

White Paper

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Study design
& bibliography**Information**

Ariane M. Baer | Project Manager Economics and Politics | ariane.baer@swissstaffing.ch
 Dr. Marius Osterfeld | Head of Economics & Politics | marius.osterfeld@swissstaffing.ch

Production

Zdenka Rüedi | Project Manager Marketing & Communication | zdenka.rueedi@swissstaffing.ch

Publisher

swissstaffing | The Swiss Association of Recruitment Agencies
 Stettbachstrasse 10 | CH-8600 Dübendorf | Switzerland
 Tel.: +41 (0)44 388 95 40 | www.swissstaffing.ch | info@swissstaffing.ch

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Executive summary

The demands being placed on companies in Switzerland are changing rapidly. Competition for qualified workers is set to become even more acute given trends in the workforce – regardless of short-term economic fluctuations. In order to remain competitive in the long term, businesses will need to review their recruitment and staff retention strategies and specifically take into account the expectations of workers. First and foremost, this means adopting a positive corporate culture, actively investing resources in a good work environment and promoting attractive remuneration models and flexibility.

However, a 360-degree survey of workers, businesses and flexworkers shows that the priorities of employers often diverge from the needs of employees. Instead, they are relying on strengths arising from their corporate structure. A future-oriented staffing strategy demands a nuanced approach, taking into account the expectations of various groups of employees: the younger Generation Z prioritizes financial security, stability and career prospects in the company, whereas the 50+ generation values purpose, flexibility and appreciation. Women and carers rely heavily on part-time options and flexible working models to be able to combine family and professional life.

Businesses that take these demands into account and actively cater to diversity are more attractive and retain talent in the long term. A sustainable staffing model combines core staff with flexible workers to ensure stability and adaptability. While permanent staff provide core competences and critical knowledge in the company, flexible workers and temporary staff offer a fast response to economic fluctuations and specialist knowledge that might be required in the short term. The division of labor according to skills, clear structures and processes as well as an appreciative corporate culture are crucial to smooth cooperation between core staff and flexible workers.

The different motives of the two types of temporary workers can be specifically incorporated into one staffing strategy: first up, those looking for permanent employment use temporary work as a stepping stone to permanent employment. Companies benefit from this «test phase» as they get to know the skilled workers at work. This avoids appointing the wrong person, increases the chances of long-term retention and reduces recruitment costs. Secondly, those looking for flexibility deliberately choose temporary employment relationships to have more autonomy and freedom. For businesses, it is worth actively retaining this talent by offering recurring work, thereby creating a pool of qualified workers with company-specific knowledge.

Staffing service providers play a key role in times of skills shortages and increasing competition. Thanks to their market knowledge and network, they can help companies find qualified talent and cover staff shortages flexibly through staff leasing. The fact that 60 percent of Swiss companies have already used temporary work (Sotomo 2024) shows that it is a well-established part of modern staffing strategies.

A sustainable
staffing model
combines core staff
with flexible workers
to ensure stability
and adaptability.

Staffing service providers take a stand

swissstaffing, the employers' association for staffing service providers and social partner to the CBA on Staff Leasing, is committed to the social acceptance of autonomous and flexible working and to the social security of flexworkers.

Given the growing labor shortage and generation change, temporary work plays a key pioneering role in flexible working in the Swiss economy. Staffing service providers are strategic partners here, who offer targeted support to businesses.

The future challenges of the labor market require businesses to adapt their staffing strategies to reflect the needs of workers in a way that is fair to all generations. It will also be more important for companies to combine core staff with flexible workers in a sustainable staffing model: while permanent staff provide core competences and critical knowledge, flexible workers and temporary staff can respond quickly to economic fluctuations and offer specific know-how that might be required in the short term. Moreover, temporary working offers companies the opportunity for more effective recruitment: many of those seeking permanent employment use temporary work as a stepping stone to a permanent position. This means that companies get to know workers in everyday working life. This reduces the number of miscast appointments and increases the chances of long-term retention while lowering recruitment costs. At the same time, there is a growing number of workers looking for flexibility; they deliberately opt for temporary working models to obtain more autonomy and freedom. Again, businesses reap the rewards here by specifically retaining these skilled workers through recurring assignments.

To fully exploit the potential of the leasing sector for businesses, flexworkers and the future labor market, the following conditions must be in place:

- A culture in which flexible working and the dynamic interaction between different types of work are accepted: temporary work and flexwork are a social reality and meet a need of workers. They are a solution to the challenges of the future labor market and should be actively supported.
- No regulatory restrictions that make flexible working more difficult: in order to preserve and promote the key role the leasing sector plays across the whole of society and in the economy, there should be no restrictions or prohibitions on temporary work. This would only limit businesses in their flexibility and further exacerbate the skills shortage.
- Fewer statutory working hour stipulations: modern legal framework conditions should allow for contemporary and more flexible working models. Expedient relaxations of the requirements around working hours and retirement are urgently recommended.
- Enforcement authorities need to take both employment protection and the strong demand for flexibility from workers, employers and staffing service providers into consideration.

The future challenges of the labor market require businesses to adapt their staffing strategies to reflect the needs of workers in a way that is fair to all generations.

Skills shortage – targeted recruitment and retention strategies all the more important

The skills shortage will remain a challenge to the Swiss labor market in the long term. According to a business survey by swissstaffing and Sotomo (2024), 78 percent of Swiss firms struggle, at least occasionally, to find suitable managers and skilled workers. Businesses will have to adapt their recruitment and staff retention strategies to make them fit for the future. These will need to specifically reflect the expectations of workers. Companies that fail to do so will risk vacancies and increased staff turnover.

The priorities of workers vary depending on their gender, age and individual life circumstances. Businesses must understand these differences and tailor their staffing strategy accordingly. Successful recruitment requires addressing the target group in the right way, and effective deployment will help retain the recruited staff.

The staff leasing sector helps companies attract talent. It enables businesses to respond quickly and flexibly to staff shortages, attract qualified workers and deploy them as needed.

This White Paper studies the following key issues in Switzerland based on a 360-degree survey of workers, businesses and flexworkers: What do workers want most from a job? To what extent do employers already fulfill these requirements? How can the varying needs of the different generations and flexwork types be incorporated into staffing strategy?

Two practical examples of temporary workers also provide an insight into how their requirements of an employment relationship were met through temporary work.

78%
of Swiss businesses report
struggling, at least occasionally,
to find suitable managers
and skilled workers.

What workers want from a job

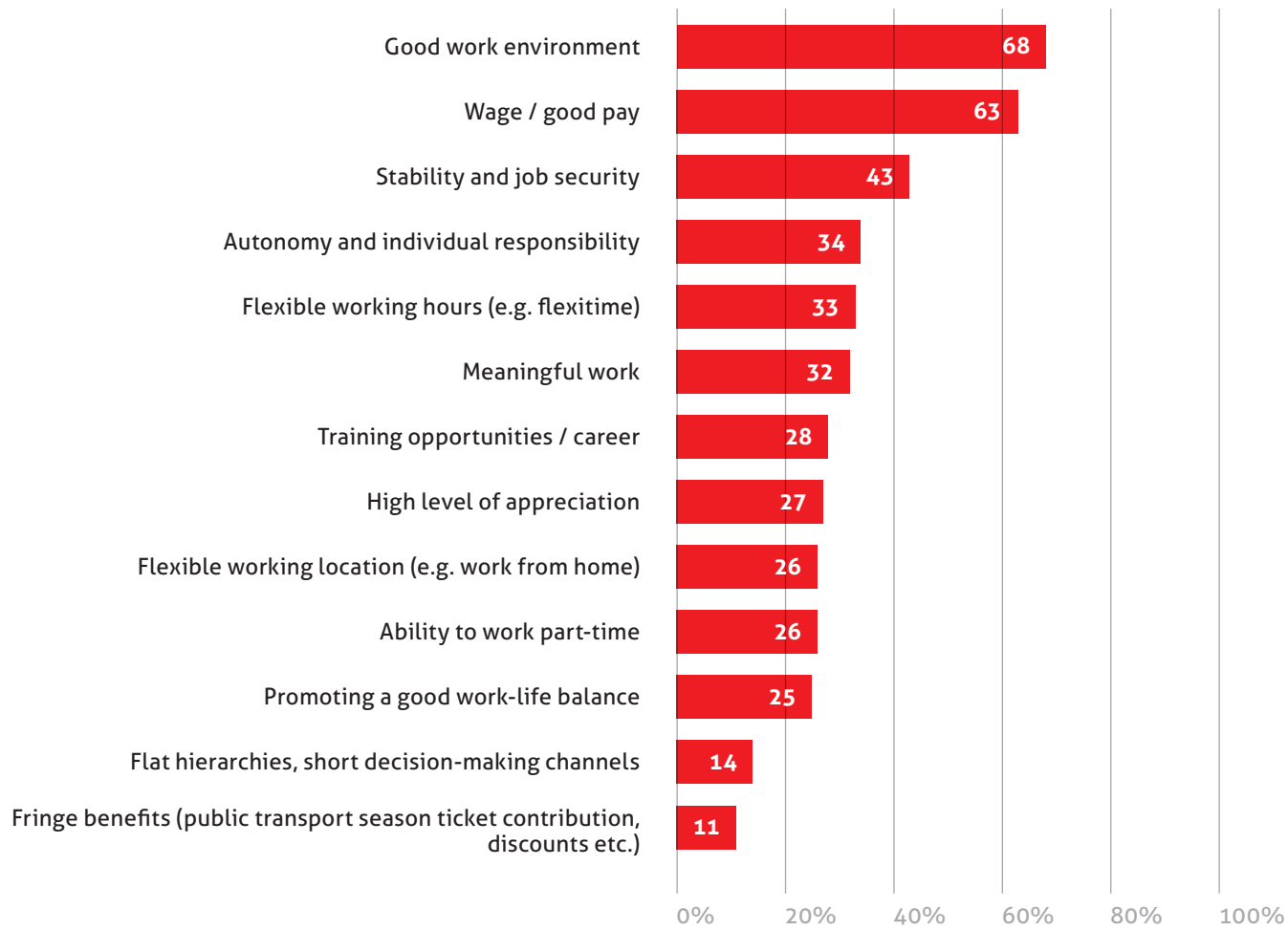
The work environment (68%) and salary (63%) are decisive criteria for attracting Swiss workers to a job. Much further behind are stability and job security (43%), autonomy and individual responsibility (34%) as well as flexitime (33%).

The results of the survey are surprisingly unambiguous, because those surveyed had to prioritize their needs and limit themselves to the five aspects most important to them. A good work environment and attractive pay are thus essential requirements for workers in a job. They constitute the two pillars of a working relationship. If one of these is missing, or even both, there is a risk of high staff turnover and problems attracting talent. Given the future challenges on the labor market, businesses should therefore be investing in these two

factors and communicate measures transparently. This is the only way of retaining staff in the long term and keeping their turnover to a minimum.

Despite being ranked much lower, the other requirements are still relevant. They help fulfill basic requirements, expand remuneration models and improve the work environment. Stability and development and career opportunities offer staff long-term prospects and are part of a targeted staff retention strategy. Flexible working hours and autonomy are also becoming more important. Offering flexitime, working from home and the possibility of independent decision-making builds trust between employers and their staff, thus creating a positive work environment while increasing attractiveness (see swissstaffing 2024). Strategically communicating these preferences is crucial when recruiting new talent if a company is to be considered an attractive employer and secure qualified skilled workers.

Figure 1:
Workers: what is important in a job



Workers based on: Swiss working-age population from age 18 (excluding retirees) (n=1204). Max. 5 answers.
Source: swissstaffing / gfs-zürich 2024

For
68%
of workers, a good work environment is the key factor determining the attractiveness of a job.

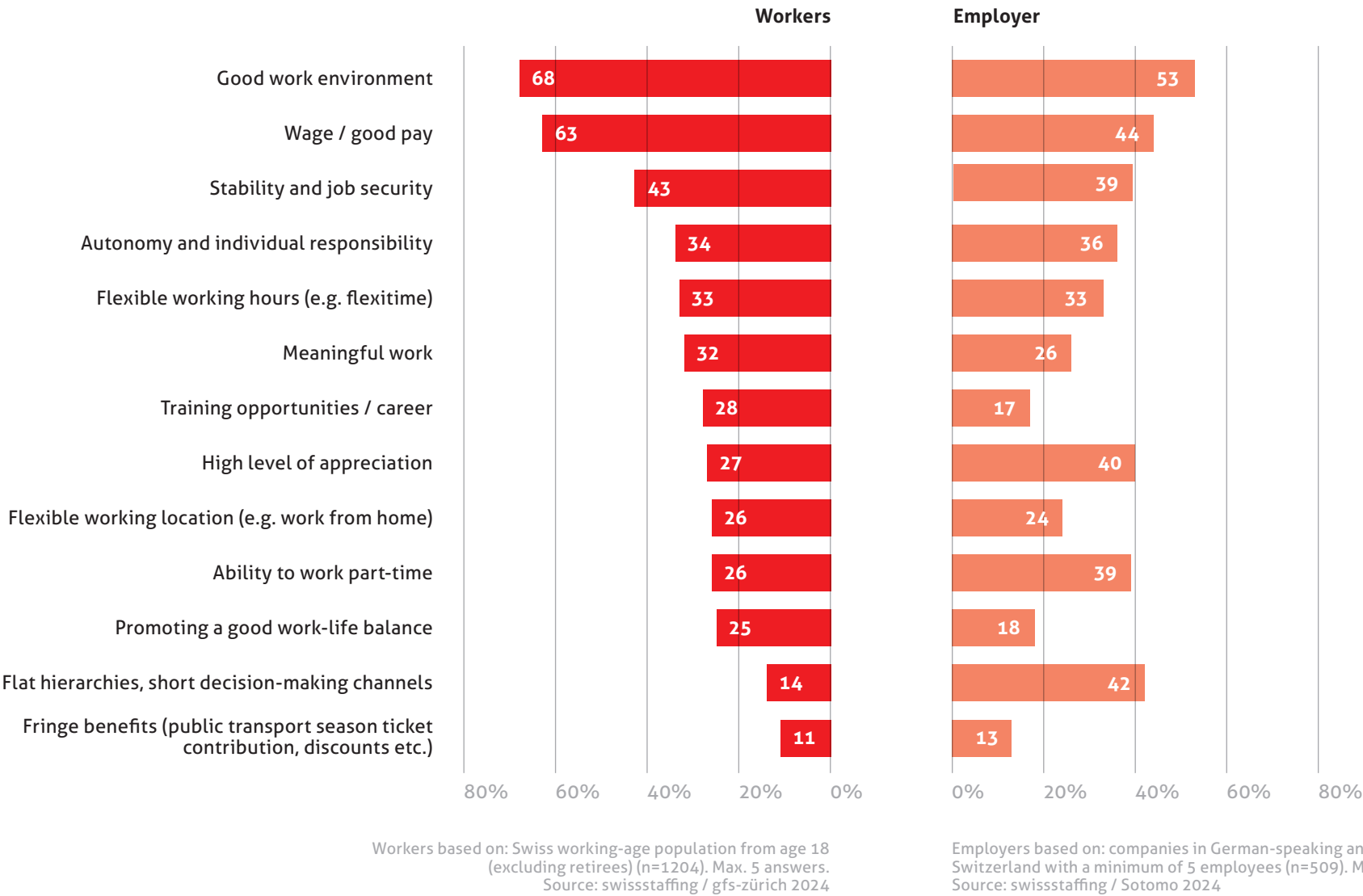
Disparity between needs of workers
and self-perception of companies

A comparison shows that there is a gap between the needs of employees and companies' self-perception of their strengths. Only roughly half of employers see a good work environment (53%) and good remuneration (44%) as key advantages of their company, whereas these two factors are much more important to workers.

The discrepancy in training and career opportunities is also apparent: while only 17 percent of employers consider these to be core strengths, 28 percent of employees view them as essential. On the other hand, companies highlight flat hierarchies, a high level of appreciation and part-time options more than the employees themselves. This could suggest different priorities for both parties or indicate an attempt by companies to create a good work environment in their workplace.

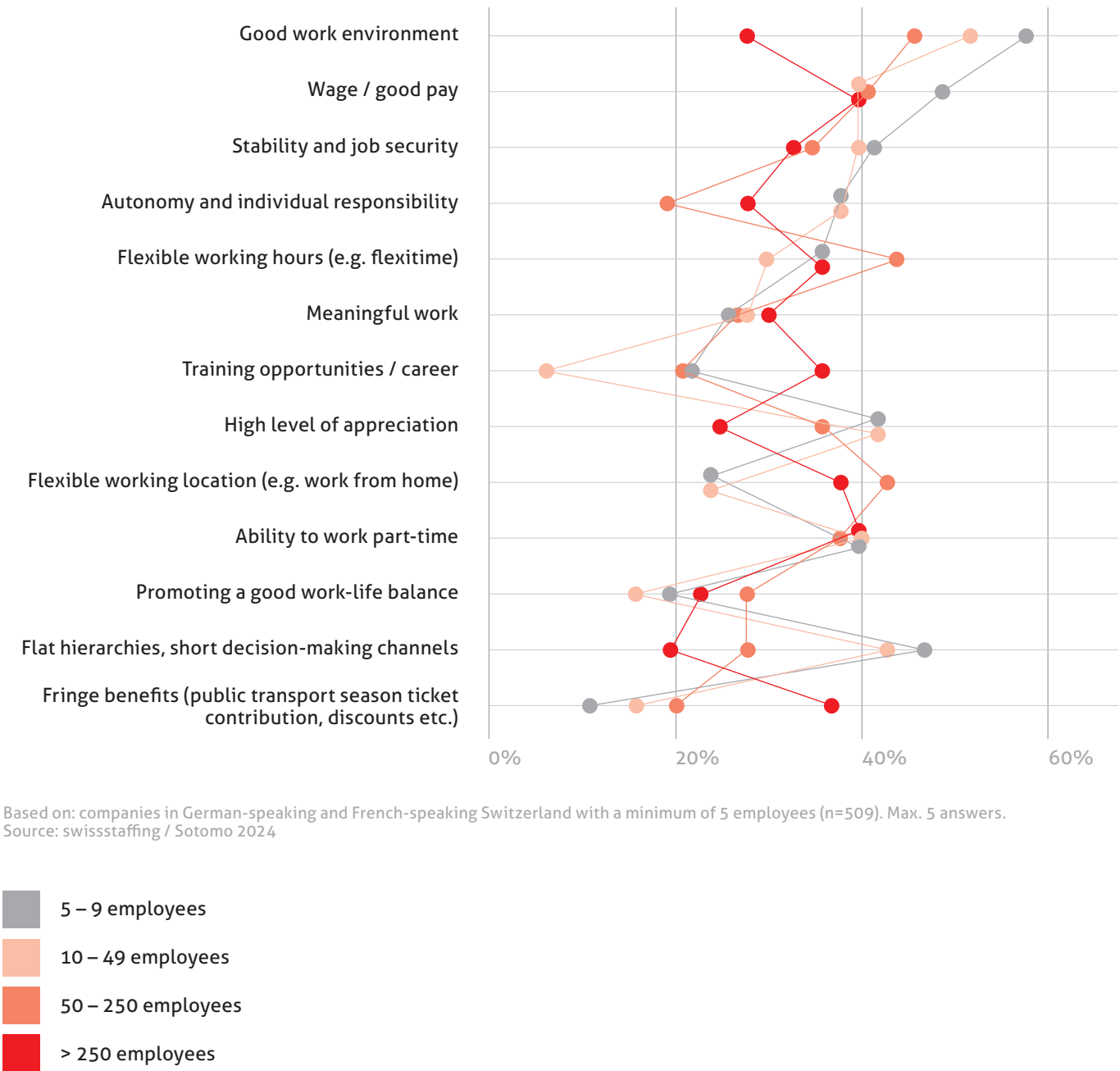
A look at the results according to size of company shows that the employers' answers are heavily influenced by their corporate structure: small businesses offer flat hierarchies, a high degree of individual responsibility, a good work environment and personal appreciation. Large companies, on the other hand, highlight benefits such as working from home, training and career opportunities as well as comprehensive fringe benefits. In other words, companies are mainly drawing attention to the strengths they already have. This is understandable. However, the new realities on the labor market demand that businesses specifically cater to the needs of workers and are prepared to go the extra mile for their staff.

Figure 2:
Workers: what is important in a job
Employers: what is attractive about their company



A comparison shows
that there is a gap
between the needs
of employees
and companies'
self-perception
of their strengths.

Figure 3:
Employers: what is attractive about their company: a comparison according to company size



Workers: different priorities depending on gender and age

Expectations of a job vary according to sociodemographic characteristics. This is evident, for example, when it comes to gender: women particularly value a good work environment (73%), which is more important to them than attractive pay (60%). Men, on the other hand, prioritize salary (66%) over work environment (63%). The option of part-time work is much more relevant to women (33%) than men (18%). This observation suggests that women still carry more responsibility for family work and often work part time, while men tend to be the main breadwinners.

Expectations of the workplace also differ according to age: while Generation Z prioritizes security and financial aspects, purpose and autonomy are at the forefront for the 50+ generation. Taking these differences into account is crucial for successfully attracting staff. Which companies have the edge when it comes to competing for talent will be determined in both of these age groups in future.

Generation Z's focus on security and monetary aspects is surprising. For this age group, pay (74%) is the main factor, followed by a good work environment (70%). Stability and job security are deemed important by 51 percent, more than any other age group. Career prospects are also important (28%). Autonomy (15%), on the other hand, plays a subordinate role. This may be due to uncertainty in a rapidly changing working world that this generation has known since birth – for example from economic crises, societal change and rapid digitization. The result is an increased need for stability and (material) security. At the same time, the young generation is aware of its market value because of the structural skills shortage, and demands to be remunerated accordingly.

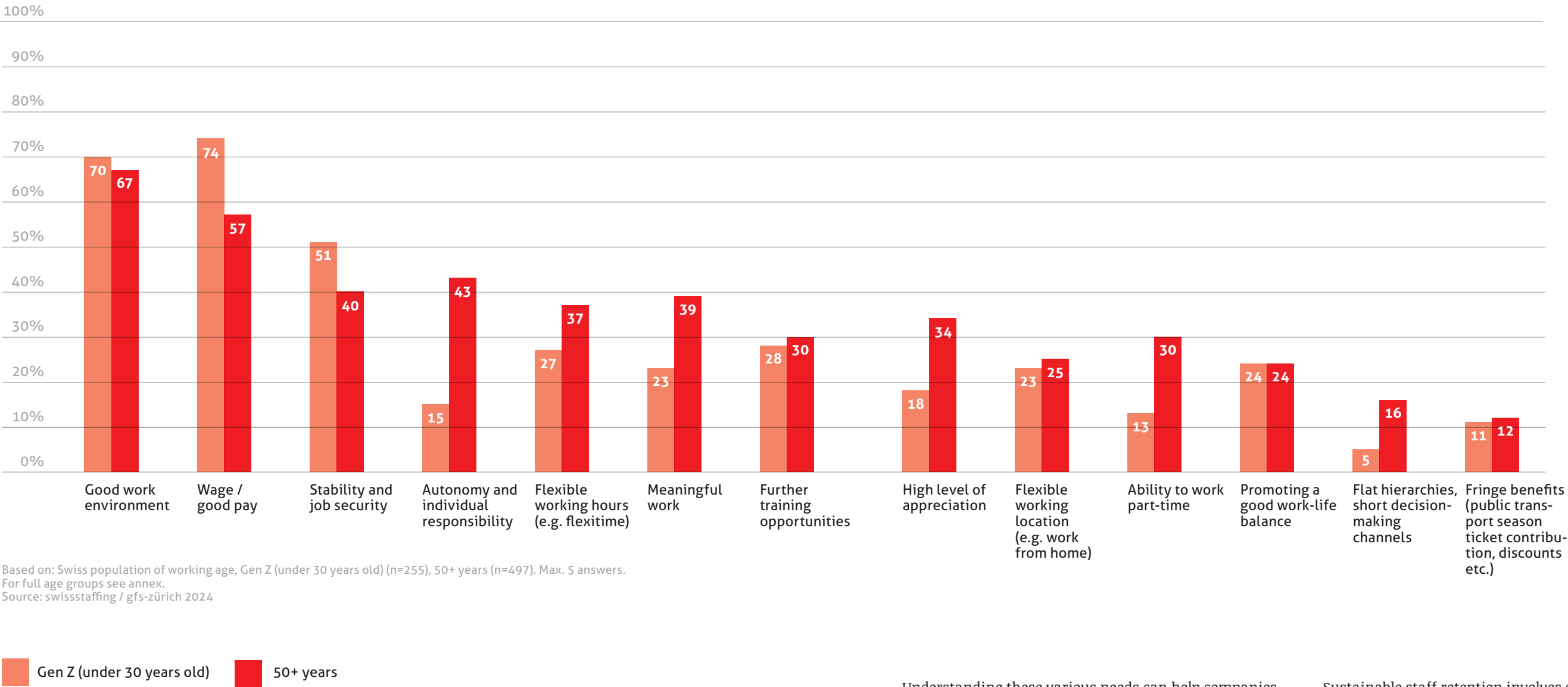
In order to keep this age group in the long term, there must be clear prospects of development, especially when it comes to pay and career opportunities. These offer Generation Z security and stability and reduce the risk of them defecting to the competition early on.

Employer strategies are increasingly focusing on the 50+ generation due to the skills shortage. Their priorities differ from those of younger workers. They attach more value to immaterial aspects, such as autonomy (43%), purpose (39%) and flexible working hours (37%). The work environment is key for this age group, while pay and job security are less of a consideration than for younger workers. The results reflect many years of experience and the need for independent working and recognition. Most of the 50+ generation grew up in a time of economic boom and social stability. After decades of work, they are increasingly looking for independence and prefer working models that offer autonomy, purpose and greater compatibility between professional and personal life.

To be able to attract and retain experienced workers, companies should allow independent working and address attractive models for later career stages early on (e.g. project-based work, flexible working hours or part-time models). These measures will increase the chances of older skilled workers staying at the company with their knowledge and experience beyond regular retirement age.

Generation Z's focus on security and monetary aspects is surprising.

Figure 4:
Workers: what is important in a job: a comparison of age groups



Understanding these various needs can help companies optimally organize their team structures and build mutual trust. A balanced mix of generations and genders is key to a strong corporate culture and promotes productive discussion: experienced skilled workers provide security and know-how, while the younger generation brings new momentum and digital skills. Companies that actively cater to diversity create attractive working conditions, optimize potential and are more competitive when it comes to attracting talent.

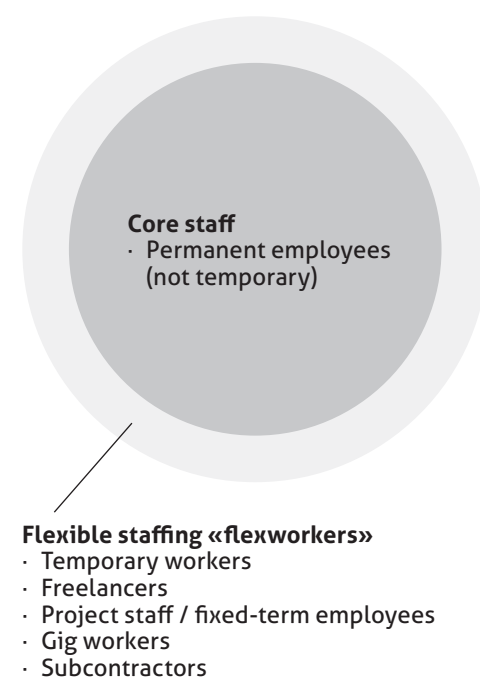
Sustainable staff retention involves offering clear development prospects for young talent, autonomous working for experienced skilled workers and targeted career advancement for staff with caring responsibilities. Particularly flexible working models – from part-time to flexitime and job sharing – are essential to keep both women and men in employment.

Core staff and flexible workers in a company

A distinction can be made between core staff and flexible workers («flexworkers») in companies (see fig. 5).¹

Core staff refers to permanent staff; flexible workers include temporary staff, freelancers, project staff, fixed term employees, gig workers and subcontractors. The split into core staff and flexible workers is important for companies today to be able to respond flexibly to economic challenges and increasing competitive pressure (see Oertig / Zölch 2017). Flexworkers offer them fast access to specialist knowledge and urgently required talent and help them remain competitive during cyclical fluctuations, as the employment relationships can be adapted with flexibility. Core staff provide core competence and critical, internal knowledge.

Figure 5:
HR model of flexible staffing



The proportion of all workers in flexible employment relationships is between 20 and 26 percent depending on the study and definition (see AMOSA 2024, swissstaffing 2022). What rights do flexworkers have to a job compared to permanent staff? The results below illustrate this using the example of temporary workers, studied as representatives of flexible workers. Temporary work is an important flexible form of work in Switzerland. 41 percent of Swiss companies currently use temporary workers; in large companies with over 250 staff the figure is as much as 83 percent (see Sotomo 2024).

Two different types of temporary workers can be identified: those looking for permanent employment and those looking for flexibility (see chapter 4). They have different priorities and motives. Businesses can use their knowledge about these differences and take them into account when recruiting and retaining flexible staff.

Temporary workers looking for a permanent position view staff leasing as a step towards permanent employment. Ideally, they will be able to use their role as a flexible worker as a springboard to becoming core staff. Temporary employment offers them the opportunity to do this. Stability, job security (53%) and career prospects (44%) are especially important to them. This is unsurprising given the fact that one in three of them was unemployed before temporary work (see chapter 4) and is therefore looking for long-term prospects.

Temporary workers looking for flexibility, on the other hand, do not want a permanent position, but rather want to remain flexworkers in the long term.

For them, appreciation (33%), flexible working hours (32%) and the option of part-time work (26%) are more important.

As with workers, attractive pay and a good work environment are basic requirements of a job for both groups of temporary workers.

Businesses that understand the varying needs of temporary workers can specifically cater to these and integrate them in the long term. Those looking for permanent employment benefit from transparency about the period of employment, the chances of being kept on and development prospects. If a permanent position is sought, a temporary phase affirms that they have opted for the right employment relationship and increases a long-term cooperation's chances of success.

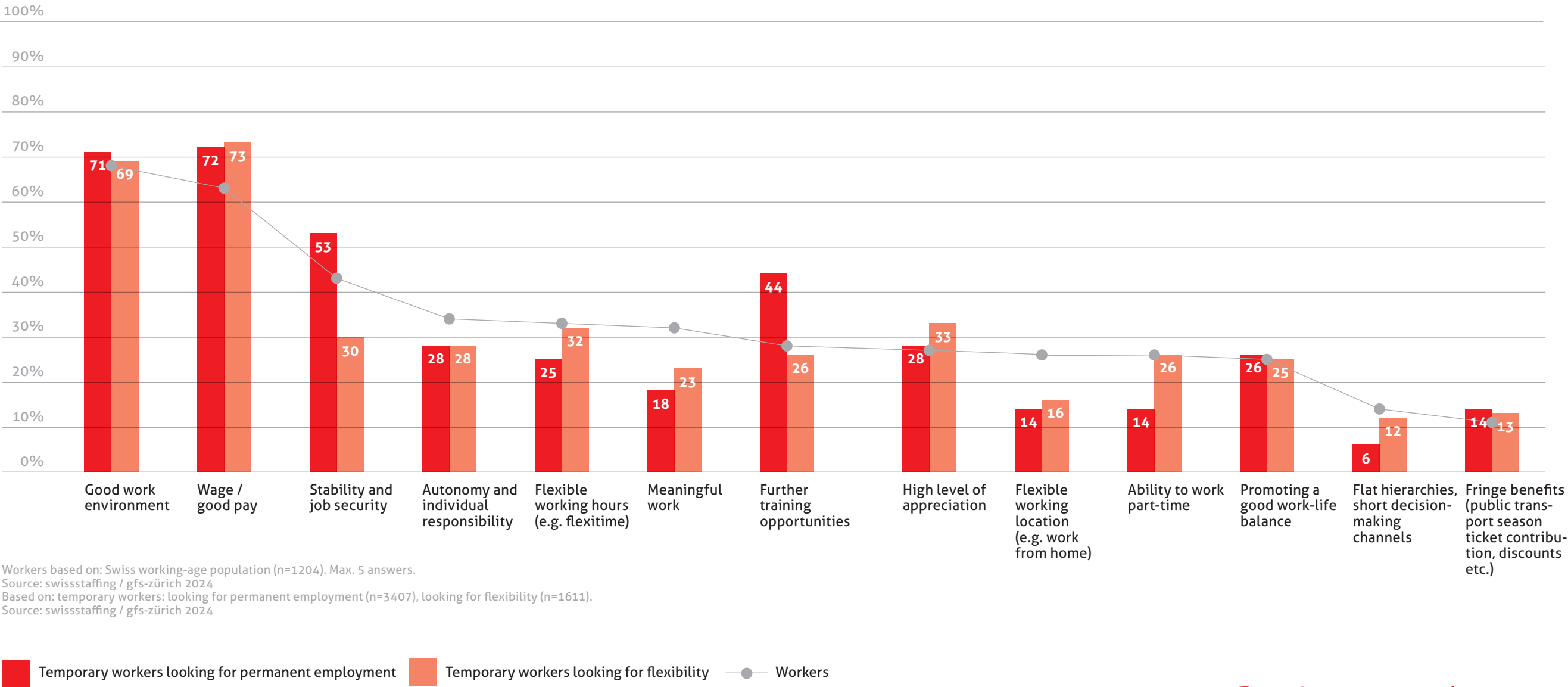
Those looking for flexibility, on the other hand, value autonomy, flexible working hours and an agile structure. Although they are not part of the core staff, they make a valuable contribution. Appreciation is crucial for attracting them back for future work. Businesses benefit in the long term, because these workers are already familiar with processes, teams and the corporate culture – an advantage that pays off in sensitive areas in particular, such as the care sector.

Constructive cooperation between core staff and flexworkers is key for the HR model of flexible staffing to fulfill its full potential. Companies that invest in a positive work environment, minimize friction losses by means of suitable processes and structures and take all staff seriously in their role create motivation and reliability – thereby securing the skilled workers of tomorrow.

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¹ The distinction between core staff and peripheral workers (core-periphery model) is based on the HR concept of the «flexible firm» by John Atkinson (1984). Atkinson's model makes a more nuanced distinction in staffing: 1) Core group: highly qualified, internal workers 2) First peripheral group: internal, less specialized workers 3) Second peripheral group: part-time and temporary workers 4) External workers: outsourced tasks (IT, cleaning).

Fig. 6:
Temporary workers: what is important in a job: a comparison by type



Businesses that understand the varying needs of temporary workers can specifically cater to them and retain them in the long term.

Temporary work: stepping stone to permanent employment and a flexible employment model

A survey of over 5000 temporary workers shows two main functions of temporary work for workers: for some it is a stepping stone to a permanent position, and for others it is a long-term, flexible working model.

Stepping stone to a permanent position: temporary workers looking for permanent employment

Temporary work plays a key role in getting job seekers into the labor market. Not only does it offer the opportunity to gain work experience, it is also proven to serve as a stepping stone to permanent employment.

Approximately 40% of temporary workers looking for permanent employment were unemployed or not working beforehand. Temporary work allows these people to step into the working world and reorient themselves.

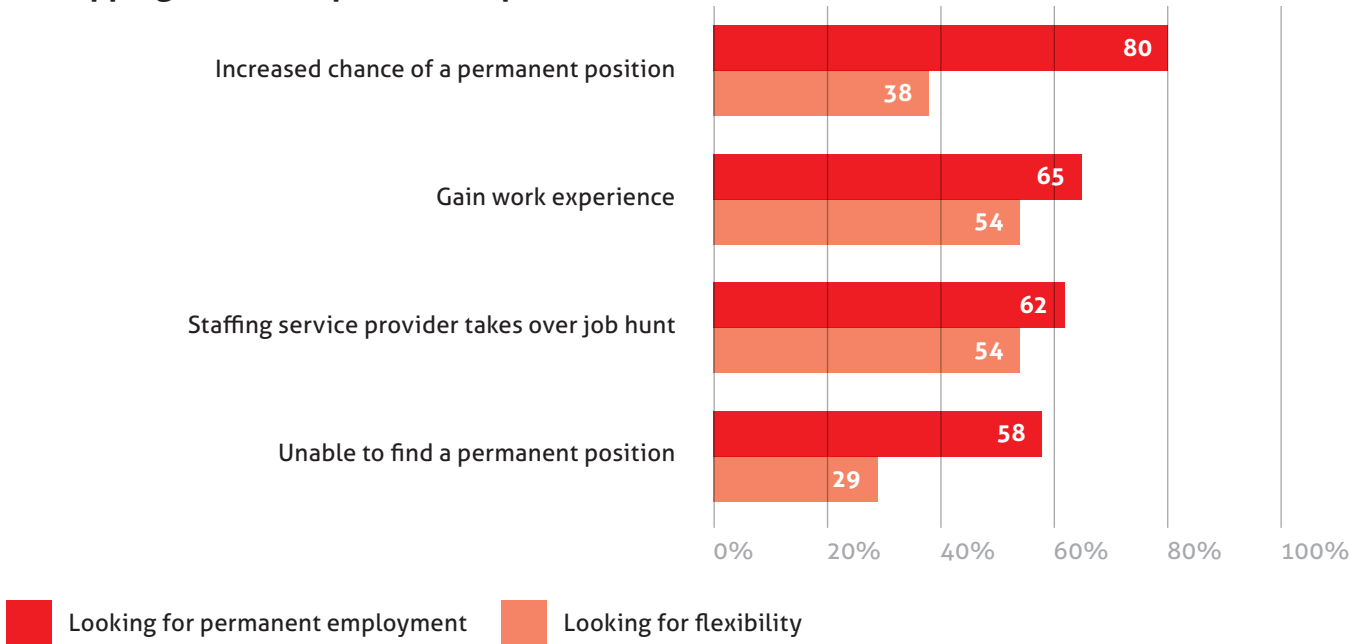
Those looking for permanent employment see temporary work as an opportunity to increase their prospects of getting a permanent position. The low entry barrier and the support of staffing service providers make this form of work attractive. The latter often take over the job hunt, offer advice and establish links to potential employers through their networks.

In particular, people with minimal formal training benefit from this form of work, as they are often taken on directly by the hiring company. For example, 62 percent of previously temporary and now permanent employees with little training used to undertake temporary work in the same hiring company. Temporary work gives them the opportunity to prove their skills and commitment in everyday working life, without having to show formal qualifications. The temporary position thus serves as a springboard to a permanent position that they often would not have had otherwise without this opportunity.

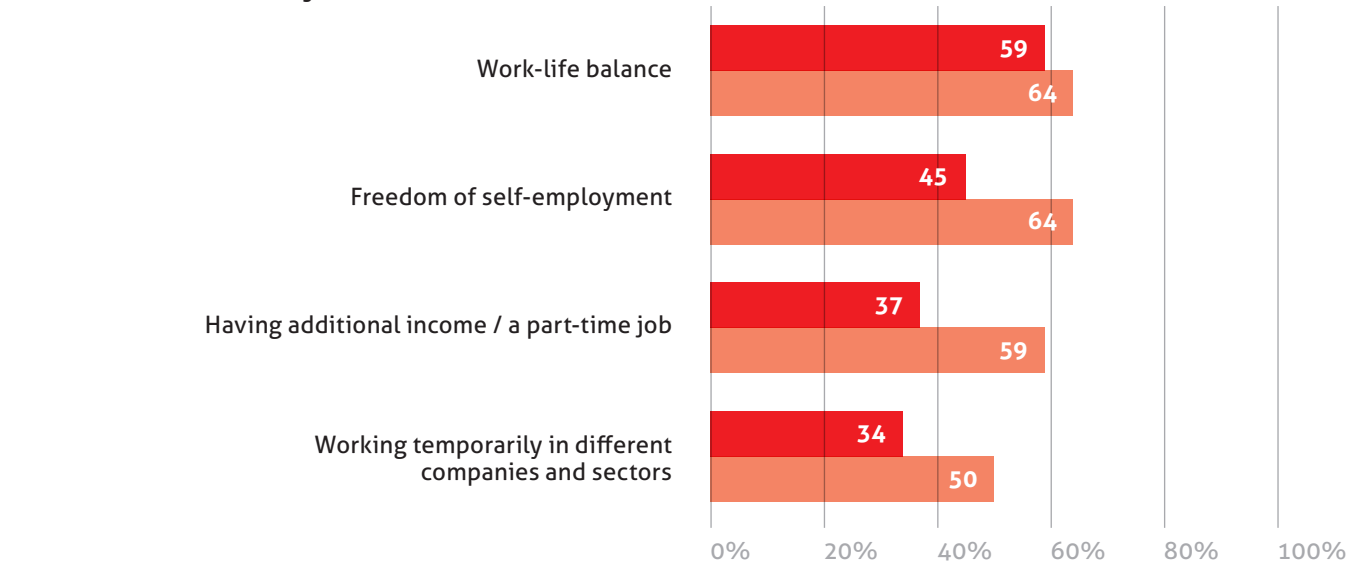
40 percent of those looking for permanent employment find a permanent position within a year of starting temporary work. For many people looking for permanent employment, temporary work is therefore more than just an interim solution; it is a valuable opportunity to open up work prospects and reshape their career.

Figure 7:
Motives of temporary workers for selecting this form of work

1. Stepping stone to a permanent position



2. Need for flexibility



Based on: temporary workers total (n=5018); looking for permanent employment (n=3407), looking for flexibility (n=1611).
Source: swissstaffing / gfs-zürich 2024

Özgür K. (45), logistics specialist,
from temporary worker to permanent employee

«For people without foundation training,
temporary work is an opportunity to get a permanent position.»

Özgür K. from Baselland used temporary work as a stepping stone to a permanent position. The training he completed through the temptraining fund was particularly helpful.

His career path has not been linear: after two discontinued apprenticeships, Özgür K. gained work experience by learning on the job – including through various temporary roles. He obtained a diploma in business and leadership, was a stay-at-home dad, and freelanced in catering. When he left his permanent position at a logistics firm two years ago, he worried about his chances of finding a job: «I was concerned because of my age and the fact that I had no foundation training,» explains the father of two teenage daughters. A relative advised him to contact the staffing service provider Adecco. One of the consultants there quickly found him temporary work at a packaging and logistics SME.

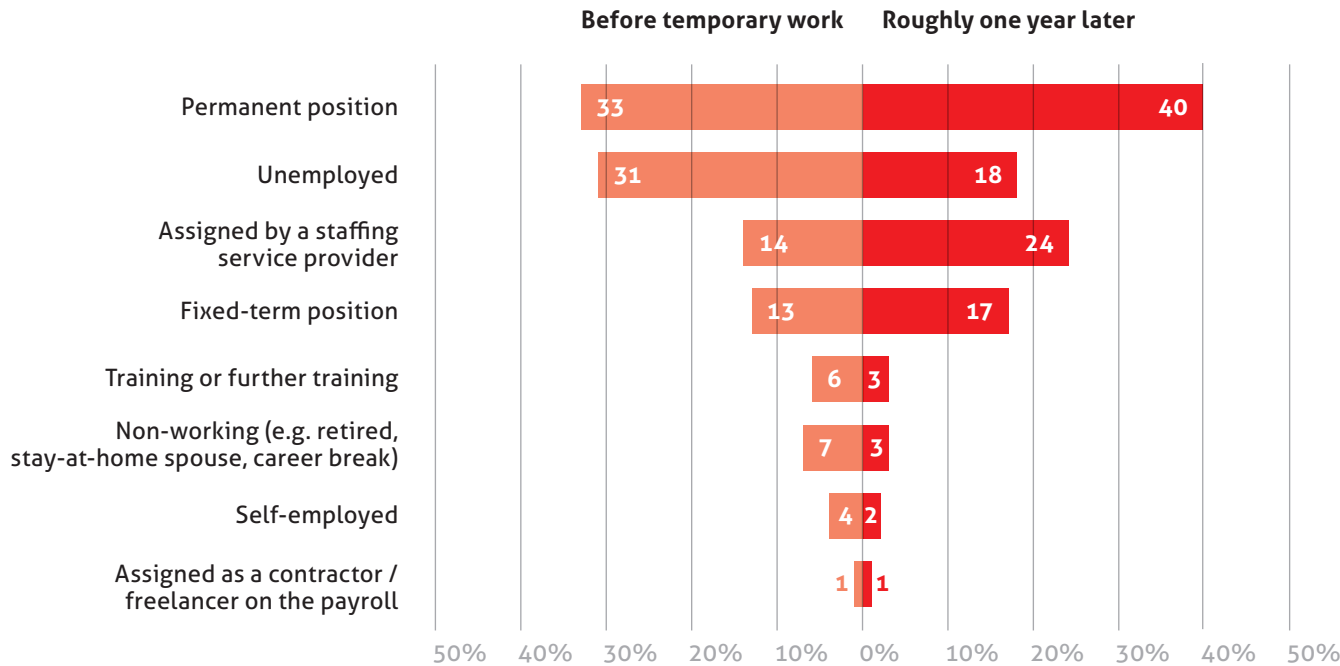
After just two months, the hiring company offered him a permanent position. At the same time, Özgür K. completed a specialist trailer course through temptraining, which was required for the permanent position. He had already completed a forklift course through the training fund. He firmly believes that «temptraining is very worthwhile, it's important to make temporary workers aware of it. Training is key.»

He is currently undertaking his apprenticeship foundation training as a logistics specialist EFZ. For now, he'd like to stay at his company and move to sales and administration in the next one to two years. He can even see himself in a managerial role further down the line: «I'm open and flexible. Temporary work has been a hugely positive experience for me. I've been able to gain an insight into different companies, and both parties have been able to test whether the employment relationship is right.»

«I've been able to gain an insight into different companies, and both parties have been able to test whether the employment relationship is right.»

Temporary work: stepping stone
to permanent employment and a
flexible employment model

Figure 8:
Employment situation of temporary workers seeking permanent employment



Based on: those seeking permanent employment, 3407 people.
Source: swissstaffing / gfs-zürich 2024

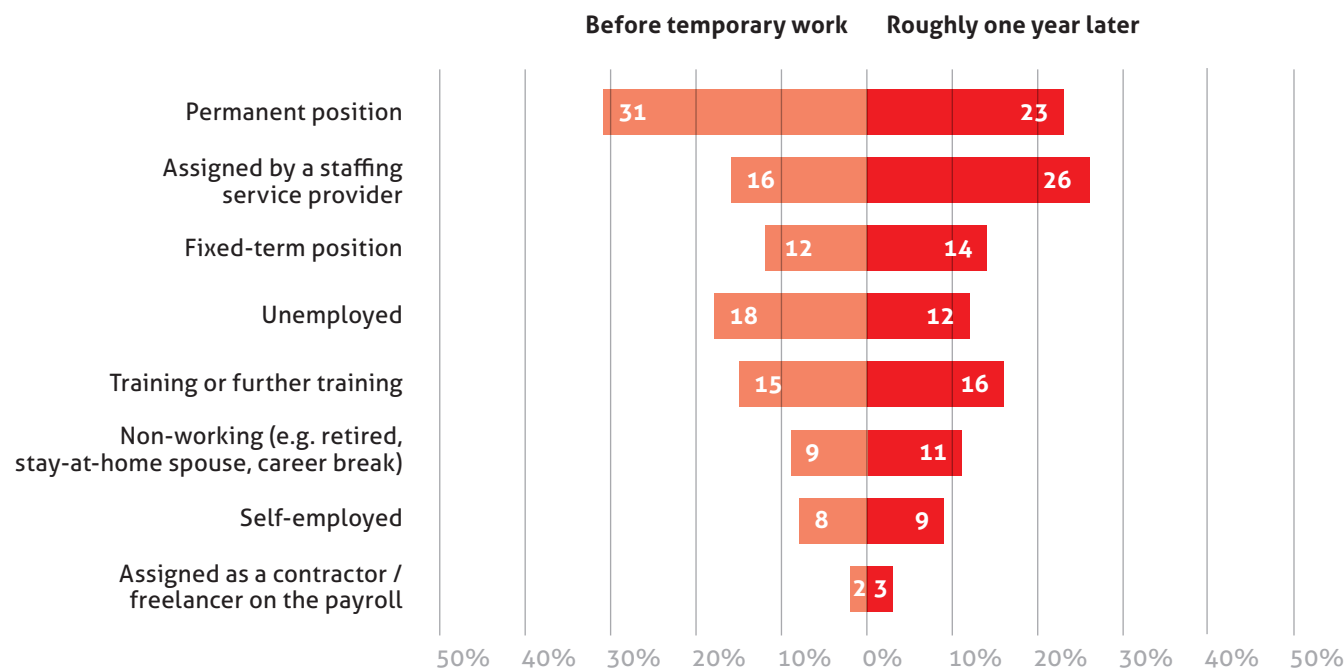
A flexible employment model for freedom and security:
temporary workers looking for flexibility

Temporary workers looking for flexibility deliberately choose an employment model that gives them freedom and autonomy. They do not want a permanent position; instead they value being able to reconcile their work with other areas of life such as family, studies or leisure. Staffing service providers meet this need for flexibility in various ways: by actively brokering temporary work, through payrolling solutions for freelancers, and via digital platforms that enable short-term work without cumbersome application procedures. For many people looking for flexibility in part-time employment, for example students, the low entry threshold to temporary work is a key advantage. They can work without extensive prior experience, particularly in industries with acute labor shortages such as catering or retail. At the same time, highly qualified skilled workers and

managers use this form of work as their main source of income to gain autonomy or to focus on attractive projects.

Not only does temporary work offer them the required flexibility, it also offers comprehensive social security, which is often lacking in other flexible forms of work (see swissstaffing 2022). Unlike those looking for permanent employment, people seeking flexibility intentionally move away from permanent positions towards flexible working models in a «reverse stepping-stone effect»: the proportion of these in flexible forms of work (temporary, fixed term, self-employed, freelance) increased from 37 to 51 percent within one year of starting temporary work. Employment through staff leasing is a sustainable and customizable form of work for them.

Figure 9:
Employment situation of temporary workers seeking flexibility



Based on: seeking flexibility (n=1611).
Source: swissstaffing / gfs-zürich 2024

Jennifer G. (31), local authority clerk,
does temporary work through Almo AG

«Flexible working means
quality of life for me.»

Jennifer G. wanted more flexibility in her work, so she handed in her notice as head of a debt enforcement agency and started working on a temporary basis for various local authorities.

Having trained as a local authority clerk, Jennifer G. was a permanent employee in various local authorities, ending up as head of the debt enforcement agency. «I wanted more flexibility in my work and to experience new departments,» says Jennifer from Aargau, explaining her reasons for changing. One of her previous supervisors told her about Almo AG, which helps local authorities in different areas with staffing. Its sister company Gemeinde-Support AG also offers consultancy services to local authorities. Jennifer G. has been in temporary work just short of full time (80%) through Almo AG since spring 2024. She fills in at local authorities when they experience staff shortages until a successor solution is found. Her assignments usually range from two to five months.

Jennifer G. likes the freedom of being able to choose her work herself and having longer breaks in between. «I work for an hourly wage and so am under no pressure to do any set number of working hours.» Thanks to the CBA on Staff Leasing, she also enjoys benefits such as an occupational pension (BVG), accident insurance and sick pay insurance, all while on an hourly wage.

In future, she would like to continue to do temporary work and thereby experience new departments in local authorities, such as the fiscal authorities or the residents' registration office. This flexible employment relationship also offers her freedom for her favorite hobby, horse riding. «I spend a lot of time outdoors and have a good work-life balance. That's a quality of life I've got from switching to temporary work,» Jennifer G. concludes.

Social security in temporary work

Temporary workers working more than eight hours per week are insured against workplace accidents and non-occupational accidents. They are covered by sick pay insurance from the first contracted day that they begin working, which they can claim for up to 720 days after a maximum waiting period of two days. Temporary workers make payments to OASI/DI/IC and are insured against unemployment. They are covered by BVG no later than their 13th working week, and if they have dependent children from the first day. The coordination deduction and entry threshold are converted to the hourly wage.

«temptraining» training fund

temptraining offers subsidized further training for temporary workers that fall under the CBA on Staff Leasing. Training that will help them in their careers and promote their employability in the long term is supported. The credit is calculated on a rolling basis using their working hours in the past 12 months. Temporary workers who have worked at least 88 hours on a temporary basis are entitled to this support. The following is covered: further training payments (max. CHF 5000), career guidance (max. CHF 1000) and loss of earnings compensation for further training days (max. CHF 2250).

«I work for an hourly wage
and so am under no
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number of working hours.»

Staffing strategies for the future

The skills shortage is set to remain a huge challenge for businesses in Switzerland in the years to come (see [swissstaffing 2024](#)). They will have to cater to the needs of workers to ensure they have enough qualified staff in the long term. However, the results of various surveys indicate that not enough is being done. Instead, companies are relying on their long-standing strengths arising from their corporate culture. A good work environment and good pay are workers' two basic requirements from a job, which can be met for example through development prospects and stability, autonomy, flexible work models and an appreciative corporate culture. Companies that neglect these factors risk a high staff turnover and vacancies.

Businesses will have to review their strategies to avoid staff shortages. Those wanting to attract and retain talent will incorporate the needs of workers into their staffing strategy according to their target group, offer flexible work options and find the right balance between core staff and flexworkers. Staffing service providers remain an important partner here in overcoming the challenges of tomorrow's labor market.

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Annex / Figure 10:

Workers: what is important in a job

Employers: what is attractive about their company

	Workers total	Gender		Age			Region			Employer
		Female	Male	under 30	30-49	50+	German- speaking Switzerland	Western Switzerland	Ticino	
Good work environment	68%	73%	63%	70%	68%	67%	68%	65%	80%	53%
Wage / good pay	63%	60%	66%	74%	64%	57%	63%	59%	82%	44%
Stability and job security	43%	43%	44%	51%	44%	40%	43%	41%	68%	39%
Autonomy and individual responsibility	34%	32%	36%	15%	34%	43%	33%	35%	47%	36%
Flexible working hours (e.g. flexitime)	33%	31%	34%	27%	30%	37%	32%	35%	35%	33%
Meaningful work	32%	32%	33%	23%	30%	39%	33%	34%	14%	26%
Training opportunities / career	28%	27%	30%	28%	27%	30%	31%	21%	31%	17%
High level of appreciation	27%	27%	27%	18%	24%	34%	34%	9%	12%	40%
Flexible working location (e.g. work from home)	26%	25%	26%	23%	28%	25%	24%	31%	18%	24%
Ability to work part-time	26%	33%	18%	13%	27%	30%	25%	26%	30%	39%
Promoting a good work-life balance	25%	24%	27%	24%	28%	24%	22%	34%	35%	18%
Flat hierarchies, short decision-making channels	14%	12%	15%	5%	15%	16%	16%	9%	4%	42%
Fringe benefits (public transport season ticket contribution, discounts etc.)	11%	10%	11%	11%	9%	12%	11%	11%	8%	13%

Workers based on: Swiss working-age population from age 18 (excluding retirees) (n=1204). Max. 5 answers.
Source: swissstaffing / gfs-zürich 2024
Employers based on: companies in German-speaking and French-speaking Switzerland with a minimum of 5 employees (n=509).
Source: swissstaffing / Sotomo 2024

Annex / Figure 11:

Temporary workers: what is important in a job

	Temporary workers total	Type Seeking permanent employment	Seeking flexibility	Main industry			Education level		
				Construction sector	Industrial sector	Service	Low	Medium	High
Good work environment	70%	71%	69%	70%	74%	69%	67%	72%	69%
Wage / good pay	72%	72%	73%	71%	73%	73%	68%	73%	73%
Stability and job security	46%	53%	30%	48%	57%	41%	56%	46%	43%
Autonomy and individual responsibility	28%	28%	28%	32%	28%	28%	25%	29%	31%
Flexible working hours (e.g. flexitime)	27%	25%	32%	16%	27%	30%	21%	27%	30%
Meaningful work	20%	18%	23%	15%	18%	21%	11%	19%	23%
Training opportunities / career	39%	44%	26%	40%	44%	36%	40%	39%	39%
High level of appreciation	29%	28%	33%	32%	26%	30%	29%	31%	29%
Flexible working location (e.g. work from home)	15%	14%	16%	7%	12%	18%	7%	11%	19%
Ability to work part-time	18%	14%	26%	12%	11%	22%	15%	19%	18%
Promoting a good work-life balance	26%	26%	25%	22%	26%	27%	20%	25%	30%
Flat hierarchies, short decision-making channels	8%	6%	12%	9%	5%	9%	4%	9%	10%
Fringe benefits (public transport season ticket contribution, discounts etc.)	14%	14%	13%	9%	12%	15%	11%	14%	13%

Temporary workers based on: total (n=5018). Max. 5 answers.
Source: swissstaffing / gfs-zürich 2024

Study design

Survey of the working-age population: The gfs-zürich institute surveyed 1204 people aged 18 and above (excluding pensioners) in Switzerland on behalf of swissstaffing.

The survey was conducted by telephone and online. It is representative in terms of age, gender and language region. Survey period: October 7 to November 2, 2024.

Business survey: The Sotomo institute surveyed 509 companies with a minimum of five employees in German-speaking Switzerland and French-speaking Switzerland on behalf of swissstaffing. The survey was conducted online. Survey period: October 22 to November 4, 2024.

Temporary worker survey: The gfs-zürich institute conducted an online survey of 5018 temporary workers who worked on a temporary basis in Switzerland in 2023 on behalf of swissstaffing. Messages were sent out to a total of 76,813 employees at eleven staffing companies, both big and small: Adecco, Careerplus, Coople, dasteam ag, Flexsis, Gi Group, Hays, Helvetic Payroll, Manpower, Michael Page and Work Selection. The response rate was 6.5%. The observations were weighted by survey response per company. Survey period: October 8 to November 19, 2024.

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www.swissstaffing.ch

swissstaffing
Stettbachstrasse 10
CH-8600 Dübendorf