

Annual Report 2015

www.swisstaffing.ch

swisstaffing
Stettbachstrasse 10
CH-8600 Dübendorf

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People from Many Nations Are Temporary Workers in Switzerland

Half (50 percent) of temporary workers are Swiss, the remainder are of foreign nationality.

The three largest groups of temporary workers of non-Swiss nationality are from Germany (8 percent), the Balkans (7 percent), and Portugal (7 percent).

The cartoons included were drawn live by illustrator Jonas Raeber during staffingday 2015. The statements in the cartoons derive from the "The Temporary Employment Market Study, 2014 Update (Aktualisierungsstudie 2014)", which can be downloaded from www.swissstaffing.ch (more information on page 11).

President's Foreword

"An Annual Report Is a Lot More than a Balance Sheet." This quotation, dear members, most valued clients of our industry, partners and employees of swissstaffing, comes from my foreword of last year. And I would like to make it the focus of my message to you this year. A look back at our achievements in the past is no passport to our future. Neither for the association, companies nor the economy. Every year, a new beginning dawns, and we must examine our goals with skillful tactics, leadership and a strong presence.

The new jobs platform "100000jobs.ch" is the association's answer to the recruitment tool of a third-party provider with a monopoly position in the market. If our members participate and if we can overcome the weaknesses in the system in Western Switzerland, our own jobs platform will be a success.

As far as e-recruiting and social media are concerned, we still need to catch up – in spite of our new jobs platform. It's now a fact that today's companies have to sell themselves to future staff – and not the other way round. What's normal in hotels and restaurants will become the future norm among associations, recruitment agencies and employers: judgment by customers and employees themselves. We're moving on from the transparent customer to the transparent company. Anyone who fails to face these developments actively and constructively is destined to lose out.

The first major revision to our collective bargaining agreement on staff leasing was declared to be generally binding by the Federal Council and entered into force on May 1, 2016. A collective bargaining agreement can only be justified, however, when it benefits both employers and employees. And this is a truth that is in danger of being forgotten – particularly in terms of social partnership, as seen by our discussion partners in the struggle for members. A collective bargaining agreement is all about balancing the parties' interests. This is taking place in a globalized labor market and in the midst of a 4th Industrial Revolution and makes its presence felt with the crumbling of economic structures in smaller regions. As we venture into the future with a new spring in our step and once again examine this working process, we should remind ourselves of the wisdom of the words "Step back to jump higher."

An association in effect represents the institutionalization of dialogue. This is one of swissstaffing's most exciting tasks. I would like to thank you sincerely for your support, your commitment, your criticism and your collaboration. We are all committed to the entrepreneurial freedom of our members and to a liberal and fair labor market. We want to create good conditions that allow permanent employees and temporary staff to become integrated in the labor market in a sustainable way. Because: The creation of security and reliability must not be delegated to the public domain.



Georg Staub
President of
swissstaffing

A handwritten signature in black ink, appearing to read 'Georg Staub', written in a cursive style.

Georg Staub
President of swissstaffing

Employer?

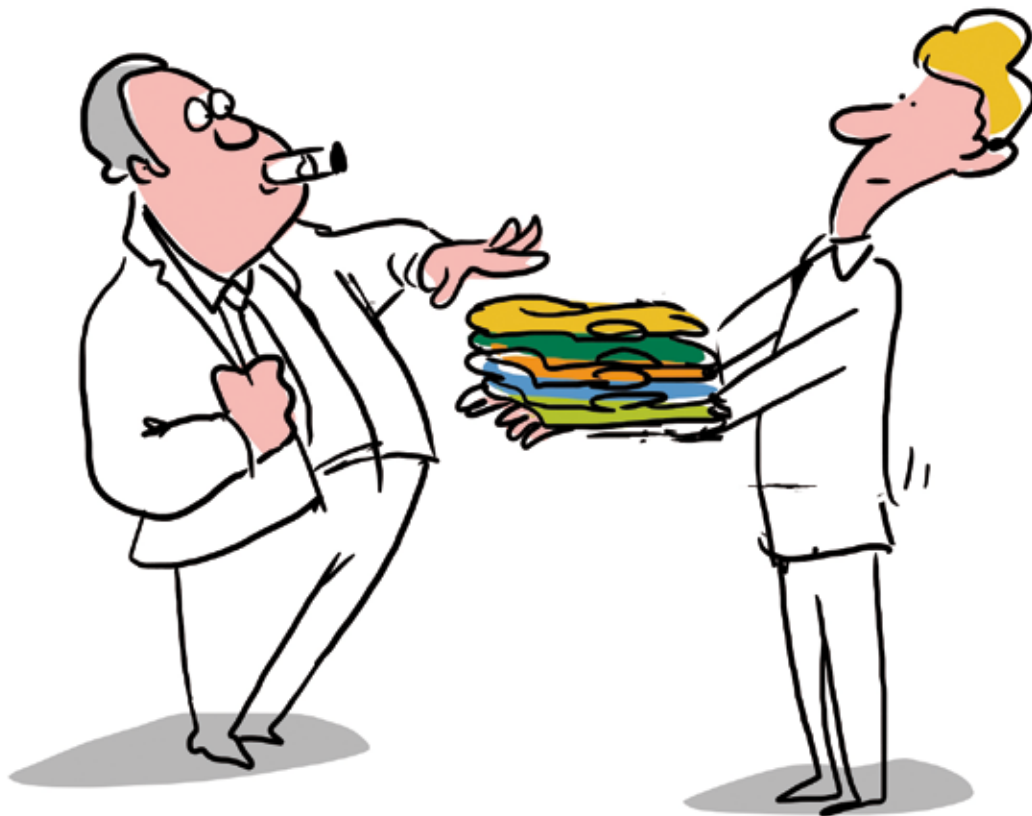


Employee?



Giver?

Taker?



Chances of Temporary Workers Getting a Permanent Job Are Good

Temporary workers are satisfied with their employment relationship. They particularly value the fact that, thanks to the commitment of their staff leasing company, they can be assigned quickly to a company on good working conditions.

80 percent of temporary staff are looking for a permanent position. Half of them find permanent work within 12 months. The 2014 survey shows that, in this regard, there are no differences between Swiss and non-Swiss staff. This could be because immigrants entering Switzerland are increasingly better qualified and are being recruited in a targeted fashion into the areas in which unfilled jobs cannot be occupied by existing potential in the workforce.

The Association

History and Mission

swissstaffing has been serving the temporary recruitment industry in Switzerland for the past 48 years. It was founded in 1968 as the Schweizerische Verband der Unternehmungen für Temporärarbeit und private Arbeitsvermittlung (SVUTA). It has since represented the interests of the industry and provides the necessary professional services for the fast-growing need for temporary workers and flexible working solutions. In 1998, SVUTA merged with vps and was renamed vpds. With this merger, the association also opened its doors to employment agencies and HR consultancy firms. The association has been called swissstaffing since 2006.

swissstaffing is the competence and service center for the Swiss recruitment industry. With its team of professionals, it provides services for the entire industry with the focus on its customers. As an employers' association, swissstaffing looks after the interests of its members vis-à-vis all players from politics, business and society. swissstaffing promotes the interests of the recruitment industry and is actively committed to upholding the image and sustainable development of temporary work.

The Annual General Meeting

The focus of the 2015 Annual General Meeting was the vote concerning the new Collective Bargaining Agreement (CBA) on Staff Leasing for 2016-2018. The surprise removal of the Swiss franc floor on January 15, 2015, left some recruitment agencies in an unfavorable position. At the same time, the new CBA provides for a substantial increase in minimum wages – a matter that swissstaffing and the association members regarded as challenging. Hence it was decided to resume negotiations with the contract partners in order to modify the CBA accordingly. We negotiated a moratorium of 3 months for the first quarter thereby delaying the imposition of the new minimum wages from January 1, 2016 till May 1, 2016. The Annual General Meeting voted in favor of the new CBA on Staff Leasing with the corresponding implementation delay.

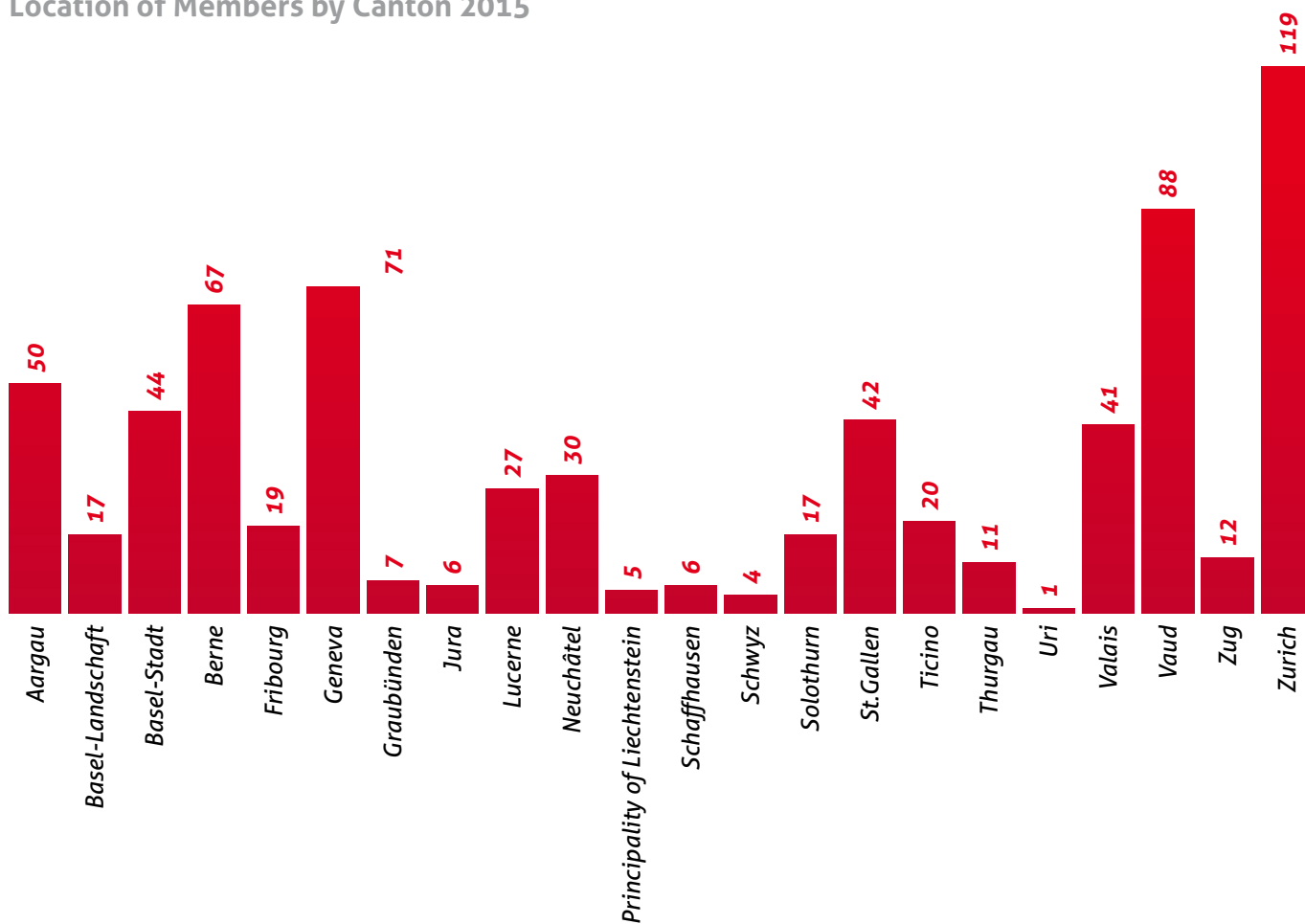
Five particularly active industry representatives were awarded the certification "Certified Staffing Professional swissstaffing." This is granted to personnel advisors and businesspersons if they acquire 30 credit points for attending swissstaffing training and events within a period of 36 months.

All seven swissstaffing honorary members were present at the Annual General Meeting. In the past, they have devoted themselves to the work of the association with extraordinary commitment.

The Association Members

The majority of association members are recruitment agencies with staff leasing and recruitment permits. The association also welcomes pure staff leasing companies and recruiters as well as companies that are active in HR Consulting. In 2015, swissstaffing represented the interests of 355 member organizations. During the course of the year, 15 new members joined us, while 11 companies left our association or ceased business activities for economic reasons. In addition, swissstaffing was able to welcome 26 members from the private care industry into our association; this resulted from the merger with the "Zu Hause Leben" ("Living At Home") association.

Location of Members by Canton 2015



The Board

The Board of swissstaffing comprises representatives of small, medium and large staff recruitment agencies. It consists of 13 members who attend a Board meeting every quarter. At an annual strategy meeting, the focus for the coming year is set.



Georg Staub
President of
swissstaffing



Michael Agoras
Vice President and
Exec. Committee



Charles Bélaz
Charles Bélaz AG
Board Member and
Exec. Committee



Nicole Burth Tschudi
Adecco Human
Resources AG
Assessor,
Board Member



Taco de Vries
Randstad (Schweiz) AG
Assessor,
Board Member



Adrian Diethelm
Express
Personal AG
Board Member



Andreas Eichenberger
Induserv Industrial
Services Ltd
Board Member and
Exec. Committee



Paul Fritz
Home Instead
(Schweiz) AG
Assessor,
Board Member



Marcel Keller
Kelly Services
(Schweiz) AG
Board Member



Susanne Kuntner
mein job Zürich
GmbH
Board Member



Patrick Maier
Manpower
(Schweiz) AG
Board Member and
Exec. Committee



Urs Vögele-Freund
Hans Leutenegger AG
Board Member



Kerstin Wenger
Walmonag AG
Board Member

The Secretariat



Myra Fischer-Rosinger
Director of
swissstaffing

The secretariat of swissstaffing, headed by Myra Fischer-Rosinger, carries out services, and offers specialist advice and training for association members and interested parties. For the 2015 financial year, the following strategic projects are especially worthy of mention:

New CBA on Staff Leasing

Following intensive negotiations, all the social partners reached agreement in the spring of 2015 on a new contract for the more than 300,000 temporary workers in Switzerland. The new CBA on Staff Leasing entered into force on May 1, 2016, and will remain valid until the end of 2018. You can find out more about the CBA on Staff Leasing on page 29.

staffingday

Some 300 interested parties from the temporary employment industry, politics and society met on May 6, 2015 in the Congress Center, Interlaken for staffingday. The theme of the event was: "Work in 2020 – Toward an Employee's Market." You will find impressions from this event from page 16.

The Temporary Employment Market Study, 2014 Update (Aktualisierungsstudie 2014)

swissstaffing and its members, the recruitment agencies, want to know how the approx. 300,000 temporary workers in Switzerland are doing: Where they come from, where they want to go, the conditions they work under, and how they experience their assignments. For this reason, every four years, swissstaffing questions 1,000 people who have worked as a temp in the prior year. The latest telephone survey was conducted in late fall 2014 by the market research institute gfs-zürich. It was based on a random sample from six large recruitment agencies who together cover in excess of 25 percent of the temporary employment market. The data collected were evaluated and documented in a lively manner in the Temporary Employment Market Study, 2014 Update. This publication reappears regularly and forms an important information source for politicians, the authorities, the media and the employment industry.

Some interesting findings from the Temporary Employment Market Study, 2014 Update are presented in this annual report by way of illustrations. You can download or order the full version of The Temporary Employment Market Study, 2014 Update (Aktualisierungsstudie 2014) (not available in English) at www.swissstaffing.ch.

Merger with the Association "Zu Hause Leben"

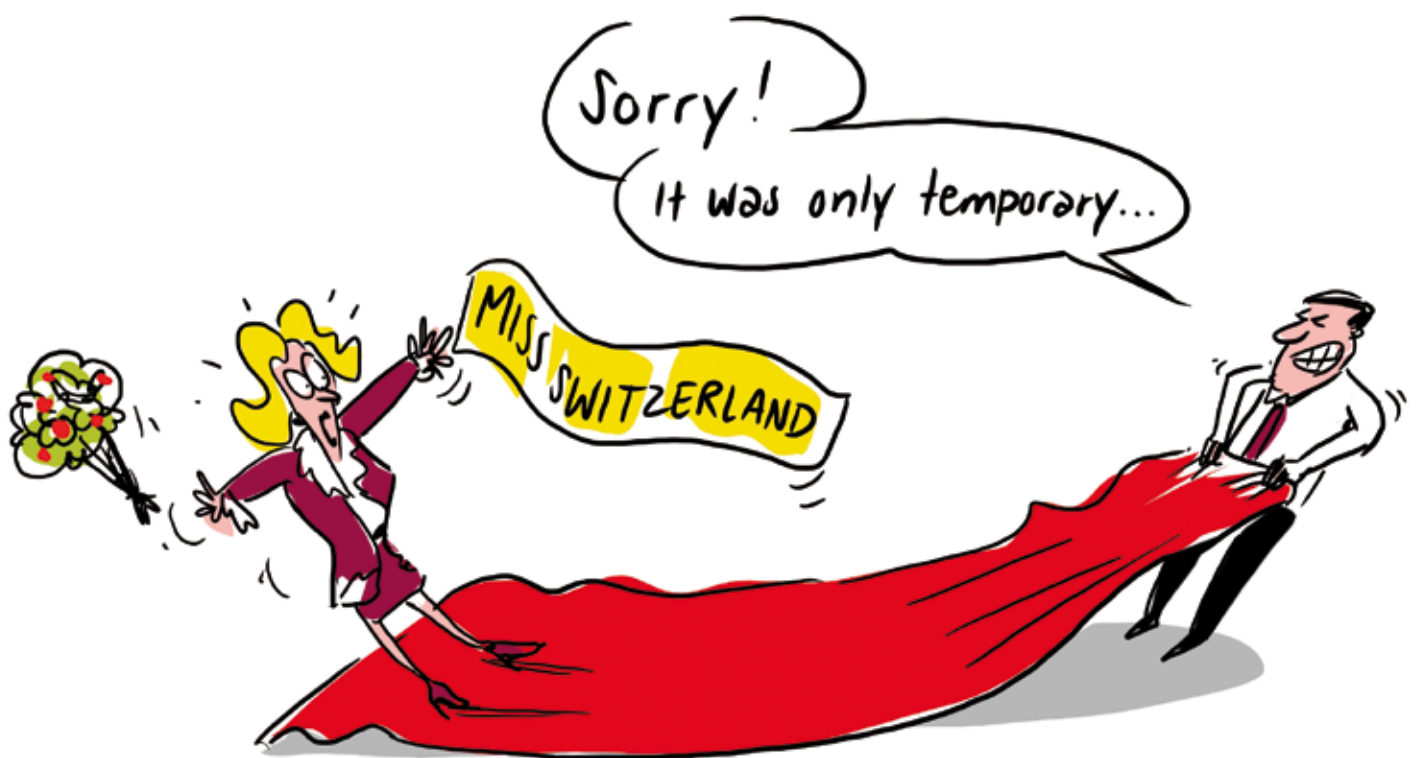
In the fall, swissstaffing merged with the association "Zu Hause Leben" ("Living At Home"). This meant that swissstaffing could not only prevent the formation of a parallel CBA, but could also acquire important specialist knowledge on staff leasing in private households. swissstaffing is fully committed to raising the level of professionalism even further in this area together with the members.

Jobs Platform "100000jobs.ch"

As an alternative to well-known jobs platforms and in collaboration with Jobchannel AG, swissstaffing launched the new jobs portal "100000jobs.ch" on December 1, 2015. Here, the name says it all, with the portal listing over 100,000 jobs. This represents a fourfold increase compared to the established jobs platforms! In fact, all vacancies in Switzerland are listed on this one single platform. It does so using clever technology that allows it to search for and combine the vacancies on all the relevant Swiss websites onto 100000jobs.ch in a clear format and on a daily basis. This means that job seekers are spared the tedious task of searching through a whole series of providers. Recruitment agencies no longer need to publish their vacancies on several sources as they will appear fully automatically on 100000jobs.ch – and all at an attractive price. Members benefit twice over, from a free listing to a special members' price for a top listing. The new portal in two languages has enjoyed a good start, and just a few weeks after its launch, was already attracting over 600,000 visitors per month. For 2016, additional functionalities are planned for the website, and marketing activities will be expanded further.

Media Work

Ongoing publicity work is a must if the temporary employment industry is to retain its negotiating power. swissstaffing is in a regular exchange with the media. In 2015 swissstaffing succeeded in tripling the number of media contributions on the association and on the temporary employment industry. Moreover, reporting on the topics relevant to us was positive.



Temporary Employment Is an Attractive Way of Working

The attractiveness of temporary employment has grown significantly: Whereas in 2010 one third of temporary workers wanted to continue in temporary work a year after their first assignment, this number had increased sharply to over 40 percent in 2014.

Services

Pension Fund



The 2nd Pillar Foundation places considerable emphasis on the principles of governance and transparency. Its goal is that occupation benefit plans for recruitment agencies and their staff should be the best possible. Assuming a good performance, the approx. 23,000 insured should reap the benefits – either through a reduction in the contribution rates, higher interest, or an improved service. With this strategy, low administration costs are also important: The foundation spends practically nothing on marketing and pays no brokerage fees.

As of July 1, 2015, the retirement assets for all the insured attracted interest of 3.75 percent (2 percent more than the mandatory interest rate of 1.75 percent), and since January 1, 2016, the interest rate is 3.25 percent (versus a mandatory interest rate of 1.25 percent). The contribution rate was reduced on January 1, 2016, and is 2.4 percent until 2018.

The pension fund is in good financial health: 2015 investment performance amounted to 1.7 percent, the coverage ratio 139 percent (projection); and the fluctuation reserve of 25 percent guarantees a high level of security for the future. The average age of the insured is 37 years. For each pension recipient there is an average of 25 active insured.

The 2nd Pillar Foundation swissstaffing is now also online:
www.swissstaffing-bvg.ch

The Industry Solution for Daily Sickness Benefit

The logo for tempcare, consisting of the word 'tempcare' in a lowercase, white, sans-serif font, centered within a yellow rounded rectangular background.

As before, the industry solution for daily sickness benefit offers attractively priced loss of earnings coverage for staff leasing companies and conforms to the CBA. The market developed encouragingly in 2015 with a total of 410 group insurance contracts. The consolidation of existing contracts led to a reduced number of actual contracts, but not of the number of firms covered.

Insured total payroll rose overall by 5 percent to CHF 2.776 billion (2014: CHF 2.635 billion). The insurers paid out benefits in the amount of CHF 39.8 million (2014: CHF 38.4 million).

Premium subsidies from the CBA on Staff Leasing in 2015 amounted to CHF 11.11 million. Compared to the prior year (CHF 10.50 million), this represents an increase of 5.7 percent.

AHV Compensation Fund/ FCF (Family Compensation Fund)



Provided they do not already belong to a different occupational compensation fund, the members of swissstaffing are members of the AHV compensation fund swisstempcomp and the family compensation fund swisstempfamily. These are managed by the service provider consimo, which also manages the collection of contributions for the CBA on Staff Leasing and a series of different cantonal vocational training funds.

With an insured total payroll of approx. CHF 2.1 billion, swisstempcomp belongs to the midsize occupational compensation funds. Members benefit from comparatively low AHV administration costs. Contribution rates for the family compensation fund are lower than those for the cantonal compensation funds in the majority of cantons. Thanks to close collaboration, regular training and ongoing process optimization, consimo and swissstaffing ensure that swisstempcomp offers its members an attractive service.

Communications

2015 centered around two events: the abandonment of the CHF exchange rate floor and the conclusion of contract negotiations for the new CBA on Staff Leasing for 2016-2018. The Communications department offered considerable support, on the one hand organizing information events and producing newsletters for members and internal areas, and on the other by communicating externally to the media in an intensive manner. Following the shock announcement concerning the Swiss franc floor, two CEO meetings were convened in Zurich and Lausanne in order to discuss the impact on the CBA. A substantial total of 660 participants attended the three regional meetings. In March swissstaffing published the Temporary Employment Market Study, 2014 Update (Aktualisierungsstudie 2014) on temporary employment in Switzerland (also see page 11) and held a media conference on this on March 23, 2015. The media echo, including a report on Swiss TV, was highly positive. Contact with journalists could be intensified over the course of the year. In a profile-raising move for Media Relations, a new media corner was created on the website; and the media work carried out by Media Relations intensified. This effort yielded results: swissstaffing registered around 321 contributions in the media in 2015. In HR Today, the official organ of the swissstaffing association, topics relevant to HR specialists could be prepared and successfully positioned.



Blandina Werren
Head of
Communications



Julia Bryner
Head of
Marketing & Events

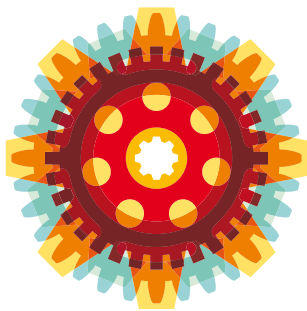
Annika Groth
Communications
Assistant

At the political level, swissstaffing helps raise the understanding of association members on new initiatives that have an impact on the temporary employment industry. In addition, regular meetings with parties and associations took place at which significant factors affecting the interests of the temporary employment industry were discussed. As far as the implementation of the Initiative Against Mass Immigration is concerned, swissstaffing has discussed the issues pertaining to the review process with other associations and agreed on common relevant points. It has become apparent that the exhaustion of local staffing potential has become a focus of concern for recruitment agencies. Through its participation in the Compasso association, swissstaffing demonstrated its commitment to the development of programs for the early recognition of health problems and in support of occupational reintegration. Moreover, the communications team of swissstaffing, including its head, attended the integration dialog of the Tripartite Agglomeration Conference (TAK) and performed communications work on behalf of the vocational training fund temptraining.

The team also provided specialist support in the form of a carefully designed communications concept for the new jobs platform 10000jobs.ch, which went online on December 1, 2015 (see page 12).

On February 1, 2016, Blandina Werren joined swissstaffing as Head of Communications, replacing Monika R ueger.

staffingday 2015



staffingday 2015

How will the world of work look in 2020 and for what turbulence should recruitment agencies be preparing themselves? Some 300 interested parties from the temporary employment industry, politics and society met on May 6, 2015, in the Congress Center, Interlaken, for the fifth staffingday of swissstaffing.

"Stormy times lie ahead of us." Georg Staub, president of swissstaffing, opened staffingday with these words concerning the theme "Work in 2020 – Toward an Employee's Market" and, by way of clear examples and thought-provoking ideas, explained how the significance of work is continuously declining for production, while returns on invested capital are rising. Next, swissstaffing director Myra Fischer-Rosinger gave a presentation on the significance of temporary employment both today and in the future. Flexibilization is becoming ever more part of everyday life. Employees' resumes will increasingly look like the piecing together of a mosaic as they gather experience across a myriad of different employers – and increasingly as temps. In order to meet these requirements, recruitment agencies could transform themselves into personal job trainers. In concluding the session, the former Luxembourg economic and social scientist Guy Kirsch explained in his presentation "Are employers evil benefactors?" how, in a world of avarice, entrepreneurs offer their employees the chance to become and to be something.

Katja Stauber led a podium discussion entitled "How can companies get fit for the employee-driven market?" The following took part in the discussion: Valentin Vogt (President of the Swiss Employers' Association / Schweizerischer Arbeitgeberverband), Marcel Keller (Kelly Services and swissstaffing Board member), Amelia Räss-Fernandez (Head of HR, Salt Mobile SA) and SGB trades unions representatives Doris Bianchi and Andy Keel (The Part-Time Man / Der Teilzeitmann). One thing became more than apparent: Companies won't be able to rest on their laurels. Flexibility and the ability to innovate are necessary in order to be successful in future markets.



Services

Internal Services

The Internal Services employees are the initial point of contact for queries at the secretariat. Every year, they answer more than 20,000 phone calls and 2,500 emails. The top motivation for Internal Services at swissstaffing is to provide a courteous service for the customer and to be easily reached. In order to better achieve this, an additional employee joined the team in 2015.

Internal Services is also responsible for the certification of members with the quality label "swissstaffing-SQS." All new members must be certificated, while existing members are subject to a repeat audit every three years. This sought-after label was awarded to around 110 members in 2015 in a collaboration with our certification partner SQS. In order to maintain high quality, the various audit checklists will be updated in 2016 with the addition of new criteria.

swissstaffing is a co-signatory of the Suva Safety Charter and supports work safety for temporary workers on construction sites. Project "Vision 250 Life" is aiming, with targeted measures, to prevent 250 fatal work accidents in the next 10 years as well as an equal number of serious cases of disability. In 2015, swissstaffing assembled practical resources for staff leasing companies,



Irène Righetti
Head of
Internal Services



Khanh-Vi Dang
Internal Services
Employee



Romina Riesen
Receptionist



Isabel Staub
Finance Officer

assignment companies and temporary workers that will be distributed free of charge in 2016 and should help in the prevention of work accidents. Moreover, the vocational training fund temptraining is financing third-party courses on work safety prior to the first day of workers' assignments.

In fall 2017, the very first diplomas for the new occupational examination "Swiss federal diploma for HR Specialist Type C" ("HR-Fachfrau/HR-Fachmann mit eidg. Fachausweis, Fachrichtung C") will be awarded – in a milestone for the temporary employment industry. From 2016, "Type C" will represent a new training opportunity with a specific qualification in staff recruitment and staff leasing. swissstaffing, as a Board member of Human Resources Swiss Exams (HRSE), has actively campaigned for this occupational examination and will be involved in setting the syllabus.

Internal staff advisor training by the association attracted the high number of 137 trainees in 2015 in German-speaking Switzerland as well as 17 trainees in Ticino. The one-day courses are practical and offer a compact learning package for recruitment agents, for example by way of interviewing candidates and through coverage of basic legal concepts. French-speaking Switzerland launched its own training program in 2015, which is constructed in a similarly modular fashion to the new HR occupational training. All in all, 39 trainees attended swissstaffing courses in French-speaking Switzerland.



Older People Also Like to Work on a Temporary Basis

Even though one quarter of temporary workers are less than 26 years old, temporary work is increasingly becoming a viable option for older job seekers: 30 percent of temporary workers are older than 40, and almost 13 percent are over 50 (in 2010 it was just 9 percent).

Services

temptraining

temptraining

With the vocational training fund, temptraining is pursuing the goal of retaining and growing the employment market skills of temporary workers. Booming numbers of temps who are interested in taking advantage of further training opportunities underline the success of this strategy: temptraining received in excess of 9,900 applications for further training in 2015. This represents an increase of 2,355 applications versus the prior year. In Swiss franc terms, applications in the amount of 17.35 million were approved. This is an impressive 6.6 million francs more than in the prior year and almost 7 million francs more than was budgeted in 2015.

These contributions were spread across some 6,100 people who conducted their further training at one of 1,500 inspected and approved institutes of further education. The number of people interested in further training since its launch by temptraining four years ago has seen a marked increase. Hence the vocational training fund in 2015 once again awarded more contributions than were budgeted for. To date, this difference could be covered thanks to surpluses from the start-up phase. However, if the demand for further training contributions should continue to rise to the same extent, a change in the conditions for eligibility may become unavoidable.



Claudio Trenna
Head of
temptraining



Myriam Del Castillo
Caseworker



Nadia Deon
Head of
IT and Administration



Nadine Fierz
Caseworker



Eva Hotzenköcherle
Caseworker



Brigitte Keller
Caseworker



Sylvia Mersch
Caseworker



Charles Miternique
Caseworker

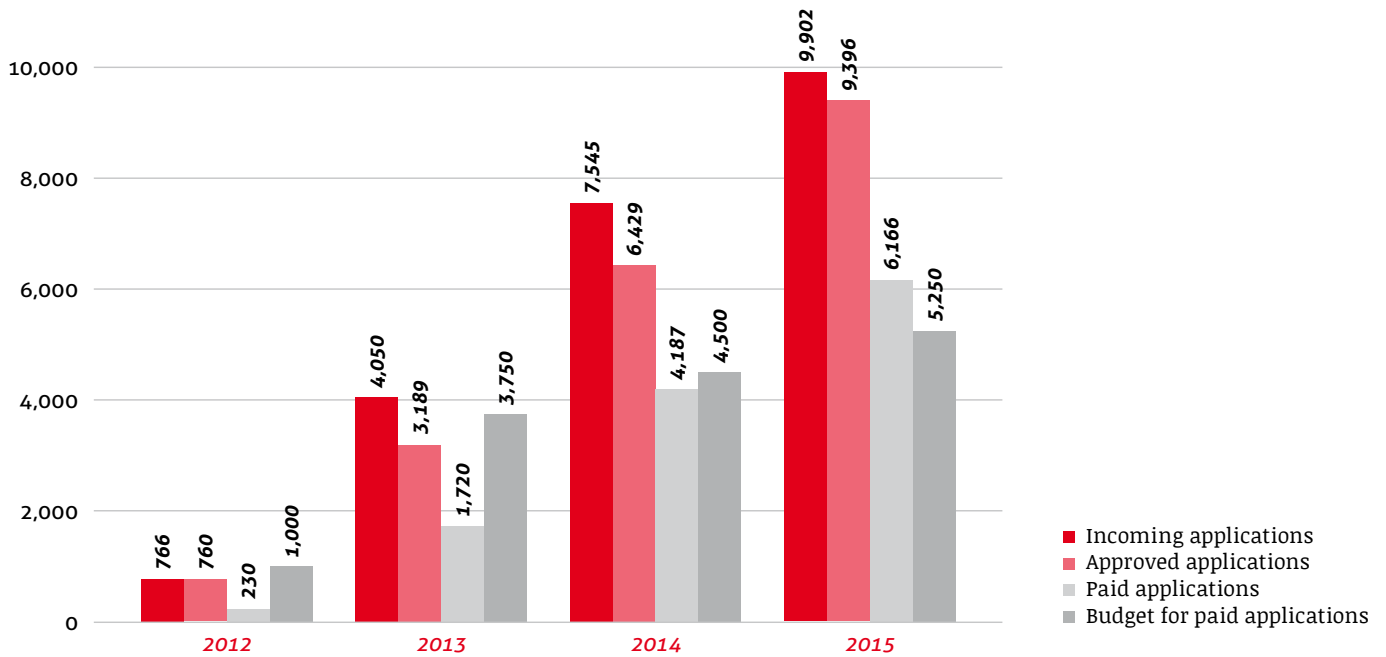


Fabio Streuli
Caseworker

temptraining's key task is the processing of requests from the application through to payment of the approved further training contributions. The increase in applications also placed heavy demands on the team. In September 2015 Claudio Trenna became Head of temptraining. Additional staff were employed and the processes streamlined so that incoming applications could be quickly processed and answered. temptraining's service offering also includes advising recruitment agencies with regard to training and development opportunities with temptraining as well as the preparation of the corresponding information material.

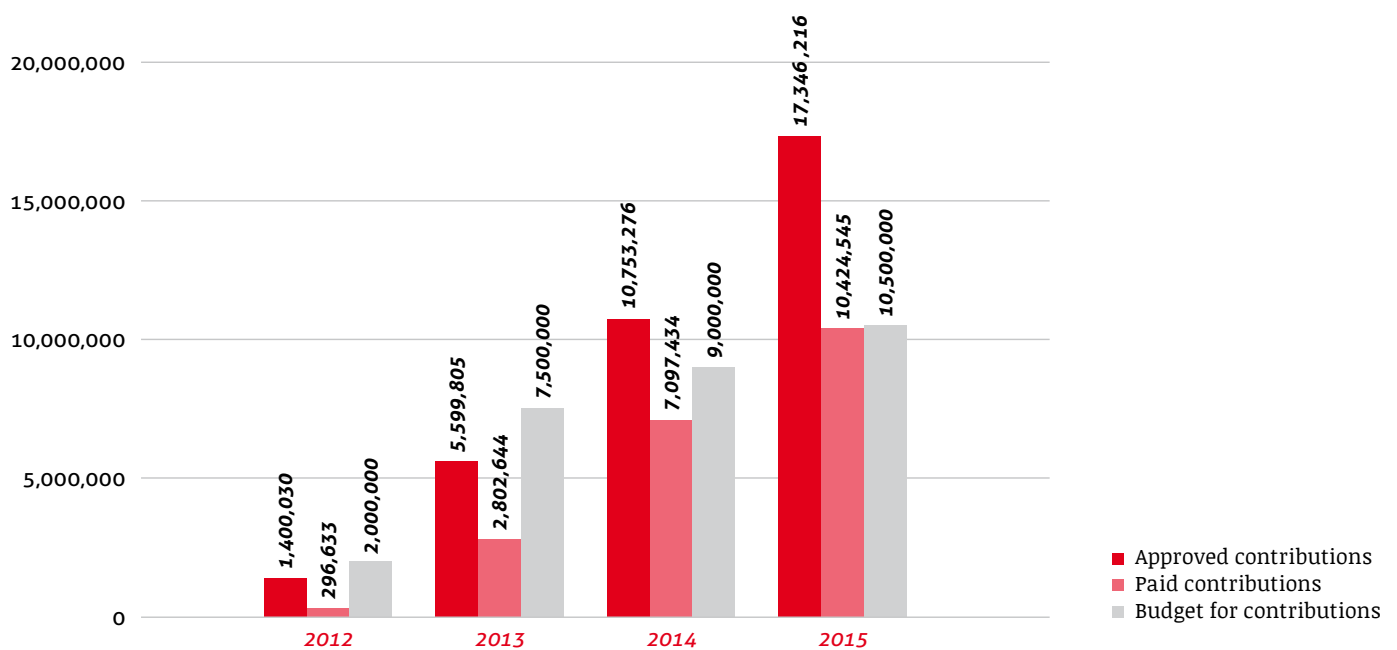
Trend in Number of Applications per Year

Number of applications



Trend in Contributions per Year (in CHF)

CHF



Services

Legal Services

Legal Services advises members in the areas of labor law and recruitment law, social insurance law, foreigner law and general contract law. Moreover, it is tasked with running the secretariat of the appeals commission in connection with the execution of the CBA on Staff Leasing. The appeals commission processed and concluded a total of 98 appeals in 2015. Further tasks of Legal Services include the training of interested members, monitoring the execution of the CBA on Staff Leasing, political monitoring in Switzerland and the EU, as well as the drafting of approval processes for revisions of the law and of regulatory provisions.

The team's headcount was increased in order to meet rising demands. In 2015, Legal Services carried out a total of 986 consultations. It also assumed an advisory role in the economically viable implementation of the Initiative Against Mass Immigration and drew up the corresponding approval process. Moreover, it was able to legally accompany the process as far as the declaration of the universally binding nature of the CBA on Staff Leasing by the State Secretariat for Economic Affairs (SECO) and could train members in the new provisions.



Arie Joehero
Vice director
Head of Legal Services



Boris Eicher
Legal Services
employee



Michael Müller
Deputy Head of
Legal Services



Daniela Veliz
Legal Services
employee



Decimo Vincenzi
Legal Services
employee

In fall 2015, the "Zu Hause Leben" ("Living At Home") association was integrated into swissstaffing. Ahead of this merger, important legal questions had to be clarified, e.g. concerning the applicable CBA on Staff Leasing. Aspects of temporary work in private households that have not yet been regulated, such as the 24-hour care of older persons, are currently being discussed in an internal expert group in our association.

The Legal Services of swissstaffing is the center of competence for legal questions concerning the leasing of staff. It acts with foresight in this function and also concerns itself with cross-border issues in regard to temporary work. For example, today there is no clear regulation as to whether a temporary worker from a neighboring country is subject to the provisions of social insurance law of an EU country or of Switzerland. Legal Services follows legal developments and discussions on this topic and aims to find more palatable industry solutions for the current market.



Temporary Workers Are Increasingly Well-Educated

The level of education of temporary workers has continuously increased over the past ten years. Both the number of university graduates and the number of persons with a completed apprenticeship (53 percent) has risen. Today, 7 percent of temporary workers hold a baccalaureate / vocational qualification and 12 percent had a university education. Temporary work allows university graduates to enter the world of work, or provides an ideal source of earnings after concluding a bachelor degree and while studying for a master's.

Information on the Industry

The key figures for the temporary employment industry speak for themselves: The industry plays a key role in the Swiss labor market. In 2015, 312,000 people were employed temporarily in Switzerland. Their combined assignments totaled in excess of 165 million hours. Personnel services are also strong in the market for permanent jobs: Placements of 92,000 staff by private recruitment agencies were three times higher than the total placements made by the state Regional Employment Offices (RAV).



Dr. Marius Osterfeld
Economist

The Key Figures for Personnel Services in 2015 (estimate)

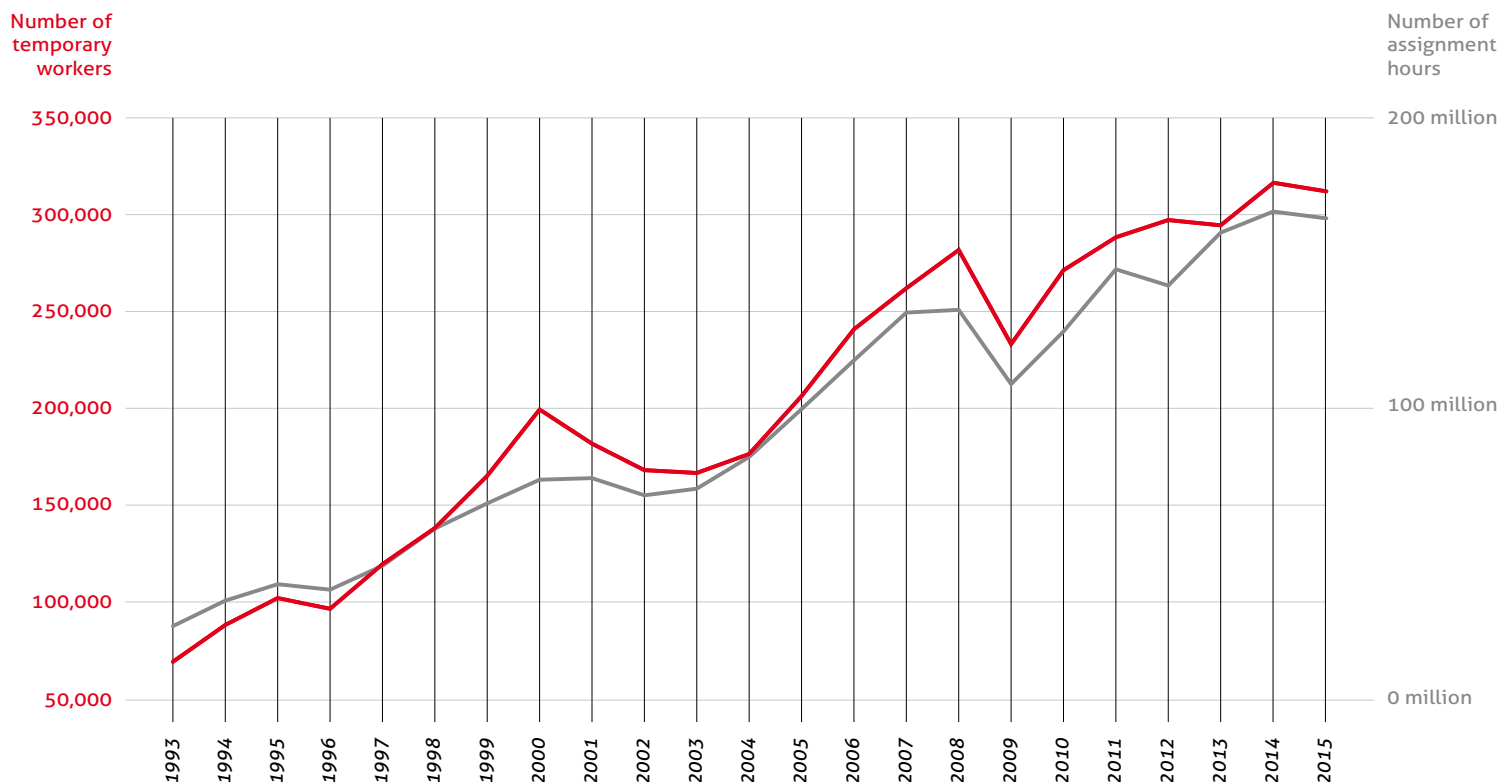
Temporary workers per year	312,000
Full-time equivalents	78,000
Share of the jobs market	2.2%
Total hours of assignment	165 million
Total payroll in Swiss francs for temporary workers	4.9 billion
Turnover in temporary employment in Swiss francs	6.8 billion
Permanent job placements by private recruiters	92,000
Turnover in permanent job placements in Swiss francs	700 million

Sources: SSUV, SECO, BFS
Figures from swissstaffing

Development of the Industry

2015 was no easy year for the industry. According to swisstemptrend, business activity fell by 1.4 percent. The year suffered a shaky start with the abandonment of the CHF exchange rate floor. As a result, total hours of assignment dropped 10 percent in February, March and April. The summer saw a stabilization in business activity at a lower level. After an earlier weakening in the export markets of Brazil, Russia and Saudi Arabia, among others, the stock markets in China then suffered turbulence for the first time in August. This hit the Swiss export and tourism industries for the second time – two key sectors for the temporary employment industry. National factors added to the negative business trend. The implementation of the Initiative Against Mass Immigration led to uncertainty in the business world. In construction, and especially in the mountain regions, the Second Home Initiative put a brake on activity. The development of the Swiss economy in 2016 will depend on the economic health of the international markets. Growth stimuli can be expected to come out of the US in particular. To take a Swiss view, the implementation of the Initiative Against Mass Immigration in a way that is palatable for business would represent an important milestone on the way back to a prospering economy.

The Number of Temporary Workers per Year Compared to Their Annual Hours of Assignment (in millions)

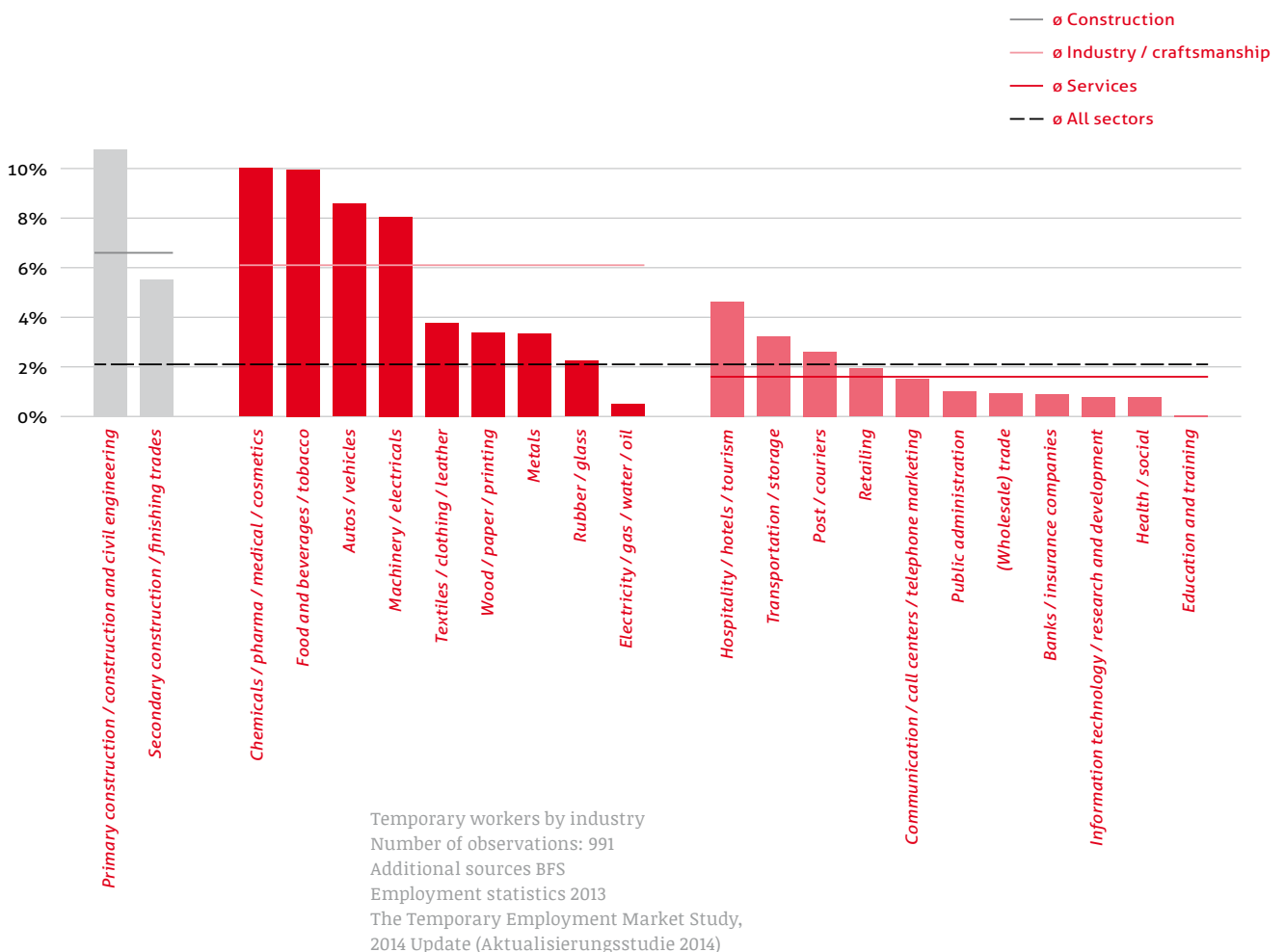


Source: SECO, figures from swissstaffing
 Note: 2015 figures are estimates. Figures from SECO and Suva (Swiss Accident Insurance Fund) are not available until the end of May.

The development of the Swiss temporary employment industry nonetheless remains a success story, despite the difficulties of the 2015 business year. Since 1993 the number of hours of assignment has grown from year to year by an average 8.6 percent. In other words: In the past 23 years, the number of hours worked in temporary employment has increased more than sixfold – an unbelievable spurt in growth that was only possible because the industry repeatedly succeeded in entering new markets.

A Swiss employment market without temporary employment is no longer conceivable. Whether in industry, in the services sector, or in construction: Today, all sectors of the economy make use of temporary workers. In primary construction, food and beverages, and the chemicals and pharmaceuticals sectors, the number of temporary workers amounts to as many as 10 percent of the total headcount. Since temporary workers can be referred flexibly within a period of 48 hours and are well-qualified, many companies use them at times of peak demand and thereby buffer themselves against rising cost and time pressures. In this way, temporary work makes an important contribution to maintaining the competitiveness of the Swiss economy on an international basis.

Temporary Work – Oil in the Motor of the Swiss Economy



Political Activity

swissstaffing is committed to making politicians aware of its interests and to have them take these into account. It pursues this goal through discussions with political party leaders and umbrella organizations, among others, as well as through regular exchange with other industry associations such as the Schweizerischer Baumeisterverband, hotelleriesuisse, GastroSuisse and Swissmem.

In implementing the Initiative Against Mass Immigration, it is key for recruitment agencies that workers with a right of stay of up to 12 months are not subject to a quota. Together with like-minded business associations, swissstaffing is committed to implementing the safeguard clause accordingly.

Since 2015, France has been rigorous in its application of the EU ordinances pertaining to the country in which cross-border commuters are subject to social insurance law. For the temporary employment industry, the corresponding provisions are very costly in terms of administration, business and law, and are barely implementable. Together with similarly impacted industry associations, and in exchanges with the associated French and Swiss authorities, swissstaffing is seeking to find a practical solution.

The exhaustion of local staffing potential is a key topic on the political agenda – not least in connection with the implementation of the Initiative Against Mass Immigration. Recruitment agencies are major contributors to labor market integration. Our Temporary Employment Market Study, 2014 Update (Aktualisierungsstudie 2014) supplies the proof of this: Persons who are unemployed as well as persons who have completed apprenticeships or other training are finding their first job in the temporary employment industry. After a period of temporary employment, 80 percent become integrated into the labor market. This goal is supported by the vocational training fund temptraining, thanks to which temporary workers can enhance their job prospects.

Regulatory efforts that are based on good intentions and aim to achieve equal opportunities often generate unintended side-effects that damage both companies and the labor market. Hence, swissstaffing is following very precisely the constraints to immigration and other political initiatives such as wage equality legislation, the expansion of supporting measures, and the plans to extend protection against dismissal. The liberal labor market is a model of success creating the basis for an extremely high employment rate in an international comparison.



Thanks to the CBA: A Good Wage and Progressive Training and Development Opportunities

71 percent of temporary staff are satisfied with their hourly wage rate. More than a third of temporary workers are paid an hourly rate in excess of 30 francs. As a comparison: In 2010 a quarter of those surveyed received this amount.

Around a sixth of temporary workers attend further education alongside their temporary assignment. Only about one third pays the costs of this further education themselves. Persons not being supported financially by their assignment company (32 percent) or their staff leasing company (23 percent) can expect support from temptraining, the further education fund of the temporary employment industry (11 percent). Temporary employment is thereby making a valuable contribution to the ongoing occupational qualification of the workforce and can close the gap between the skills of workers and the demands of the employment market.

The New CBA on Staff Leasing

Over 300,000 people are subject to the Collective Bargaining Agreement (CBA) on Staff Leasing. This makes it the biggest CBA in Switzerland. Its finalization in 2012 marked a milestone for the Swiss temporary employment industry. This elaborate set of regulations creates a balance between social protection for employees and flexibility for companies.

In spring 2015 the social partners reached agreement on a new contract and submitted this to the Federal Council for it to be declared generally binding in law. The new CBA entered into force on May 1, 2016, and will remain valid until the end of 2018.

The achievements of 2012 were consolidated with the new CBA: minimum standards for wages and working conditions as well as generous rules pertaining to further training and development, daily sickness benefit insurance, and occupational pension funds. The new contract provides for a gradual, step-by-step increase in minimum wages. In parallel, staff leasing companies and assignment companies will gain from increased flexibility when planning assignments in the future thanks to the relaxation of daily overtime rules.

The committees of the contracting parties swissstaffing and of the social partners Unia, Syna, Kaufmännischer Verband and Angestellte Schweiz negotiated the following changes as detailed below:

- **Increase in Minimum Wages**
Step-by-step increase of 400 francs (monthly wages) for unskilled workers by 2018 and 250 francs for skilled workers (in both the French- and German-speaking regions of Switzerland)
- **Flexibilization of the Working Day**
The threshold above which total weekly working hours attract overtime payments remains unchanged at 45 hours. On any given day, the threshold for overtime payment has been raised from 9 to 9.5 hours.
- **Binding for All Staff Leasing Companies**
All staff leasing companies are subject to the new CBA on Staff Leasing regardless of total payroll.

In 2015, swissstaffing started to prepare the association members for the new CBA. In a series of training courses with around 100 participants in both the French- and German-speaking regions and Ticino, the changes were explained in an easy-to-understand way and questions were answered.

Additional information on the CBA on Staff Leasing can be found in the publication "The CBA on Staff Leasing 2016-2018 (abridged)" It is available to order or download at www.swissstaffing.ch.

Come to swisstaffing

Are you and your company still not a member of swisstaffing? Membership is most definitely worthwhile as you will enjoy a whole series of benefits.



Influence decision-making

- CBA on Staff Leasing
- Annual General Meeting / Board
- Opportunities to exchange views
- Participation in workgroups

As an association member, you can get involved and network with other industry representatives.

swisstaffing represents the specific interests of the temporary employment industry vis-à-vis politicians, business, and the public.

With more than 350 members and as the social partner for the CBA on Staff Leasing, swisstaffing has the necessary influence to draw serious attention to the interests of the association's members.

Stay informed

- Industry statistics
- Studies
- Subscription to HR Today
- Newsletter
- Media spotlight for the industry

Specialist knowledge is the focus of every economic activity.

We gather together that knowledge from business, law and politics on your behalf.

You can find out about the latest developments at our events, via our newsletter, or on our website.

And if you have any questions: One call is all it takes.

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Benefit

- Legal advice
- Professional development
- Networking & events
- Social insurance
- Jobs platform

Reduced-price training and development, free legal advice, social insurance such as our own pension plan and compensation fund with top conditions and a whole lot more:

Membership of swisstaffing is also worthwhile for you and your employees.

More information at:
www.swisstaffing.ch/en/verband/join-us/

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