

White Paper

More workers thanks to autonomy

Workers want more flexibility

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Executive summary

The current shortage of labor and skills is set to get worse in the years to come. Employees will thus increasingly be able to call the shots on the labor market.

A representative survey of 1230 people of working age shows that flexibility, especially when it comes to the organization of working hours, is key for workers. In actual fact, there is a discrepancy between demand and reality. Employers will have to make work flexible to obtain and keep staff. The risk of migration is real: Even though most workers are happy in their job, almost half would be prepared to move if the right opportunity arose.

Politicians and businesses would like to make better use of domestic earning potential to ease the labor shortages: Part-time workers should be able to increase their workloads, retirees should be able to work past retirement age if they wish, and the non-working population should be able to enter the labor market. The survey shows that ramping up the employment level is no guarantee of success.

Often workers want to reduce rather than increase their workload. Flexibility is one possible solution: If workers have more leeway in organizing their work hours, they can take on a higher workload. There is a similar picture when it comes to integrating the non-working population: Around half of the non-working population would enter the labor market if they had some flexibility in organizing their working hours and volume.

Temporary work as a flexible form of work helps increase earning potential on the Swiss labor market. First off, thanks to their low entry thresholds, staffing service providers integrate the non-working population into the labor market. Second, their business model already enables flexible working. Six portraits and three best-practice examples illustrate what this looks like in practice and how companies and workers can both benefit from innovative solutions. Flexible work is the answer to making the most of the domestic earning potential and mitigating the labor shortage. As a pioneer of flexible working, temping contributes to this solution and helps manage the future challenges of the labor market.

Flexibility is key
for workers,
especially when it
comes to organizing
working hours.

Staffing service providers take a stand

swisstaffing is the employers' association for staffing service providers and social partner to the CBA on Staff Leasing and advocates for the social acceptance of flexible working, good framework conditions for flexworkers and their social security.

Flexible working is one answer to the major challenges facing Switzerland given demographic changes and the resulting labor shortage.

- Lawmakers and social partners have to take the needs of workers seriously. The Labor Act, which has not changed since the 1960s, is no longer fit for today's living conditions. Workers in Switzerland want flexible working hours – regardless of the industry and level of qualification. 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 for workers, staffing service providers and hiring companies into consideration. Given the mandatory written working hours regulation in the employment contract (Employment Services Act (AVG) Article 19), the staffing industry often faces the problem that the needs of the workers and the hiring company vary greatly. Often, at the beginning of the employment, it is not possible to gauge how many working hours an employee will get, so some degree of flexibility is required. For the reasons above, concrete, flexible and practice-oriented solutions are required to illustrate Article 19 of the Employment Services Act.
- Temporary work is one of the solutions that allows workers access to independent, flexible working without having to make deductions in social security. This model should be promoted and – where appropriate – demanded.
- Staffing service providers help overcome the growing challenges of the labor market. They match workers seeking flexibility with companies – for the benefit of job seekers, employers and society. Companies get urgently required (skilled) workers to assist their permanent employees. In return, workers get a foot in the door and flexibility.
- A liberal society respects the need of its workers for flexible work and their decision to temp. Additional regulations and restrictions to temporary work serve neither the interests of the workers nor the needs of the future labor market.

Making full use of the potential of the staffing industry for workers seeking flexibility, companies and the future labor market requires

- a culture in which flexible working and dynamic change between employment types is accepted because temporary work and flexwork are a social reality.
- the abandonment of regulatory restrictions that make flexible working more difficult.
- fewer statutory working hour stipulations. Flexible workers would like to decide for themselves when they work.

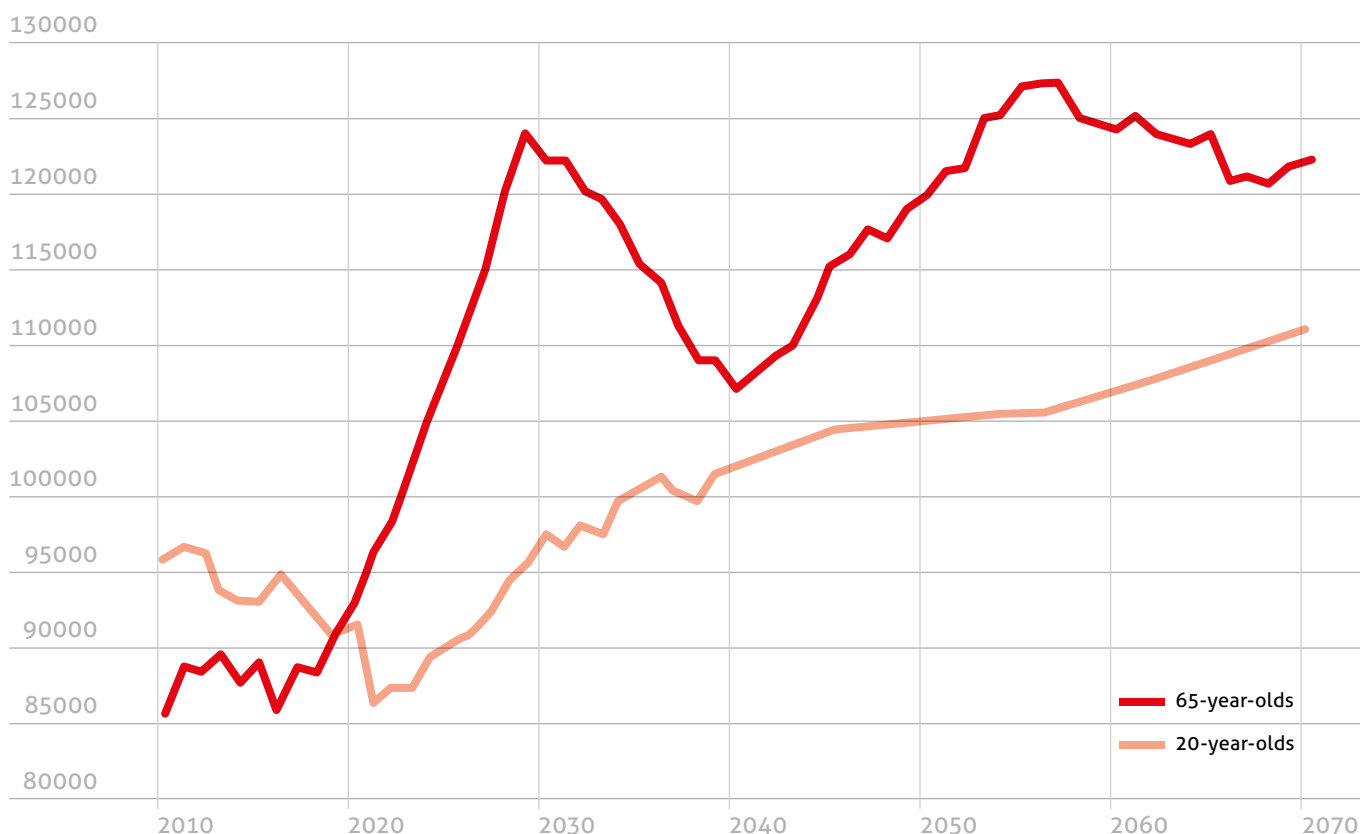
Flexible working
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Demographic trend and skills shortage

The labor market is changing. Populous generations, the baby boomers, are reaching retirement age, whilst cohorts with a low birth rate are coming through.

Since 2020, there have been more 65-year-olds than 20-year-olds in Switzerland (see Figure 1). The working-age population is shrinking. The result: There is a labor shortage, which is set to increase in the next ten years. This will affect certain industries and professions more than others. «There will be a shortage of skilled workers in health care and in the construction industry in particular. Many doctors and bricklayers are baby boomers. They will be absent from the labor market following their retirement», explains Hendrik Budliger, head of the Demographics Center of Excellence.

Figure 1:
Trend in the number of 20-year-olds and 65-year-olds in Switzerland (scenario 2010-2070)



Source: demografik.org / Federal Office for Statistics (BFS)

The declining workforce is creating an employee-dominated labor market. In order to be able to attract or keep staff, companies will have to cater to workers' demands and pitch themselves as an attractive employer. Employer branding will become a strategic necessity in order to remain competitive. «Staff loyalty to the company may have been taken for granted in the past, but now employers have to offer an attractive comprehensive package to maintain staff loyalty», says Hendrik Budliger. Besides salary, this type of package must also include development prospects in the respective company as well as flexible work options.

This white paper explores the following key issues based on a representative survey of the Swiss working-age population: What are the needs of workers when it comes to flexible working? What can they already do today? What has to happen for the non-working population to consider taking a job?

Practical examples from staffing service providers provide an insight into the future world of work and show how to enable maximum flexibility in temporary positions or for internal permanent staff.

In **2030**,
there will be a shortage
of skilled workers
in health care and in the
construction industry
in particular.

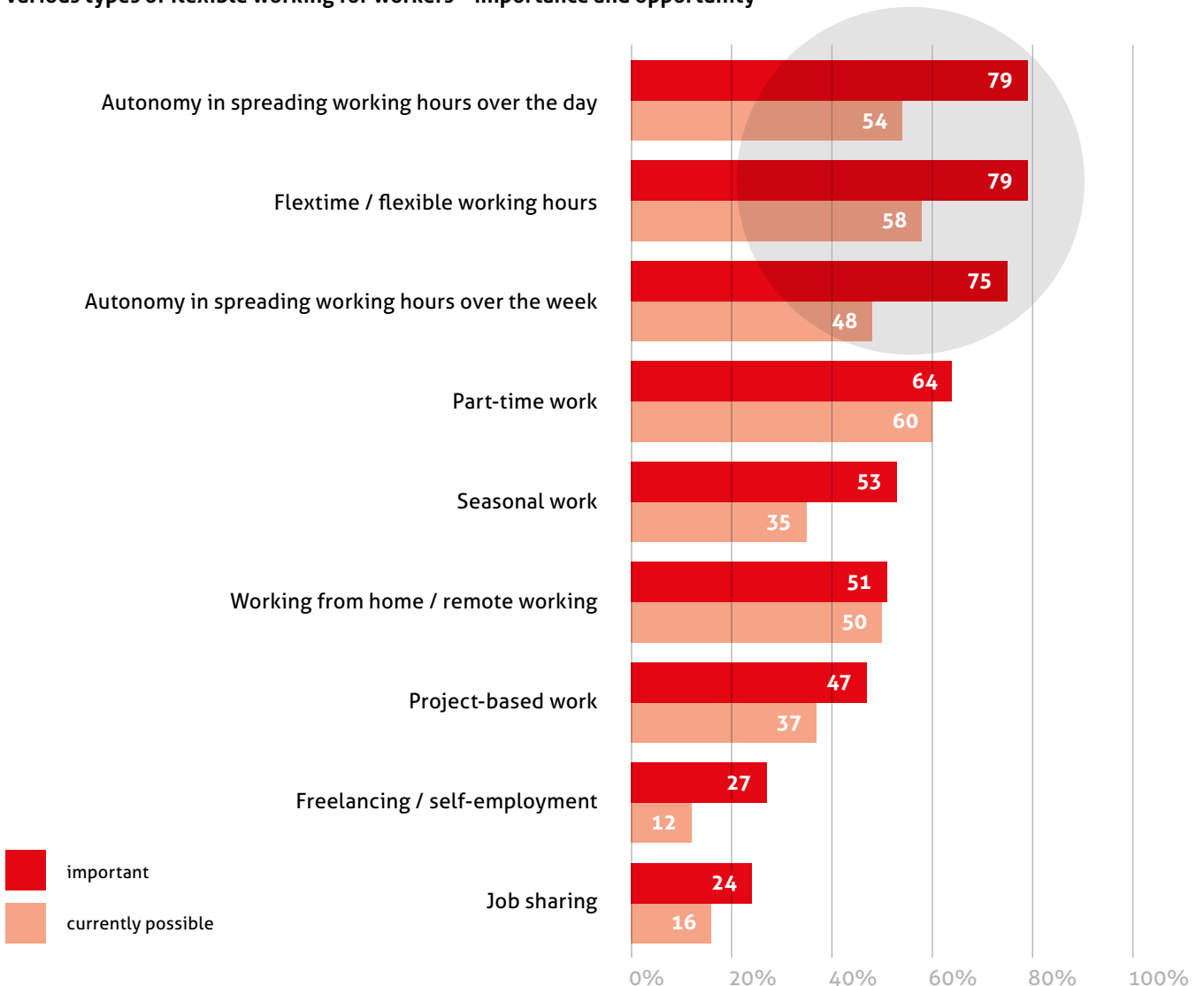
Flexibility requirements of the Swiss workforce

Employers who wish to present themselves as attractive to the Swiss workforce will have to offer their workers flexible work opportunities.

In particular, workers value flexibility when it comes to choosing their working hours. Around 80 percent would like flextime and the freedom to spread their working hours over the day or week as they choose.

Part-time work is important for two thirds of workers. Around half need to be able to work from home or remotely.

Figure 2:
Various types of flexible working for workers – importance and opportunity



Basis: Workers surveyed (n=1074). Source: swissstaffing/gfs-zürich 2023

Oliver G. (23), automation engineer EFZ,
is temping through
Dommen Nadig Personal AG

**A desire for more flexibility and scope
for further training prompted Oliver G.
to quit his permanent position and
temp.**

Having completed his training to become an automation engineer EFZ, Oliver G. continued to work at his apprenticeship firm for three years. *«I got more responsibility very quickly, but the workload was heavy. At some point I wanted to take a step back and clear my head»*, the Lucerne resident explains. He has been temping at 80 percent through Dommen Nadig Personal AG at an audiovisual event engineering company for a few months.

He loves the flexibility of being able to adapt his workload. *«All I have to do is call Dommen Nadig Personal AG. Communication with them is very straightforward.»*

Soon he will be taking a whole month off to work on a personal sports project. He would highly recommend temping to young people who would like to find out more about new businesses and want more flexibility. *«Concerns that you can get stuck temping forever are unfounded.»* Skilled workers that have completed an apprenticeship are in high demand and Dommen Nadig Personal AG would find him a permanent position any time.

For now he would like to continue temping and take time to consider his next step. Thanks to the flexible part-time workload, he has enough time for his main hobby, mountaineering, while he's thinking about things.

«Thanks to the
flexible part-time
workload, I have
enough time
for my main hobby,
mountaineering»

Esther O. (39), care assistant and receptionist,
temps through Coople

«I can choose when I work»

Esther O. from Zurich works as a care assistant in nursing homes and senior citizen centers via the platform provider Coople. She appreciates the flexibility and contact with the different members of staff and residents.

Besides her part-time position as a receptionist in a gym, Esther O. regularly temps as a care assistant via Coople. *«The shifts are very compatible with my job as receptionist. I can choose when I work.»* I especially like the contact with the different residents and members of staff in the senior citizens' centers. *«I'm always made to feel welcome as a temporary worker. The permanent staff are happy to see me because I help them.»* Thanks to her various deployments, she now has a lot of experience and can quickly integrate into any team.

In the future Esther O. would like an administrative or commercial job, as she has undertaken further training in this area.

She would still like to work as a «Coopler» on the side: *«The various spells in the senior citizens' centers and the joy of the residents are hugely rewarding and I'd miss that.»*

Nathalie Balcon, head of the Oase Group, which employs temporary workers via Coople

«Using temporary workers protects our permanent staff»

The Oase Group in Switzerland operates several senior citizens' centers. When drawing up rotas, the Oase Group lets the workers choose. This means they have a lot of flexibility and autonomy and it frees them up thanks to the use of temporary workers such as Esther O.

Rotas in the Oase Group are like a sort of «Tetris» system: First, the permanent staff work out their own rotas in teams. Gaps in the rota are then filled by temporary workers. Temporary workers can also step in in the event of last-minute absences or illness. *«Temps protect our permanent employees by allowing them to rest and not reach their limit»*, explains Nathalie Balcon, head of the Oase Group.

The Oase Group recruits temporary workers via platform provider Coople. *«The Coople platform allows us to contact the temps directly and to work with the same ones again and again. That's important in the care sector for building a relationship of trust»*, Nathalie Balcon explains.

The Oase Group has had a positive experience with its innovative approach. *«Our permanent workers have a lot of flexibility, autonomy and take personal responsibility. This improves the team dynamic»*, Nathalie Balcon observes. Temporary workers on the other hand often have a wealth of wide-ranging experience which the company can benefit from. Finally she stresses: *«It is important not to play temporary workers and permanent staff off against each other. Both are necessary for the system to work. You need to use the synergies.»*

**Flexible work opportunities:
Desire versus reality**

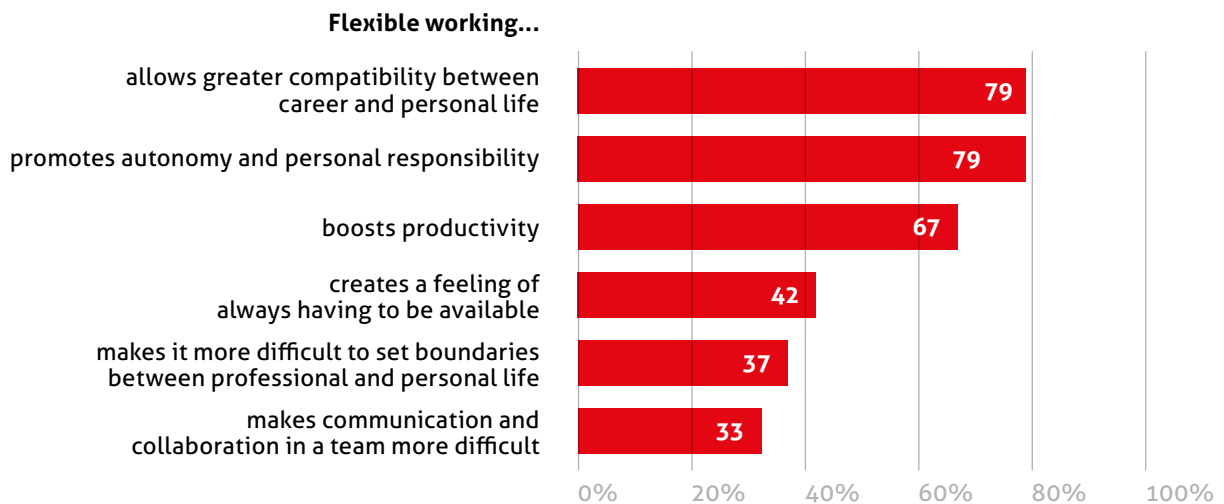
A comparison shows that there is a discrepancy between desire and reality when it comes to the free organization of working hours. While around 80 percent consider a flexible work schedule important, only half can work this way. The disparity is biggest in health and social care, construction, and transport and logistics. An employee from the care sector, which is facing shortages, notes: «If I hadn't recently been offered a new job as quality supervisor, I would leave the care industry because the working conditions are not at all flexible.» Others surveyed would like to see fewer legal requirements around the organization of working hours. «If the weather's bad, you should be allowed to work on Saturday or Sunday and take a day off during the week instead», a 43-year-old Lucerne man suggests.

This is a challenge for both companies and lawmakers when it comes to flexible working. However, as far as part-time work and working from home are concerned, desire and reality are in accord. Those who wish to work in this way are usually able to do so.

**Flexible working:
Opportunity rather than risk**

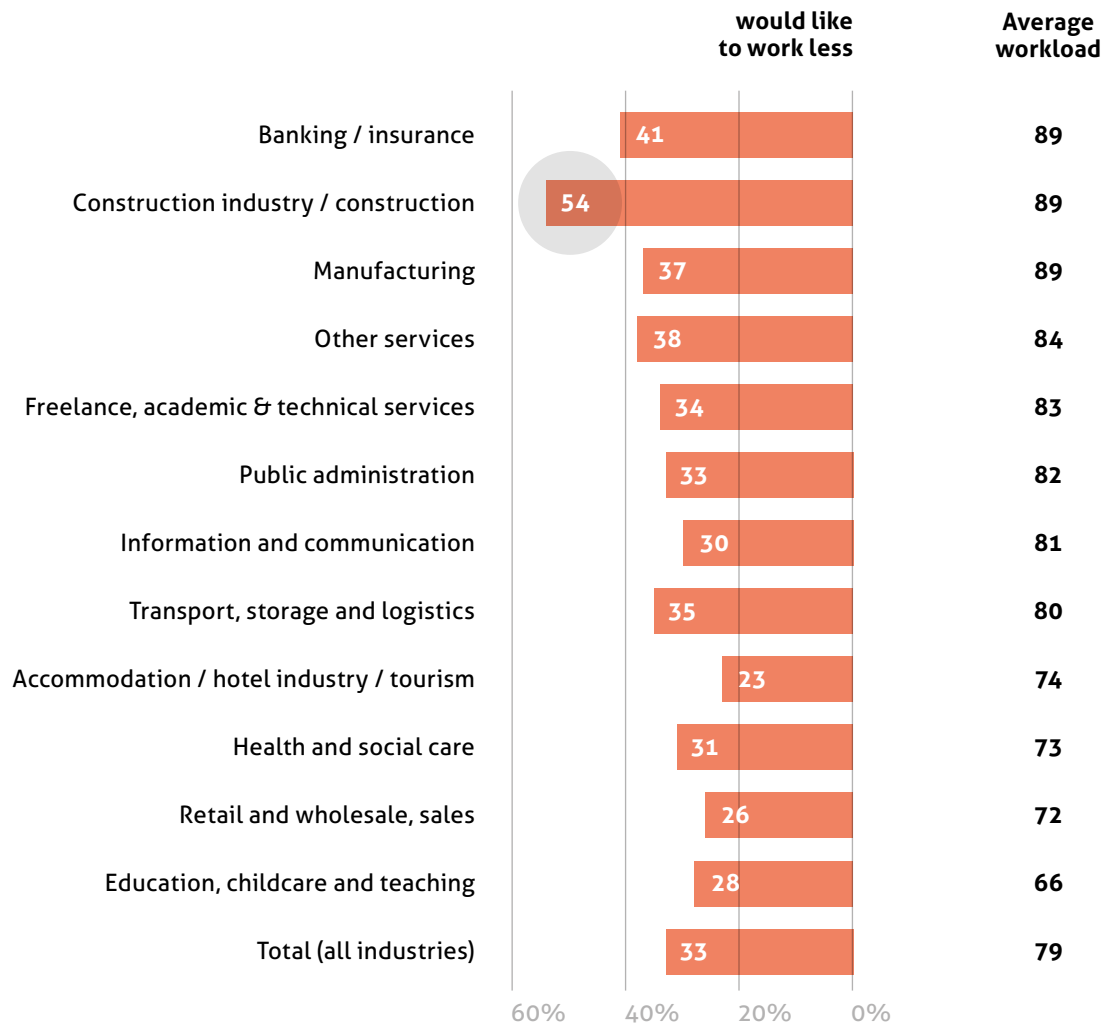
The pros and cons of flexible working are the subject of heated political debate. What does the Swiss workforce think about this? The vast majority view flexible working as a positive thing. 79 percent see it as an opportunity to better balance their career and family life, i.e. to encourage autonomy and personal responsibility. A 35-year-old from Bern working in the financial sector explains: «Flexible working is a better way of employing skilled workers. For example, mothers can take on a part-time managerial role by way of job sharing.» Two thirds see flexible working as an opportunity to increase productivity. Only a minority is skeptical. They worry about having to be constantly available, problems setting boundaries between professional and private life, and communication difficulties in the team.

Figure 3:
Opportunities and risks of flexible working as viewed by the working population



Basis: Those surveyed of working age (n=1230). Source: swissstaffing/gfs-zürich 2023

Figure 4:
Average workload and desire to change the workload by industry



Basis: Workers surveyed (n=1051, by industry nmin=43). Source: swissstaffing/gfs-zürich 2023

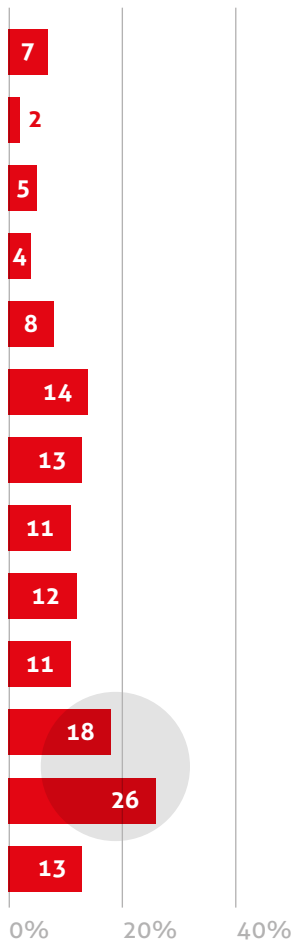
**Work situation and exploitation
of working potential**

One solution that is often cited for the intensifying labor shortage is that workers should increase their workload. The average workload of workers in Switzerland is already high at 79 percent. Men work on average 86 percent, women 72 percent. There are huge differences between the industries: The workload is highest in the finance sector, construction sector and manufacturing, at

89 percent on average. The average working level is lowest in education (66%) and retail (72%). The figures show that increasing workload to combat the shortage of skilled workers is not in keeping with the wishes of workers.

Only 13 percent of those surveyed say they want to increase their workload. And there is a clear gender gap here – not least due to the differences in the working level. For example, only 8 percent of men want to increase their workload, compared with 17 percent of women.

would like
to work more



By contrast, men and women are united in wanting to see a reduction in workload. One in three would like to work less (men 31%, women 33%, see Fig. 4). On average, those surveyed would like to work around one day more/less. The need to increase or reduce workload varies hugely depending on the sector. The greatest potential for increasing workload is in education (26%) and retail (18%). Conversely, over half of those employed in construction (54%) would like to work less.

17%
of women
want to increase
their workload.
Amongst men,
the figure is only
8%.

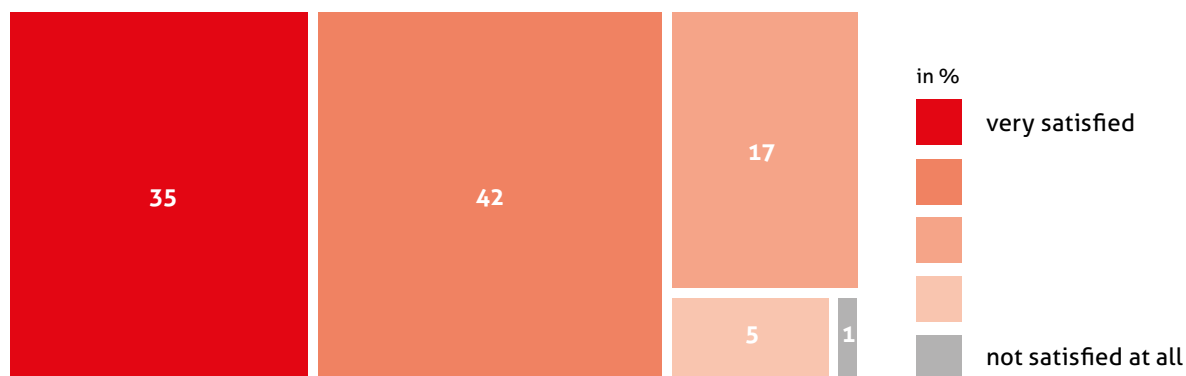
Satisfaction with employer and the need for mobility

How happy are Swiss workers with their employer during a labor shortage?

Over three quarters of those surveyed are happy in their job. 44 percent would recommend their employer with a maximum of 9 or 10. Employees in education are most satisfied. Least satisfied are workers in the field of other services, manufacturing and in sales. Workers in

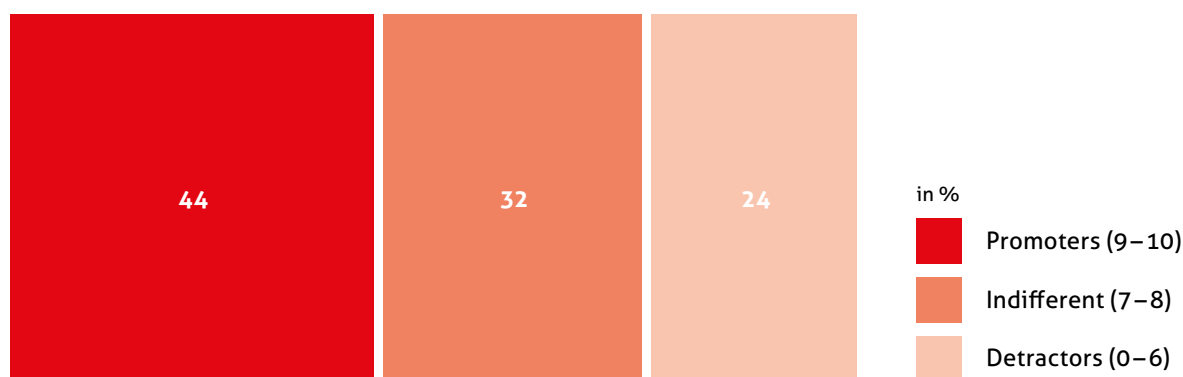
German-speaking Switzerland are more satisfied (79%) with their job than those in Western Switzerland (73%) and Ticino (64%). Job satisfaction increases with age.

Figure 5:
Satisfaction of workers in their job



Basis: Workers surveyed (n=1069). Source: swissstaffing/gfs-zürich 2023

Figure 6:
Employer recommended by workers



Basis: Workers surveyed (n=1037). Source: swissstaffing/gfs-zürich 2023

Gael G. (31), construction machine operator, temps through Flexsis

Having completed his bricklayer training, Gael G. quickly found temping work. He has been able to benefit from the continuing education opportunities offered by temptraining, the continuing education fund for temporary workers, and has thus obtained various driving permits for construction machinery. His driving qualifications are highly sought-after on the job market and have allowed him to secure regular flexible work. He started as a temp at Flexsis roughly five years ago.

Gael G. loves the fact that he can freely choose the companies and in particular the teams he wants to work with. If he doesn't get on well with a team, or the site is too far away, his advisor at Flexsis takes heed and always has an alternative to offer. This special relationship of trust with his advisor, who knows exactly what he is looking for, is crucial. He knows that changing team or project company in this way is much more difficult for a permanent employee. Furthermore, he often manages to get a reduced workload and longer holidays, which isn't very common for construction workers.

«This allows me to devote more time to my family and my passion for mechanics. From a financial point of view, it makes no odds because my income as a temporary worker is better than if I was permanent.» He goes on to explain: *«It's true that construction companies also offer their workers training opportunities and sometimes fund this training. But often this funding has conditions attached, which is definitely not the case with training funded by temptraining.»*

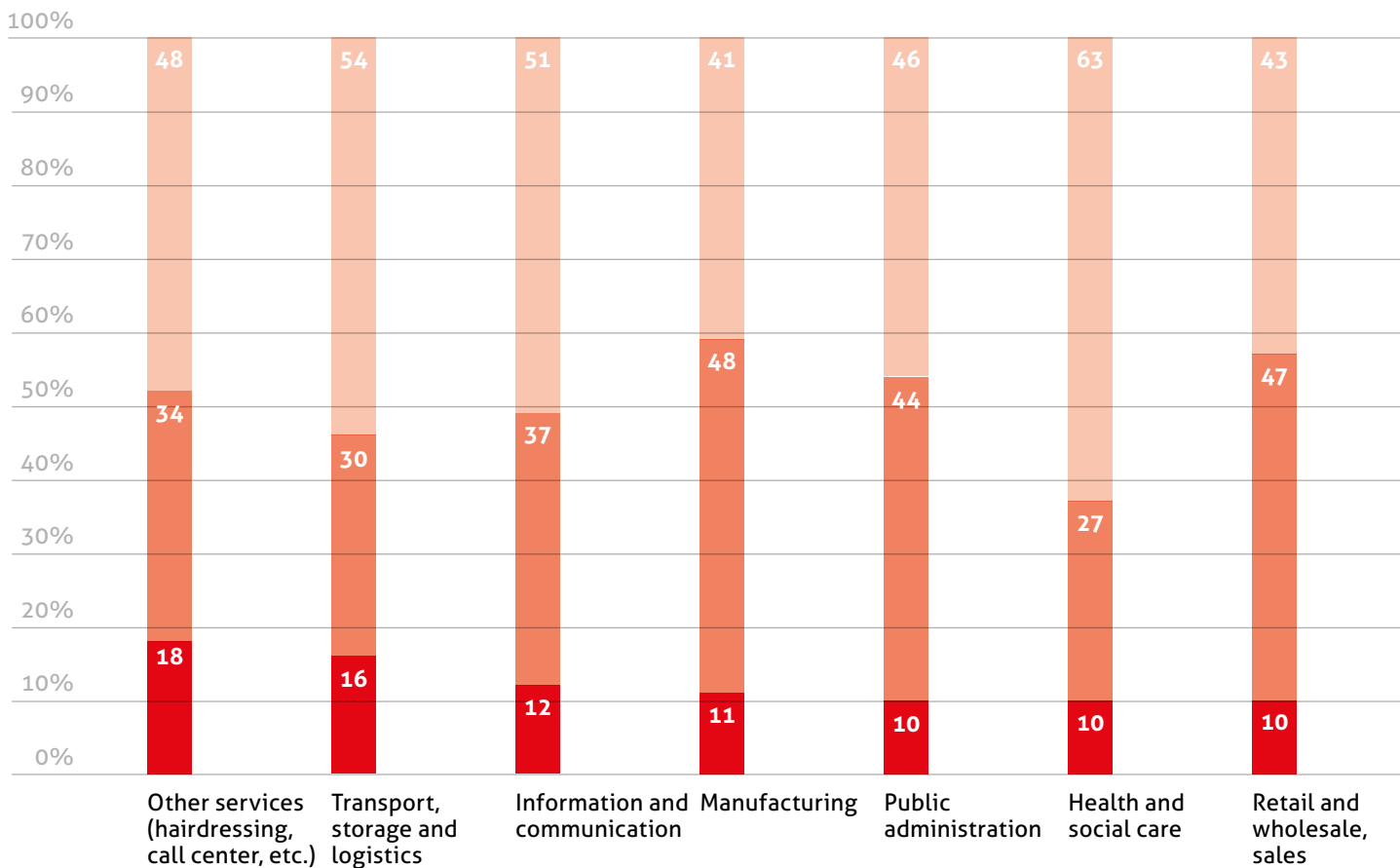
«Working as a temp has allowed me to get training in all sorts of building site machinery and all of the permits have been funded by temptraining»

Mobility potential in the Swiss labor market

An employee-dominated labor market can lead to greater fluctuation in workers because it is easier to change jobs and the employee has more bargaining power. Even though employees overall are happy in their job, there is considerable mobility potential in the Swiss labor market: One in every ten is actively looking for a job.

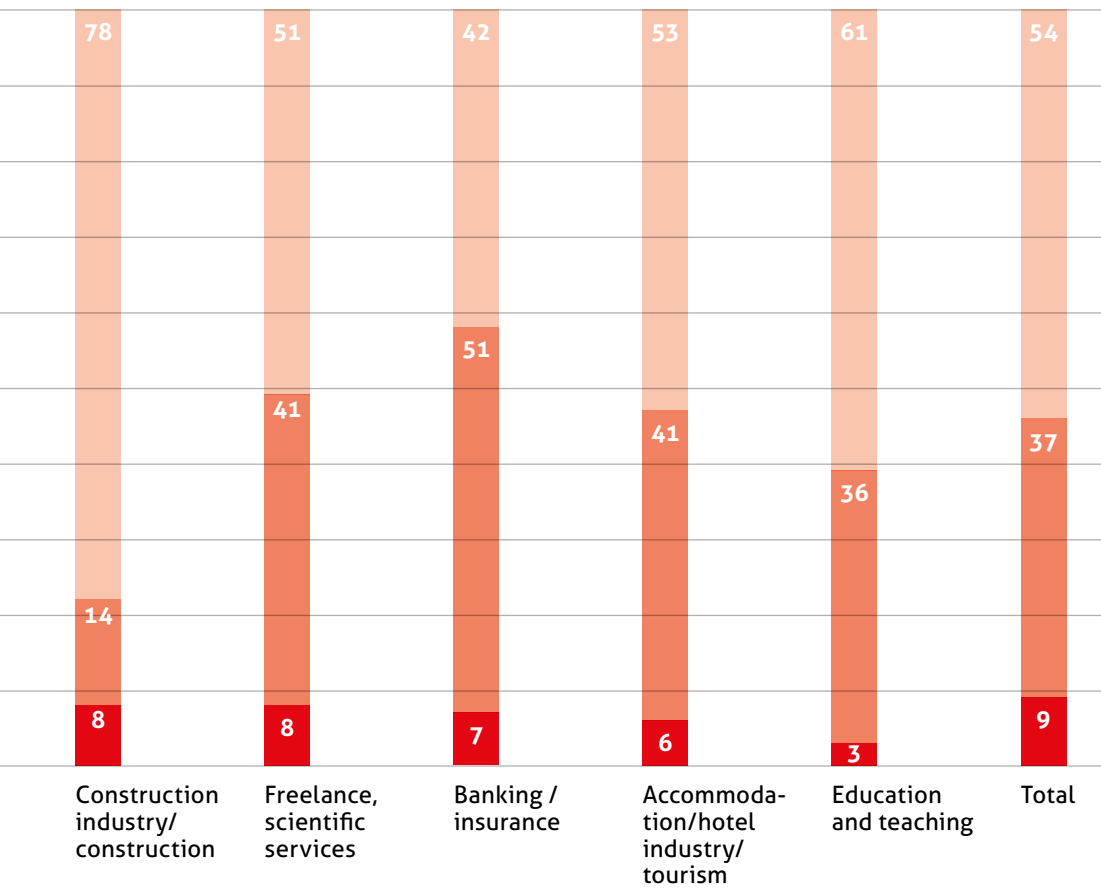
Another 37 percent would be prepared to switch jobs if the right opportunity came up. There are huge differences between industries. In the other services sectors as well as transport and logistics, one in six employees is actively looking for a new job. Most of the workers who are passively open to moving are in banking and manufacturing.

Figure 7:
Willingness of workers to change job



Basis: Workers surveyed (n=1059, by industry nmin=43). Source: swissstaffing/gfs-zürich 2023

■ Yes, actively looking
 ■ Yes, if the right opportunity came up
 ■ No, happy and not planning to move



Lara B. (26), psychology student, helps staffing service provider beeworx GmbH with its internal administration for an hourly wage

«Thanks to the huge flexibility, I can take on a lot of work alongside my master's course»

Lara B. from Basel is currently studying for her Master's in psychology. Flexible working allows her to combine her studies, job and part-time job.

Lara B. has been working internally with staffing service provider beeworx as personal assistant. She helps recruit candidates, assists with the payroll, and looks after the switchboard. She job shares with a colleague, her workload varies and ranges between 60 and 80 percent. *«I can work my shifts around my lectures at uni. That's a huge advantage.»*

She is also a qualified dog trainer and offers training courses in the evenings at a dog school. The work at beeworx allows her to combine all her interests: *«Thanks to the huge flexibility, I can take on a lot of work alongside my master's course.»* In the next two years she would like to complete her Master's in neuro-psychology and clinical psychology, and after that she hopes to train as a psychotherapist. She would like to continue working at beeworx after her studies. *«The job is very varied and I'm in contact with a wide range of people. That's a good foundation for my later career»*, she says with a wink.

Diana Gebauer, CEO and owner of staffing service provider beeworx GmbH

«Flexibility and autonomy for staff contribute to company success»

Since 2010, staffing service provider beeworx has been employing flexible workers internally in administration, usually students like Lara B.

CEO Diana Gebauer has only had positive experiences of this working model so far.

Flexible staff at beeworx always work in a job share and work out their shifts between themselves. *«This means they have a lot of flexibility, autonomy and personal responsibility»*, Diana Gebauer says.

This means that the company can deploy its internal staff according to the order book: *«We have less work in winter and the students often have exams then. It's a very complementary situation.»* Internal recruiting is a huge advantage for us from the company's point of view: Over half of beeworx's permanent staff were flexible workers in the past.

«Permanent positions are a huge investment. Using flexible staff involves a much lower threshold, and you can also try new things», says Diana Gebauer.

All beeworx staff have a lot of time flexibility and the opportunity to work from home. Flexible working requires an open communication culture: *«As a company you have to be open to the ideas of the workers. On the other hand, the workers have to share the company's values»*, says Diana Gebauer firmly. She relies on flexibility herself, as she has two school-aged sons: *«I'm not physically in the office during school holidays and only work online.»*

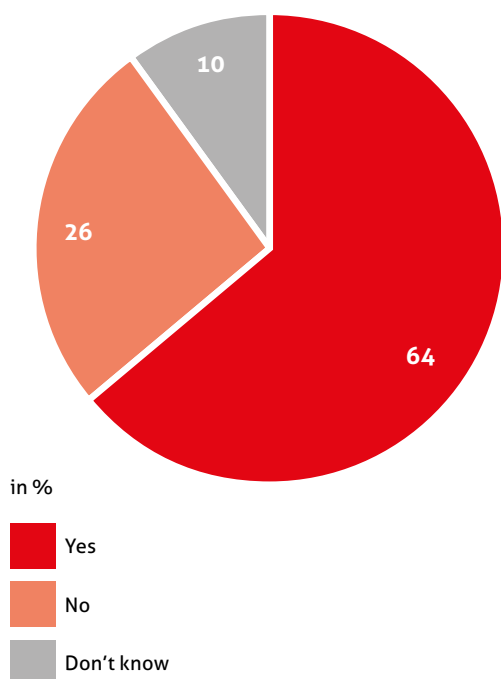
Diana Gebauer is convinced that successful companies will not be able to do without flexible working in future. She believes there will be competition for the best talent. Furthermore: *«Flexibility and autonomy increase motivation amongst staff and thus contribute to the company's success.»*

Non-working population: Purpose and flexibility as conditions for entering the world of work

Integrating the non-working population into the labor market is an important measure for capitalizing on domestic working potential.

The potential is huge according to the survey results: Around two thirds of the non-working population between 18 and 66 years old could see themselves working (again) (see Figure 8). A look at the reasons for not working explains the result: 42 percent do not work because of (further) education. This is followed by health reasons (26%), failure to find a suitable job (18%) and the absence of financial need (14%). Surprisingly, care work (9%) and parental leave (7%) are towards the bottom of the list.

Figure 8:
Willingness of non-workers to get a job



Basis: Non-workers surveyed (n=325)
Source: swissstaffing/gfs-zürich 2023

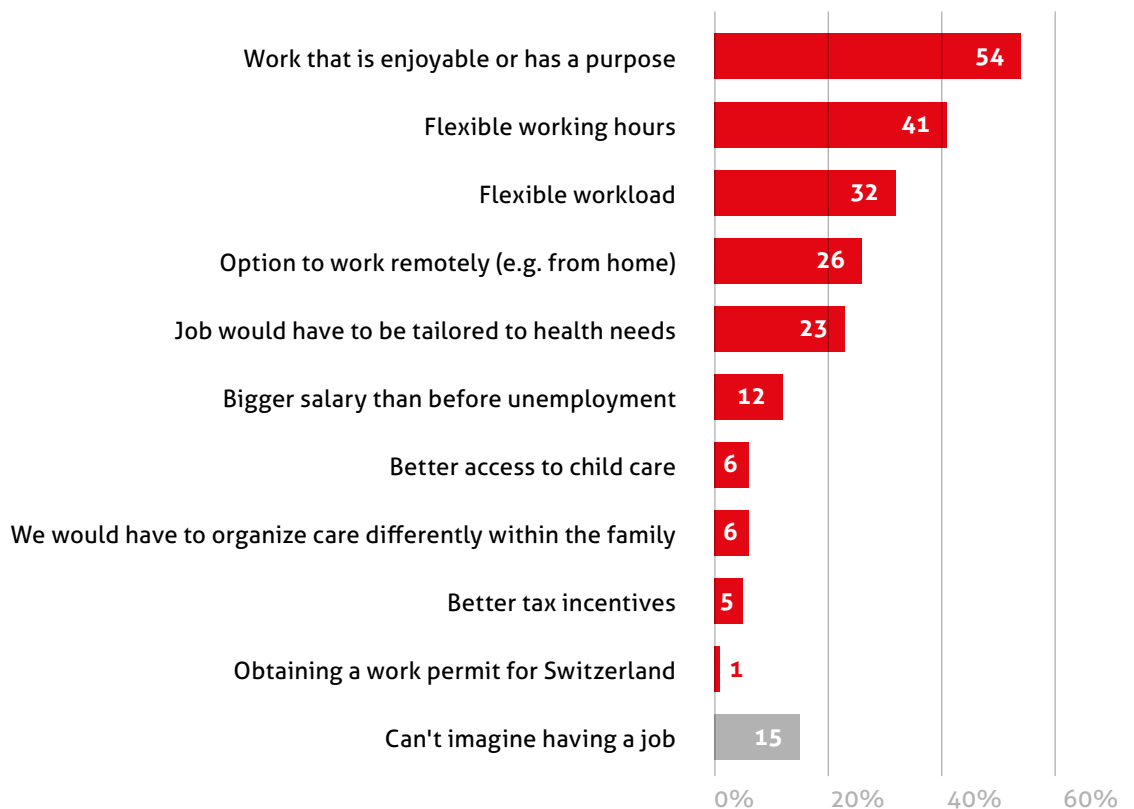
Under what conditions could non-workers see themselves getting a job? The figures are unequivocal: Besides purpose and enjoyment at work (54%), flexible working options are key to getting a job/going back to work. More specifically, those surveyed want flexible working hours (41%), flexible workload (32%) and remote working (26%). Conversely, a higher salary would only be an incentive to go back to work over not working for 12 percent. With this knowledge, the state and employers can set the course for non-workers to join the labor market.

When it comes to integrating the non-working population into the labor market, flexible working is a lever for mitigating the labor shortage. For employers this means: If they want to compete for the best talent, they have to offer workers even more flexible work options. Industries that rely on fixed working hours and physical presence may have trouble meeting their need for workers in the future.

Similarly, the findings are a challenge to politicians to adapt the statutory requirements around working hours and retirement to meet the flexibility requirements of workers and give them the desired freedom to work when they want.

2/3 rds
of non-workers
can see themselves
working (again).

Figure 9:
Conditions for non-workers to get a job



Multiple answers possible
 Basis: Non-workers surveyed (n=325). Source: swissstaffing/gfs-zürich 2023

Integration of people with a health impairment

Approximately one quarter of non-workers would be available on the labor market if jobs could be tailored to their health needs. When it comes to including people with impairments to health and integrating them into the labor market, joint action between the state, social insurance, employers and advisory bodies is required. The Profil foundation plays a pioneering role here by helping people with disabilities get onto the labor market and advising employers on inclusion. Amongst other things, the Profil foundation allows companies to take on workers with health impairments by way of staff leasing. Workers can prove their skills and get onto the labor market.

Help parents with child care and tax incentives

Better access to childcare options and more tax incentives would encourage 6 and 5 percent respectively of the non-working population to get back to work. The figure seems low given the controversial political discussion on this topic. This can be explained by the already high rate of employment of parents in Switzerland. According to the Swiss Labor Force Survey (SAKE), 82 percent of mothers and 97 percent of fathers were working in 2021. This goes to show that better childcare options and tax incentives would not primarily counteract labor shortages by reintegrating the non-working population. Instead, better child care and tax incentives would allow working potential to be fully exploited by increasing the workload.

Beat D. (61), salesperson in manufacturing,
employed in staff leasing via the Profil foundation

«The staff management and the Profil foundation have gone to great lengths for me»

Beat D. from the Basel-Land region has been working in sales in a manufacturing firm for roughly one year. Joint action between the head of HR and the Profil foundation meant that he is now in a job with a high workload in spite of his Parkinson's disease.

Having been unemployed for a long time, the qualified mechanical engineer Beat D. applied for the position of salesperson in the spare parts department of his current company: *«The head of HR really wanted to employ me, but the risk to the company because of my Parkinson's disease was too uncertain.»* But it was important to the head of HR to integrate qualified skilled staff with a disability. In her research, she came across the Profil foundation through the employers' association Swissmem. She was therefore able to put Beat D. in touch with the Profil foundation, where he was given an advisor as a job coach. Together with the head of HR, she enabled Beat D. to get the desired job by way of staff leasing through the Profil foundation.

Beat D. has now found his feet: *«I can contribute my experience and technical knowledge to the company.»* He loves the team spirit and the mutual support. He is in good health. He has been able to increase his workload from 50 initially to 80 percent; he is aiming for 100 percent. *«Sometimes I'm a bit unsteady when I walk down the corridor, but otherwise I have no restrictions. My work is mental work, and I can do that.»* His advisor at the Profil foundation still serves as his contact person. Beat D. would like to continue in his job for a few years yet, ideally past retirement

age. He concludes by saying: *«I wish that institutions such as the Profil foundation were better known by companies' HR. This way, more people with a disability would have the opportunity to work.»*

Eva Meroni, CEO of the
Profil Arbeit & Handicap foundation

«Because of the labor shortage, companies are more open to people with a health disability»

The Profil foundation helps people with a disability or health impairment to join the mainstream labor market, and advises companies about inclusion. CEO Eva Meroni is convinced that inclusion also makes employers more attractive.

The Profil foundation is a foundation of Pro Infirmis Switzerland and serves as a recruitment agency for people with disabilities. *«Our process is a holistic one and includes all the parties involved»,* explains CEO Eva Meroni. A job coach helps the job seeker, but also the companies.

Many people find permanent employment. Some are employed by way of staff leasing through the Profil foundation: *«This allows companies to transfer the employer risk to us. This is important for SMEs if employing someone with a disability would increase their sick pay premiums.»* The workers are insured for sick pay themselves,

in this case through the CBA on Staff Leasing.

The agency model is sustainable: According to Eva Meroni, between 60 and 70 percent of the people placed

are still in the same job after two years. *«Many of the workers that we employ through staff leasing are given a permanent position by their companies»,* reports Eva Meroni. Companies have recently become more open to employing people with a health impairment, she has noticed: *«The labor shortage is playing into our hands.»*

For employers, inclusion enriches the corporate culture. Employer branding is a factor here too: *«Younger generations in particular look for sustainability, diversity and inclusion when choosing a company»,* Eva Meroni has noticed. However, it is important not to see the employment of people with disabilities simply as a social commitment out of sympathy, but rather to focus on their strengths and skills: *«Workers provide a service to the company, no matter their workload.»*

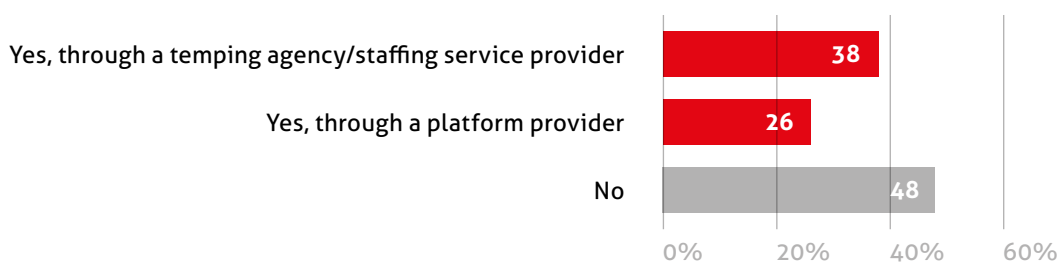
Given that far more workers want to reduce their workload than increase it, the question arises: How big is this potential? At the same time, it is a matter of keeping working parents in the workforce with their current workload through better framework conditions. Flexibility in spreading working hours over the day and week can play an important role.

Ultimately, the issue of reconciling career and family is not just an economic issue, but also a social one: The matter of non-parental child care and the understanding of one's role in partnerships are heavily influenced by cultural norms and values. Better access to child care and greater tax incentives help working parents, keep them in their jobs with heavy workloads and promote equal opportunities on the labor market.

Temporary work as an option for returning to work or working for longer

Thanks to the low entry barriers, temporary work is a way to get (back) onto the labor market. The advantage: Flexible working options without deductions in social security (see swissstaffing 2022). 38 percent can see themselves working through a staffing service provider. For 26 percent, work through a platform provider is a possibility. Not counting multiple answers, a total of 45 percent of the non-working population would be prepared to work via a platform or a staffing service provider. A closer look at the results shows positive experiences with staff leasing among those surveyed: Those who have already temped can see themselves doing so again (54%), more so than people without experience of temporary work (43%).

Figure 10:
Temporary work as a potential way of starting work



Multiple answers possible
Basis: Non-workers surveyed (n=325). Source: swissstaffing/gfs-zürich 2023

Marlyse H. (70), retired psychologist, works as a receptionist on a flexible contract in a Lausanne theater through Hotelis.

Marlyse H. from Lausanne worked as a psychologist before calling time on her career to look after her four children. She then went back to work in the social sector until she reached the legal retirement age. Since retiring, she has remained active by taking on two part-time jobs. She works as a receptionist at a theater in Lausanne through Hotelis, and she is also a deputy judge at the magistrate's court.

When the theater reopened after Covid, Marlyse H. resumed her job as receptionist through Hotelis. Each month when she receives the show schedule for the theater, she indicates her availability. This process allows her to choose the days she works according to her expectations. On the basis of this choice, the theater then lets her know which days she is working. If there wasn't this flexibility, Marlyse H. would simply stop working.

«*I'm retired*», she reminds us. As far as her current working hours go, she has to turn up one hour before the start of the show. The end depends on many factors. Outside of her professional activities, Marlyse H. devotes her time to her family and her grandchildren. She also looks after her health. This extra work allows her to not only increase her income, but also have a more dynamic social life. «*I get to see people, to go out. I've gotten to know people who have become my friends*», she admits. If her health permits, she'd like to continue working until she's 75.

«The possibility of choosing the days I work one month in advance allows me to coordinate my family obligations with my work at the theater»

The flexible world of work – present and future

Flexible working is a mega trend that reached the mainstream of society long ago.

1.3 million people in Switzerland work outside of typical, permanent full-time employment (see swissstaffing, 2022). The survey conducted by gfs-zürich on behalf of swissstaffing shows that the need for flexible working is not limited to the form of employment relationship. Flexibility in terms of working hours and work location are key requirements for many workers and an important criterion for the non-working population to enter the world of work. Flexible working, alongside digitalization and education, is thus one of three mainstays for keeping Switzerland competitive and prepared for demographic change.

Temporary work is a tried and tested flexible work form and one of the tools for successfully managing this change. As a flexwork pioneer, it offers flexibility in various different ways. The case study of the Oase Group impressively illustrates how the smart combination of permanent staff and temporary workers enables independent organization of working hours across the week. The examples of Oliver G. and Gael G. show that people are already deliberately choosing temporary work to be able to work fewer hours in industries where high workloads are common. Staffing service providers are experts in the development of flexible working systems, fit workers seeking flexibility with companies, and know how non-workers find their way back to work. This potential has fallen on sympathetic ears in the working population. 63 percent believe temporary work helps job seekers find a job. 52 percent believe that this form of work is ideal for people who want flexibility in their work. 59 percent can imagine life circumstances where they would consider temporary work. In order to meet the growing demand for flexible work, temporary work will have to remain attractive, flexible and open to all in the future. The needs of the people are always at the center.

Staffing service providers are experts in the development of flexible working systems, fit workers seeking flexibility with companies, and know how to help non-workers find their way back to work.

Annex/Figure 11:

Features of the Swiss working-age population

	in %
Gender	
Women	49
Men	51
Age	
18–34 years	33
35–50 years	35
51–70 years	32
Region	
German-speaking Switzerland	71
Western Switzerland	25
Ticino	4
Employment situation (multiple answers possible)	
In permanent employment	61
In (further) training	13
Self-employed	12
In temporary employment	11
On-call work	6
Not working (e.g. domestic and care work, career break, illness, etc.)	6
Unemployed	4
Retired	2
Employment through a staffing service provider / temping agency	1
Contractor/freelance on payroll	1
Industry*	
Banking and insurance	7
Construction industry/construction	5
Education, childcare and teaching	10
Retail and wholesale, sales	6
Other services (e.g. call center, security services, hairdressing, etc.)	5
Freelance, academic, scientific and technical services	10
Accommodation / hotel industry / tourism	5
Health and social care	14
Manufacturing, industrial production	8
Information and communication: IT, media	8
Art, leisure and recreation	2
Agriculture and forestry	3
Public administration, defense, social insurance	9
Private households with staff	1
Transport, storage and logistics	5
Prefer not to say	3

Basis: all those surveyed (n=1230), *working respondents (n=1074). Source: swisstaffing/gfs-zürich 2023

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Swiss Labor Force Survey (SAKE) (2022): Mothers on the labor market in 2021. Federal Office for Statistics, Neuchâtel.

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Study design: Survey of the working-age population

The gfs-zürich institute surveyed 1230 people aged 18 to 70 years in Switzerland on behalf of swissstaffing. A sample of 169 non-workers aged between 18 and 66 was also taken. Thus a total of 325 non-working people were surveyed.

The survey was conducted online (74%) and by telephone (26%). It is representative in terms of age, gender and language region. The confidence interval is +/- 2.8%. The survey was conducted from September 21 to November 11, 2023.

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