Annual Report 2024

swissstaffing

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Many thanks to all those involved in producing this report.

Foreword by the President

Thank you to our members for the work they do every day. They are the face and calling card of our sector.

Andreas Eichenberger
President of swissstaffing

After the significant post-coronavirus recovery in 2022, 2024 saw our sector experiencing its second year of decline in a row. The continuing war in Ukraine, consistently high energy prices, and conflict in the Middle East have all had a lasting effect on the global political situation. At the same time, economic developments in key export countries such as Germany and China have curbed our revenue from foreign trade. The Swiss Staffingindex, published once a month, clearly reflects this dynamic.

Given the above, it is particularly pleasing that our association has been able to reach some new milestones in the 2024 business year. Early on, we were able to further develop the CBA on Staff Leasing with a sense of proportion and conclude it for a new period from 2024 to 2027. In addition, the general assembly approved a new fee system in 2024. Calculating fees based on wage bill levels ensures balanced, future-proof pricing for our members. Finally, the association was able to continue working on new industry standards and associated implementation aids, such as the quality label, the QAS industry solution, and the QAT training service. Revising and implementing these standards will help to boost the quality of staff leasing for the long term. This consolidation is part of a whole range of measures designed to cushion the regulator's continuing desire to intervene.

One key element was ramping up discussions with the political arena and trade associations on how to ensure the best possible framework conditions for our sector. Meetings with federal politicians in Bern, active consultation with our political advisory board and ongoing discussions with high-level representatives of the authorities in 2024 helped us solidify awareness of our association and register our concerns with the right people. The aim of this is to make it clear that flexwork meets an essential need for the vast majority of the working population. It is down to us – employers, politicians, and social partners – to clearly illustrate this trend in order to create the necessary framework conditions without any additional obstacles. This is particularly relevant as regards upcoming discussions regarding Switzerland's relationship with the European Union. swissstaffing is prepared for these discussions and wants to play an active role in this process.

Without temporary work, the Swiss economy would grind to a halt. Temporary work helps everyone.

I would like to finish by offering my sincere thanks. Thank you to our members for the work they do every day. They are the face and calling card of our sector. Thank you very much also to the office for their exceptional work and to the Board for their farsighted strategic management of the association.

Board of Directors

The board of directors is swissstaffing's governing body and includes staffing service providers of all sizes from various regions of Switzerland. This ensures that the interests of the entire sector are represented. The association's upcoming projects are therefore showcased and discussed from various perspectives.

Andreas Eichenberger
House of Flexwork AG
President of swissstaffing

Adrian Diethelm
Express Personal AG
Board Member

Bernhard Hänggi
Randstad (Schweiz) AG
Board Member

Eric Jeannerod
Manpower Group
Board Member

Jana Jutzi
Careerplus AG
Board Member

Marcel Keller
The Adecco Group Switzerland
Vice President

Susanne Kuntner
mein job zürich GmbH
Board Member

Marc Lutz
Hays (Schweiz) AG
Board Member

Hermann Mairhofer
Home Instead – Seniorendienste Schweiz AG
Board Member

Yves Schneuwly
Coople (Schweiz) AG
Board Member and Management Committee

Balz M. Villiger
Gi Group Holding Switzerland
Board Member and Management Committee

Urs Vögele-Freund
Hans Leutenegger AG
Board Member

Leif Agnéus stepped down as President of swissstaffing in June 2024. Over his six years in this role, he further developed and promoted the Association of Swiss Recruitment Agencies with lasting effect. swissstaffing would like to sincerely thank him for his unwavering commitment to the association and the sector. His successor Andreas Eichenberger was unanimously appointed as the new President of swissstaffing on June 27, 2024. Eric Jeannerod was newly elected to the board. The board has 11 members.

Members

Total **505**

Growth **+4.6 %**

Member Sites by Canton 2024

Branches

Aargau	74
Basel-Landschaft	28
Basel-Stadt	74
Bern	78
Lichtenstein	7
Fribourg	32
Geneva	95
Glarus	1
Graubunden	10
Jura	15
Lucerne	41
Neuchatel	34
Nidwalden	4
Schaffhausen	7
Schwyz	15
Solothurn	23
St.Gallen	62
Ticino	34
Thurgau	19
Uri	2
Vaud	102
Valais	48
Zug	41
Zurich	169

swissstaffing welcomed 52 new members in 2024. Thirty companies left the association, half of which due to bankruptcy, mergers or ceasing staff leasing activities. At the end of 2024, swissstaffing had a total of 505 members, representing growth of 4.6 percent. Fourteen companies in the software, digital signature, and fiduciary sectors currently benefit from associate membership of the association.

SQS, swissstaffing's certification partner, performed a total of 127 audits of new and existing members. The swissstaffing quality label is a nationally recognized seal of approval developed specifically for the staff leasing sector, reviewing professionalism in this industry. swissstaffing would like to congratulate all of its members that have successfully completed the audit.

Annual General Meeting

The 56th Annual General Meeting was held at Kursaal Bern on June 27, 2024. There were 80 attendees with 409 votes.

Leif Agnéus stepped down from his position as President after six years and was given a warm farewell at the annual general meeting. The proposed candidate Andreas Eichenberger was unanimously elected as the new President. In his inaugural address, Andreas Eichenberger set out his priorities for the upcoming legislative period: proactive thinking and action, industry standards, the CBA on Staff Leasing, and active public relations work.

Robin Gordon also stepped down from the board and was thanked for his many years of commitment. Balz Villiger, President of the Board and Country Manager of Gi Group Switzerland, Yves Schneuwly, Group Chief Commercial Officer of Coople Switzerland, and Marc Lutz, CEO of Hays (Schweiz) AG, were proposed for re-election and unanimously elected. After a personal introduction, Eric Jeannerod – CEO of Manpower (Schweiz) AG – was unanimously elected to the board.

The new membership fee system that would be in place from 2025 onwards was then presented. The associated change to the statutes was approved by a large majority.

Finally, Leif Agnéus congratulated the five people who were awarded the distinction of "Certified Staffing Professional swissstaffing". swissstaffing then invited attendees to a networking lunch, before welcoming various members to the subsequent flexwork event.


KURSAAL

CEO Meeting

A total of 48 CEOs and decision-makers attended this year's CEO meeting in Zurich and Lausanne.

The new President Andreas Eichenberger and Director Myra Fischer-Rosinger led the program. Andreas Eichenberger opened the event, presented his plans as President, and reported on key decisions from the 2024 board meeting.

Participants gained an insight into the progress of projects on industry standards and the modernization of the swissstaffing quality label. Another area of focus was potential ways to integrate Ukrainian refugees and the staff leasing sector's role in this process. Adrian Gerber from the State Secretariat for Migration served as guest speaker.

People took advantage of the opportunity to meet and discuss ideas at the subsequent networking lunch.

Regional Meetings

Once again in 2024, one of the regional meetings was held in-person in the regions and the other online – in German, French, and Italian.

A total of 365 people attended the eight events across various Swiss cities. The swissstaffing Legal Department presented the CBA on Staff Leasing 2024-2027, which was declared to be generally applicable and entered into force in the spring of 2024. It explained the changes to the minimum wage and the CBA contribution and highlighted the necessary alterations to contracts.

Under the heading "Staff Leasing as the Focus of Political Attention", participants gained an insight into swissstaffing's lobbying activities and possible restrictions on staff leasing. The temptraining online portal, which was launched in late September 2023, was presented by members of the temptraining team. They reported on the new rules and roles that have been in place since September 1, 2023, and offered an insight into future optimizations.

The final presentation focused on continuous learning: swissstaffing successfully launched the first online basic training course for new staff leasing employees and presented the new repetition module at the regional meeting. The events offered plenty of opportunities for interactions, which participants actively seized upon.

The online regional meeting in November had 330 attendees. The CBA on Staff Leasing Appeals Commission offered an insight into its most recent decisions. Speakers from the World Employment Confederation, the international umbrella association for the staff leasing sector, presented the results of a survey under the heading "The Work We Want: Flexwork as a Success Factor in Large Companies". Roger Oberholzer, CEO of Metaverse Academy, talked about the rapid development of AI solutions and their impact on HR services, the economy, and society. Attendees learned how we are already able to structure processes more efficiently.

Office

“Promoting quality”, “increasing visibility”, and “optimizing services” are the key phrases that sum up the association’s commitments in 2024.

Myra Fischer-Rosinger
Director of swissstaffing

Promoting Quality

In 2024, we stepped up the staff leasing sector's quality and training campaign across several levels: comprehensively revising our quality label, creating the industry-specific "Staffing HR Assistant" certification course, further disseminating the "staffing city" learning platform, and increasingly embedding our QAS industry solution for occupational health and safety. The CBA on Staff Leasing was also declared generally applicable for another four years. This guarantees temporary workers regulated working conditions and high levels of social security. Member companies therefore benefit from comprehensive quality principles for their daily work with hiring companies and temporary workers.

Increasing Visibility

We have successfully been able to develop our political network and increase dialog with a wide range of stakeholders from parliament, administration, and association politics thanks to new event formats. Presenting the positions of the temporary sector was particularly important, especially in the context of political discussions regarding Bilaterals III, temporary work in healthcare, caring for the elderly at home, and new forms of work. In addition, we have managed to further increase our sector's presence in the media with a very topical white paper on the flexibility needs of the working population, various examples of best practice from the staff leasing sector, and economically relevant statistics on the development of staffing service providers.

Optimizing Services

Our OASI compensation office / family compensation fund and our pension fund have all optimized their internal processes and accessibility, ensuring high satisfaction levels among members. Increasing the flexibility of rules covering further training for temporary workers and modernizing the temptraining search portal created a record high in the number of applications to the CBA further training fund.

These successes were made possible by a highly motivated office team and active collaboration between different departments. I would like to say a big thank you to the fantastic team and to our loyal members, who we are proud to support every day.

Services

Pension Fund

An attractive risk and administration contribution for affiliated companies, a three-percent return on retirement assets already granted for 2025, and a thirteenth monthly pension for retirees.

The good situation of financial markets has once again enabled the swissstaffing Pension Fund to grant above-average benefits whilst also increasing the fund's financial stability by raising the coverage ratio to 136 percent. A high coverage ratio is part of the fund's philosophy, seeking as it is to be a reliable and predictable partner for its member companies.

Investment ratios were good in 2024, but the fund also wants to provide stable benefits during times of crisis. The retirement interest rate, for example, demonstrates that the pension fund keeps its promises. For more than ten years, the fund has granted a retirement interest rate of at least three percent – including in 2022, when investment returns were -16.1 percent.

The fund began developing a new strategy in 2024. The aim: to pair top financial performance with preserving and improving the already high levels of service quality.

KTG Industry Solution

859 contracts were processed for the KTG industry solution (previous year: 749). The total subsidized wage bill was 5.252 billion Swiss francs (+3 percent). Of the total wage bill relevant to the CBA on Staff Leasing, 86.8 percent was insured by the KTG industry solution (previous year: 85.4 percent). The premium subsidies paid out increased by 3 percent to 21.008 million Swiss francs.

Premium income (taking into account the subsidy amount of 0.4 percent) amounted to 139.350 million Swiss francs. Total payments by insurers amounted to 116.373 million Swiss francs, and the benefits ratio for risk premiums collected, at 123.109 million Swiss francs, was 95 percent (previous year: 110 percent). The average premium rate increased to 3.02 percent (previous year: 2.88 percent).

OASI Compensation Office / Family Compensation Fund

In 2024, the swisstempcomp OASI compensation office and the swisstempfamily family compensation fund adapted their systems and processes in line with the changes arising from the OASI 21 reform. Thanks to careful planning and comprehensive testing, this switchover went smoothly. Other changes will come into force in 2025 as part of the reform.

In the second half of 2024, a customer survey was conducted among the companies affiliated to the OASI compensation office run by consimo. The many positive responses showed that consimo is on the right track. The focus for coming years will remain on optimizing processes and systems in order to precisely adapt them to the needs of the staff leasing sector.

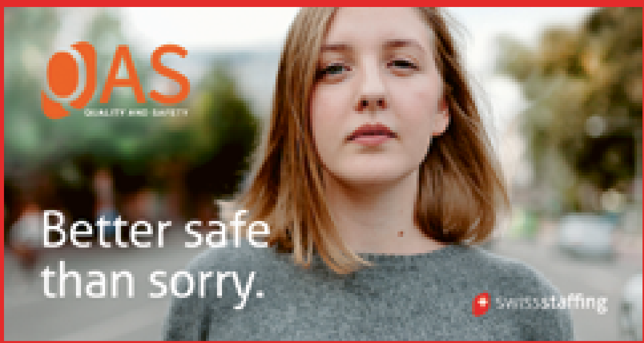
Industry Solution QAS
Quality and Safety

QAS, the industry solution for occupational health and safety in staff leasing, had a total of 132 contracts at the end of 2024 – 109 members and 23 non-members. A good introduction and training are vital to the success of the industry solution: 11 SIBE training courses were run in 2024 with a total of 56 participants, plus two CEO training courses with a total of 20 participants. In addition, a training course was offered and run for HR consultants.

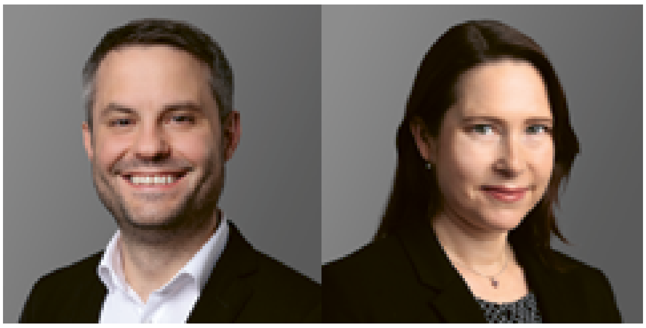
101 people attended the experience day in 2024. This was held in three languages, and participants broke into groups to actively discuss various topics such as brief profiles for temporary workers, health protection, and occupational accident recording. Maria Cantagallo, QAS Manager, conducted countless telephone conversations and online meetings as well as 15 on-site consultations and audits. This year's campaign was devoted to vital rules. A poster was created for each of 19 sectors. Temporary workers could use a QR code to access specialist safety training with a learning review test.

QAS was also in regular contact with other industry and corporate group solutions in sectors that employ a lot of temporary workers, including the construction sector, the transport and logistics sector, and the catering sector. In addition, QAS was presented at the occupational safety trade fair and invited to be showcased by the Migros Group and cemsuisse.

The industry solution QAS provides all staff leasing companies with a practice-oriented, legally compliant "toolbox" in line with the ASA concept, including consulting occupational doctors and other occupational safety specialists. By joining the industry solution and using the safety system, staff leasing companies can improve the safety of all employees (both permanent and temporary) and ensure that they are fully prepared for SUVA checks.



Economics and Politics



Dr. Marius Osterfeld Head of Economics & Politics
Ariane M. Baer Project Manager Economics & Politics

2024 brought some unexpected challenges for staffing service providers in Switzerland. Turnover in the permanent staffing sector fell by 19.4 percent whilst working hours in the temporary sector dropped 4.7 percent. 2023 had already seen a negative trend, with the temporary staffing sector shrinking by 5.8 percent. The uncertain outlook for the future prompted companies to be more cautious and made them hesitant to create new jobs. These developments led to the temporary market recording a significant drop for two years in a row, for the first time since measurements began thirty years ago.

After a weak 2023, in early 2024 there were many indicators that the market was stabilizing. But hopes were dashed: in the second half of the year, the market went back downhill with drops of 5.4 and 7 percent. Whilst the biggest challenge in the previous year had still been the skills shortage, in 2024 the industry felt the effects of the weakening economy and increasing pressure to make savings. Furthermore, even temporary positions were not immune to the reluctance to hire new staff.

This development has proven particularly drastic in the permanent staffing sector: after a strong fourth quarter in 2022, which saw a rise of 21.8 percent compared with the previous year, the growth rate fell 28.3 percent by the end of 2024.

In addition, growing pressure to make savings accelerated structural change. Companies are increasingly using artificial intelligence to streamline their HR processes. This simplifies internal personnel administration, meaning that temporary workers can be incorporated into the permanent workforce more quickly. Structured tenders are increasingly being used to choose staffing service providers. This intensifies competition and forces the sector to innovate and boost efficiency.

Following an acute labor shortage in 2023, the labor market should continue to normalize further in 2025. Economic uncertainty and the skills shortage are still lingering issues. New risks, such as possible protective tariffs from the USA, are also exacerbating the situation. A survey by swissstaffing showed that 40 percent of CEOs expect to see stagnation in 2025, nearly a quarter anticipate further drops, and just 33 percent are hoping for moderate growth. In this context, staffing service providers need to continually adapt their strategies in order to avoid falling behind. 2025 will show whether there are any unexpected events to put the sector back on a path of growth.

Staff Leasing Services Key Figures for 2024

Estimate

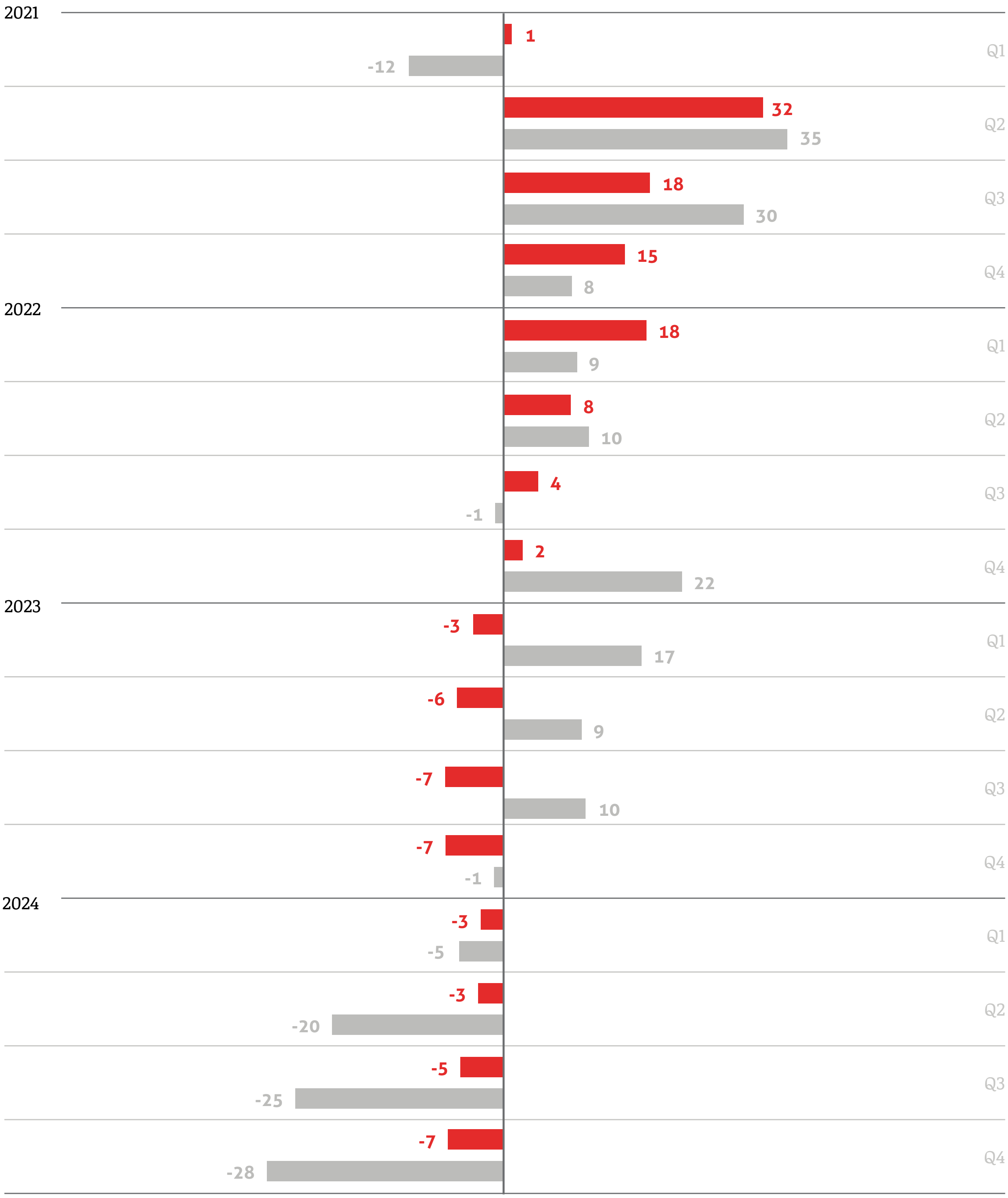
Please note: This data was estimated based on the Swiss Staffingindex.
Sources: SSUV, SECO, BFS

Temporary workers per year	**400 000**
Full-time equivalents	**100 000**
Percentage of employment	**2.3 %**
Hours worked	**202 mil.**
Temporary worker payroll in CHF	**7.7 bil.**
Staffing industry turnover in CHF	**10.8 bil.**
Permanent positions placement through private brokers	**69 000**

Growth rates for the temporary and permanent markets, adjusted by working days

compared to the same period in the previous year (data in %)

Temporary market (working hours)
Permanent mark (turnover)
Source: swissstaffing



White Paper 10

In 2024, swissstaffing published the white paper "More workers thanks to autonomy. Workers want more flexibility". The study, conducted by the gfs-zürich institute on behalf of swissstaffing, asked 1,230 people of working age about their requirements for flexible work and which of these they are currently able to implement.

Key Findings from White Paper

Flexible work structuring is a key requirement for the working population: nearly 80 percent would like flextime and a flexible division of working hours within a day or week. Part-time working is important to two thirds of people. Around half needed to be able to work from home or from anywhere.

A target/actual comparison shows that when it comes to work structuring, there is a gulf between wishes and reality. Whilst more than three quarters of working people consider flexible work structuring to be important, only just over half are actually able to flexibly structure their working hours. However, there is no gap when it comes to part-time working and working from home: people looking for these modes of work are generally able to access them.

The majority of the working population believes that flexible working has a positive impact: 79 percent see it as an opportunity to better combine career and family and to encourage personal responsibility, 67 percent believe it increases productivity.

Given the increasing labor shortage, the political and business worlds are increasingly seeking to tap domestic employment potential. The aim is to encourage part-time workers to increase their working hours, as well as to attract unemployed individuals into the labor market. However, the study shows that there is only limited scope for increasing the level of employment. 33 percent of the working population would like to reduce their working hours whilst only 13 percent want to increase them. Flexibility is one possible solution: if workers had more leeway in organizing their work hours, they could take on more hours. In addition, around half of those not working would enter the labor market if they had some flexibility in managing their working hours and volume.

The current shortage of labor and skills is set to get worse in the years to come. This means that if businesses want to attract or keep staff in future, they will have to allow flexible working. Churn potential is a real issue: although the majority of the working population are happy with their current position, nearly half would consider changing job if a suitable opportunity arose.

Data in %
Important / Currently possible
Base: Working respondents (nmin=1074)
Source: swissstaffing / gfs-zürich 2023

Autonomy in spreading working hours over the day	79 / 54
Flextime / Flexible working hours	79 / 58
Autonomy in spreading working hours over the week	75 / 48
Part-time work	64 / 60
Seasonal work	53 / 35
Working from home / remote working	51 / 50
Project-based work	47 / 37
Freelancing / self-employed	27 / 12
Job sharing	24 / 16

Marketing & Communication

In 2024,
the Marketing &
Communication
team continued
to boost the image
and visibility of
both swissstaffing
and the staff leasing
sector as a whole.

From left

Celeste Bella Head of Marketing & Communications

Antonia Janina Fischer Project Manager
Bianca Helms Project Manager

Zdenka Rüedi Project Manager
Manuela Vock Employee

Blog posts *In three languages*	**30**
Social media posts *With over 190,682 impressions*	**118**
CEO newsletters *excluding monthly newsletters and other special mailings*	**26**

The team published 30 blog posts in three languages and 118 social media posts with more than 190,682 impressions, and sent out a monthly newsletter. It also provided information to swissstaffing members and partners through 26 CEO newsletters and other special mailings about political and legal matters.

swissstaffing enjoyed wide media attention thanks to press releases and direct contact with media professionals. The association was mentioned 93 times in print media, 12 times on the radio and TV, and 239 times in online news – including by SRF 10vor10, Radio SRF, Tages-Anzeiger, NZZ am Sonntag, SonntagsBlick, Handelszeitung, Schweizerische Gewerbezeitung, and Le Temps. The distribution channel presseportal.ch recorded the swissstaffing newsroom being accessed more than 23,293 times. The trade magazine HR Today also published several specialist articles by the association.

The Marketing & Communication team developed a comprehensive campaign titled "Grow beyond yourself!" for temptraining's further training fund (see page 29). It also produced an image video and various explanatory videos for temptraining, plus organized a thank-you campaign that involved sending gift vouchers to temporary workers.

The Marketing & Communication team worked with the Economics & Politics department to publish a new white paper (see page 17). This highlighted the importance of flexible work structuring for Swiss workers and demonstrated how temporary work is already enabling this. The white paper struck a nerve with society and enjoyed large amounts of media attention.

The Marketing & Communication team also made its mark in terms of corporate design: the association's digital mailings, the white paper, the swissstaffing annual report, and the swissstaffing Pension Fund annual report all received a fresh, modern redesign in 2024.

As a hub of communications, the team also supports other internal departments with specialist expertise and measures to advertise a wide range of services. As well as the swissstaffing website, the team also manages the websites for the swissstaffing pension fund, the temptraining training fund, and the CBA on Staff Leasing.

The Marketing & Communication team organized the flexwork event "Flexwork: Wishes Versus Reality" held at Kursaal Bern in June 2024 (see page 20) and a panel discussion on the topic "Career Matchmakers: The Perfect Match Thanks to Staffing Service Providers and Flexwork" at the HR Festival europe in March 2024 (see page 23).

The Marketing & Communication team developed further in 2024 and grew in size, gaining Zdenka Rüedi and Manuela Vock in March and July respectively.

Flexwork Event

On June 27, 2024, swissstaffing welcomed more than 200 guests to Kursaal Bern for the fifth Flexwork Event, entitled "Flexwork: Wishes Versus Reality". The event, presented by Sven Furrer, examined the reality of flexible working, the opportunities and challenges of flexible working models, and the factors crucial for a sustainable working world.

Prof. Dr. Wolfgang Jenewein, titular professor at the University of St. Gallen, opened the afternoon with a message: It is not about doing a lot – it is about doing the right things. He emphasized the importance of open communication and called for topics to be addressed directly: "Put the fish on the table". Conflicts should not be avoided, but rather discussed in a constructive manner. An absence of conflict is not harmony, but apathy. A healthy working environment requires a "good fight club" where even unpleasant topics are discussed in a respectful way.

Next, experts from various sectors discussed the complexity of flexibility in the working world. The stage featured Nathalie Balcon, CEO of the Oase Group, Balz M. Villiger, President of the Board and Country Manager of Gi Group Switzerland, Prof. Petra Klumb, University of Fribourg, Sascha M. Burkhalter, CEO of the Swiss Commercial Association, and Martin von Moos, President of Hotellerie-Suisse. Their varying perspectives provided valuable insights into the different needs of employers and employees.

The event was concluded in humorous form by Patti Basler and Philippe Kuhn, who they got the audience laughing and thinking with their instant minutes and satirical look at the discussions before rounding everything off with their song "Stellet eu vor mir sind flexibel" ("Imagine I am flexible") to the tune of John Lennon's "Imagine".

The 2024 flexwork event once again demonstrated the importance of a flexible yet fair working world. With this, swissstaffing is contributing to discussions about sustainable working models and reinforcing the importance of temporary work as a trailblazer for flexwork.

The highlights of the 2024 Flexwork Event can also be viewed as a short film at swissstaffing.ch/flexwork-event.


„Wenn alles laut wird, werd
Sebastian Steudtner






HR Festival europe

The HR Festival europe in Zurich is the largest HR trade fair in Switzerland and a key meeting point for HR specialists. swissstaffing attended in 2024 to participate in the panel discussion “Career Matchmakers: The Perfect Match Thanks to Staffing Service Providers and Flexwork”. In this exciting discussion, experts from the worlds of business and science shed light on the role of staffing service providers in a dynamic labor market.

The panel consisted of Prof. Dr. Patrick Arni, Head of the Center for Labor, Digital and Regional Economics at ZHAW, Marcel Keller, Country President of the Adecco Group, and Myra Fischer-Rosinger, Director of swissstaffing. Myra Fischer-Rosinger emphasized the importance of dialog be-tween business, politics, and employees in developing forwardlooking solutions for the labor market. One key topic was increasing demand for flexibility in terms of working hours and locations, which offers new prospects for both employees and companies. As Marcel Keller summed up: "Previously, companies chose their employees; now it is employees who choose companies."

Operations & Member Services

From left

Julia Bryner *Head of Operations & Member Services*
Maria Cantagallo *Project Manager*

Fadilia Dilli *Project Manager*
Irene Floridia *Employee*

Isabel Staub *Head of Accounting*
Nuria Villar *Employee and Receptionist*

Calls received *for swissstaffing*	**3719**
Calls received *for temptraining*	**49 568**
Services *billed*	**1515**
Rating – 2nd pillar foundation *Scale 1 – 10*	**7.7**
Rating – swissstaffing *Scale 1 – 10*	**8.3**

The Operations & Member Services team actively lived up to its role as a central hub in 2024 and supported numerous members, clients, and employees. It answered 3719 calls for swissstaffing and 49,568 calls for temptraining. It also organized countless meetings, workshops, and events, and ensured that they ran smoothly.

Accounting invoiced for 1515 services, nearly 500 more than in the previous year. The new offerings – the QAS occupational health and safety industry solution and the QAT training service with the "staffing city" self-learning platform – are still being well-received by the sector. Demand for legal advice similarly increased.

The Operations & Member Services team was able to advise numerous interested individuals and welcome new members to the association. At the end of 2024, swissstaffing had 41 staff leasing companies still in the process of being accepted.

swissstaffing events are a vital discussion platform for members, as well as for non-members and partners. There were a total of 823 attendees at regional meetings, CEO meetings, and the annual general meeting in 2024.

The new membership fee system and new voting model were presented to members at the annual general meeting for a vote, and the collection processes then prepared by consimo.

The further development of the swissstaffing quality label marked the start of a vital industry standards project in 2024. 15 members worked to revise the quality label in various online workshops. The workshops were held in German and French, supplemented with an interview in Italian with one member. The Operations & Member Services team chaired the workshops and worked with an SQS expert to prepare all the documentation for a board decision.

The results of the membership survey in July 2024 were particularly pleasing. Satisfaction levels with the swissstaffing Pension Fund, the swisstempcomp OASI compensation office, and the swisstempfamily family compensation fund were very high.

The swissstaffing Pension Fund was able to maintain its high values from the previous year and achieved an average score of 7.7 (on a scale from 1 to 10). Measures conducted at consimo in the customer center and to consimo processes have taken effect and won clients over: for the first time ever since the membership survey was introduced, the OASI compensation office and family compensation fund achieved outstanding results with a score of 8.1. swissstaffing itself was also able to maintain member satisfaction, with a score of 8.3.

Legal Department

From left

Boris Eicher Head of Legal Department
Diana Berger Employee
Ardian Laha Employee

Philipp Müller Employee
Sara Stoffel Employee

Patrick Vigini Employee
Ivana Zellweger Employee

Cases advised **2323**

Difference from previous year **+235**

In 2024, the swissstaffing Legal Department once again served as the center of excellence for the staff leasing sector for questions relating to labor, employment, social security, alien, and general contract law. The Legal Department advised association members and non-members on a total of 2323 cases in 2024 (2023: 2088 consultations).

Negotiations for the CBA on Staff Leasing 2024-27 were concluded in the fall of 2023 and the new CBA has been successfully implemented. The Legal Department monitored the declaration of general applicability (AVE) procedure for the CBA extension and renewal to prevent a situation arising where there is a CBA declaration without general applicability.

The Legal Department also actively engaged with the topic of "Staff leasing for private households" in 2024. Negotiations were pursued with social partners on regulating the "live-in" model for staff leasing and continued discussions were held with SECO regarding the application of the Labor Act to staff leasing in private households.

Another key topic was restrictions on temporary work. For staff leasing in the healthcare sector in particular, the Legal Department has made its views known as part of the consultation process for the Federal Act on Working Conditions in the Care Sector (BGAP) and worked with swissstaffing members to produce recommendations for collaboration between staffing service providers and healthcare institutions.

Furthermore, the Legal Department has continued to work on developing the QAT self-learning platform and implemented its "Law for Beginners" course virtually and onsite in Zurich and Lausanne, to make participants aware of legal foundations in the sector.

The Legal Department also tackled legal developments for home working during 2024. To this end, it organized a webinar on the topic of cross-border home working to inform association members of the legal implications and challenges involved. In addition, the Legal Department issued a statement for the "More freedom to structure working from home" consultation process to represent the staff leasing sector's interests regarding home working regulations and promote greater freedom to structure working from home.

The Legal Department's other tasks included overseeing implementation of the CBA on Staff Leasing, political monitoring, and drafting consultations on revisions to legislation.

QAT Quality and Training

Sabrina Fellmann *Head of Education*
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As the industry association, swissstaffing understands the challenges and needs of the staff leasing sector. An extensive network of industry experts combines theory with practice and develops training courses tailored to the needs of the market.

"staffing city" users 2023 / 2024	**18 / 370**
"staffing city" certificates	**203**
Satisfaction with our QAT services (ROE) Intensive courses	**91 %**
Satisfaction with our QAT services (ROE) Learning platform	**85 %**

ROE = Return of expectations

swissstaffing set some new standards in 2024: the association established various exciting educational projects under its QAT Quality and Training label that will create new, targeted development opportunities for the staff leasing sector in 2025. swissstaffing's range of further training opportunities, both digital and in person, is growing, and is enhancing the skills of association members for the long term.

staffing city

"staffing city" is the first self-learning platform providing career-entry training for staffing service professionals. There are currently 370 registered users taking advantage of more than 55 training units, and 203 employees have completed the two certification courses – the basic and practical modules on staff leasing and employment services. In 2024, swissstaffing expanded the range of units on offer: they added new learning nuggets on key topics for the sector, plus a repetition module for experienced employees to promote ongoing further training.

Further Training Courses

Demand for further training courses from swissstaffing declined in 2024. Despite a range of high-quality courses, fewer participants were recorded than in previous years. The association therefore plans to tailor its offerings even more precisely to the sector's particular needs. Analyses and optimizations are currently being implemented to increase courses' relevance and attractiveness. swissstaffing sees particular future potential in digital learning formats and practical training.

In 2024, swissstaffing ran a total of 11 intensive courses with 64 participants, thus offering numerous specialists an opportunity to expand their knowledge in a targeted way. These focused on law for beginners, interview tech-niques, telephone training, and social media.

HR Expert Qualification

A total of 35 people successfully completed the HR Expert with Specialization C qualification in the fall of 2024. The pass rate was 74.3 percent and the average grade was 4.4. Participants who attended the in-depth portion of the swissstaffing examination had received prior solid training in the generalist portion from swissstaffing's collaboration partners. This close collaboration was highly appreciated by both the participants and the partner schools. swissstaffing would like to congratulate all graduates and wish them every success in their further careers.

temptraining

New calculation starting in 2024 due to regulatory changes. Comparison with previous years is therefore not possible.

Approved amount	9 878 299
Disbursed amount	17 401 692
Budgeted amount	14 166 677

From left

Claudio Trenna Head of temptraining
Laurance Batt Caseworker

Biagio Bongiovanni Caseworker
Anissa Bousbaine Caseworker

Myriam Del Castillo Head of Administration
Nathalie Fangueiro Caseworker

Sandra Heuberger Caseworker
Mariangela Iula Caseworker

Sylvia Mersch Senior Caseworker
Adam Wildhaber Caseworker

temptraining received a total of 22,998 training applications in 2024. This is the highest number since temptraining was introduced in 2012.

The "Grow beyond yourself!" campaign ran from the second half of October to mid-December, designed to publicize temptraining and reach even more temporary workers.

The campaign advertisements were played a total of 30 million times, ensuring a high reach, and generated 65,509 clicks. This strong response highlights the target group's high level of interest in the subject. The volume of traffic visiting temptraining's websites more than doubled compared with the fourth quarter of the previous year, illustrating the successful impact of the awareness measures.

One key milestone for temptraining was the successful implementation of the first interface between the online portal and a staffing service provider's system. An interface like this enables staffing service providers to directly synchronize their temporary workers' working hours with the temptraining online portal, removing the need to record them manually. This speeds up the application process for further training subsidies and reduces the administrative burden.

In addition, collective applications for occupational safety courses can now be submitted directly via the online portal. This enables multiple employees to register for the same course in a single application and the course costs to be invoiced jointly – a crucial simplification of the administrative process.

To aid users of the online portal, new explanatory videos were published in 2024 to outline the budget system, application process, and ID verification procedure. The online portal also received minor optimizations.

Further improvements are planned for 2025, especially to the course catalog and course search. The aim is to reduce duplicate course suggestions and further decrease the administrative burden.

Dialog with Politics

Temporary work is vital for the Swiss labor market. The economy needs the flexibility of temporary work to remain competitive. For employees, temporary work offers easy access to the labor market, as well as an ideal mix of flexibility and social security, allowing them to balance their personal and professional lives. To increase decision-makers' awareness of this, swissstaffing conducts active discussions with parliament, the administration, and industry and umbrella associations on a national and cantonal level. The following topics were particularly important for the staff leasing sector in 2024:

CBA on Staff Leasing 2024-2027 Declared Generally Applicable

The Collective Bargaining Agreement on Staff Leasing, now 12 years old, has been declared generally applicable for another four years. This enabled a successful extension of the modern contract with sustainable working conditions and social security for flexible employees. The terms of the CBA on Staff Leasing are closely monitored with an eye for risk by the CBA on Staff Leasing's enforcement agency tempcontrol in conjunction with the joint committees for the sectors where it is used.

Regulatory Impact Analysis Warns Against Further Regulation of Temporary Work

A regulatory impact analysis conducted by Swiss Economics on behalf of swissstaffing shows that staff leasing in Switzerland functions efficiently and that additional state interference in temporary work would be counterproductive. The economists at Swiss Economics examined the impact of various approaches to regulating temporary work (quotas, restricting the period of employment, adopting EU legislation).

They concluded that interventions such as these in Switzerland would cause economic damage without noticeably improving temporary workers' labor conditions. Companies and employees would see their flexibility severely curtailed, and there would be an increase in less regulated or unregulated flexible forms of work such as (false) self-employment, fixed-term positions, and on-call work. There would also be a threat of an increase in illegal employment or unemployment.

The political arena would therefore be well advised not to endanger temporary work's positive impact on the labor market with additional regulation.

Bilaterals III Balancing Act

A liberal, flexible labor market is particularly important in the context of political discussions regarding Bilaterals III. Access to the EU market is a fundamental part of the Swiss economy. The same applies to access to European professionals, given demographic aging, which will become even more acute in coming years. However, the central role of an appropriate relationship between Switzerland and the EU cannot be allowed to result in damaging new measures on a domestic policy level.

swissstaffing is expressly warning against restricting the flexibility of the Swiss labor market. There have been various calls to restrict the liberal labor market under the guise of wage protection.

In its dialog with politics, swissstaffing has clearly spelled out that this would be too high a price to pay for further developing bilateral agreements.

swissstaffing Ramps Up Quality Activities

The regulatory impact analysis also showed that the staff leasing sector would benefit from increasing internal training and improving process and quality controls.

Given this, for the past few years swissstaffing has been working with its members to identify areas for action that should be expanded under the swissstaffing quality label. swissstaffing has been making targeted investment in occupational safety for workers and in training staffing service workers through its occupational health and safety industry solution QAS and its new QAT training services. In 2024, swissstaffing comprehensively revised its quality label in order to boost requirements in these two areas.

The label is being supplemented with zero-tolerance standards for social security and data protection, as well as with further developments to professional standards for internal organization. The new label is expected to be introduced in 2025. This should further consolidate temporary work's position as a solution to the growing flexwork trend.

Temporary Work Supports Healthcare

Demographic aging is a huge challenge for the healthcare sector. Temporary work can provide a remedy with flexibility solutions that keep specialists in healthcare, as well as by gaining new healthcare professionals through its recruitment expertise.

However, successfully integrating temporary workers into healthcare institutions requires a planned, structured approach. swissstaffing has published recommendations to support co-operation between healthcare institutions and staffing service providers.

Another way of relieving the burden on hospitals and care homes whilst also improving quality of life for an aging population would be providing care at home. An increasing number of elderly people are opting for a model like this. The staff leasing sector is also able to provide support in this area. The legal framework for staff leasing ensures secure working conditions for care employees.

For "live-in" circumstances, however, the legal framework conditions do not yet fit reality, which is why swissstaffing agreed on an amendment to regulation 2 of the Labor Act as part of a round table with SECO and trade unions. This ensures appropriate conditions for carers living and working on site with the person requiring care.

Cautious Modernization of Labor Law

The realities of the labor market are changing. There is a continued trend towards flexibilization, but in some cases legal framework conditions are lagging behind. Practical solutions have been developed in some areas, such as under the CBA on Staff Leasing.

There may also be a need to modernize labor law, but this requires a prudent approach. swissstaffing was forced to reject an attempt at modernization put forward in 2024: during the consultation process for the parliamentary initiative "Enabling independence, with consideration for all parties' wishes", the National Council's social committee proposed prioritizing parties' wishes when differentiating between self-employment and employment. However, this would trigger a dangerous downward spiral and render the achievements of labor and social security legislation null and void.

Modern business models that provide flexible working within the framework of employment and thus offer full protection under labor and social security law would fall under pressure to switch to a business model using self-employed workers. However, the majority of social security is optional or entirely inaccessible for the self-employed. These individuals must pay for their own cover in the event of a loss of earnings. This requires them to hold independent status, as is currently justifiably required when assessing self-employment. However, the parties' wishes do not on their own guarantee social security. As a result, swissstaffing is fighting this well-intentioned but ultimately extremely high-risk flexibilization scheme.

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