

# Annual Report 2020





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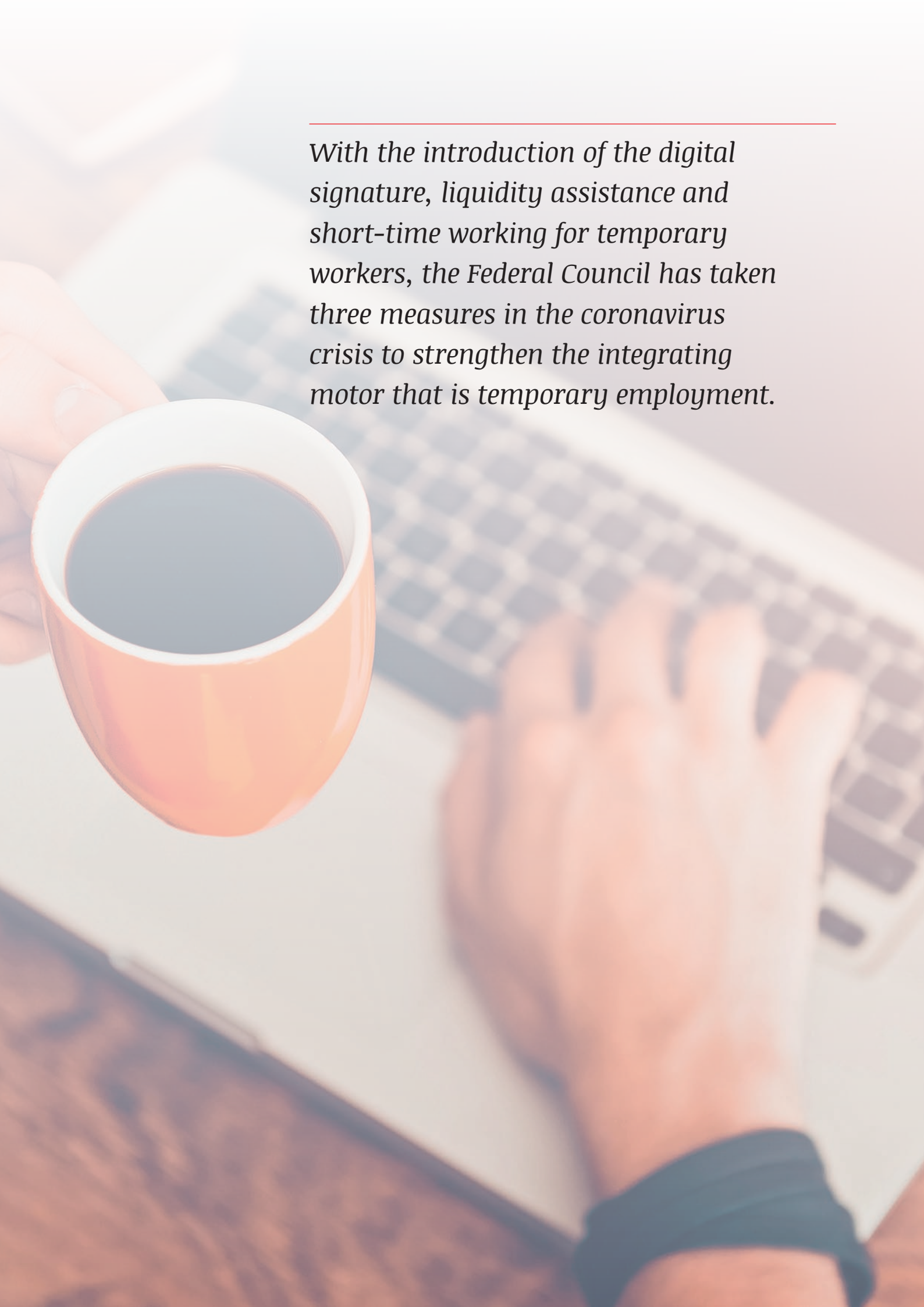
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*With the introduction of the digital signature, liquidity assistance and short-time working for temporary workers, the Federal Council has taken three measures in the coronavirus crisis to strengthen the integrating motor that is temporary employment.*



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# President's Foreword

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**Leif Agnéus**  
President  
swissstaffing

The past year truly had it all and presented everyone with a huge challenge. The familiar was turned on its head, and we had to rapidly integrate the unfamiliar into both our working and private lives.

Freedom of movement was restricted across our nation and public life came to a halt. The daily news became ever more dramatic, and we got used to sticking to new rules.

swissstaffing has been intensively involved in the political discussions since the beginning of the crisis. In working groups with other employers' associations, in close exchange with the Federal Department of Economic Affairs, Education and Research (EAER), and with the social partners, the association has been a goal-oriented advocate for the industry and the economy with flexible and pragmatic proposals. The federal government responded with exceptional measures and, as a rule, unbureaucratically. Many of these measures also helped us to cushion the crisis to a certain extent.

Every crisis also brings the possibility of developing new working models, because the requirements change and processes are redefined. This was no different in our association: Home office in all departments, new office organization, intensified member communication, sharp increase in member and media requests, digital events and a whole lot more changed our habits and existing workflows from one day to the next.

This has not stopped us from implementing the association's strategy and defining the priorities for the coming years. The opening of our Antenne Romande in September 2020 and the launch of intensified lobbying activities are two key strategic milestones that have been successfully implemented.

The renewal of our CBA on Staff Leasing was another important cornerstone for the coming years. Flexible forms of work, unbureaucratic processes, social security and further training opportunities will thus continue to shape our CBA in the future.

As an association, it is also our task to create optimal conditions for our members so that they can maneuver successfully and responsibly through the rapidly changing circumstances. We are well equipped for this task with a motivated team and a committed Board.

I hope you enjoy reading our review of the year.

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  
President of swissstaffing

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# The Association

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## The Board

The Board is the steering committee of swissstaffing and represents recruitment service companies of all sizes and different regions of Switzerland. Representation of the interests of the entire industry is thereby safeguarded. Two Board members announced their departure at the 2020 Annual General Meeting and were granted a fitting discharge: Kerstin Wenger after 9 years on the Board, and Nicole Burth after 4 years on the Executive Committee and the Board. Monica Dell'Anna was newly elected. The Board comprises 9 members.



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



**Monica Dell'Anna**  
The Adecco Group  
Switzerland  
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



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



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



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



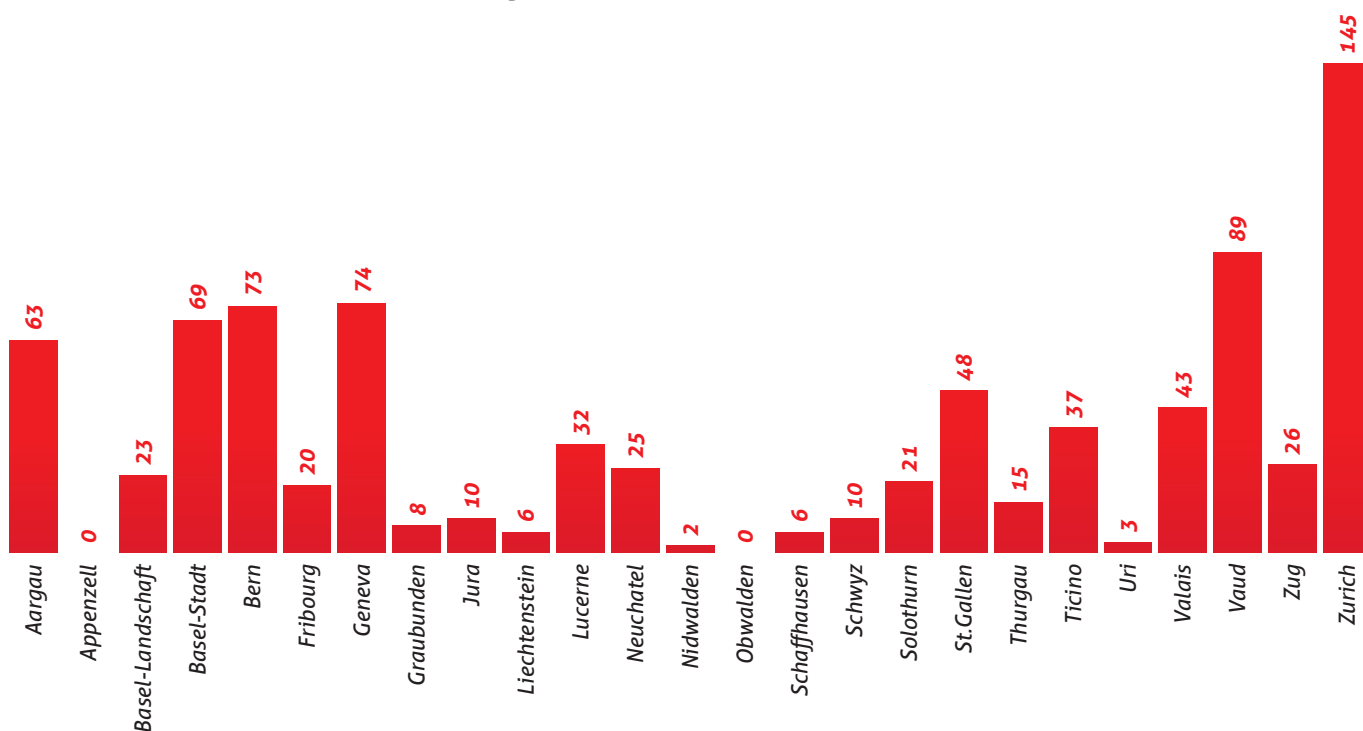
**Urs Vögele-Freund**  
Hans Leutenegger AG  
Board Member

## The Association Members

In 2020 swisstaffing was pleased to welcome 30 new members to the association. 15 companies left the association in the same period. The year was characterized by bankruptcies, mergers and site closures. At the end of 2020, swisstaffing had 431 members, corresponding to a growth rate of almost 4 percent.

SQS, swisstaffing's certification partner, carried out a total of 103 audits at new and existing members; during the shutdown as remote audits. The swisstaffing quality label is a nationally recognized seal of quality, which has been developed especially for the industry and tests the professionalism of recruitment services. Cooperation with hiring companies and in tendering procedures is becoming increasingly important for recruitment agencies. swisstaffing congratulates all members who successfully completed the audit in 2020 despite difficult conditions.

## Location of members (branches) by canton 2020



# Coronavirus Year swisstaffing in the New Normal



**swisstaffing**  
Aktuelle vom Verband der Personalvermittler der Schweiz

## Corona – und danach?

Die Corona-Krise zwingt sich zu einer einschneidenden Wirtschaftslage der jüngeren Geschichte und zwingt die Finanzmärkte zu tiefen Kursverlusten. Doch trotz dieser Krisenlage prägen Krisenherauspächter und wachsende Fortschrittsraten auf dem Markt die Corona-Pandemie weiterhin.

**Wie sieht der Markt aus?**  
Die Corona-Krise zwingt sich zu einer einschneidenden Wirtschaftslage der jüngeren Geschichte und zwingt die Finanzmärkte zu tiefen Kursverlusten. Doch trotz dieser Krisenlage prägen Krisenherauspächter und wachsende Fortschrittsraten auf dem Markt die Corona-Pandemie weiterhin.

**Flexibilität und Anstellung**  
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**Chancen und Herausforderungen**  
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**swisstaffing**  
Aktuelle vom Verband der Personalvermittler der Schweiz

## Flexible Arbeitsmodelle – ist unser Arbeitsrecht flexibel genug?

Die Welt der Arbeit hat sich verändert. Die Durchdringung der Wirtschaft mit neuen Technologien in Produktion, Handel, Dienstleistung und Konsum hat sich weiter intensiviert und damit auch die Flexibilität alternder Arbeitskräfte. Wie genau ist diese neue, flexible Arbeitswelt zu beschreiben?

**Die Flexibilität der Arbeit**  
Die Durchdringung der Wirtschaft mit neuen Technologien in Produktion, Handel, Dienstleistung und Konsum hat sich weiter intensiviert und damit auch die Flexibilität alternder Arbeitskräfte. Wie genau ist diese neue, flexible Arbeitswelt zu beschreiben?

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**swisstaffing**  
Aktuelle vom Verband der Personalvermittler der Schweiz

## Flexworker Motive, Chancen und Herausforderungen

Digitalisierung, Automatisierung, Globalisierung und Vernetzung verändern die Art der Arbeit. Mit anderen Worten: Die Arbeitswelt ist im Wandel. Die Herausforderung besteht darin, die Arbeitswelt so zu gestalten, dass sie den Anforderungen der Zukunft gerecht wird.

**Chancen und Herausforderungen**  
Die Durchdringung der Wirtschaft mit neuen Technologien in Produktion, Handel, Dienstleistung und Konsum hat sich weiter intensiviert und damit auch die Flexibilität alternder Arbeitskräfte. Wie genau ist diese neue, flexible Arbeitswelt zu beschreiben?

**swisstaffing**  
Aktuelle vom Verband der Personalvermittler der Schweiz

## Stiftung 2. Säule swisstaffing Die berufliche Vorsorge im Bann der Corona-Krise

Die Corona-Krise hat die berufliche Vorsorge in den Fokus gerückt. Die berufliche Vorsorge ist ein wichtiger Bestandteil der Altersvorsorge und muss in der Corona-Krise besonders beachtet werden.

**Chancen und Herausforderungen**  
Die Durchdringung der Wirtschaft mit neuen Technologien in Produktion, Handel, Dienstleistung und Konsum hat sich weiter intensiviert und damit auch die Flexibilität alternder Arbeitskräfte. Wie genau ist diese neue, flexible Arbeitswelt zu beschreiben?

**swisstaffing**

Press release  
Dienstag, Oktober 26, 2020

## A Second Wave of Coronavirus Threatens the Swiss Labor Market

The staff leasing sector serves as a gauge for the Swiss economy as a whole. In the third quarter of 2020, the Swiss Staffing Index rose 0.7% on the previous year. This means that the benchmark index for the coronavirus crisis is driving staff leasing companies deep into the red. It is becoming increasingly difficult for job seekers to find employment. The second wave and the threat of a second wave of coronavirus mean that the fourth quarter is likely to see an even bigger surge in business than the one experienced during lockdown.

A second lockdown would be fatal for the Swiss labor market. In the spring, companies and employees were able to hold out for a few more months. Once the season ended in May, any further setbacks are likely to result in a wave of redundancies. There is, however, a glimmer of hope for Swiss industry: job infection rates have enabled economies in Asia to recover quickly, creating opportunities for sales and jobs.

**swisstaffing**

## Neue Zürcher Zeitung

### Beschäftigten Unternehmen in Zukunft nur noch Freelancer?

Die neue Form von Unternehmen mit Home-Office-gemischten Teams wird nun gefordert, dass sie Arbeitgeber vorerst auslagern werden.

Die neue Form von Unternehmen mit Home-Office-gemischten Teams wird nun gefordert, dass sie Arbeitgeber vorerst auslagern werden.

**swisstaffing**

## Blick

### Rekord-Einbruch wegen Corona 20'000 Kurzarbeitenden droht Arbeitslosigkeit

Wird die Bundesregierung für Kurzarbeitenden der Bergbauindustrie im August ausblättern, droht ihnen der Jobverlust. Das sagen Auswertungen des Branchenbarometers Swiss Staffingindex.

**swisstaffing**

## Special-CEO-News

Gerichte ordnen nunmehr die Zwangsversteigerung von Immobilien an.

Zwangsversteigerung von Immobilien an.

Versteigerung von Immobilien an.

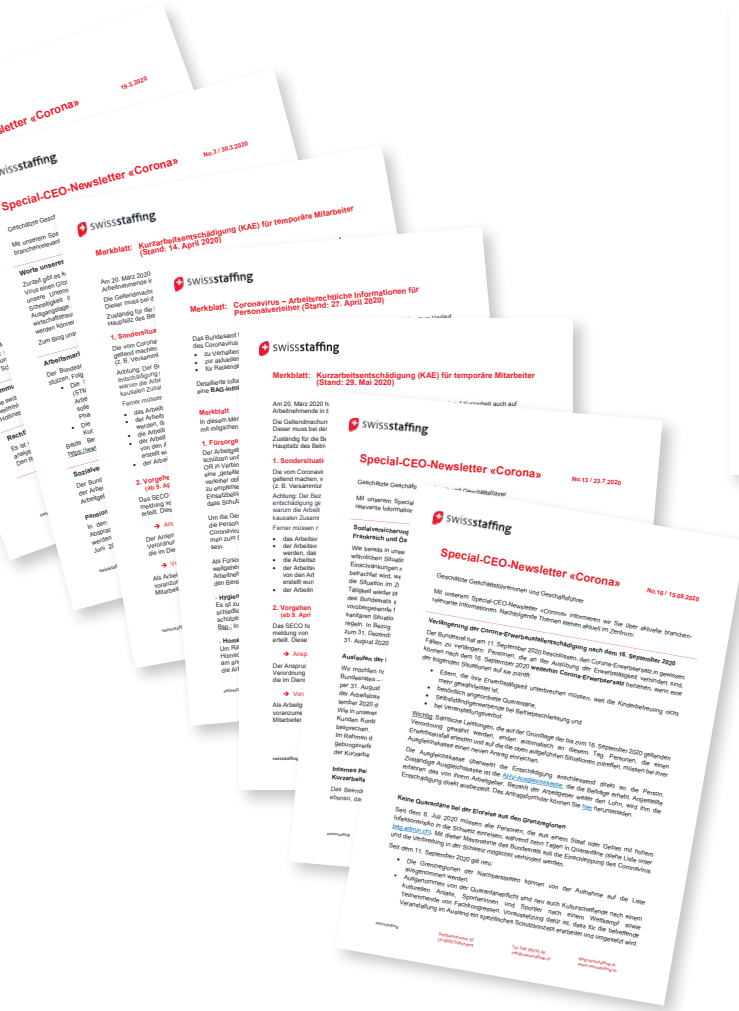
## Flexibility in the crisis

### Facts & figures

Always at the service of our members...

- Number of legal inquiries: 2400
- Number of media inquiries: 60
- Number of CEO newsletters: 44
- Number of fact sheets and white papers: 11
- Number of digital events conducted: 8





## Schutz und Sicherheit für Temporärarbeitende:

**Im Einsatzbetrieb**

- > Halten Sie sich an die Hygieneregeln des Einsatzbetriebes.
- > Falls Sie Bedenken haben, dass die Schutzmaßnahmen im Einsatzbetrieb nicht genügend berücksichtigt werden und Sie sich um Ihre Gesundheit sorgen, wenden Sie sich jederzeit an Ihren Personaldienstleister. Dieser kann die Situation mit dem Einsatzbetrieb klären.
- > Haben Sie Symptome von Covid-19, bleiben Sie zu Hause und informieren Sie Ihren Personaldienstleister so schnell wie möglich!

**Auf dem Arbeitsweg**

- > Halten Sie sich jederzeit an die aktuellen Verhaltens- und Hygieneregeln des BAG.

**Abstandhalten:**

**Empfehlung: Maske**  
Tragen wenn Abstandhalten nicht möglich ist.

Detailierte Informationen gibt es direkt über das SWISS-Logo [www.swissstaffing.ch](https://www.swissstaffing.ch). Zudem steht ein BAG-Infoline-Consulting unter +41 54 463 00 00 (24 Stunden) zur Verfügung.

**Video Page**  
**Staffing service in the context of the corona crisis**

**swissstaffing**

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# Events

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## The Annual General Meeting

The Annual General Meeting took place online for the first time in swissstaffing's history. The members cast their votes in advance via a ballot. 353 votes were represented at the ballot, making the 52<sup>nd</sup> Annual General Meeting quorate. On June 24, 2020, the informative livestream with simultaneous translation was broadcast from the Kursaal Bern, hosted by swissstaffing President Leif Agnéus and viewed by 156 members. Director Myra Fischer-Rosinger and CFO Markus Brechbühl also appeared in front of the camera.

Two Board members announced their departure: Kerstin Wenger after 9 years on the Board, and Nicole Burth after 4 years on the Executive Committee and Board. Leif Agnéus thanked them warmly for their valuable work. The Annual General Meeting then confirmed the re-election of the Board. Monica Dell'Anna, CEO of the Adecco Group Switzerland & Austria, was newly elected to the Board. The members also confirmed the delegation of negotiators for the CBA on Staff Leasing. Leif Agnéus thanked them for their work. Myra Fischer-Rosinger subsequently gave a presentation on the state of the negotiations for the renewal of the CBA.

In addition, the "Certified Staffing Professional swissstaffing" certificates were awarded, distinguishing members who regularly attend further training courses and events and thereby earn 24 credit points within 3 years. Leif Agnéus warmly congratulated the 5 people via the camera. A one-hour Flexwork event took place directly after the Annual General Meeting. Both the members and the public could participate free of charge online.

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## Extraordinary General Meeting

On October 27, 2020, an extraordinary General Meeting was held concerning the renewed CBA on Staff Leasing 2021-2023. The second wave of the pandemic prevented it from being conducted in the Kursaal Bern as planned at short notice. The members were therefore given the opportunity to submit their votes in advance by means of a ballot. In the livestream, Leif Agnéus, Myra Fischer-Rosinger and the chief negotiator Robin Gordon presented the contents of the renewed CBA on Staff Leasing, which was approved by a large majority. A total of 120 members followed the trilingual livestream.

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## CEO Meetings

The CEO meetings were largely spared from the coronavirus measures and could be carried out with social distancing and hygiene measures in place – both in Zurich on September 9, 2020 and in Lausanne on September 10, 2020. Managing directors and decision-makers took advantage of this opportunity to exchange ideas with the President and the Director in person.

Leif Agnéus and Myra Fischer-Rosinger discussed 4 important industry topics together with the members: The prohibition of the daily sickness benefits (KTG) deferment solution, the opening of the Antenne Romande, the update of the Swiss Accident Insurance Fund (Suva) measures, and the report on the Board's strategy meeting. Equally important was the exchange concerning coronavirus and its lessons for the industry. All in all, 80 persons took part in the two meetings in Zurich and Lausanne.

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## Regional Meetings

Due to the pandemic, the regional meetings could not be held physically either in March or November. Both were conducted digitally. The live trilingual webcasts attracted enormous industry interest: With more than 1100 participants, the number of viewers doubled in comparison to the previous year.

The regional meeting in the spring was broadcast as a live trilingual webcast at the swissstaffing Secretariat on March 18, 2020. swissstaffing presented the new project with Suva, and Legal Services took a position on the work time directive and explained the necessary form of the employment contracts. However, the focus of the webcast was on the impact of coronavirus. Legal Services presented important labor law information for staff leasing companies and answered numerous questions live. A total of 629 persons took part.

The second regional meeting took place on November 12, 2020 and was again broadcast as a live trilingual webcast. It was viewed by a total of 560 people. Suva presented the first project successes concerning occupational safety as well as claims management, and commented on the premiums. Under the title "Coronavirus – what now?" the swissstaffing economist Dr. Marius Osterfeld explained the latest developments in the industry and dared to look ahead. temptraining guided the meeting through the freshly launched web portal and explained the new process for submitting applications. Last but not least, the new CBA on Staff Leasing was a key topic, which Legal Services explained in detail. During the webcast, the audience was able to use the chat function to ask questions that were answered live.

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## Salon RH

The Salon RH (HR Recruiter Trade Fair) was also transformed into a digital format and was conducted as "Salon RH Online Expo." On September 30, 2020, the virtual swissstaffing panel discussion on the topic of flexwork took place. It was broadcast as a live stream in French and followed by around 170 participants. Nasrat Latif, journalist and TV producer, moderated the discussion round, which focused on the impact of the pandemic on the labor market arising from current events. Panel guests included Robin Gordon, Managing Director of Interiman Group, Jolanta Krattinger, Head of Legal Services at Syna, Rafael Lalive, Professor of Applied Economics and Econometrics at the University of Lausanne, and Boris Eicher, Head of Legal Services at swissstaffing.



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*With closer integration of public and private employment services, resources become available to overcome current and future crises more quickly. This requires the political will to see and use private recruitment services as a resource.*



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# The Association

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## The Secretariat



**Myra Fischer-Rosinger**  
Director  
swisstaffing

The Secretariat team had a lot of plans for 2020. As for most people, however, coronavirus meant there was an entirely different situation to handle. The Secretariat thereby outgrew itself, developed new things and at the same time successfully implemented many of its original objectives:

- A lean solution for equal minimum pay / equal time was found for the renewal of the **CBA on Staff Leasing**. This has laid a solid foundation for the CBA's future. The new CBA on Staff Leasing is valid until December 31, 2023.
- **temptraining** launched a web portal that makes it easier and more transparent to submit an application. The new portal also makes the processing of applications easier, which can speed up the handling. This is all the more important as temptraining is enjoying increasing demand. Also in the year of coronavirus, further training for temporary workers remained an important topic. Even more requests were submitted than in the previous year.
- **Suva** has implemented various new measures in close cooperation with swisstaffing to support the staff leasing companies and to reduce the risk of accidents for temporary workers. Particularly noteworthy are the new occupational safety and case management courses tailored to the needs of staff leasing companies.
- Many of the industry's key political dossiers (digital signature, attempts to restrict temporary work in Geneva and Ticino, Pillar 2 revision) could not be dealt with as planned by the politicians because of the pandemic. When it comes to these issues, swisstaffing remains on the ball and has used the time it has gained to develop the association's resources in the area of **political representation of interests**.
- At the Headquarters of the Vaud Chamber of Commerce and Industry in Lausanne, swisstaffing opened its **Antenne Romande** to intensify contacts with members and politics in the French-speaking part of Switzerland. Members can get advice locally and attend courses and events. Unfortunately, many of these had to be postponed for the time being due to coronavirus.
- swisstaffing has made a big push for digitization at the **events and training courses**. Most of the events were redesigned in a very short time and offered in digital format. Especially during the difficult coronavirus phase, the Secretariat was keen to reach out to its members through the event and training channel as well.
- Providing information and advice to members on **coronavirus** issues kept the Secretariat very busy, especially during the first shutdown. In close exchange with authorities and umbrella organizations, the team quickly provided information on the federal government's coronavirus measures and lobbied for regulations that would support recruitment agencies during the period of difficulty.

A huge compliment is due to the entire Secretariat team for their outstanding work performance from their home offices and for their special effort during the particularly demanding first shutdown phase.

We would like to take this opportunity to pay our considerable respect to the members for their consistent focus on solutions in these economically difficult times. The recruitment agencies have – as never before – fulfilled their valuable buffer function for the economy to the benefit of society as a whole.

# Services

## Pension Fund



The pandemic led to major disruptions in labor and capital markets. The shut-down in the spring of 2020 led to a near-20% drop in the number of temporary insured in swissstaffing's 2<sup>nd</sup> Pillar Foundation. Prices plummeted across the globe, leaving investors unsettled. By the end of the year, however, most markets had recovered their losses. In some cases, these were even more than offset.

swissstaffing's 2<sup>nd</sup> Pillar Foundation maintained its disciplined approach to the adopted investment strategy and achieved a gross return of +7.44 percent for 2020. The retirement assets of the active insured were therefore credited with 3 percent interest, and the pensioners benefited from an additional pension payment. On the investment side, ongoing low interest rates and global public debt present major challenges for the future. swissstaffing's 2<sup>nd</sup> Pillar Foundation overcame the obstacles it faced in 2020 and, thanks to its solid foundation, is ideally positioned for the future.

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

## The Industry Solution for Daily Sickness Benefits (KTG)

tempcare

596 contracts (previous year: 616) were processed via the KTG industry solution. The subsidized payroll bill amounted to CHF 4.144 billion (+3 percent). Of the payroll amount relevant for the CBA on Staff Leasing, 73.3 percent (previous year: 71.2 percent) was insured by the KTG industry solution. The premium subsidies paid out rose by 3 percent to CHF 16.577 million.

Premium income, taking into account the subsidy contribution of 0.4 percent, amounted to CHF 85.804 million. The total payments of the insurers came to CHF 69.068 million and the benefit ratio, based on the risk premiums received, amounted to 106 percent (previous year: 89 percent). The average premium rate rose to 2.46 percent (previous year: 2.28 percent).

The Federal Department of Economic Affairs, Education and Research (EAER) banned deferred daily sickness benefits insurance policies with fictitious premiums as of January 1, 2021. This immediately triggered additional costs for the companies concerned and the financing had to be reorganized. As a result, various companies have adjusted their daily sickness benefits insurance policies by shortening the waiting period.

## AHV Compensation Fund/ Family Compensation Fund



The AHV Compensation Fund swisstempcomp and the Family Compensation Fund swisstempfamily are the competent partners for all matters concerning Pillar 1 (incl. collection of contributions for CBA on Staff Leasing) – exclusively for swissstaffing members.

Quantitative and qualitative process optimizations could be realized, for example in the area of family services, through the consistent continuation of careful process management. Even in a year as challenging as 2020, swisstempcomp and swisstempfamily continued to show substantial growth. The further development of professional insurance and risk management also allows the conditions (administration and contribution rates for swisstempfamily) to remain competitive and thus in line with the market.

At consimo.ch you will find more information about the services of swisstempcomp and swisstempfamily.

# Campaign with Suva

In 2020, swissstaffing and Suva strengthened their cooperation with the common goal of increasing occupational safety in the field of staff leasing. Together, the partners are committed to reducing accidents and shortening absences due to incapacity for work. As of mid-October 2020, Suva introduced workplace controls and new claims management measures for Swiss staff leasing companies. In order to optimally support this process, several communicative measures were launched by swissstaffing. The main topics covered were premiums and the transparency of their calculation: Fewer accidents and shorter absences reduce costs and significantly lower the premium.

The following measures were taken to move us nearer to the objective:

- In a joint project, the two new courses "Occupational safety – systemic health protection organization" and "Care management for staff leasing companies" were developed and offered to staff leasing companies. The courses attracted a great deal of interest and were quickly booked out, so that swissstaffing was able to organize further dates. Unfortunately, most of the courses could not be held due to coronavirus, but were re-launched behind the scenes to be offered as interactive online training in 2021.

- In September, swissstaffing published a blog post "Together for more safety and lower costs," written by Peter Scheidegger, Head of Customer Management and Head of the Staff Leasing Project at Suva.
- At the virtual swissstaffing regional meeting on November 12, 2020, Hubert Niggli, a member of Suva management, and Susanna Castagna, team leader in claims management at Suva, presented the current cost development as well as the project "Together for more safety and lower costs." A recording of this was then published in the swissstaffing blog post "swissstaffing and Suva working hand in hand."
- All the information was also covered in the swissstaffing newsletter and all social media channels. The cooperation with Suva will continue in 2021.

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# Flexwork Event

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Together with guests from politics, business and science, swissstaffing shed light on the flexibilization of the working world on June 24, 2020. Moderated by business editor Patrizia Laeri, the opportunities and risks for employees, companies and society were discussed. As a result of coronavirus, the event took place as a bilingual livestream and reached a diverse audience of around 450 virtual viewers from all over Switzerland.

A short film on the Flexworker study by the University of Lucerne, HR ConScience and swissstaffing served to introduce the topic. It highlighted the needs, opportunities and challenges of the so-called flexworkers, who include the self-employed, temporary workers and platform workers. In the following interview, Valentin Vogt, President of the Swiss Employers' Association, described flexwork as an opportunity to bring people into the labor market in greater numbers and to counter the growing shortage of skilled workers.

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*The good work-life balance and the associated flexibility are among the main reasons why someone chooses flexwork.*

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*Flexworkers have more freedom than permanent employees and feel more on the same level as the client. They can also refuse assignments or employers.*

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*On the other hand, given the high degree of autonomy and self-determination, these flexworkers have to bear full responsibility.*

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*Respondents indicated that having a strong family in the background in particular helps them to coordinate assignments and respond flexibly to client needs, and that having a professional intermediary is a great help in placing assignments.*

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*Every second temporary worker is looking for a permanent position in the long term and sees the temporary work experience as a necessary bridging function for re-entry into permanent work.*



There followed a lively panel discussion on the benefits and challenges of flexwork with Diana Gebauer, CEO beeworx, Dino Beerli, founder of Superloop Innovation, Erich Ettlin, member of the Council of States for the Christian Democratic People's Party, and Gabriel Fischer, Head of Economic Policy at Travail.Suisse. What's clear is: Flexwork is reality and the discussions are far from being over.



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# Services

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## Communications

The eventful year 2020 also demanded a lot of flexibility and the rapid implementation of measures on the part of Communications. In the spring, the Communications team launched a special CEO Newsletter "Coronavirus," which informed the swissstaffing members weekly about current and legally relevant events so that they could react quickly to changing circumstances.

There were numerous media inquiries; for example, the team was available to around 60 journalists for information and organized various television, radio and print interviews, including for the Handelszeitung, Le Temps, NZZ, Tages-Anzeiger, 10 vor 10, Tagesschau, Radio SRF and RTS 19h30. The public was regularly informed via media releases about new studies and the latest developments in the industry. The corresponding distribution channel presseportal.ch registered around 20,000 hits. swissstaffing's media presence was considerable with more than 550 mentions by name.



**Blandina Werren**  
Head of  
Communications



**Stephanie Kunz**  
Project Manager  
Communications



**Sonja Stucki**  
Communications  
Assistant

The magazine HR Today published numerous specialist articles and blog posts on industry-relevant topics. The successful white paper series was also continued: The Communications team produced three white papers and published interesting findings via various media channels. With these targeted communication activities, swissstaffing was able to successfully advance its topic leadership in the areas of labor market development and flexwork.

Through intensive online activities, the Communications team also ensured a high presence in the digital media and contributed specifically to promoting the image of swissstaffing. With 44 blog posts and 246 multilingual posts on social media as well as the monthly newsletter, the association benefited from continuous attention throughout the year and was able to further increase its number of followers. swissstaffing.ch website visits also increased, rising 7 percent to a total of 105,000 visits in 2020.

In addition, several events were organized. These had to be moved to digital format at short notice due to the pandemic. A highlight was the first flexwork event, which was broadcast as a livestream from the Kursaal Bern and attracted a lot of interest with over 450 participants (see page 16).

As a communicative hub, the team also actively supported the internal departments with specialist know-how. These included both online and offline measures for applications for the HR Expert examination as well as for temp-training and the swissstaffing pension fund, whose websites are also managed by the Communications team.

# Services

## Operations & Member Services

As a service hub, the new Operations & Member Services team coordinated numerous internal and external inquiries and launched new projects. In March, the team quickly set up home offices for the entire association and changed its internal processes in a very short period of time. This allowed us to continue to provide all services without any problems. The switchboard was running at full speed: The team received about 5,000 calls for swissstaffing and 31,000 calls for temptraining.

Our presence in French-speaking Switzerland was strengthened in 2020 with the opening of Antenne Romande in the Vaud Chamber of Commerce and Industry in Lausanne. The new swissstaffing office focuses on legal advice, political work and the exchange with recruitment agencies.

Diversity was in demand in event management: All events could take place virtually or on site. The ballot for the Annual General Meeting also took place



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Head of Accounting

online in the members' area for the first time (see page 10). As for the training of recruitment consultants, only 12 training courses with a total of 69 participants could be held on site. 31 training courses were canceled due to coronavirus, which resulted in a considerable number of rebookings given the strong interest. In addition to the introduction of new training courses (see page 15), the development of online courses was intensified. These will be offered in addition to the existing further training courses from 2021.

The push toward digitization was also felt in accounting. With the successful switch to the new Abacus software in 2020, swissstaffing is optimally equipped for new requirements. In order to further professionalize the Secretariat, swissstaffing decided to introduce a quality management system. In 2020, the first cornerstones were laid. Cooperation with Aon and consimo has been strengthened this year to make their services, including accessibility and processing time, even more attractive to members.

swissstaffing membership also met with great interest in 2020. The team conducted numerous consultations, both by phone and virtually, and accompanied various membership admissions. A regular member survey was introduced in cooperation with gfs-zürich. Each quarter, members receive a digital questionnaire regarding their satisfaction with the swissstaffing services. The results serve the management as a means of continuous improvement and realignment, with the aim of continuing to offer top-quality services to its members in the future.

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## Legal Services

Legal Services is the competence center of the temporary employment industry in questions relating to the laws on employment, employment services, social insurance, foreign staff and contracts. In 2020, both members and non-members of the association received advice in 2,400 cases (2019: 1,537 consultations). In addition, Legal Services is entrusted with the execution of the CBA on Staff Leasing by the Secretariat of the Appeals Commission.

The coronavirus crisis has kept swissstaffing Legal Services very busy. In addition to the significant increase in legal inquiries, the team produced various fact sheets and newsletters, which were regularly updated, and created a news ticker to keep members constantly informed about new measures and the ongoing changes to laws and regulations. In particular, the extension of short-time working compensation to temporary employment relationships placed a heavy demand on Legal Services at the start of 2020.



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Head of  
Legal Services



**Sacha Khomutov**  
Legal Services  
employee



**Philipp Müller**  
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**Sara Stoffel**  
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**Ivana Zellweger**  
Legal Services  
employee

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

In the fall 2020, the negotiations for the CBA on Staff Leasing 2021-23 were concluded, with swissstaffing Legal Services a participant in the negotiating delegation. Legal Services monitored the Declaration of General Applicability procedure and any contract omissions.

Legal Services was able to influence the revision of the directives and explanations made by SECO in relation to the Employment Services Law (AVG) and thereby represent the interests of our industry, in particular the strong need for the flexibility of recruitment agencies. Publication is planned for mid-2021.

At the start of 2020, swissstaffing Legal Services negotiated a joint declaration with the Association of Swiss Labor Market Authorities (VSAA) and SECO. This sets out the principles for good cooperation between the private and public employment agencies and replaces the framework agreement that previously existed between SECO and swissstaffing.

Other tasks carried out by Legal Services included the training of interested members in legal matters, monitoring the implementation of the CBA on Staff Leasing, political monitoring, and drafting of consultations on legislative revisions.

# Services

## temptraining

temptraining

In 2020, temptraining was able to increase the number of incoming applications compared with the previous year in spite of the coronavirus crisis. After a good start in the 1<sup>st</sup> quarter, the 2<sup>nd</sup> quarter saw a huge slump following the closure of the educational institutions due to federal regulations. Applications enjoyed an encouraging increase after face-to-face classes were allowed again starting June 6, and also increased during the summer months. September was the record month with over 1,500 applications submitted. Only once, prior to the austerity measures in July 2017, has this number been exceeded. Despite the renewed partial ban on face-to-face classes, the number of applications submitted stabilized at a high level (Chart 1).

Despite the coronavirus measures taken by the federal government, more than 10,200 applications worth around CHF 14 million were approved for further training and some CHF 9.6 million were paid out (Chart 2). This is a significant increase compared to the previous year. The elimination of the deductible and



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**Myriam Del Castillo**  
Administration



**Sarah-Jane Di Mambro**  
Caseworker



**Biagio Bongiovanni**  
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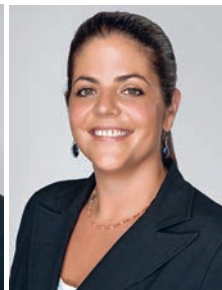
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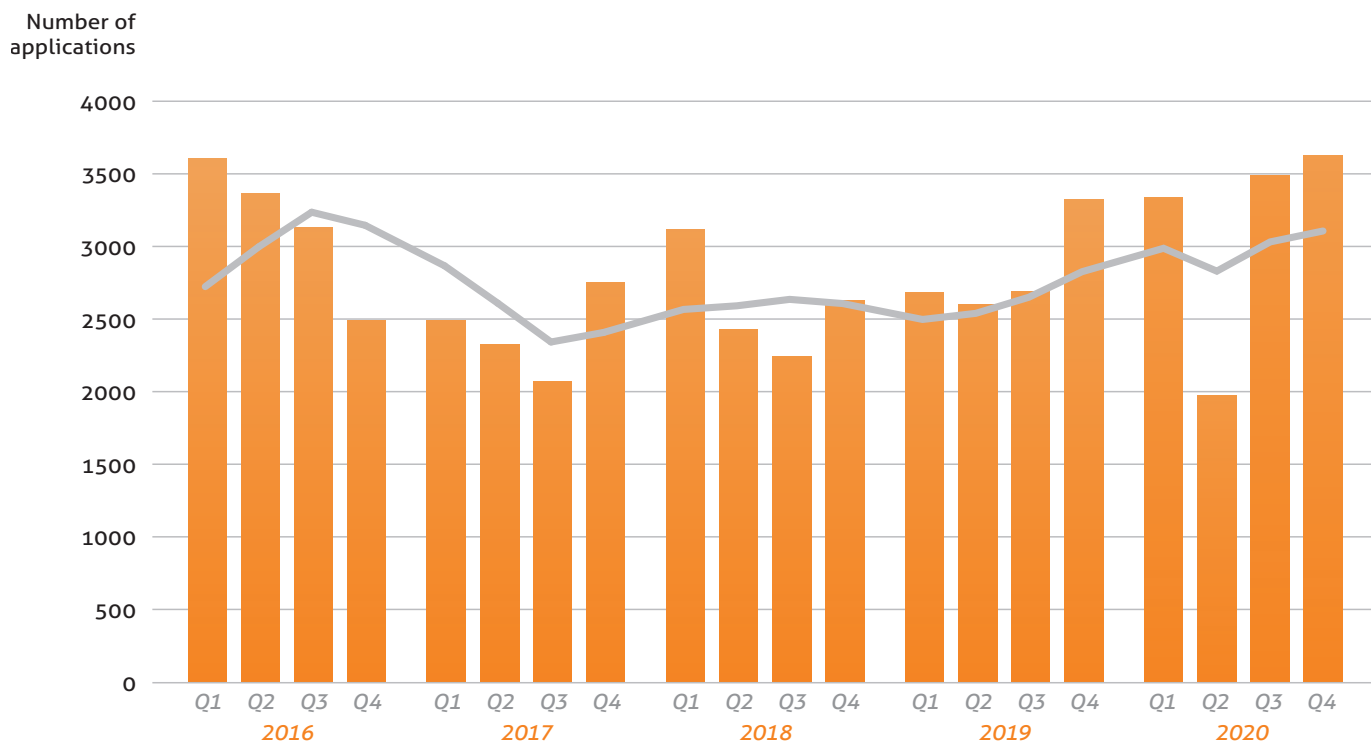
**Fabio Streuli**  
Caseworker

the increase in the maximum amounts for the first three stages since January certainly contributed to this. The aim of these easing measures was to lower the entry threshold and thus increase the number of applications together with the amounts authorized, both of which succeeded.

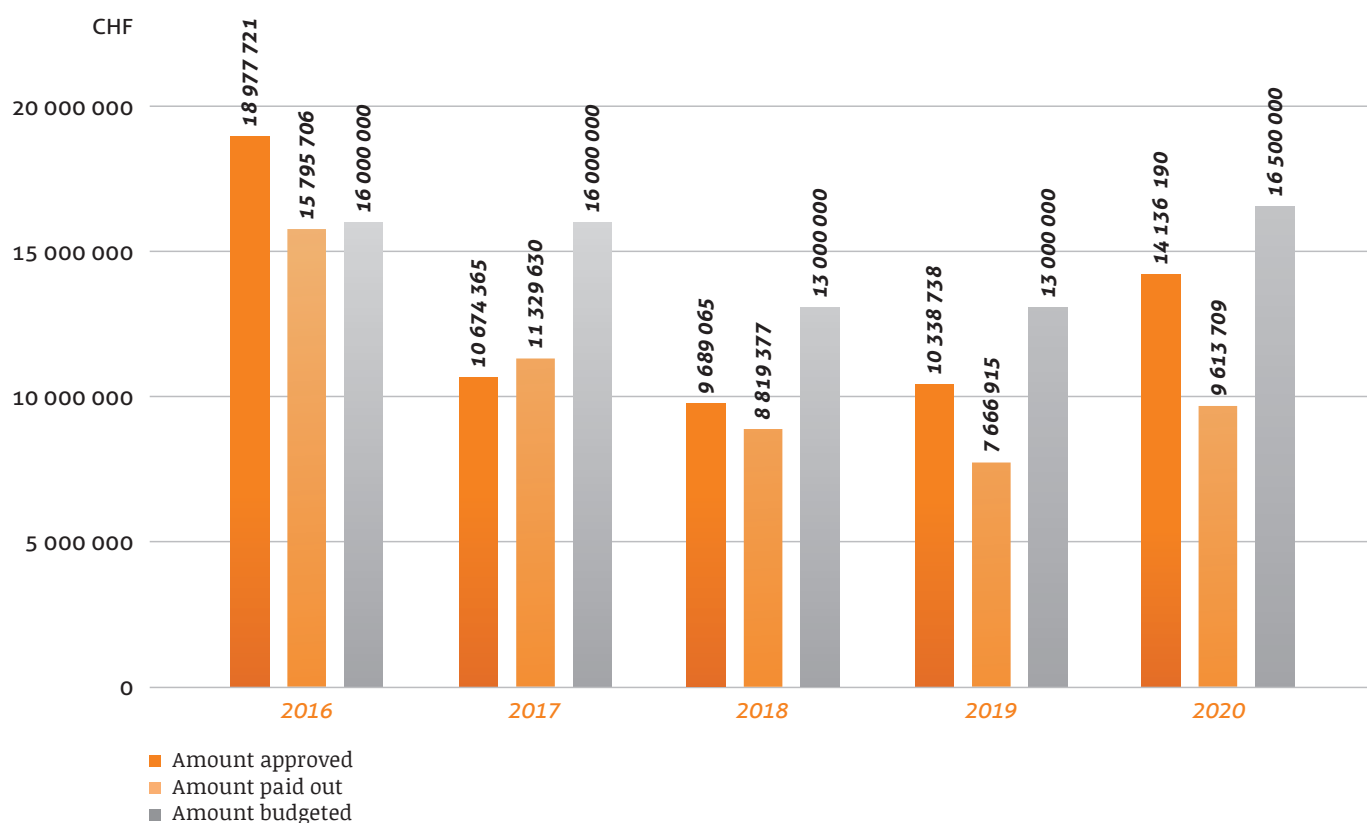
To enable even more temporary workers to benefit from the vocational training fund, the members' meeting of the Joint Association for Staff Leasing (PVP) further expanded the eligibility criteria in favor of temporary workers in December 2020. The first amendment to the regulations entered into force on January 1, 2021, and the second on April 1, 2021.

The second phase of the digitization project was completed in November 2020 with the launch of the new web portal. Since then, submission of applications has been completely digital and has enjoyed active use.

## Development of the number of applications per quarter



## Trend in contributions per year (in CHF)



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*As soon as demand picks up again, businesses must be able to ramp up their capacity as fast as possible. In such exceptional situations, diverse and rapid recruitment options as well as flexible forms of employment are more central than ever. Here, recruitment agencies can provide significant support to the economy.*



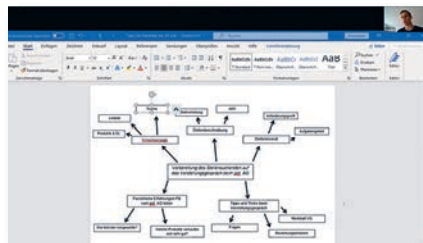
# HR Expert Examination



**Irène Righetti**  
Head of  
Staff Development

In the fall 2020, the HR Expert examination was held for the fourth time. With luck and major commitment from all those involved to ensure that all protective measures were complied with, the examination could be carried out as normal. A total of 33 students passed the exam – this corresponds to a success rate of 81.3 percent. The highest final grade was 5.2. swissstaffing would like to warmly congratulate all the graduates. Unfortunately, due to the pandemic, the graduation ceremony could not be held.

swissstaffing also expanded its cooperation with educational institutions in 2020. This gives interested parties a broader opportunity to attend the two-stage training. They complete the general section with a cooperation partner and can complete the in-depth section with industry-specific skills at swissstaffing. In 2020, the students attended and experienced the lessons virtually. swissstaffing has redesigned the teaching material so that it is interactive and comprises small learning units that are methodically and didactically suitable for the virtual classroom. This required a high degree of flexibility from both the students and the teaching staff. We would like to take this opportunity to thank all those involved for their commitment. The students found the variety between presentations, technical discussions and practice sessions particularly positive. One response was: "Well done, setting up such a great class in such a short time is great!" In September, swissstaffing published the blog post "Virtual further training as HR Expert in times of the coronavirus," which reported on experiences and lessons learned from this change in the teaching method.



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# The Industry

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## Development of the Industry



**Dr. Marius Osterfeld**  
Economist  
swissstaffing

On March 16, 2020, the unimaginable happened: In order to combat the coronavirus crisis, the Federal Council closed all businesses that do not sell essential products or provide vital services. At this point, at the latest, the health crisis turned into an economic crisis unparalleled in recent history, which was to mean deep red figures for the temporary employment industry. Hours worked plummeted by 22.8 percent in Q2 2020 – not including short-time working.

On the afternoon of March 13, many recruitment agencies were able to anticipate what was about to hit them. Even during the press conference of the Federal Council, the first hiring companies were already nervously getting in touch with swissstaffing. Convincing arguments really were needed at this time. The task was to reassure the hiring companies and convince them to await actual developments during the coming weeks and months. Thanks to this effort, it was possible to save numerous employment relationships: Around 20,000 temporary workers benefited from short-time working, which the Federal Council introduced overnight as a new aid measure. In many parts of the manufacturing industry, there have indeed been serious production losses, but there have been enough orders to continue employing numerous temporary workers. At the same time, an opportunity was available to recruitment agencies that no other employer could offer: Employees could be placed in new hiring companies that had to massively expand their staff numbers as a result of the crisis. These included online retailers and delivery services, as well as their upstream producers and downstream logistics. The construction sector also stabilized the temporary employment industry, as construction work could continue in compliance with hygiene rules.

Compared to other industries, the temporary employment industry got off lightly, given an annual decline of 14.3 percent. The reason: Those parts of the economy that were able to do so adapted to the new framework conditions. Interrupted supply chains were revived or rebuilt, physical contacts were moved into digital space, and business models were to some extent rapidly changed. This enabled the recruitment agencies to support not only companies that benefited from the crisis, but also those facing major challenges as a result. This is reflected in the business figures that show a consistent reduction in red ink: From its low point of -22.8 percent in Q2, the industry recovered to a minus of 9.6 percent. This should not obscure the fact that numerous temporary recruitment agencies have been hit hard by the crisis and have had to, or still have to, fear for their survival.

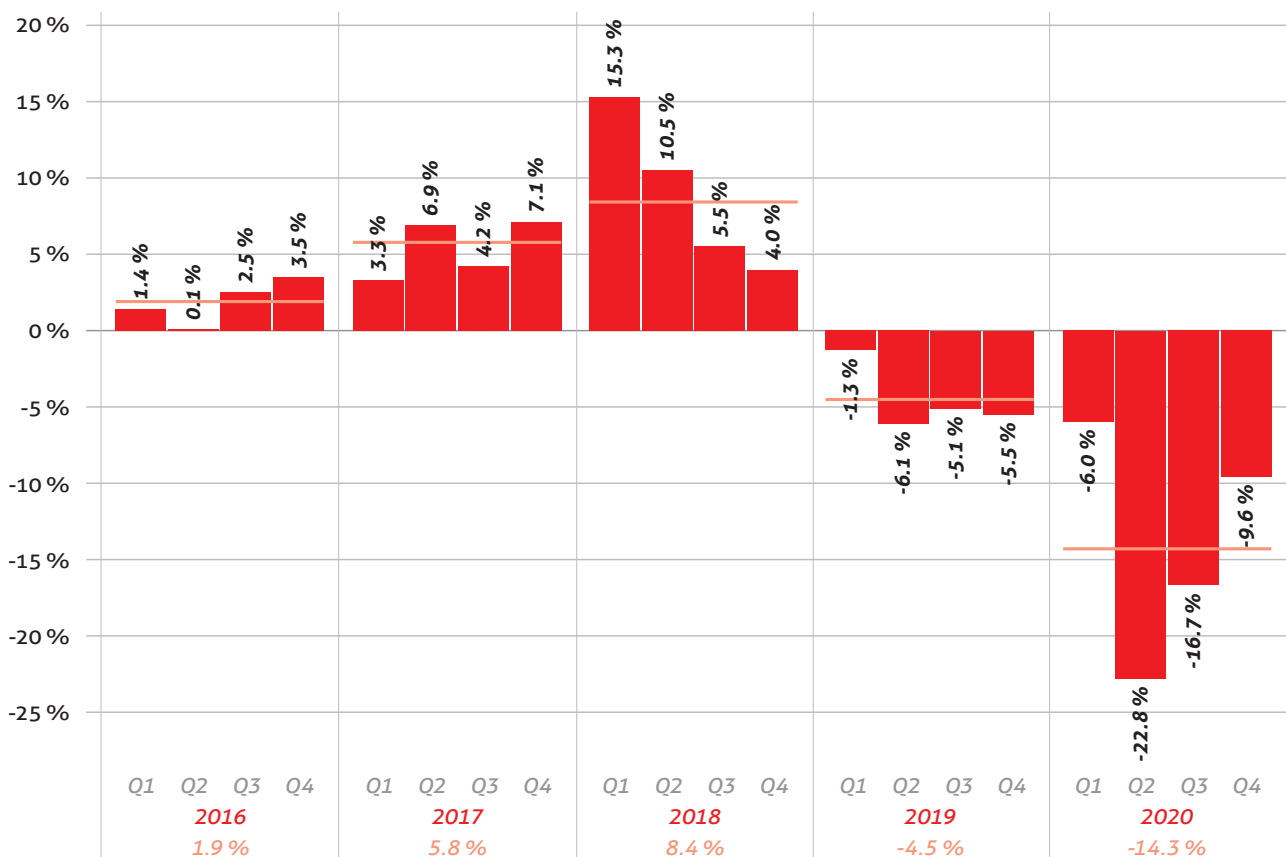


## Key Figures for Recruitment Services in 2020 (estimate)

Temporary workers per annum	<b>330,000</b>
Full-time equivalents	<b>82,000</b>
Share of employment	<b>2.1 %</b>
Hours worked	<b>165 million</b>
Payroll amount for temporary workers (CHF)	<b>6 bn</b>
Turnover of temporary employment industry (CHF)	<b>8 bn</b>
Permanent placements by private agents	<b>75,000</b>
Turnover in permanent placements (CHF)	<b>580 million</b>

Note: The data are estimates based on the Swiss Staffingindex.  
Source: SSUV, SECO, BFS

## 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, 04/2020

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*The coronavirus crisis has hit the temporary employment industry hard. According to the Swiss Staffingindex, hours worked plummeted by 22.8 percent in Q2 2020.*



# The Industry

## Member Surveys

The crisis also put the association to the test. It was necessary to determine the members' economic circumstances as quickly as possible and to establish whether or not the Federal Council's supporting measures would be sufficient. Especially during the first shutdown, data were requested every week rather than every month. Together with the market research institute gfs-zürich, swissstaffing therefore conducted three surveys over the short term on the state of business and obtained the political standpoint of the members on current issues.

The statistics provided the association with guidance in times of change – guidance that the Secretariat intends to maintain. Since Q2, members have been surveyed quarterly on their business performance, the quality of the association's services, and selected topics relevant to the association. True to the motto "never waste a good crisis," the association has succeeded in developing a strong instrument to maintain even closer and more systematic contact with its members.

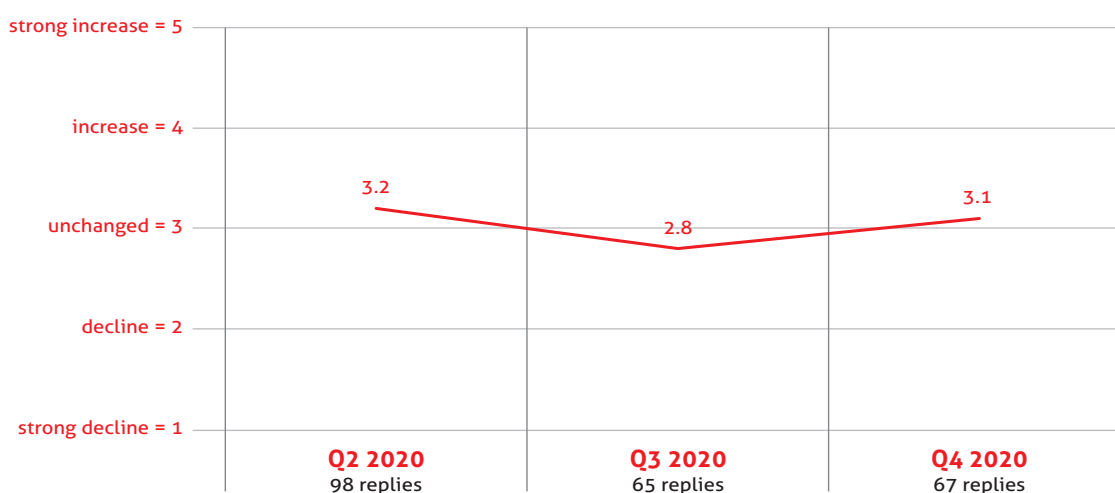
**Examples from the 2020 member survey:**

### Decline in the temporary and permanent recruitment business compared with the previous year

	Q2 2020	Q3 2020	Q4 2020
<b>Temporary placements</b>	83 replies	53 replies	55 replies
Average	-30 %	-18 %	-21 %
1 <sup>st</sup> quartile	-50 %	-30 %	-35 %
Median	-30 %	-20 %	-20 %
3 <sup>rd</sup> quartile	-15 %	-10 %	-12 %
<b>Permanent placements</b>	70 replies	50 replies	41 replies
Average	-47 %	-33 %	-38 %
1 <sup>st</sup> quartile	-70 %	-50 %	-80 %
Median	-41 %	-30 %	-40 %
3 <sup>rd</sup> quartile	-23 %	-15 %	-15 %

Source: gfs-zürich, 2021

### Expected business development in the next 6 months



Source: gfs-zürich, 2021

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# Political Activity

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**CBA on Staff Leasing:** Shortly before the expiry of the existing collective bargaining agreement (CBA), swissstaffing was able to agree with the unions on a new three-year CBA on Staff Leasing for 2021-2023. At this time of uncertainty on the labor market, the social partners involved considered it important that temporary workers and staff leasing companies continue to be guaranteed fair working and operating conditions and that the successes achieved by the CBA can continue. The major changes include wage adjustments in 2022/2023, as well as CBA minimum wages that will apply to all sectors and companies from 2023, unless they are subject to a generally binding CBA or a CBA listed in Appendix 1 of the CBA on Staff Leasing. In addition, the social partners have agreed to promote the entry of sector and company CBAs in Appendix 1 so that the wage and working time provisions applicable to permanent employees also apply to temporary employees. At the same time, the social partners submitted an application to the State Secretariat for Economic Affairs (SECO) for a Declaration of General Applicability (AVE) of the CBA on Staff Leasing.

**Restriction of Temporary Work:** For several years now, in the cantons of Geneva and Ticino, initiatives aiming to restrict temporary work have been pending. swissstaffing is maintaining an active dialog with various stakeholders from administration, politics and business to prevent further regulation. Likewise, swissstaffing has applied legal means. The relevant decisions and judgments are still pending, especially in Ticino.

**Minimum Wage Initiatives:** A new phenomenon is the proliferation of cantonal minimum wage initiatives. At the end of September 2020, the canton of Geneva became the fourth canton to approve a mandatory minimum wage after Neuchâtel, Jura and Ticino. The law was promulgated on October 28, 2020 and entered into force on November 1, 2020. Ticino followed on January 1, 2021. Further initiatives were launched in the canton of Basel-Stadt and in the cities of Zurich, Winterthur and Kloten. This is despite the fact that the last popular initiative on a minimum wage was clearly rejected by all cantons in 2014, with 76.3 percent voting against. swissstaffing has spoken out clearly against statutory minimum wages – they are dangerous and undermine the tried and tested instruments of social partnership.

**Coronavirus Crisis:** swissstaffing was strongly committed to bringing the concerns of our industry into the political arena during the coronavirus crisis, in particular to ensure that short-time working compensation became available to temporary workers and that recruitment agencies were given equal access to federal support (liquidity bridging, wage loss compensation, hardship provisions, etc.). Fortunately, in the spring, SECO agreed to swissstaffing's request that employment and leasing contracts could be signed digitally during the coronavirus crisis, meaning that an email response or a PDF scan of the signed contract was accepted.

Unfortunately, in the second wave, our industry was prevented from extending short-time working to temporary workers – despite repeated interventions by swissstaffing, both at parliamentary level and at administrative level, as well as with a letter to the Federal Council.

In countless special "Coronavirus" CEO newsletters and specific fact sheets, swissstaffing informed its members in a timely manner about the measures taken by the federal government and other issues relating to the crisis.

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**Written Form Requirement:** Independent of coronavirus, swissstaffing also advocates a reinterpretation of the written form requirement. With the rapid development of digital business models in staff leasing, the written form prescribed for employment and leasing contracts under the Employment Services Law is completely outdated. There are many ways to safely document the conclusion of a temporary employment relationship that are easier to administer and digitally compatible. swissstaffing is in close dialog with parliamentarians and the administration to help achieve a breakthrough for such a digitally compatible solution.

**The Job Registration Requirement:** From the end of March to June 2020, the Job Registration Requirement and all related duties and obligations for employers and the public employment agencies were suspended. This should facilitate recruitment processes, for example for medical staff, the pharmaceutical industry, agriculture and logistics. From 2021 onward, the Job Registration Requirement will apply to considerably more types of profession, triggered by the crisis. swissstaffing is in close contact with the cantons in order to inform its members about the control procedure as soon as the cantons start using it.

**Reciprocal Rights Agreement CH/FL:** In June, swissstaffing was able to report positively that the "Reciprocal Rights Agreement (GRV) Switzerland / Principality of Liechtenstein on Cross-Border Staff Leasing" will be continued for the time being. SECO stated that the conditions for the adaptation or termination of the GRV were not currently met by either the Principality of Liechtenstein or Switzerland. This decision was also made due to the interest in the continuation of the GRV as expressed by swissstaffing and shared by the Principality of Liechtenstein.

**Antenne Romande:** swissstaffing opened a new office in Lausanne in September 2020 to strengthen its presence in French-speaking Switzerland. In this way, swissstaffing shortens the distances for maintaining contacts with members, associations and politics in western Switzerland. At the same time, the premises of the Vaud Chamber of Commerce and Industry are being used by swissstaffing for further training purposes.

**Contacts to Politicians:** Building on the various discussions and meetings that swissstaffing had in the past with parliamentarians as well as the federal and cantonal authorities, the association has decided to step up its lobbying activities in the future. The aim is improved familiarity with the positions and arguments of swissstaffing by federal and cantonal politicians so that these are taken into account in their decision-making processes, allowing the recruitment services industry to retain flexible conditions and not be discriminated against in the regulations.

At the parliamentary level, swissstaffing has communicated its positions in various statements in 2020. Below are a few examples in which swissstaffing was involved, in some cases together with other industry associations:

- May 2020: Item 20.3130 – Motion "Gradual opening of the borders and restoration of the free movement of persons."
- June 2020: Item 19.4382 – Motion "Anchor in law the possibility for administration units to conclude staff leasing contracts."
- August/September 2020: Item 20.058 ns/é – Covid 19 Law to Pre-Advisory Committees SSHC-NC and SSHC-CS
- December 2020: Item 19.3565 – Motion (Schneeberger) "Enable digital contracts to be concluded widely. Creation of a digital alternative to the signing of a contract by hand."

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# Political Activity

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**National Referenda:** swissstaffing said an emphatic NO to the limitation initiative and underlined this by means of various communication measures. In addition, swissstaffing thereby supported the campaign "No to the Radical Termination Initiative" of "stark+vernetzt" ("strong+networked"), an initiative backed by more than 60 organizations from business, politics and society, with the aim of securing the bilateral agreements with the EU. The successful rejection of the popular initiative "For moderate immigration" in September 2020 ensures stability and prosperity in our country.

**BVG Revision:** In June 2020, swissstaffing took a position on the Federal Council's consultation draft on the reform of occupational pension plans (BVG revision) and made this public. The occupational pension system must be modernized and strengthened. As an industry association with its own pension fund, swissstaffing therefore supports a revision of the BVG and fundamentally welcomes the consultation draft, which aims to safeguard pensions, provide better insurance for part-time workers and low-wage earners, and improve the competitiveness of older employees on the labor market. However, swissstaffing sees an important need for correction with regard to flexible employment relationships and therefore expressly rejects a general halving of the coordination deduction. Instead, swissstaffing advocates the retention of the model developed specifically in the temporary employment industry (conversion of the BVG criteria to the hourly wage), which already guarantees comprehensive social security for flexible workers.

**Association Commitment:** Cooperation and exchange with the national umbrella and industry associations were extremely intensive last year. Since the beginning of the crisis, swissstaffing has been and is represented in the coronavirus task force of the Employers' Association, which in turn is in direct exchange with SECO and the Federal Council. In addition, various political and economic concerns could be addressed in cooperation with, among others, economiesuisse, the Swiss Trade Association, the Swiss Employers' Association as well as the Swiss Association of Master Builders, GastroSuisse, Hotellerie-Suisse and Swissmem, EXPERTsuisse, Swico and digitalswitzerland.

**International:** The coronavirus crisis has led to a sharp intensification of international exchange through the World Employment Confederation (WEC). At numerous meetings, swissstaffing exchanged views with its sister associations on economic and political developments in the wake of the crisis. The know-how could be used nationally so that international best practices – such as short-time working for temporary workers in the first wave – could be implemented in an industry-friendly way. The WEC also recognized tempcare as an international pioneering project to provide excellent sickness coverage for temporary workers while allowing innovation in the insurance industry. In October, swissstaffing was pleased to announce the election of Marius Osterfeld to the Board of the World Employment Confederation.

**Outlook:** The rapid acceleration of digitization, the shortage of skilled workers and the further flexibilization of forms of work will continue to occupy recruitment agencies in the future. But fair framework conditions and administrative facilitation are needed so that the temporary employment industry can continue to play its role as a bridge builder. swissstaffing is also strengthening its lobbying activities with the aim of becoming even more present in the economic and political debate.

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## Acknowledgments

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[swissstaffing.ch](https://www.swissstaffing.ch)

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