

How competitive is your firm?

Annual Leave, Remote  
Working & Flexible Work  
Arrangements.

**HRM**  
SEARCH PARTNERS



# Global Reach.



Global reach at HRM, as the Irish office of IIC Partners, one of the world's top 10 executive search organisations, brings the best leadership and professional talent to your organisation. It blends deep local market knowledge with national and international talent pools to deliver outstanding solutions.

IIC Partners is passionate about finding the best executives for clients wherever they are in the world. We work tirelessly to advise, inform and guide organisations to make the right decision about hiring executives that will drive their operations forward, improve efficiency and increase profits.

Established over 30 years ago, our executive search consultants have experience working with all types of organisations.

From global corporations and national firms to family-owned businesses, we have partnered with many of the world's most recognised brands to solve their leadership challenges.

IIC Partners is a global partnership of independently owned and managed executive search firms. The independence of our firms allows IIC Partners to be highly responsive and flexible to client needs, creating successful, bespoke talent solutions.

Through global presence, industry expertise, and local knowledge, IIC Partners is trusted to deliver the highest quality retained executive search services.

If you would like an introduction to a partner office in the Americas, across EMEA or in Asia Pacific, please contact our COO, Paul O'Donnell.  
([paul.odonnell@hrmrecruit.com](mailto:paul.odonnell@hrmrecruit.com))



# Local Knowledge.

40 Consultants & Researchers in Ireland and 450 Consultants around the World, combine deep local market knowledge with national and international talent pools to deliver outstanding solutions. For 30 years we have pioneered talent acquisition solutions, working closely with clients and candidate talent. We achieve great outcomes in the shortest cycle times for permanent and contract, professional and leadership talent needs.

- **PRACTICES**

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**CORPORATE & PROFESSIONAL SERVICES**

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**CONSUMER MARKETS**  
**TECHNOLOGY & COMMUNICATIONS**  
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**PROFESSIONAL SERVICES**  
**PUBLIC & SOCIAL SECTORS**

# Flexibility.

In June 2021, we released a report looking at how the pandemic has altered the expectations of leadership and professional candidates and what their new drivers were when considering a career move. The report, available at [www.hrmrecruit.co/futuredrivers](http://www.hrmrecruit.co/futuredrivers) highlighted a wide number of critical factors to consider.

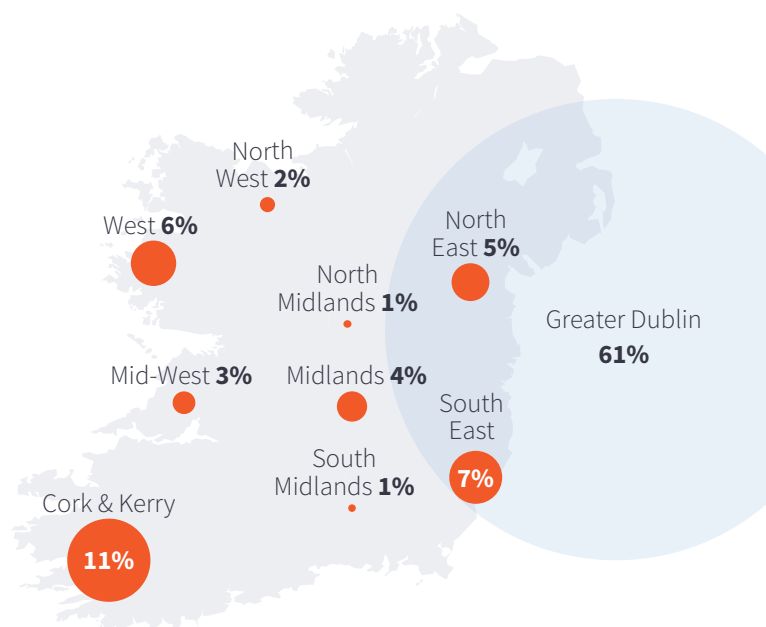
Following the publication of this, a number of clients asked to know more about three areas in particular; Annual Leave Allowance, Remote Working Policy and Flexibility. On this last category we note that “flexibility” as a feature of organisation culture has a much wider meaning than structured flexible working arrangements. Nonetheless, this is an aspect of “flexibility” that organisations can address quite quickly should they decide to do so and therefore is how we have addressed the matter. Using the same survey format we asked 869 leaders and professionals the following:

- 1a. Has your employer confirmed a work from home policy at this time?
- 1b. If Yes, up to how many days are you, or will you, be able to choose to work remotely?
- 1c. How satisfied are you with your employers approach to remote working
- 2a. How many days annual leave are you currently provided with?
- 2b. Has this increased since you joined the organisation?
- 2c. How satisfied are you with your annual leave days?
- 3a. What flexible working arrangements does your employer provide you with?

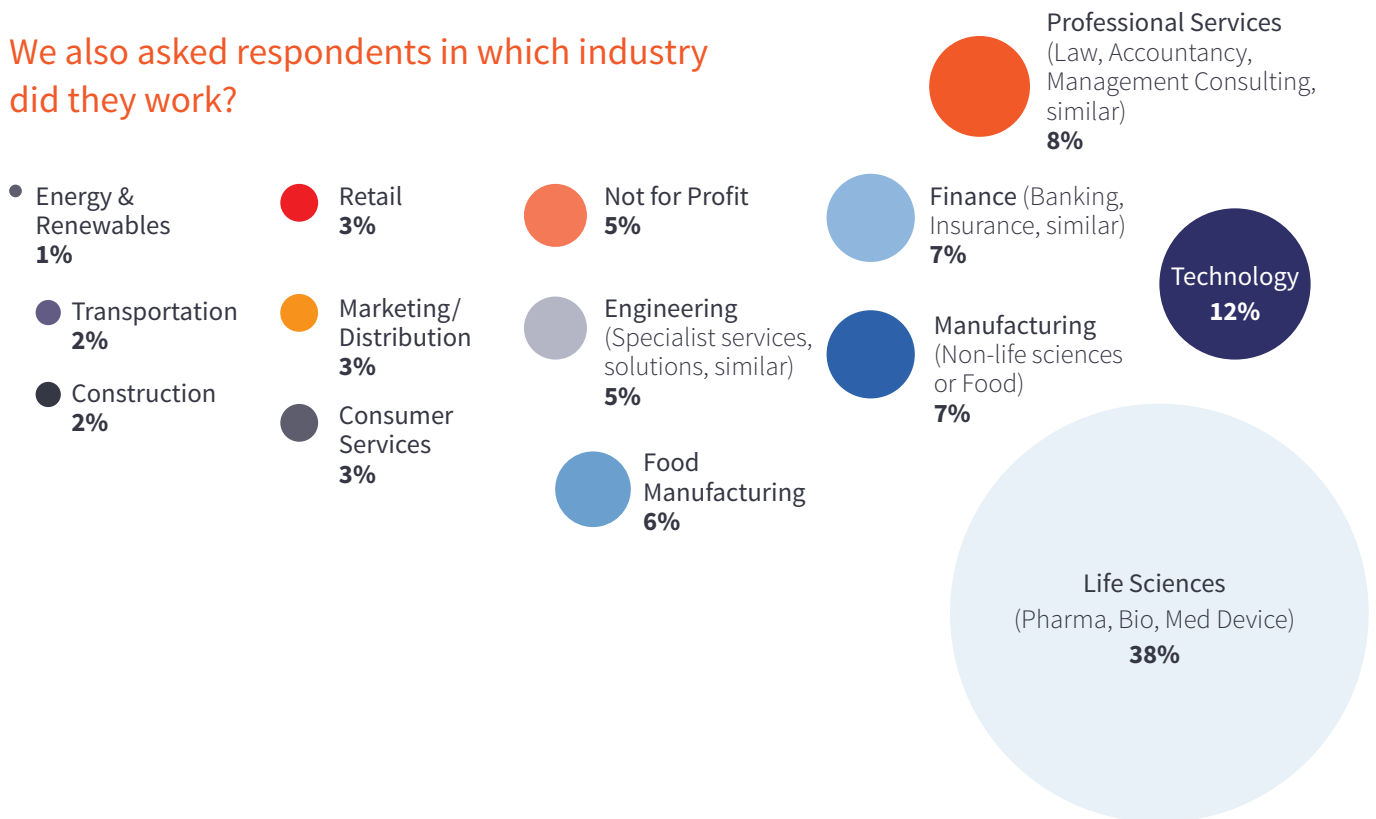
Research and understanding of our talent markets is central to our differentiation. It drives our ability to source, attract and engage with the very best talent and provides real value add to our clients and the talent with whom we work. We are always grateful for the feedback we receive to the reports we produce and would be delighted to hear any comments on the content here or suggestions for future research direction.

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**We asked respondents in which region within Ireland did they work?**



## We also asked respondents in which industry did they work?



### 1a. Has your employer confirmed a work from home policy?



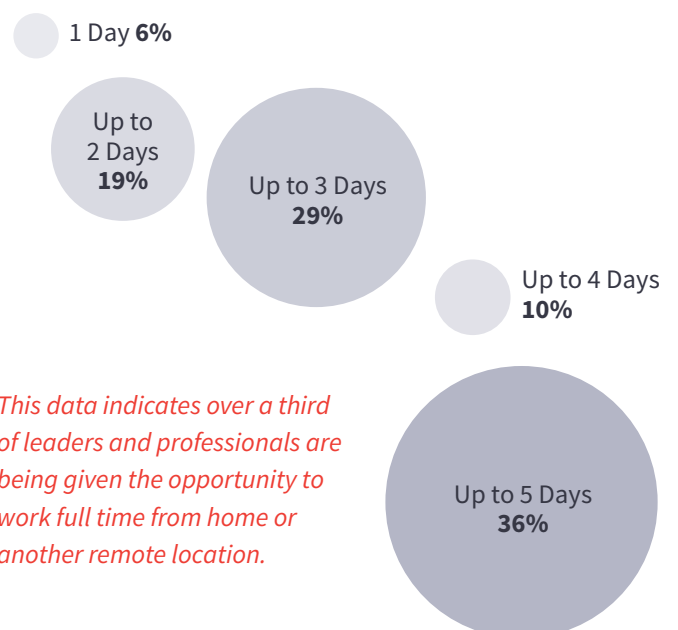
The different responses by industry sector are set out in the paragraph below. Figures given in all cases are the % of firms who have a policy in place at this time.

The four industry sectors most likely to have a policy in place at this time are firms in Marketing / Distribution (68%), Technology (63%), Energy & Renewables (60%) and Finance (58%).

Those industry sectors least likely to have their remote working policy in place are Construction (7%), Food Manufacturing (21%), Other Production (excluding Life Sciences and Food) (23%) and Retail (32%). Naturally, these sectors are also those for whom a majority of employees need to be present, however, employees for whom it is not always necessary to be on site appear also to be impacted.

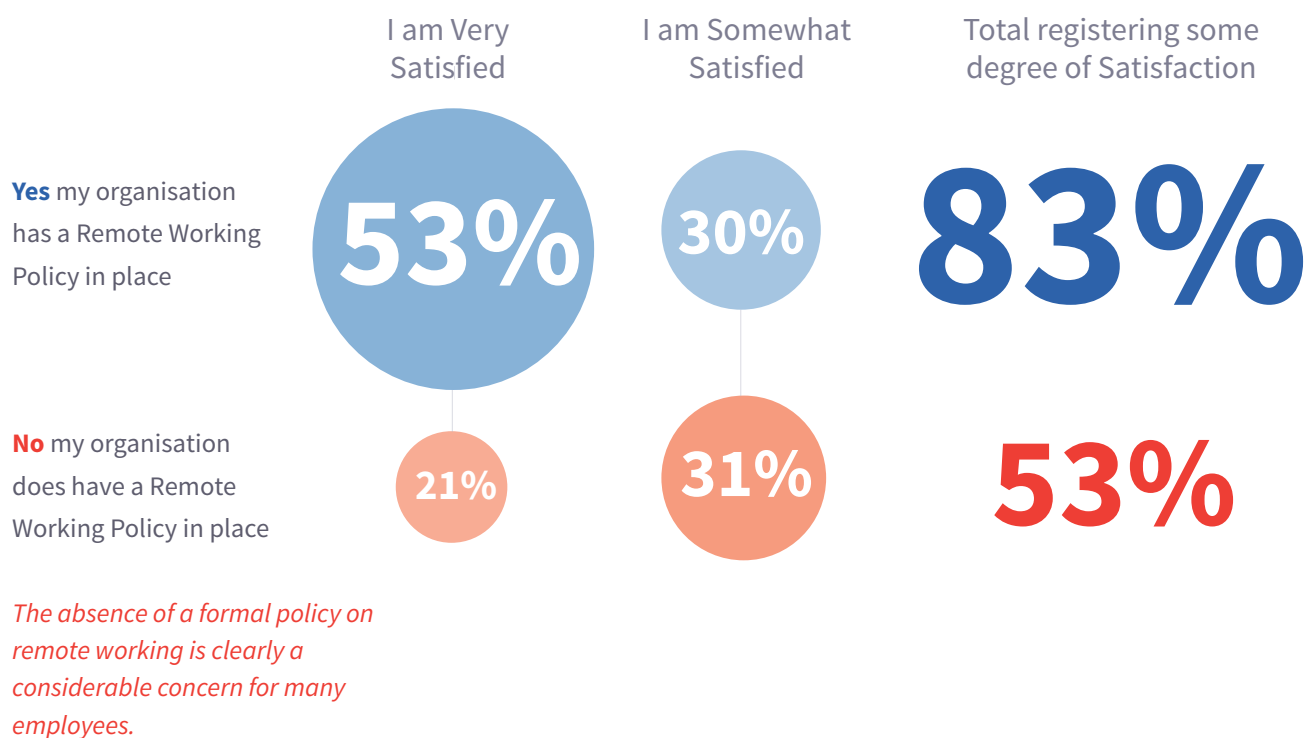
Some other notables included Life Sciences (44%), Professional Services (36%) and NFP (35%).

### 1b. Where a Remote Working policy is in place, up to how many days are you, or will you, be able to choose to work remotely?



*This data indicates over a third of leaders and professionals are being given the opportunity to work full time from home or another remote location.*

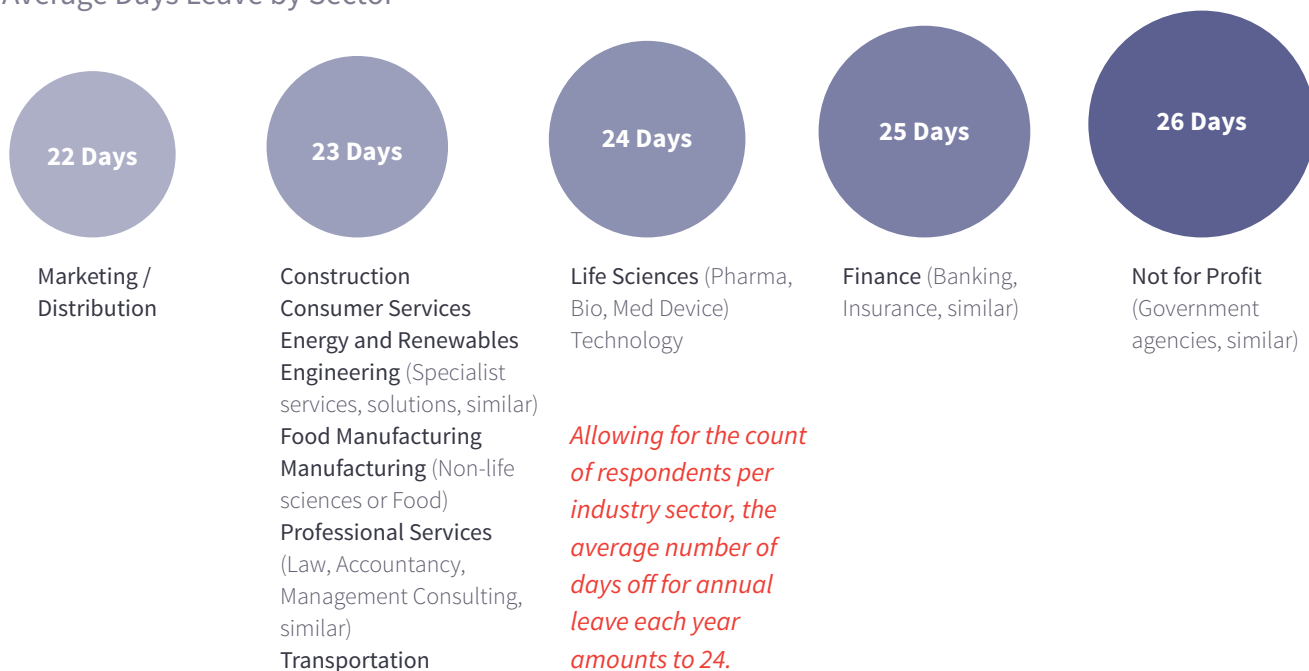
## 1c. How satisfied are you with your employers approach to remote working?



## 2a. How many days of annual leave are you currently provided with?

The actual number of days reported by individual respondents across all sectors spanned from 20 to 47 days annual leave. The typical range however was between 20 and 31.

### Average Days Leave by Sector



## 2b. Has this increased since you joined the organisation?

As the graphic indicates almost two thirds of organisations do not increase annual leave with tenure.



## 2c. How satisfied are you with your annual leave days?

Number of Annual Leave days provided	20	21	22	23	24	25	26	27	28	29	30	31
% of Respondents with this level of Annual Leave	17%	15%	9%	8%	6%	28%	6%	3%	2%	1%	4%	1%
I am Very Satisfied	2%	5%	9%	15%	18%	30%	38%	35%	51%	68%	66%	89%
I am Somewhat Satisfied	8%	24%	25%	15%	32%	39%	45%	29%	31%	32%	25%	11%
I am Somewhat Satisfied	10%	29%	34%	30%	50%	69%	83%	64%	82%	100%	91%	100%

25 days Annual Leave is the most common allowance. It appears to be the point beneath which, employees are more likely to feel disgruntled about the level of leave provided.

## 3a What flexible working arrangements does your employer provide you with?

20. The final question evaluated the flexible working options provided by organisations and experienced by respondents.

	Career breaks	Compressed working week (same hours over fewer days)	Early finish days	Flex time with core hours	Job sharing	Reduced hours/ Part time	Staggered hours (full time hours earlier start / finish times)
Construction	0%	0%	64%	27%	0%	0%	9%
Consumer Services	25%	0%	6%	25%	6%	19%	19%
Energy and Renewables	0%	0%	13%	50%	0%	0%	38%
Engineering	0%	4%	25%	54%	0%	11%	7%
Financial Services	4%	8%	15%	35%	2%	10%	25%
Food Manufacturing	6%	18%	9%	26%	0%	12%	29%
Life Sciences	3%	3%	15%	61%	1%	6%	11%
Manufacturing (Other)	4%	4%	27%	39%	0%	8%	18%
Marketing / Distribution	0%	13%	13%	60%	0%	0%	13%
Not for Profit	10%	3%	13%	38%	3%	13%	21%
Professional Services	5%	3%	23%	36%	0%	10%	23%
Retail	14%	0%	7%	57%	0%	7%	14%
Transportation	18%	0%	9%	27%	0%	9%	36%
Technology	5%	4%	10%	63%	1%	6%	11%
<b>Total</b>	<b>5%</b>	<b>4%</b>	<b>16%</b>	<b>51%</b>	<b>1%</b>	<b>8%</b>	<b>16%</b>

Flexitime with core hours is clearly the most frequently provided flexible work practices. The top two in each industry, where they are experienced by 20% or more respondents are highlighted in the table above.



# We do things. Better.

We exist to power the performance of our client organisations, through the provision of great talent. We achieve this by building valued experiences for all stakeholders, enabled through our international network and 30 years' experience in our local market.

Our services are priced to ensure access for organisations of all sizes. Payment models are transparent and structured to give customers control. Our investment priorities as a business are in the professional development and wellbeing of our people, the continuous advancement of in-house technology, ongoing process / stakeholder experience improvement and increasing the depth of our market knowledge.

Each year our employees choose a charity to support. This year they have chosen Jigsaw, who work in the area of youth mental health. A contribution on behalf of all respondents to this survey is being made. [www.jigsaw.ie](http://www.jigsaw.ie)

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