



**WORLD  
EMPLOYMENT  
CONFEDERATION**

The Voice of Labour Market Enablers

**Activity Report**

**2022**



## About the World Employment Confederation

The World Employment Confederation is the voice of the private employment services industry at the 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 works to broaden recognition of the positive economic and social role which the private employment services industry plays in enabling work, adaptation, security and prosperity. This role involves 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.



**Denis Pennel**  
Managing Director

## Foreword

For private employment services, 2022 will be remembered as the year of post-Covid recovery and getting back to some sort of "normality".

Over the past year, the World Employment Confederation has been actively working on issues that will continue to remain high on the international policy agenda in 2023: labour shortages, upskilling and reskilling, labour mobility, platform work, the impact of digitalisation on the world of work and changing regulation on agency work.

Looking ahead to the economic and political uncertainties facing us in 2023, the sector will continue to play an instrumental role in facilitating adaptation to change, simplifying the complexity of labour markets and providing tailor-made solutions to solve the scarcity of talents.

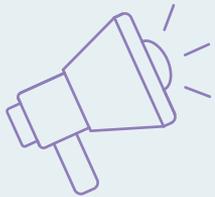
As an advocacy organisation, the World Employment Confederation has strongly engaged in promoting the interests of the private employment services industry across five pillars of activity: membership empowerment, labour market intelligence, public affairs & social dialogue, campaigning & positioning and thought leadership.

In 2023, we remain committed to delivering first-class services to our members in order to ensure the sustainable growth of the industry which they represent with such passion and dedication!

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## WEC Head Office



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*Managing  
Director*



**Gabriella  
Coorey**  
*Director of  
Operations*



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Freytag**  
*European  
Public Affairs  
Manager*



**Xavi Gomila**  
*Global Public  
Affairs Manager*



**Aurélie Pattyn**  
*Communications  
Manager*



**Viktorija  
Proskurovska**  
*Labour Market  
Intelligence  
Manager*



**Ana Diaz**  
*Office & Events  
Manager*



**John Towey**  
*Partnerships  
Manager*

# Milestones 2022

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 2022 milestones.

MARCH

## SOLIDARITY WITH UKRAINE

WEC members reacted swiftly to the war that hit Ukraine, coming together through WEC to share best practices and provide information on employment opportunities available to refugees.



APRIL

 **RESPONSIBILITY.**  
 **FLEXIBILITY.**  
 **OPPORTUNITY.**

**#WorkingForYou**

## #WORKINGFORYOU CAMPAIGN

WEC's social media campaign raised awareness on the role of private employment services in the new reality faced by the world of work post-Covid.

MAY

## WORLD EMPLOYMENT CONFERENCE 2022

This 53rd edition focused on how to bridge the gap between the expectations of workers & employers when it comes to work. Leaders in the private employment services industry and employment experts exchanged ideas on how to come together as a community to better connect workers and employers.



OCTOBER

### INTERNATIONAL ATTEMPTS TO REGULATE PLATFORM WORK

WEC joined the ILO negotiations attempting to find the best way to regulate platform work – to date unsuccessfully. Prior to the negotiations, WEC had released a joint report with the IOE to deepen knowledge around the platform work landscape.

NOVEMBER

### OVERCOMING LABOUR SHORTAGES

As the issue of labour shortages became more acute, WEC dedicated its Social Impact Report 2022 to evaluating the actual scale of the challenge and creating a roadmap for future progress.



### WEC TAKES PART IN B20 SUMMIT

WEC's President took part in the B20 summit in Indonesia - an important platform to advocate for diverse forms of work towards the world's largest economies.



NOVEMBER

DECEMBER

### BETTER MATCHES & SMART MOVES FOR EUROPE

In the last quarter of the year, WEC-Europe outlined a series of recommendations to address labour shortages. Broadening access to labour markets is one of them, and WEC-Europe particularly focused on the role of work mobility and labour migration.

# Advocacy

## Global

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

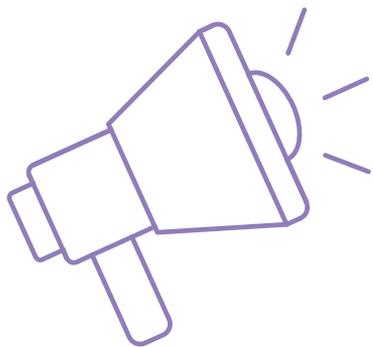
### Shaping platform work regulation

Responding to a rising trend over recent years, the International Labour Organisation (ILO) took on the challenge of regulating platform work. In October 2022, representatives of the World Employment Confederation joined the **ILO tripartite Expert Group Meeting** aiming to formulate recommendations on how best to reap the benefits of platform work while also managing risks for workers and businesses. After an intense week of negotiations, the delegations unfortunately

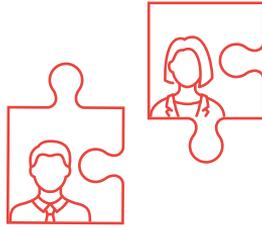
failed to reach an agreement and discussions will resume in 2023. Ahead of the meeting, the World Employment Confederation, in partnership with the **International Organisation of Employers (IOE)**, had released the report "Diverse forms of work in the platform economy". It deepens knowledge of the platform work landscape and puts forward recommendations to regulate it in a way that benefits employers and workers alike.



**5** countries supported in their fight against adverse regulation



WEC-IOE joint report on the platform economy (October 2022)



**The World Employment Confederation was acknowledged as playing a role in the B20 Summit in Indonesia and praised for the remarkable contribution and insights that it brought to the event.**

## Participating in international fora

2022 also saw a specific spotlight placed on the private employment services sector by the ILO as the organisation launched a campaign to expand ratification of **Convention 181** – the international labour standard it developed to establish a framework for the registration, licensing, and effective regulation of private employment agencies. The World Employment Confederation has always advocated for a broad ratification of Convention 181 and is therefore supporting the ILO campaign. In November 2022, a first webinar was organised to share the experience of WEC members in advocating towards governments in South Africa, Egypt and Latin America to ratify Convention 181.

The ILO is not the only international organisation with whom the World Employment Confederation regularly collaborates. WEC's President, Bettina Schaller, also worked with the **B20**, the group that channels recommendations from the global business community for consideration by G20 leaders. Her active involvement in the Future of Work and Education Task Force culminated in her participation at the B20 summit in Indonesia in November. The summit represented an important platform to advocate for diverse forms of work, appropriate regulation on flexible working and the acceleration of work-readiness solutions.



*WEC webinar to support ILO campaign for the ratification of Convention 181 (November 2022)*



*B20 summit panel, including WEC President, Bettina Schaller (November 2022)*

## Fighting adverse regulation

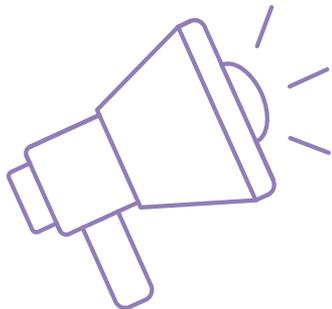
In 2022, the global regulatory landscape proved to be in urgent need of agency work advocates. Across the world, the World Employment Confederation witnessed more and more governments adopting adverse regulation on the industry, especially in Latin America. In addition to providing direct support to its members' advocacy efforts (including in Brazil, Chile, Colombia, Mexico and Peru), the World Employment Confederation also increased its regulatory monitoring capacity to better anticipate changes. The **Staffing Executive Regulatory Outlook (SERO)** is now conducted on a bi-annual basis and provides an assessment by WEC national federation members of the likelihood and potential impact of regulatory changes.

# Advocacy Europe



## 9 European countries facing risk of adverse regulation

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.

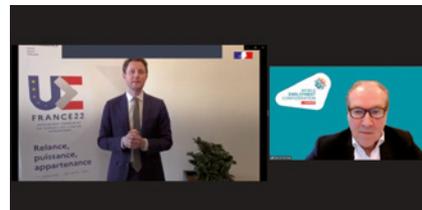


### Bringing a different perspective on platform work

In 2022, the EU legislative agenda for employment and social affairs was dominated by discussions on the European Commission's proposal for a Directive to improve working conditions in platform work. The World Employment Confederation-Europe's advocacy activities kicked off in February with a joint event with its national federation Prism'emploi, in the context of the **French Presidency** of the Council of the European Union.

Throughout the year, WEC-Europe dialogued with Members of the European Parliament and representatives of Member States to ensure an appropriate regulatory

framework for workers and businesses that can deliver quality digital labour platform services while respecting the variety of platform work and national situations. As the legislative process continues into 2023, WEC-Europe has been recognised as a constructive voice in the public debate.



*French Minister for European Affairs, Clément Beaune, speaking at WEC-Europe's online event on platform work (February 2022)*

### Safeguarding appropriate regulatory frameworks

The red thread in WEC-Europe's advocacy activities is to ensure a regulatory framework that will unlock the full potential of the private employment services sector in improving labour markets. While the industry's role in driving labour market participation, diversity and inclusion, skilling and social innovation is acknowledged, the agency work sector in particular still faces too much **adverse regulation**.

Even though a possible revision of the EU Directive on temporary agency work eventually did not materialize in 2022 – thanks to the advocacy efforts of WEC-Europe and its members – several countries across Europe have adopted or are discussing legislative proposals that are harmful to our industry. Throughout the year, WEC-Europe supported the national advocacy efforts of members in Norway, Portugal, Spain, Sweden and the United Kingdom.

## Delivering Better Matches & Smart Moves for Europe

The other topic that was high on WEC-Europe's agenda in 2022 was labour shortages. Skills and labour shortages have become topics of growing predominance and concern for employers and policymakers across Europe. In a **strategic paper** released in August, WEC-Europe analysed the exact breadth and depth of the situation and made recommendations around four pillars to reform labour markets and address these challenges.

Broadening access to labour markets is identified as one of those four pillars, and during the last quarter of the year, WEC-Europe focused on stressing the role of work mobility and labour migration in this context. A new strategic paper released in December dived deep into recommendations on intra-EU mobility and economic migration policies.



*WEC-Europe 'Back to Work' event included opening remarks by Joost Korte, Director General of the European Commission's DG Employment and Social Affairs (September 2022)*



*WEC-Europe organised a stakeholder event to discuss its recommendations on mobility and migration (December 2022)*

## Consolidating alliances with stakeholders

Cooperation with other European stakeholders has remained an important dimension of WEC-Europe's work in 2022. Work with trade unions, in particular through the **EU Sectoral Social Dialogue** in the agency work sector, has focused on learning lessons from the Covid-19 crisis and defining a new joint project aimed at strengthening the capacity of sectoral social partners in eastern and southern Europe in developing new solutions for training and social protection. WEC-Europe was also involved in the EU Sectoral Social Dialogue Review, a process that was part of a European Commission initiative to support social dialogue at EU and national level.

WEC-Europe also maintained its strong connections to other European **employers' organisations**, notably through its re-election as chair of the European Business Services Alliance (EBSA), which is promoting the value of business services and their contribution to European economies and labour markets. In addition, WEC-Europe maintained close relationships with BusinessEurope as the main, cross-industry employers' organisation, as well as with European sectoral employers.

# Thought leadership

Through the wide range of HR services provided by its members, the World Employment Confederation (WEC) is uniquely placed to observe the structural shifts taking place in the world of work. Capitalising on this expertise, WEC aims to share these new realities and improve understanding of the benefits of new workforce solutions.

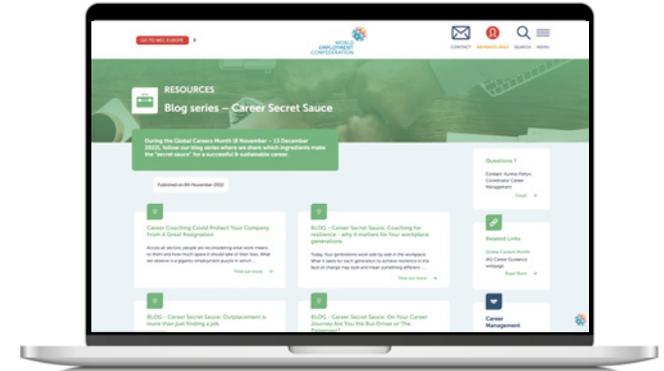


WEC - EAPM video for the International HR Day 2022 (May 2022)

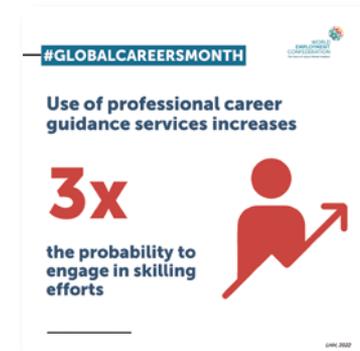
## Putting career management in the spotlight

In the wake of the Covid-19 pandemic, workers have reassessed their relationship with work and labour market transitions have become more frequent. As an industry that has guided workers and companies through no less than three global economic crises, the private employment services industry – and its career management segment in particular – could provide some useful insights on how to navigate these transitions in a sustainable manner.

On the occasion of **International HR Day** in May, the World Employment Confederation collaborated with the European Association for People Management (EAPM) to reflect on the state of play in the management of people and, more importantly, on the opportunities that lie ahead to build a resilient workforce. Later, in November, the World Employment Confederation supported the inter-governmental initiative 'Global Careers Month' with a blog series that shared the ingredients necessary to make the "secret sauce" for a successful & sustainable career.



WEC blog "Career Secret Sauce" (November 2022)



Social media visual produced for Global Careers Month (November 2022)



**24** opinion pieces & blog articles



**+ 1000** views of videos on YouTube

## Growing an influential presence

During the course of the year, the World Employment Confederation had the opportunity to comment on the evolution of the world of work through several **speaking opportunities**. Whether at staffing industry events including the World Staffing Summit, the Global Recruiter Summit and the SIA Executive Forum Europe or at academic congresses such as the ADAPT international conference, the World Employment Confederation shared insights on its observations of the 'great mismatch' between employee and employer expectations.

The topics of successful career transitions and new expectations in the world of work were also covered in several **opinion pieces** authored by WEC representatives – which also addressed issues such as youth employment and hybrid work.

WEC's thought-leadership capacity is regularly acknowledged by the inclusion of its leadership on **influencers lists** such as SIA's Staffing 100 and Women in Staffing. In 2022, WEC Managing Director Denis Pennel also joined the leadersHum 'Top 50 HR Leaders Shaping the Future of Work'.



Viktorija Proskurovska, WEC's Labour Market Intelligence Manager, at the ADAPT conference (November 2022)



WEC representatives, Menno Bart (2nd left), Geraldine King and Denis Pennel, at the SIA Executive Forum Europe (December 2022)



Top 50 HR Leaders ranking by leadersHum (December 2022)



Examples of opinion pieces published by the World Employment Confederation in 2022



# Profiling the industry

The World Employment Confederation's (WEC) activities are underpinned by robust data collection and research activities. These contribute to a better understanding of the reality of the private employment services sector 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.



## Tapping into the power of social media

As the world of work found a 'new normal' in the aftermath of the Covid-19 crisis, the World Employment Confederation ran a social media campaign during the first half of the year to raise awareness on the role of private employment services in the new reality the world was facing. Under the slogan "Working For You", the campaign demonstrated how the industry creates opportunities for both workers and companies by delivering the flexibility they seek in a responsible way.

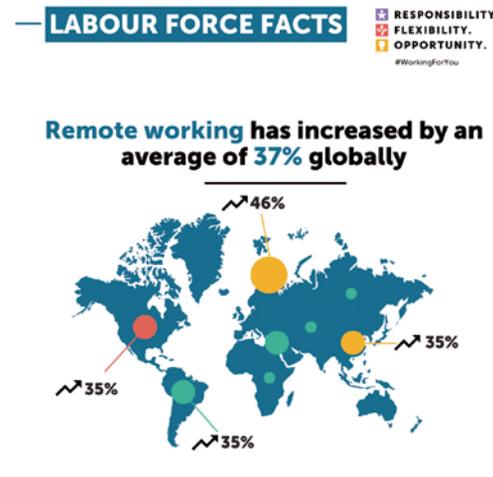
**Khaled**  
The Netherlands

I used to work as a taxi driver in Damascus and came to the Netherlands on a temporary asylum permit.

My local staffing agency helped me transition to a new career as an insulation technician. Now I am enjoying a job that suits my needs and my skills!

#WorkerWednesday

RESPONSIBILITY.  
FLEXIBILITY.  
OPPORTUNITY.



RESPONSIBILITY.  
FLEXIBILITY.  
OPPORTUNITY.

**#WorkingForYou**

Examples of visuals used for the #WorkingForYou social media campaign run by the World Employment Confederation 2022



**183** participants at the World Employment Conference 2022



**+ 25%** increase in LinkedIn followers

## Amplifying the industry's world-class event

WEC's annual flagship event, the **World Employment Conference**, took place in May 2022. This edition focused on "Bridging the Gap: Connecting Worker and Employer Expectations". Leaders in the private employment services industry and employment experts exchanged on how we can come together as a community and innovate in engaging talent, developing careers, and enhancing social rights. The conversation was carried beyond the conference through both a blog and a series of videos produced with LinkedIn.



World Employment Conference 2022 (May 2022)

## Providing fact-based content

As the year unfolded, the issue of labour shortages became more acute. The World Employment Confederation therefore dedicated its **Social Impact Report 2022**, one of its milestone publications, to "Overcoming labour shortages". The report evaluates the scale of the challenge, identifies innovative approaches and creates a roadmap for future progress with recommendations for the private employment services industry, employers and governments.

To promote the role of the industry in solving various labour market challenges, the World Employment Confederation also collaborates with Staffing Industry Analysts (SIA) on the video series "**Staffing Insights**". In 2022, the two organisations discussed the impact of the Ukrainian crisis on private employment services and how the sector has stepped up to support Ukrainian refugees as well as the diversity, equity and inclusion trends.

# Quality Standards & Capacity Building

**The World Employment Confederation (WEC) works to constantly increase the professionalism of the employment industry through capacity building activities and direct support to members.**



In 2022, WEC members in Latin America took their activities to the next level. On the back of a wave of adverse regulation on the industry adopted across the region, the national federations in Colombia, Chile, Mexico, Peru, Argentina and Brazil, as well as some workforce solutions companies, relaunched **WEC LatAm** and agreed on its new institutional structure, statutes and governance. This reinvigorated regional organisation is the result of a year-long process, supported by the WEC Head Office and leadership, to strengthen the industry's presence in a rapidly developing region.

In January 2022, to further support its members' advocacy efforts, the World Employment Confederation launched an extensive database of the main labour market indicators by country: the **National Markets Dashboard**. Whether sector-specific or more general data, this exclusive tool provides unique insights for WEC members to benchmark their situation compared with other countries and hence inform their advocacy campaigns.

Through its National Federations Committee, the World Employment Confederation also organised **webinars** on a quarterly basis, exploring topical issues including market trends (labour shortages in February, economy and market predictions in October) and regulatory developments (platform work in April, regulatory landscape in November).



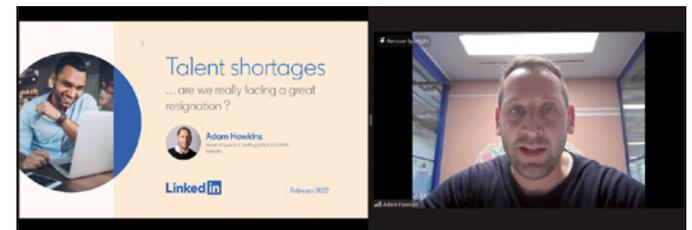
**13** events  
(onsite & online)



*WEC LatAm Board members together with WEC President, Bettina Schaller, and Managing Director, Denis Pennel (October 2022)*



*Kompetensföretagen Board members during their visit in Brussels (September 2022)*



*NFC webinar on labour shortages with LinkedIn (February 2022)*

# Best Practice & Networking



**+ 60** (and growing!) sector initiatives to support Ukrainian refugees

**The World Employment Confederation (WEC) offers multiple opportunities for its members to exchange best practice and share their experience 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.**



The **Ukrainian crisis** that hit in February 2022 provided another occasion to test best practice sharing amongst WEC members. Very quickly, the World Employment Confederation organised webinars, set up a dedicated webpage – including a resource hub and an overview of policy responses, compiled a compendium of initiatives to support Ukrainian refugees and encouraged donations to the United Nations Human Rights Council (UNHRC). The solidarity has been exemplary and initiatives have multiplied.

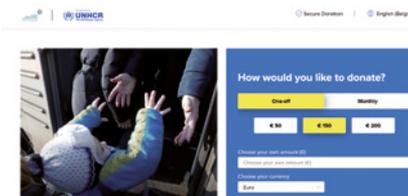
2022 also saw WEC's community grow. First, Target HR joined as a new member representing Egypt. Then, LinkedIn and Pixid became the WEC's first '**Affiliate Partners**', a new offering for vendors and suppliers relevant to the private employment services industry who align

with the confederation's principles. Finally, the World Employment Confederation collaborated with new organisations including: The Conference Board, a think tank and business membership organisation delivering research, data, events and executive networks to help companies understand the present and shape the future; and Reshaping Work, a multistakeholder alliance discussing the latest trends around digital innovations and the future of work.

This community came together during the World Employment Conference 2022 in May. The conference presents unique networking opportunities as well as professional development sessions, offered exclusively to WEC members during the Members-Only day that precedes the public conference.



**2** Affiliate Partners + 1 new member joining



*UNHRC donation page set up by WEC to help Ukrainian refugees (March 2022)*



*WEC launched a new offering for vendors and suppliers to the private employment services industry in 2022*



*World Employment Conference 2022, Members-Only Welcome Reception (May 2022)*

# Governance

## WEC Global

The General Assembly, Board, and standing committees are the main World Employment Confederation (WEC) governance bodies. The General Assembly is the highest decision-making body, in which each WEC Member is represented and has the right to vote. The Board oversees the day-to-day operations and activities, and the management of the Confederation. Its composition aims to strike a balance in reflecting the diversity of WEC membership.

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)

## WEC Global Board 2022





**Chair Economic Affairs Committee**  
Marius Osterfeld  
(Swissstaffing)



**Chair Corporate Members Committee**  
Sébastien Delfosse  
Manpower-Group



**North America**  
Richard Wahlquist



**Europe**  
Sonja van Lieshout



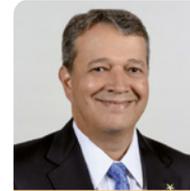
**APAC Southern**  
Lohit Bahtia



**North East Asia**  
Shinya Yamamoto



**Africa**  
Jacqui Ford



**Latin America**  
Jose A. Figueiredo



**Chair National Federations Committee**  
Geraldine King  
(ERF)



**Board Member**  
Neil Carberry  
(REC)



**Board Member**  
Alfred Budschitz  
(AGEST)



**Board Member**  
Isabelle Eynaud-Chevalier  
(Prism'emploi)



**Board Member**  
Even Hagelien  
(NHOSH)



**Board Member**  
Florian Swyter  
(BAP)



**Board Member**  
Greg Chen  
(ABADI)

## WEC-Europe

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

## WEC-Europe Executive Committee 2022



Herman Nijns  
(Randstad)  
**President**



Maalfrid Brath  
(Manpower  
Group)  
**Vice-President**



Jurriën Koops  
(ABU)  
**Vice-President**



Menno Bart  
(The Adecco  
Group)  
**Chair PA  
Committee**



Sonja van  
Lieshout  
(Randstad)  
**Chair EU SSDC  
Committee**



Agnieszka  
Zielinska  
(Polskie Forum  
HR)  
**Executive  
Committee  
Member**



Agostino  
Di Maio  
(Assolavoro)  
**Executive  
Committee  
Member**

# How does WEC create value to you as a Member?

A full range of benefits organised around the five pillars of WEC advocacy



## Build Your Capacity & Expand your Network

- Expand your network and engage with the WEC community
- Access a wide range of Member Only resources to develop and grow your organisation
- Fight adverse regulation effectively
- Get support and develop your data collection capacity
- Get support to effectively promote your organisation
- Use the WEC as a platform to promote your organisation



## Access Unique Market Intelligence

- Track the evolution of and compare key global and regional data on a range of issues, including economic, labour market and staffing industry indicators
- Stay informed about the latest research on the Changing World of Work
- Follow and understand the latest labour law developments across the world
- Learn about worker trends and data
- Forecast the staffing regulatory evolution
- Benchmark your federation against your peer members
- Demonstrate the added value of our industry



## Shape the Industry's Regulation

- Get regulatory insights & make decisions based on up-to-date regulatory information
- Follow the latest labour law developments across the world
- Connect with international stakeholders and engage in the conversations that matter
- Build proactive promotional campaigns with strong proof points
- Build your internal PA capacity
- Stay up to date on Advocacy and Regulatory changes
- Share and celebrate your Advocacy 'wins' with the WEC community
- Get tailored support to fight adverse regulation



## Raise Visibility & Reputation of Your Organisation

- Use WEC as a platform to promote your organization
- Leverage the WEC network to make local impact
- Provide strong proof points to support your outreach
- Campaign local governments with exclusive data sets and insights



## Demonstrate & Enrich Your Thought Leadership

- Grow your knowledge on the changing World of Work
- Utilise the WEC network of experts and thought leaders
- Share and promote your thought leadership material within the WEC community

# Members of the World Employment Confederation (2022)

## National Federations



WORLD  
EMPLOYMENT  
CONFEDERATION  
NORTH AMERICA

- Canada\*
- Mexico
- USA



WORLD  
EMPLOYMENT  
CONFEDERATION  
LATIN AMERICA

- Argentina
- Brazil
- Chile
- Colombia
- Peru



WORLD  
EMPLOYMENT  
CONFEDERATION  
EUROPE

- Austria
- Belgium
- Bulgaria
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia\*
- Spain
- Sweden
- Switzerland
- Turkey
- UK



WORLD  
EMPLOYMENT  
CONFEDERATION  
AFRICA

- Egypt
- South Africa



WORLD  
EMPLOYMENT  
CONFEDERATION  
NORTH EAST ASIA

- China
- Japan
- South Korea



WORLD  
EMPLOYMENT  
CONFEDERATION  
APAC SOUTHERN

- Australia
- India
- Indonesia
- New Zealand
- Philippines

\* Membership suspended for the year 2022

**Corporate Members**





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

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

**LEADING**  
**IN A CHANGING**  
**WORLD OF WORK**