



WORLD EMPLOYMENT CONFEDERATION

The Voice of Labour Market Enablers

Activity Report

2019



Denis Pennel
Managing Director

Foreword

If the World Employment Confederation had to sum up 2019 in one word, it would be 'transformation'. The world of work is transforming. Undergoing transition is becoming a regular feature for companies and individuals. As a result, they increasingly need support to navigate that change, and the private employment services industry is driven to constantly innovate and diversify its services. In 2019, we focused on demonstrating our positive contribution to society and the economy through dialogue with global and European stakeholders, research activities, thought leadership and publications. You will find many examples illustrated in this Activity Report and we encourage you to explore our websites and publications further to find more detail on how the private employment services industry enables open and sustainable labour markets.

Transformation has also been a central theme for our organisation this year. We have revamped our websites, boosted our social media channels and increased our opportunities to engage with members. With a new publication – the Social Impact Report, and a new online platform – Social Innovation Stories – the World Employment Confederation is now equipped with a comprehensive toolbox that we look forward to utilising fully in 2020 to convey the inspiring role that our sector is playing in today's world of work.

Our annual conference - this year hosted jointly with our Spanish member ASEMPELO - will afford a further opportunity to reflect on the transformations affecting our sector. Under the theme "Steering a labour market in transformation", the 2020 World Employment Conference will address the rise of platform work, the use of new technologies, the coexistence of diverse forms of work, the need to reboot our labour laws and social protection schemes as well as many other topics linked to the new world of work. We hope you will join us in September and also get involved at our many other activities during 2020.

A handwritten signature in black ink, reading "Denis Pennel". The signature is fluid and cursive, with a distinct underline at the end.

Content

- 2 Foreword
- 4 Milestones 2019

6



Advocacy

Global 6
Europe 8

10



Thought Leadership

12



Profiling the Employment Industry

14



Quality Standards & Capacity Building

15



Best Practice & Networking

- 16 Governance
- 18 About the World Employment Confederation

WEC Head Office



Jochem de Boer
Global Public Affairs Manager



Michael Freytag
European Public Affairs Manager



Gabriella Coorey
Events & Membership Manager



Aurélie Pattyn
Communications Manager



Robin Lechtenfeld
Labour Market Intelligence Officer



Denis Pennel
Managing Director

Milestones

2019

Throughout the year and around the world, the World Employment Confederation (WEC) and its members pursued their mission of promoting the interests of the private employment services industry. Here are some of the key 2019 milestones.



07.02.2019 Career Management Roundtable

WEC members met with global and European stakeholders to discuss how career management services can help employers to attract and retain their workforce and empower individuals to maintain their long-term employability.

20.03.2019 WEC-SIA European Employment Barometer

Staffing Industry Analysts and the World Employment Confederation launched an interactive online research tool to track statistical trends in overall employment and agency work activity in the EU and freelance work at a global level.



10.06.2019 Social Innovation Stories website

The World Employment Confederation launched a new website showing concrete examples of how its members are creating new ways of working, learning and providing social protection.

21.06.2019 ILO Centenary Declaration for the Future of Work

The Declaration recognises that quality employment can also be achieved through diverse forms of work and that there is more than one vehicle for delivering decent work.

04.09.2019
New WEC & WEC-Europe websites

The World Employment Confederation launched new websites for its global and European organisations, with new designs and enhanced content.



02.10.2019
WEC-Europe roundtable on social protection

European think-tanks, EU officials and WEC-Europe members discussed the need for new forms of social protection in a world with diverse forms of work.



29.10.2019
WEC Awards 2019
Federgon, ACHAZ and RCSA were the winners of the first ever awards competition organised by the World Employment Confederation.



31.10.2019
World Employment Conference 2019

RCSA - WEC's member federation for Australia and New Zealand - gathered 500 attendees at the 2019 edition of WEC's annual conference under the theme "Leadership in a New World of Work".

25.11.2019
Social Impact Report

The World Employment Confederation launched its first Social Impact Report, providing evidence of the positive contribution that the private employment services industry brings to labour markets and workers around the world.



2020

Advocacy Global



Diverse forms of work recognised
as a provider of decent work

The World Employment Confederation (WEC) has regular dialogue with key global policymakers to ensure a supportive legal and regulatory environment for the private employment services industry.



Guy Ryder (ILO Director-General), Annemarie Muntz (WEC President), Denis Pennel (WEC Managing Director) and Jochem de Boer (WEC Global Public Affairs Manager) (October 2019, Geneva)

Negotiating a landmark Declaration for the ILO Centenary

In June 2019, the International Labour Organisation (ILO) concluded its five-year long Future of Work Initiative and celebrated the 100th anniversary of the International Labour Conference (ILC) with the adoption of a new Declaration setting priorities to be addressed in the changing world of work. Thanks to the involvement of many WEC members throughout the process of both the Future of Work Initiative and the ILC, the Declaration makes an unambiguous recognition of diverse forms of work as a provider of decent work and quality employment. The reference marks a clear departure from the former vision of only one form of work being adequate in

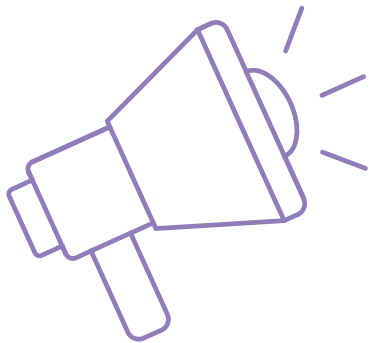
delivering decent work and economic growth.

In conjunction with the ILO Centenary, the World Employment Confederation released **"Making Transitions Work"**, a call to global and national policymakers to implement three recommendations that would build a future for diverse forms of work that is both fair and decent. The publication also included concrete examples of initiatives developed by WEC members to put these recommendations into practice.

In October, WEC representatives had the opportunity to further discuss the content and roll-out of the Declaration for the Future of Work during a meeting with Guy Ryder, Director-General of the ILO.



"Making Transitions Work", WEC's publication for the International Labour Conference (June 2019)





Agency work quoted as **best practice** by
OECD Employment Outlook

Getting the OECD to recognise agency work as best practice



Denis Pennel (WEC Managing Director) and Jochem de Boer (WEC Global Public Affairs Manager) at the OECD Forum (May 2019, Paris)

The Organisation for Economic Co-operation and Development (OECD) remained an important partner for WEC in 2019. The Confederation followed the preparation of the OECD's **2019 Employment Outlook** which focused on the impact of digitalisation, globalisation and ageing on employment quality and social protection systems. As a result, in its report, the OECD used agency work as a best practice example of how to merge the need for flexibility with the need for training and collective bargaining. Digitalisation and the Future of Work were also themes high on the agenda of the OECD Forum, which was also attended by WEC representatives.

Building a stronger voice for business organisations

In addition to its direct interactions with international organisations, the World Employment Confederation works closely with other business associations that are direct counterparts to ILO and OECD. The **International Organisation of Employers (IOE)** and WEC addressed several issues together in 2019 - including recruitment fees, public-private

partnerships and platform work. Close cooperation with **Business at OECD (BIAC)** has also been ongoing. WEC met the new BIAC Secretary General, Russel Mills, in May and joined meetings of BIAC's Employment, Labour and Social Affairs Committee to push for a more aligned employers' voice towards the OECD.



Visit of BIAC representatives to WEC Head Office (May 2019, Brussels)



Joint reception organised by the IOE and WEC to celebrate the ILO's Centenary (June 2019, Geneva)

The International Organisation of Employers promotes employment policies that deliver decent work and economic growth. WEC is a key partner in this as they bring their expertise on the world of work to the table. Together, we work to ensure a strong business voice in international policymaking. As businesses and workers diversify, we share a goal to support businesses to adapt to a changing economy and enable all individuals to participate and contribute. We look forward - particularly in 2020 as we mark our Centenary - to strengthening our ties in the future and shape together futureproof policies for well-functioning labour markets across the globe.

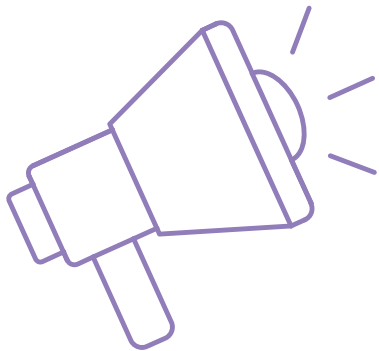
ROBERTO SUAREZ SANTOS,
SECRETARY-GENERAL, INTERNATIONAL
ORGANISATION OF EMPLOYERS (IOE)

Advocacy Europe



Social Innovation
Theme for EU Sectoral Social Dialogue 2019-2020

As a sizeable share of regulation affecting labour markets is set by the European Union, the World Employment Confederation-Europe (WEC-Europe) regularly interacts with EU policymakers. 2019 was a year of institutional change at EU level, as a new Parliament and Commission took office.



Reaching out to new EU stakeholders

The World Employment Confederation-Europe followed the outcome of the European elections and the formation of a new European Commission closely, and in particular the nomination of Nicolas Schmit, the new Commissioner for Jobs and Social Rights. Through its regular 'Advocacy Days' and visits by national federation members, WEC-Europe met several of the newly-elected Members of the European Parliament and presented its 2024 Vision Paper "Making Europe the best place to work".

In addition to meeting the newcomers, the World Employment Confederation-Europe maintained relationships with long-standing interlocuters such as the Platform on Undeclared Work and the

EU Network for Public Employment Services (PES). WEC-Europe spoke at the annual meeting of the EU PES network on the role of career management services in preventing unemployment and met the Network's new Chair, Johannes Kopf, to discuss the need for more cooperation between public and private employment services.



WEC-Europe's presentation at the EU PES Network annual conference (October 2019)



ASEMPLEO's delegation visiting the EU institutions (December 2019)

Launching a new Sectoral Social Dialogue project

As is usual every two years, the social partners for the agency work sector, WEC-Europe and UNI Europa, adopted a new work programme and started a new joint research project in 2019. The project will touch upon social innovation in the areas of working conditions and access to training and social protection, as well as upon the role of social dialogue and collective bargaining. A first workshop on access to training was organised in September with WEC members and stakeholders presenting their practices. The project will conclude in 2020.



Think tanks, business organisations, trade unions, EU officials
WEC-Europe's growing network

Consolidating networks of partners



Presentation of EBSA's Manifesto (February 2019)

In 2019, the World Employment Confederation-Europe deepened its involvement in several important networks. In addition to regular relations with Business Europe, directly and through the European Employers Network, WEC-Europe took a stronger role in the **European Business Services Alliance (EBSA)**. As the new chair of EBSA as of November 2019, WEC-Europe will actively promote the relevance of business services at EU level, in line with the Manifesto presented by EBSA in early 2019.

Besides business organisations, WEC-Europe has also been actively engaging with think tanks, addressing in particular the need for **new social protection systems** to fit diverse forms of work. This issue was the subject of an October roundtable discussion with CEPS, EPC, the Lisbon Council and EU officials organised by WEC-Europe, and also the theme of an EPC conference held in December at which WEC-Europe was a speaker.



WEC-Europe's roundtable on social protection (October 2019)



Denis Pennel (WEC Managing Director) meeting Nicolas Schmit (EU Commissioner for Jobs) (December 2019)



With the initiation and the coordination of EU Sectoral Social Dialogue research projects, the World Employment Confederation-Europe is contributing to evidence-based policy in areas such as social innovation and platform work, which are changing the temporary agency work sector and the relation with its workers, as well as the labour market in general.

WILLEM PIETER DE GROEN,
RESEARCH FELLOW & HEAD OF UNIT, CEPS



The long-standing, constructive dialogue that UNI Global Union has with the World Employment Confederation is very important as our joint mission to ensure decent work for all workers, in all forms of work, is vital for workers and businesses alike. Our sector is confronted with ongoing structural changes, not least through the rise of the platform economy. I deeply appreciate the willingness to jointly explore innovative solutions to some of the most important issues of our time.

CHRISTINA COLCLOUGH, DIRECTOR FOR PLATFORM AND AGENCY WORKERS, DIGITALISATION AND TRADE, UNI GLOBAL UNION

Thought leadership

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



30

Social Innovation Stories available on interactive database

Through WEC's monthly columns for staffingamericalatina, we promote the private employment services industry's contributions to create more modern, dynamic, inclusive and formal labour markets across the Latin American region. WEC's support and long-standing cooperation is extremely valuable to our work.

MARTIN PADULLA, FOUNDER & MANAGING DIRECTOR, STAFFINGAMERICLATINA

Showing the human faces of social innovation

In 2019 the World Employment Confederation took a step further in concretely demonstrating the role that the private employment services industry – and its members in particular – is playing in creating innovative solutions for the new world of work. In June, WEC launched the Social Innovation Stories

website, an interactive database that presents initiatives put in place by WEC members around the world. In October, the database was enriched with further cases and new functionalities allowing cases to be searched by country, region and topic.



WEC's Social Innovation Stories online database





15

Topics covered by opinion pieces published in 2019

Positioning WEC in the world of work

The World Employment Confederation regularly takes part in major HR and employment-related conferences. In 2019, WEC Managing Director, Denis Pennel, spoke at Staffing Industry Analysts (SIA)'s Gig Economy conference and at Labour 2030. WEC President, Annemarie Muntz, opened the annual conference of ADAPT, the international academic network on employment and labour issues, which celebrated its 10th edition in 2019. WEC representatives also attended events such as UNLEASH and VIVATECH, which provided good opportunities to meet new partners and position the World Employment Confederation as a major player within the world of work.

Regular collaboration with HR media partners such as Global Recruiter, TALiNT and Staffing America Latina, also enables WEC to voice its vision on various themes related to the evolution of labour markets. In 2019, WEC's contributions focused, amongst others, on the need for new safety nets, innovation and productivity, the role of career management services, data protection regulation and the importance of social dialogue.



Denis Pennel (WEC Managing Director) speaking at SIA's Gig Economy conference (March 2019, London)



Denis Pennel (WEC Managing Director) speaking at the Labour 2030 conference (September 2019, Porto)



Annemarie Muntz (WEC President) opening ADAPT's annual conference (November 2019, Bergamo)



Our collaboration with the World Employment Confederation through our monthly newsletter and our annual international conference enables mainstreaming and disseminating up-to-date knowledge about the staffing industry and the future of work across the world. This open and global outreach really helps the exchange of ideas and thus contributes to truly building the future of work together.

FRANCESCO SEGHEZZI, PRESIDENT OF FONDAZIONE, ADAPT

Profiling the employment industry

The World Employment Confederation builds on data collection and research activities to support its advocacy and thought-leadership agenda through a better understanding of the reality of the employment industry and its positive contribution to labour markets. Regular communication through media, publications and events further builds the reputation of WEC as a trusted partner in the world of work.



Milestone publications
Regular release of intelligence on labour markets and private employment services sector

Building a solid knowledge base

In 2019, the World Employment Confederation expanded its offering of publications and labour market intelligence tools. In January, a new Global Labour Market Fact Sheet provided a comprehensive overview of regional and global labour markets based on statistics from various international organisations (ILO, World Bank, OECD, etc.). In March, WEC partnered with Staffing Industry Analysts (SIA) to launch the European Employment Barometer, an interactive online research tool which can be used to track statistical trends related to overall employment and agency work activity in Europe as well as the development of freelance work on a global level.

Launched in November, the Social Impact Report shows the positive contribution that private employment services bring to labour markets around the world. It covers areas such as labour market activation, transitions and inclusiveness, skilling, working conditions and social protection. The Social Impact Report, to be published annually, is

based on data collected from WEC's members that was previously included in WEC's Economic Report. Released annually in the first quarter of the year, the Economic Report now focuses solely on providing a comprehensive picture of the market for private employment services across the different services and regions represented by WEC.



WEC's Social Impact Report

500

Attendees at the Gold Coast, Australia, for the 2019 World Employment Conference

11

Topics of relevance to the world of work covered in detail on WEC's website

Connecting employment specialists

Through the events that it organises, the World Employment Confederation brings together experts on employment issues. In February, focus was placed on the career management sector and how it can help employers to attract and retain their workforce as well as empower individuals to maintain their long-term employability. Gathering global and European stakeholders, including the OECD, the European Commission, global and European networks for public employment services, employers' organisations (Business Europe, IOE) and think tanks, the event provided the opportunity for WEC's career management members to increase awareness of the value

added that their services bring to labour markets.

WEC's major yearly event is the annual World Employment Conference. For the first time in WEC's 51-year history, the conference took place in Australia. Organised by RCSA, the leading organisation representing the recruitment and staffing industry in Australia and New Zealand, the event attracted 500 participants with speakers including Gus Balbontin, former executive director at Lonely Planet, Alexia Hilbertidou, 20 year old founder of GirlBoss New Zealand, and Peter Williams from the Deloitte Centre for the Edge.



Annemarie Muntz (WEC President), Hans Leentjies (WEC Vice-President) and Andrew Klein (Conference's Master of Ceremony) opening the 2019 World Employment Conference (October 2019, Gold Coast)



Panel of WEC members at the 2019 World Employment Conference (October 2019, Gold Coast)

Revamping communication channels

A major project for the World Employment Confederation in 2019 was the revamp of its websites, for both the global and European organisations. In addition to a more modern and dynamic layout, the websites have been enriched with new content on the trends reshaping the world, labour market data and pages dedicated to topics that are relevant to the world of work and its evolution (digitalisation, social protection, skills, labour market inclusiveness, etc.).

Our partnership with the World Employment Confederation is fundamental to helping SIA understand national market trends and, provides WEC and its members with insights from our comprehensive research. Working together to create and promote the European Employment Barometer has been a great example of collaboration and how we can both benefit from each other's strengths."

JOHN NURTHEN, EXECUTIVE DIRECTOR OF GLOBAL RESEARCH, STAFFING INDUSTRY ANALYSTS

Quality Standards & Capacity Building



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



Bettina Schaller (WEC-Europe President) speaking at Assolavoro's event on the value of agency work (March 2019, Rome)



Annemarie Muntz (WEC President) & Bettina Schaller (WEC-Europe President) speaking at ASEMPELO's event on social innovation and the future of work (March 2019, Madrid)



Annemarie Muntz (WEC President) in a panel discussion at ACHAZ's event on the role of the private employment services sector (July 2019, Moscow)

Developing Playbooks for national federations

In order to support its national federation members in their fight against adverse regulation on agency work, the World Employment Confederation developed three Playbooks. Each covering a different dimension, they provide guidance and support to federations to further grow and professionalise their organisations as well as to develop their advocacy practices.

 **11**
members' events supported



Denis Pennel (WEC Managing Director) speaking at NHOSH's annual conference (November 2019, Oslo)

Supporting members

The World Employment Confederation regularly supports its members' activities by speaking at national events. In 2019, these included events in Italy, Spain and Russia. The presence of WEC representatives brings a European and global perspective to national issues and promotes an aligned vision for the private employment services industry worldwide.



Denis Pennel (WEC Managing Director) speaking about the on-demand economy at REC's future of jobs summit (November 2019, London)

Building a new platform for members

The new Members' Area built by the World Employment Confederation in 2019 is another tool to enhance capacity building. Reserved for members, it not only facilitates engagement in WEC's activities, but also provides a platform to access resources and connect with other members.

Best Practice & Networking



2

new networks of members created (Global Public Affairs and Communications & Marketing)

The World Employment Confederation offers multiple opportunities for its members to exchange best practice and share their experiences in handling international employment trends. Sharing best practice not only allows developing federations to function more effectively, it also strengthens the ties between WEC members and reinforces WEC's voice.

Exchanging best practice...

The World Employment Confederation continued to use its committees, networks, groups and task forces as fora for the exchange of best practice. In 2019, the National Federations Committee's webinars allowed members to share experiences on data collection, attracting talent to the recruitment industry and global policymaking. In addition, workshops were organised to allow for deeper discussion and



Workshop on data collection (June 2019, Brussels)

activities. At the World Employment Conference, an entire day was dedicated to membership development workshops. Eight sessions were offered, centred around two tracks - Advancing the industry and Capacity Building. These workshops, which were reserved for WEC members, were a clear highlight for WEC members at the Conference.



Workshop on Campaigning during the World Employment Conference's WEC Members-only Day (October 2019, Gold Coast)

... and rewarding them

The World Employment Confederation decided to go a step further in promoting best practice by organising an awards competition to highlight its members' contributions to the advancement of the industry and the enhancement of labour markets. For this first edition, three categories were available to WEC's national federation members: "Leadership in Social Innovation", "Outstanding Advocacy" and "Rising Federation". The Awards Ceremony took place during the World Employment Conference in Australia and honoured Federgon (Belgium), ACHAZ (Russia) and RCSA (Australia & New Zealand) respectively.



John Towey (RCSA) receiving its WEC Award from judge Richard Wahlquist (ASA) (October 2019, Gold Coast)



Governance

WEC Global

The General Assembly, Board, and 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 (corporates & federations)

The composition of the Board aims to strike a balance between the diversity of WEC members. In 2019, new members joined the Board:

- **Even Hagelien** (Director for the Staffing Industry sector at NHOSH and Chairman of WEC's Economic Affairs Committee) and **Neil Carberry** (Chief Executive Officer of the REC) were elected as regular Board Members;
- **Jan Denys** (Director External Communications and Public Affairs at Randstad Belgium) was appointed as the new representative of Randstad;
- **Shinya Yamamoto** (Chief Executive Officer of Recruit Staffing Japan) was designated new representative for the North East Asia region.

WEC Global Board 2019



President
Annemarie Muntz



Treasurer
Herwig Muyldermans



Vice-President
Hans Leentjes



Quality Standards
Vacant



Manpower Group
Mark Toth



The Adecco Group
Ranjit DeSousa



Randstad
Jan Denys



Gi Group
Antonio Bonardo



North America
Richard Wahlquist



Europe
Bettina Schaller



APAC Southern
Vacant



North East Asia
Shinya Yamamoto



Chair National Federation Committee
Charles Cameron



Chair Corporate Members Committee
John Healy



Chair Economic Affairs Committee
Even Hagelien



Recruit Global Staffing
Leonie Belonje



Kelly Services
Peter Hamilton



Member
Neil Carberry



Africa
Jacqui Ford



Latin America
Miguel Perez Garcia

WEC-Europe

The World Employment Confederation-Europe has the Governing Body, Executive Committee, and standing committees as its main governance bodies. The two standing committees of WEC-Europe are the Public Affairs Committee and the EU Sectoral Social Dialogue Committee (SSDC).

WEC-Europe Executive Committee 2019



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 (2019)

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

VON RUNDSTEDT






About the World Employment Confederation

The World Employment Confederation is the voice of the private employment services industry at a global level, representing national federations as well as workforce solutions companies from across the world. 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.



Tour & Taxis Building - Avenue du Port 86c - Box 302, 1000 Brussels - Belgium

-  www.wecglobal.org
-  [@WECglobal](https://twitter.com/WECglobal)
-  [World Employment Confederation](https://www.linkedin.com/company/world-employment-confederation)

LEADING
IN A CHANGING
WORLD OF WORK