



**WORLD
EMPLOYMENT
CONFEDERATION**

The Voice of Labour Market Enablers



2018

Activity Report



Denis Pennel
WEC Managing Director

Foreword

The overarching *raison d'être* of the World Employment Confederation (WEC) is to support its members in growing their business in a sustainable way. In order to achieve that goal, WEC has developed and implemented a wide range of activities to influence the key drivers of the employment industry's growth.

Advocacy remains a significant part of our mission. In 2018, pro-active working relationships with key international policy makers such as the European Union institutions, the International Labour Organisation (ILO), the OECD, the G20 or the International Office for Migration (IOM) have been instrumental in gaining recognition for the need for diverse forms of work in modern labour markets.

Promoting Social Innovation best practices from the employment industry also contributes to the discussion on how to build the future of work that we want. Our industry has been at the forefront of designing and implementing new forms of safety nets for workers, especially via social dialogue. Through our thought leadership initiatives, we seek to set those practices as benchmarks for the future.

Grouping 50 national associations and 7 multinational workforce solutions companies, we also believe that it is our role, as the representative of our sector, to strengthen the professionalism of our members and to raise the quality standards in our industry. In 2018, WEC has implemented many activities to facilitate capacity building, best practices sharing and networking for members.

More than ever, we have realised how much all these activities are complementary. In order to effectively focus on all of them, another important milestone of 2018 has been the expansion of the head office team. With more resources allocated to data collection, membership management and communications, we trust that we will better position our industry as the enabler of more open, inclusive and dynamic labour markets.

This Activity Report will take you back through the main achievements of WEC in 2018. I hope that you will enjoy the reading and that we will continue working together; be it as member, partner or stakeholder.

WEC head office



Jochem de Boer
Global Public Affairs Manager



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European Public Affairs Manager



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Milestones 2018

Throughout the year and all around the world, the World Employment Confederation and its members pursued their mission of promoting the interests of the private employment industry. Here are some of the key milestones for 2018.

21.03.2018
EU Tripartite Social Summit
WEC-Europe discusses with EU institutions and social partners how to deliver on the European Pillar of Social Rights.



16.05.2018
WEC-Europe Conference on Online Talent Platforms
Social partners conclude a two-year joint research project with a conference and the adoption of joint recommendations.



05.09.2018
WEC Latina America event at G20
In Argentina, international experts debate the challenges and opportunities that the future of work creates for the region.



19.10.2018 October
WEC North East Asia Regional Meeting
WEC Chinese, Japanese and Korean members meet in Okinawa, Japan to discuss regional cooperation.

17.11.2018
ILO Tripartite Experts Meeting
WEC members join the employers' delegation to set a new definition of recruitment fees and related costs.

30.11.12
ADAPT annual conference
WEC President Annemarie Muntz speaks about the need for new safety nets in a changing world of work.



06.06.2018
World Employment Conference 2018
 Ireland hosts the annual WEC 'members-only' meetings and public conference.

25.07.2018
ILERA World Congress
 WEC presents a research paper on social innovation solutions for training in the agency work sector.



27.06.2018
Future of Work seminar in China
 WEC President Annemarie Muntz speaks at an event co-organised by the International Labour Organization (ILO) and the Chinese Academy of Labor and Social Security.



5.12.2018
Making Europe the best place to work
 WEC-Europe organises a conference to discuss social innovation practices and launches its Vision Paper for the 2019 European elections.

2019

Advocacy Global



Diverse forms of work

acknowledged positively in key political declarations



Leading voice

in global arenas

A positive and supportive legal and regulatory environment is essential for the private employment industry to grow and operate on a level-playing field. The World Employment Confederation (WEC) has established constructive dialogue with key global policymakers and proactively promotes the interests of its members.

Working with international organisations to secure a diverse world of work

WEC advocated the importance of diverse forms of work and the role of the private employment industry in the labour market to the main international organisations active on employment policy, resulting in several global processes reflecting WEC's key messages. In September 2018, the **G20 Employment Ministers** explicitly recognised the importance of allowing diverse forms of work and protecting people regardless of their employment contract. Early 2019, the **International Labour Organisation (ILO) Global Commission on the Future of Work** outlined a 'human-centred agenda' in its final report; recognising the importance of managing work transitions and supporting people making these transitions, instead of favouring the delivery of quality employment through just one form of work.

At the level of the **Organisation for Economic Cooperation and Development (OECD)**, WEC's advocacy resulted in the 2018 Jobs Strategy promoting a push for labour markets that are ready to adapt to more volatile, digital and unpredictable market developments and avoiding inappropriate wording on multi-party employment. WEC also exchanged with the OECD through the Future of Work initiative on the role of the employment industry in matching labour supply to demand and on best practices in the agency work sector to create new forms of social security via social dialogue.

Working with our partners of B20 and IOE for the G20 (September 2018, Argentina)





In 2018, I joined WEC's delegation to the ILO Tripartite Meeting on the definition of recruitment fees and related costs and could witness first-hand the humbling experience of intense political negotiations. The outcome will contribute to more progressive employment processes and WEC played a critical role in promoting fair practices. Through WEC, national federations like ours get a platform to engage with international policymakers and key stakeholders and share our insights into the global workforce ecosystem. Such dialogue is vital for the growth and betterment of the staffing industry.

RITUPARNA CHAKRABORTY, PRESIDENT, INDIAN STAFFING FEDERATION

Standing up for fair cross-border mobility recruitment

Thanks to the strong involvement of WEC members in the negotiations, an appropriate definition for 'Recruitment fees and related costs' within the **ILO guidelines for fair recruitment** was secured; ensuring ethical recruitment practices while allowing national flexibility and recognising different employment relationships.

WEC also promoted private certification schemes in the employment industry towards the **International Organisation for Migration (IOM)** and ensured that fair and ethical recruitment practises were included as core objectives of the **Global Compact for Safe, Orderly and Regular Migration**.

Joining forces with the global business community

Though one of the many sectors in the labour market, the private employment industry is recognized by global business representatives as a leading voice on labour market trends. Working with crucial business advocates such as the International Organisation of Employers (IOE), the Business20 (B20), Business at the OECD (BIAC) and the GFMD Business Mechanism further helped WEC channelling its recommendations into key global policy processes.



WEC members in the employers' delegation at the ILO negotiations on the definition of recruitment fees and related costs (November 2018, Switzerland)

Advocacy Europe

As the European Union sets a sizeable share of the regulations affecting labour markets, the World Employment Confederation-Europe regularly interacts with EU policymakers to shape an appropriate legal framework for the employment industry in the region. WEC-Europe benefits from a strong network of partners at European level; a situation further reinforced in 2018 by obtaining the Vice-Chairmanship of the European Business Services Alliance and becoming an observer organisation in the EU platform on tackling undeclared work.

5 recommendations
to make Europe the best place to work (2024 Vision)

45 meetings
with policy makers and stakeholders

Sharing our vision for future labour markets

Preparing for the 2019 European elections and taking office of a new European Commission, WEC-Europe released in December 2018 **"Making Europe the best place to work. Our 2024 vision for people, companies and societies"**. In addition to sharing its vision of future labour markets in Europe, WEC-Europe proposes five areas of focus and a series of concrete policy measures to help European people and companies adapt to changes in the world of work.



Shaping smart regulation

Labour market reforms, access to social protection, and the proposed EU Directive on transparent and predictable working conditions have been the main advocacy dossiers at EU level in 2018. Political negotiations are still ongoing and will be concluded in 2019.

WEC-Europe also supports its 30 member federations active in European countries in their national debates. In 2018, challenging situations for the private employment industry arose, for instance, in Italy and Norway. WEC-Europe provided public affairs advice to members in those countries and helped them in the outreach to their national authorities.

WEC-Europe participating at the EU Tripartite Social Summit (March 2018, Belgium)





Online talent platforms

Social partners WEC-Europe and UNI-Europa
2017-2018 joint research project

Pursuing social dialogue

Effective social dialogue practice in the temporary agency work sector continued in 2018, with the completion of the latest joint research project between WEC-Europe and its union counterpart **UNI-Europa**. The report on “Online talent platforms, labour market intermediaries and the changing world of work” was presented at a conference in Brussels in May 2018 where social partners also agreed a set of recommendations to ensure that new forms of market intermediation do not undermine the level-playing field for both businesses and workers.

In 2018, WEC-Europe and UNI-Europa also prepared their work programme for the EU Sectoral Social Dialogue 2019-2020. Besides regulatory challenges and capacity building, a strong focus will be put on **social innovation**. Application for a new joint research project was accepted by the European Commission in December to demonstrate the role of bipartite cooperation on access to training and social protection.



Our membership to the World Employment Confederation not only brings value because it provides us with up-to-date information about EU policy developments and with the possibility to shape the position of the industry. In 2018, we also had the opportunity to be directly involved in discussions with EU policymakers during our EU Advocacy Days and such contacts would not have been possible without WEC.”

JAKOB TIETGE, HEAD OF DIVISION, DANSK ERHVER (DENMARK)



WEC-Europe and UNI Europa concluded a joint project on online talent platforms by issuing a set of recommendations. (May 2018, Belgium)

Thought Leadership

Through the wide range of HR services they provide, the members of the World Employment Confederation are uniquely placed to observe the structural shifts taking place in the world of work. Capitalising on this expertise, the World Employment Confederation shares the new work realities and improves the understanding of the need for new workforce solutions.

10 events and speaking opportunities dedicated to **social innovation**

79 social innovation **best practices** collected within WEC membership

Promoting social innovation

Following up on the adoption of its Manifesto "No Future of Work without Social Innovation" in 2017, WEC took on to further describe, demonstrate and promote the concept. During a workshop at the World Employment Conference in Dublin, WEC members defined social innovation as "the implementation of new solutions for working, learning and social protection for the benefit of workers, employers and society in general".

Throughout 2018, WEC had several opportunities to demonstrate to decision-makers how the private employment industry already implements social innovation. An event was co-organised with corporate member Trenkwalder under the Austrian Presidency of the Council of the European Union. In December, a **WEC-Europe conference** with EU policymakers, social partners and industry experts explored how social innovation can help in addressing the challenges affecting the world of work; backed by real-life examples presented by six of WEC's national federation members.

WEC also built further awareness of social innovation through presentation at events by members, other industry federations (e.g. the European Banking Federation) and **international conferences** (the World Congress of the International Labour & Employment Relations Association - ILERA, the annual conference of ADAPT - the international academic network on employment and labour issues)



WEC President Annemarie Muntz speaking at the ADAPT annual conference "Professionalism, Employment Contracts and Collective Bargaining in the context of social innovation" (November 2018, Italy)



Panel discussion at WEC-Europe & Trenkwalder event on new forms of work and social innovation (October 2018, Austria)

1/3

of the 150 women on the
“Women in Staffing”
list produced by Staffing Industry
Analysts are WEC members

Leading future of work conversations

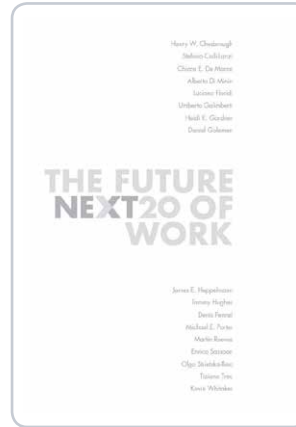
WEC consolidated its position as an influencing voice in the debates around the future of work. Managing Director, Denis Pennel, spoke at several industry conferences including the Staffing Industry Analysts Gig Economy Forum in Dallas, USA, in October 2018. He was also invited to contribute alongside 11 other international experts from the academic or institutional world to “Next 20: the future of work”, a book celebrating Gi Group’s 20th anniversary.

Pennel and other WEC leaders regularly rank among the **top influencers** in the recruitment and staffing industry, confirming the strong expertise that WEC can rely on.

Partnering with prominent media in the HR industry such as Staffing Latina America, Recruitment International and Global Recruiter, WEC regularly publishes opinion pieces about the evolution of labour markets and the changes affecting the world of work.



WEC Managing Director, Denis Pennel (3rd from left), in a panel at SIA Gig Economy Forum (October 2018, USA)



“Next 20: the future of work”, a book celebrating WEC member Gi Group’s 20th anniversary.

By helping businesses and workers adapt to the increasingly changing world of work, our industry has developed expertise in creating open, sustainable and inclusive labour markets. Working together within WEC, we can maximize this knowledge and share it on a broader scale as we gain access to the global world of work community”

ANNEMARIE MUNTZ, WEC PRESIDENT



Two of the opinion pieces published by WEC in 2018

Profiling the employment industry

To support its advocacy and thought-leadership agenda, the World Employment Confederation dedicates significant resources to data collection and research activities. This helps improving the understanding of the reality of the employment industry and gaining recognition for its positive contribution to better functioning labour markets. Regular communication through social media, publications and events further builds the reputation of WEC as a trusted partner.

Facts & Figures

The annual pulse check of the private employment industry around the world, WEC's Economic Report, offers a comprehensive picture of the sector. The 2018 edition showed most employment services growing worldwide and 56 million people gaining access to labour markets in 2016.

WEC Economic Report 2018



€491

billion

2018 Economic report registers record sales turnover since 2007

In addition to quantitative data, WEC also compiles a 'Smart Regulation Index' measuring how smart and appropriate regulation on the employment industry is in different countries around the world. In 2018, the Smart Regulation Index was updated to include three additional countries, further strengthening the robustness of the Index in showcasing a positive relationship between smart regulation and labour market efficiency. 39 out of the 50 WEC national federations are now covered.

For its research work, WEC established a partnership with Staffing Industry Analysts (SIA), the global advisor on staffing and workforce solutions. In 2018, the two organisations worked on developing further tools that will be operational in 2019.

40

countries

represented at the 2018 World Employment Conference in Dublin

World Employment Conference

In 2018 the annual World Employment Conference was organised in Dublin, Ireland, by the National Recruitment Federation (NRF). Several speakers such as economist David McWilliams, gender diversity expert Peter Cosgrove and cross-cultural leadership specialist Fons Trompenaars inspired the audience around the theme "Managing the extended workforce". WEC members participated in several panels, sharing their knowledge of labour markets.



MSP & Career Management

To better profile the full spectrum of HR services that it covers, the World Employment Confederation implemented specific action plans in 2018 for MSP and Career Management services. Dedicated **task forces** have been set up and held regular meetings. In October, the MSP task force met in Dallas to discuss potential policy issues or collective services. For the Career Management task force, most of the work in 2018 was dedicated to developing a value story showcasing the value added of career management services throughout the work life.

WEC members Edmundo Escobar (1st from left) from Mexican federation AMECH and Ian Grundy (3rd from left) from the Adecco Group participating in a panel discussion at the World Employment Conference (June 2018, Ireland)



A strong knowledge base is fundamental to support our advocacy activities and ensure sound regulatory frameworks. The World Employment Confederation helps members to better collect and organise knowledge, in particular data. Pulling our resources together contributes to strengthening the image of our industry as a credible partner."

EVEN HAGELIEN, DIRECTOR, NHOSH (NORWAY)



WEC-Europe conference on social innovation gave six members the opportunity to present national situations (December 2018, Belgium)

Quality Standards & Capacity Building

The World Employment Confederation works towards constantly increasing the professionalism of the employment industry by developing quality standards within its membership and by promoting those standards through training, advocacy and communication activities.

Gathering expertise

In May 2018, the EU's General Data Protection Regulation (GDPR) set new rules for the protection of personal data that are not only observed in Europe but followed around the world. To support its members in complying with those rules, WEC developed **guidelines** clarifying roles and responsibilities around data protection in the main HR services covered by the organisation. The guidelines were developed through a task force of members' experts on the protection of personal data.

Supporting members' activities

To reinforce the connection between national and European policies, WEC-Europe regularly organises meeting programmes where its members have the opportunity to share their national experience with EU stakeholders in Brussels. In 2018, WEC-Europe organised an **Advocacy Day** around the draft EU Directive on Transparent and Predictable Working Conditions and a National Public Affairs Day for the German federation BAP.



Thanks to our WEC membership, we could secure the participation of industry leaders as keynote speakers for our future of work seminars with national stakeholders. Organising such high-profile activities helps raising awareness about the agency work industry and firmly positions our federation as a thought leader on employment issues in Chile."

ALFRED BUDSCHITZ, DIRECTOR GENERAL, AGEST (CHILE)

Shaping global standards

Over the course of 2018, WEC was invited twice to lecture at the **International Training Center of the International Labour Organisation (ILO ITC)**, sharing work on fair recruitment principles and social dialogue. WEC is part of the advisory council for the **International Recruitment Integrity System (IRIS)**, a certification scheme in development for cross-border recruiters developed by the International Organisation for Migration; where it seeks to ensure that IRIS balances public and private labour market responsibilities and the voice of the recruitment industry is heard. In 2018, the advocacy around the definition of 'Recruitment fees and related costs' within the **ILO guidelines for fair recruitment** was a further opportunity for WEC to promote high level standards of ethical recruitment practices.



GDPR guidelines

developed to clarify relationships between HR services providers and their clients

Best Practices & Networking

The World Employment Confederation offers multiple opportunities to its members to exchange best practices and share their experience in handling international employment trends. Sharing best practices not only allows more junior federations to improve their functioning, it also strengthens the ties between WEC members and reinforces WEC's voice.

41 members meetings

Bolstering national federations

Functioning as a forum for national members, the National Federations Committee (NFC) organised four **workshops and webinars** in 2018. The sessions addressed themes as diverse as the implications of technology on the labour market, the broadening scope of HR services, the development of awards programmes and the sourcing of sponsorships. A survey was conducted within the federations to identify the most relevant themes for 2019 events.

Members-only days at the Annual Conference

Annual World Employment Conferences offer two days of Members-only meetings, including theme or group specific sessions. **General Assembly** meetings are also the opportunity for members to share experiences.

The World Employment Confederation's leaders also regularly visit members and attend their own events which represent a further opportunity to deepen their knowledge of the industry.



Our membership to the World Employment Confederation enables us to stay abreast of international trends and to access advice and support in specialized areas such as advocacy, ethics and global best practice standards. This translates to higher levels of professionalism in the industry at local level which benefits our members."

JACQUELINE FORD, CEO, APSO (SOUTH AFRICA)



WEC members attending the annual World Employment Conference (June 2018, Ireland)



WEC-Europe President and Managing Director attending the Swiss federation swissstaffing's 50th anniversary celebrations (June 2018, Switzerland)



WEC visit to South Korean federation KOHRSA (July 2018, South Korea)

Governance

WEC Global

The General Assembly, the Board, and the standing committees are the main governance bodies of the World Employment Confederation. The General Assembly is the highest decision-making body, in which each WEC Member is represented and has the right to vote. The Board is in charge of the day-to-day operations and activities, and the management of the confederation. Three standing committees allow members to meet on a regular basis:

- The Corporate Members Committee (CMC)
- The National Federations Committee (NFC)
- The Economic Affairs Committee (corporate & federations)

The composition of Board aims at striking a balance between the diversity of the WEC members. In 2018, new members joined the Board:

- Corporate members Randstad and Manpower designed new representatives; respectively **Susanne Wissfeld** and **Mark Toth**.
- **Charles Cameron** from the Australian federation RCSA, joined in his new capacity as chairperson of the National Federations Committee. As a result of this move, the Quality Standards board position became vacant.
- **Even Hagelien** from the Norwegian federation NHOSH received a standing invitation to attend Board meetings in his capacity of chairperson of the Economic Affairs Committee.



President
Annemarie
Muntz



Vice-President
Hans Leentjes



Treasurer
Herwig
Muyldermans



Quality Standards
Vacant

WEC Global Board 2018



Chair National Federation Committee
Charles
Cameron



Chair Corporate Members Committee
John Healy



Chair Economic Affairs Committee
Even Hagelien



Manpower Group
Mark Toth



The Adecco Group
Ranjit DeSousa



Randstad
Susanne
Wissfeld



Gi Group
Antonio
Bonardo



Recruit Global Staffing
Leonie Belonje



Kelly Services
Peter Hamilton



North America
Richard
Wahlquist



Europe
Bettina Schaller



APAC Southern
Ian Grundy



North East Asia
Mio
Kashiwamura



Africa
Jacqui Ford



Latin America
Miguel Perez
Garcia

WEC-Europe

In March 2018, the World Employment Confederation Europe revised its governance system by adopting a new constitution establishing the Governing Body, the Executive Committee, and the standing committees as the main bodies of the confederation.

A **new leadership** was elected to form the Executive Committee:

- Bettina Schaller (The Adecco Group), President
- Maalfrid Brath (ManpowerGroup), Vice-President
- Jurriën Koops, (Dutch federation ABU), Vice-President
- Sonja van Lieshout (Randstad), Chairperson of the Public Affairs Committee
- Agnieszka Zielinska (Polish federation Polskie Forum HR), Member

The two standing committees of WEC-Europe are the Public Affairs Committee and the EU Sectoral Social Dialogue Committee (SSDC). In 2018, Sébastien Delfosse from ManpowerGroup was elected as new chairperson of the EU SSDC.

WEC-Europe Executive Committee 2018



Bettina Schaller
(The Adecco Group)
President



Maalfrid Brath
(Manpower Group)
Vice-President



Jurriën Koops (ABU/
Netherlands)
Vice-President



Sonja van Lieshout
(Randstad)
Chair PA Committee



Agnieszka Zielinska
(Polskie Forum HR)
Member

Members of the World Employment Confederation

National Federations

North America

Canada (CA)
Mexico (MX)
USA (USA)

Latin America

Argentina (AR)
Brazil (BR)
Chile (CL)
Colombia (CO)
Peru (PE)

Africa

Morocco (MA)
South Africa (ZA)

North East Asia

China (CN)
Japan (JP)
South Korea (KR)

APAC Southern

Australia (AU)
India (IN)
Indonesia (ID)
New Zealand (NZ)
Philippines (PH)
Singapore (SG)
Vietnam (VN)

Europe

Austria (AT)
Belgium (BE)
Bulgaria (BG)
Croatia (HR)
Czech Republic (CZ)
Denmark (DK)
Estonia (EE)
Finland (FI)
France (FR)
Germany (DE)
Greece (GR)
Hungary (HU)
Ireland (IE)
Italy (IT)
Latvia (LV)
Lithuania (LT)
Luxembourg (LU)
Netherlands (NL)
Norway (NO)
Poland (PL)
Portugal (PT)
Romania (RO)
Russia (RU)
Slovakia (SK)
Slovenia (SI)
Spain (ES)
Sweden (SE)
Switzerland (CH)
Turkey (TR)
UK (UK)


Corporate Members





trenkwalder

The Voice of Labour Market Enablers

As labour market enablers, members of the World Employment Confederation contribute to better functioning labour markets by:

 **Enabling work:** Acting as social integrators and inspiring hope among workers and companies.

 **Enabling adaptation:** Working as agility creators and building stakeholder confidence.

 **Enabling security:** Being a trusted labour market advisor to workers and companies and building trust.

 **Enabling prosperity:** Driving growth in the economy creating a sense of pride.



World Employment Confederation




The World Employment Confederation is the voice of the employment industry at the global level, representing labour markets enablers from 50 countries as well as 7 of the largest international workforce solutions companies.

Members of the World Employment Confederation represent a wide range of HR services, including agency work, direct recruitment, career management, Recruitment Process Outsourcing (RPO) and Managed Service Provider (MSP).

The World Employment Confederation is striving for recognition of the positive economic and social role played by the employment industry in enabling work, adaptation, security and prosperity by building networks with relevant stakeholders such as policy makers, social partners and the academic world; setting high recruitment and employment standards and practices; acting as a thought-leader shaping futureproof and competitive labour markets and providing strategic data on employment issues.



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LEADING
IN A CHANGING
WORLD OF WORK