



**Company Name: Norman Broadbent**

**Point of contact for narrative:**

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**Business Benefits realised :** Better alignment to customer demand; happier and more motivated workforce

**Business Metrics demonstrating value:** Employee engagement; cost control; ROI; staff retention

### **Agility is built into many employee contracts**

Norman Broadbent, a leading executive search firm, with a c. 50 employee London office, has an overall policy to consider agile working whether by the company's or the employee's request. In practice, around 30% of employees have some element of agility built into their contract.

### **How agile working benefits both employees and the company**

- **Extended break over the summer:**

Board Practice Researcher – given the seasonal demand of Non-Executive Director work, board activity is often very quiet in July/August with a majority of Non-Executive Directors taking holidays during this period, Norman Broadbent was pleased to suggest an extended break over the summer to a senior board researcher who was looking for part time work. This was aligned to the Board Practice customer demand and suited the individual who could be at home with school age children over the summer. The business benefit realised was the ability to attract top talent and reduction in fixed salary cost.

- **Adapted working hours:**

Associate in Financial Services Practice – plays lacrosse for the national team and needed the time to attend early morning training on certain weekdays. Her work hours were adapted to 10.30am to 7pm. The perceived benefit was the retention and support of high quality talent but had the additional benefit of increasing productivity. The individual found that access to candidates able to talk freely was greater between 5.30pm and 7pm.

- **New working pattern:**

Chairman of the Board Practice – moving to a 4 day week for someone aged over 70 to retain the senior talent and huge experience base. This suited the individual and gave fixed salary cost saving to the company.

- **10 day per month contract:**

Group Services Director on the Plc Board – contracted for 10 days a month which is arranged flexibly between the parties. The company benefits from a higher calibre HRD with other skills and direct commercial experience and this working practice allows the individual to sit as a Member of the Employment Tribunal and to develop additional skills. This also gives the company access to high level employment law expertise.

