temporary workers per annum	<b>396,000</b>
Full-time equivalents	<b>99,000</b>
Share of employment	<b>2.4 %</b>
Hours worked	<b>198 million</b>
Payroll amount for temporary workers (CHF)	<b>7.2 bn</b>
Turnover of temporary employment industry (CHF)	<b>9.2 bn</b>
Permanent placements by private agents	<b>90,000</b>
Turnover in permanent placements (CHF)	<b>650 million</b>

Source: SSUV, SECO, BFS

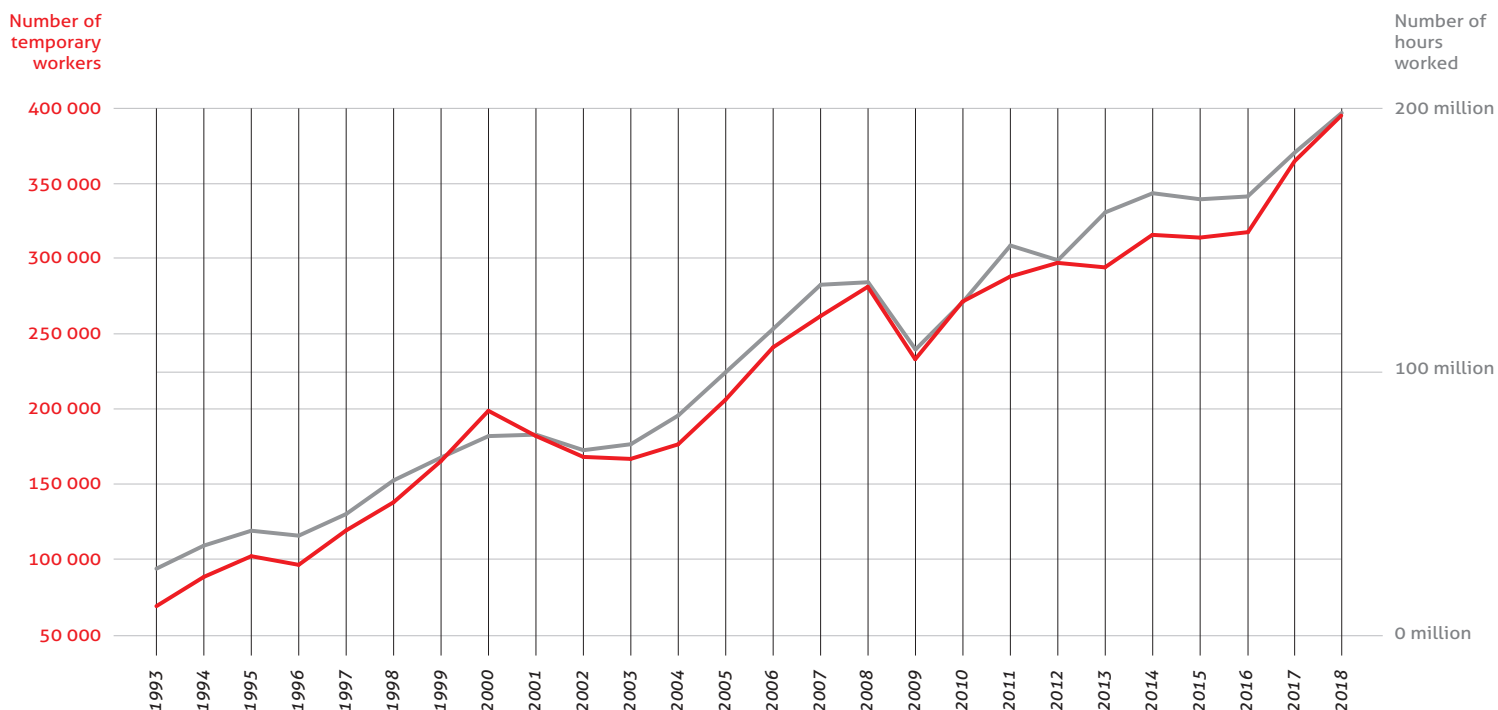
Note: The data are estimates based on the Swiss Staffingindex.



## Development of the Industry

In 2018, the temporary employment industry once again exceeded the good growth of the previous year. Hours worked rose by 8.4 percent. The increase is due, on the one hand, to the robust economy, and on the other hand, to the innovation activities of the recruitment agencies. Whereas services like pay-rolling, online work platforms and the supply of private households with care services are already well established in the market, their potential for growth in the economy has not yet been exhausted. Lean cost structures and customer-oriented pricing policies are a prerequisite for market survival with traditional and new services. The business challenge of combining core business, innovative spirit and business success will therefore remain with us into the future.

### The annual trend in the number of temporary workers and their hours of deployment



Source: SECO, estimates by swisstaffing.

Note: The figures for 2018 are based on estimates by swisstaffing using the Swiss Staffingindex. SECO generally publishes the figures for the previous year in June of the following year.

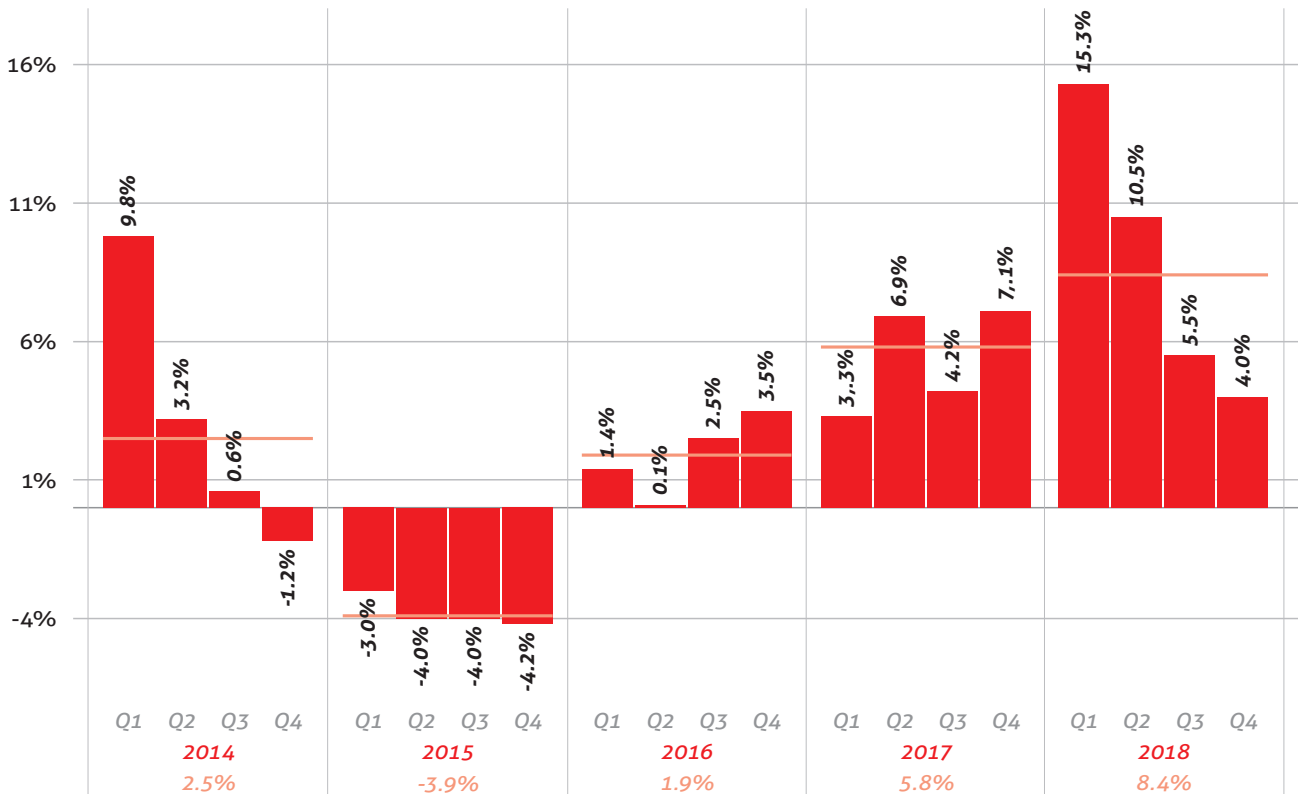
# The Industry

## Swiss Staffingindex

Launched in 2017, the Swiss Staffingindex has now become established. It informs the media of the quarterly development of hours worked. 2018 was characterized by an upturn and a downturn in the same year. According to the Swiss Staffingindex, the year started strongly with an increase of 15.3 percent in hours worked. This temporary working hours metric was an early signal of the good development in Swiss economic health. However, in the course of the year, year-on-year quarterly growth steadily declined to the level of 4.0 percent in the fourth quarter. This casts its shadow on 2019, a year in which the economy is expected to cool down further.

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

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



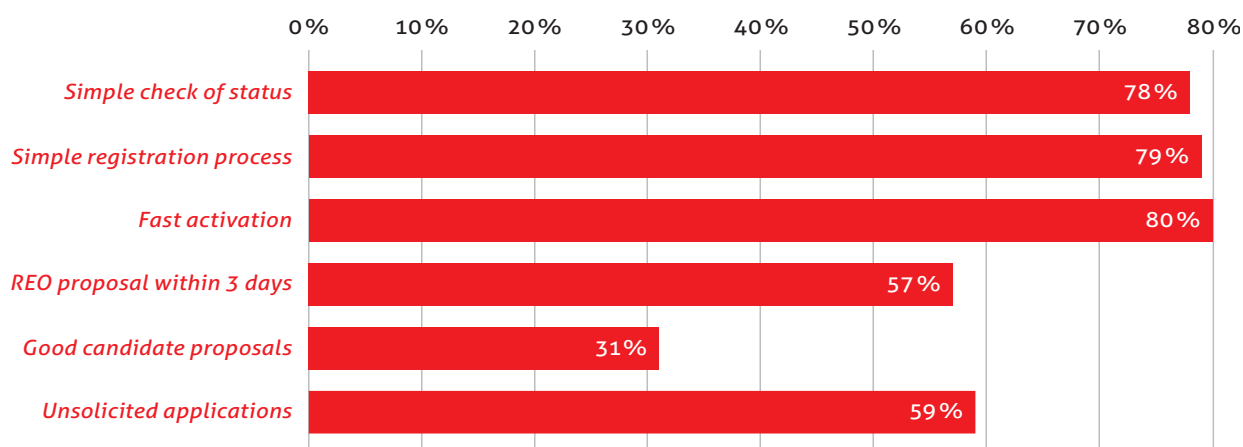
Source: swissstaffing

### The challenge: the job registration requirement

In July 2018, Switzerland introduced the job registration requirement. Since then, companies have had to report job vacancies to the Regional Employment Office (REO) if the unemployment rate for the advertised job profile exceeds 8 percent. Following notification, companies must wait out a blackout period of 5 working days before they are allowed to advertise the vacancy publicly. In the light of this regulation it should come as no surprise that the job registration requirement has a major impact on the temporary employment industry. Both temporary and permanent recruitment agencies constantly advertise job vacancies. Here, the politicians and the authorities must be made aware of the special challenge this poses for our industry: Job starts in the temporary employment industry are often urgent and happen within 24 hours. Hence, in this context, 5 days is an eternity. A ray of light: Limited assignments of up to 14 days are not subject to the job registration requirement.

One positive element is that the SECO has made every effort to make the registration process as business-friendly as possible. A company survey by swissstaffing shows: This is clearly a success. Around 80 percent of the companies surveyed find it easy to check the status of a job profile and report the vacancy. There is still room for improvement at the REO. Only 57 percent of respondents stated that they had received any candidate proposals within three working days and less than a third are satisfied with the quality of the proposals. However, the REO can be expected to much improve its service with extra resources and more streamlined internal processes.

### Satisfaction with the implementation of the job registration requirement for each process step



Source: swissstaffing, gfs-zürich, 2019.

Note: The chart shows the proportion of respondents who expressed agreement with the respective statement about the registration process. The number of observations depends on the variable: 188 to 238.

# The Bloggers

The swissstaffing Board blogs every month at [blog.swissstaffing.ch](http://blog.swissstaffing.ch) and in *HR Today*.



**Taco de Vries**  
Randstad  
(Schweiz) AG  
Board Member

## Technology and people go hand in hand

**January & February**

“We use new recruitment technologies in order to find these exact profiles. The new opportunities created by these technologies give us more time to get to know the candidates on a personal level. For our customers, we develop sustainable solutions so that they can master all these challenges.”



**Susanne Kuntner**  
mein job zürich  
gmbh  
Board Member

## Why work-life balance is all in the head

**May**

“In practice, everyone sees work-life balance differently. In theory, however, there are similarities: For most people, work-life balance means that their work does not reduce their quality of life and ideally improves it. Even though work-life balance is interpreted very differently, it always has to do with the role of work in one’s own life.”



**Nicole Burth Tschudi**  
Adecco Human  
Resources AG  
Board Member and  
Exec. Committee

## Diversity as a competitive advantage

**March**

“According to scientific studies, diverse teams achieve better results, solve complex problems faster, and are also more innovative. So there is much to be said for diversity in team compositions. However, people tend to stick together with similar people, because it’s a lot easier to get along and leads to fewer conflicts. Hence, the management of diverse teams requires greater commitment and empathy.”



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

## Recruiting is the supreme discipline

**April**

“For me, personal contact with candidates is still paramount. And in order to be able to extract a maximum of information about the candidate from this personal contact, the recruiter must possess a high level of professional and social skills and in particular make serious and meticulous preparations for the interview. He has only this one chance to win over a good candidate.”



**Georg Staub**  
swissstaffing  
Former President

## A President steps down

**June**

“The working world still fascinates me. Which tasks will AI and robotics replace? Where will they set the pace and dramatically boost our productivity? At the same time, the question arises as to how the new forms of work, project work, patchwork careers, temporary work, flexible labor markets, work-related mobility and work-related emigration and immigration will acquire their correct human form.”



**Robin Gordon**  
Interiman Group  
Holding SA  
Board Member

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## Global mobility

**July & August**

“Networking is becoming increasingly global and national boundaries are disappearing. Since the implementation of the bilateral agreements, many foreigners have come to Switzerland to work. They are well integrated, and the overall unemployment rate remains very low. In some industries there is now a real shortage of staff, and the deployment of foreign professionals is more important than ever.”



**Adrian Diethelm**  
Express  
Personal AG  
Board Member

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## Tipping the scales

**September**

“Today, we see that, in the recruitment process, it is not the job description that matters, but the company’s characteristics. The corporate culture and the working atmosphere are decisive. This may very well ‘tip the scales’ when a candidate decides whether or not to take a job and whether they’ll be happy there.”



**Paul Fritz**  
Home Instead  
(Schweiz) AG  
Board Member

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## Security in old age

**October**

“We are in the midst of a challenging demographic change. Declining birth rates and an aging population are reshaping society. Hence, care in old age and relief of the caregiving relatives have become burning issues. I see care at home by qualified experts as a sustainable opportunity to offer seniors high-quality support in their everyday lives.”



**Michael Agoras**  
Hardworker  
Schweiz AG  
Vice President

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## Talent management: the fallacy

**November**

“Today we talk about the war for talent, employer of choice and employer branding. A lot of money is invested into branding that says ‘We are the most beautiful and the best.’ However, this completely misses the objective and, at the end of the day, we still lack talent and are left wondering why. Talented people want to be wooed and taken seriously. They want commitment, a sense of purpose, a choice of opportunities, and honesty.”



**Kerstin Wenger**  
Walmonag  
Board Member

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## Essential for the fast track: professional training

**December**

“I am committed to the HR Expert examination with Specialization C; the first federal training for recruitment consultants. It is suitable for all recruitment consultants who want to develop themselves further in the corresponding environment or would like to take a position in the company with managerial responsibility. It is a great pleasure for me that, every time we hold the examinations, I see what great professional people we have been able to attract to our industry.”

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# Political Activity

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**The job registration requirement:** The key event in 2018 for the temporary employment industry was the implementation of the Initiative Against Mass Immigration (MEI) and the associated introduction of the job registration requirement in July. swissstaffing engaged in a lively exchange with the labor market authorities about this and actively represented the interests of the recruitment agencies. This resulted in an implementation that limited the damage to the economy and met the need for labor market flexibility with specific exceptions.

Another important task of swissstaffing was to keep the members constantly informed about the status of the implementation and the necessary adjustments. This was done via the CEO newsletter, fact sheets, blogs and editorial contributions as well as at the regional meetings that, among other things, facilitated the dialogue and cooperation between the REO and the recruitment agencies.

**CBA on Staff Leasing:** Shortly before the end of 2018, the Federal Council issued the Declaration of General Applicability for the renewed CBA on Staff Leasing 2019–2020. The new streamlined CBA on Staff Leasing could thereby enter into force on January 1, 2019. This success required considerable persistence and willingness to negotiate in order to find a solution acceptable to all. In the meantime, new negotiations for the period starting 2021 have already begun.

**Restriction of temporary work:** The industry still sees itself confronted with various political attacks at the cantonal and municipal level. For example, in various municipalities in Ticino, initiatives were submitted to restrict or even prohibit temporary work on public construction sites. swissstaffing met with various local and cantonal players from politics, administration and business in order to once again explain what temporary work is all about, how it benefits the labor market, and to break down false prejudices against it.

swissstaffing's core argument is always: Temporary work is closely regulated and controlled, and is therefore not an insecure form of working. On the contrary, temporary work prevents wage dumping and illegal employment. A restriction or ban on temporary work is therefore self-defeating since it also harms the economic freedom of the both temporary employment industry and the hiring companies.

At the end of 2018, a court judgment made in the canton of Geneva came out in support of swissstaffing's argumentation. As a result of swissstaffing's appeal, the court canceled the decree with which the canton of Geneva was planning to introduce a temporary worker quota in public procurement. This judgment will be supportive to swissstaffing in its confrontation with the Ticino municipalities as well as in any fresh attempts to restrict temporary working.

**Swiss parties:** Again in 2018, swissstaffing met with the chairpersons and other representatives of the center-right parties for an exchange. The discussions provided an opportunity to explore various concerns of the temporary employment industry and the Swiss labor market (job registration requirement, cantonal minimum wages, restriction of temporary work) as well as issues relating to the digitization and the associated growth of the gig economy (digital signature, the future of labor law, and social partnership).

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**National referenda:** swissstaffing said ‘no’ to the initiative “Swiss law instead of foreign judges (self-determination initiative)” and affirmed its support for a constructive European policy. swissstaffing supported the campaign “stark+vernetzt” (“strong+networked”), an initiative of the Swiss trade associations, supported by more than 60 organizations, associations from business, politics and society, as well as thousands of Swiss voters. This unified front led to a successful referendum result at the end of November. The initiative would have threatened international agreements, created legal uncertainty, and pushed Switzerland into the international backwoods.

**Association commitment:** swissstaffing maintained its regular exchange with the national umbrella and industry associations, whether in tackling common concerns or in working groups on specific topics – including the Swiss Employers’ Association, the Swiss Trade Association, *economiesuisse*, the *Schweizerischer Baumeisterverband*, *Swissmem*, *hotelleriesuisse* and *GastroSuisse*.

In the fall of 2018, the Fondation CH2048 – in its report “CH2048-Impulse” – presented five ideas for the reform of social protection and social partnership. The foundation holds the view that, as a result of digitization, the social partnership and social protection must be reformed. As best practice, it sees temporary work as an innovative, tried-and-tested solution for the future challenges facing social protection. swissstaffing also participated in the dossier and was active in the Board of Trustees.

**International:** On May 25, 2018, stricter data protection legislation entered into force in the European Union with the European General Data Protection Regulation (GDPR) – with an impact on the temporary employment industry. swissstaffing issued a fact sheet analyzing and summarizing the possible consequences for recruitment agencies in Switzerland.

In addition, in June 2018, swissstaffing was represented at the World Employment Conference of the WEC, the international umbrella association of the recruitment services industry. Representatives from more than 50 national industry associations and 7 international temporary employment companies discussed the future of the industry and represented their interests vis-à-vis international stakeholders.

**Outlook:** Alongside the increasing shortage of skilled staff, the rapidly growing gig economy will be an issue for the recruitment agencies, together with the associated increase in the flexibilization of labor and the digitization of processes. Many recruitment agencies are responding successfully to these trends and are developing new business fields.

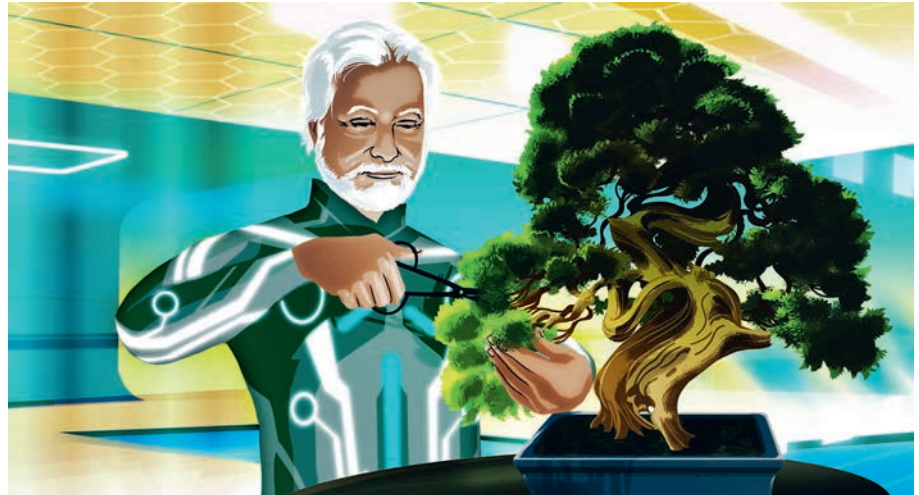
But digitization is also bringing new players into the market with innovative offerings that are pushing the existing laws and social security systems to their limits. Here, swissstaffing wants to become involved by offering the robust solutions of the temporary employment industry for framework conditions that strike a balance between the flexibilization of labor and social protection, both for employees and employers.

# The Future

## Forever Job

Medical progress is leading to a change in demographics, resulting in the need to extend our working lives into higher old age. Will we be able to work for as long as we want? Or will we have to work for as long as we can?

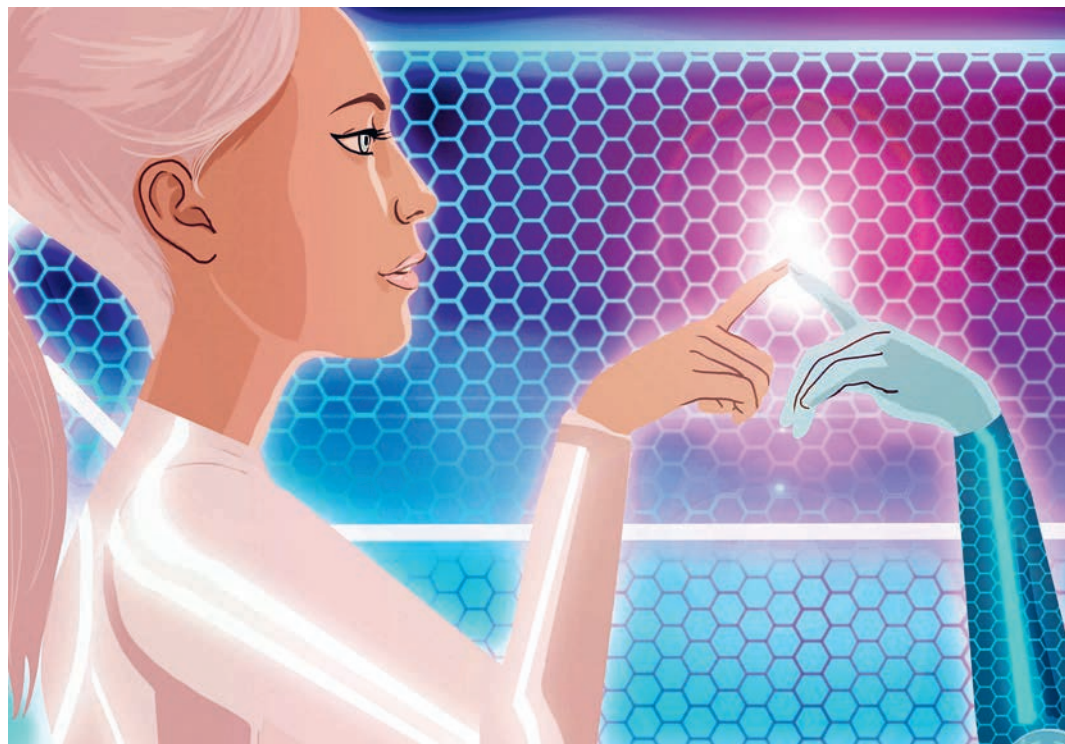
*“The time we work in Switzerland is continuously decreasing – while the total work volume in Switzerland keeps on rising.”*



## Total digital

Digitization will revolutionize the economy and society in the 21st century just as violently as industrialization did in the 19th century. What new structures and cultures, what opportunities and challenges will evolve?

*“Whether we will be able to accompany a jinn or an aura in the future, remains unclear.”*







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## Here today, there tomorrow

In the gig economy, always-on and project work are the norm. How can both dynamics and reliability function together?

*“People are not born as workhorses or leisure creatures, but as active beings.”*

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## In the sweat of thy face...

Gainful employment has been linked with toil and effort since time immemorial. Could this be coming to an end thanks to technical and social progress – meaning that the only work we still do is also fun? And what will happen to the employers?

*“...can big data contribute to the optimization of work situations in which not everything can be done by robots?”*



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## My co-worker: the robot

Computers, machines and artificial intelligence can be used in more and more areas of work – and will soon arrive in management. Will labor markets arise for robots (or man-machine-teams)? And how will they work together?

*“...a market for external experts – as labor brokers for non-human labor.”*





It wasn't only swissstaffing that celebrated its 50th anniversary in 2018. The specialist magazine HR Today, the official organ of the swissstaffing association, was also celebrating. With an inspiring illustration, created by Max Spring, swissstaffing congratulated the makers of HR Today on its 20th anniversary and thanked them for the equally long and good partnership.

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The 2018 Annual Report is available at  
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