

Annual Report 2025



4

Editorial

Foreword by the President

6

Association

- Board of Directors
- Members
- Office

10

Political advocacy

Dialogue with policymakers

12

Events

- General Assembly
- CEO Meeting
- Regional meetings
- Flexwork Event
- Events in French-speaking Switzerland

19

Services

- Industry Solution KTG
- OASI/Family Compensation Office
- Quality and Safety

20

Development of the industry

- Economy & politics
- Key figures for the staffing services industry 2025
- White Paper 11

24

Services

- Marketing & Communication
- Image campaign
- Operations & Member services
- Legal Department
- Education & HR
- temptraining
- Pension fund and anniversary event

Foreword by the President

The year 2025 was dominated by geopolitical tensions, protectionism and weak growth. The industry managed to turn these headwinds into momentum – to strengthen core principles, set new standards and invest in the industry's future.



Andreas Eichenberger
President swissstaffing

Headwinds generate lift

A look ahead to 2025 reveals that the range of challenges has grown rather than diminished. The global economic environment is being weighed down by the ongoing war in Ukraine, the continuing fragility of the situation in the Middle East, and the end of globalization, marked by protectionism and increasing trade and tariff conflicts. Consequently, growth in the major economies remained below average. Against this backdrop, it is hardly surprising that our industry also suffered a further decline in turnover last year.

Important legal and political steps

That said, there are definitely some rays of hope in these uncertain times. The Swiss economy has so far proved itself to be fairly resilient and has been able to withstand the challenges I have just described. swissstaffing, too, has made significant strides over the past year for the benefit of our sector. For instance, we succeeded in obtaining a Federal Supreme Court ruling overturning the quota for temporary workers in the public procurement sector of the Canton of Neuchâtel. The rejection of Jürg Grossen's parliamentary initiative confirmed the importance of employer responsibility in flexible forms of work – a decision that will have relevance for our sector for a long time to come. Another major success is the lifting of the boycott of temporary nursing staff in Zurich hospitals. Last but not least, the new swissstaffing quality label launched at the last General Assembly will also make an important contribution to further strengthening our sector.

Workers from the EU remain important

I am particularly grateful that we have been able to further strengthen our dialogue with policymakers and business associations. This has always been done with the aim of securing the best possible regulatory framework for our sector – particularly in the context of the discussions surrounding the Bilaterals III and the related issue of immigration. It remains a fact that Switzerland is still dependent on workers from the EU. At the same time, there are huge opportunities in better harnessing the potential of the domestic labor market and the skilled workforce. Recognising this, swissstaffing is seeking to implement concrete solutions to improve the integration of women, older workers and retirees into the labor market.

In closing, I would like to thank each and every one of you warmly. My thanks go to our members, the office and the Board for their enormous commitment, their professional expertise and their tireless dedication to our sector. Especially in our challenging environment, we don't take it for granted that you act with such conviction, solidarity and a sense of responsibility. Together, we strive every day to ensure that flexible work in Switzerland is organized in a fair, responsible and forward-looking manner. This shared commitment makes swissstaffing strong – and gives me confidence for the years ahead.

Board of Directors

The Board of Directors is the central governing body of our Association and brings together representatives from staffing service providers of various sizes from all regions of Switzerland. This ensures that the interests of the entire sector are represented in a balanced manner.



Andreas Eichenberger
House of Flexwork AG
President swissstaffing



Adrian Diethelm
Express Personal AG
Board of Directors

Bernhard Hänggi
Randstad (Schweiz) AG
Board of Directors

Eric Jeannerod
ManpowerGroup
Board of Directors

Jana Jutzi
Careerplus AG
Board of Directors

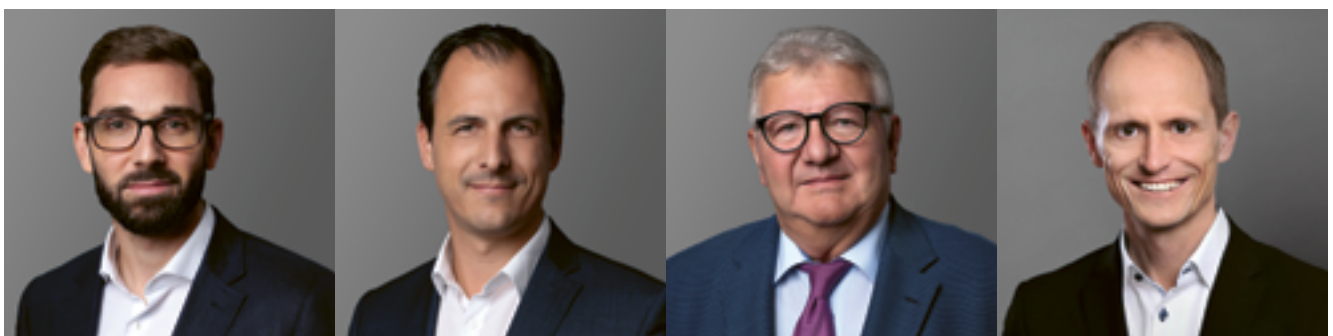


Marcel Keller
The Adecco Group Switzerland
Vice-President

Susanne Kuntner
mein job GmbH
Board of Directors

Marc Lutz
Hays (Schweiz) AG
Board of Directors

Béatrice Mast
Dovida – Seniorendienste Schweiz AG
Board of Directors



Yves Schneuwly
Coople (Schweiz) AG
Board of Directors and Committee

Balz M. Villiger
Gi Group Holding Switzerland
Board of Directors and Committee

Urs Vögele-Freund
Hans Leutenegger AG
Board of Directors

Marc Widmer
CarePeople AG
Board of Directors

During the reporting year, Hermann Mairhofer (Dovida AG) stepped down from the Board. We would like to thank him for his many years of service and his valuable contribution to the work of the Board. At the same time, we welcomed two new members: Béatrice Mast brings

extensive professional experience to the work of the Board, and Marc Widmer enriches the committee with his many years of service as Chairman of the Appeals Commission of the CBA on Staff Leasing. The Board has 13 members as at the end of 2025.

Members

46 new member companies
have joined us in the past year.

Total	518
Growth	+ 1 %

Member locations by canton 2025

Head office and branches



In 2025, swissstaffing was pleased to welcome 46 new members. Thirty-three companies left the Association, over two-thirds of them due to bankruptcy, mergers or the cessation of business operations. At the end of 2025, swissstaffing had a total of 518

members, representing growth of 1 percent. Currently, 15 companies from the software, digital signature and fiduciary sectors benefit from associate membership of the Association.

Office

Alongside the further development of quality standards and educational offers, focus during 2025 was primarily placed on personal engagement with members – in order to align the Association's services more closely with their needs.



Myra Fischer-Rosinger
Direktorin swissstaffing

Members first

The multi-year effort to develop modern standards for the temporary staffing sector reached its culmination in 2025 with the approval of the new swissstaffing quality label by the General Assembly. The new label sets clear standards in the areas of social insurance, training and occupational safety and underlines the high level of professionalism in today's staffing services industry. At the same time, the swissstaffing further training offering for staffing service providers was continuously expanded and adapted to current trends. The new HR Staffing Assistant certificate program was successfully launched in 2025 with 50 participants and an impressive pass rate of 75 percent. swissstaffing also introduced two new courses in the form of "Legal Foundations for Advanced Practitioners" and "Prompt Pro".

Focus on the needs of members

Direct engagement with the industry is essential in order to understand the needs of staffing service providers and to align the Association's services accordingly. In 2025, swissstaffing therefore placed particular emphasis on personal exchange with members and interested parties, engaging with industry con-

cerns through more than 370 visits, online meetings and telephone calls.

One of swissstaffing's core responsibilities is to externally communicate the key role of staffing services for the economy and society. With the "Temporary Work Helps Everyone" campaign, swissstaffing reached a broad audience across Switzerland in 2025. The campaign highlighted the wide-ranging benefits of temporary work – from the injured teacher who was cared for by temporary nursing staff during her rehabilitation to the restaurateur who gains the flexibility needed to run a successful business thanks to temporary work. The campaign was based on several surveys conducted by swissstaffing together with gfs-zürich and Sotomo. These demonstrate the important hinge function played by temporary work in the Swiss labor market and its indispensability for the Swiss economy.

My sincere thanks go to the Office team, whose enthusiasm, perseverance and consistent focus on members made these successes possible, as well as to our more than 500 members for their loyalty and for continually motivating us to further develop as an association.

Dialogue with policymakers

In 2025, swissstaffing made headway politically too: we were able to stabilize the regulatory framework for the temporary staffing industry and reaffirm the freedom to choose one's form of work.

More than temporary successes

We can look back on a politically challenging but successful past year. The regulatory framework for temporary work was debated intensely on various fronts.

Temporary work as a stabilising factor in the healthcare sector

Temporary work in the healthcare sector has gained importance since the Covid pandemic and on account of the aging population. Hospitals are more reliant than ever on flexible personnel. There is no other way to cope with fluctuating workload and the shortage of skilled staff. The rigidity of working conditions in hospitals also prompted some nursing staff to switch to more flexible temporary contracts. The rise in temporary work in the care sector prompted the Zurich Hospitals Association (VZK) in February 2025 to take a measure that was questionable from both a business and legal perspective: the public announcement of a boycott of temporary care workers. swissstaffing reported the VZK to the Swiss Competition Commission (COMCO) for illegal agreements involving a boycott. COMCO responded by launching a market investigation. The VZK subsequently withdrew its original statement, and COMCO noted that "the conduct of the VZK and its members was potentially in breach of antitrust law." COMCO's assessment will be incorporated into its Code of Conduct for the labor market. A full-cost analysis also provided facts for the first time: temporary work in hospitals is a cost-effective solution when staffing requirements fluctuate and helps to stabilize healthcare provision in Switzerland.

Federal Supreme Court defends freedom of choice of the form of employment

In 2023, Neuchâtel's parliament decided to introduce a quota for temporary workers on public construction sites. From swissstaffing's perspective, this decision lacks any objective basis and also violates people's right to economic freedom. Both companies and employees should be free to decide in what form they offer or seek work. A fluctuating business environment or the desire for a better work-life balance make flexwork an important solution for both companies and employees. For this reason, swissstaffing lodged an appeal with the Federal Supreme Court against Neuchâtel's temporary-worker quota, and the Federal Supreme Court upheld the appeal in 2025. The contested quota was declared null and void, and the cantonal regulation was repealed.

No bogus self-employment in platform work

A parliamentary initiative from 2018 sought to relax the regulatory framework for online platforms so that service providers registered on them could be classified as self-employed simply by their making a statement of intent. This would have set in motion a harmful downward spiral. A provider offering their services with employees would no longer have been able to compete against another who can avoid paying social security contributions by working with such "self-employed" individuals. The provider with permanent employees would likewise have had to switch to a business model based on "self-employed" workers, which would ultimately have significantly weakened social security. Under current law, self-employment is rightly permitted only for those who work from a position of independence and are able to provide for their own social security. Temporary work, moreover, is a form of employment regulated by law and through social partnership, which allows for a good balance between flexibility and social security. Based on these considerations, swissstaffing campaigned against the bill, which was ultimately rejected by parliament in the summer of 2025.

Such successes are the result of a strong political network, which swissstaffing actively cultivates through expert exchange and trust-based collaboration. For this, the Association invests in regular discussions with political decision-makers, as well as in evidence-based studies on the labor market and flexwork, which provide the substantive basis for these efforts..

General Assembly

Federal best wishes

Important decisions, well-deserved honors and a VIP guest: at the 57th General Assembly, Federal Councilor Ignazio Cassis paid tribute to the central role played by the temporary employment sector in Switzerland.



The General Assembly took place on June 17, 2025, at the Kursaal Bern, attended by 75 participants and representing 235 votes. President Andreas Eichenberger moderated the General Assembly and welcomed Federal Councilor Ignazio Cassis to the stage as a special guest. In his charming opening address, Mr. Cassis emphasized the great importance of our industry. Hermann Mairhofer of Dovidia AG stepped down from the Board; he was thanked for his service. Jana Jutzi of Careerplus AG and Marcel Keller of the Adecco Group were nominated for re-election and unanimously confirmed.

New Board members

Following a personal introduction, Marc Widmer of CarePeople AG and Béatrice Mast of Dovidia AG were unanimously elected to the Board. The modernization of the swissstaffing quality label was approved by a large majority in accordance with the previously announced amendment to the Articles of Association. The "Live-in" annex to the Collective Bargaining Agreement for Staff Leasing was also adopted by a large majority. The mandate to negotiate the overhaul of the Collective Bargaining Agree-

ment for Staff Leasing and the corresponding delegation were unanimously approved. Finally, Myra Fischer-Rosinger, Director of swissstaffing, presented the new association certificate and congratulated the 165 people who received it. Afterwards, swissstaffing hosted a standing lunch and welcomed numerous members to the Flexwork Event that followed.





CEO Meeting

Leaders put their heads together

48 decision-makers from across Switzerland pooled their expertise and discussed trends and priorities.

A total of 48 managing directors and decision-makers attended the CEO Meeting in Zurich and Lausanne. The program was moderated by President Andreas Eichenberger and Director Myra Fischer Rosinger. The President opened the event with a presentation of the key outcomes of the Board of Director's closed-door meeting on the strategic priorities for 2026–2031. This was followed by a discussion of current political developments relating to temporary staffing and an assessment of their significance for the sector. Delegates were also given an insight into the ongoing development of the swisstafing quality standards, in particular the new label and the new "QAT – Quality and Training" initiative. The concluding buffet lunch provided an opportunity for lively discussions and in-depth exchange.

Regional meetings

In 2025, the regional meetings were once again held in the respective regions and once online – in German, French and Italian.

In March, 294 people attended the eight events held in various cities across Switzerland. The first topic focused on the modernization of the swisstafing quality label, which will be even more strongly geared towards quality, transparency and professionalism than it currently is. The new criteria were presented, along with the timetable for their implementation within member companies. The consimo team presented the services of the compensation OASI/Family Compensation Office "swisstempcomp – swisstempfamily" and explained the various improvements. They outlined their approach and shared important tips, while answering numerous questions. The event then featured an interactive presentation of the new informative training course, "Legal Fundamentals Course 2", which builds on existing training programmes and provides practical, in-depth skills for staff in the temporary staffing sector.

To conclude, swisstafing presented the upcoming image campaign on temporary work, which aims to raise awareness of the economic significance and appeal of temporary work. The events provided welcome opportunities for discussion, which the participants actively took advantage of.

The online regional meeting in November attracted 236 participants. Suva delivered the first presentation titled "Incapacity for work and company feedback: Suva's procedures and principles". The swisstafing legal service highlighted the legal aspects of remote work/workation and the ongoing development of the legal service's offerings. Speakers from the umbrella organization WEC (World Employment Confederation) rounded off the online regional meeting with the topic "AI is changing the world." The participants took an active part in the meeting and asked numerous questions via the chat function, which were answered live.



Flexwork Event

Helping businesses stay in the flow

Uncertain markets, skills shortages, geopolitical shifts: the Flexwork Event showed how companies are responding by boosting their flexibility and thereby ensuring their future viability.

Flexible working arrangements are now regarded as a key success factor for the Swiss economy. But what concrete contribution can flexwork make in times of change? We devoted ourselves to this question at the fully booked Flexwork Event on June 17, 2025, at Kursaal Bern – with the theme “How flexwork drives economic change.”

Keynote speaker Bernhard Heusler, Honorary President of FC Basel 1893 and a proven leadership expert, brought his own spe-

cial inspiration. With compelling examples, he highlighted the similarities between football and the temporary work sector.

The subsequent discussion with Jérôme Cosandey focused on the role played by temporary work in Swiss business. The discussion was enriched by a range of perspectives from the worlds of politics and business – represented by National Councilor Farah Rummy (SP), National Councilor Thomas Rechsteiner (Die Mitte), Jana Jutzi (Careerplus AG) and Roland A. Müller (Swiss Employers' Association).





Events in French-speaking Switzerland

Building bridges: temporary staffing and integration

On February 12, 2025, the event "Building bridges: temporary staffing and integration" brought together representatives from the temporary staffing sector, HR professionals and representatives of the cantonal labor and integration authorities at the Royal Savoy in Lausanne. Following the kick-off in February, the successful event took place for a second time on November 4 at the InterContinental Hotel in Geneva. The program offered a wealth of insights into innovative solutions to the challenges of the labor market. The two events in Lausanne and Geneva are significant steps towards stronger collaboration and a more inclusive labor market.

We would like to thank the Directorate-General for Employment and the Labour Market (DGEM), the Cantonal Office for the Integration of Foreigners and the Prevention of Racism (BCI), the Hospice général and the Office for Integration and Citizenship of the Canton of Geneva, as well as all those involved for their commitment and valuable contributions, in particular Katel Giacometti, project manager at the BCI; Fabienne Hofer, Head of the Employment Services and Business Division at DGEM; Fabrice Schoch, Director of the Employers' Division at OCE Geneva; Nicolas Roguet, Integration Officer for the Canton of Geneva; Olivier Sanglier, Acting Director of AMIG; and Boris Eicher, Head of the Legal Department at swissstaffing.



Services

Daily sickness allowance

900 contracts were processed via the KTG industry solution (KTG–Krankentaggeldversicherung, daily sickness benefits insurance) (previous year: 859 contracts processed). The subsidized wages amounted to CHF 5.179 billion (–1%). Of the total wage amount relevant to the CBA on Staff Leasing, 82.6% (previous year: 86.8%) was insured under the KTG industry solution. The premium subsidies paid out decreased by 1% to CHF 20.719 million. Total payments by insurers amounted to CHF 108.747 million. Premium income, taking into account the subsidy contribution of 0.4%, amounted to CHF 138.038 million. Total payments by insurers amounted to CHF 108.747 million, and the claims ratio, based on risk premiums received of CHF 121.962 million, stood at 89% (previous year: 95%). The average premium rate rose to 3.05% (previous year: 3.02%).

OASI/Family Compensation Office

The swisstempcomp OASI Compensation Office and the swisstempfamily Family Compensation Office can look back on a stable 2025 reporting year. The new webinar program on the Family Compensation Office, launched in 2025, met with great interest among members and saw a high level of attendance with plenty of positive feedback. For the first time, on behalf of swissstaffing, membership contributions were calculated and collected by the Compensation Office based on the CBA wage reports.

Systems and processes were developed further specifically to enhance efficiency and data quality, ensure the legally compliant implementation of new requirements, and adapt solutions to the needs of the temporary staffing industry. From 2026, consimo will also support the specialist departments through the responsible use of AI. This will boost the productivity of the OASI/Family Compensation Office.

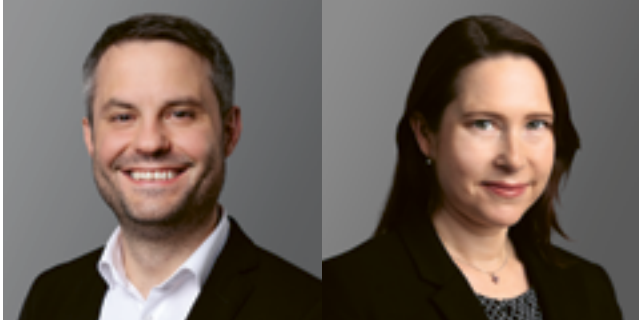
Quality and Safety

QAS, the industry solution for occupational safety and health in the temporary staffing industry, had a total of 151 subscribers as per the end of 2025 – 123 members and 28 non-members. A good introduction and training are key to the success of the industry solution: in 2025, five SIBE training sessions were held with a total of 38 participants, as well as one CEO training session with a total of three participants. A total of 89 people attended the 2025 ERFA conference. The conference was held separately in each region – in Zurich with 65 participants, in Lausanne with 17 and in Lugano with 7. The focus was on the exchange of experiences and the following topics: psychosocial risks, absence management and the Suva campaign against insurance fraud. The main focus was on the industry's safety rules; as a supporting tool, a poster with a QR code was provided for each sector for use during training sessions. As in previous years, a number of discussions took place with other industry solutions and occupational safety institutions. On September 18, 2025, swissstaffing was invited to give a presentation at the 20th Swiss Conference on Occupational Safety (STAS) 2025.

Maria Cantagallo handed over responsibility for QAS to Shkumbin Rudi effective August 2025. We would like to take this opportunity to thank her for her work in establishing and certifying the industry solution. Shkumbin Rudi has already familiarized himself thoroughly with the role and looks forward to close contact with all QAS members as well as representatives of other industry solutions.

The QAS industry solution offers all temporary staffing providers a practical and legally compliant toolkit based on the ASA concept, including the involvement of occupational physicians and occupational safety specialists. By subscribing to the industry solution and implementing the safety system, temporary staffing agencies can improve the safety of all permanent and temporary staff while being fully prepared for inspections by Suva.

While cost pressures, cancelled projects and a cautious approach to staffing remained evident in 2025, a definite trend towards greater flexibility is also emerging. Temporary staffing arrangements are clearly still the right response in the face of a rapidly changing economic environment.



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

From decline to resilience

The year 2025 was a challenging one for staffing service providers. After two years of decline, the downturn continued, dominating both the temporary and permanent recruitment markets. The ongoing global economic slowdown, geopolitical uncertainties and the new US administration's tariff policy resulted in many companies taking a cautious approach to investment and staffing. The manufacturing sector in particular felt the impact of lower export demand, leading to a marked decline in placements and hours worked.

The temporary market as an indicator

Despite the weak overall performance, the sector once again demonstrated its important role as a barometer for the Swiss labor market. Shifts in the economic structure became apparent early on in the temporary labor market: while knowledge-intensive sectors such as IT, research and pharmaceutical services faltered under cost pressures and canceled projects, other sectors performed more robustly. Construction and domestic services remained stable or even grew – driven by a housing shortage, interest rate cuts and increasing demand for care services for the elderly. These developments underscore the resilience of professions that are closely associated with practical skills and therefore in many cases with Switzerland's dual vocational training system.

Challenges and opportunities

The challenges of the year 2025 also open up certain opportunities. Demographic change, population growth and technological progress are generating new needs, to which staffing service providers can respond, helping both companies and job seekers. In particular, skills in the use of digital tools, AI and specialized industry requirements are becoming increasingly important. The sector is able to provide support precisely where new skilled workers, flexible working models and rapid recruitment are essential.

Cautious optimism

At the same time, the labor market continues to shift towards greater flexibility. Temporary staffing solutions enable companies to respond in an agile way to rapidly changing conditions, while offering workers access to new roles and industries. Although negative market signals predominated in 2025, there are some initi-

al signs that the labor market could stabilize in the course of 2026. Staffing service providers are looking ahead with a degree of cautious optimism – buoyed by their key role in the Swiss labor market and the opportunities arising from structural change and innovation.

Key data from the staffing service sector

Please note: these are estimated figures based on the Swiss Staffing Index.

Temporary workers per year **385,000**

Full-time equivalents **95,000**

Share of employment **2.2%**

Hours worked **193 m**

Total wages for temporary workers in CHF **7.4 bn**

Turnover of the temporary employment sector in CHF **10.3 bn**

Permanent placements by private agencies **73,000**

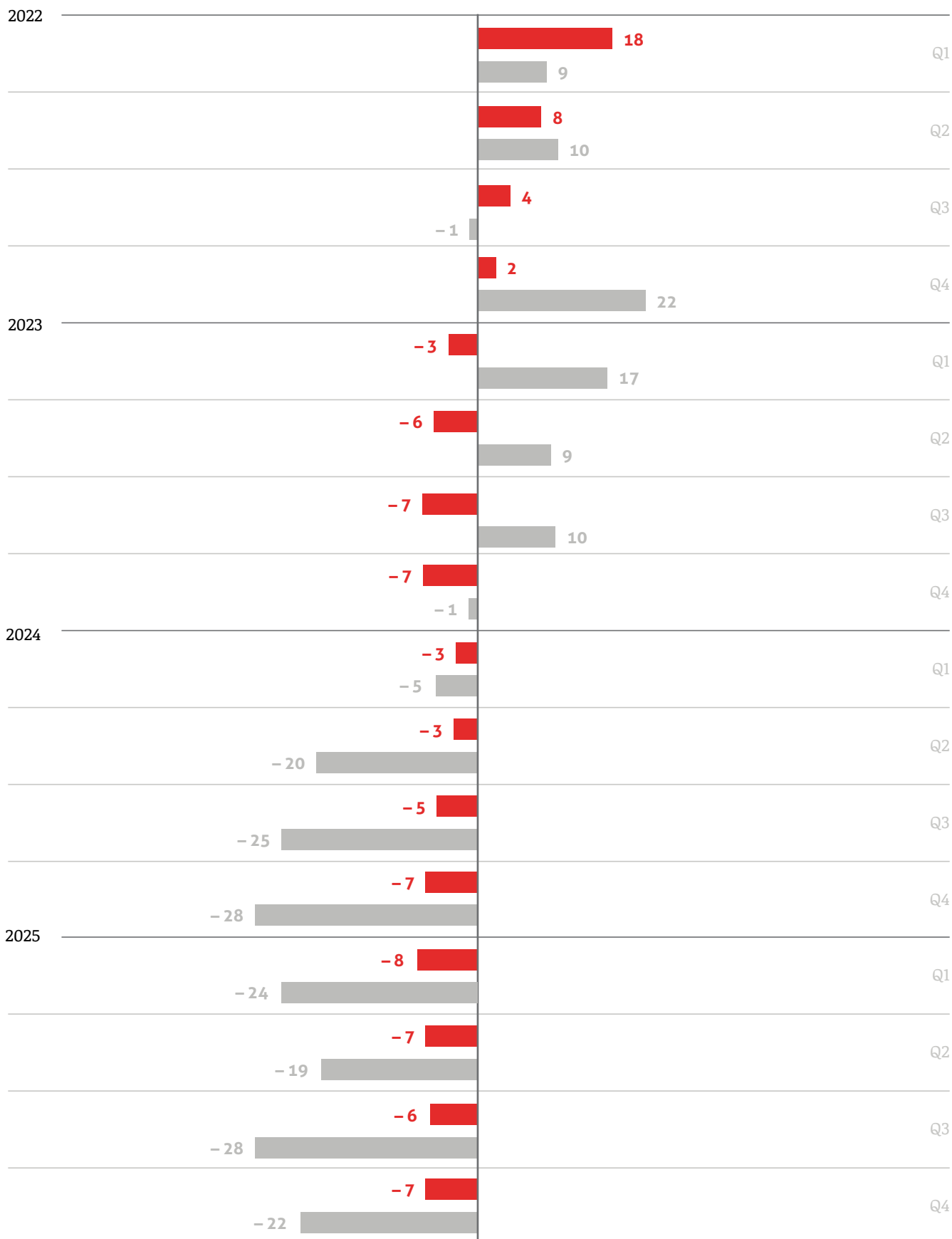
Turnover from permanent placement services in CHF **600 m**

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 11

In 2025, swissstaffing published the white paper “Finding the balance between Gen Z and 50 and over: making companies attractive to all generations.” The study takes a 360° perspective in highlighting the priorities of workers, businesses and flexworkers when it comes to finding a job. The paper is based on three representative surveys: 1,204 people of working age and 5,018 temporary workers were surveyed by gfs-zürich on behalf of swissstaffing.

Key findings of the white paper

For the working population of Switzerland, the work environment is the most important criterion when choosing a job: 68 percent cite it as their top priority, ahead of salary (63 percent). Flexibility has also gained in importance: for 47 percent, flexibility in working hours and/or location is now indispensable.

The study reveals clear differences between the generations. For Generation Z, salary is the top priority; they also attach greater importance to stability and job security than other age groups. The 50 and over generation, on the other hand, places greater value on autonomy, flexibility and meaningful work.

There is a noticeable discrepancy between the needs of employees and many companies' self-perception of their strengths. In a supplementary survey of 509 companies conducted by the Sotomo Institute, only around half cited a good work environment (53 percent) and less than half cited good remuneration (44 percent) as key strengths of their company.

Instead, flat hierarchies (42 percent) are more frequently highlighted, an aspect that is less crucial for the workers themselves, however.

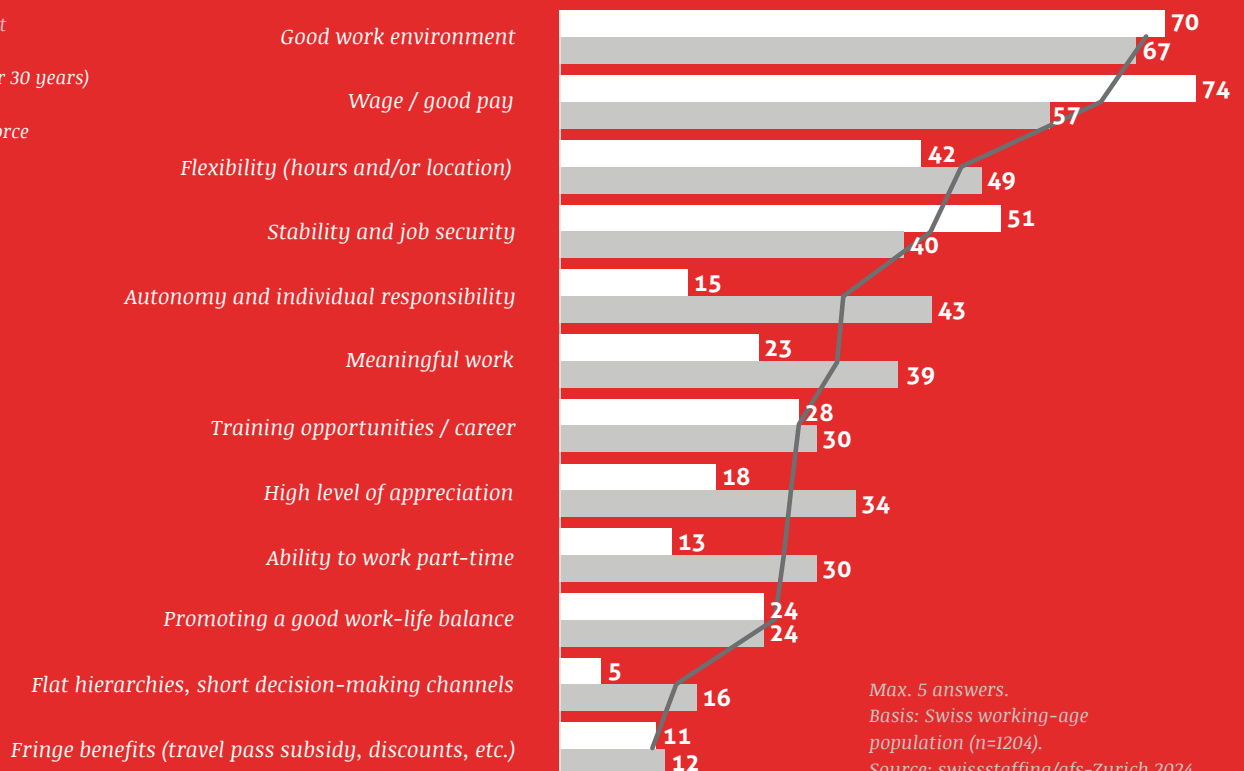
The structural shortage of skilled workers as a consequence of demographic trends is set to pose major challenges for Swiss companies in the coming years. In order to attract and retain sufficient qualified personnel in the long term, recruitment and retention strategies must be aligned to the needs of the workforce. Key levers include a positive working environment, competitive remuneration and flexible working models. If these factors are neglected, companies risk rising staff turnover and unfilled vacancies.

Against this backdrop, staffing service providers are gaining importance as strategic partners. No less than 60 percent of companies with more than five employees have used temporary staff to flexibly bridge staffing shortages or recruit new personnel. Conversely, flexworkers value the support of the staffing service providers: 60 percent say that these providers take care of the job hunting for them.

Workers: key aspects of a job, comparison by age group

Data in percent

- Gen Z (under 30 years)
- 50+
- Total workforce



Marketing & Communications

The central interface and orchestrator of all the marketing and communications activities for the Association, the swissstaffing pension fund and temptraining. The department brings stakeholders together, coordinates themes, campaigns and channels and ensures that messaging is consistent, target group-oriented and effective.



Left to right

Celeste Bella Head of Marketing & Communications

Antonia Janina Fischer Project Manager

Bianca Helms Project Manager

Zdenka Rüedi Project Manager

Manuela Vock Project Manager



Social media posts

with over 190,000 impressions

152

LinkedIn followers

6,278

Blog posts

in three languages

29

CEO newsletter

*exclusive monthly newsletters
and other special mailings*

42

In the year under review, the Marketing & Communications team published 29 blog posts, created 152 LinkedIn posts and sent out a newsletter every month. The team also kept members up to date with 42 CEO newsletters and special mailings on current political and legal topics.

Thanks to targeted media work in collaboration with other departments, as well as direct contact with journalists, swissstaffing had a widespread media presence across all relevant print and online media. The Association was mentioned 158 times in print media, 22 times on radio and television, and 315* times in online news – including SRF-Tagesschau, Tages-Anzeiger, NZZ am Sonntag, Blick Online, Schweizerische Gewerbezeitung and Le Temps. swissstaffing's own newsroom on the high-reach distribution channel Presseportal.ch, where the Association publishes press releases, was accessed a total of 34,166 times. The specialist magazine HR Today also published several technical papers contributed by the Association.

Creative image campaign for temporary work

With the image campaign "Temporary work helps everyone," executed jointly with Wirz and Webrepublic, the team made the benefits of temporary work visible – an initiative that met with a great response among members and the general public alike (see p. 26 / 27). The campaign was supported by a landing page and LinkedIn posts. In addition, a dynamic video was produced that summed up the campaign and was presented at the Flexwork Event.

In collaboration with the Economics & Politics Department, the team produced the white paper "Finding the balance between Gen Z and 50 and over: making companies attractive to all generations" (see p. 23), which examines the requirements of different

groups of employees and analyses ways these can be met through staffing strategies. Communication campaigns were carried out alongside this, and a video with interviews was produced.

A successful Flexwork Event at the Kursaal Bern

In June 2025, the team organized another successful Flexwork Event at the Kursaal Bern with the theme "How flexwork drives economic change" (see p. 16 / 17). In collaboration with the cantons, the team also organized two events with a new format in French-speaking Switzerland – in Lausanne and Geneva – with the aim of promoting communication between staffing service providers, HR professionals and the authorities.

For temptraining, the team implemented the second wave of the image campaign in collaboration with Wirz and Webrepublic and was responsible for all accompanying activities. The team also maintains the website for the continuing education fund alongside other marketing activities with the aim of giving visibility to opportunities for temporary workers (see p. 32 / 33).

Anniversary celebrations for the swissstaffing pension fund

In collaboration with other departments, the team organized the celebratory event for the 40th anniversary of the creation of the swissstaffing pension fund (see p. 35). All supporting activities – from exclusive invitations to the event photos – were taken care of by the team. The event firmly cemented the positive perception of the pension fund among all insured staffing service providers. In addition, the team maintains the website of the Foundation, alongside other marketing and communications activities.

Temporary work makes headlines

Thanks to a huge amount of effort and achievement, in 2025 the team was able to shine an even more powerful spotlight on the many benefits of temporary work.

To make this key message visible and create a positive image for temporary work, we launched a comprehensive campaign with a broad media presence. The messaging was communicated both in an emotive way with human beings and in a factual way with numbers, and it was broadcast via various channels: on social media (LinkedIn and Meta), on news portals and via out-of-home posters. We also created a dedicated landing page on the swissstaffing website. The target group for all campaigns was employed people between the ages of 18 and 64. We encapsulated the campaign's key message in a strong slogan that reinforces the key role of temporary work and accompanied us throughout the year: "Without temporary work, the Swiss economy would be at a standstill." Temporary work helps everyone.

Positive results

Coverage: with the allocated budget, the forecast performance values were exceeded across all media: gross contacts > 26 million! A focus on video formats meant that the messaging could be transmitted in an emotive way, strengthening brand perception and familiarity in the target group aged between 18 and 64.

Social media

Through Meta, we reached a total of 1,544,601 users with an average ad frequency of 5. This resulted in 8.3 million impressions. On LinkedIn, we reached 15 percent of the target group with the campaign. Despite optimization for reach, we achieved an above-average click-through rate of 0.53 percent on LinkedIn. This demonstrates the strong brand affinity of the target group on LinkedIn.

Analogue and digital posters

In the first phase, 12 analogue poster sites were placed around Bern Station so that they would be present during the parliamentary sessions. Posters in both the F12 (landscape) and F200 (portrait) format were used. In the center of Bern, 47 percent net reach was achieved with a high OTS* of 18.

To ensure good coverage and reach across all locations during the second phase, we booked advertising space on digital screens in eight carefully chosen cities, achieving a reach of over 2.7 million contacts.



Key data for the campaign

Media mix: social media, classic posters (out-of-home advertising), animated digital screens, news portals (online)

Campaign period	Mar. 10 – Apr. 21, 2025
Target group	18 – 64 years
Objective	Attraction (reach, advertising impact, time)
Target area	D-CH, F-CH, I-CH

* Metric for the average frequency with which people potentially see an advertising message.



GOLDBACK NEB



«Während meiner
Reha waren
sie immer da.»

Katja Schoeller,
Lehrerin

Temporärarbeitende sind
lebenswichtig für
unser Gesundheitswesen.
Temporärarbeit hilft allen.

Operations & Member Services

In 2025, the Operations & Member Services team actively fulfilled its role as the organization’s central hub and supported numerous members, partners and employees.



*Calls received
for swissstaffing* **3,444**

*Calls received
for temptraining* **32,848**

*Services
billed* **804**

- Left to right*
- Julia Bryner* Head of Operations & Member Services
 - Laura Di Pietro* Employee and Receptionist
 - Irene Floridia* Employee
 - Samuel Rohner* Project Manager
 - Shkumbin Rudi* Project Manager, Head of QAS
 - Rudolf Elsener* Ambassador
 - Isabel Staub* Head of Accounting

Over the course of the year, the high level of service provided by our team became clearly evident: a total of 3,444 calls were handled for swissstaffing and a further 32,848 for temptraining. The team also organized numerous meetings, workshops and events, ensuring that they ran smoothly. For the first time, the reception team at swissstaffing was staffed with two people, meaning that telephone availability was also improved further. Accounting issued 804 invoices for services, marking a decline of almost 700 on 2024. The membership fee, which was revised from 2025, was invoiced to all members via consimo.

Additional support through an ambassador

The Operations & Member Services team advised numerous companies and individuals and welcomed new members to the Association. In mid-February 2025, Rudolf Elsener joined the team as Ambassador. He provided advisory support to members and contacted numerous interested parties. He was in personal contact with 373 people – during on-site visits, online meetings or by telephone. At the end of 2025, 22 staffing service providers were still in the admission process with swissstaffing and preparing for the audit.

Attractive event locations

The swissstaffing events were slightly modernized with a standardized presentation template and are now held in new, attractive locations. They provided an important platform for exchange for members as well as non-members and partners. In 2025, the regional meetings, CEO Meetings and General Assembly recorded a total of 694 participants.

Strong support for the quality label

The new swissstaffing quality label was presented to members for approval at the General Assembly. Its new concept, including zero-tolerance standards, was approved by a large majority and was implemented on a voluntary basis in September together with long-standing partner and certification body SQS. From 2026, the quality label is binding for all members. During this first year, swissstaffing will offer support to members who request assistance with its introduction.

Positive feedback from members

The member survey revealed stable satisfaction with swissstaffing's services. The swisstempcomp OASI Compensation Office, together with the swisstempfamily Family Compensation Office (rating of 8.0 on a scale of 1 to 10), and the swissstaffing pension fund (rating of 7.9) maintained their very good scores. Both further strengthened their customer focus and have planned corresponding measures for 2026. swissstaffing itself also maintained member satisfaction, once again achieving an average rating of 8.3.

Quality label raised to a new level

SQS, swissstaffing's certification partner, carried out a total of 153 audits among new and existing members. swissstaffing congratulates all members who successfully completed the audit. The swissstaffing quality label is a nationally recognized seal of quality that has been developed specifically for the staffing services industry and designed to assess professionalism within the sector. From 2026, it will be raised to a new level and supplemented with zero-tolerance standards.

Quality label: What's new?

- Compact charter for members
- Revised checklists
- Binding zero-tolerance standards: documentation requirements in the areas of social benefits, further training and occupational safety
- Additional voluntary ESG module



Legal Department

Your right to representation

In 2025, the swissstaffing Legal Department once again remained the center of excellence for the staff leasing sector for questions relating to employment law, recruitment law, social insurance law, immigration law and general contract law. A total of 2,090 consultations were provided for Association members and non-members. One important topic was temporary work in Zurich hospitals. In this context, swissstaffing filed a complaint with the Secretariat of the Competition Commission (COMCO) in order to draw attention to the anti-competitive effects of measures taken by Zurich hospitals.

At the same time, the Legal Department closely followed the Federal Supreme Court's decision to uphold the appeal concerning the restriction of temporary work in the canton of Neuchâtel. The ruling has far-reaching consequences for other cantons and strengthens legal certainty for staffing service providers. This is particularly true in regions where similar initiatives exist to restrict temporary work or introduce new cantonal procurement rules.

Another focus area was the updating and publication of the commentary on the Collective Bargaining Agreement (CBA) for Staff Leasing, which provides members with up-to-date and practice-oriented guidance for implementing the CBA.

Improved legal support

In addition, the Legal Department presented its new service offering, which provides members with even broader access to legal support. In this context, the Legal Department published the new information sheet "Remote Work / Workation for the EU/US," which provides a clear explanation of the complex employment-law, tax-law and permit-law aspects of international working models.

As in previous years, monitoring the implementation of the CBA on Staff Leasing, political monitoring and the preparation of consultation responses to legislative revisions (especially concerning the "Bilaterals III" dossier and the Nursing Care Initiative) were among the Legal Department's core tasks. Focus remained on promoting practical solutions and critically monitoring regulatory proposals that could restrict labor-market flexibility.



Left to right

Boris Eicher *Head of the Legal Department*

Diana Berger *Employee*

Ardian Laha *Employee*

Philipp Müller *Employee*

Sara Stoffel *Employee*

Patrick Vignini *Employee*

Ivana Zellweger *Employee*

Education & HR

Sabrina Fellmann Head of Education & HR

David Remund Education Employee

Claire Gerlich Education/Learning & Development Project Manager



Fitness programs for the industry

Warm up, train, qualify: with QAT, staffing city and practice-oriented courses, swissstaffing strengthens specialist and methodological expertise step by step – from HR Assistant to professional examination. swissstaffing's educational activities are aligned with the requirements of the staff leasing sector. Through QAT Quality and Training, qualifications are developed in a targeted manner and implemented in a practical way. Focus is placed on the sustainable development of specialist and methodological expertise for everyday professional practice. The swissstaffing educational landscape structures its offering along clearly defined competence levels, creates transparency regarding further training opportunities and sets out a sector-specific qualification route with the "red pathway."

staffing city

The digital learning platform enables flexible, work-integrated training across all qualification levels and forms a central pillar of the educational landscape. Around 500 users currently use the platform. The offering includes more than 60 online modules, which are practice-oriented and systematically incorporated into the education landscape.

Certificate qualifications play a key role: a total of 505 certificates were awarded in the basic module and 434 certificates in the practical module. Both qualifications are prerequisites for the new quality label. In addition, new models have been developed, including Prompt Pro (AI in staff leasing) and two modules on data protection in staff leasing, which address current technological and regulatory developments.

Further training courses

The further training courses were reviewed and adapted in a targeted manner. Alongside established seminars, other formats were increasingly used in order to deliver content more flexibly and respond to the current conditions in the industry. With the new "Legal Foundations for Advanced Practitioners" course, an in-depth offering for experienced professionals has been established. Both this course and the "Legal Foundations" training programme were among the most frequently booked further training courses. In total, 15 further training courses were conducted with 74 participants..

HR Staffing Assistant

With the HR Assistant course, a new qualification program was introduced in 2025. Some 41 participants took the examination. The pass rate stood at 75 percent, and even reached 91 percent in French-speaking Switzerland. Those who complete the course receive an official HRSE certificate, equivalent to the HR Assistant HRSE, which provides a recognized foundation for the advanced qualification as a HR Expert.

HR expert qualification

A total of 33 candidates completed the HR Expert with Specialization C qualification during the reporting year. Some 27 participants successfully passed the examination, which equates to a pass rate of 82 percent.

Particularly noteworthy was the top mark of 5.5, which was not only the highest mark within the specialization, but also the highest final mark across all specializations.



Left to right

Claudio Trenna Head of temptraining

Laurance Batt Caseworker
Biagio Bongiovanni Senior Caseworker
Nathalie Fangueiro Senior Caseworker
Anita Friemelt IT Project Manager

Sandra Hess Head of Administration
Mariangela Iula Caseworker
Anan Kouniali Caseworker
Sylvia Mersch Senior Caseworker

Isabella Siracusa Employee and Receptionist
Nuria Villar Caseworker
Adam Wildhaber Caseworker



Number of applications for further training subsidies compared to the prior-year period 2024 / 2025

Number of further training applications 22,998 / 26,152

Approved amount in CHF 9,878,299 / 10,620,083

Disbursed amount in CHF 17,401,692 / 19,255,505

Budgeted amount in CHF 17,000,000 / 19,000,000

Continuing on the path to success

In 2025, temptraining continued on its growth course. Despite seasonal fluctuations, high numbers of applications were managed, payments were disbursed as planned and key digitalization projects were continued.

temptraining is a social partnership institution and is supported by the joint association of the Collective Bargaining Agreement (CBA) for Staff Leasing. swissstaffing operates the temptraining office on behalf of the joint association.

The numbers of incoming applications remained at a high and stable level for much of 2025. A slight decline was recorded during the summer months, as was the case in previous years. Overall, however, the number of applications submitted exceeded the level of the previous year. In some months, particularly in September, the number of applications increased significantly. Over the year as a whole, the volume of incoming applications settled at around 2,000 per month.

Processing backlogs fluctuated during the course of the year. While at times they were reduced to around three weeks, they rose again to up to four weeks in periods with increased application volumes. Overall, however, processing remained stable, and disbursements were made continuously.

Rising number of further training applications

In 2025, temptraining received a total of 26,152 further training applications. This was higher than the prior-year figure of 22,998. Overall, payments were disbursed for 23,433 applications, corresponding to a total amount of around CHF 19.3 million. Compared with the previous year, in which payments in the amount of approximately CHF 17.4 million were made, this represents a further

increase. The approved amount also rose relative to 2024, growing from around CHF 9.9 million to about CHF 10.6 million. The proportion of rejected applications remained unchanged at a low level and, as was the case in the previous year, stood at approximately 2 percent. The budgeted funds of CHF 19 million were used as planned during the reporting year.

Another area of focus during 2025 was the further development of communication and the provision of digital support for applicants. On 1 September, the second wave of the temptraining campaign was launched and ran until the end of October. This helped to further increase awareness of temptraining and to attract additional temporary workers to the further training services.

Support through a chatbot

At the same time, the implementation of a chatbot was advanced with the aim of reducing the number of general enquiries received by e-mail and phone. The technical implementation was concluded during the year, and testing continued until the end of the year. The introduction of the chatbot is planned for the start of 2026 and represents an important step towards further reducing the administrative workload and improving the user experience.

Overall, the year 2025 shows that temptraining remains capable of operating effectively even when faced with high numbers of applications, uses its financial resources in a responsible manner and invests continuously in optimizing its processes and services.



Pension fund



Dr. Marius Osterfeld Chair of the Pension Fund Board of Trustees
Yvonne Azigbo Secretary General Pension Fund

Secure retirement provision in challenging times

The swissstaffing pension fund is an employee benefit institution that places a strong emphasis on the careful management of risks and costs.

About the swissstaffing pension fund

For many years, the swissstaffing pension fund has stood for fair pension solutions, high standards and close cooperation with the social partners. It acts as a bridge-builder between companies and employees, between flexibility and stability, and between economic interests and social responsibility. This also shows how swissstaffing, as the founding association, takes on responsibility and uses the freedoms afforded by Swiss legislation to make flexible forms of work attractive.

Occupational pension provision for temporary workers is an essential component of a modern social security system. For many people, it provides security in a world that is becoming increasingly unpredictable. And in a changing environment characterized by digitalization, transformation and skills shortages, the importance of this security becomes particularly clear.



Key figures: swissstaffing pension fund
as at December 31, 2025

Coverage ratio	142%
Complementa rating	A++
Conversion rate	6.8%
Average interest rate: approx.	3%
+ Payment of a 13th monthly pension	



A reason to celebrate: 40 years of the swissstaffing pension fund

For 40 years, our pension fund has been providing reliable pension solutions for temporary and permanent employees on excellent terms. On September 18, 2025, we marked this anniversary with a celebratory event attended by around 120 guests at the Sablier Rooftop Restaurant & Bar high above Zurich Airport.

Following a warm welcome, Dr. Marius Osterfeld, Chair of the Board of Trustees, opened the evening and introduced the guests to those topics that had particularly shaped the pension fund over the past year. Between the courses of the festive dinner, there was also space for thought-provoking insights: Amélie Galladé, representing the Gen Z perspective, Vania Alleva, President of Unia, and Bettina Schaller, President of the World Employment Confederation, explored the future of pension provision from very different perspectives. Their contributions made clear how diverse expectations of a sustainable pension system are – and just how important dialogue between generations, sectors and institutions remains.



swisstaffing.ch

swisstaffing
Stettbachstrasse 10
CH-8600 Dübendorf