

White Paper

Flexwork: more and more highly qualified workers are in temporary work



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Overview

Flexibility is becoming increasingly important for the working population and the economy. Highly qualified workers are faced with the question of how they can translate their need for flexibility and independence into an adequate working relationship. Working as a self-employed freelancer comes with hurdles such as false self-employment and a lack of social security. As time goes on, more and more highly qualified workers turn to temporary work. Today, this is still a comparatively small, exclusive market with strong growth. Temporary workers in this market direct their needs and requests – which are more specific than in conventional business – to staff leasing services.

There are various motives for why highly qualified workers are choosing temporary work. Ultimately, however, all of these motives fall under one common denominator: flexibility combined with social security. Highly qualified flexworkers are working in shortage occupations, highly specialized sectors or project-based sectors in order to take advantage of the flexibility offered in terms of working hours, salary and workload. Flexworkers are very satisfied: on a scale of 0 to 10, 68 percent would recommend this type of work to a friend or acquaintance with a high score of 9 or 10.

For companies that are increasingly project-based, highly qualified flexworkers and their expert knowledge are in high demand. According to a swissstaffing business survey from 2018, 35 percent of companies use temporary work in order to gain access to specialists. Companies in sectors with a skills shortage are often particularly reliant on flexworkers to maintain their operations. Hiring companies value the flexibility, agility and professionalism of highly qualified flexworkers.

Flexwork for highly qualified workers is a promising business segment.

Globalization, advancing digitalization and – in more recent times – the coronavirus pandemic have accelerated demand for flexible working relationships, even in the highly qualified segment. Flexwork is a valuable solution even for older workers boasting a lot of experience and specialist expertise. The new Generation Y – digital, self-reliant and agile – is looking for flexibility and a work-life balance. As a result, they will permanently establish flexwork for highly qualified workers in the job market.

Staffing service providers take a stand

A survey of highly qualified temporary workers demonstrates the increasing importance of the temporary sector for highly qualified workers. More and more highly qualified workers are looking for a combination of flexibility and social security. Even for specialists who would like to work digitally, self-reliantly and flexibly, staffing service providers can provide opportunities that combine a particular form of self-employment with social security in an ideal way.

With this in mind, an orderly design for the working world of tomorrow needs:

- to protect Switzerland's liberal job market from additional regulations. The liberal job market helps to suppress the consequences of skills shortages with highly qualified flexworkers. Liberal labor law generally supports transformation in times of change.
- the next, young generation to be able to make its demands for flexibility and work-life balance.
- the support of private staffing service providers to overcome the increasing complexity of the job market and guide workers in a rapidly evolving economy.
- a culture that is accepting of flexible work and a dynamic shift between types of work, and facilitates a seamless transition of the economy.
- no restrictions on temporary work and instead timely deregulation with regard to:
 - the modernization of working hours by making statutory working hours more flexible so they no longer pose an undesirable obstacle.
 - a simplified, digital process for signing employment contracts in place of the written signature needed today.

Temporary work is a recognized and proven instrument that allows for flexible work within a legal and socially cooperative framework. Restrictions to this type of work would restrict its important function as a driving force in the job market, create barriers for new working relationships, worsen working conditions for flexworkers and overall compromise Switzerland's competitive position.

1. Services provided by staffing service providers for highly qualified flexworkers

Services provided under the umbrella of temporary work have fundamentally changed and diversified in the past few years, particularly in the skilled labor segment.

In addition to the traditional business of staffing service providers, namely the active placement and short-term leasing of staff, handling administrative HR tasks has also become more significant.

The next section explores the established services that staffing service providers offer to highly qualified flexworkers and hiring companies, as well as the new services they provide.

Classic services – active placement

Bridging function: Even highly qualified workers sometimes struggle to find jobs, particularly as they get older and if they work in very specialized sectors where there are fewer positions. Staffing service providers bring skilled workers and businesses together. They pave the way for highly qualified individuals looking for work in the job market and this often results in permanent employment. It can be time-consuming and expensive for companies to recruit specialist labor, particularly in sectors facing a skills shortage. These companies like to turn to the expertise of professional staffing service providers. Both sides appreciate having an experienced partner to support them that understands their needs and can talk to them on an equal footing.

Long-term flexworkers: More and more highly qualified flexworkers are not primarily looking for a permanent position. Rather, they consciously and repeatedly let themselves be placed in new working assignments. They value and are looking for flexibility and variety. They are employed by the staffing service provider, which supports them in an advisory capacity throughout their working careers. Sometimes this results in a symbiosis in which the flexworker refers working assignments that they cannot fulfill back to the staffing service provider.

New forms – payrolling/contracting

In practice, highly qualified flexworkers with payrolling, also known as “contractors”, are not traditional temporary workers. Instead, they are more akin to freelance or permanent employees whose employment relationship is processed by outsourcing to a staffing service provider. The staffing service provider is less involved or not involved at all in the recruitment process. Rather, as the statutory employer, it is responsible for correctly processing the employment relationship (incl. adhering to CBA provisions and taking care of social security and wage payments). Within the context of payrolling, a distinction can be made between people who would like to work in the same way as freelancers, and flexworkers who generally work on individual projects within large companies.

Freelancers: They have a greater need for autonomy and flexibility and like to be able to pick their projects and partners freely. At the same time, they want social security and are at risk – particularly during large projects – of falling into false self-employment. Therefore, freelancers look at the two alternatives – self-employment and temporary work – and decide to enter into a temporary working relationship with payrolling. By doing so, they are employed by a staffing service provider and are therefore properly covered by social security and essentially able to choose their own assignments. At the same time, they are incorporated into the work organization of the company that hired them and there is a relationship of subordination between the hiring company and the freelancer. The staffing company can stabilize the financial situation of freelancers further by offering them supplementary assignments if there is a lack of work.

Payrolling in large companies: These flexworkers have a similar employment relationship to that of permanent employees. They may also have been permanently employed at the company previously. They have a supervisor, a team and a workplace in the company. They conclude their work contract with an external staffing service provider. This often provides them with more flexible working conditions in terms of working hours, vacation and notice period. This enables employers to bring experts into their teams in a selective, targeted way so that they can carry out specific projects. If necessary, they can fall back on the resources of the staffing service provider for recruitment.

Social security in temporary work

According to the Swiss Code of Obligations (OR), temporary workers have social security through their staffing service provider that is equal in value to that of normal employees but is tailored to the needs of flexible workers:

- Temporary workers receive KTG (short-term disability) insurance after their 13th working week at the latest with a benefit duration of up to 720 days. For temporary workers with children entitled to support, this insurance is valid from the first contracted working day. This also applies to temporary workers in hiring companies with a CBA that has been declared generally applicable.
- Like KTG insurance, temporary workers are also covered by BVG (a pension scheme). The

coordination deduction and entry threshold are broken down to the hourly wage. Savings premiums and death and disability insurance are paid and the capital earns interest as per the staffing company's pension fund.

- Temporary workers are insured against accidents at and outside of work from 8 hours a week, like full-time workers. They pay contributions to OASI and are insured against the risk of unemployment.
- Thanks to temptraining, the equal-opportunities further training fund, highly qualified workers can also enjoy further training benefits provided that they are subject to the CBA on Staff Leasing. This can be used to close skills gaps in a targeted way and expand employability even further.





Corinne B. (50), Social Security Specialist

“As a flexworker, I feel like an equal partner.”

Freedom and a desire for greater variety prompted social security specialist Corinne B. (50) to work as a flexworker. She has been working as a freelancer and offering her expertise to various companies through sallis for three years.

Corinne B. is a social security specialist with a federal certificate and works for two to three companies at the same time. In her current assignment, she has been tasked with restructuring an NPO’s human resources processes. Her assignments generally last 6 to 18 months

and she is normally present on site at the company during this time. She often grew bored in her former permanent roles and would hand in her notice after a short while. *“I always wanted to work as a freelancer. I have the freedom to decide how much I want to work and I can do more in a company as an external person because I bring a neutral expert opinion.”* Corinne B. acquires projects herself and is employed in a payrolling via sallis. As a result, she benefits from both flexibility and social security. *“This means I don’t need to found a limited company just to avoid false self-employment. As a flexworker, I can obtain unemployment benefits in an emergency if I do not receive any contracts for an extended period*

of time.” This is not likely. Her business has flourished during the coronavirus pandemic. Short-time work necessitated a lot of system adjustments and wage recalculations, which she has implemented in the companies that she was assigned to. Corinne B. is where she wants to be professionally and hopes to continue offering her expertise to companies as a flexworker through sallis in the coming years.

2. Highly qualified flexworkers in Switzerland: a trend study

Who are highly qualified flexworkers in Switzerland? What are their motives and experiences? What characterizes them? A survey of 603 highly qualified flexworkers conducted by gfs-zürich and commissioned by swissstaffing provides answers. The study data was supplemented by the profiles of individual flexworkers and statements from hiring companies and staffing service providers.

There are two different types of flexwork featured in the survey:

- Flexworkers who are actively assigned by staffing service providers.
- Flexworkers who find jobs themselves as freelancers and are employed on the payrolling via staffing service providers.

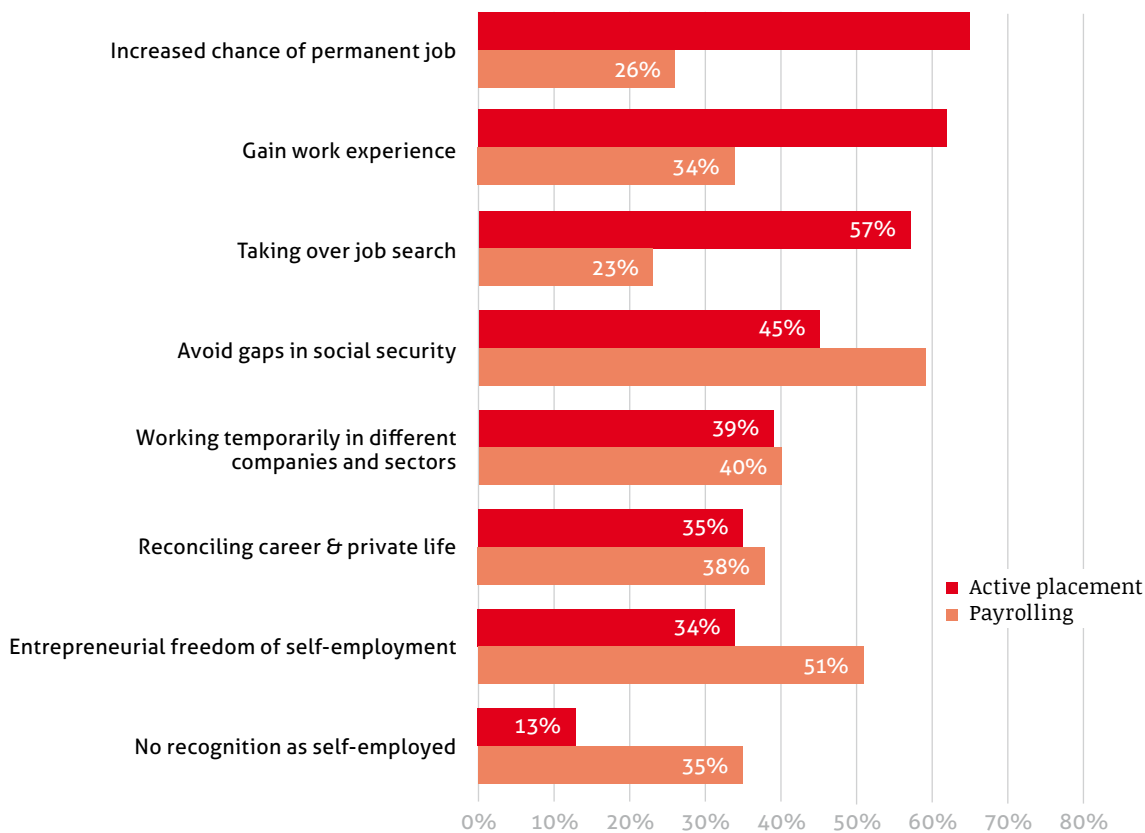
Due to their needs, both groups have different expectations of the services provided by staffing service providers, as explained below.

2.1 Highly qualified flexworkers: their motives

The reasons why highly qualified workers opt for flexwork are diverse and vary depending on the type of flexwork. The motives can generally be placed into three main axes: flexibility, job market integration and social security.

Flexibility: In more ways than one, flexibility is the main reason why highly qualified workers choose flexwork. 40 percent of those surveyed consider the opportunity to work in different companies or sectors and not being bound to one company in the long term as an asset. “As a flexworker, I can change company at short notice or even accept several projects simultaneously” says Simon A. who works as an IT specialist in an international bank via Helvetic Payroll.

Figure 1: Motives of highly qualified flexworkers under the umbrella of temporary work



Note: The figure shows the motives of highly qualified flexworkers working under the umbrella of temporary work – whether it be on the payrolling or actively assigned. The motives were queried on a scale of 1 “completely unimportant” to 5 “very important”. Values 4 and 5 were combined to calculate the proportions.

Observations: n=603.

Source: swissstaffing/gfs-zürich 2020

Angélique V. works as a qualified registered nurse via Careerplus. She values contact with new people and the changing work environment: “I’m always readapting and I’m getting to know myself better as a result.”

Another central motive is work-life balance. Flexwork offers a lot of scope to reconcile work and private life through flexible working hours and workloads. Nurse Angélique V. explains:

“I can treat myself to a few weeks off in between if I need to.”

Matthieu N. emphasizes an additional aspect. As an external flexworker in a leadership position, he appreciates having a certain distance from the company. He feels less pressure due to his lack of involvement in corporate policy processes.

For half of those surveyed in payrolling, the entrepreneurial freedom of self-employment is a decisive factor for their flexwork occupation. 75 percent of them see themselves in an external expert role in companies. Freelancer and qualified social security specialist Corinne B. is employed in payrolling via sallis and cherishes the freedom and self-determination:

“I can decide for myself how much I work.”

For flexworkers, working under the umbrella of temporary work is an ideal alternative to self-employment. With only one to three clients, she would not be recognized as self-employed by the Compensation Office OASI and would fall under false self-employment. 35 percent of those surveyed in payrolling gave this reason as their motive for their flexwork occupation.

Job market integration: Temporary work fulfills an important, integrative function in the job market, including for highly qualified workers. For 80 percent, regular additional training is also essential. They turn to temporary work to avoid long periods of unemployment. In doing so, they keep their knowledge up-to-date, gain new knowledge from their changing employers, and show flexibility. In addition to any entitlements they may have acquired with the temporary training equal-opportunities further training fund, this work phase allows them to continue their formal training while being financially supported.

Those in active placement use flexwork to get to know potential employers for a future permanent position, to bridge the way into a new stage of life or to re-enter work after a period of hiatus. For these workers, the main motives for temporary work are to increase the chances of a permanent job (65%), to gain work experience (62%) and to have a staffing service provider take over the job search (57%). Gajan B. works as a regulatory process implementation manager in a pharmaceutical company via Hays and likes the fact that he can be employed in the job market seamlessly as a flexworker without having to worry about looking for the next position himself. When his assignment ends, his staffing service provider anticipates possible extension options in good time and looks for new job options.

Social security: Temporary work is a form of work that provides social security for temporary workers (see swissstaffing, 2019). This aspect plays a decisive role for highly qualified flexworkers: 59 percent of those surveyed in payrolling and 45 percent of those in active placement state that they work as flexworkers in order to avoid potential gaps in social security. A good pension fund, daily allowance insurance and accident insurance are important to freelancer Corinne B. Angélique V. does not take any direct requests from companies looking to hire her, because the pension fund is only guaranteed through her staffing service provider for short assignments. Gregor Iten, CEO of sallis, adds: “As a payrolling service provider, we act as an advisor for freelancers in social security and legal matters.”



2.2. Highly qualified flexworkers: their assignments

Highly qualified flexworkers are specialists and use their flexibility in order to act in the job market in those places where their expertise is needed the most. As such, they fill gaps in a targeted way in specific sectors where there is a skills shortage, such as the pharmaceutical industry, IT or the healthcare sector (see swissstaffing 2019, page 9).

Companies benefit from the use of highly qualified flexworkers in the following situations:

- There is an acute need for staff
- There is a lack of expert knowledge in the company
- The company operates on a project basis
- To cover a vacancy

Acute need for staff: Annemarie B. leads the nursing service in a rehabilitation center. She regularly turns to flexworkers when scheduling qualified nursing staff. Due to the skills shortage in nursing, she says:

“Without temporary specialists we would have to close wards.”

Lacking expert knowledge in companies: Sometimes, companies also lack knowledge of a certain area and they can bring this knowledge into their company with qualified flexworkers. Monika D., head of HR and member of the executive board at an NPO, hired freelancer Corinne B. for several months to restructure their human resources processes. She had too little knowledge about this specific topic herself and stresses: “I myself benefit from the expertise of temporary specialists and expand my own knowledge.” The company then keeps the highly qualified flexworker’s specialist knowledge.

Project-based operations: Highly qualified flexworkers often work on projects for a few months. The targeted use of flexworkers means that companies can source expertise and optimize on costs. Monika D. regularly hires temporary specialists and explains: “Project work often does not represent an entire workload. It doesn’t make any sense to permanently hire someone for it. Appropriately qualified flexworkers are ideal.”

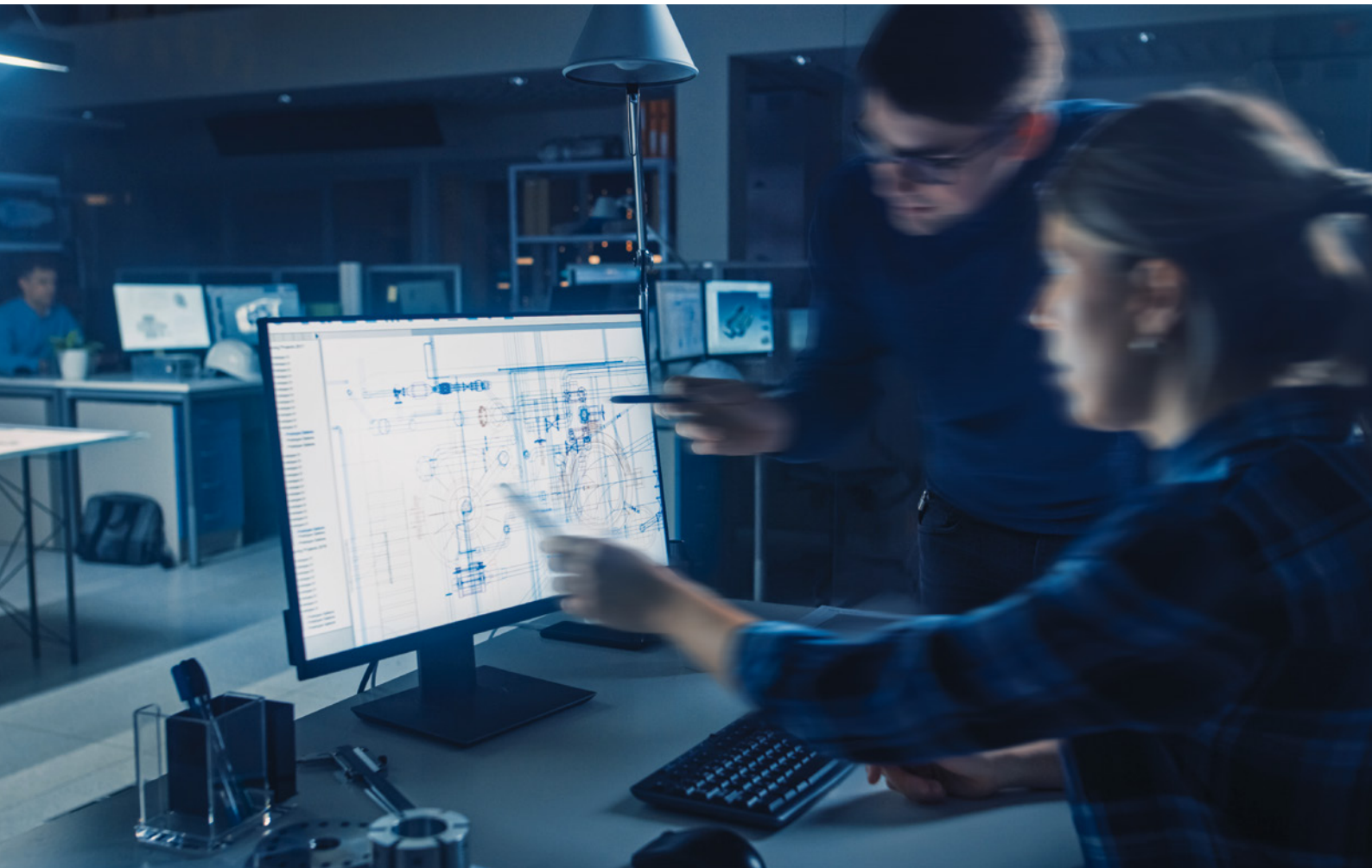
Bridging a vacancy with a challenging job profile:

Sometimes, highly qualified flexworkers cover vacant permanent positions for a period of time. For example, this could be for a position with a very specific job profile that the company will not be able to fill immediately. This is also the case for Monika D.’s NPO: after the departure of one long-term employee, hiring freelancer Corinne B. at short notice provided an optimal interim solution to fill the gap until a new person could be hired permanently for the role.

Highly qualified workers can earn more as flexworkers than they can in a permanent job.

Flexwork is financially beneficial to highly qualified workers. The pay level for temporary workers in the normal temporary market is already equal to the wage level of employees (see swissstaffing 2021). Whilst there are no figures for comparison for highly qualified workers, this pay level alone is impressive. 42 percent of those surveyed earn CHF 80 or more per hour. Discussions with flexworkers reveal that highly qualified flexworkers can get better pay than their employed colleagues. Several interview partners said they earn more through their flexwork occupation than they would in a job. Gregor Iten, CEO of sallis, believes: “The skills shortage in some sectors and careers means that highly qualified flexworkers can pick their jobs.”

This has caused companies to offer them good conditions as a result. Monika D. confirms that, for the hiring companies, highly qualified flexworkers are “not exactly cheap”. However, it is worth it: “When we are short on time, we successfully complete projects more quickly using flexworkers because a training period is not usually necessary.”



Simon A. (38), IT Manager

«Flexwork is perfect for people who want to get to know different companies.»

Self-determination is central to Simon A.'s work as a flexworker. The 38-year-old IT manager has been working at an international bank through Helvetic Payroll for six years. He is also still looking for new assignments within other companies.

Simon A. studied Engineering and Maths in Paris and graduated with a Master's in both. He has specialized as an IT manager in the finance industry. He looks for companies for his work assignments himself and

Helvetic Payroll handles the payrolling.

“I am very pleased with Helvetic Payroll because I don't have to do anything myself. Information exchange between employees at Helvetic works excellently.” The Frenchman lives in Vaud and appreciates the working conditions at his current company. *“They are comparable to those of someone employed. I have a supervisor, a team, a workplace. But I can decide for myself which jobs I take and how long I go on holiday.”*

This also allows him to have a one-month notice period so he can change companies at short notice. *“The bank is very open-minded in that respect. I can work when I want and leave the company in between and return again later.”*

Word has spread in his sector about the benefits of flexwork. He now has a lot of friends who also do flexwork and he is convinced: *“Flexwork is perfect for people who want to get to know different companies.”*



Matthieu N. (43), Team Leader

“I have more distance and less pressure as a flexworker in a leadership position.”

Matthieu N. (43) is an example of the career opportunities provided by flexwork. He is responsible for quality assurance in a large company in the watch industry and leads a team of 35 test managers, who are also flexworkers.

Matthieu N. lives in Lausanne and worked as an IT engineer in a permanent job for 20 years before he decided three years ago to become a flexworker. After initially working as a quality assurance manager for an international company in the

cosmetics industry, he joined Helvetic Payroll in the spring of 2020 to take on a position as a quality assurance team leader in his current company. *“The job itself sounded exciting and the working conditions looked good,”* he said, explaining the change.

He appreciates the fact that being a flexworker gives him a certain distance from the company and lets him take on other jobs if he has the time. *“I’m less involved in internal company policy processes and can concentrate fully on my job. I put less internal pressure on myself as a result.”* He considers contact with different companies and employees to be an asset.

His relationship with the employees at Helvetic Payroll is excellent.

“They are unbelievably quick and answer immediately.” He can imagine being a flexworker for a long time, but permanent job positions might also be worth considering again. *“The nature of the job is decisive for me, not whether I’m a flexworker or an employee.”*

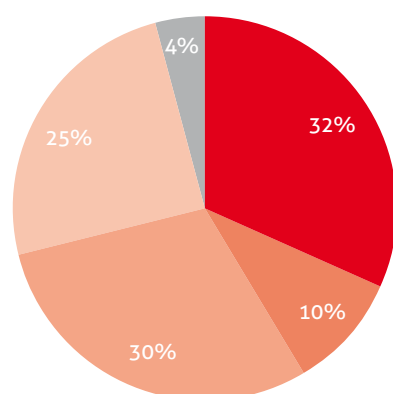
Table 1: Temporary worker sectors

Highly qualified flexworkers		All temporary workers	
Pharmaceutical & Medical Technology	31%	Construction	13%
IT	21%	Food	12%
Banking & Insurance	9%	Pharmaceutical & Medical Technology	10%
Health & Social Care	7%	Hospitality & Hotel Industry	9%
Construction	3%	Transport & Storage	9%
Retail & Wholesale	1%	Machinery & Electronics Industry	9%
Other Services	18%	Other Services	5%
Industrial Production	6%	Other Industry	5%

Observations: Highly qualified flexworkers n=579. All temporary workers (Benchmark 2018) n=3998.

Source: swisstaffing, gfs-zürich, 2019, 2020

Figure 2: Gross hourly wage during last assignment



- CHF 100 or more per hour
- CHF 80 to CHF 100 per hour
- CHF 50 to CHF 80 per hour
- CHF 30 to CHF 50 per hour
- Less than CHF 30 per hour

Observations: n=522.

Source: swisstaffing/gfs-zürich 2020

2.3. Highly qualified flexworkers: what characterizes them?

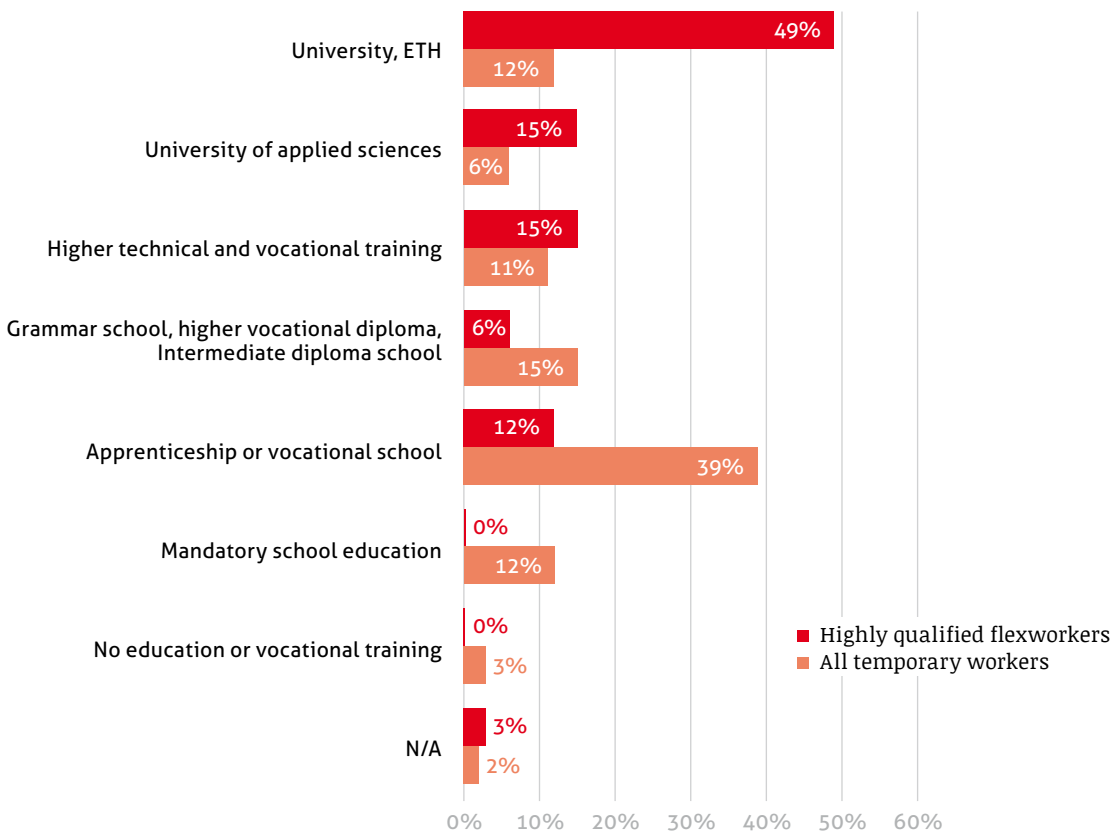
Almost half of highly qualified flexworkers are university graduates. In total, 84 percent have a baccalaureate-level education or higher. For hiring companies, their good education is reflected in their professional working attitude:

“Highly qualified flexworkers have the desire to perform well. They anticipate issues for the hiring company and think outside the box,”

says Monika D., praising her positive experiences as an hiring company. Annemarie B. from the

rehabilitation center values the speed and flexibility of temporary specialists: “They can work immediately and don’t need long training periods.” Due to their qualifications, highly qualified flexworkers have demands of their staffing companies: “Highly qualified flexworkers strive to use their knowledge beneficially during their assignments and seek to develop themselves,” observes Jana Jutzi, CEO of Careerplus. She believes that the task of a staffing service provider is to reconcile the changing demands of companies and employees. “Well-educated flexworkers expect a higher quality of service, particularly in terms of insurance and tax. And, in the digital sector, they specifically want new solutions and application tools,” states Khaled Yatouji, CEO of Helvetic Payroll.

Figure 3: Highest educational level



Observations: Highly qualified flexworkers n=603. All temporary workers (Benchmark 2018) n=4153.
Source: swissstaffing, gfs-zürich, 2019, 2020

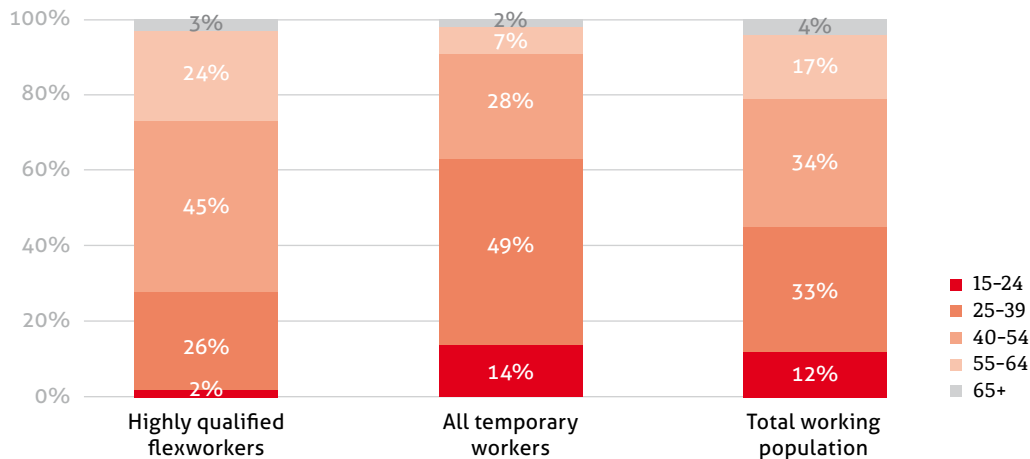
Highly qualified temporary workers are significantly older than the general population of temporary workers and also older than the average working population in Switzerland. 72 percent of those surveyed were at least 40 years old; 27 percent were 55 years old or older. Due to their greater age, they have a longer employment history and a lot of experience that has made them into sought-after specialists. Temporary work is therefore a good instrument for integrating older employees into work.

Highly qualified flexworkers are overwhelmingly male, with just 35 percent of those surveyed identifying as female.

“For graduates who had to reduce or interrupt their employment temporarily due to family obligations, flexwork represents a fantastic opportunity to re-enter the job market,”

states Gregor Iten, CEO of sallis. This is a great opportunity for the job market to tap into the domestic potential and give highly qualified workers an opportunity to do a job that matches their qualifications and that can be reconciled with family tasks or other private obligations.

Figure 4: Age of highly qualified flexworkers in comparison to the total market of temporary workers and in comparison to the working population



Note: The Federal Office of Statistics (BFS) distinguishes between employed individuals and the working population. The working population category includes employed individuals and the unemployed. The working population category is used for comparison purposes.

Observations: Highly qualified flexworkers n=603. All temporary workers (Benchmark 2018) n=4042.

Source: swisstaffing, gfs-zürich, 2019, 2020, BFS, 2017.

3. Highly qualified flexworkers: a glimpse into the future

Staffing service providers have seen increased demand for highly qualified flexworkers from companies for some time. The development toward flexwork and project work is becoming more and more significant, observes Jana Jutzi, CEO of Careerplus.

“Companies increasingly need highly qualified specialists. We have observed this trend in IT for even longer,”

states Gregor Iten, CEO of sallis.

The coronavirus pandemic has accelerated this development further. Covid-19 has prompted some companies to have a rethink and has strongly driven the trends of digitalization and automation, explains Marc Lutz, CEO of Hays. “This has significantly increased openness and interest in relation to flexible working models and has led to increased demand among companies for highly qualified flexworkers.”

The hiring companies surveyed confirm these statements: They say that they want to intensify their cooperation with highly qualified flexworkers in the future.

For employees, needs are shifting more and more toward flexibility, freedom and self-determination. Particularly for highly qualified workers, the targeted, self-determined use of their expertise in different companies is sometimes more satisfying than a permanent position in which they can only partially realize their talent. Looking to the future, Khaled Yatouji, CEO of Helvetic Payroll, predicts:

“Flexwork is not a trend. Flexwork is a wave.”

“The new generation of workers want flexibility and work-life balance. They want to work in different companies and don’t want to be bound to one company long-term.” Flexwork offers these individuals an ideal alternative to self-employment within the framework of temporary work thanks to social security.

So that highly qualified flexworkers can continue to work in a self-determined way in the future, it is important that their need for flexible work be supported by modernizing legal framework conditions. Even freelancers that find jobs for themselves want to be able to freely decide their working hours. Statutory working hour allowances for temporary work represent an undesirable restriction in comparison to self-employment.

Being forced to sign employment contracts by hand is an outdated relic of a bygone era in the face of globalization and advancing digitalization. Well-educated flexworkers are quick and agile. They often enter into a new working relationship quickly, at very short notice, and increasingly through digital job platforms. A simplified, digital process in place of requiring a written signature would reduce the administrative burden on highly qualified flexworkers and break down bureaucratic hurdles.

The future of the working world is flexible. The temporary market in the highly qualified segment is becoming more important for hiring companies due to skills shortages and increasing project-based work. For the working population, flexwork for highly qualified workers represents an interesting and ideal instrument for integrating older employees into the job market.

Additionally, Generation Y – the first generation of “digital natives” – has entered the job market and is looking for flexibility and a good work-life balance (see Deloitte 2021; Mercer 2021). These young people will add momentum to the growth potential of temporary work. They will ensure that flexwork paired with social security will increase even more in the future.



Angélique V. (56), Certified Nurse

“I am the pilot of my own plane.”

For certified nurse and 56-year-old Angélique V., work-life balance was a decisive factor in her decision to only do temporary work: “I wanted flexibility and freedom.” She has been working on a new assignment every few months through Careerplus for two years.

After completing her education as a certified nurse at tertiary level and achieving her Master’s in Policy and Management for Healthcare at the Erasmus University in Rotterdam, Angélique V. worked in permanent positions in hospitals in the Netherlands for 15 years. She moved to

Switzerland in 2014. After a few years in permanent employment, as head of nursing in a retirement home among other roles, she decided in 2019 to work as a flexworker through Careerplus.

“As a flexworker, I’m not tied down and I can decide for myself which job assignments I want, even with regard to workload. This gives me a good work-life balance.” The Dutchwoman living in the Canton of Bern values this relationship of trust with Careerplus: *“They already have a broad network and pay a lot of attention to what fits. Transitions between individual work assignments are smooth.”*

In the meantime, cooperation works hand in hand. If a company asks for her and she cannot take on the

assignment, then she passes this on to Careerplus. Angélique V. considers her work as a flexworker to be solely advantageous:

In addition to social security – particularly the guarantee of pension fund contributions – she experiences a lot of variety, meets a lot of new people and gets to know Switzerland better as a result of the changing environments. She wants to remain a flexworker permanently: *“This means I’m always the pilot of my own plane.”*



Gajan B. (34), Regulatory Process Implementation Manager

“Seamlessly working in the job market as a flexworker without having to submit my own applications.”

Gajan B. is 34 years old, lives in Basel, is contracted by Hays and has been working for a pharmaceutical company as a regulatory process implementation manager for the training sector since February 2021. Due to the pandemic, he has been exclusively working from home.

Gajan B. worked for a pharmaceutical company in a permanent position for seven years after completing his education at the IFA Higher Technical College for

Business IT and developed within the company. Seeking a new professional challenge, he handed in his notice in 2019. *“The high level of flexibility was my main motive for working as a flexworker.”* He has since worked in different companies through various staffing service providers. At the start of 2021, Hays offered Gajan a position as a temporary worker at his former employer. He found working from home to be a positive experience: *“I can concentrate optimally on my work. And we have a good team spirit although we are all working from home.”* Virtual onboarding ran smoothly because he already knew the company, the segment and the team. Hays and his company supported him through the process very well

and provided him with the necessary equipment. Gajan believes that the advantages of working via Hays are the long-term contracts, good social benefits and the opportunities for further training. He particularly values his collaboration with Hays employees: *“Hays’ recruitment and support are excellent: Hays maintains close, personal contact, keeps me up-to-date, collects my feedback and is proactive.”* If a current assignment is coming to an end, Hays responds immediately and sends him new and appropriate job offers. It is hardly a surprise that he comes to the conclusion that *“I hope to work together with Hays for long while yet.”*

Study design

Methods:

Online survey conducted by the gfs-zürich institute

Population:

All highly qualified flexworkers who had an assignment from one of the following specialized staffing service providers in the years 2019/2020: Careerplus, Hays, Helvetic Payroll, sallis and Nemensis

Number of participants: 603

Survey period: 27.10.-6.12.2020

Information about the sample

Type of flexwork

Active assignment	33%
Freelancer on payrolling	67%

Age

<34	16%
35-44	25%
45-54	32%
55+	27%

Sex

female	35%
male	65%

Domicile

German-speaking Switzerland	57%
Western Switzerland	28%
Ticino	0.4%
Neighboring country (D/F/IT/AU)	13%
Other	3%

Marital status

single	32%
married	50%
in partnership	5%
divorced	12%
widowed	1%

Children

yes, entitled to support	44%
yes, no longer entitled to support	11%
no	45%

Observations: the data of the highly qualified workers survey is weighted according to survey response per company. n=603.

Source: swissstaffing, gfs-zürich, 2020

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