

Compendium of voluntary initiatives promoting ethical recruitment practices

by the national federations of
the World Employment Confederation



**WORLD
EMPLOYMENT
CONFEDERATION**
The Voice of Labour Market Enablers

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Introduction

Today's labour markets are characterised by the rise of a dispersed workforce and increasing work flexibility. In this new environment, the needs of individuals and business are changing rapidly: a job for life is a thing of the past and individuals want more freedom of choice and expect to work the way they live. In addition, more and more workers are migrating internationally for employment opportunities. In this dynamic and changing landscape, the employment industry has an important role to play in helping workers connect with employment opportunities. Given this new landscape, it is integral for the employment industry to promote international fair and ethical recruitment practices, support the portability of rights and social protections, and to uphold high quality standards through self-regulation mechanisms that complement statutory regulation in place.

Operating an ethical business helps to create a level playing field for the employment industry, and helps improve the quality of its services and be more attractive to clients – both workers and user companies. Besides doing the right thing, responsible business conduct builds trust, and is marketable and profitable. Therefore, ethical behaviour is smart business. Unethical behaviour, by comparison, is damaging the industry's image and promoting a race to the bottom.

Governments in the developing world face many challenging social and economic problems and they need companies that are ready to be part of the solution. In this regard, the World Employment Confederation is seeking to promote their members' voluntary initiatives of best practices in quality standards and compliance where they have improved the quality of their services for their user companies and workers. By producing this Compendium, the World Employment Confederation is highlighting best practices to inform a wider global audience about these fair and ethical recruitment practices practices that can be replicated or inspire similar policies by other agencies.¹

¹ Please note that this is a comprehensive but non-exhaustive list

Setting Quality Standards

The aim of the World Employment Confederation's Code of Conduct is to set out the acceptable standards of professional practices to which the employment industry is committed and expected to operate. It has been conceived as an instrument to differentiate the bona fide, ethical employment industry from rogue traders. It lays out ten guiding principles for an ethical business with compliance and complaints mechanism, providing a sound framework about responsibilities at the different levels, and outlining a clearer procedural path for complaints. <http://www.wecglobal.org/index.php?id=30>

1 CODE OF CONDUCT / CODE OF ETHICS

The World Employment Confederation has a code of conduct in place that requires members to respect: all relevant legislation and laws; the principle of providing services free of charge to workers; the principles of transparency, diversity, respect for workers' rights including health & safety, and confidentiality.

Also, the World Employment Confederation follows and adheres to a range of international standards, including the UN principles on Business on Human Rights, the UN Global Compact, and the ILO Declaration on Fundamental Principles and Rights at Work. The national federations members of the World Employment Confederation confirm these principles in their national codes of conduct or code of ethics.

Examples of codes can be seen at:

Australia and New Zealand

The Recruitment and Consulting Services Association's (RCSA) members uphold the highest standards of ethics and honesty at all times by adhering to its Code for Professional Conduct's eight specific principles and abiding by its Disciplinary and Dispute Resolution Procedures.

http://www.rcsa.com.au/documents/RCSA%20Code/Code%20Reference%20Documents/Code_for_Professional_Conduct.pdf

Belgium

Any company that applies for the Federgon Certificate of quality assurance must adhere to their Code of Conduct, which also includes performing satisfaction surveys of the companies and redundant employees, and complying with a complaints procedure for handling problems that may arise.

<http://www.federgon.be/en/outplacement/certification/code-of-conduct/>

Canada

The Association of Canadian Search Employment and Staffing Services (ACSESS) maintains a Code of Ethics and Standards that promotes the highest principles of integrity, professionalism and fair practice. Members must display it prominently in their business.

<https://access.org/about/about-access/code-of-ethics>

India

The Indian Staffing Federation (ISF) has a code which encourages business integrity and fair competition whilst promoting including fair treatment, confidentiality of information and no fee for candidates. <http://www.indianstaffingfederation.org/code-of-conduct/>

Japan

The **Japan Staffing Services Association (JASSA)** upholds certain principles of management, rights and fair competition in their Code of Practice. In addition, the code lays out principles in dealing with clients and workers and explains how to manage disputes. They also have a Charter that states members will act with a good social conscience and obey all statutes, business practices, and the spirit intended in seven principles. <https://www.jassa.jp/english/practice.html>
<https://www.jassa.jp/english/charter.html>

Philippines

The **Philippine Association of Legitimate Service Contractors (PALSCON)** has a Code of Ethics which in addition to adhering to national labour laws and internationally adopted labour standards, promotes general business principles and identifies how to maintain professional relationships with other members, clients, workers, and the government.
<http://palscon.org/index.php/main/view/code-of-ethics>

Portugal

The **Portugal Staffing Association (APESPE)** has a comprehensive Code of Ethics in line with the World Employment Confederation's Code and specifically promotes workers to "Have access to decent and productive work in the conditions of freedom, equity, security and human dignity. The Code promotes general principles and rules of conduct and provides guidelines for the Ombudsman to oversee the complaint mechanism process.
http://apesperh.pt/admin/documents/userid7_17_03_2011_codigo%20etica%20da%20APESPE.pdf

South Africa

The umbrella body, **Confederation of Associations in the Private Employment Sector (CAPES)** has overarching [Code of Conduct](#) for the South African Staffing Industry. Each of its four association members has their own, as follows:

- Federation of African Professional Staffing Organisations (APSO) [Code of Ethics and Codes of Professional Practice](#)
- Construction Engineering Association – Labour Broking Division [Code of Ethics](#)
- Allied Nursing Association South Africa [Code of Ethics](#)
- Information Technology Association Recruitment Consultancy [Code of Ethics](#)

United States of America

The **American Staffing Association (ASA)** maintains three Codes of Ethics to promote high standards of ethical conduct in dealings with employees, clients, and competitors. In addition to its overarching Code of Ethics and Good Practices applicable to all staffing firms, it has identified codes to be more specific to certain aspects of their work. These include the Search and Placement Code of Ethics and Good Practices, and the Code of Ethics and Good Practices for Day Labour Services.

<https://americanstaffing.net/asa/asa-code-of-ethics/code-of-ethics-day-labor/>

<https://americanstaffing.net/asa/asa-code-of-ethics/>

<https://americanstaffing.net/asa/asa-code-of-ethics/search-and-placement-code-of-ethics/>



2 TRAINING, STAFF CERTIFICATION SCHEMES, AND CSR

United States of America

The American Staffing Association (ASA) has a Certified Staffing Professional programme with three separate programs for individual professionals who interact with candidates: general staffing professional, staffing in technical sector, and for search & placement activities. There is focus on labour and employment law with a self-study followed by online exam. To maintain the required certification a person must have 30 hours of study per three years.

Further information can be seen at: <https://americanstaffing.net/education-certification/>

Canada

The Association of Canadian Search, Employment and Staffing Services (ACSESS) offers the ACSESS Certified Personnel Consultant Program. Although not compulsory, the highly recommended CPC program offers staffing professionals an opportunity to attend industry-specific workshops on 5 core course modules: Legal Aspects Staffing Services including Government Regulations, Employment Standards; Legal Aspects Recruitment Practices including Human Rights, PIPEDA, Employment Equity; Health and Safety; Recruitment and Selection; and Business Practices and Ethics. Half-day sessions are hosted in cities across Canada based on member demand. Following completion of the required number of modules, the final step in attaining the CPC designation is successful completion of the national examination which can be written in locations across the country. Further information can be seen at: <https://access.org/education-certification/cpc-certification/what-is-cpc-certification>

United Kingdom

The Institute of Recruitment Professionals offers voluntary training for recruitment professionals, potentially leading to certification or higher level diploma in recruitment management. This can be achieved via a home study or through an employer-led training programme. A member of the Institute is automatically a member of the Recruitment and Employment Confederation. Further information can be seen at: <https://www.rec-irp.uk.com/career-development/qualifications>

South Africa

The employment industry was recognised as a profession in September 2013 with the **Federation of African Professional Staffing Organisations (APSO)** entrusted as the Professional Body by the South African Qualification Authority. This professional recognition means that individuals working within the industry can now apply for one of three professional designations, namely Individual Staffing Practitioner (ISP), Individual Staffing Professional (ISPr) and Individual Staffing Master (ISM). Additional industry-specific qualifications have also been developed to grow professionalism within the sector. These include a Labour Recruitment occupational qualification at NQF4 that can be achieved either via a workplace learnership or recognition of prior learning (RPL). In addition, two qualifications have been developed by CAPES in conjunction with a premier university, WITS. These are NQF5 **Employment Services Business Management Programme** and NQF7 **Management Development for Employment Services Professionals**. APSO has, since the early 1990s, had an Entrance Exam that all individuals working for member companies, have had to write and pass. This was done to ensure that individuals offering staffing services had sufficient knowledge and skill, particularly around legislative and best practice requirements, to operate compliantly and ethically. This exam has now been linked to the first professional designation requirement. To assist in skilling individuals working in the industry, various regular formal and informal training sessions and conferences, focused on increasing knowledge and skill in recruitment and staffing, are held by the associations, independent training providers and member companies.

3 MEMBERSHIP ACCREDITATION SYSTEMS

Several World Employment Confederation members have stringent accreditation systems in place as a condition for membership, or to distinguish quality members from the rest of the market.

Sweden

The Swedish Staffing Association membership authorisation scheme ensures legitimate businesses who meet high standards of professionalism. They carry out thorough checks in order to make the employment industry in Sweden safe and sound. Companies are also required, according to the bylaws, to comply with Swedish law, to provide the Swedish employment and recruitment agencies and the Confederation of Swedish Enterprise with statistics needed to do the best job possible. Authorisation and membership requires that the business is conducted as a legal entity.

All companies undergo checks upon joining the federation, and thereafter once a year. Companies which, upon check, do not meet the conditions of authorisation will not be able to retain membership with the Swedish Staffing Association. The checks are done by the authorisation board and the decisions are made by the board of the Swedish Staffing Association. There is a bi-partite commission to recommend on applications and national federation board final decision. Conditions for authorisation can be seen at: <http://www.tryggbemanning.se/>

Belgium

In Belgium, all private employment services active in temporary work need to be accredited by the competent regional institutions before they are allowed to engage in temporary agency work. Accreditation requires, amongst others commitments, a guarantee of € 75,000 to be settled with the social fund, or "Fonds Social".

Federgon members adhere to the general Federgon Quality Charter. In addition, Federgon members can also become Certified Members. The certification procedure for temporary agency work entails a code of conduct, an audit, and a training programme. This quality label is an additional level per Federgon commission (i.e. per center of activity such as temporary agency work) on top of the general Federgon Quality Charter. Certified membership is optional and intends to be a quality guideline for candidates as well as client companies.

Federgon is committed to guiding members the way forward. When certified, companies are allowed to use the Certified Membership logo for their marketing. An overview of the Certified Members is listed on the Federgon website, per sector of activity <http://www.federgon.be/en/members/member-list/> and more info on the criteria for certified membership can be seen here: <http://www.federgon.be/en/members/certified-membership/>

The Netherlands

The Netherlands has a voluntary self-regulatory system organized by a foundation called **SNA**. Agencies can register here after they have received a certificate for a positive inspection. An inspection takes place two times per year where inspectors of an independent inspection company visit the agency to conduct an audit. During the audit, they check if the agency is compliant with the Dutch laws, pays taxes and social security, and checks their workers to ensure they have the proper working permit, if necessary. They also verify that workers are receiving at least the minimum wage and ensuring collective labour agreement elements are met. Although it is voluntary, many user companies only wish to work with companies that are registered with the SNA.

Furthermore, there are two active federations with strict membership criteria in addition to the SNA.

The ABU, the Dutch member of the World Employment Confederation, represents 65% of the market, including the top 10 biggest enterprises and SME companies, and the NBBU which represents only SME companies. All members must be registered with the SNA and an audit is done to ensure members are applying their collective labour agreements correctly. The SNA Labour Standards Register can be seen at: <http://www.normeringarbeid.nl/en/default.aspx>

Norway

In 2014 the **Norwegian Federation of Service Industries (NHO Service)** established a voluntary auditing system for employment agencies. In 2017 it will be expanded to be a membership standard that will be compulsory for membership in the federation. New members get one year to be an audited employer by an independent external auditing system focusing on compliance with the central parts of the Norwegian Working Environmental Act. The auditing follows standards made by NHO Service in cooperation with the staffing industry and in understanding with The Norwegian Labour Inspection Authority. Auditing and spot checks will be conducted every second year. The key areas of the audit include the contract of employment, responsibility of health, environment and safety, working time, pay and overtime pay, sick pay and employment protection.

South Africa

All the industry associations have strict membership entry criteria that are applied before consideration is given to any staffing business that wants to be accredited. Subscription and adherence to the association Code of Ethics is mandatory for continued membership. In most instances, an annual assessment/audit is also conducted to ensure compliance.

- Confederation of Associations in the Private Employment Sector (CAPES) [Membership](#)
- Federation of African Professional Staffing Organisations (APSO) [Membership Policy](#)
- Construction Engineering Association – Labour Broking Division [Accreditation Criteria](#)
- Allied Nursing Association South Africa [Membership Criteria](#)
- Information Technology Association Recruitment Consultancy [Membership Criteria](#)

China

In 2013, the **China Association of Foreign Service Trades (CAFST)** first started “quality integrity service initiative” among Human Resources service agencies throughout the country. “A self-disciplinary convention on providing integrity services” was endorsed by all the members of CAFST and other human resource service companies in China. The move has gained highly recognition of government department. At the end of 2014, after evaluation, 106 human resources service companies nationwide were bestowed the title of “China National Demonstration Integrity Human Resources Service Agencies”, and among them, 17 companies are CAFST members. By this move, the legitimate rights of workers and the quality of service to clients are ensured.

4 EDUCATING USER COMPANIES

User companies play an important role in achieving quality employment and recruitment services. Some World Employment Confederation members therefore focus their attention on user companies, to make sure they use only the good quality and responsible employment industry.

United Kingdom

The **Recruitment and Employment Confederation (REC)** has the *Good Recruitment Campaign* with a twofold focus. It establishes a quality standard for members who are “above average” and invites user companies to pledge to a charter that defines good recruitment practice through nine key principles that the organisations who sign up will aspire to. There is also the For Businesses by Businesses campaign that has resulted in positive public relations effect that often influences recruiters and user companies. This is also directed at showing candidates that both parties are committed to provide a good recruitment process. Further information can be seen at: <https://www.rec.uk.com/about-us/policy-and-campaigns/the-good-recruitment-campaign#142063>

The Netherlands

ABU issue the ABU Quality Mark. This permits all ABU members the right to use the ABU quality mark in their marketing. The ABU has extensive marketing efforts directed at user companies to make sure they think twice before hiring an agency without it, with a special focus on considering quality measures. ABU membership, and the logo, is synonymous with being a decent agency. Further information can be seen at: <https://www.abu.nl/talensites/engels/become-a-member/why-a-member>

South Africa

All associations work within their niche spaces to educate clients about the industry and importance of working with accredited, compliant staffing service providers. On a national level, the **Confederation of Associations in the Private Employment Sector (CAPES)** takes on the role of raising awareness about the importance of the sector, especially in light of the recent calls for a total ban or over-regulation of the industry within the country. In this regard, CAPES has hosted regular industry breakfasts to which member companies bring their end-user clients and during which issues of regulation, compliant usage and other topical issues are discussed. CAPES is very well represented on several organised business forums, including [Business Unity South Africa](#) and the [Black Business Council](#), and has been a key contributor and participant, directly involved at the national tripartite forum, [NEDLAC](#), in negotiations for regulation and other business and employment related matters. Most recently, CAPES has commissioned several key pieces of research to uncover the true value of the industry, and which are being used in multiple ways to educate and influence key stakeholders. These include:

- [Temporary Employment Services in South Africa: Assessing the Industry’s Economic Contribution](#) (Nov 2014)
- [Briefing Note – Employment Effects in the Temporary Employment Services \(TES\) Sector: Post-Regulatory Amendment Effects](#) (June 2015)
- [Relative Wage Levels Amidst Legislative Compliance: Remuneration in the Temporary Employment Services Sector in South Africa](#) (Nov 2015)

5 ANTI-DISCRIMINATION AND DIVERSITY PLEDGES

The employment industry is committed to diversity and contributes to foster diversity in the workplace for two reasons:

- Workers get access to the labour market in a flexible way, which makes it possible for people to adjust their work hours to their lives. This could for example benefit women re-entering the labour market after having children.
- Workers from disadvantaged groups get a low-threshold entry in a company where they have a chance to prove themselves without any risk to the user company.

Regardless that there are national laws on anti-discrimination, some World Employment Confederation members have dedicated anti-discrimination pledges in place whereas for others it is embedded in the code of conduct. As well, the promotion of diversity is also prioritized in a pledge or in the code of conduct.

Belgium

In 2011, **Federgon** adopted a new policy on anti-discrimination that focuses on better enforcement of anti-discrimination rules in the sector. This included new measures such as providing awareness to remind recruiters of rules and procedures to deal with a discrimination questions from clients. It also established, in collaboration with FPS Employment, a FAQ sheet to help identify if potential discrimination exists, and it is collaborating with the Centre for Equal Opportunities to help make recommendations to help Federgon improve its work in this area. Further information can be seen at: <http://www.federgon.be/fr/presse-et-mediathèque/archives/>

France

In 2007, **Prism'emploi** adopted the Agreement for Non-discrimination, Equal Treatment and Diversity. This comprehensive agreement is broken down into guiding principles, the conditions to access employment (recruitment) for candidates, recruiters and user companies, professional training, and general information for the social partners. This is in addition to seven other codes for Members on diversity, equal treatment and anti-discrimination. Further information can be seen at: <http://www.prismemploi.eu/Public/Nos-engagements/Promouvoir-la-diversite>

United Kingdom

In 2005, the **Recruitment & Employment Confederation's (REC)** Diversity Pledge was adopted. It runs several initiatives to promote diverse recruitment. These include Women on Boards' campaign, the Diversity and Inclusion Forum, Diversity/Inclusive Recruitment Guidance and the written pledge to the commitment by the user company. As well, REC diversity culture continues to be communicated in the argument for an immigration system in the UK which is reflective of labour market needs. Further information can be seen at: <https://www.rec.uk.com/about-us/policy-and-campaigns/ongoing-campaigns/diversity-and-inclusion>



6 BI-PARTITE AGREEMENTS AND SOCIAL FUNDS

In more than 25 countries around the world (18 in Europe, 7 outside Europe), the use of agency work is being regulated by collective labour agreements, whether negotiated at cross-sectoral, sectoral and/or user company level. These collective labour agreements have led to the establishment of bipartite funds jointly managed by sectoral social partners in providing pensions and complementary social benefits France, Netherlands, Italy. Switzerland also provides a pension fund while Belgium offers complimentary benefits.

• Pension, illness and healthcare benefits

Italy

An additional private pension fund (FONTEMP) has been set up to allow temporary agency workers to benefit from additional provisions. Regarding healthcare, additional protection for dental care or surgery, are offered to temporary agency workers.

The Netherlands

A phased approach based on amount of time worked to providing social protections such as sickness and pension benefits.

France

A single pension fund for temporary agency workers has been established. This eases the compilation of all the career paths of workers and informs workers about their current situation, in terms of pension's rights. Furthermore, collective agreements have been concluded in order to provide additional compensations in case of illness or accident which is managed by a separate organization called "Reunica".

Belgium

A collective labour agreement further protects agency workers for long term illness or disability, as they can receive additional compensation during the first 30 days of their incapacity

Switzerland

Pension fund managed by **Swisstaffing** is part of the Government's plan for retirement called the 2nd pillar of employer based contributions. They also offer this as a Human Resource service to user companies' full time employees too.

South Africa

An industry-specific **provident fund scheme** was set up to accommodate the flexible nature of employment within the temporary employment services sector. This fund, managed by the **Confederation of Associations in the Private Employment Sector (CAPES)**, enables temporary employees to make savings towards their retirement in a central fund. In 2011 additional benefits, including a funeral policy, were added following requests from the fund beneficiaries. Access to voluntary healthcare schemes is also available to workers through some staffing industry members. Many staffing agencies have also opted to make this fund available as a benefit to their full-time employees working within the industry. Further, up to 38% of temporary workers are covered by Bargaining Council agreements and then have access to retirement and healthcare schemes.

• Comprehensive Bi-partite fund

France

The Bipartite fund in France not only provides specific social protections listed above, but is much more comprehensive in terms of social support. **FASTT**, the bipartite social fund for temporary agency workers

also helps with lifelong professional training and personalized support and solutions directly accessible to all temporary workers via telephone or website and they do not need to go through their agency. Benefits include access to housing and credit with professional guidance and coaching, low cost car rental and childcare with subsidies to start or continue a mission, and low cost housing support for missions away from home. In addition, there is targeted social support for those in most need. This includes support from specialized social workers, aid for emergency accommodation, and specific support for access to a driver's license and for workers suffering a work-related accident. Further information can be seen at <http://www.fastt.org/>

7 ENFORCEMENT AND COMPLIANCE WITH STANDARDS (DUE DILIGENCE)

• Bi-partite enforcement

The Netherlands

The **SNCU (Foundation for Compliance with CLA for Temporary Agency Workers)** is a bi-partite initiative that supervises compliance with the CLAs. The "*CLA Police*" (SNC) is a bipartite enforcement initiative which is part of the SNCU. There is tripartite cooperation to educate workers about their rights under the collective labour agreement for agency workers, and to monitor user companies by looking for violations. The CLA Police have the power to start legal procedures against rogue agencies which infringe upon workers' rights, or which hinder its supervisory role. The results of the investigation can amount to significantly high monetary fines for the agency involved. It is important to note that there is good cooperation between the private and public enforcers in the Netherlands. If private inspectors see signs of trafficking, they will immediately contact public enforcement. For user companies, it is very important to do business with bonafide companies and since registration is publicly known, it is easier for user companies and public enforcement to identify rogue companies. <https://www.sncu.nl/>

France

A similar bipartite initiative exists under the name of the **Commission Paritaire Professionnelle Nationale du Travail Temporaire (CPPN-TT)**. This bi-partite Taxi commission focuses on a number of areas regarding the collective agreement.

South Africa

The **Confederation of Associations in the Private Employment Sector (CAPES)** holds a monthly bilateral meeting with counterparts from Public Employment Services (PES) to address areas of common interest, for knowledge sharing and to address operational issues, including management of complaints against rogue operators.

• Regular audits of members

The World Employment Confederation members that uphold stringent requirements for companies to become a member of their federation, also hold regular audits to see if companies are still eligible for membership.

United Kingdom

All members of the **Recruitment and Employment Confederation (REC)** are obliged to be owned and operated by individuals having at least one year experience and having completed a three day course by the REC. Before admission, a candidate has to pass online compliance test, and the test has to be retaken every two years. In addition, there is a scheme for "Audited" agencies, which is the recognized gold standard for agencies. This comprehensive audit goes much further than just compliance, requiring agencies to operate best practice in areas such as customer service, staff development, diversity and client management. The process starts with an online diagnostic, followed by a tailored on-site expert audit, checking not just documentation but liaising with staff about processes and systems. Further information can be seen at: <https://www.rec.uk.com/business-support/audited>

South Africa

The two largest associations, namely **Federation of African Professional Staffing Organisations (APSO)** and **Construction & Engineering Association (CEA) Labour Broking Division**, conduct annual assessments/audits on members to ensure their continued compliance with membership requirements. The requirements go beyond compliance with legislation and incorporates elements of best practice in regards to the operational management of the agency business. In many instances, end-user client companies require this accreditation in order to do business with staffing service providers.

8 IF STANDARDS ARE NOT UPHELD: GRIEVANCE MECHANISMS ARE AVAILABLE

Having a standard is important, but to be effective there must be a system in place to deal with non-compliance. World Employment Confederation members have dealt with this in various ways.

South Africa

The **Federation of African Staffing Association** has the APSO Member complaints policy and procedure and a member grievance policy and procedures. The Code of Ethics proves to be important incentive for user companies to request APSO membership from their suppliers. The highly formalised complaints policy and procedure is overseen by an ethics committee that is mandated to propose sanctions. There is also a right to appeal and to request arbitration. Their [flow chart](#) provides a visual aid to better understand the process. Further there is a [Member Disciplinary Policy & Procedure](#) as well as a [Member Grievance Policy & Procedure](#) that is utilised to manage any complaints or conflict. The Allied Nursing Association South Africa (ANASA) also has a Complaints Policy and Procedure to address any issues that arise with their members. The [Commission for Conciliation Mediation and Arbitration \(CCMA\)](#) is a grievance mechanism available to all employees within South Africa, and this includes TES workers to ensure their rights are protected.

Belgium

Federgon provides an independent Ombudsperson service to act in case of workers' complaints about members' behaviour. Candidates or workers from non-members cannot complain, but can ask for information. All members have committed to Ombudsperson procedures for the following sectors: Temporary Agency Work, Recruitment, Search & Selection, Outplacement, Personal and Household Services, and Project Sourcing. It is interesting to note that roughly 90% of cases are justified and agencies are forced by the Ombudsperson to rectify the situation. Further information can be seen at: <http://www.federgon.be/en/ombudsman-service/>

The Netherlands

The **bipartite SNCU** is an independently managed and financed body with both trade unions and employer organizations on the board. As the information and compliance officer and supervisor, they ensure compliance with the rules set out in the collective labour agreements. It provides information to workers and to agencies on collective agreements and on the regulations for employment terms and conditions. They inform, supervise and intervene where necessary. They provide answers and enforcement of questions regarding salary, holiday allowance and other allowances and workers can contact them through a toll free phone number. <https://www.sncu.nl/>



Portugal

The **Portugal Staffing Association (APESPE)** has an ombudsman system in place since 2007, which is managed by APESPE. The Ombudsperson verify all matters submitted to APESPE by temporary workers alleging violation of their rights under a legal relationship of temporary work, whether regular or irregular. Complaints can be made orally or written or even sent through a platform available on the Ombudsperson's Website. They can also initiate an investigation by their own initiative, based on facts of any case brought to their knowledge. A complaint is typically followed within one to two days since it's received. An annual report of their activity, must be submitted to APESPE Management noting all the initiatives taken, complaints received, the steps and measures taken and the results obtained.

http://apesperh.pt/admin/documents/userid7_17_03_2011_codigo%20etica%20da%20APESPE.pdf

Australia and New Zealand

The **Recruitment and Consulting Services Association (RCSA)** has established the Disciplinary and Dispute Resolution Procedures. They were developed by the Board to assist the RCSA's Ethics Committee in the handling of complaints, which might arise from time to time under RCSA's Code for Professional Conduct. The procedures are aligned with the Code and the Constitution and continual training on the Code and ethical practices are conducted. It is important to note that CEO involvement is present throughout the process.

The complaint is sent to the CEO who forwards it to the Ethics Registrar, and if they deem it worthy of follow up, notifies the Respondent of the grievance with a deadline to reply. The Registrar works with both parties to facilitate a resolution between themselves. If this is not possible, a formal complaint can be filed and an investigation ensues. Counselling and conduct recommendations can be made by the Registrar, the Ethics Committee of the Board at any time.

The Ethics Committee conducts investigations and hearings to makes recommendations to the CEO who sends to the Board for final resolution and enforcement, although some complaints may be referred to arbitration and there is an appeal process once a resolution is made. Sanctions or directives can be given by the Board and failure for a Member to comply can result in suspension or expulsion from the Association. Further information can be seen at: www.rcsa.com.au/documents/RCSA%20Code/Code%20Reference%20Documents/Disciplinary%20&%20Dispute%20Resolution%20Procedures.pdf



**World Employment
Confederation**
Tour & Taxi Building,
Avenue du Port 86c,
Box 302 - B-1000 Brussels

T +32 2 203 38 03
info@wecglobal.org
www.wecglobal.org

ABOUT THE WORLD EMPLOYMENT CONFEDERATION

The World Employment Confederation is the voice of the employment industry at the global level, uniting labour market enablers from 50 countries and 8 of the largest international workforce solutions companies.

The World Employment Confederation brings unique access to and engagement with international policymakers (ILO, OECD, World Bank, IMF, IOM, EU) and key stakeholders (IOE, trade unions, academic world, think tanks, NGOs).

The World Employment Confederation strives for recognition of the economic and social role played by the employment industry in enabling work, adaptation, security and prosperity in our societies. Its members provide access to the labour market and meaningful work to 50 million people around the world and serve around 5 million organisations on a yearly basis.

The World Employment Confederation is organised under 6 regions: Europe, North America, Latin America, APAC Southern, North East Asia and Africa.