



## Introduction of Family-friendly Measures at the Workplace

Research report for:

National Commission for the Promotion of Equality

September 2006

This document contains 234 pages

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## Executive Summary

### Introduction

Research on family-friendly measures at the workplace reveals that these instruments are the outcome of a long history of struggle, mainly by the women's movement, with antecedents in social and political thought, as well as in social and political policies and practices. These include feminist debates on marriage and the family, on paid and unpaid work, on careers, on state policies regarding families, women, and work and on gender in organisations, amongst others. Debates between neo-classical economists on optimal modes of household reproduction are also relevant here, as is research on family obligations and the life course, as well as on time use by family members. Changing family patterns including the growing phenomenon of lone parenting, and new forms of couple behaviour such as reciprocal marriages and equal parenting, with the more direct involvement of men in the family, also require consideration. Accounts of the labour process and of changes in the labour market are also pertinent, and include global shifts from manufacturing to service industries, different forms of labour contracts, and changes in supply and demand, which in some countries lead to high demand for very skilled workers and low demand for unskilled workers.

States, supranational states and other international institutions have acted on some of the petitions of the women's movement, and have integrated gender equality into their justice and rights discourses. Their positions are reviewed below. The continued interest in

- equality at work, and,
- family-friendly policies

in particular, derive also from concern with

- the effect on the economy,
- the sustainability of the welfare state (where it exists) of the low birth rates in advanced societies,
- the low participation rates of women in some labour markets, as well as
- the related effect of poverty on women and children.

Studies of organisations demonstrate that shifts in organisational cultures and the need for organisations to constantly change, particularly in response to changes in the labour supply, led

organisations to develop a number of different family-friendly policies or corporate plans, apart from those promoted by state sponsored policies.

The local context, including family values and practices, demographic changes, labour market participation, state social policy and industrial relations indicates that only specific groups of employers and employees will be interested in family-friendly measures at the workplace.

#### A Definition of Family-Friendly Measures

Currently, OECD (2002) defines family-friendly policies as 'those policies that facilitate the reconciliation of work and family life by fostering adequacy of family resources and child development, that facilitate parental choice about work and care, and promote gender equality in employment opportunities. In this definition families are defined as 'each household of one or more adults living together with and taking responsibility for the care and rearing of one or more children' whilst reconciliation policies are 'all those measures that extend family resources (income, services and time for parenting) and parental labour market attachment'.

#### Accounts of Utilisation of Paid and Unpaid Female Labour

The interest in family-friendly measures at the workplace emerged from the recognition of inequality and the discrimination against women at work. Accounts of this inequality and discrimination include histories of the subjection of women in the family that is said to support the economic rationality of capital accumulation. Women were seen to form a 'reserve army' of labour, where, as secondary earners, they are a disposable labour force working for lower wages. Socially constructed differences between full-time and part-time work further contributes to inequality. Family-friendly measures may eradicate these differences.

#### Economics of the Family

Neo-classical economics argues that the division of labour in which men are in paid employment whilst women work in reproducing household-related human capital is an optimal division of work, in which each specialises in his or her task, then trades with the other. This will be profitable and gains will be made for the family. However, the 'New Home Economics' school argues that there are long, as well as short-term effects of choices. Extreme specialisation leads to a decrease in the wage rate of non-working partner, loss of investment in her human

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capital and unwanted dependency. There is a 'threat' point over time, should the marriage break up, the woman will be left more than vulnerable. It is being able to remain in employment, as with family-friendly measures, which is optimal.

#### Preference Theory

Hakim's (2004) argues that not all women wish to be in paid employment. Her preference theory finds that there is a heterogeneity of females, who can be divided into three groups, two of which contribute to polarisation in women's employment. The first are full-time homemakers, with cessation of work on marriage or maternity. The second are career-oriented women, integrated in male-dominated occupations with high earnings. The third and largest group are 'adaptive women' who are in paid work as secondary earners and homemakers, and who are likely to be most interested in family-friendly measures. Because of the differences between women, policy-makers and social partners should develop concomitant and flexible measures for different groups of females.

#### Individual or Family Preference?

Even family studies suggest that preference for the female in a family to be in paid work is not straightforward. McDonnell (1990) asks whether the household or the individual should be the unit of analysis. Choice is not always rational, nor unproblematic: it should be seen within labour market dynamics. Some theorists ask whether there is an income effect (in periods of expansion, females work to add to household income), or a substitution effect (in recession, and falling male earnings, females work to supplement household income).

#### Family Obligations and Social Change

The decision to be in paid employment should be considered within the dynamics of family life and obligations and social change. It is found that gender and not employment status, is the reason for sexual division in the household. Although employment status affects domestic tasks more than any other variable, women are more likely to do domestic labour even if in paid employment or if men are unemployed. Being in paid employment exacerbates the burden of a 'dual' role on women. The life course, which is individual, and family biographies in relation to specific historic time, are important factor in relation to availability for paid work. Family

obligations are cumulative, reciprocal and part of 'personal identity'. Moreover, the social nature of variations in assistance people give each other is patterned by

- class,
- gender and
- ethnicity.

In some cultures, groups of women would be unlikely to be favourably disposed to giving up these responsibilities or 'personal identities'. It is found that paternal involvement in early childcare is the only way to change present gender identity divisions.

#### Paternal Involvement

There is no clear-cut evidence currently however, that paternal involvement has direct effects or is a universally desirable goal. To be successful it needs to be consistent with family circumstances, values and reasons for take up. Young couples caught in a 'life-squeeze' are unlikely to move to 'complementary' marriages. Only highly committed fathers in role-reversed couples assume the overall responsibility that mothers do. There are difficulties:

- personal adjustment,
- threats to identity,
- conflict in relationships,
- lack of support from others.

For long-term stability of involvement there should be:

- community support for non-traditional patterns;
- mothers with a strong salary and investment in careers;
- fathers with flexible work places and who find children gratifying.

Finally, the demands of childcare (in terms of numbers and characteristics of children) need to be low.

#### International & Supranational Interest in Family Friendly Measures

International and supranational interest in family friendly measures developed from interest in:

- gender equity;
- poverty and social exclusion;
- child development and closing the generation gap;
- the elderly and social conditions (challenges faced by families to care for elderly and female poverty);
- falling fertility rates and ageing populations, with the threat to economic growth and competitiveness;
- problems with labour supply and the financial sustainability of social protection systems and
- through a marginal interest in needs of other incapacitated adults.

Although arguments for these measures are made from the point of view of women (and latterly of men) especially regarding rights, and female poverty, they also derive from the need to have more females in the labour supply, as contributors to social protection, to reduce public spending on family-based support. With career-led preferences, 'voluntary childlessness' increases and human capital is underused (less reproduction). This may limit economic growth leading to a vicious circle, since where growth is high, there are more mothers of young children in employment, where it is lower, then less mothers work. Organisations argue that too generous provision of welfare discourages parents (mothers) to participate in labour market, leading to a reduced female earnings profile and gender equity objectives. A review of the measures of the thirty-three OECD countries and the effects of family friendly measures on their economies suggests that policy borrowing should proceed with caution.

### The European Union

The European Union has developed a body of Recommendations and other soft law measures to support both equality and families, and now also to ensure economic growth and child development. These include:

- 1997 Treaty of Amsterdam - directing macro-economic labour market policies + capacity of EU to make Recommendations
- Article 137 EC extended to areas: improvement of working environment, working conditions, equality between women and men, equal treatment at work
- Amendments to Article 141 EC positive action within equal pay framework

- Apart from Health and Safety Legislation, Six Directives under 1989 Action Programme amongst which: employment protection to pregnant women (or recently given birth or breastfeeding) and on organisation of working time.

At the Essen Council Meeting of 1994, the five Essen Priorities dealt with growing unemployment and social exclusion (especially women and young people). There is a visible marriage of employment policies with economic policies and considerable use of 'Soft Law' Action Programmes (such as on sexual harassment) to achieve objectives. Remarkable collective agreements between social partners (UNICE, CEEP, ETUC) such as the Directive on Parental Leave (96/34/EC) demonstrates the EU interest in achieving both equality and economic growth.

Some family-friendly measures have become fully-fledged policies as with CD 96/34/EC and the development of a parental leave framework, to policy for the reconciliation of work with family life. Others include the Equal Treatment Directive 76/207/EEC and recommendations such as on Childcare and Home-working, with interest in the well-being and development of children (and families). Older workers and their family obligations are given scant attention despite growing interest in age and age discrimination.

In keeping with the objectives of cohesion and convergence there has been concern with the effects of atypical work, part-time work and temporary work on workers and Directives have been developed to deal with these, such as the Part-time Work Directive 97/81/EC which combines human rights issues, with pressure to create jobs and reduce unemployment. The European Employment Strategy, following the 4th World Conference Beijing, 1995 - Declaration and Platform for Action and the Luxembourg Job Summit 1997 and National Action Plans (NAP) is based on the four pillars of employability, entrepreneurship, adaptability and equal opportunities. Other actions and soft law measures show that the work-life balance remains a crucial target:

- Fourth and Fifth (4<sup>th</sup> and 5<sup>th</sup>) Community Action Programmes on Equal Opportunities
- European Council (December 2000) – stressed importance of balanced participation by women and men in family and working life (2001/51/EC)
- Nice European Council 2000 – participation in employment one of 4 objectives to combat poverty and social exclusion

- Report on Social Exclusion 2005 reviews NAPs on Social Exclusion looks for policies on reconciliation
- Green Paper on Demographic Change 2005 urges 'birth-friendly policies'

There has been a catalyser effect of the European Social Fund and its projects, but the EU is still far from the Lisbon Agenda of a 60% female participation rate. In its reconciliation policies, equality is a fundamental principle, but the business perspective is strong. The interest in family-friendly measures is also about provision of services, viewed as business and employment opportunities. These fall under a number of policy areas - labour policy, child welfare policy, family policy, employers' needs, and equality policy. It is still the case, however, that in most EU states, continental or liberal welfare regimes are premised on the 'natural' place of the family in social provision.

#### Organisational Cultures

Organisational cultures have been so masculine that early research spoke of 'organisation man', 'corporate man' and 'bureaucratic man'. There was little interest in the reproduction of organisation, including gendered rules of control, such as technical rules, socio-regulative rules, and strategic rules. Even in discussion of the flexible firm with a core male full-time, and peripheral female part-time, or 'flexible' worker, gender was largely absent. It should be asked whether working time arrangements [WTA] are facilitation or utilisation strategies. Some forced 'flexibility' may be detrimental to family life.

Family friendly working time arrangements are usually popular in firms in the services sector; those of a medium size (500); those with significant numbers (or majority) of females. The British Workplace Employee Relations Survey (1998) divides family friendly corporate policies into two: the category of services and the category of benefits.

Firms using these measures have:

- Benefited from retention of staff
- Enhanced motivation
- Facilitated recruitment
- Reduced absenteeism
- They also needed collaboration to ensure that colleagues do not feel any gains for themselves.



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There are three theories to explain why firms use family friendly measures, namely Neo-classical Economics, Internal Labour Market theory and (Neo) Institutional theory.

Neo-classical economics cites reasons such as:

- Non-pecuniary benefits attract employees
- Increase profits (increase in productivity)
- Lower wage costs (associated with turnover/absenteeism).

Internal labour market theories find that measures:

- Develop employee commitment
- Invest in firm-specific human capital
- Reduce difficulty in recruiting high quality workers for non-supervised tasks, and high trust work.

Institutional theory examines how organisations respond to the institutional environment i.e. trade union pressure or social policy and welfare regimes. The variables affecting actual availability of family friendly measures in a firm are:

- Workplace characteristics (the strongest predictor)
- Amount of postgraduates in firm
- Proportion of females in a firm – the demographic variable
- Presence of a human resources representative and/or union representative
- Labour market tightness (not a strong predictor)
- Training and quality circles increased parental leave availability but those with lot of discretion, had less paid leave and job sharing.

The Family Friendly Working Arrangements that positively influence productivity are flexibility in scheduling, which:

- prevents problems impinging on workplace performance
- reduces time 'on the job' dealing with family matters
- reduces absenteeism and turnover

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- promotes work during peak personal productive time
  - workers take leave during times that would be least productive.
  - productivity enhanced through motivational variables
  - increase effort/reduce shirking/work harder or smarter
  - cooperate more fully in training, assisting and monitoring tasks
  - gives a larger applicant pool amongst those with families

Other positive effects of family friendly measures on productivity come from other factors affected through interaction with labour:

- capital productivity if workers take better care of plant and equipment
- better use of plant and equipment for additional hours of day and week
- management efficiency enhanced through effects on monitoring/supervision
- management efficiency enhanced if better managers or workers attracted to firm
- greater commitment to firm-improved information flows
- greater willingness to accept technological change

Though there is no evidence in prior research, possible negative effects of Family Friendly Working Arrangements on productivity include that:

- workers who do not stand to benefit from programmes may find them inequitable, with adverse effects on morale and productivity
- may seek employment elsewhere - turnover and reducing potential applicants from this group
- additional hours of monitoring may be required to implement programme
- some workers may take advantage of corporate and family programmes when they have no intention of staying with firm long term
- a sorting process may result in workers gravitating to companies with preferred combination of wages and benefit programmes i.e. single going for high wage/low support, families for a combination of wages and benefits
- productivity levels of different worker groupings may not be the same - so positive or negative effects on productivity.

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## Malta: Gender, Family and Work

In Malta, women have been in paid work since the 17<sup>th</sup> Century. In the 20<sup>th</sup> Century public service regulation and trade union action lead to 'protective' legislation. A considerable number of women recruited during World War II, mainly single females were dismissed after the war. Protective legislation and the marriage bar against married women remained till 1981. In 1974, and not rescinded to date, women could not replace a public post vacated by a male. In 1996, service prior to resignation became reckonable for assimilation. There has been both a waste of talent and a loss of rights to work, to pay National Insurance and to pensions. This is within a hegemonic 'maternalist' Catholic discourse, which is premised on a male breadwinner model and a family wage. There is tension between a progressive 'EU' equality perspective and social democratic/southern regime (now becoming liberal) welfare state.

## Industrial Landscape

In the 1950s to 1980s, Malta's first phase of industrialisation with growth in mainly manufacturing industries was with female labour, labour intensive and low waged. The second phase, in the 1990s shows a switch to service industries in tourism, retail trade, professional services, and some IT related industries, especially micro-electronics. There is now a feminisation of work, with more work being organised around the separation of core and peripheral workers, and with atypical working hours and definite contracts. Presently, there is a divide between work-rich, high trust knowledge work and work-poor semi or unskilled work. Other work, such as caring, is becoming increasingly more feminised and even deskilled. In this scenario, both males and females, especially the poorly educated will suffer, and there is growing unemployment and job insecurity. Knowledge brokers (in IT and related industries) will do well but males will have more time for the long hours work culture in these industries. The question 'Who will benefit from family-friendly measures?' remains pertinent to ask.

Some statistics for Maltese females 2004 and 2005, show recurrent low activity linked to maternity and low educational achievement:

- Fertility rate is falling at 1.4%
- First maternity: largest group age 25-29

- Activity rate: 37.0%
- Employment rate: 33.7% (45,990)
- Unemployment rate: 9.1% (4,563)
  - Of whom 62.7% (2,862) are age 15-24
- Part-time as main employment 18.1% (8,316)
  - Of all part-time workers, females 67.0%
- Personal or family responsibility reason for inactivity - 62.9% (72,174)
- Inactive females: 78.0% married or previously married
- Time use on domestic labour: married women 6.3 hours, other women 2.5 hours on domestic work per weekday. Married men 2.1 hours per weekday, other men 1 hour per weekday;
- Early school leavers (18-24) not in education or training: 51.6 %;
- Low in vocational qualifications - 29.7% of those at MCAST, 30.8% of those at ITS;
- Of total population at-risk-of-poverty: females - 51.5%
- At-risk-of-poverty rate with social transfers: 15.1% (29,550) of all Maltese females
- Highest female at-risk-of-poverty by percent of age group – age 65 years and older with 20.5%, younger than 15 years at 18.9%
- In absolute terms (9,110) largest amount in age group 25-49 (13.7%)

#### Possible Reasons for Low Participation Rate

There are a number of reasons for the low female participation rate. These include the historical legacy of patriarchy, and the marriage bar; incomplete or unreliable data on women in the informal economy; the low education achievement of over half of all female school leavers; discourses of Catholicism; ideologies and obligations of care over the life-course; low paternal involvement; the 'southern' or Latin Rim welfare regime; and labour market structure and processes.

#### Education and the Propensity to be in the Labour Market

There have been consistently strong findings linking the propensity to be in paid work with educational qualifications, suggesting that Hakim's (2004) preference theory about the different groups of women seems valid for Malta. For example, Borg and Spiteri (1994) found that 62%

of their sample with tertiary education was in paid employment, whilst of Camilleri's 56% of females with rudimentary qualifications, 75% are housewives. Conversely, of those with post-secondary education, 59% are in paid employment. Similarly Baldacchino et al (2003) find that those with post-secondary qualifications are twice as likely to be in the formal economy as those with secondary level education only, and three times as likely as those with primary education only. However, only 1.3% mention lack of marketable skills as reasons for withdrawal from the labour market, suggesting that the residual Catholic discourses of exclusive mothering and lack of adequate childcare facilities have a further effect on preference. Camilleri (2001) finds that there is a negative correlation between homemaking and the amount of children one has, and 52% of the sample homemakers had more than one child. The ETC (2003) on dropouts from the labour market found that the most commonly cited reason for dropout especially in the age bracket 21-30 was 'personal reasons' taken to mean family commitments. Unfortunately, the study did not ask for the educational level of respondents.

#### Will Family Friendly Measures be Introduced for 'Peripheral' Workers?

There is evidence that a number of employees already use some of the measures that help them reconcile work and family. However, it appears that in a number of cases these strategies suit employers (utilisation strategies) more than they do employees (facilitation strategies). A staggering 28% of all jobs in Malta in 2005 were part-time. Women account for 67% of these jobs, of whom, 39% are married. Regarding atypical working hours (NSO 99/2001): large amounts of females are working 8 – 11 pm and 11 – 5 am shifts. There has been an increase of females working these shifts. It is also the case that 24% of all shift workers are female (NSO 115/2001). Whilst 52.1% of all male shift workers opted for this arrangement, only 41% of the female shift workers did, so that the remaining 59% did not chose the shift scheme. It is also the case that 12.1% of females (compared to 9.3% of the males) claim that atypical hours are inconvenient. It is clear that any changes in working time arrangements need to be made to suit both the employer and the employee.

#### Researching Family-Friendly Measures at the Workplace

In the Single Programming Document (SPD) and in the tender document CT 2760/2004 (Gender Mainstreaming: The Way Forward), the National Commission for the Promotion of Equality has identified a number of general objectives that should be integrated into the

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research design on family-friendly measures in five private sector firms. These include interest in:

- support for small and medium sized enterprises (of at least ten employees);
- support for Tourism Sector Actions;
- Social Inclusion Actions (to help individuals rise above the poverty line, especially lone parents);
- the Human Resources Action (to increase labour supply especially female Gozitan labour supply);
- lifelong learning and others.

The literature rehearsed above raises a number of further considerations in the selection of the five private sector firms that can be used as models for other Maltese firms.

The question of size of the firm is important since it appears that larger firms find it more cost effective to implement FFWA. Here, it would be useful for comparative and analytical reasons to have cases from some small, some medium and one large enterprise. Furthermore, the literature indicates that firms with a critical mass of females are more likely to be interested in FFWA. Budd and Mumford (2002) have found that workplace demographics are indicators of family-friendly practices.

This suggests that the gender composition of the workforce should be a variable in the choice. However, given the EU and local interest in promoting paternal responsibility, some examples of firms with both female and male employees should help ascertain what can be done to encourage men to use FFWA, and what family and workplace benefits derive from take up of the measures. Reconciliation policies are a precondition for labour market gender equality and can only be achieved with equalisation of parental responsibilities in the home (Liff, 1997).

Another factor that seems to aid the introduction and success of FFWA is the presence of a Human Resources Manager or representative in the firm (Richardson, 2001). Again, it would be useful, firstly, to compare firms, which have a HR manager with those that do not. Secondly, learning about the specific challenges of those enterprises that do not have an HR manager, could help them find what alternatives could lead to the implementation of effective FFWA measures, even without such a post.

The question of the industrial relations climate, and how union representatives can aid the implementation and take up of FFWA, especially when these are negotiated in collective

agreements, needs to be taken up in the research design. It would therefore be useful to include cases from enterprises where staff is unionised as well as others where they are not.

The literature (Budd and Mumford, 2002) also indicates that firms which invest in firm-specific human capital and training, and are seeking high levels of commitment, or who are having difficulty in recruiting high quality workers (labour market tightness), are more likely to also invest in FFWA. Comparing firms with different human capital profiles (i.e. high, versus low, trust firms) would be instructive. Here, including low trust firms is important if the concern with social inclusion, and therefore the employment of less-qualified workers, is to be taken seriously.

The challenge will be to develop Family Friendly Working Arrangements that can encourage both more and less qualified, as well as, better and less well-paid employees into the labour market.

#### Key Findings on Family Friendly Measures in Malta: The Employers' Dimension

The study's five firms were selected according to the criteria outlined in the terms of reference and criteria set out above. Owing to the purposive nature of the sampling approach, the firms selected are therefore not representative of all firms in the private sector.

The cases have produced one firm with mainly male employees, another with a mainly female complement, and three with a range from 35.6% to 57.7% female complement. The firms come from manufacturing, education, banking and finance and one is an Independent Authority with a large number of professionals. A total 71.8% of the respondents are from the banking and finance sector, 12.8% from manufacturing (electrical), 7.7% from communications and 7.7% from other personal services.

Of these respondents, 84.6% were engaged on a full-time basis and 15.4% were engaged on a part-time basis, whilst 89.7% were on a permanent indefinite contract and 10.3% on a fixed term contract.

The Gozo firms that had initially indicated interest in participation were then not available due to seasonal demands, which also meant that no case from the hotels and restaurants service industry is represented herein.

The size of the firms ranges from nine (9) employees to a thousand seven hundred (1,700) giving a good representation of how small, medium and large firms deal with family friendly measures.

The work carried out in the firms ranges from plant/operator work with Employer 1; clerical (both back office and customer care) with Employer 5; professional (with Employer 2, 3 and 4), giving examples from low to medium to high trust firms. Participant occupations as categorised in accordance with ISCO 1988 <sup>(1)</sup> featured 10.3% were senior managers, 12.8% professionals, 17.9% associate professionals and technical staff, and 59% in clerical grades.

Of all the employees with these firms, only 39 agreed to participate in the face-to-face research interviews. Additionally five Human Resources Managers or their counterpart participated in the face-to-face employer interview.

The following is a profile of the employers reviewed:

- Employer 1:  
Private company engaged in import, assembly and installation of electric installations (air conditioning). 98 employees of whom 3% are female.
- Employer 2:  
Independent Authority. 46 employees of whom 36% are female.
- Employer 3:  
Niche market bank with revenues entirely from non-local markets. 103 employees of whom 47% are female.
- Employer 4:  
Independent private language school. 9 employees of whom 67% are female.
- Employer 5:  
Leading banking institution. 1,700 employees, of whom 58% are female.

Women constituted 46% of the workforce of the employers reviewed (estimated at 1,956 human resources in total between five employers). There is evidence of both gender occupational segregation as well as gender occupational separation. At 9% of the total, women

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<sup>1</sup> International Standard for the Coding of Occupations, 1988



are significantly under represented in senior management positions. This is evident also in the larger firms, such as Employer 5, where over 57.7% of the workforce is female but only 0.48% of senior management is female.

Women prevailed in the clerical grades composing 58% of the back office clerical grades and 74% of the customer contact grades across the five employers. Females have a 40% share of the professional grades. Contrastingly, males constituted 100% of plant/machine operator grades, and 77% of elementary occupations. Employer 1 engaged 95 males and 3 females (3%), whilst Employer 4 employed 6 females and three males. With the remaining firms, the range of the female complement went from 35.6% with Employer 2 to 57.7% with Employer 5.

#### Participants' Caring Responsibilities

Of the participants, 69.2% had caring responsibilities. Of these cases, 18.5% had children under 2, 37.0% had children between 2 and 5 years of age, 44.4% had children between 5 and 16, whilst 40.7% cared for partners or independent adults, and 18.5% cared for others/dependent adults.

#### Communications

Every employer had a Mission Statement that was not publicly available in the case of Employer 1. Each employer (except for Employer 4) had a publicly available Annual Report. In none of the Annual Reports is the family friendly orientation of the employer devoted any direct or indirect reference.

Regarding HR Recruitment and Promotion Policy, Employers 1, 2, and 4 did not have a policy that was available to the public. Employer 3 did have one, but it was not made available for research.

Employer 5 had a Human Resource Recruitment and Promotion Policy document that was publicly available. Although the policy documents referred to diversity, there was no discussion of family friendly policies adopted.

None of the Firms made their internal social communications available for research purposes, and it appeared that only employer 5 used extensive formal internal communication.

Informal internal communication, usually through the Human Resource manager/executive does sometimes refer to the family developments of employees.

Employer 5 publishes a periodical of a social nature where health and other social issues are covered, and was a key source of information about availability of family friendly systems/benefits.

Family friendly employment systems did not feature in any public relations (PR) communications during the 12 months preceding the review.

#### Company Features

- **Strengths:**

With the exception of Employer 1, each Employer considered its employees and their skills to be major strengths. Additionally, Employers 1, 3 and 4 cited 'flat & flexible' organisational cultures, whilst Employer 5 referred to managing constant change. The client base and sector was seen as a strength by all employers.
- **Weaknesses:**

Employer 1 recognised that a predominantly male workforce may be a weakness but remained inclined to see this as inevitable, given its involvement in the construction industry. Smallness was an issue with Employer 4, whilst the vulnerability of a niche market was a concern for Employer 3. Employer 2 had a similar problem including limits on revenue. With Employer 5, there was less concern with the market climate but some concern with the age (older employees) and their ability to acquire new ICT skills.
- **Opportunities:**

All employers spoke about opportunities for adjustment to and benefit from local and international new markets. Employers 1 and 3 linked this to the availability of young, new, and skilled human resources. Employers 2 and 5 were more interested in the opportunities offered by market changes.
- **Threat/Challenges:**

Whilst Employer 1 was concerned with dependence on the local market and cash flow problems; small Employer 4 did not find the 'local environment' a major threat. Employer 2 was concerned that changes in the local regulatory system may affect it, but was more concerned about the limited pool of suitable human resources. Employer 5 also referred to possible changes in the local regulatory system as well as other social and economic developments, which could pose a challenge.

#### Family Friendly Arrangements - Availability & Access

The Employers differed somewhat in the family friendly systems and benefits available to employees, as well as to which employees could benefit from the measures. Employer 2, the

Independent Authority, was the Employer with most measures available, to all employees, which reflects the advances already achieved in the public sector from which the Authority has been established.

Employer 4, the smallest employer, offered only two (2) measures out of 16 possible choices. Employer 1 invariably made having caring responsibilities a pre-requisite for access to family friendly measures, as did Employer 5 when it offered a childcare subsidy/allowance to employees with children younger than 4 years of age. Otherwise, when measures were offered, they were available to employees without distinction of sex, status or caring responsibilities:

- **Flexitime:**  
With Employers 2, 3 and 4 this was available to employees, without distinction. It was not available with Employer 5, whilst it was available for the female employees of Employer 1, provided they had caring roles.
- **Reduced Hours:**  
Employer 5 had 7.2% of female employees working on Reduced Hours. No other employer offered this measure.
- **Annualised Hours:**  
This was not available in any employer reviewed except with Employer 1, where either male employees (working part-time) or female clerical employees with caring responsibilities could use the measure.
- **Exemption from Non-Scheduled Work:**  
This was not available for employees of Employers 1, 4 and 5 but was available for employees of Employers 2 and 3, without distinction.
- **Childcare subsidy/allowance:**  
This was available only to employees of Employer 5 with children under 4 years of age.
- **Part-time work:**  
This was available to employees without distinction in Employers 2, 3, 4 and 5. Employer 1 employed 3 male part-time workers but called this arrangement 'annualised hours'.
- **Telework/Homework:**  
This was not available in Employers 4 and 5, but Employers 2 and 3 provided it to employees without distinction. Employer 1 made this available to senior management male employees, provided they had caring responsibilities.

- **Job Sharing:**  
This was only available, and to employees without distinction, in Employer 2.
- **Parental Leave:**  
This was not available in Employers 3 and 4. It was available to employees without distinction in Employers 2 and 5. Employer 1 had a system of entitlement which covered full-time female clerical staff, and male senior management, regardless of family status, and which was both utilising and facilitating.
- **Short notice leave:**  
This was available to employees without distinction in Employers 2, 3, and 5. Such benefit was also available, but to senior management (male) only in Employer 1. It was not available in Employer 4.
- **Career Break with Committed Return:**  
This was available, and to employees without distinction, in Employers 2 and 5 only.
- **Sick/emergency childcare leave:**  
This was available, and to employees without distinction, in Employers 2, 3, and 5 only.
- **Professional Guidance (childcare, elderly care):**  
The only employer to have this measure, which was available to employees without distinction, was Employer 2.
- **Wellness-health promotion:**  
Employer 5 offered this to all its employees, but no other employer did.
- **Work-family support groups:**  
Again, this was only available, to employees without distinction, in Employer 5.
- **Work-family newsletter:**  
Only Employer 5 had this type of communication.
- **Other:**  
Employer 3 mentioned on the job family coaching, which was available 'informally'. No other employer mentioned any other measure.

#### Recent Key Changes and Effect on Women's Aspirations

The five employers did not indicate any intent to change the gender composition and distribution of employees but they had implemented changes that appeared set to improve the position of female staff.

- **Training and Career Development:**  
Employers 2 and 3 had increased on the job training, including in management skills that enabled women to move into middle management. Employer 5 shifted training to ipsative learning so that employees would become responsible for their own development. Employers 1 and 4 did not have career/training development plans.
- **Leave:**  
The only change noted was with Employer 3 who increased summertime leave by 2 days.
- **Flexible or Reduced Hours:**  
Employers 1, 2 and 5 had some version of this introduced recently. Employer 2 had additionally provided employees with laptop computers and Internet access for use in different locations. Employer 5 had introduced 'key' time for clerical grades, and considered this positive for the females involved.
- **Promotion Opportunities for Staff:**  
Promotion opportunities featured significantly for Employers 2, 3 and 5. Employer 3 recruited mainly at junior positions allowing employees to be promoted internally. Employer 5 had a new recruitment and promotion process and new management positions making these more open to women with appropriate skills and aptitudes.
- **Support for Non-work Sponsored Further Education**  
The only Employer to have made changes in the last five years was Employer 3, though these did appear to have direct impact on women's work aspirations.
- **Other Changes:**  
Employer 4 referred to ISO 9001 accreditation that did not appear to have a bearing on women's aspirations. Employer 5 introduced gender specific development programmes, in which female staff took responsibility for their own personal development, supposedly widening their career prospects within the organisation.

#### Commitment to Equality Measures

In all five cases the implementation of equality and family friendly measures received strongest encouragement from senior and functional management. In the case of Employer 5, the Board (with its international corporate dimension) provided strong encouragement. It also operated a gender focal point with a Head of Diversity having direct responsibility in HR management. Employer 2 had developed policies and procedures to ensure gender equality. Overall, male employees provided the weakest encouragement.

Regarding the measurement of variables of gender equality effectiveness, Employer 2 used five variables out of a possible seven suggested measures <sup>(2)</sup>. Employers 1 and 4 used three measures, whilst Employer 5 used only two. Employer 3 claimed not to use any since the female complement at each level of organisation did not require adjusting and was always strong.

Measuring gender equality through looking at job applications was mentioned by three employers, followed by Performance Improvement, Staff Turnover, External Applications and Innovation/suggestions Schemes among half of all cases. Using Creativity Indices and Measures of Absenteeism ranked low with only two firms mentioning these methods of measurement of gender equality.

#### Attitude to Family Friendly Measures

A series of items relating to different aspects of attitudes towards family friendly measures and equality were put to HR managers for ranking on a Strongly Disagree/Strongly Agree (five point Likert type scaling). All employers indicated a very strong support for both equality and family friendly measures. There was also a strong agreement that the measures target all women in the company, that they promote quality of life for all employees, and that they are well received by all employees.

The employers did not agree that men's skills are valued more nor that non-beneficiary employees may find the measures inequitable, or that workers may abuse of the system and benefits.

There was agreement that managers in the company own the measures as an organisational issue, although it was felt that in some firms, senior managers need more knowledge of these measures, as well as more involvement. There was little agreement that employers may encounter negative outcomes from these measures.

There was also negligible agreement that measures should be targeted at the most able women only, showing a consistent positive attitude here, as well as a belief that these firm-specific measures are of benefit to all the employees without distinction, as well as to the firm.

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<sup>2</sup> See Section 6.6 of this document.

There was a more luke-warm appraisal of the firms' communication strategies regarding measures, this appearing across a number of items testing for effectiveness of communication strategies.

Furthermore, a series of open-ended statements regarding attitudes revealed some fine distinctions between companies:

- In response to the statement that 'the number of women in the organisation will increase creativity and improve the quality of decision-making', only Employer 5 argued strongly in favour of gender balance in this regard. Employers 1, 2 and 3 valued quality of recruits and training on the job, but found this to be in itself sufficient to requirements, working well irrespective of the sex of the employees.
- Regarding the importance of encouraging women to move up the organisation and the active support that should be afforded to them, all employers except Employer 4 agreed with this. Employer 4 extended this obligation to include males. However, none of the Employers gave examples of how this is achieved in their employers.
- Asked to comment whether good working-time arrangements lead to a better life-balance and do not reduce ability to contribute to production, all Employers agreed. They felt that the arrangements improved the life-balance of both males and female employees and had an overall positive effect on their work. Employer 1 added that the arrangements should not be universally available but be linked to performance.
- Employer 1 was also the only employer who felt that in certain jobs, such as that undertaken by its company on construction sites, men were the preferred employees. No other employer agreed.

Finally, employers were asked whether separate measures should be available to non-beneficiaries to balance the level of rewards to different people in the company. Except for Employer 2, no employer agreed.

#### Effects of Family Friendly Measures

All employers reviewed agreed that family friendly measures result in:

- Increased effort among beneficiaries
- Enhanced management efficiency through improved motivation
- Increased individual productivity among measures' beneficiaries
- Overall increased co-operation among workers
- Reduced staff turnover

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There appeared to be weaker agreement that measures reduced absenteeism and led to better use of equipment at work. There was a very weak indication that the following effects had arisen from implementation of family friendly measures:

- Overall augmented quality of service to customers
- A trend among single, independent workers for higher wage positions
- Abuse of benefits among beneficiary employees
- Impoverished morale among non-beneficiary employees

The question of augmented quality should be seen in the light of luke-warm reception of the possible positive effect of measures on performance and productivity. However, the perceived neutral effect of measures on these factors could derive from the lack of variables to measure these effects, as much as anything else.

#### Findings on Family Friendly Measures: The Employee Dimension

##### Awareness of Benefits at Work

Out of a potential list of 14 different types of family friendly benefits that may be present in their workplace, employees featured better awareness about benefits like emergency childcare leave, flexitime, parental leave and short notice leave. These benefits have been vigorously promoted by State social policy, by the Employment & Training Corporation and through the National Commission for the Promotion of Equality media campaigns.

Women were typically more aware of systems available at their workplace than males. They were more aware of exemption from non-standard working time, job sharing, work family guidance, parental leave, career break with committed return, part-time work, emergency childcare leave, childcare subsidy, and flexitime. Males were more aware about childcare facilities and the compressed working week. Equal proportions of males and females were aware of telework/homework, short notice leave, and wellness/health promotion. While awareness was higher amongst respondents with care responsibilities at home, no other differences in awareness across participant groups (such as age, occupation, level of education, amount of domestic work undertaken and employment characteristics) were evident.



However, employees of Employer 5, with its extensive internal communication system and insertion of benefits in its collective agreement, had higher awareness than employees in other employers.

#### Learning About Availability of Family Friendly Benefits

The Human Resources Manager or his/her delegate was the key source of information for most respondents across most benefits. Work colleagues were also an important source of information followed by newspapers/media. Female participants cited the Human Resources Manager or delegate and newspapers as sources of information to a far higher extent than men did (4:1 and 9:1 respectively). Males referred only to the Union Representative as a source of information. Work colleagues were also referred to slightly more by males than females, though females also used this source of information.

The employees of Employer 1 cited the most varied sources of information that included newspapers, work colleagues, family/friends, union representative and the HR manager/delegate.

The employees of Employer 5 used the HR manager more than other sources (such as colleagues, the newspapers or family/friends) and did not use the Union Representative at all. Employees of Employers 2 and 3 used the HR Manager/delegate or friends in similar proportions but used no other source of information. The employees of Employer 4 used only the HR manager/delegate.

#### Effects of Family Friendly Benefits on Career

Respondents agreed that family friendly measures led to a level of commitment to the present employer and role, but that this was not what had made them join the employer or move to the position. Loyalty was shown when respondents agreed that the benefits kept them with the present employer, and that they were ready to take on more responsibilities with the same employer rather than move to another employer.

A higher level of commitment and specific loyalty to the present employer because of measures appeared amongst employees who were:

- women, or
- married and/or living with a partner, or

- had caring responsibilities at home, or
- were employed on a part-time basis.

#### Personal Finances

Beneficiaries overall expressed a net gain in cash in hand as a result of family friendly benefits, accompanied however by a increase in the cost of care of children and a slight increase in residence cost. There was a reduction in travelling costs and in costs related to the care of adults. No change in utility and service costs was observed.

Across beneficiary groups, effects were felt practically singly by the employees of Employer 5, which suggests that larger employers may be more able to influence the financial situation of employees than other employers.

Workers of Employer 3 registered an increase in cash in hand and employees of Employer 4 registered an increase in childcare costs. Employees of the other employers claimed to have experienced no other changes.

Financial effects are felt practically consistently by females, with the exception of cash in hand – a benefit shared also by men. The beneficiaries who experienced benefits across all variables measured were typically married, had caring responsibilities, were 30 to 34 years old, or devoted between 7 to 9 hours to domestic work daily.

Less academically educated employees (up to A Level) seemed to fare better than other groups financially, though University level employees did register an increase of cash in hand, as well as an increase in childcare costs. Those with vocational level education registered the highest increase in cash in hand, which may reflect the salaries both in the Banks and with the Technicians employed by Employer 1.

#### Change in Life at Work

Respondents registered the following benefits of family friendly arrangements at work:

- Having control of when and how to work
- Increase in job satisfaction
- A feeling of job security
- Less frustration with organisational support, and

- Less frustration with technical support

They did report a very slight increase in work related stress. Evident were the difference in responses across men and women. Females only registered a marked increase in job satisfaction. They felt more in control of when and how to work than comparable males. They experienced less work related stress compared to males and a higher level of job security than males.

Part-time workers perceived the most positive effects of the measures on five of the six effects measured. Respondents with caring responsibilities reported better control of when and how to work, more job satisfaction and more feelings of job security than those with no caring responsibilities. They also reported, however, more work related stress and more frustration about technical support.

An Employer effect was also evident. The effects of control on when and how to work were felt most by employees of Employers 1 and 5. The effect of job satisfaction was felt most by employees of Employers 4 and 3, less by those of Employer 5, and not all by those of Employers 1 and 2. Work related stress had decreased for employees of Employer 1 but increased for employees of Employers 3 and 5. The feeling of job security was reduced for employees of Employer 1, and felt most by those of Employers 5 and 3. The employees of Employer 2 did not register any changes in working life as a result of the measures.

#### Changes in Working Time

A total of 72% of beneficiaries said that there had been no change in working time in the last four weeks compared to the time when no family friendly measures were provided. Another 20% had registered a reduction in working time, contrasting against another 8% who were working between 5 and 10 hours more weekly.

#### Enablement of Work

Out of 39 respondents in the study, 23 were recipients of one or more family friendly benefits at the workplace. Of these, a substantial 30.4% claimed they would not have otherwise been able to take up paid work had the family friendly arrangements not been available.

In all cases the respondents were women, married/or living with a partner, employed on a full-time basis and doing more than 5 hours daily domestic work. In 57.1% of cases, beneficiaries had to care for adults at home, whilst in 28.6% they were single parents with care child responsibilities.

#### Effect on Working Life

Family friendly system beneficiaries reported a number of effects in their working life as a result of these measures. There was good integration with other work colleagues, and more opportunity to also be in touch with their social world. There was an improvement in the work-life balance and in their quality of life, with respondents more positive about their social life. However, there was a small deterioration in health and increase in conflict at home.

There were some differences in the effect of the measures across the beneficiary groups. Across employers, employees of Employer 1 saw improvement in their contact with work colleagues and their social world, as well as in their social life and overall quality of life. Employees of Employer 3 showed a slight improvement in their quality of life, work-life balance and health. Employees of Employer 4 reported major improvement in contact with work colleagues and quality of life, as well as good improvement of their social life and home relationships. They did report a deterioration in their health. The employees of Employer 5 showed some improvement in their contact with work colleagues and with their social world, a slight improvement in their quality of life and work life balance but a slight deterioration of both their health and home situation (increase in conflict at home).

Regarding gender, females report an improvement in all areas of (work and social) life except for a slight increase in conflict at home and a deterioration of their health. Males registered better improvement in both work-life balance and quality of life than females, reporting no conflict at home nor a deterioration in health. However, there was less improvement in their contact with their work colleagues and their social world (which may have already been good).

Regarding educational level, employees with vocational qualifications reported the most consistent improvements across all effects measured, including improved health and no conflict at home. University graduates reported an increase in isolation as a result of telework, considerable deterioration in their health and some increase in conflict at home.

With the exception of a deterioration in their health, less well-qualified employees (ordinary and advanced level academic standard) registered a slight increase in contact with work colleagues

and their social world, as well as in their quality of life and work life balance (though not for the least qualified group).

Regarding performance, beneficiaries did not claim improvement but neither did they report any decline. They reported better work conditions, and no differences from non-beneficiaries in their conditions of work in terms of deadlines, pay, respect and general 'deal'. They did report longer working hours.

Although there was no statistically significant difference between beneficiary groups, some observations can be made:

- Beneficiaries with Employer 4 expressed better results such as increased output, higher productivity, better quality work and higher creativity;
- Beneficiaries with Employer 3 reported an increase in autonomy and better work conditions;
- Employees with Employers 1 and 2 reported higher pressure to perform with the measures;
- Beneficiaries with Employer 5 reported increased hours of work but better work conditions, and some slight improvement in autonomy. These employees agreed less than others that non-beneficiaries did not have better working conditions overall, suggesting that they were reluctant to claim no difference between beneficiary and non-beneficiary groups;
- Beneficiaries who were married or lived with a partner perceived improved performance, output, throughput, quality of work and creativity at significantly higher levels than their single counterparts;
- Those with caring responsibilities worked for longer hours than they used to before, as did those on indefinite contracts.

Beneficiaries of the family friendly measures reported a positive effect on their families that applied to their partners, dependent children, grown up children and other adults at home. No respondent referred to caring for dependent adults.

The most positive effect was on dependent children followed by other adults at home and grown up children. There were no statistically significant differences across respondent beneficiary groups. However, gender differences show that females found more positive results for all persons in the family than did males.

Employees of Employer 4 also found very positive results on dependent children and other adults at home, whilst employees of Employers 3 did so to a lower extent.

Separated persons not living with a partner also reported very positive results on dependent children, grown up children and other adults at home. Regarding educational level, those with A Level standard reported a small positive effect on all family members, whilst those with University education showed a very positive effect on dependent children and other adults at home. Participants working part-time also found a more positive effect on their partner, their dependent children and other adults at home than did those working full-time.

#### Non-beneficiaries

##### Information about Availability of Family Friendly Systems

Non-beneficiaries had a very high level of awareness about emergency childcare leave (80% of non-beneficiaries), followed by flexitime and childcare facilities (67% and 53%). Term time working, exemption from non-scheduled work and service-oriented programmes were least well known. Men were only more aware of short-notice leave and wellness-health promotion.

Non-beneficiaries with caring responsibilities at home were significantly more aware of systems than those without caring responsibilities.

##### Interest in Family Friendly Systems

Non-beneficiaries indicated interest in various family friendly systems. Sick/emergency child-care attracted the highest level of interest, followed by career break with committed return, childcare subsidy and childcare facilities in declining order. Least interest was shown in annualised hours, exemption from non-scheduled work and compressed working week.

Flexitime attracted statistically significantly higher interest amongst females. Females were also more interested in term time working, childcare facilities, after school programmes, childcare subsidies, part-time work, job sharing, parental leave, career break with committed return, emergency child-care leave, and professional guidance.

Males were much more interested in telework/homework than females, as well as in work-family management training and other services rather than benefits.

Career break with committed return attracted higher levels of interest from participants aged 30 to 44 compared to other groups. Emergency childcare leave attracted higher levels among participants aged 40 to 49 years. The age group 40 to 44 years consistently demonstrated the highest interest in specific benefits (mean score of 4, where 5 is maximum) than any other age group, though this was not statistically significant.

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#### Attitudes towards Family Friendly Systems

In response to statements to test attitudes towards family friendly systems/benefits, the respondents showed a net positive attitude. The most positive attitudes related to the series of statements regarding the responsibility of the employer in the implementation of family friendly systems. Participants also agreed that such systems made workers more productive.

Differences featured across respondent groups. Employees of Employer 5 felt it was easy for an employee to work through a system compared to those employed with Employer 1. The same group also attributed higher levels of importance to the responsibility of the employer, and agreed that benefits stimulate better productivity amongst beneficiaries.

Those on indefinite contract or with caring responsibilities also thought that systems were 'easy' for employers to run. Employees of Employers 3 and 5 felt that employers should spend money on systems/benefits. The highest level of agreement with this came from employees with caring responsibilities at home, in a part-time job or receiving benefits.

Workers who were never married and lived with their parents were the least likely to link benefits to worker performance, nor did they feel that employers should help families. Those who were married or had caring responsibilities did think that the employer had an obligation to support families but that this should be linked to worker performance.

Employees of higher academic standing had a higher level of agreement that benefits should be related to performance, also agreeing that recipients of benefits over the long term become unable to hold a job.

#### Job Satisfaction

Fourteen items summarised into four variables and one overall factor measured the participants' job satisfaction on different job related aspects. Participants were most satisfied by the information received from the employer and to a lesser degree with their pay, the closure and variety of tasks. Some differences across response groups appeared in relation to employer only and these related to variety, task closure and pay.

Employees with Employer 4 showed highest satisfaction with task variety, closure and pay whilst those with Employer 2 were least satisfied. Employees of Employer 4 and of Employer 2 were also the most and least satisfied overall, respectively.

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## Discussion

This study of five employers purposefully selected by sector, size and gender composition produced some interesting results. It shows that whilst there has been a shift in attitudes regarding gender equality and family friendly measures, there are still limitations in firm-specific attitudes and measures available, which are independent of employer sector, size and gender composition.

### Occupational Segregation and Separation

There is evidence of gender occupational segregation and gender occupational separation. This has impact both on the pay structure of the employer and its employees' salaries, as well as on the firms' technical, socio-regulative and strategic rules.

It is not only in old technologies, as in the electrical installation and manufacture sector that males tend to be the dominant gender, but also in the new technologies, such as ICT specialisation, that remain closed to females. When females do acquire the new technological ICT skills, these seem to lead them to the processing and clerical grades in banking and finances rather in the more specialised and highly paid jobs. It is not clear whether it is lack of educational qualifications and aspirations, or lack of job mobility opportunities that limit the movement of females into more specialised jobs in these fields.

The glass ceiling is still a reality in these employers though the number of women in middle management and in professional categories should produce more senior managers in a few years time.

Where the employers have referred to equal opportunities in their training programmes, it would be worth considering how much non-work time employees have to give to this, especially in those employers that are pushing 'personal development' or self-directed/ipsative learning. 'Social limits on groups', especially female, non-work time training and education, mean that a subtle form of gender discrimination can determine on who can improve their profile and compete (supposedly 'equally') for the higher trust occupations.

The promotion of non-work time training and development is another form of occupational separation and is antithetical to a good work life balance. It is likely to increase deregulation of jobs, to individual performance based contracts, less open to scrutiny for Equal Opportunities. In this scenario, trade union membership will be weakened leaving states and the supranational



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EU with limited power to influence social and employment policy. It is possible that in the long run some of these policies may appear to be contrary to competitiveness and employability policies.

#### Cultures of Organisation

Employers are organisationally weak with regard to equal opportunities and family friendly measures. Annual reports do not have a Gender/Equal Opportunities dimension. Employers do not audit Equal Opportunities, nor do they use Equal Opportunities as an audit measure. Typically, human resource recruitment and promotion policies where they exist, are at best, gender neutral. Indeed, none of the employers had made any plans to change the gender composition of their labour force.

Despite a positive attitude to family friendly measures, few employers actually had records of the family status and caring responsibilities of employees. This may be because the majority of employers believed that where measures were available, they should be available to employees without distinction of sex, status or caring responsibility. While this is extremely democratic as an approach, it may mean that with limits on the amount of employees who may benefit, non-target groups will benefit at the expense of those with specific family responsibility.

This was also evident in the SWOT analysis where the issue of gender was rarely referred to despite the fact that it was relevant to a number of items, such as the shortage of specialised human resources in the communications and electronic fields, the challenge of ICT for older workers, and the vulnerability of the industry in the local and international market.

#### Availability of Measures

The availability of family friendly measures is limited and demonstrates that legal obligations in employment need to be extended to cover workers in the private sector, and also to be enforced.

Part-time work was the only measure offered across all the employers. Flexitime was available in four firms, whilst the fifth had reduced hours, which may have been a proxy for flexitime.

In the case of parental leave, it was shocking that two employers (3 and 4) did not offer this benefit. Similarly, short notice leave and sick/emergency childcare leave are not universally

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available in the private sector. Nor is exemption from non-scheduled work, with only two employers claiming to permit this.

Employers 2 and 5, with more high trust employees, are the only two employers to offer career breaks with committed return. Employer 1, also with some high trust occupational categories and a declared weakness in sourcing appropriate young and qualified labour supply, did not offer this measure, possibly because it was the only employer with a preferred male workforce. The technical rules of the employer were linked to its socio-regulative rules, even when it came to awarding benefits, which were closely linked to function in the employer (and therefore also to gender).

It is of concern, especially given the age profile of the children that employees in the sample having caring responsibility, that neither annualised hours (also known as term-time work) and job sharing are available in any of these employers.

Respondents with care responsibilities at home had a number of young children. Indeed 18.5% had children younger than 2 years, 37.0% had children between 2 and 5 years of age, 44.4% had children between 5 and 16, whilst 18.5% were caring for dependent adults.

Despite having better internal and external communication systems and more apparent awareness of diversity issues, large employers did not appear to be better facilitating employees' work life balance, nor did employees register more satisfaction with jobs in the larger employers.

#### Employees' Awareness of Benefits at Work

There was a marked distinction in attitude to family friendly measures between males and females, as well as between employees who had caring responsibilities and those who did not.

This suggests that males need to be better targeted if there is to be more paternal involvement in child rearing, and a better reconciliation between family and work, for males also. For both males and females, it appears that knowledge about benefits is needs led, that is coinciding with caring responsibilities. This may be less than optimal for long-term planning both of families and of employers. Employers may find that employees who have not made life-course plans are less able to adjust to new demands at both work and at home. On a national level, encouraging younger people to plan for both work and a family before they are in employment may lead to a higher participation rate as well as to stable fertility rates.

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No other differences feature in the awareness of measures across client groups, which suggest that so far, media campaigns and other methods of information exchange have reached employees of different ages, with different educational backgrounds, occupational categories and employment characteristics equally well.

#### Learning about Availability of Family Friendly Benefits

Human resource managers or their delegates are an important source of information. This is especially true for female employees, suggesting that the training in Equal Opportunities of these key personnel and the present media campaigns of NCPE, ETC and others need to continue, and be extended to target male employees also.

Trade union representatives may have a very weak role in disseminating information regarding family friendly measures. Males are more likely to use the union representative than females, who do not use this source of information, possibly due to fewer females being trade union members overall. Trade unions may however, wish to consider strengthening the equal opportunities dimension of their work. Even in situations of decentralised bargaining, trade unions may offer very useful advice and still retain an important role in the industrial landscape. This is especially so when family friendly measures are performance-linked. The individualised contracts of decentralised bargaining often lead to new forms of discrimination inequality, which trade unions can prevent by encouraging employees to ask for advice even when they are not covered by collective agreements. Trade unions are also important in helping employees learn. It was interesting to find that in the research case studies, it was beneficiaries who agreed that benefits should be performance-linked, whilst non-beneficiaries did not agree that benefits should be dependent on performance. It indicates a strong work ethos on the part of beneficiaries, who also appreciate the firm-led accommodation to their needs.

It appears that since employees have much better knowledge of those family friendly measures that have been long promoted by State sponsored media campaigns and changes in employment law, than other measures, the state social policy/equality machinery is still very important in this field. Employers and their organisation do not appear to be investing any resources to this dimension of organisational and market growth, neither at the national level nor at the level of the firm.

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## Effects of Family Friendly Benefits

### Employer Effects

Both employers and employees found that where they existed, family friendly measures were beneficial.

It is apparent that provision of measures leads to firm-specific loyalty from the beneficiary.

It is encouraging to note that non-beneficiaries were interested in family friendly systems and had a positive attitude toward them. However, the level of interest and knowledge of non-beneficiary males is deeply disconcerting since it implies that these men think they will never (have to) use the measures themselves.

Regarding effects, employers referred to a number of positive elements like increased effort among beneficiaries, management efficiency, increased co-operation among workers and reduced staff turnover.

There were no negative effects such as the abuse of the benefit by beneficiaries, or impoverished morale among non-beneficiaries. This is an important message to pass on to other employers, who may be concerned about introducing new systems. The results indicating positive attitudes toward systems from non-beneficiaries and the interest of non-beneficiaries in particular measures such as career breaks with committed return, should encourage employers to develop more flexible working time arrangements for all employees. These would suit modern life long education and leisure patterns as well as address the work-life family balance.

It is of concern that due to the lack of audit strategies most employers could not say whether there was reduced absenteeism and better use of equipment at work with the introduction of measures.

Similarly, the lack of audit tools led employers to be unable to determine whether the measures had increased performance and production, though it appeared that the production of the beneficiaries had increased. More importantly, it was impossible to determine exactly whether there was an augmented quality of service to customers.

The auditing of family friendly measures, in such a way that results can be fed back into a Research and Development loop, satisfies essential demonstrative purposes in addressing different stakeholders within the firm: Board, shareholders, top management, beneficiaries and non-beneficiaries alike, showing the positive/negative effects of the system. The audits should,

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as a minimum, include a study of company Artefacts, Beliefs and Values, Assumptions, and Commitment to Equality (Ownership, Resources) as described in detail within this study. The use of a Family-Friendly Index should be an integral part of the audit exercise.

#### Employee Effect

Consistent with the literature, it was found that employees who found that family friendly systems had most positive effects on their careers overall were typically female, or married or living with a partner, or had caring responsibilities at home.

Clearly, the systems are being effective for the target groups both in terms of equal opportunities and in terms of work life balance, since both males and females with caring responsibilities of any type, found the systems effective. However, efforts to encourage males, and employers of males, to recognise their obligations to the family, and their work life balance requirements still need to be made, since females tended to be the major beneficiaries as well as the most positive ones.

The financial effects of family friendly systems are generally positive, though some groups mentioned increased costs of childcare. It was not possible to explore whether these increases were offset by increases in disposable income. Here, it is important to note that 30.4% of recipients of benefits said that they would not have been able to remain in employment had these systems not been in place. This indicates that an increase in availability of benefits would increase employment amongst certain groups.

Importantly, less well-educated beneficiaries as well as those with vocational qualifications reported increase in cash in hand. Combined with employers' and employees' agreement that family friendly benefits should be available to all classes of employees, it does seem that this group of employees, especially women, might be encouraged to enter and remain in the labour market with the more extensive availability of family friendly systems. Where the international literature has shown that employers are more likely to offer the benefits to highly educated staff only, in Malta there seems to be a more egalitarian or democratic approach, which if transferred to other firms, could positively influence the female participation rate. That persons with this standard of education and in middle-level trust jobs are responsive to family friendly systems is a good indicator of the advantages of developing and extending schemes to include these groups.

The positive effects of family friendly systems on life at work, giving employees more control of when and how to work, less frustration with organisational or technical support and more job satisfaction and security are important findings that are consistent with international findings. They also conform to changes in organisational and managerial styles that are moving away from hierarchical top-down models to more participative and flat models. Where in the past only high trust employees had these types of control over their work (indeed, professions were defined by this type of discretion) this is now extending to middle and low trust work, and is providing employees with high levels of satisfaction.

The positive effect of the benefits on beneficiaries' families, especially on dependent children but also on other adults at home, should be of special interest to advocates of family friendly systems. This matches the direction of EU and OECD planning for child well-being and development, with its promotion of family friendly systems as one way of encouraging both 'birth-friendly' systems and child well-being. In this study, the positive effect of the systems on the families of separated persons not living with a partner, especially on the dependent children, also shows that as a method of reducing social exclusion and addressing family and child poverty, family friendly systems are indeed an effective policy.

#### Conclusion & Recommendations

The five case studies have provided some interesting findings on how employers manage family friendly systems, on employer attitudes to family friendly systems and to equal opportunities and on employee attitudes. The effects of such systems were mainly positive both from the employer perspective as well as for beneficiaries. Non-beneficiaries had positive attitudes and showed a level of interest that augured well for the extension of systems. Few, if any, negative effects were recorded.

There were some differences across employers in terms of availability of benefits, in attitudes and in effect on employee.

The recommendations that follow are made to specifically address issues raised by these case studies only.

##### At the national machinery level

- Engage the support of Employers' Associations and Trade unions for policy development

- Provide training to private sector HR managers and/or their delegate in Equal Opportunities HR Recruitment and Promotion Policies
- Equal Opportunities Audits and Family Friendly Index .
- Continue with present level of media campaign
- Additionally develop campaigns to target specific groups such as males in families, as well as both females and males who have not yet made any life-long family plans.
- Monitor the Equal Opportunities and family friendly policies of private sector employers through regular research and audit, and publish the results of the findings so that prospective investors and employees can learn which employers are Equal Opportunities compliant and which are not.
- Award 'kite' awards to employers that have an Equal Opportunities Policy and who integrate Equal Opportunities in their Business Plans and/or who have Equal Opportunities HR Recruitment and Promotion Policies.
- In the long-term, only employers that have this recognised level of Equal Opportunities and Family-friendly policies should benefit from state aid, such as in participation in trainee schemes, in loans and other national aid to industry. Non-complaint employers should not benefit from these programmes.
- There should be an effective policing of overtime regulations and applicability of work-time flexibility stipulations to ensure that workers' rights are protected.
- Legislate to give employers due notice on return of employees – by increasing the notice period for parents on parental leave to three months.
- Legislate to make sure there are no age barriers in recruitment (which would work against returning mothers).

#### At the level of the Employer

- Develop Equal Opportunities/Family Friendly planning, recruitment and promotion policies.
- Train HR managers/or their delegates in these and encourage also other 'work family reconciliation policy promoters'.
- Develop Equal Opportunities and Family Friendly Audit systems that would be able to measure effect on staff turnover, production and creativity, absenteeism and others.
- Include Equality Audit results with Annual Reports.
- Enhance the role of performance assessment in pay and promotion decisions for all workers.

- 
- Useful successful application of family friendly measures to attract new, even single, employees to firm. These non-pecuniary benefits may be as important as wage structures in attracting and getting better quality employees.
  - Use family friendly measures such as telework, to encourage less hierarchical structures and more employee responsibility (high-trust) at work.
  - Use family friendly measures to have better use of human resources (at time optimal for the better performance), for use of space and plant, and of equipment.
  - Develop new systems of management that are suitable for work that leads to non-supervised performance (high trust and high value added).



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## **1 Introduction**

### **1.1 National Commission for the Promotion of Equality**

Gender mainstreaming features as a significant priority within the Maltese Government's policies over the past two decades. This reflects the increased awareness of the need to address gender-related issues in order to enable women and men to participate fully and on an equal footing in the various spheres of socio-economic and political life. One of the major challenges facing Maltese society at the turn of the new millennium is that of transforming the labour market from one that is largely male-dominated to one that provides access, opportunities and rewards equally to all workers regardless of their gender.

The Government's commitment to promote gender equality reflects itself through a number of policy and legal measures as well as various support initiatives implemented especially over the past two decades. The removal of the Marriage Bar in 1981; the introduction of parental (instead of maternal) leave; structures that allow for flexible work patterns; the provision of responsibility breaks; the extension of maternity leave and the introduction of childcare provision were undoubtedly steps in the right direction.

Major achievements were also attained within the Maltese legal framework, especially since the ratification of the United Nations' Convention on the Elimination of all Forms of Discrimination Against Women in 1991, involving an associated amendment of the Maltese Constitution. The recently amended labour legislation (Employment & Industrial Relations Act of 2002, Chapter 452) also addressed a series of gender concerns. Furthermore, the Act to Promote Equality for Men and Woman (Chapter 456) not only addresses a number of issues in this regard but also provides for the establishment of a National Commission for the Promotion of Equality for Men and Women. These important legal structures together with what is commonly referred to as the Family Law (amended in 1993) provide a strong legal framework, which facilitates the emergence of a more gender-friendly socio-economic environment.

Intent on rendering the gender equality legislation effective, the National Commission for the Promotion of Equality for Men and Women (herein termed as the Commission) was set up in 2004, entasked with the implementation of such measures that enable the introduction and upholding of gender equality as a value in socio, political, economic and legislative spheres. Within such a context, the Commission absorbed the strategic tasks previously performed by

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the Department for Women in Society and the Commission for the Advancement of Women. The Commission thus acts as Malta's equality hub, by:

- identifying, establishing and updating all policies directly or indirectly related to issues of equality between men and women;
- identifying the needs of persons who are disadvantaged by reasons of their sex and to take such steps within its power and to propose appropriate measures in order to cater for such needs in the widest manner possible;
- monitoring the implementation of national policies with respect to the promotion of equality between men and women;
- liaising between and ensuring the necessary co-ordination between government departments and other agencies in the implementation of measures, services or initiatives proposed by Government or the Commission from time to time;
- keeping direct and continuous contact with local and foreign bodies working in the field of equality issues, and with other groups, agencies or individuals as the need arises;
- working towards the elimination of discrimination between men and women;
- carrying out general investigations with a view to determine whether the provisions of the Equality for Men & Women Act (Chapter 456) are being complied with;
- investigating complaints of a more particular or individual character to determine whether the provisions of the above Act are being contravened with respect to the complainant and, where deemed appropriate, to mediate with regard to such complaints;
- enquiring into and advising or making determinations on any matter relating to equality between men and women as may be referred to it by the Minister responsible for Social Policy;
- providing, where and as appropriate, assistance to persons suffering from discrimination in enforcing their rights under the above Act;
- keeping under review the working of this Act, and where deemed required, at the request of the Minister responsible for the Family and Social Solidarity or otherwise, submit proposals for its amendment or substitution;
- performing such other functions as may be assigned by this or any other Act or such other functions as may be assigned by the Minister responsible for the Family and Social Solidarity.

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## 1.2 Objectives of the Study

### 1.2.1 Context

The above context sets out a critical role as part of Malta's employment strategy – outlined in the Country's National Development Plan for Economic and Social Cohesion for 2003-2006. Within this strategy, significant measures feature as an important component for Malta's employment rate targets, set at 71% for men and 60% for women by 2010 – in parallel with the Lisbon Strategy targets.

Indeed, Malta's National Action Plan, published in September 2004 as part of the European Employment Strategy, outlines an approach intent on reaching the Lisbon Strategy goals – a resolution that is intent on rendering the European Union as the World's leading economy and knowledge location that supports a world competitive advantage. Malta's employment strategy purports four horizontal areas, comprising:

- Increasing adaptability of workers and enterprises;
- Attracting more people to enter and remain on the labour market by making work a real option for all;
- Investing more and more effectively in human capital and lifelong learning;
- Ensuring effective implementation of reforms through better governance.

The same Plan sets out a total of 81 initiatives intent on supporting the development of the Maltese labour market whilst stimulating a number of trends that reverse the effects of specific employment characteristics. A total of 30 projects are being financed through the allocation of finances forming part of the European Social Fund – amounting to € 12.16 million (jointly funded by the Maltese Government), planned to be implemented between 2005 and 2006. These projects promote:

- Lifelong learning and social inclusion,
- Human resources development in Gozo,
- Employability & adaptability, and
- Gender equality.

The effects of these measures purport to the creation of jobs for 42,537 workers over the period 2001 to 2010 – largely envisaged to relate to women in the private sector. Such development means an attraction of 4,000 women to the labour market annually – a significant trend that contrasts against the average of 900 women entering employment annually during the years 1990 to 1999, and provides additional contentions when the rates at which women leave the labour market for family responsibilities are considered.

Indeed, the importance of the employability and adaptability objectives is reflected by the allocation of funds derived from the European Structural Funds – accounting for 51% of the financing of the thirty different projects approved for funding. This feature of the National Employment strategy is specifically addressed by three key guidelines:

- **Job Creation** & Entrepreneurship;
- Address Change & **Promote Adaptability** & Mobility, and
- Promoting Development of Human Capital & Lifelong Learning

The Commission's efforts provide a significant role in Maltese society, aiming to render Maltese organisations capable of competing in world markets by tapping under-utilised resources and skills, exploiting experience and knowledge of motivated resources who benefit from an augmented work-life balance. The Commission, thus, intends to build awareness among Malta's social partners about the cost-effectiveness and potential returns from investment directed towards the introduction of family-friendly measures at the work place – exemplified by flexible work arrangements, childcare and remunerative work through equal value/equal opportunities policies. Such measures lead to an effective reduction in gender segregation in the labour market, encouraging women to participate in paid work and aspire for higher responsibilities.

These objectives are also a central implication of the intents of the European Social Fund – a financial instrument that aimed to augment the social and economic development of the European Community. The purpose of the European Social Fund, is thus that of providing financial independence and career progression of women, utilising skills and potential of women to maximise economic growth and narrow down a Member State's welfare gap, as is the case of Malta.

In implementing measures that enable the attainment of the above objectives, the Commission embarked on a process of research intent on augmenting its body of knowledge about the Maltese equality & employment environment. In this respect, the Commission's purpose of increasing the participation and advancement of women in the labour market is primarily dependent on the identification and promotion of measures towards the advancement of a work-life balance by addressing the working environment in public and private sectors. In attaining this objective, the Commission's research efforts need to:

- identify potential grounds for improvement to render the system of family-friendly conditions of work more effective for both employee and employer (by sensitising social partners to the cost-effectiveness and accruing benefits of such approaches);
- identify gender disparities in pay and recommend the elimination of these barriers;
- track career paths of graduates and identify the effects of the absence of family-friendly measures and their discriminatory effect on women;
- identify how working arrangements can be varied to meet employee and organisational requirements.

In connection with the above, the Commission, through a competitive tendering processes, engaged Allied Consultants to undertake four independent yet related research projects involving:

- an investigation in The Introduction of Family-friendly Measures at the Workplace
- a Gender Pay Review
- a Tracer Study to Follow the Career Path and Conditions of Work of Graduates in the Labour Market
- the conduct of a Teleworking Pilot Project, which relates the efforts undertaken resulting to this report.

### 1.2.2 Research Objectives

More specifically, in understanding the features and dynamics of family-friendly measures in Maltese workplaces, the Commission requires the conduct of quantitative and qualitative interviews to expound the benefits of family-friendly working arrangements through a case study approach pertaining to employers in the private sector. This research enables a situational analysis pertaining to context around family-friendly working arrangements in the

private sector, forming a basis for communication pertaining to best practice recommendations to employers and an associated guide (training programme) for subsequent implementation.

### 1.2.3 Significance

The research related to this project bears a significant impact on:

- national policies (education, social security, welfare, employment conditions) and
- instruments (such as financial assistance, employment conditions, training, counselling and social welfare programmes)

availed to people seeking employment or currently gainfully engaged in paid work, largely as a result of the recommendations adopted by the Commission in advising on employment regulations or other communications that may encourage employers and employees to adopt telework. In this context, recommendations set out in this report relate to all Maltese society.

Equally important, apart from influencing employment measures and conditions of employment as adoperated by employers, recommendations set out in this report pose implications on Government and the Commission's policies relating to the allocation of resources (financial and human), bearing consequences on:

- Government's structure of earnings (social security contributions and other sources);
- the Commission's structure of earnings (Government funding);
- Government's structure of expenditure (education, entrepreneurship support programmes, business promotion assistance, guidance & counselling services) and
- the Commission's structure of expenditures (administration of programmes, family assistance services).

## 1.3 Project Tasks

In addressing the requirements of the research project, efforts undertaken by Allied Consultants included:

- Providing the services of suitably qualified and/or experienced consultants to conduct the research per project description (as set out in Annex II Par 2.3 (a) of the Tender Document)



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- Carrying out initial exploratory research in respect to family-friendly measures available as options to employers and employees, intent on building an initial understanding of the research area by accessing published/unpublished literature pertaining to the subject;
  - Building a research instrument that effectively taps information about family-friendly measures among Maltese employers and the consequences of such measures on the employers' performance arising from employees' performance and new work-life balance realities;
  - Administering the instrument above through the conduct of quantitative and qualitative face to-face interviews with employees and human resource managers, ensuring the direct involvement of both the employer and the employees in the exercise;
  - Translating quantitative and qualitative data into electronic fields, coding of data, weighing and verifying responses;
  - Conducting quantitative and qualitative analyses on the data gathered intent on attaining the research objectives set out in Section 1.2.2 above, identifying both the current and anticipated needs of employers that go beyond the present practices of the organisation but in line with their suitable, feasible and acceptable strategic options. The same analyses will identify the consequences accruing amongst employees, paralleling an evaluation of their present and anticipated work-life needs;
  - Submitting an account detailing and highlighting the consequences of family-friendly measures among employers and employees should these be taken up by typical Maltese employers with a typical employment environment;
  - Developing a communications approach targeting employers, soliciting the implementation of family-friendly arrangements, along with the development of a training programme that produces a family-friendly model that may be implemented among employers to attain best practice.

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## **2 Family Friendly Measures at the Workplace – Context**

### **2.1 Introduction**

Research on family-friendly measures at the workplace reveals that these measures are the outcome of a long history of struggle, mainly by the women's movement, with antecedents in social and political thought, as well as in social and political policies and practices. These include feminist debates on marriage and the family, on paid and unpaid work, on careers, on state policies regarding families, women and work and on gender in organisations, amongst others. Debates between neo-classical economists on optimal modes of household reproduction are also relevant here, as is research on family obligations and the life course, as well as on time use by family members. Changing family patterns including the growing phenomenon of lone parenting, and new forms of couple behaviour such as reciprocal marriages and equal parenting, with the more direct involvement of men in the family, also requiring consideration. Accounts of the labour process and of changes in the labour market are also pertinent, and include global shifts from manufacturing to service industries, different forms of labour contracts, and changes in supply and demand, which in some countries leads to high demand for very skilled workers and low demand for unskilled workers. States, supranational states and other international institutions have acted on some of the petitions of the women's movement, and have integrated gender equality into their justice and rights discourses. Their positions will be reviewed below. The continued interest in equality at work, and in family-friendly policies in particular, derive also from concern with the effect on the economy, and on the sustainability of the welfare state (where it exists), of the low birth rates in advanced societies, and of the low participation rates of women in some labour markets, as well as the related effect of poverty on women and children. Studies of organisations demonstrate that shifts in organisational cultures and the need for organisations to constantly change, particularly in response to changes in the labour supply, have lead organisations to develop a number of different family-friendly policies or corporate plans, apart from those promoted by state sponsored policies. In this review, a first section refers to historical and academic accounts of the relationship between work and the family, and then considers the international, the national and the organisational contexts in which thinking about work and the family occurs. A specific section will review the local Maltese context, including a review of family values and practices, demographic changes, labour market participation, state social

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policy, industrial relations and potential for change in organisational cultures. The final section of the review rehearses some of the strategies that firms might use to introduce, and to sustain, measures that allow for the reconciliation of work and family life.

## **2.2 Feminist Accounts of Marriage, Family & Work**

The earliest debates on the effect of marriage on girls' and women's lives were extremely radical. Mary Wollstonecraft's (1792/1891) and her foremother's (Spender, 1982) critique of patriarchy included the understanding that the inactivity of girls and women was wasteful, harmful to females in a physical and psychological sense, and left them economically dependent on men and male power, which was the basis of patriarchal societies. Some early social and economic theories such as Marxism, hold that the form of subjugation of women in the family, installs the economic rationality of capital accumulation (Coward, 1983:158). It is argued (Hartmann, 1978) that the dominant mode of production (capitalism) exploits the 'natural' role of women in reproduction, and in the reproduction of labour power, by deriving benefit from the unpaid domestic (and care) labour of women, thereby keeping male wages low, as well as creating a 'reserve army' of labour (Beechy, 1987; Breughel, 1979) which also lowers female wages. These socialist feminists (Walby, 1986, 1990; Hartmann, 1978) consider that even if capital needs a reserve army of labour, we would need to ask why it is women who are the reserve. The implication is that only a dual systems theory (which includes an account of patriarchal institutional power as well as of capitalist production) would explain gender inequalities in work and in families, amongst others. This does not imply, however, that the interests of patriarchy and of the capitalist mode of production are always in harmony, as Walby (1986) has pointed out. Patriarchal forms of family organisation pre-date capitalism, whilst capitalism will no doubt survive some erosion of patriarchal power. In the domestic labour debate, Dex (1985) argued against dual systems theory, especially dual labour market analysis, holding that only a single system operates. Women are not a marginal workforce, nor in her opinion are they more disposable than men. For her, 'disposability' is not a characteristic of a population group, but more a vulnerability of certain sectors or industries. The effects of feminisation on certain sectors and industries would imply, however, that where the female employees are secondary earners, then wages are low and workers are disposable. Beechy (1987: 13 *passim*) discusses more recent research on women and paid and unpaid work, which undermines the notion of a 'unitary' subject and stresses differences between women. She reviews work on ideology and the processes of social construction, especially around the

concept of 'skill' and the organization of work, including gender hierarchies at work and socially constructed differences between full-time and part-time work.

### **2.3 Economics of the Family**

Economic theorists such as Becker (1981) have provided models of the optimal division of work in the family, in which each partner specialises in his or her task and then trades with the other. Becker's (1981) model suggests that division of work in the family will be profitable because of gains from specialisation in work (for men, as higher wage earners) and investment in household-related human capital (for women, in their children) (Gustafsson, 1997: 39). Studies of families' division of labour such as Pahl's (1984), and of women and careers (Hakim, 1996) provide some empirical evidence that in a very gender segregated labour market with gendered pay gaps, then the worker with lower wages will stay at home. This type of division of work would appear to be 'optimal', as proposed in Becker's (1981) economic model, but feminist neo-classical economists argue that the model does not consider a number of important factors. Indeed, Wunderink-van Veen's (1997) 'new home economics' postulates that there is a long-term, as well as a short term, effect of the choices made in households regarding time used for productive (paid or unpaid) work, recreation or investment. The new home economics' model (Wunderink-van Veen, 1997:34) predicts that the probability of labour market participation increases as the wage rate increases and that the higher the wage, the more hours are spent in the labour market. If the optimal division of labour between partners leads to extreme specialization, then the long-term effect is the decrease of the wage rate of the non-working partner as well as loss of investment in [her] human capital, which in the long-term may result in unwanted dependency. Gustafsson (1997) critiques Becker's (1981) model by adding that although not meant to be normative, it was understood as a recommendation for traditional family life. Moreover, it did not include a place for a 'threat' point over time (Gustafsson, 1997: 41), which would model what would happen to those (usually women) who withdraw from the labour market to work within the family, should the marriage break up. Mc Donnell (1990) remarks that first one should question whether the household or the individual should be the unit of analysis; secondly, who does domestic labour is not always based on rational choice, nor is it unproblematic. She (McDonnell, 1990: 72) places these choices within the dynamics of the labour market, finding that in periods of expansion women enter the market adding to household earnings (the income effect) whereas in periods of recession and falling male

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earnings, women may be more likely to work to supplement household income (the substitution effect).

Hakim's (1996, 2002, 2004) work is rather less sympathetic to labour process explanations for women's polarisation in the labour market. Her early work (Hakim, 1995:429; 1996) argues that 'five feminist myths' about women's employment are 'demonstrably untrue'. These 'feminist myths' are myths: of rising female employment; of no sex differential in work commitment and work orientations; of childcare problems as the main barriers to women's employment; the myth of exploited part-time workers; and, finally, the myth of employment stability among women and part-time workers. Whilst there has been enough research on each of these issues, even locally (Darmanin, 1997a,1998, 2000; Camilleri, 1997, 2001; Deguara, 2002) to show that each one of these so-called myths does in fact operate as a barrier for certain groups of women, Hakim's (1996, 2002, 2004) emphasis on the heterogeneity of females is certainly instructive. Hakim, (1996, 2002, 2004) differentiates between **three** groups of women, two of whom contribute to the polarisation in female employment. According to Hakim's (2004) comparative study, on the decline, at 20% of all females, are the full-time homemakers with cessation of work on marriage or when children are born. Within the two groups of employed women, the first, estimated at 20%, are career oriented, have invested in qualifications, are 'as ambitious and determined as men', are concentrated or integrated in male-dominated occupations, and have high earnings. The second group 'pursue the modern homemaker career as secondary earners' (Hakim, 1996: 208). They are secondary earners, fail to utilise qualifications they have, choose jobs for convenience factors and social interests, and are concentrated in female occupations with low earnings. In her more recent work on preference theory, Hakim (2002, 2004) more emphatically links the polarisation of women in employment to life-style preference choice, naming the three groups of women home-centred, adaptive, and work-centred. It is the adaptive group, at about 60% of women in the study, who combine work and family, are responsive to government social and employment policy, to economic cycles, income tax and social welfare benefits, educational policies and school timetables, child care service and others, who are most interesting in terms of the debate about work time arrangements (WTA). Since most of the extant research on women's employment has also made distinctions between categories of women, identifying social, structural and economic problems for their choices or preferences (as with the adaptive group), Hakim (2004) has not extended the debate as much as her followers would have us believe. Where she would argue that it is women, according to their preferences, who shape

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the labour market, and employers who facilitate them, it appears, rather, that the labour market utilises different characteristics of women as a form of employer strategy (Wickham, 1997: Darmanin, 1997a), for example, for part-time, atypical and non-standard work. However, there is some purchase in preference theory, which would explain the impact of cultures and attitudes on women's participation rate, and for Malta, at least, preference theory would, in part, explain the low female participation rate. The point that, given the diversity of women's preferences, policy makers should support a number of concomitant and flexible policies is relevant.

In her critique of the impact that Swedish family-friendly policies have on women (Hakim, 2004), which include the high gender pay gap, the very impervious glass-ceiling (only 1.5% of females in senior management), the high proportion of female employment (75%) in the public sector in lower-qualified and lower-paid jobs, and the reduced employment opportunities in private companies, especially small ones (because the companies cannot afford the generous maternity packages), and the low take up of paternity rights, Hakim (2004) calls the promise of extensive family-friendly measures 'true lies'. From a different perspective, and reporting from a review of the EU25 studies on family change and social policy, Hantrais (2004: 9) remarks that 'whether mothers enter paid work and remain in employment would seem to depend less on the availability of public care provision than on access to suitable jobs and convenient working arrangements'. The need to consider the impact of family-friendly policy on each of these factors, as well as on others, such as fertility, is certainly instructive.

## **2.4 Family Obligations, Social Change and the Life Course**

McDonnell's (1990: 185) work on gender divisions finds that welfare provision and labour market restructuring both lead to women's growing significance in waged labour and in social reproduction which 'exacerbates the burdens of their 'dual' role'. Interestingly, Pahl's (1984) study of the household division of labour claimed that 'employment status affects who does the task more than any other variable, nevertheless, women being employed full-time or men being unemployed do not, as single variables, produce any significant shift away from a likelihood that the woman would do the task.' This finding is consistent with other studies such as Collins' (1985), where on the basis of ethnographic interviews with both male and female partners in the family, it was found that men were in an advantaged position which included self-exclusion for disliked domestic activities and others, as well as having a relationship to employment which was not built around the family life-cycle nor daily domestic responsibilities. In other words, at

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least in the 1980s and 90s Britain, gender, and **not** employment status, was the main reason for the sexual division of labour in the household. At the beginning of the 1990s, McDonnell's (1990: 186) was able to claim, regarding restructuring, that 'the structures of inequality in the labour market and within the family appear to be remarkably resistant to change...', giving examples from the reliance on (female) voluntary labour to provide essential support to her claim. In any study of how individuals and households take responsibility for the care of children and other kin (usually the elderly) and how this effects their capacity to be in paid employment, amongst others, it is useful to start with Finch's (1987) work on the relationship between moral norms and the negotiation of obligations over the life course. Here, Finch (1987: 162) sees the concept of life course as different from that of life cycle with its 'fairly fixed and predictable life stages'. With a 'life course' concept one is able to understand individual and family biographies in relation to specific historic time. Finch (1987) also finds that with social change, there may be less pressure to synchronise individual time with family time. Two characteristics of the negotiations of family obligations over the life course, that they are both cumulative and reciprocal do indicate more pressure on synchronisation than would be expected in modern societies. Accordingly, lines of action are built up over time, such as from a daughter providing small tasks for an elderly parent to giving full-time care, because it has become part of the daughter's 'personal identity' to do this and therefore 'expensive' to withdraw (Finch, 1987:166). As Ungerson (1985) has put it, especially for women who up to now have been seen to be more sensitive to demands made on them, 'love and guilt coalesce'. Finch (1989: 87) recognises the very social nature of variations in assistance, which people give to each other and the patterning of class, gender and ethnicity positioning on this assistance. In discussion of the 'household economics school' where families are seen to be acting in response to economic pressures, Finch (1989:235) reviews both empirical studies and psychoanalytic and anthropological studies, which explain the bonds of emotional ties from a description of early upbringing. In societies where, to date, most men and women receive different early experiences, even though they are both mothered by women, they develop differing capacities for close relationships in adult life (Finch, 1989; Chodorow, 1978). The involvement of men in early childcare and upbringing should, the argument goes, support both boys and girls in moving away from stereotyped roles at work and in the family. Increased paternal involvement has not been without critiques however, especially in the 1980s and 1990s. For example, in their review of research to date, Lamb, Pleck and Levine (1990) found that there was little evidence that paternal involvement had any clear-cut or direct effects, nor should it be seen as a universally desirable goal. They emphasise that that there is variation

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amongst families, and that unless the paternal involvement is consistent with the family circumstances, values and reasons for increase, it is unlikely to be considered positive by either the women or the men concerned.

Canadian research (Horna and Lupri, 1990) dating to this period, reports that though many men are caught in the 'economic life-cycle squeeze' which means that just as they have very young children, so must they increase working hours to increase disposable income needed to maintain the family, they are unlikely to be able to, or to want, to move to the 'complementary' rather than the 'asymmetrical' marriage. In his study of role-reversed families, in which the fathers were the full-time care givers whilst the mothers were in full-time employment, Russell (1990) found that fathers did not assume the overall responsibility for children that mothers do. Russell (1990) also found that only fathers who were highly motivated and committed took this option.

Amongst difficulties experienced there were personal adjustment (to the relentlessness, boredom, physical work and lack of adult company), threats to identity and status as a male, some conflict in parent-child relationships and in couple relationship (which were, however, usually resolved) as well lack of support from significant others such as relatives, friends, neighbours, work mates and even from female partners. Russell (1990) reports that both in his study and in others reviewed, maintaining a reversed-role family was rarely long-term. For longer term stability it was indicated that the following factors need to be present (Russell, 1990: 172): community support for non-traditional patterns; mothers having a high salary and strong investment in their careers; fathers having flexibility in work and finding caring for children gratifying; and demands of child-care (in terms of the numbers and of characteristics of the children) remaining low.

## **2.5 The International Context**

In most cases the introduction of policies that addressed the needs of (mainly female) employees to combine work and family commitments effectively originated in the public policies of diverse nation states. Most of the member states of the Organisation for Economic Co-operation and Development (OECD), and of the European Union, have had long histories of evolving public policy, which gave considerable state support to families with waged family members. Recently, international organisations such as the OECD and the EU have developed their own 'supranational' discourses regarding the optimum method to achieve a work-life



balance. These proposals can differ in principle and in substance to the already established public policy of the member states. The international organisations have their own agenda and exert some regulatory functions on members. Their recommendations and directives should be seen as a context in which nation states now develop local public policy, a situation also arising from the effect of globalisation on policy formulation.

### 2.5.1 The OECD

The recent OECD series on reconciling work and family life (OECD 2002, 2003, 2004, 2005) demonstrate the interest of the international organisation<sup>3</sup> in the work of governments in 'new developments and concerns, such as corporate governance... and the challenges of the ageing population'. The OECD has a broad approach to the value of family-friendly policies for governments, corporations and individuals, which incorporates a number of perspectives, as the press blurb accompanying the latest review of the policies in Canada, Finland, Sweden and the United Kingdom shows (<sup>4</sup>):

*Families looking for a way to balance work and life-style commitments may choose not to have children or, if they do, not to work. Governments need to get family-friendly policies right if they are to reduce poverty and promote child development and gender equity, underpin economic growth and bolster pension systems.*

In the four volume '**Babies and Bosses: Reconciling Work and Family Life**' series, the interest in each of these areas [above] is evident. The reviews cover labour market participation of both mothers and fathers, public policy contexts, organisational cultures and family demographics. Consistent with the emphasis on economic growth, future labour supply and the financial sustainability of social protection systems, the reviews do not address the challenges faced by families in the care of the elderly or other dependents apart from children. They only very marginally refer to the care of incapacitated adults. Some countries, such as

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<sup>3</sup> The OECD is a forum of 30 democracies 'which work together to address the economic, social and environmental challenges of globalisation' (OECD, 2005) . Members include the USA, the UK, and Australia as well as Japan and a number of European states. The EU Commission takes part in the work of OECD. Malta has applied for membership this year (2005).

<sup>4</sup> 'Babies and Bosses: OECD Recommendations to help families balance work and family life', [http://www.oecd.org/documentprint/0,2744,en\\_34819\\_34930](http://www.oecd.org/documentprint/0,2744,en_34819_34930)

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Australia, have readdressed these lacunae by including full discussion of the impact of the ageing population on the debate on the reconciliation of work and life in their background reports (Commonwealth of Australia, 2002) to the OECD (2004, 2005) studies.

The economic implications of present fertility rates and the participation of females in the labour market seem to be the most pronounced concerns. Another is the need for governments to reduce public spending on family-based support such that the systems will not become unsustainable in the long-term, nor render economies uncompetitive. From a labour supply perspective, the OECD is concerned that over-generous provision of welfare discourages parents (mainly mothers) participation in the labour market.

At a time of increasing 'voluntary childlessness' it is concerned by low fertility in some countries. Some examples of the OECD's endeavours to balance the perceived needs of economies with the needs of families can be found in the advice to Sweden to reduce the expense in state-sponsored family-friendly policies which are seen to contribute to very high tax rate to GDP ratios, and are so expensive as to not be exportable models for policy borrowing (OECD, 2005:12). Similarly, the OECD (2005:14) notes the favourable provision for balance in the Finnish system, with its thirty year history, but remarks that the generous provision of a childcare guarantee and Home Care Allowance payments to those who do not use municipal support leads to more choice for the parents but less parents (mainly mothers) in paid work. It is argued that this leads to reduced female earnings, profiles and gender equity objectives as well as holding back labour supply growth (as Hakim, 2004, also argues).

Other recommendations (OECD, 2005:15), for example, to the UK government to give parents greater choice in return-to-work decisions, or to integrate employment and benefit support (proposing compulsory work-related activity) also demonstrate the overarching concern with future economic growth, tempered always by the understanding that birth rates are higher when economic prospects are good, which has a positive effect on labour supply too. Regarding Austria, Ireland and Japan (OECD, 2003) it is found that these countries have experienced changes in female labour market behaviour at the same time that birth rates have fallen considerably. This is especially true of Japan where the long working hours culture means that few fathers spend time with their children, whilst mothers think that rearing a child and having a career are mutually exclusive.

In Switzerland as many as 40% of women at age 40 with university degrees are childless. It is argued that, as a result, the current labour supply is less than is desired and human capital is

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underused. This inefficient use of labour market resources could limit economic growth potential, whilst the declining number of children would have other social effects. On the other hand, where economic growth is higher, as in Austria and Ireland, more mothers of young children are in employment, whilst the economic slowdown in Japan explains the growth of cheap flexible labour (female part-timers) at the expense of regular employment. Options for policy reform are offered to the countries reviewed by the OECD (2002,2003, 2004, 2005). The options suggested are designed to fit the economic and social realities of each country and are extremely specific to the prevailing national context. As such, policy borrowing should proceed with caution and within a comparative social policy framework. The OECD series provide interesting discussion of the industrial relations context in each country and also of workplace cultures, which are seen to constraint policy options.

#### 2.5.2 The European Union

In her comprehensive work on EC labour law, Szyszczak (2000) considers the Treaty of Amsterdam (1997) a major turning point, not only in directing macro-economic labour market policies, but also in establishing the capacity of the EU to make Recommendations to individual member states. With Article 137 EC (and qualified majority voting) this extended to areas relating to improvement of working environment, working conditions, equality between men and women and equal treatment at work, whilst amendments to article 141 EC allowed positive action measures within the equal pay framework (Szyszczak, 2000: 2). This was based on recognition of working rights as social rights issues, which had been introduced in the 1989 Charter of the Fundamental Social Rights of Workers (Social Charter) with accompanying 'soft law' Action Programmes.

Szyszczak (2000:13) finds that outside health and safety legislation, only six Directives were enacted under the 1989 Action Programme. Amongst these, are, a Directive giving rights to employment protection to pregnant women or women who have recently given birth or who are breastfeeding (Council Directive 92/85/EEC, OJ 1992 L 348/1) and a Directive on the organisation of working time (Council Directive 93/104 EC, OJ 1993 L 307/18).

Prior to the Treaty of Amsterdam was the Essen Council Meeting of 1994 with its five (Essen) Priorities, which demonstrated the growing concern with unemployment and social exclusion. Amongst the five priorities one finds the proposal to improve measures for groups most affected by unemployment, including women and young people. Szyszczak (2000: 18) remarks

that some of the Priorities would actually add to the problems of social exclusion and even poverty, which were to be addressed by the other measures.

National Employment Action Plans (NAPs) were to be organised around the four pillars of the Luxemburg Jobs Summit (1997) that included employability; adaptability; entrepreneurship and equal opportunities, with the latter also to be mainstreamed within the other three pillars, as suggested by the Cardiff Summit (1998). Szyszczak (2000:22) traces the 'marriage of employment policies with economic policies' as well as the trend toward convergence of policies rather than just co-ordination, to this time. During the same period the Community increasingly participated at the global level with international and regional conventions to ensure uniformity and reciprocity of standards, at the same time as developing a very European social and labour policy. The progress from the use of 'soft law' such as Action Programmes (as on sexual harassment) to the adoption of collective agreements between the social partners as in the Directive on parental leave (96/34/EC) is remarkable. Even in areas such as on the measures to allow men and women to reconcile occupational with family obligations, where the European Court of Justice has been less likely to be the prime mover for action, 'soft law' Action Programmes and, even more commonly, Directives, are effective.

Directives, according to Szyszczak (2000:89) are 'strong procedural aspects' whereby States are under a duty to amend laws. For example, Directive 96/34/EC sets out in the Annex (EC, 1999: 26), the initial rationale for the development of what was later to become a fully-fledged policy for family-friendly working time arrangements:

Council Directive 96/34/EC on the framework agreement on parental leave concluded by UNICE, CEEP and the ETUC.

5. Whereas the Council Resolution of 6 December 1994 recognises that an effective policy of equal opportunities presupposes an integrated overall strategy allowing for better organisation of working hours and greater flexibility, and for an easier return to working life, and notes the important role of the two sides of industry in this area and in offering both men and women an opportunity to reconcile their work responsibilities with family obligations;
6. Whereas measures to reconcile work and family life should encourage the introduction of new flexible ways of organising work and time which are better suited to the

changing needs of society and which should take the needs of both undertakings and workers into account;

7. Whereas family policy should be looked at in the context of demographic changes, the effects of the ageing population, closing the generation gap and promoting women's participation in the labour force;
8. Whereas men should be encouraged to take parental leave by means such as awareness programmes;
12. Whereas this agreement takes into consideration the need to improve social policy requirements, to enhance the competitiveness of the Community economy and to avoid imposing administrative, financial and legal constraints in a way which would impede the creation and development of small and medium-sized undertakings;
13. Whereas management and labour are best placed to find solutions that correspond to the needs of both employers and workers and must therefore have conferred on them a special role in the implementation and application of the present agreement;

This Directive expresses the EU commitment to social rights, such as gender equality, and economic competitiveness. As with the OECD, equality and women's rights, family needs, demographic changes and the needs of the elderly are taken up within a framework of promoting economic competitiveness. For example, the impact of these measures on small firms (SME) is specifically addressed within an understanding of the possible negative economic effect the Parental Leave Directive may have on them. Of lasting significance has been the Equal Treatment Directive (Council Directive 76/207/EEC), which extends the principle of equal treatment even to marital and family status discrimination. Decisions of the Court of Justice have elevated the principle into one of the general principles of Community law. Whilst Szyszczak (2000: 106) notes that there sometime seems to be a reluctance of the Court of Justice to 'tackle head on the difficulties women face of reconciling child-bearing, child-rearing and other domestic obligations with paid work in the labour market', a number of Council Recommendations compensate for this. Amongst these is the Recommendation on Childcare (92/241 EEC, OJ 1992L 123/6), and, in ratification of ILO Convention 177 on Homeworking, Recommendation OJ 1998 L 165/32.

Regarding childcare, one can see the growing interest in the well-being of children and families, which it is recommended be addressed through care commensurate with their age; with the need for the care to be available and affordable to families; to support women's participation in the labour market on equal terms with men; for women to participate in vocational training courses; to facilitate freedom of movement of workers and mobility on the European labour market; and to develop working environment structures and organisations which are adapted to the sharing between women and men of occupational, family and upbringing responsibilities arising from the care of children (EC, 1999: 76).

In this context, Szyszczak (2000: 103) remarks that with the emphasis on children and childcare, older workers and their own specific family obligations are paid little attention in the human rights discourse of the EU, this despite the increasing interest in age and discrimination on the basis of age. Other *ad hoc* measures of EC law, such as on atypical work are also relevant to evolving family-friendly policies.

Given the very serious effects of atypical work on workers, enterprises and states in the EU in the 1980s and 1990s (Meulders and Plasman, 1997) and the objective of cohesion and convergence, three main proposals to regulate this field were issued in the 1990s. The first is Article 100 EC (now 94 EC) on part-time work; the second 100A EC (now 95 EC) on part-time and temporary work, and, finally, Article 118 A (as amended 137 EC) on Temporary Work. Originally, the Temporary Work Directive 1991 had attempted to cover the health and safety of such workers as well as reduce the disparity in treatment between temporary and permanent workers (Szyszczak, 2000: 108).

The 1997 Part-time Work Directive (97/81/EC) reveals the EU interest in human rights, together with the pressure to create jobs and reduce unemployment. Apart from removing discrimination against part-time workers, the Directive sought to facilitate the development of part-time work on a voluntary basis, which according to Szyszczak (2000: 133) would contribute to the flexible organisation of working time 'in a way which is responsive to needs of employers and workers'. This is consistent with the European Employment Strategy introduced by the Treaty of Amsterdam (Clause 5 (3)) which advises that as far as possible employers should give consideration to request for workers to transfer from part-time to full-time work and *vice versa*; should provide timely information about the provision of both part-time and full-time work to both workers and their representatives; facilitate access to part-time work at all levels of the

enterprise, as well as to facilitate access by such workers to vocational training which would enhance career opportunities and occupational mobility (Szyszczak, 2000).

The European Employment Strategy (1997) appears to be very strongly informed by results of the Spring 1996 Eurobarometer 44.3 on equal opportunities for women and men in the EU. Here (EC, 1998) it was found that women who work in the EU 15 (and the proportion of these had increased from 30% to 45% in 1995) attach as much importance to work as did men, but that they experienced considerable disadvantage. The unemployment rate for women was higher, whilst both occupational segregation and separation were to be found in all categories of employment. There appeared to be reticence regarding the activity of mothers, with 74% of the Europeans agreeing that a mother should give priority to her child, but this could have been a result of a very loaded question that asked whether in a choice between work and a child, which should have priority? It is likely that with that type of question even fathers would choose the child. In fact 48.5% of the women felt that women are often forced to choose between having children and working, whilst another 48% of females felt that women could combine working and having children.

In a conclusion resembling Hakim's (2002, 2004) preference theory, the survey (EC, 1998: 43) finds that there are two categories of mothers those who have found a solution to their child minding needs and those who 'have been forced to choose'. Asked what policies would help resolve the work/family dilemma, 48% of those interviewed (including men) preferred more child-care facilities and services, whilst 46% preferred financial assistance to enable mothers to stop work temporarily. It appeared that the childcare solution was the preferred choice by both sexes as well as by the youngest women, whilst demand for financial aid came from the oldest age bracket and those women who did not work and had children. Regarding policies such as homeworking, the survey (EC 1998) found that attitudes varied considerably with the age, work and family status of the respondent. Working men (49%) and women (53%) alike with children under 6, felt that it was impossible to work at home and look after children (EC 1996: 45). In all countries, however, more women (53%) than men (44.3%) considered homeworking a good solution to the childminding problem.

Regarding what is termed 'sabbatical leave', a third of all respondents said they would be prepared to apply for unpaid leave to bring up a child. However, twice as many women as men would do this, with the ratio falling to 1.5 times in respect of the care of older relatives.

Opinions vary across the fifteen EU countries and reflect the influence of state social policy and economic realities on preferences. Indeed, financial considerations were a major factor in choice, with 62% of respondents saying they could not afford unpaid leave (EC, 1998: 48). When asked to react to a list of (12) areas where equality does not exist and to give an absolute priority for action, almost a quarter of European men and women prioritised 'sharing household tasks' as the most important area for action in the fight against inequality. In second place came 'respecting the individual' and in third, 'access to positions of responsibility'.

With these types of results and the commitment also to the Declaration and a Platform for Action following The Fourth World Conference in Beijing, 1995, of which all member states of the EU were signatory, it is no surprise that action to reconcile working and family life remained central to both the Fourth and Fifth Community Action Programme on Equal Opportunities. The Council Decision of December 2000 (2001/51/EC) establishing the fifth framework strategy on gender equality, states 'In its Resolution of 29 June 2000 the Council stressed the importance of a balanced participation by women and men in family and working life' (EC, 2001:5 *passim*) and suggests intervention areas, including on 'more easily reconciling work and family life.'

Despite the catalytic effect of the European Social Fund on national gender equality policies, progress seems to be slower than required to meet the Lisbon Agenda target of 60% female participation rate. The 2004 Report on Equality between Women and Men<sup>5</sup> finds that women still perform the majority of domestic and family tasks. Apart from recommending the promotion of parental leave to be shared by both parents (in order to ward off the negative impact of long-term maternity leave on women's employment) it also recommends that Member states improve the supply of childcare services, and for other dependants, as well as encouraging men to shoulder a more equal share of family responsibilities.

The work/home life balance remains an important EU objective, further justified by concern with the demographic decline. The Green Paper on Demographic Change (COM, 2005) urges 'birth-friendly policies'. Whilst workplace arrangements are not the only factors seen to influence the decline, since late access to employment, job instability, expensive housing and

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<sup>5</sup> A summary is available on line (accessed 18 October 2005) at <http://europa.eu.int/scadplus/printversion/en/cha/c10934.htm> whilst the full version can be found at COM(2004) 115 and is not published in the Official Journal (OJ)



lack of incentives are all reasons cited in the Paper, the work/life balance remains a crucial target. This extends to include those 'young retirees' who want to participate in economic and social life. Furthermore, a concern with relative poverty, especially amongst lone (often female) parents and also amongst children informs the proposals. The EU's social exclusion strategy suggests that member states include the male-female dimension by introducing flexible and protected working arrangements, which is part of a general access to an employment strategy, consonant with the Lisbon Agenda.

The Nice European Council (December 2000) had also included promoting participation in employment as one of the four objectives to combat poverty and social exclusion<sup>6</sup>. The EQUAL initiative<sup>7</sup> of 2000, concerning transnational cooperation to promote new means of combating discrimination and inequalities in connection with the labour market uses the 'soft law' measure of European Social Fund programmes<sup>8</sup> to address the four pillars of the NAP employment guidelines (Luxembourg 1997 Job Summit), namely employability, entrepreneurship, adaptability and equal opportunities.

Under Pillar Four (equal opportunities) the reconciliation of family and working life is seen as the way to boost employment amongst women and men, by developing more effective and flexible forms of organisation of work and personal services. The Report on Social Inclusion 2005<sup>9</sup> reviews the states' National Action Plans on Social Inclusion 2004-2006, highlighting new initiatives in gender specific policies, especially on the reconciliation between work and family. Commentators on the EU perspective, such as Moss (1996), argue that whilst equality is a fundamental principle underlying EU reconciliation policies, the economic perspective is also

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<sup>6</sup> A summary of the main points can be found on <http://europa.eu.int/scadplus/en/cha/c10616.htm> [accessed 10th October 2005]

<sup>7</sup> C (2000)852, Official Journal C 127 of 5.5.2000)

<sup>8</sup> Such as the one financing this Maltese study.

<sup>9</sup> **Report on Social Inclusion 2005**, available online [accessed 10<sup>th</sup> October 2005]  
[http://bookshop.eu.int/eubookshop/FileCache/PUBPDF/KE6505359ENC/KE6503359ENC\\_002.pdf](http://bookshop.eu.int/eubookshop/FileCache/PUBPDF/KE6505359ENC/KE6503359ENC_002.pdf)

very strong. This is evident in the way that the provision of child care and elder care services are seen as business and employment opportunities.

As Moss (1996) argues, reconciliation concerns a number of policy areas such as labour policy, child welfare policy, family policy, employers' needs as well as equality. Whilst trying to influence nation states' primary social policy, the EU has, as yet, no specific legal competence in this area of policy, which accounts, in part, for slow and uneven progress across states. In Richardson's (2001) review of the EU literature on reconciliation, Rymaska's (1997) typology of the three types of welfare regimes in Europe, that is, liberal, conservative (or continental) and social democratic, is seen to adequately explain the differences in policy across states. Following Rymaska (1997), Richardson (2001:16) argues that the continental and liberal models 'form the natural basis for [EU] FFWA since both accept the natural place of the family in the area of social provision.'

## **2.6 Organisational Cultures & Family Friendly Working Arrangements**

Organisational studies have a history of silence over gender and sexuality, such that for decades it was possible to talk about 'organisation man', 'corporate man' and 'bureaucratic man' (Burrell and Hearn, 1989) in ways that excluded issues of gender (and women). Burrell and Hearn (1989) argue that, in its concern with the organisation of production, this framework ignored the *reproduction* of organisation, with the related gender and sexuality cultures. Mills (1989), following Clegg (1981), has shown how the impact of 'gendered rules of control' on organisational culture can have direct effect on technical rules (production techniques and assumptions about who can do what), social-regulative rules (who is viewed as a *full* organisational member), and strategic rules (the way in which extra-organisational rules become embedded within organisational practices and thinking).

In her work on bosses and secretaries, Pringle (1989) like Kanter (1977) before her, found that bosses use both social-regulative and strategic rules about appearance, behaviour and relationship in their choice of secretary, as well as type of task allocated to them. Gutek (1989) calls this 'sex-role spill-over' and there is evidence that there is carry-over of gender-based expectations into the workplace. The implications of this for family-friendly work arrangements are varied. The first would be to change attitudes and practices regarding who is considered a full member of the organisation, such that employees who benefit from any family-friendly

measure would not thereby be seen to be *less* than a full member of the organisation. It also implies that male bosses and managers may have to forgo their privileged access to female 'care', which will be reserved henceforth for the domestic sphere only. They will also need to change their attitude to what has been seen as 'role conflict', such that the entry into the workplace of family considerations would not be seen to clash with the organisation ideal, as is the case with the much vaunted Japanese examples (Burrell and Hearn, 1989).

Far from being the objective, fair and 'rational' actors as presented in the literature, corporate actors can be seen as emotion-motivated managers (Flan, 1992). Moreover, the literature on career (Evetts, 1994: 224) suggests that unless we 'de-gender' career such that the combining of paid and unpaid work is seen as a family, not a female concern; that conceptions of management are no longer 'masculine' nor incompatible with other roles in life, and that the language of career shifts from hierarchical, linear, competitive to multi-dimensional concepts and re-definitions, there will be no change in organisations. More recently, Swanberg (2004) has suggested that one key to why organizations have been less successful at integrating a work-family agenda into their organizational cultures is that workplaces have failed to consider how gendered assumptions influences policies and practices, and prevent the development of workplace cultures that are responsive to employees' work, family and personal needs.

One example of the power of assumptions showed how when flexi-time arrangements were within the immediate supervisor's discretion, the employees were 'vulnerable to their supervisors' value system' (Swanberg, 2004:16). Another study by Swanberg *et al* (2005) finds that there are justice disparities in employees' access to flexible schedule arrangements, with those on lower wages, lower education and on hourly work having less access to the flexible work schedules. Since this literature consistently reports that the attitudes of bosses and managers down the line to supervisors, are crucial for the success of the measures, it is clear that the organisational culture perspective needs to be included in any proposal for change.

## **2.7 Flexible Firms or Flexible Workers?**

In the literature on firms and their response to the industrial landscape, including the characteristics of their employees, we find the 1980s discussion on the 'flexible' firm. In part a function of the decline in manufacturing and the growth of service industries, traditional full-time employment has been replaced by part-time and temporary employment (and to a less extent self-employment). Firms responded to the decline by developing the so-called 'flexible '

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approach, though it has been argued that flexibility is more a characteristic of the employee than of the employer (Wickham, 1997; Darmanin, 1997a; Marchington and Wilkinson, 2000).

In the division between core and peripheral employees, core employees are full-time workers with skills essential to the firm, whilst those in the periphery included full-time contract workers, part-time workers and temporary workers, and workers employed through subcontracting (Marchington and Wilkinson, 2000). Wickham's (1997) study of the workplace in eight European countries in 1990, looked at both the rate and incidence of part-time work in the surveyed establishments.

The *rate* is the average proportion of part-time workers in the total workforce of those establishments, whilst the *incidence* refers to the extent to which there are establishments in which at least one employee is working part-time (Wickham, 1997: 139). Wickham (1997) distinguishes between firms that use part-time work as a *facilitation strategy*, that is, to respond to the request by their employees for shorter hours, and firms which used an *utilisation strategy*, that is part-time work to addresses the organisational or economic needs of the establishment. Whilst this type of flexibility could be mutually benefiting for both firms and employees, Wickham (1997) shows that this does not always occur. Indeed there can be mutual hostility, especially when the shorter hours are not voluntary. The Maltese case (Darmanin, 1997a) shows that the employees most likely to be utilised in this way are indeed females, where instead of family friendly work arrangements, they are employed as part-time workers, with loss of a number of state and firm-based protective measures as well as access to training and others. The relative power of these workers in collective bargaining, and the future of collective bargaining itself are at issue (Weiler, 1997). Brannen and Lewis (2000) also distinguish between what they call offensive and defensive flexibility, arguing that some forms of flexibility could well be detrimental to family life (such as working unsocial shifts).

To be successful, worker and employer collaboration was required. Brannen and Lewis (2000) found that there were three advantages for employers; they could conform to equality policies; they could increase productivity and retain skilled workers; and reverse the bad practices of long hours. Other studies reviewed by Richardson (2001) which show how firms adopt FFWA, include Fisher's (2000, cited in Richardson, 2001) study of small and medium sized firms. Here (Fisher, 2000) it was found that FFWA popularity was linked to three factors: firms in the services sector; those of a medium size and those with significant numbers (or majority) of female employees. For the staff, FFWA was perceived as a 'significant benefit' (Richardson,

2001: 8) of working in those firms. Employers benefited through the retention of staff, enhanced motivation, easier recruitment and reduced absenteeism. His review of this, and a number of other studies such as Harker's (1996) and Raabe's (1996), lead Richardson (2001) to reiterate the importance of employer/worker collaboration in devising FFWA, as well as highlighting the training needs of firms, especially of HR managers. Without adequate communication, colleagues could feel disadvantaged by the system if they felt they received no gains themselves (Harker, 1996). General points about the need of everyone from directors to line managers to be concerned in the development of the arrangements, and with their utility, are also made by Richardson (2001:9).

Another important study of family-friendly work practices is Budd and Mumford's (2002) linked data from the British Workplace Employee Relations Survey 1998. This study reviewed data on perceived and actual availability of six-family friendly practices from 20,000 individuals and 1,500 workplaces. It is held that there are two categories of family-friendly corporate policies; the category of services and the category of benefits. Budd and Mumford (2002) also provide a conceptual framework for explaining the reasons why firms establish family-friendly measures. The three theories which provide the framework are neo-classical economic theory, internal labour market theory and institutional (or neo-institutional theory). Neo-classical economists would argue that non-pecuniary benefits attract employees, increase profits (via increase in productivity) and lower wage costs associated with turnover and/or absenteeism. These benefits are offered if there is sufficient demand, and are therefore stronger amongst firms with a high percentage of present and potential female employees.

Internal labour market explanations of employer-provided benefits stem from the need to develop employee commitment (Budd and Mumford, 2002). Firms, which want to invest in firm-specific human capital, high levels of commitment or who have difficulty recruiting high quality workers for work tasks, which require non-supervised performance, are more likely to offer these benefits and services. Budd and Mumford (2002) conclude that measures of internal labour market and high commitment works systems such as presence of training, longer tenure levels, higher education levels, job ladders, work teams and employee seniority would be found in firms that provided these benefits and services.

Institutional theories place more emphasis on the ways that organisations respond to the institutional environment, with trade union pressure being one important consideration (as can be seen with public sector workers and collective agreements in Malta recently<sup>10</sup>). When asked whether any of six family-friendly measures were perceived to be available to them in their workplace<sup>11</sup>, Budd and Mumford (2002) found that employees cited paid leave as the most common practice (45%) followed by flexi time (33%) and parental leave (27%). Only 9% perceive homeworking to be available whilst subsidised childcare is rare at 4%. Two thirds of the employees thought that a given practice would not be available to them whilst 40% believed that only one of these policies is available. The workplace responses gave an indication of actual availability (emphasis in original, Budd and Mumford, 2002). These workplaces on average: employed 645 employees, who were 39 years old, and the majority were part of a multiple workplace enterprise. It was found that the inclusion of individual variables regarding employees had little impact on four or more measures of actual availability. Those that do (Budd and Mumford, 2002) are: being a postgraduate; the proportion of females in firm (with the exception of paid leave); and the presence of a human resources representative.

Regarding the three theories presented above, Budd and Mumford (2002) found that there is 'only modest support' for them. The demographic variable, especially regarding the female fraction was significant in each of their empirical models. However, labour market tightness was not a strong predictor of these policies. Regarding internal labour market theory, the presence of training and quality circles are seen to increase parental leave, however, workplaces, which offer employees a lot of discretion were less likely to have paid leave and job sharing. Both union representation and having a human resources representative were positively associated with a number of policies, supporting institutional theory. Budd and Mumford (2002) conclude that availability of family-friendly practices are less affected by the

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<sup>10</sup> A new collective agreement for the Maltese civil service signed by representatives of the following trade unions: Union Haddiema Maghqudin, The Malta Union of Teachers, the Malta Union of Professional Psychologists, the Malta Union of Midwives and Nurses and the General Workers Union with the Prime Minister on 26<sup>th</sup> October 2005, allows mothers to work reduced hours until their children are twelve years old. It also brings flexibility to the use of parental leave whilst vacation leave can be broken down into hours so that one could make use of as little as four hours a day. The agreement covers a six-year period. (see press report *The Times*, 27<sup>th</sup> October, 2005, p.16)

<sup>11</sup> Covering both services and benefits, these are : parental leave, working at or from home in normal working hours, a workplace nursery or help with cost of child care, flexi-time, job sharing of a full-time job and paid leave at short notice.

characteristics of individual employees and the demographics of the workforce than by workplace characteristics. The ones with most impact were: workplace size; the proportion of the female workforce; the presence of quality circles; the presence of a human resources representative and a range of industry measures.

The findings are consistent with a report on employed carers and family-friendly employment (Yeandle, *et al*, 2002), which compared employers, employees and service providers in two (UK) localities, and three employment sectors (local government, supermarkets and retail banking). In the summary provided by the authors<sup>12</sup> it was found that most managers were sympathetic to carers' needs, however, managerial discretion could lead to perceived inequities in the treatment of individuals. Managers did believe there was a business case for offering family-friendly policies but cited a lack of training, guidance, consultation and communication in this policy area. Some were categorised as 'vague', 'ignorant' or 'resistant', about employment policies for improving work-life balance. This supports Richardson's (2001) call for the training of managers, and of HR managers, in particular.

In their study of the effect of work and family programmes on productivity in a sample of large Fortune 500 companies in 30 industries in the US economy, Clifton and Shepard (2004) reviewed a number of factors that positively influence productivity as well as some that may have a negative impact on production. These factors are presented in Table 1:

**Table 1 – Factors influencing Productivity (Clifton & Shepard, 2004)**

Factor	Positive Outcome
greater leave, flexibility in scheduling or resources for family concerns	<ul style="list-style-type: none"> <li>■ prevents problems impinging on workplace performance</li> <li>■ reduces time 'on the job' dealing with family matters</li> <li>■ reduces absenteeism and turnover</li> <li>■ work during peak personal productive time</li> <li>■ take leave during times that would be least productive. .</li> </ul>
productivity enhanced through motivational variables	<ul style="list-style-type: none"> <li>■ increase effort</li> <li>■ reduce shirking</li> <li>■ work harder or smarter</li> <li>■ cooperate more fully in training, assisting and monitoring tasks</li> <li>■ larger applicant pool amongst those with families</li> </ul>

<sup>12</sup> Which is online [28<sup>th</sup> October 2005] on <http://www.jrf.org.uk/knowledge/findings/socialpolicy/972>.

productivity of other factors affected through interactions with labour	<ul style="list-style-type: none"> <li>■ capital productivity if workers take better care of plant and equipment</li> <li>■ better use of plant and equipment for additional hours of day and week</li> <li>■ management efficiency enhanced through effects on monitoring/supervision</li> <li>■ management efficiency enhanced if better managers or workers attracted to firm</li> <li>■ greater commitment to firm- improved information flows</li> <li>■ greater willingness to accept technological change</li> </ul>
<b>Negative Effects on Productivity</b>	
(did not find any prior research in support of this position)	<ul style="list-style-type: none"> <li>■ workers who do not stand to benefit from programmes may find them inequitable/with adverse effects on morale and productivity</li> <li>■ may seek employment elsewhere-turnover and reducing potential applicants from this group</li> <li>■ additional hours of monitoring may be required to implement programme</li> <li>■ some workers may take advantage of corporate and family programmes when they have no intention of staying with firm long term</li> </ul>
trade-off between provision of wages and provision of benefit and support programmes	<ul style="list-style-type: none"> <li>■ a sorting process may result in workers gravitating to companies with preferred combination of wages and benefit programmes i.e. single going for high wage/low support, families for combination</li> <li>■ productivity levels of different worker groupings may not be the same- so positive or negative effects on productivity</li> </ul>

Clifton and Shepard (2004) followed the Family and Work Institute and Gallinsky *et al*, (1991) in using the 'Family Friendly Index' as a good proxy variable for measurement of the effect of the programmes on productivity. The Index contains seven main areas with subcategories, giving twenty-eight (28) possible work-family programmes. Details of the scoring system can be found in the FWI ***Corporate Reference Guide to Work-Family Programs***. The seven main areas of concern included flexible work arrangement, leaves, financial assistance, corporate giving/community service, dependent care services, management change, and work-family stress management. Clifton and Shepard (2004) found that an increase in the Family Friendly Index of 10 percent, increased productivity by about one percent.

The results suggest that work and family programmes contribute to improvements in productivity, but some qualifications are in order. The companies in the sample were representative of the largest companies in the US, and no data were available for small or medium sized firms. Secondly, the data were too limited to determine which components of the programmes were most linked to the gains in productivity. It could therefore be that some benefits of the human resources policies included in the index had these effects whilst others had no, or negative, effects. These findings are consonant with other Family and Work's Institute research such as the 1997 National Study of the Changing Workforce (NSCW) and the



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1998 Business Work-Life Study (BWLS). The 1997 NSCW study found that employees with more demanding jobs and less supportive workplaces experience:

- more stress
- poorer coping
- worse moods; and
- less energy off the job

It was found that those with more supportive work environments as well as better quality jobs were more likely to have:

- higher levels of job satisfaction
- more commitment to their companies success
- greater loyalty to their company; and
- a stronger intention to remain with their company.

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### **3 Family Friendly Work Arrangements & Malta**

#### **3.1 Malta: Work, Gender and Family**

Maltese women have been working outside the home since the seventeenth century (Darmanin, 1997b, Camilleri, 1997), and a considerable number worked during the Second World War, following which protective legislation (protecting male workers) meant that these females lost their jobs on marriage (Pirotta, 1991) which, at least in the civil service, meant that only single females could work. This led to the forced unemployment of highly educated married females who as teachers, doctors and others found that the male dominated unions continued to work against their rights well into the 1990s (Mallia, 1999). The 1948 decision was reversed in 1981. However, females who returned to the civil service, such as teachers, had to start their career in grades below those at which they had left.

The low participation rate of females and the very low rate of females in decision-making positions, especially in the civil service is a direct consequence of this protective legislation. In the 1950s first phase of industrialisation, when Malta was still a British colony, the development strategy to deal with high unemployment and to reduce the emigration of skilled and other workers, which had reached a peak of 11,400 out of a population of 319,620 in 1955, was to attract labour-intensive industry to the islands (Darmanin, 1992).

The selling point for the companies that set up included amongst others, the supply of cheap female labour. Not only was there no legislation in place, which guaranteed equal pay for equal work, but age differentials in pay allowed manufacturing firms to employ young women on fixed contracts and fire them when they were old enough to get higher wages. At a time when the age at marriage was earlier, a number of employees left voluntarily to marry, allowing for the supply of cheap labour to be constantly replenished. This was the beginning of gender segregation and separation in the Maltese labour market. Whilst social legislation since 1981 has made it possible for married women to retain their employment both in the public service and in the private sector, and to benefit from statutory maternity leave, other factors have led to a low female participation rate over the years.

Currently, and according to the 2005 Labour Force Survey<sup>13</sup>, the activity rate for females is 37%<sup>14</sup>, which is far below the Lisbon Agenda target of 60%, whilst for males it is 77.9%. The unemployment rate of females, at 9.1%, is higher than that of males at 6.5%, whilst the actual employment rate of females is 33.7% (45,990 females). Unemployment stood at 7.3% in the survey period.

There is high youth unemployment with 47.1% of the unemployed aged between 15-24. This rate is higher for females, who, at 15-24, constitute 62.7% (2,862) of all unemployed females (4,563). The Labour Force Survey differs significantly from the statistics produced by the ETC database since different methods of collecting data are utilised. According to the ETC (NSO 26/2005) the unemployment rate for women is 3.9% (or 1,657 females) and 6.3% for men. The Labour Force Survey is considered to be a more reliable method for social research. The proportion of females who work part-time as their main occupation has increased annually and is now 18.1% (8,316) of all employed females compared to 4% (4,094) of comparable males (NSO 2/2006).

### **3.2 Possible Reasons for Low Female Participation in the Labour Market**

For the purposes of this review, and to ascertain whether family friendly measures would indeed raise the participation rate of females, it is worth looking at some of the reasons that have been put forward to explain the low female participation rate in Malta.

Apart from the long-term effect of histories of discriminatory protective legislation and occupational closure discussed above, others include Catholic church discourses especially on education and marriage (Darmanin, 1992; Sultana, 1992; Camilleri, 1997; Camilleri-Cassar, 2005; the effect of marriage, caring and a dual role on women (Borg and Spiteri, 1994; Zammit, 1995; Darmanin, 1997 b & c; Camilleri, 2001; Baldacchino *et al*, 2003; ETC, 2003; Camilleri-Cassar, 2005); the education of Maltese women (Darmanin, 1992; Borg and Spiteri,

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<sup>13</sup> Labour Market Statistics, Labour force Survey, July- September 2005, NSO News Release 2/2006 available at <http://www.nso.gov.mt>

<sup>14</sup> *Activity Rates* represent the labour force (15-64) as a percentage of the working age population (15-64). *Employment rates* represent persons in employment (15-64) as a percentage of the working age population (15-64). *Unemployment rates* represent unemployed persons as a percentage of the labour force. (Methodological notes NSO News release 2/2006).

1994; Camilleri, 2001); the effect of the social welfare regime on employment activity (Camilleri-Cassar, 2005; ETC, 2003; and finally the structure of the labour market, industrial policies and conditions of work on women's preferences (Darmanin, 1992, 1997a&b, 2000, 2005; Baldacchino, 1996; Deguara, 2002)

### **3.3 How Accurate are the Data?**

We also need to consider whether the participation rate as it is currently calculated, especially in the ETC data, based on the reports of employers, which only considers full-time (over 30 hours) gainfully occupied females in the computation, is accurate. There is also the issue of how to include the work performed by females in the informal labour market which Baldacchino *et al* (2003), on the basis of a survey of a representative sample of women age 18-60, who were not in, or seeking employment in 2003, found to be at least 14.5% of the sample.. Baldacchino *et al.* (2003: 14) argue, that were both full-time and part-time female employees, as well as those in the informal economy to be included in a revised participation rate, then a conservative estimate would look like 41.7%, or 8-9% higher than the current official female participation rate. For every four registered working females, there is at least one other (a fifth) who is working in the informal economy, it is argued. Indeed, when Camilleri (2001) included both full-time and part-time labour in her calculation of the percentage of economically active women (in November 1999) out of a representative sample of 800 (with 578 respondents), she found that 43% were active in the labour market.

### **3.4 Education and the Labour Market**

In her review of education policies for girls since the 1920s, Darmanin (1992) demonstrates how consecutive Directors of Education have reproduced specific Catholic discourses in their education planning, which even after the Second World War was to direct females into marriage or domestic service. The effect of separate educational provision has continued to be felt even in our time, when students making subject choices at the secondary school level, are subject to the influence of a number of discourses including those of dominant local Catholic church regarding appropriate roles for females, especially mothers (Darmanin, 1992, 1997 b, 1997c). Sultana's (1992) study of vocational education and trade schools traces the emergence of a gendered education discourse from the 1880s well into the 1990. Rotin's (1997: 185) ethnographic study of girls in a local trade school gives ample examples of how these youngsters construct their educational and occupational trajectory within specific 'traditional

roles of nurturing'. Camilleri's (2001) study of Maltese women's social and economic contribution, found a profound effect of education on women's participation in the labour market and also on their work in the home. In this study the participation rate of graduate females is high at 90%. Over 55% of the sample (of 578 respondents) had only a rudimentary level of schooling with no academic qualifications at all. Of these, 75% 'have chosen' (Camilleri, 2001:37) 'the traditional role of housewife'. Of the females with post-secondary education, 59% were employed full-time in the workforce.

### **3.5 Discourses of Catholicism: A Residual Theme?**

In both her studies of women in the labour market (Camilleri, 1997) and of the impact of social welfare regimes on women and work (Camilleri-Cassar, 2005) Camilleri-Cassar devotes special sections to the Catholic discursive context in which Maltese women's choices are made. In her semi-structured interviews with the twenty returnees in the financial and banking sector (Camilleri, 1997) there is no exploration of the social meaning that the Catholic context has for the female respondents, their choices and attitudes.

However, in the interviews with thirty-nine graduate females Camilleri-Cassar (2005) asks direct questions about the women's response to the Church's teachings on women and the family, and motherhood. Interestingly, whilst the majority of the respondents were critical of the teachings and resented the social pressure, they at that same time had a very strong pro-maternalist ideology, which included a commitment to having children as well as being the main carers, at least in the early years. They had developed their own understanding and interpretation of what children need and worked around constraints to satisfy these. That their view coincided strongly with Catholic discursive elements should not lead to a simple reproduction theory conclusion.

Zammit's (1995) case studies of eight married working women in four professions (medicine, architecture, teaching and banking) used ethnographic interviews to study the women's situated vocabularies and vocabularies of motive. None of these women refer to the Catholic discourses regarding motherhood and caring as of concern to them. What appears to be happening is that discursive elements regarding what is good for children and families, originally derived from Catholic discourses, have become embedded in Maltese narratives of good mothering and are applied even in a more secularised environment. It is worth noting that these studies are qualitative, and therefore small scale. Nor do they explore the attitudes

of husbands, and whether men may be more influenced by traditional Catholic discourses on gender roles than their wives or partners. The Maltese state has, since the 1970s (Darmanin, 2005) been strongly 'maternalist' itself and it would be wise to consider whether new social policy such as activation policies will lead to a 'farewell to maternalism' (Orloff, 2004) which may have negative social effects.

### **3.6 Marriage, Maternity and Ideologies of Care**

There is a considerable amount of evidence that Maltese women have had a strong commitment to maternity and have also tended to leave the labour market on marriage or the birth of the first child. Based on age (and not marriage or maternity) related data for 1980-1995, Camilleri (1997) finds a pattern of females' employment which shows a peak for the years 18-25 which then drops considerably to rise again slightly at age 40-45. This is however not as pronounced an M or bi-modal pattern as can be found in other countries, which means that fewer Maltese women return to the labour market than do women internationally.

Camilleri (1997: 65) also notes the high proportion of female part-time workers (61.2% in 1995) of whom the largest category are married women (39%), which leads her to conclude that 'part-time workers are largely married women over the age of twenty-five years who laden with the burden of family responsibilities, possibly single-handedly.' The Labour Force Survey for 2005 finds that 18.1% of all employed females are working part-time and account for 67% of workers in this category.

Regarding marital status, the pattern of married females dropping out of employment at about age thirty (30) has begun to change as the COS (2000:11) data for 1998 and 1999 show (these data are now very out of date). In 1999, for example, the age distribution of married employed females showed that a larger percentage of females were working at ages 30-34, 35-39 and 40-44 than in previous years, with an increase of 2 to 4 percent points. There was indication of a trend here, which might also be explained by the trend to smaller families.

Indeed the changes in fertility have been noted in the 2004 Demographic Review (NSO, 2005), with a crude birth rate, which has decreased from 12.44 (live births per 1000 population) in 1995 to 9.46 in 2004. The total fertility rate is 1.37, which is comparable to other industrialised European countries, and would suggest that despite a positive attitude to children, the phenomenon of voluntary childlessness or one-child families is evident here too. The NSO statistics give data for age and occupation of father, but not for mother. Since it is not known

exactly what the population of men in each category is, it is not possible to make more than very crude assumptions about the groups most likely to have children. It is hoped that when data from the 2005 Census are available it will be possible to see which families are having children and what type of support they need.

Interesting is the data for age of first maternity in 2004, with the largest group being those between 25-29. This suggests that this group of mothers need special provision to make sure that they can either remain or return to the labour market at such a crucial time of career development. This is even more important when we consider that long years of education allow few of these women to have been in the labour market long enough to be established in their careers. That a large proportion of the 2004 births are children born to mothers age 30-34 shows that women in these age groups also need support.

In Baldacchino *et al* (2003) study, of 458 who were not economically active, 77 of the women who left the labour market on marriage/maternity indicated that they would be willing to return whilst, another 41 declared an 'unconditional' willingness to return. That support needs to be afforded to married women with children is argued by Camilleri (2001) when she finds that in her sample for 1999, 54% of females working full-time are married, of whom 45% have one child or more. Moreover, the amount of females who are homemakers rises with the number of children they have. In her geographically representative study (Camilleri, 2001) of females aged 18-60, 52% were looking after the home and family in the reference period.

The latest NSO release on the reconciliation between work and family life (NSO 24/2006) would confirm some of the trends outlined above, though the data are presented so poorly as to hardly be usable<sup>15</sup>. Data are derived from an *ad hoc* module on reconciliation between work and family life in the Labour Force Survey<sup>16</sup>. A number of categories are so underrepresented that the data cannot be considered conclusive. However, there are some findings, which are relevant here. Firstly, out of all households with persons aged 15 to 64, 43.2% had children (age up to 14). Furthermore, 16.9% of sample households also had disabled or elderly residents. The NSO states that from the total number of persons with caring responsibilities,

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<sup>15</sup> NSO 24/2006, released 16 February 2006. Four tables do not disaggregate the data by sex. There is no data on who is the main carer of children up to age 14 for the employed population and the inactive. Thus, we do not know from these data whether the majority of carers are female, and are inactive because they are carers.

<sup>16</sup> We are not told which LFS the data are derived from.

57.3% were inactive. No table to support this is provided, and it is therefore not clear whether it is men or women who are more likely to be caring for others, and also to be inactive. It appears that those caring for children (rather than children and elderly/disabled) are more likely to be inactive (67.1%). Again there is no table with the disaggregated data to demonstrate this, or to provide gender sensitive statistics.

An assumption is made that family and child care responsibilities 'are the first reason for inactivity for women aged between 45-64 years', though the LFS is not an attitude questionnaire. In fact when asked what prevents persons from having a job, only a very small percent mentioned lack of care service (10.7%) or that care was too expensive (2.6%) or unavailable at special times (2.8%). Instead a large 83.3% gave 'other reasons not linked to the lack of care facilities', suggesting that the choice not to work was indeed a preference. Whilst it may be linked to a value attached to care, and so no care services are even sought, there may also be other reasons for the choice, such a slack of good labour market prospects or poor employability through lack of education. Indeed, of the inactive respondents only 7.4% of the females and 3.8% of the males would like to reduce their care responsibilities.

Of the employed, only 0.7% say they would like to work more and reduce the caring time. This suggests that there will be limited interest in providing extensive child-care services in Malta. Other family-friendly measures such as flexible time, reduced hours, parental leave and others are more likely to be desirable. However, as the pool of older relatives who look after children not their own shrinks with the raising of the retirement age, there may well be interest in child care services.

At the moment (NSO 24/2006), it appears that people age 55-64 are more likely to be looking after children not their own (such as grandchildren) but the study does not tell us what percentage of the working age population, in age group and disaggregated by sex, are actually looking after such children. It does appear that 66% of families with a working male use the wife or female partner as child carer. It is not clear whether the carer is inactive or not. Since 19% of working females also use their spouse or partner as a child carer, it could be that families are managing some form of life-balance as well as using the care if inactive spouses. The data do not allow us to extrapolate further.



### 3.7 Is Preference Theory Useful?

Although Hakim's (1996, 2004) preference theory has never been directly used as the base for inquiry in Maltese studies, it does appear that both well-educated (such as Zammit's (1995) and Camilleri-Cassar's (2005) groups) and less-well educated Maltese women with jobs rather than careers (such as Balcacchino and Camilleri's (1992) factory workers and Borg and Spiteri's (1994) study of 150 housewives and 150 working women in three communities <sup>17</sup>) have a strong exclusive mothering ideology, especially for very young children.

Borg and Spiteri's (1994:159) study of 300 women with a range of educational levels, ages, and types of occupation is especially interesting since it shows that, at least in 1994, even highly-educated Maltese women 'choose' to be full-time housewives for certain periods of the life-course. Regarding level of education, 1% of the sample was illiterate, 28% had mainly primary and some secondary schooling, 46% had completed secondary schooling while 25% had tertiary education. Indeed 38% (29 out of 77) of the females with tertiary education were not in employment at the time of the interview.

However, Balcacchino *et al* (2003:17) suggest that females with post-secondary level of education were almost twice as likely than those with a secondary level, and almost three times as likely as those with only primary level of education, to be engaged in the formal economy. Zammit (1995) and Camilleri-Cassar's (2005) well-educated respondents resemble Hakim's (1996, 2004) adaptive group more than they do her home-centred group. They show an interest in either remaining in, or returning to the labour market, and a few are even more like Hakim's (2004) work-centred group. They are also quite articulate regarding gender and status discrimination at work, about lack of family-friendly state and workplace measures and about asymmetrical partnering.

Whilst Camilleri's (2001:15) seems to reject Hakim's preference theory as a suitable theory to explain Maltese women's labour market activity, her own findings suggest that there may be some purchase to a refined version of the theory, which should also consider the impact of workplace conditions of work, employer strategies (Darmanin, 1997a) and level of education, in the question of females' preferences. Since Camilleri (2001: 37 *passim*) describes how poorly educated Maltese females 'have chosen the traditional role of housewife', she may want to

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<sup>17</sup> The communities are Senglea, Swieqi and Mgarr.

reconsider her position. It is worth asking whether in order to shift the home-centred Maltese women into the adaptive group, one would not also have to consider raising the level of education of girls and women. It should be of concern to policy-makers that in 1999, on the eve of a millennium which is meant to bring Malta to the learning society, 56% of Camilleri's (2001) sample of Maltese women age 18-60 have no academic passes at all, whilst only 4% had technical/trade qualifications.

The latest EU report (COM, 2006, 71 final) on equality between women and men finds that regarding the educational attainment (at least of upper secondary school) of women and men aged 20-24, Malta is at the bottom of the EU members list with below 50% of both males and females achieving this level. It is also third from the bottom of the EU 25 for persons aged 25-64 participating in education and training.

### **3.8 Do Education Standards, Labour Market Structures & Family Ideologies Coalesce?**

Another study, marred by poor data collection, is the ETC (2003) report on female dropouts from the labour supply. This study focused on the females who dropped out of the labour supply between November 2001-2. Females amounted to 39% (3,008) of the dropouts during this period.

The study found that 47% of the female dropouts gave 'personal reasons' for dropping out, but the study was not designed to explore what the reasons were. Nor did it explore the relation between dropout and level of education, although the occupations from which the females dropout appeared to be mainly low trust jobs such as machine operators, salespersons, and cleaners. There were also some office clerks and secretaries. It did establish, however, that there was a higher dropout from the private sector (85% of the total population of dropouts) than the state sector (15%), which would suggest that the equality legislation, which favours state employees, affords women some protection, whilst attention needs to be focused on the private sector where the loss of female workers is considerable. It was also found that most of the dropouts were in the 21-30 year age group (45.5% or 1368) with a further 410 (13.6%) females in the age group 31-40.

Because of problems with the data collection it is not possible to say whether the difficulty in reconciling life and work responsibilities was the main cause of dropout for those who dropped out for 'personal reasons', but the age-related data would suggest that this might be one

reason. Only 11% (333) cited redundancy as a reason from dropout. It is possible, that had the questionnaire asked about conditions of work and reconciliation, a number of respondents would have cited the problems of reconciliation as being a cause for dropout. The Baldacchino *et al* (2003:20) study also suffers from some poor data collecting, when, in order not to influence respondents who answer that the main reasons for not working are positive ones to do with satisfaction with family-based work ('the motherhood mandate'), no follow-up questions were asked about previous employment histories, including conditions of work and pay. Nor was there any further inquiry into the fact that only 1.3% of the respondents mentioned that the absence of marketable skills or qualifications was the main reason for not working in the formal economy, this when it is known that a large percent of the Maltese unemployed, and informal workers have low educational qualifications (Camilleri, 2001).

Young women who are poorly qualified tend to turn to cultures of romance and ideologies of motherhood as alternative, status-giving meanings for their life-choices (Darmanin, 1997b). It is clear that better educated women are more likely to remain in or return to the labour market. Any further study should consider the educational level of the sample more closely since this is likely to influence preferences, since it is also closely related to job type, status and income apart from attitude. These women are more likely to take up any family friendly measures that are available.

### **3.9 Domestic Labour & Paternal Involvement**

A classic study of Maltese families (Tabone, 1995) makes the optimistic claim that there has been a shift to symmetrical (with sharing of the same responsibilities) families. At the same time Tabone (1995) finds that Maltese women are still significantly responsible for domestic labour. Necessary daily chores such as cooking, shopping, laundry and ironing are mainly (over 60%) done by women only. Men shared some of the tasks to a lesser degree, doing dishes (with 21% saying that males share it with the partner) getting the highest mention. Males seem to rarely have sole responsibility for any domestic activity, though 6.4% reported that only males in their family do the shopping. The study does not consider child or dependent (elderly or disabled) care at all.

Camilleri's (2001) study of the economic and social contribution of Maltese women did not ask about the contribution of male family members to domestic labour at all, and in this sense cannot be considered a study of families. However, from the data on women's time use, it

seems that Maltese women (and this includes economically active women as well as 'homemakers') are doing most of the domestic labour and child and elderly care in families. Full-time home-makers spend more time than economically active women on a number of activities, but whether this is because working women are less fastidious, or more efficient, is not known. It should be said that Camilleri's (2001: 3) contention that Maltese women spend 'eleven (11) hours a day on tasks that benefit others' needs some clarification, since women surely also benefit from having clean houses and clothes, cooked food and looked-after children. It would be more helpful to have comparative studies where the paid and unpaid labour of males and females in the same families can be compared.

That Maltese men are less than involved in family life and responsibilities is best shown in the very poor results of a study on fathers on parental leave. As part of an EU study with four project countries<sup>18</sup> on fathers on parental leave and their employers, it was found that in Malta, the practice of men taking parental leave is so rare that the researchers only found ten (10) men who had been on leave within the last five years. Indeed, their sample had not one man who was on leave at the time of the interviews.

A report of the Department of Women in Society (2003) found that between 1997-2001 only 1.6% of the workers in the public service who availed themselves of the parental leave option were fathers. The EU study of fathers makes interesting reading (Center for Equality Advancement, 2005). Although the Malta sample of ten fathers is extremely small, and one should be cautious in making generalisations on the basis of these data, some points for further study emerge. Fathers were positive about the decision, as were relatives. Work colleagues, some of whom 'resented doing his share of the work' and superiors who had to arrange for replacements and others, were far more negative. Only four (4) superiors were interviewed, and they were all from the public sector. Two were male and two female. Consonant with findings in the international literature, these respondents did not seem to be very aware of parental leave terms and regulations. Only one informant could describe the service regulations in detail. All of them considered having an employee on parental leave as disruptive, which interfered with the 'smooth running of the department' (Centre for Equality Advancement, 2005: 41). This seemed to be worse for employees' in senior positions.

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<sup>18</sup> The countries are Lithuania, Iceland, Denmark and Malta. The Malta project was run by the ETC. A joint report (2005) can be found on <http://www.dadcomehome.org>

Some suggested reduced hours as an option but even here, the superiors felt that reduced hours also posed problems. These included how to negotiate duties around the employee's family commitments; handover frequency; that employees generally miss out on planning part of the day; and negative reactions and resistance from other staff members (Centre for Equality Advancement, 2005: 41). Father participants suggested that improvement of parental leave terms should include:

- some financial support
- giving leave takers guidelines on how to replace the work routine and spend time at home more efficiently
- increasing the maximum age of the child when parental leave can be availed of
- allowing a 'reduced hours' clause for when children are older
- allowing the leave period to count as time in service safeguarding the employee's seniority and promotion prospects
- modifying legislation so leave period can be broken down into a number of periods and used with more than one child <sup>(19)</sup>.

### **3.10 Welfare Regimes**

One of the most consistently applied explanations for Malta's low participation rate has to do with the type of welfare regime that provided the labour market and family policy context. Darmanin (1992) referred to protective legislation in which social partners applied a model of the family in which men would be primary earners and females secondary earners, if earning at all.

The family model that the Maltese state, irrespective of which political party was in government, has favoured since the early 20<sup>th</sup> century has not only made the opportunity costs for female labour too high, but have also made married women extremely vulnerable workers with loss of individual rights to unemployment benefit, pension and others, if the spouse was himself working (Darmanin, 1997b, 2005). Since 1996 single mothers have been able to work part-time 'under certain conditions' and at the same time claim social assistance, as long as the total income did not exceed the minimum wage.

Given the high rate of National Insurance contributions and the effect of other exploitative measures of part-time workers, especially those working under 20 hours a week, it would not be surprising to find that few single mothers do in fact work in the formal economy, even if this would give them protection when they are of pension age. Darmanin (2005) and Camilleri-Cassar (2005) have recently provided discussions of welfare regimes and the local context. Camilleri-Cassar (2005) describes three welfare regime clusters: the conservative, the liberal and the social democratic. Although she argues that Malta uses the male breadwinner model which is discursively supported by the Catholic social teaching about the family and women's role, she does not make a clear case for where to place Malta's welfare regime.

Using historical data, Darmanin (2005) argues that Malta does not fit comfortably with either the Southern rim or Catholic type of regime nor with the fully Beveridgean/Keynesian (social-democratic) model, but that these two models have at different times either co-existed in a hybrid model, or competed ideologically for dominance, relative to the strength of the power bloc pushing each model. Since the election of a neo-corporatist Nationalist party government in 1997, the cutting back of the state and the effect of EU economic and social policy is leading to a new regime (Darmanin, 2005).

What is of relevance here are arguments that 'family' or male breadwinner-based models, with their punishing income tax, National Insurance and other regimes make the opportunity costs for married women's participation in the labour market too high. This is especially punitive for low-income families who still pay the same rate of NI contribution though wives cannot claim unemployment benefit if unemployed (but low-income spouse is still in employment) or other benefits. Recent measures to attract women returnees to the labour market have included special tax breaks.

Camilleri-Cassar(2005: 52) correctly points out that since women (and since the Act to Promote Equality for Men and Women, 2002), also men who take career breaks, such as parental leave, cannot contribute to their National Insurance fund, parental leave will have a negative impact on their future pension rights. This may be one reason why take up of the family-friendly measure is low, especially amongst males. It should not be a problem for the state to allow an employee to continue contributing to National Insurance, though the high rate may well be prohibitive for those on low incomes. Even better-off couples in the middle class might struggle

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<sup>19</sup> Source: Center for Equality Advancement, 2005

on one wage, once one spouse is on unpaid parental leave, making the payment of the contribution of the unpaid carer difficult. It is also why choices should be considered within the context of the family, including family disposable income (as argued in an earlier section of this review).

### **3.11 Labour Market Strategies**

Finally, the possibility of firms introducing family-friendly measures at the work place and the opportunities for employees to take up the measures need to be considered within the labour market context. Over ten years ago Baldacchino's (1996) study of women in the private sector found that there was less segregation and separation than there had been in 1988, however, even in his year of study (1993) segregation and separation were salient features of the labour market. These sectoral differences still have relevance for issues such as the gender pay gap (see companion review) where not only are females underrepresented in certain occupations, making comparison problematic, but even when they are working in the same sectors, they may well be doing very different jobs.

Many women in manufacturing firms work as operatives with little chance of further training or career progression. Deguara's (2002: 148) important case study of one clothing factory, describes the interaction between the factories 'policies of recruitment and training' and the female operators' short-term job objectives, where they would themselves not seek promotion, when this was available.

Deguara's (2002) discussion of how these women made choices shows that preference theory is a useful theory, when combined with an analysis of the labour market and conditions of work. Her description of the relentless heat of the factory, made worse by working on winter weight material in the summer months, the noise level and other factors, in themselves suggest that in certain occupations, most employees would only plan to stay a few years. Would low trust companies, such as these, invest in family-friendly measures to retain staff or is the high staff turnover (this, if work of this type continues at all in Malta's present economy) favourable for employers? Baldacchino's (1996) study had found not only how many Maltese firms were extremely small, hardly meriting the SME label, but also the low unionisation rate, which seemed to be even lower for women.

Without representation it is unlikely that firms would take up any progressive equality, or family-friendly, measures. In a study of the labour market and the utilisation of part-time work

by firms in different sectors, Darmanin (1997a) finds that there was a clear pattern with firms, which are keeping a core of (mainly male) full-time workers with a periphery of (mainly female) part-time employees. Since 1997 more 'male' jobs are becoming feminised and males too are finding full-time, stable employment more difficult to find. Whilst according to the 2005 Labour Force Survey only 4% of all gainfully occupied males were working part-time as their main occupation, 2005 ETC (NSO 280/2005) data on full-time and part-time work shows that the 'flexible' firm syndrome is affecting male employment too. Euphemistically referred to as 'flexibility' or 'restructuring', these changes in the labour process change the nature of work itself, working hours and conditions, and the industrial relations environment.

In 1997 (Darmanin, 1997a) it was mainly firms in the manufacturing sector, and even the small self-employed with less than ten employees that were utilising (Wickham, 1997) part-time workers, whilst with the shift to service type jobs it is now other industries that are using the strategy with both male and female employees. Using ETC data for May 2005 (NSO 280/2005) for Hotels and Restaurants provides one example of this utilisation (Table 2):

**Table 2 – Hotels & Restaurants (Private Sector) May 2005**

Full-Time			Part-time		
Males	Females	Total	Males	Females	Total
5,448	2,530	7,978	4,257	3,452	7,709

Here it is clear that nearly half (49% or 7,709 of 15,687 employees) of the workers in this sector are part-time workers. Of all employees, 22% are females working part-time and 27% are males working part-time. Whilst the industry might well invest in family-friendly measures for core employees, it is unlikely that it will do so for its peripheral workers, who nevertheless constitute 49% of the employees.

The same pattern is also present in other sectors, most notably the 'other businesses' (NACE category No. 74) where the same report (NSO 280/2005) shows how out of 11,477 employees in the sector, 34% (or 3,851) are part-time employees. Global data for all sectors demonstrates the growth of this 'flexibility', which is unlikely to be a facilitation strategy to aid employees, but an employer utilisation strategy to aid business. The global data show that in May 2005 there were 137, 696 full-time and 39,212 part-time jobs, which means that part-time employment currently accounts for 28% of all jobs in Malta. Will workplaces in sectors with a highly disposable workforce be interested in family friendly measures?



That firms have already changed some of the typical working day and week processes is clear from data on atypical working hours (NSO 99/2001) In March 2001, in the manufacturing sector 9,790 employees worked in the evening between 8-11pm, of whom 29% were female, with a further 6607 employees working this shift in manufacturing (of whom 29% female) and 3,682 in health and social work (34% are female).

Similar results pertain to the 11pm-5 am night shift, though here it is worth noting that whilst in May 2000 only 228 females worked at night in hotels and restaurants (or 7% of the total night workers) in the March 2001 there was an increase to 1,075 female night shift workers (or 20% of workers) on this shift. Weekend work, especially Sunday employment, is also changing. Here females account for 34% of Sunday workers in manufacturing, 35% in hotels and restaurants and 37% of health and social workers (in March 2001). How much these atypical hours respond to employee need for flexibility and reconciliation with family responsibilities cannot be established here.

However more data (NSO 115/2001) on shift work (from September 2001 LFS data) finds that of the five types of shift categories, 24% (7,055) of shift workers are female. Looking at female employment in shift work, 47% work in continuous shift enterprises (24hour/7 day a week); 9% work in semi-continuous shift enterprises (24 hours with short daily break and weekend break); 16% work on two-shift system (two together amount to less than 24 hours daily); 17% work on a 'sometimes day/sometimes' night shift; 11% work on fixed assigned shifts, either always day or always night.

Regarding attitudes to shift work, whilst 52.1% of all male shift workers had opted for the work, only 41% of the women had done so, leaving 59% of these women who did not chose to work the shift scheme. Surprisingly, data from *ad hoc* questions on working time arrangements with a sub sample of the LFS for 2005 (NSO 166/2005) found that only 15.7% of the females on shift work found it inconvenient. Whilst in 2005 the majority of all employees (75%) worked fixed hours, 10.7% worked a number of core hours with variation in start and end time. A further 7.7% were estimated to determine their own working schedule. Males were more likely to have flexible working time, though both males and females with this arrangement were both under-represented in the sample. Males were also more likely to be able to determine their own work schedule, whilst 80.2% of all females had a fixed start and end of the working day compared to 72.6% of the males. Whether this is to their convenience or not was not explored by the survey. The convergence of male and female working time arrangements is apparent in

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the proportions of males and females working atypical working hours, employed working on call, in overtime and in shift work. However, females still find atypical working hours less convenient, with 12.1% females compared to 9.3% males working atypical hours, claiming inconvenience.

There is less convergence, even a considerable gap when it comes to working part-time or full-time with reduced hours. Here, females comprise 65% of employed working with these working time arrangements. It would be worth considering whether the fact that these arrangements lead to a cut in income would tend to discourage male (especially primary earners) from this working time arrangement. Neither shift work nor atypical hours necessarily lead to a lower income, whilst working less hours does. In times of rising inflation and unemployment, would employees want to avail themselves of measures that might reduce family income?

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## **4 Researching Family-friendly Measures at the Workplace**

### **4.1 Introductory**

The literature rehearsed above raises a number of further considerations that should be considered in the selection of the five private sector firms that can be used as models for other Maltese firms. The question of size of the firm is important since it appears that larger firms find it more cost effective to implement FFWA. Here, it would be useful for comparative and analytical reasons to have cases from some small, some medium and one large enterprise. Furthermore, the literature indicates that firms with a critical mass of females are more likely to be interested in FFWA. Budd and Mumford (2002) have found that workplace demographics are indicators of family-friendly practices. Again, this suggests that the gender composition of the workforce should be a variable in the choice. However, given the EU and local interest in promoting paternal responsibility, some examples of firms with both female and male employees should help ascertain what can be done to encourage men to use FFWA, and what family and workplace benefits derive from take up of the measures. Reconciliation policies are a precondition for labour market gender equality and can only be achieved with equalisation of parental responsibilities in the home (Liff, 1997).

Another factor that seems to aid the introduction and success of FFWA is the presence of a Human Resources Manager or representative in the firm (Richardson, 2001). Again, it would be useful, firstly, to compare firms, which have a HR manager with those that do not. Secondly, learning about the specific challenges of those enterprises that do not have an HR manager, could help them find what alternatives could lead to the implementation of effective FFWA measures, even without such a post.

The question of the industrial relations climate, and how union representatives can aid the implementation and take up of FFWA, especially when these are negotiated in collective agreements is an additional contention in the research design pertaining to this project. It would therefore be useful to include cases from enterprises where staff is unionised as well as others where they are not. The literature (Budd and Mumford, 2002) also indicates that firms which invest in firm-specific human capital and training, and are seeking high levels of commitment, or who are having difficulty in recruiting high quality workers (labour market tightness), are more likely to also invest in FFWA. Comparing firms with different human

capital profiles (i.e. high, versus low, trust firms) would be instructive. Here, including low trust firms is important if the concern with social inclusion, and therefore the employment of less-qualified workers, is to be taken seriously. Can FFWA encourage less qualified and less well-paid employees into the labour market? Other firm specific characteristics which Budd and Mumford (2002) found to be relevant in FFWA, was the presence of training and quality circles (which are seen to increase parental leave).

A model for the selection of the five firms on the basis of the criteria identified above is set out in Table 3:

**Table 3 – Criteria for selection of Five Case Study Firms for this Study**

Criterion	Options		
Location	Malta	Gozo	
Size	Small	Medium	Large
Demography	Mainly female	Both male & female	Mainly male
Trust	Low skill	High skill	
Human Resource Representation	No	Yes	
Union Representation	No	Yes	
Quality Circle	No	Yes	
Other	Open		

## 4.2 The SWOT Analysis

One way of approaching the implementation of family friendly measures in the workplace is by the SWOT analysis method initiated at Stanford Research Institute in the 1960s. Simple to use, this tool is based on an acronym for Strengths, Weaknesses, Opportunities and Threats. As a subjective assessment of data presented in the SWOT format, the method allows brainstorming and sharing of information and attitudes in workshop sessions. A model would look like this:

Strengths	Weaknesses
Opportunities	Threats

A number of international organisations such as United Nations (UNDP, 2001), Oxfam (Richardson, 2004) and others, use this tool for gender equality analysis. It has the advantage of being a participatory method of gender auditing, but it can often be gender blind, has been overdone, and is also very subjective.

### 4.3 Equalities Audit

A more sophisticated model for both a research and training programme would be the Equalities Audit proposed by Pemberton (1995) who uses this as the basis for studying organisational culture change. It takes the form of a consciousness raising exercise and challenges many of the gendered assumptions that senior managers or employers feature.

#### 4.3.1 Conducting an Equalities Audit

##### Task 1

Collection of information on the culture of the organisation in terms of the artefacts, beliefs and values, and assumptions shared by the members of the organisation.

##### 1a Artefacts

- **Publicity:** are equality issues referred to in public documents such as mission statements, annual reports, recruitment and promotion literature and in personnel policy?
- **Existing gender balance:** what is the gender balance of the workforce overall by level and function, e.g. what percentage of senior management team and of the company board are women. What is the gender composition of the different salary grades?
- **Family-friendly policies:** does the organisation permit flexible working or provide help towards childcare?
- **Goals and responsibilities:** what goals has the organisation set for changing the balance of the workforce and where does responsibility lie for effecting progress towards these goals?

##### 1b Beliefs and values

A look at both official policy such that the artefacts reviewed above and also the personal views of senior management in the organisation are seen to the extent of how far decision makers

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believe in the following statements. This will involve talking to those in a position senior to interviewees and asking them to comment on the statements below:

- Increasing the number of women in the organisation will increase creativity and improve the quality of decision-making.
- It is important to encourage women to move up the organisation, and this means active support.
- The introduction of more varied working arrangements including emergency leave enables a better balance to be obtained between work and personal commitments and does not imply a reduced ability to contribute.
- Men are preferred employees because they do not make the demands on the organisation that women do.

### 1c Assumptions

Given the hidden depth of assumptions, discovering them is more likely to involve interpretation of actions than receiving direct answers to questions. This will involve the drawing of a list of the most recent (6 months-1 year) decisions and actions regarding the following:

- Assumptions about career needs of employees:
  - training (i.e. new software, management)
  - leave
  - flexible/reduced hours
  - promotion opportunities
  - allocation of important work tasks
  - allocation of routine work tasks
  - support for non-work sponsored further education/activities
  - any other areas deemed appropriate

and asking:

'What does that decision or action assume about the career aspirations of women in this organisation?'

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## Task 2

This task involves the collection of information on the extent of real commitment to equality issues in terms of the resources and personnel devoted to their attainment.

### 2a Commitment from the top

- Who are the champions of equality within the organisation?
- What statements and actions have senior management made in support of this change?
- Does the department have a Gender Focal Point and how does this function (access to senior management/representing interests of all female employees)?

### 2b Defining behaviour change

- How will the organisation measure any change, e.g. in job applications, recruitment procedures and in work being done differently?
- Will rewards be given for achieving change, e.g. to managers using more 'feminine' managerial skills, for acting as performance coaches and for preparing women staff to take on greater responsibilities?

### 2c Ownership

- Do managers own equal opportunities as an organisational issue?
- Do line managers (or equivalent) feel that 'equal opportunities' is a managerial responsibility or only a concern of personnel?
- Do employees feel they have a responsibility for creating an environment of equality?
- Who believes they will gain, and who thinks they will lose as a result of the change?

### 2d Resources

- How much time have senior managers given to informing themselves on equalities issues, and signalling their involvement?
- Does equalities work have a budget and how large is this compared to other 'change' initiatives?
- What resources of staff, space and equipment are available for equalities work?
- Have resources been targeted mainly at women already judged to be most able, or used to increase the skills of women below the managerial grades?

- How much has been invested in organisational communications, so that people understand what is happening and why? <sup>(20)</sup>

#### 4.3.2 Equalities Audit: An alternative Approach

A more recent study (Swanberg, 2004) also suggests that research needs to start with an account of the organisational assumptions of each firm. Swanberg (2004, p.5) suggests that firstly one should study to a structure as set in Table 4.

**Table 4 – Equalities Audit: Organisational Features/Structures <sup>(21)</sup>**

<b><i>Workplace Culture</i></b>
<b>organisational norms</b>
<b>decision-making processes</b>
<b>formal practices</b>
<b>informal practices</b>

This corresponds well with how work-family leaders have identified the four interrelated components of family-friendly workplaces (Pitt-Catsouphe, 2002 for the Sloan Work and Family Encyclopaedia Entry):

- benefits, policies and programmes that promote employees' quality of life and work/life balance;
- workplace cultures and climates that reflect 'family' or employee-centred assumptions and beliefs;
- workplace relationships (e.g. with supervisors and co-workers) that are respectful of employees' work-family and work/life responsibilities; and
- work processes, systems and structures that keep the dual agenda (beneficial outcomes for both organisation and employees) in the forefront.

To evaluate gendered policies and practices, Swanberg (2004: 14) measured:

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<sup>20</sup> Source: Pemberton, 1995

<sup>21</sup> Source: Swanberg, 2004



- the extent to which a workplace policy or practice reproduced or sustained gender stratification or inequality in the organisation;
- the extent to which underlying assumptions assume that workers be male, and therefore disproportionately benefit male workers; and
- the extent to which men’s skills were seen as more unique or valued in the organization than women’s.

Swanberg (2004:15) provides a model for assessing formal and informal workplace policies and practices according to the criteria discussed above, set out in Table 5.

**Table 5 – Gendered Policies & Practices’ Assessment (22)**

<b><i>Gendered Policies &amp; Practices</i></b>			
	<i>reproduces or sustains gender stratification</i>	<i>benefits males/assumes workers to be male</i>	<i>men’s skills more valued than women’s</i>
<i>policy or practice</i>			
<i>formal policies</i>			
family/medical leave			
telecommuting from home			
formal flexi-time			
non-exempt overtime			
accrual of comp time			
<i>informal policies</i>			
culture of long hours			
office face time			
event face time			

In her case study Swanberg (2004) found that the way immediate supervisors applied the flexi-time policy actually worked against the needs of the female employees. This should remind researchers that how the policy is applied in context, including differing employee family responsibilities is the important issue, and not the policy itself. Organizations and their employees are heterogeneous, and formal and informal policies and practices will have different

<sup>22</sup> Source: Swanberg, 2004

impact in each case. It would be incorrect to recommend the take-up of one measure without considering this heterogeneity.

Swanberg's (2004:9) interview questions 'investigated employees' work, family and personal responsibilities, and the association of job quality, workplace supports and work-family conflict and productivity.' All employees were asked 12 general open-ended questions that covered three main topic areas:

- job conditions
- workplace characteristics
- work-family balance

Swanberg's (2004, 12) qualitative interview schedule is reproduced below

**Table 6 – Qualitative Interview Schedule (<sup>23</sup>)**

General open-ended interview questions	
A	Warm-up Question <i>tell me about your job and job responsibilities</i>
B	Job Conditions <i>tell me about your work hours and workload</i> <i>tell me about your overtime – how is it decided that you may have to work more than your standard work hours?</i>
C	Workplace Characteristics <i>in general, how does your immediate supervisor make decisions and assign work?</i> <i>what type of formal communication mechanisms are set up within your section to keep you informed?</i> <i>tell me about your immediate supervisor? How supportive is s/he towards your responsibilities and about your family/personal responsibilities?</i> <i>how would you describe the ability to advance within .....?</i> <i>how are senior management decisions made and then communicated with ....?</i>
D	Work & Family Balance <i>tell me how you balance your work and personal/family responsibilities</i>
E	Employee Input <i>if you could change your job or how work is accomplished within ..... what three things would you change?</i>

<sup>23</sup> Source: Swanberg, 2004

### 4.3.3 Family-Friendly Index

A well-established method of rating a company's overall commitment to family friendly measures is the Gallinsky *et al* (1991) Family Friendly Index that can be used both for audit purposes as well as to measure the effect of the measures on productivity (Clifton and Shepard, 2004). This index is reproduced in Table 7.

**Table 7 – The Family-Friendly Index (24)**

<b>1</b>	<p><b>Flexible Work Arrangements</b></p> <ul style="list-style-type: none"> <li>■ Flexitime?</li> <li>■ Part-time work?</li> <li>■ Job sharing?</li> <li>■ Flexi-place?</li> </ul>
<b>2</b>	<p><b>Leave</b></p>
<b>3</b>	<p><b>Financial Assistance</b></p> <ul style="list-style-type: none"> <li>■ Flexible benefits/flexible spending accounts</li> <li>■ Long-term care insurance</li> <li>■ Adoption assistance</li> <li>■ Child-care discounts</li> <li>■ Vouchers for child-care</li> </ul>
<b>4</b>	<p><b>Corporate giving / community service</b></p> <ul style="list-style-type: none"> <li>■ Corporate giving to community</li> <li>■ Funds to benefit employees</li> </ul>
<b>5</b>	<p><b>Dependent Care Services</b></p> <ul style="list-style-type: none"> <li>■ Child care resource &amp; referral</li> <li>■ Elder consultation &amp; referral</li> <li>■ On- or near-site child-care centres</li> <li>■ Consortium child-care centres</li> <li>■ Sick/emergency child-care programs</li> <li>■ After-school programs</li> <li>■ Summer camps</li> <li>■ Care-giver fairs</li> </ul>
<b>6</b>	<p><b>Management Change</b></p> <ul style="list-style-type: none"> <li>■ Work-family management training</li> </ul>

<sup>24</sup> Source: Clifton and Shepard, 2004

	<ul style="list-style-type: none"><li>■ Work-family coordinators</li><li>■ Work-family handbooks</li></ul>
<b>7</b>	<b>Work-family Stress Management</b> <ul style="list-style-type: none"><li>■ EAPs (Employee Assistance Programmes)</li><li>■ Wellness/health promotion</li><li>■ Relocation services</li><li>■ Work-family seminars</li><li>■ Work-family support groups</li><li>■ Work-family newsletters</li></ul>

#### 4.3.4 Other Considerations

In his work for CIPD Ireland, Richardson (2001:19) also suggests that a 'toolkit designed for organisations who want to audit their work practices and determine where and how FFWA might be feasible' is an important intervention strategy which should follow the first intervention strategy, which is to make the business case for FFWA. The third intervention would be to develop a methodology for developing effective two-way communication between managers and employees. Two groups who should be involved include line managers and supervisors. It is suggested that line managers will need a FFWA qualification with emphasis on communication and consultation skills, whilst supervisors will need a qualification on detailed rostering, reporting and monitoring skills. The fourth intervention should therefore be a comprehensive training programme for line managers and supervisors.

## 4.4 Human Resources Employment Factors

A significant contention in the development and implementation of family friendly measures is their impact on the features of the job among employees – both recipients of such benefits and non-beneficiaries. An essential aspect of this consideration relates to the perceptions about family friendly work arrangements among non-beneficiaries, with a particularly relevance pertaining to:

- Workers' independence from family friendly measures / benefits at work
- The morality of family friendly work measures;
- The work ethic and the belief of morality issues as an end in itself,

- Altruism – or the acceptance of generalised responsibility to help, to share and to be generous towards one’s fellow workers, and
- Equitability of family friendly measures at the workplace.

Measuring the above perceptions is dependent on the development of attitudinal questions derived from Ahmed & Jackson’s work (1979) about the acceptance of welfare concept – a high-order construct consisting of five aspects.

Equally significant is the notion of the impact of family friendly measures at the workplace on the perceptions held by beneficiaries in respect to their jobs and the derived satisfaction – as determined by a job’s critical features:

- Information received (supervisors, customers, peers);
- Variety and freedom exercised in the undertaking of different tasks;
- Ability to complete tasks (closure), and
- Pay and security features tied with the job.

A multidimensional construct developed by Wood, Chonko and Hunt (1986) is operationalised in this research, seeking to determine research participants’ satisfaction (through a Likert type scale measure) with aspects of the five different job characteristics.

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## 5 Sample Features

A total of five employer organisations and a sample of their respective employees participated in the research in accordance with the terms of reference set out by the Commission prior to the contracting of the research company. The following paragraphs set out a description of the participating data subjects representing employers and their respective employees.

### 5.1 Employers

In accordance with the requirements set out in the contracted terms of reference, five employers participated in this research.

Selection of employers followed a methodology wherein:

- A sample of 233 employers in different industries and of different sizes (in terms of human resource complement) were called on by a team of researchers, requesting collaboration in research relating to family friendly measures;
- Of these 233 employers, 134 accepted to have their human resources manager/representative to be interviewed and have a sample of their employees be interviewed in accordance with the project's terms of reference;
- Of these 134 employers, 26 fitted within the criteria established for research as set out in Section 4 (page 91);
- Of these 26, the research process was initiated with sixteen organisations of different sizes and sectors of activity. Of these sixteen companies, three declined to collaborate owing to work demands placed by seasonality, while another eight declined collaboration on the premise that the research required the sharing of confidential information.

A profile of the five organisations participating in this research is set out below.

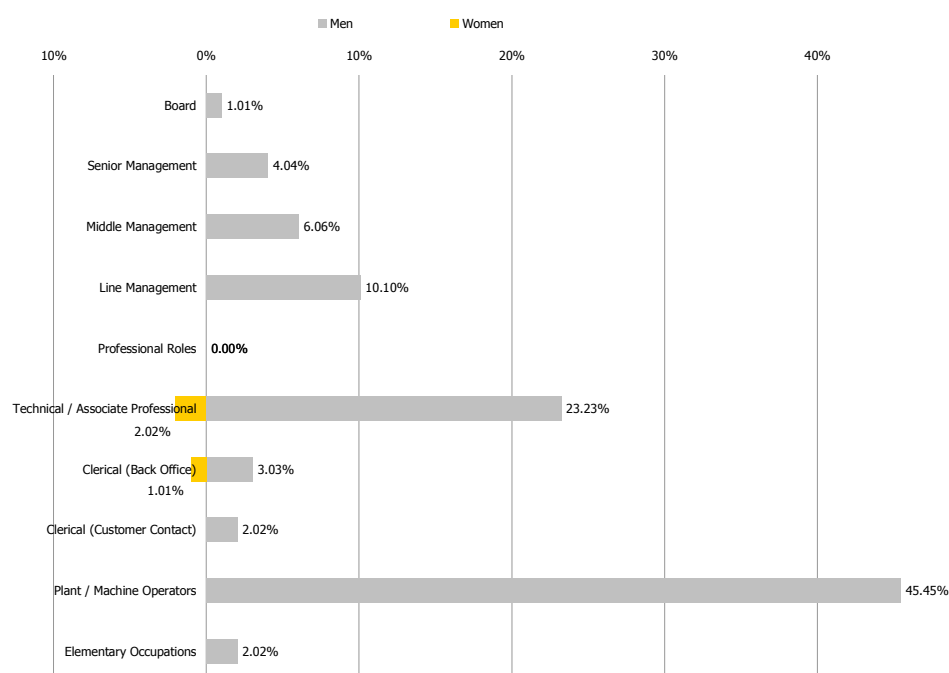
#### 5.1.1 Employer 1

Established in 1968, Employer 1 is a private company engaged in the import, assembly and installation of electric installations as exemplified by air-conditioning equipment. It is part of a larger, locally based group – whose core is responsible for the development of the Employer's mission, vision and other top-level policies. Employer 1 earns revenues exceeding Lm 2 million annually, entirely realised from local operations. The company employs 98 human resources, of

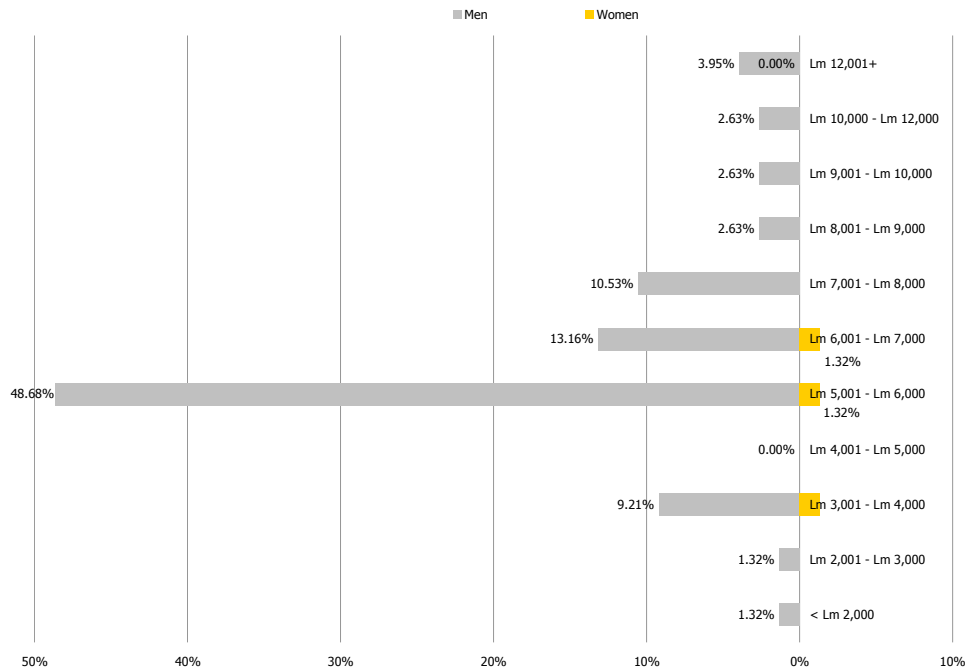
whom, three are women (engaged on a full-time basis) while three other are men employed on a part-time basis. A distribution of the human resources across level of occupation is set out in Table 8. A graphic analysis of the human resource complement by salary and family status is set out in Figure 1 and Figure 2, showing how women employed with this company earn average salaries paid by the company.

**Table 8 – Employee Characteristics Within Employer 1**

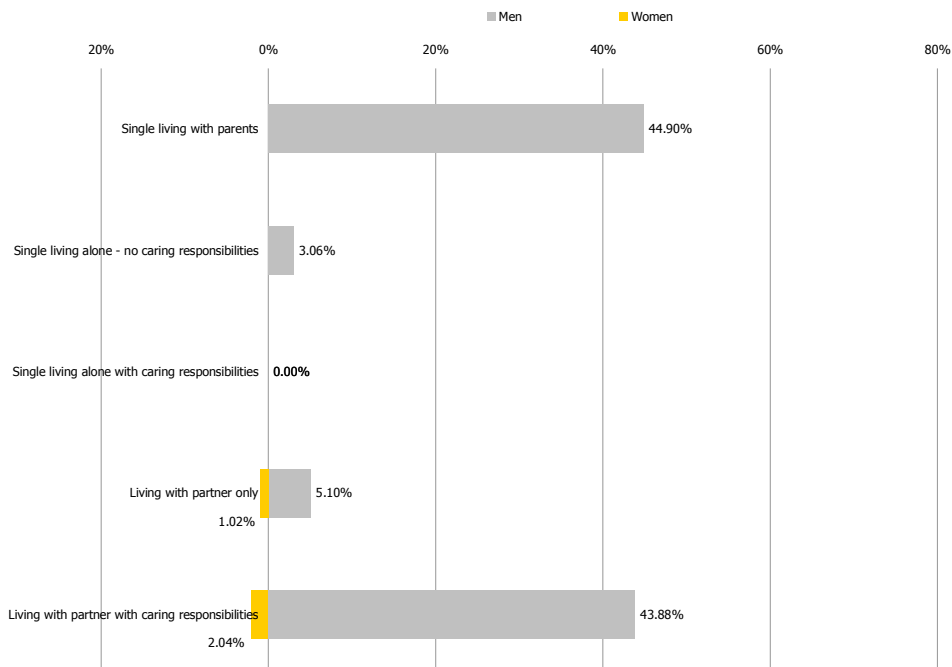
Level	Men		Women		Total
	Full Time	Part Time	Full Time	Part Time	
Board		1			1
Senior Management		4			4
Middle Management		6			6
Line Management		10			10
Professional Roles					0
Technical / Associate Professional	22	1	2		25
Clerical (Back Office)	3		1		4
Clerical (Customer Contact)	2				2
Plant / Machine Operators	45				45
Elementary Occupations				2	2



**Figure 1 – Analysis of Human Resource Salaries by Gender**



**Figure 2 – Analysis of Human Resource Family Status by Gender**



The company has a formalised mission statement and Human Resource recruitment and promotion policy – both developed by the Group’s strategic core. The Company recruits



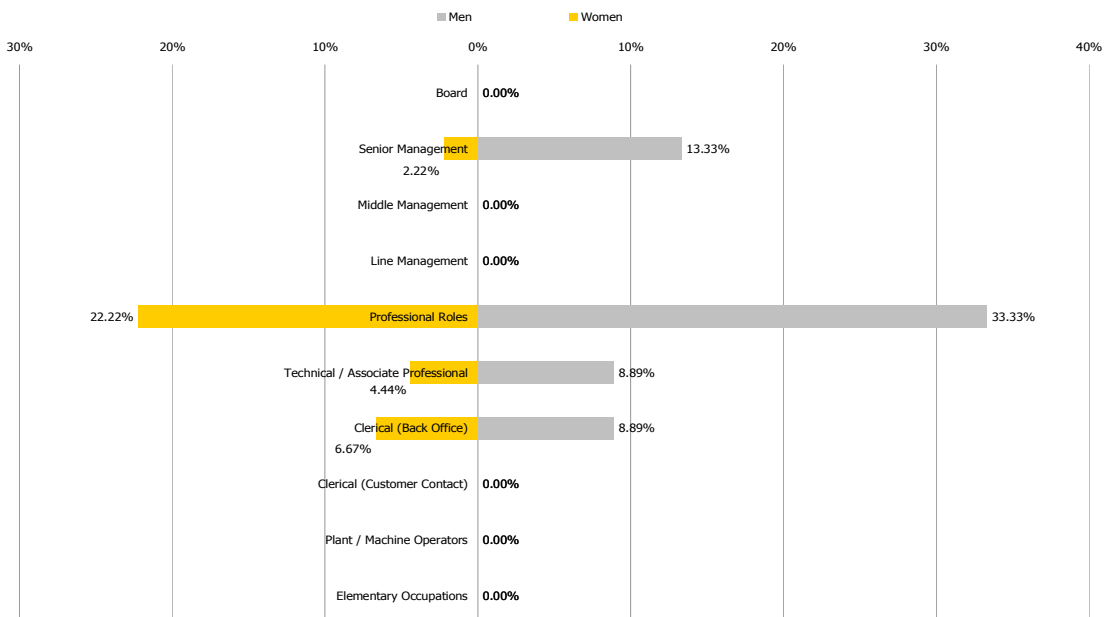
resources through different approaches, exemplified by direct advertising of vacancies on local newspapers or relying on local recruitment agencies for the recruitment of technical personnel. Equally significant is the notion that the Company does not feature social communications (formally) internally, nor does it engage in public relations communications directly – which is a function undertaken only by the Group’s central management. An annual report, in accordance with local financial regulations, is prepared and submitted to the Registry of Companies, but is not available to the public.

The Employer admits that a significant proportion of its workforce is composed of men – this largely in response to the work and installations carried out in construction sites, apart from a natural response relating to the unavailability of experienced or qualified female engineers/technicians in electrical and refrigeration engineering. Overall, the Company is considered to employ a mix of skills/occupational roles, ranging from top management to human resources in relatively unskilled jobs.

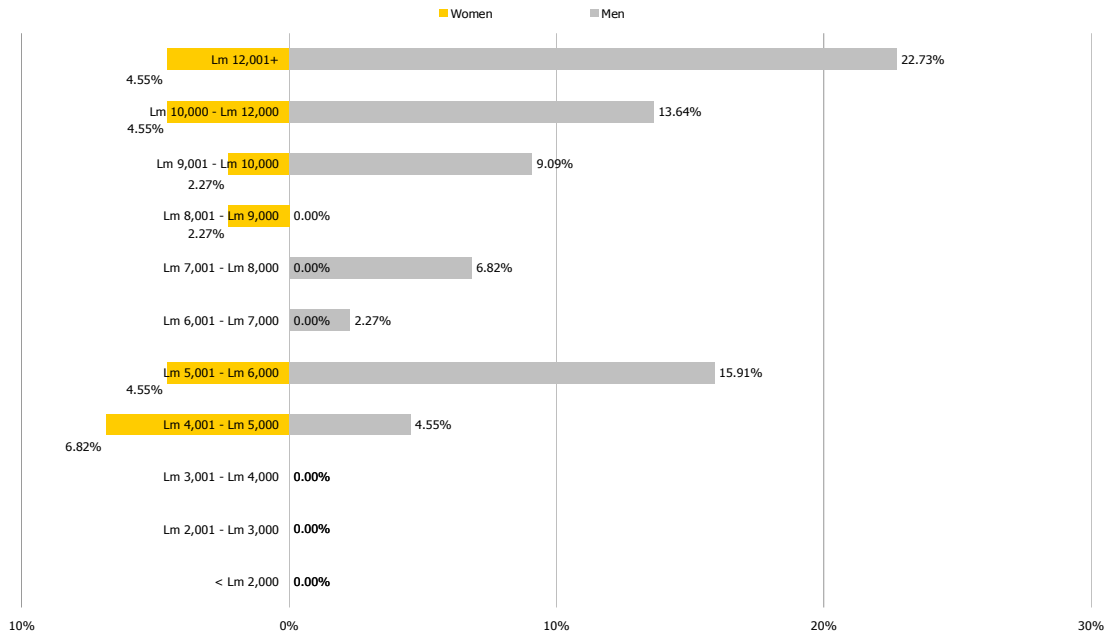
### 5.1.2 Employer 2

An independent Authority set up in 2001, this employer engages the services of 46 human resources, distributed as set out in Figure 3 and Figure 4. The Authority does not hold statistics of its employees as categorised by their family status.

**Figure 3 – Summary of Employee Distribution (Role & Gender)**



**Figure 4 – Summary of Employee Distribution (Salary Bracket & Gender)<sup>(25)</sup>**



The Authority has a published mission statement and annual report in accordance with the requirements set out under the Companies Act, but does not have a formalised HR Recruitment Policy or internal social communications. All public relations communications feature on the Authority’s web site. A review of such communications (published during the 12 months preceding the review) showed that all such messages related entirely to its operational undertakings and the environment/market in which the Authority operates.

### 5.1.3 Employer 3

Set up in 1994 as a spin off operation from a major local bank, this banking institution became listed on the Maltese Stock Exchange early in its life. Presently an independent bank, Employer 3 has a niche marketing strategy focusing on specific high-risk operations, with its revenues earned entirely from operations not relating to local markets.

The Bank is expanding rapidly and acknowledges such performance to its dependence on a team of knowledgeable human resources – a feature of the Bank’s mission statement. The Bank

<sup>25</sup> Data provided by this employer related to a selection of employees

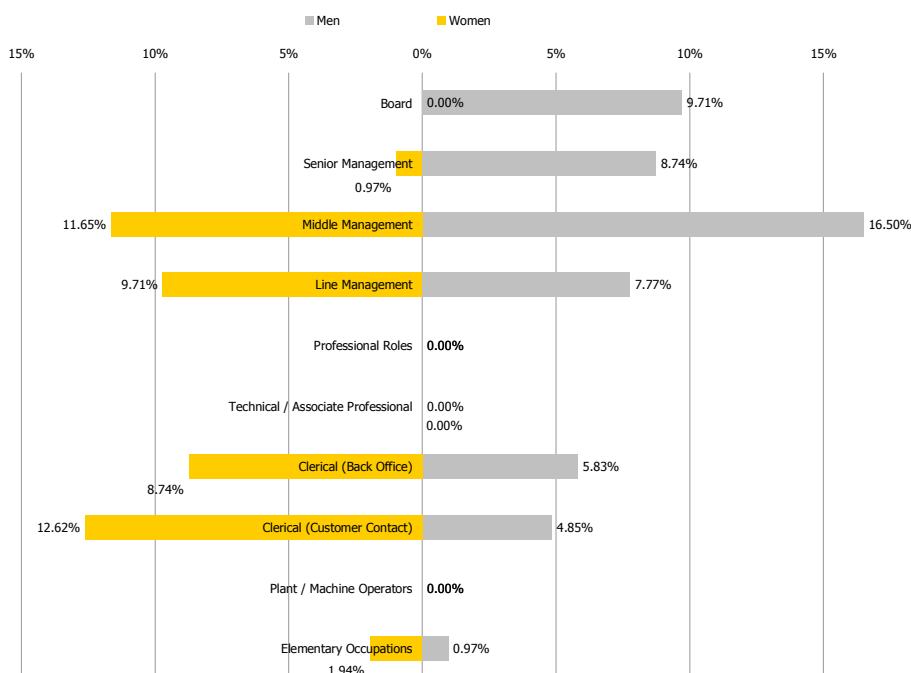
earned in excess of € 9 million in revenues in Fiscal 2005 (or a virtual increase of 50% over the revenues earned during Fiscal 2004) and operates assets worth over € 213 million.

A review of operations entertained in the Bank's Annual Report for 2005 provides a detailed account relating to major changes in the operating environment relevant to the Bank, along with a review of the major developments relating to the Bank's expanding international network and product portfolio. The review mentions how during 2005, the Bank continued enhancing the staff training facilities in Malta, but mentions no other matters relating to staff management policies.

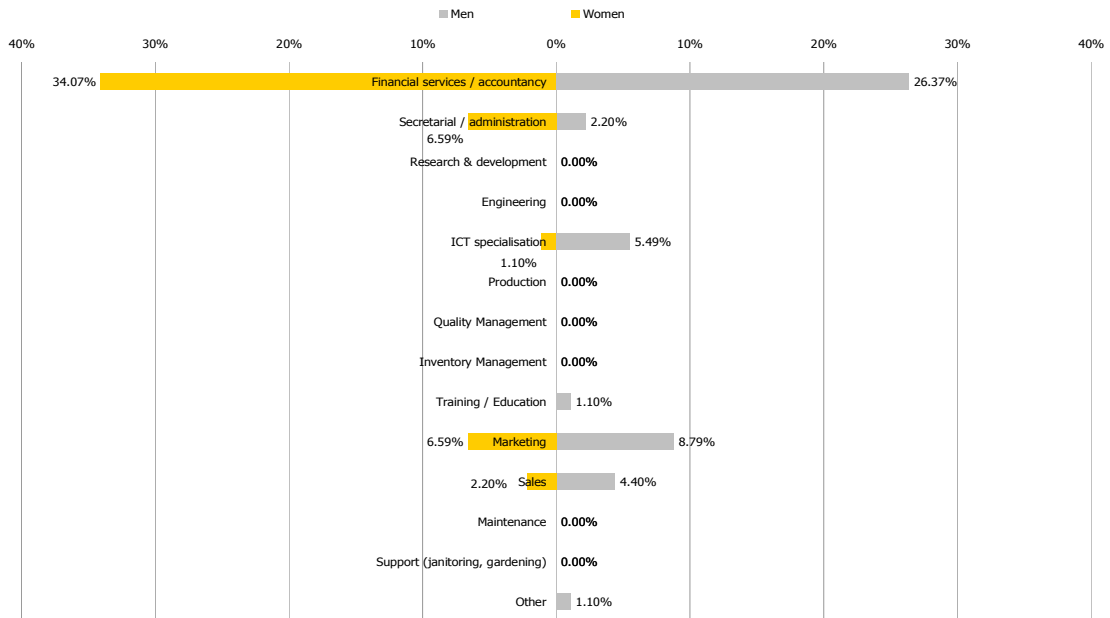
The Bank employs some 103 staff, distributed in different roles as set out in Figure 5 and Figure 6. The Employer features a fairly balanced work-force in terms of gender (women account for 47% of the Bank's work-force) across all grades except senior management.

The Bank also has a Human Resources recruitment and promotion policy (which was not provided for a review) wherein the Bank emphasises a preference to promote human resources from within, irrespective of gender, ethnic origin or other personal factors. The Bank operates a thorough scrutinising approach in recruitment of human resources by relating to candidates' potential and capabilities.

**Figure 5 – Summary of Employee Distribution (Role & Gender)**



**Figure 6 – Summary of Employee Distribution (Operational Function & Gender)**

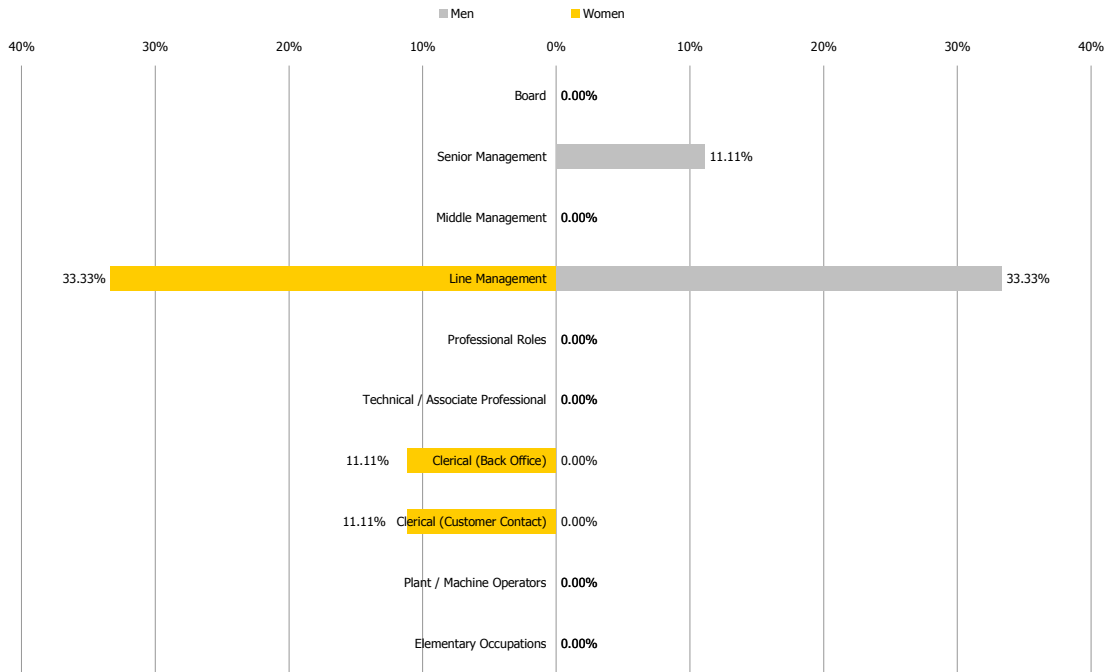


#### 5.1.4 Employer 4

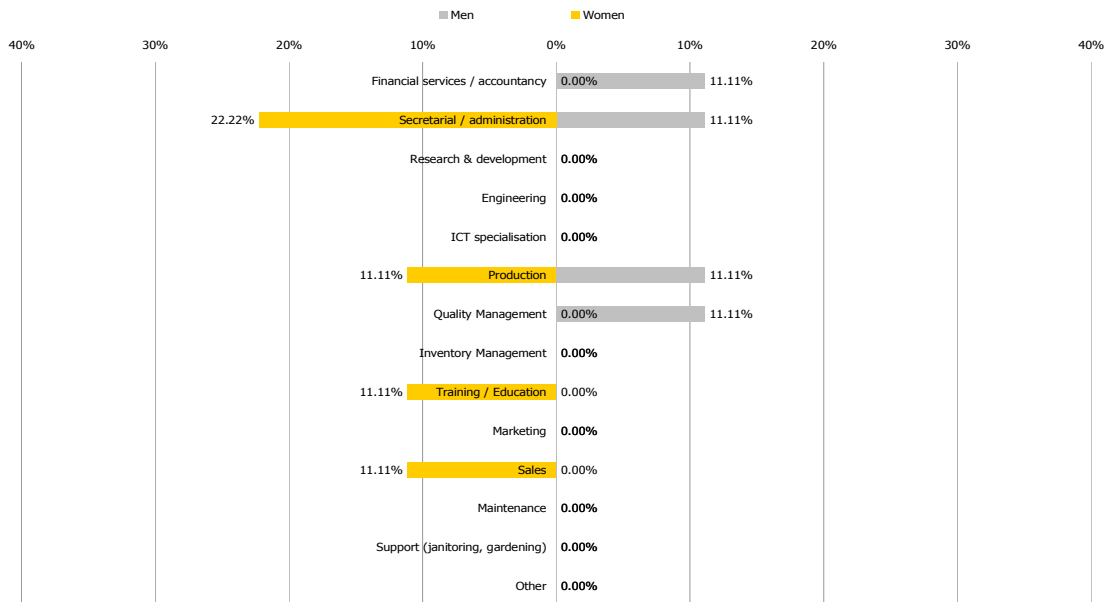
An independent private language school, Employer 4 was set up in 1999 and employs a total of 9 human resources each engaged on a full time basis. Of these, six (66.7%) are women, all of whom are engaged in a full time role. The company is independent and does not form part of any international or local group, offering a range of English Language training programmes for adults.

The Company has a published mission statement, featured on the Company’s web pages, relating to its mission in providing quality English language tuition in Malta. The company, however, does not provide its annual report to the public – which is published in accordance with the local Companies Act and filed with the Registry of Companies in accordance with such regulations.

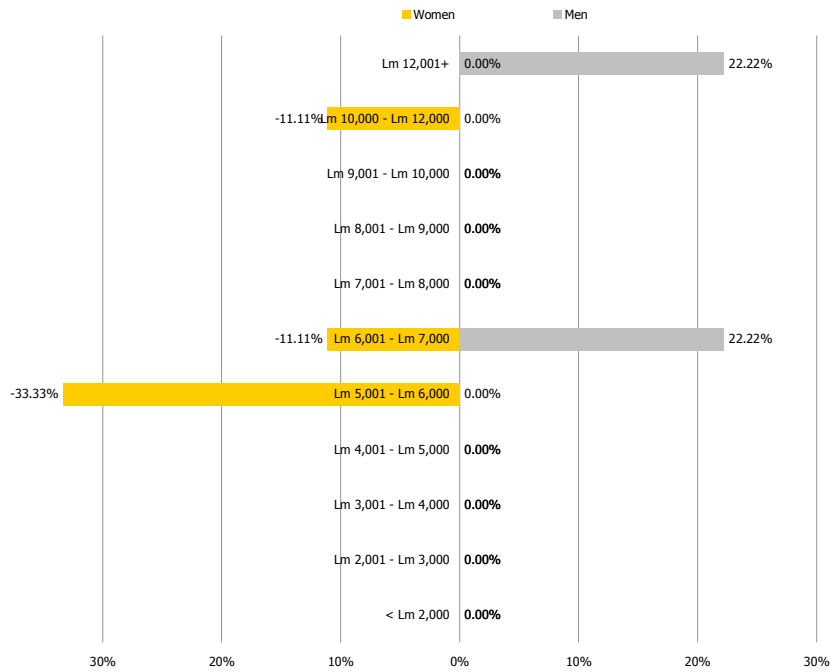
**Figure 7 – Summary of Employee Distribution (Occupation & Gender): Employer 4**



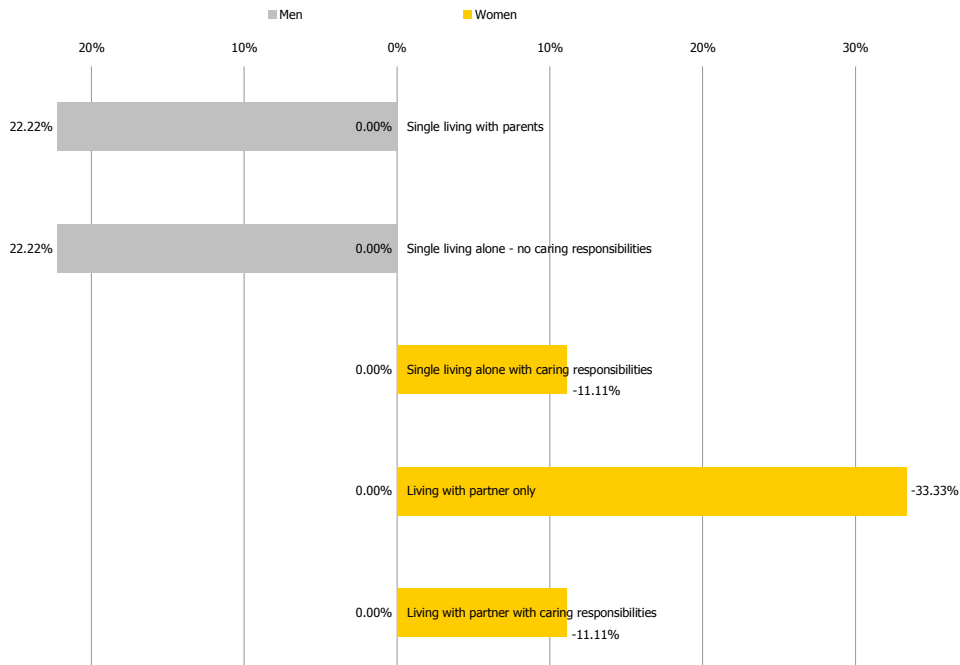
**Figure 8 – Summary of Employee Distribution (Role & Gender): Employer 4**



**Figure 9 – Summary of Employee Distribution (Pay Bracket & Gender): Employer 4**



**Figure 10 – Summary of Employee Distribution (Family Status and Gender): Employer 4**



### 5.1.5 Employer 5

Established in 1999, Employer 5 is a leading banking institution operating a profuse network of branches sparsed throughout Malta and Gozo. It employs in excess of 1,700 human resources, of whom, 57.7% are women. These resources are spread in a range of posts/occupations, as set out in Figure 11, albeit gender representation in senior positions features a male prevalence. Noteworthy is the distribution of men and women in different job basis: 7.2% of women employed by the Bank are engaged through a full-time basis with reduced hours, while a further 7.2% are engaged through part-time basis. Contrastingly, only 0.5% of the employed men work on a part-time basis with the Bank.

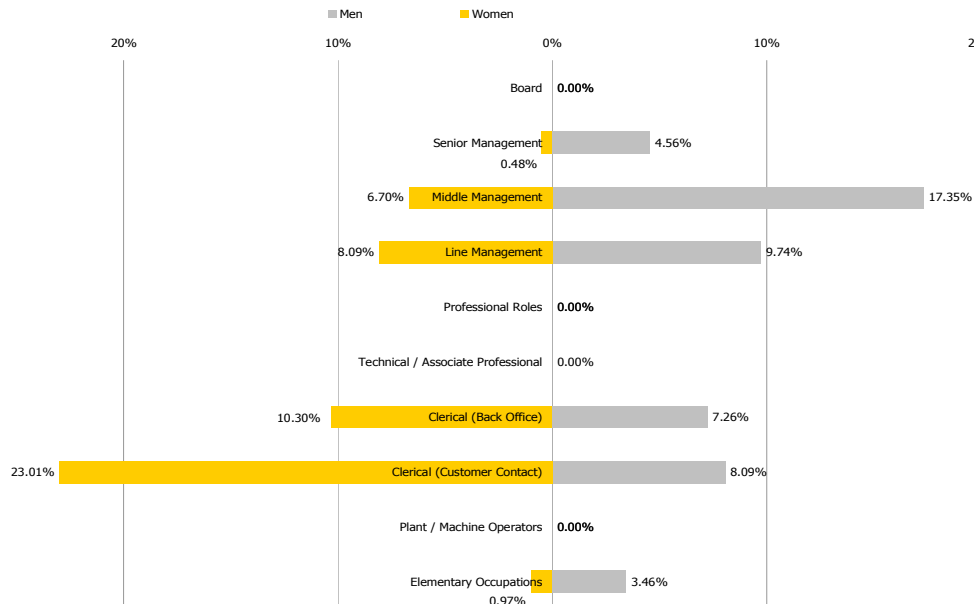
The Bank, has a Human Resources recruitment and promotion policy wherein the Bank emphasises a preference for cultural diversity. Indeed, the Bank is committed to diversity at all levels: gender, ethnicity, religion, physical ability, appearance and age amongst other factors. Such diversity policy features as one of the Bank's policies that constitute the Organisation's Corporate Social Responsibility profile – featuring an emphasis on a range of aspects as varied as children and environment.

Recruitment and promotion within the Bank is not limited to local careers. Indeed, an international policy of recruitment and promotion features on the Bank's international web pages, wherein an emphasis is placed on how the Bank embraces diversity as a key element of its branding approach – an organisation 'that invites, embraces and manages difference in the changing workforce to gain the best from its people and to provide the best service to its customers'. The Bank recognises that diversity is a business issue at every level within the organisation. In this context, the Bank places among its set of objectives, a series of aspects relating to diversity, exemplified by:

- Inspiring 'both customers and employees to understand, respect and learn from others to achieve greater personal and business success – to live and deliver our brand'
- Embedding 'diversity into the values and practices of the organisation'
- Meeting 'the obligations of the law and regulatory bodies';
- Maximising and developing 'existing pools of talent and skills within (the Bank) that are currently under utilised' thereby creating new business opportunities;
- Ensuring 'access to recruitment to diverse groups of potential employees... and customers'
- Enhancing 'image as Employer of Choice and Bank of Choice'

among others. The efforts undertaken by the Bank in respect to diversity also featured in the Banks' annual report for Fiscal 2005.

**Figure 11 – Summary of Employee Distribution (Role & Gender)**



In Malta, all recruitment of new personnel is undertaken through the Bank's own advertising of vacancies in local newspapers and use of employment agencies (as exemplified by the Employment & Training Corporation). The Bank operates employment conditions in accordance with a significant collective agreement that is updated periodically following negotiations with representatives of its employees.

Equally significant is the notion that the Bank publishes a regular communiqué that is distributed to all of its employees, featuring a social slant – exemplified by not only the announcement of events of a social nature organised by the Bank or one of its functions, but also of employment rights and family friendly systems as adoperated by the Bank in retaining its valued employees.

In 2005, the Bank earned in excess of € 191 million and managed assets worth € 3.6 billion.

## 5.2 Employees

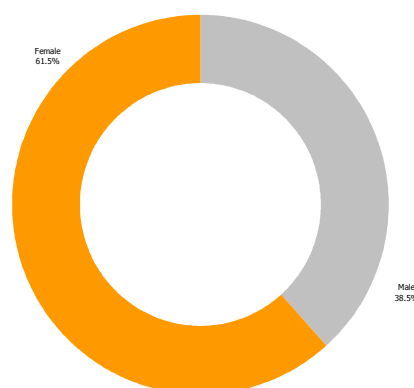
A total of 39 employees engaged in work with the above employers were interviewed, whose features are summarised in Table 9 through Table 22. This analysis shows that:



- 61.5% of participants were women;
- Median age of participants stood at 30 to 34 years;
- 74.4% of participants were married living and/or with a partner;
- 69.2% of participants claimed to have caring responsibilities at home, of whom, most related to children at home;
- 64.1% of participants were employed with publicly listed companies, while 71.8% of participants were deployed in banking and finance sector;
- 84.6% of the participants were employed on a full-time basis, while the remaining 15.4% were employed on a part-time basis. On average, employees in a full-time job worked for 40 hours weekly, along with 6½ hours weekly. These timings varied between men and women – with men in full-time jobs typically working for 40 hours along with 9.4 hours additionally weekly while women in full-time jobs typically working for just under 40 hours and 3.6 hours additionally weekly. Women in part time jobs typically worked for an average minimum of 30 hours weekly along with an average of 5 additional hours weekly;
- 89.7% of the participants were employed on an indefinite contract, while the remaining 10.3% of participants were engaged in fixed-term contract jobs;
- 59.0% of the survey participants were engaged in clerical occupations, while a further 17.9% of survey participants were employed in technical/associate professional occupations;
- A significant 71.8% of survey participants reported to senior managers in their course of duties;
- 48.7% of the survey participants had human resource responsibilities as part of their duties;
- 25.6% of the survey participants were engaged in administrative roles, 23.1% were engaged in operations roles, while 20.5% were engaged in customer care roles.

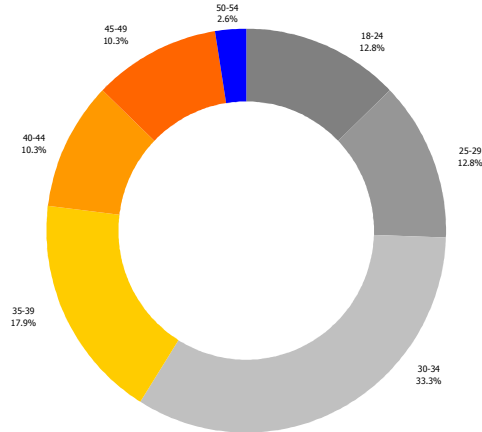
**Table 9 – Summary of Participant Employee Gender**

		Count	Valid N %
Gender	Male	15	38.5%
	Female	24	61.5%



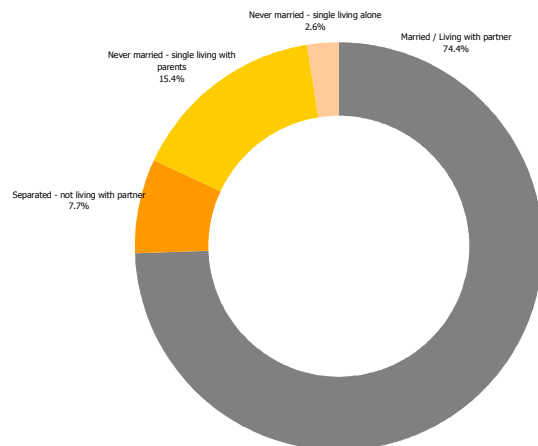
**Table 10 – Summary of Participant Employee Age**

		Frequency	Valid Percent
Valid	18-24	5	12.8
	25-29	5	12.8
	30-34	13	33.3
	35-39	7	17.9
	40-44	4	10.3
	45-49	4	10.3
	50-54	1	2.6
	<b>Total</b>	<b>39</b>	<b>100.0</b>



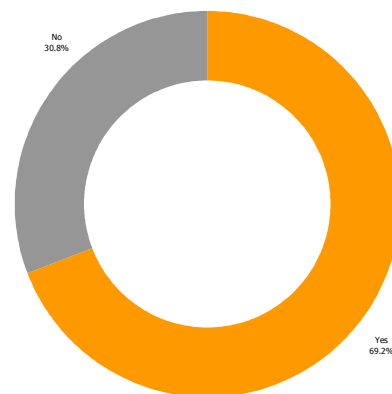
**Table 11 – Summary of Participant Employee Status**

		Count	Valid N %
Status	Married / Living with partner	29	74.4%
	Separated - not living with partner	3	7.7%
	Widows - not living with partner	0	.0%
	Never married - single living with parents	6	15.4%
	Never married - single living alone	1	2.6%



**Table 12 – Summary of Participant Caring Responsibilities**

		Count	Valid N %
Caring responsibilities	Yes	27	69.2%
	No	12	30.8%

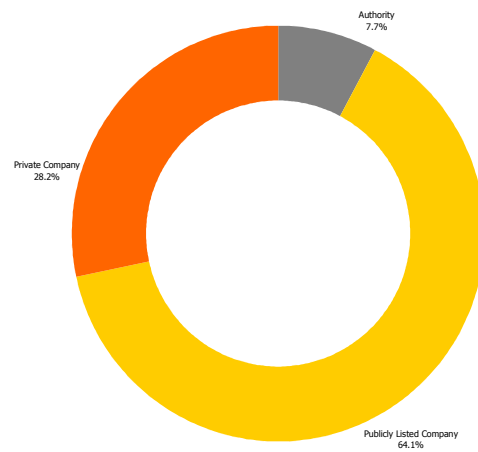


**Table 13 – Summary of Participant Care Responsibilities**

		Responses		Percent of Cases
		N	Percent	
Responsibilities at Home	Kids - under 2 years	5	11.6%	18.5%
	Kids - between 2 & 5 years	10	23.3%	37.0%
	Kids - between 5 & 16 years	12	27.9%	44.4%
	Partners / others - independent	11	25.6%	40.7%
	Others	5	11.6%	18.5%
Total		43	100.0%	159.3%

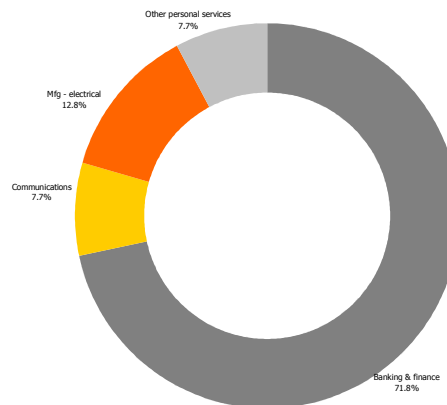
**Table 14 – Summary of Participant Employer Type**

		Count	Valid N %
Your employer company	Authority	3	7.7%
	Publicly Listed Company	25	64.1%
	Private Company	11	28.2%



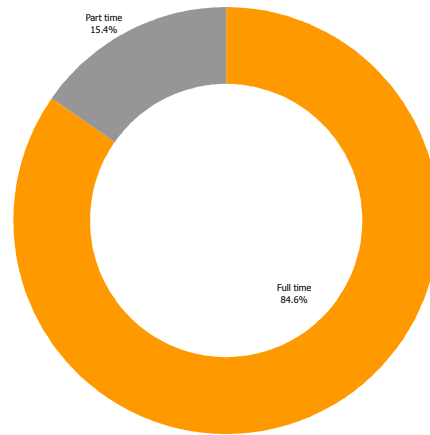
**Table 15 – Summary of Participant Employer Sector of Activity**

		Count	Valid N %
Your company's sector of activity	Banking & finance	28	71.8%
	Communications	3	7.7%
	Mfg - electrical	5	12.8%
	Other personal services	3	7.7%



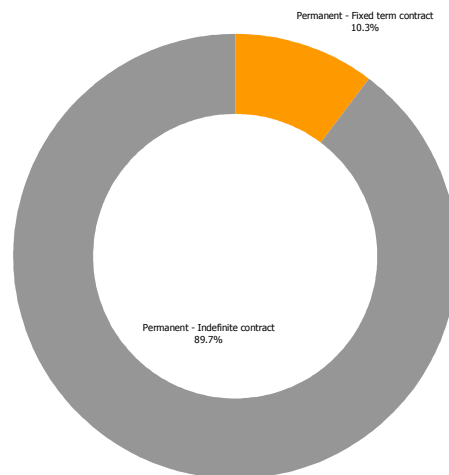
**Table 16 – Summary of Participant Occupation Basis**

		Count	Valid N %
Present job	Full time	33	84.6%
	Part time	6	15.4%



**Table 17 – Summary of Participant Occupational Contract**

		Count	Valid N %
Basis	Permanent - Fixed term contract	4	10.3%
	Permanent - Indefinite contract	35	89.7%



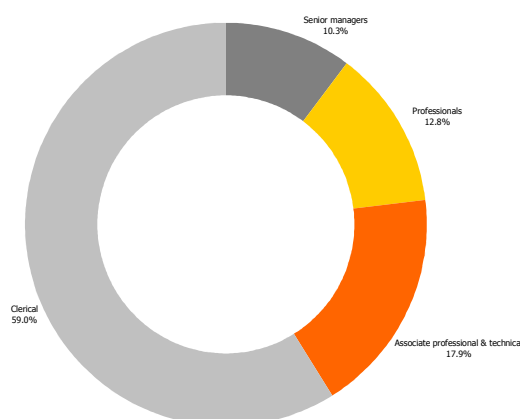
**Table 18 – Summary of Participants’ Hours Worked Weekly**

Gender	Present job	Hours worked as a minimum weekly (in main job)	Additional hours worked weekly
Male	Full time	40.13	9.36
	Part time		
	Total	40.13	9.36
Female	Full time	39.89	3.59
	Part time	30.00	5.00
	Total	37.42	3.71
Total	Full time	40.00	6.48
	Part time	30.00	5.00
	Total	38.46	6.41

Gender	Basis	Hours worked as a minimum weekly (in main job)	Additional hours worked weekly
Male	Permanent - Fixed term contract	40.00	
	Permanent - Indefinite contract	40.15	9.36
	Total	40.13	9.36
Female	Permanent - Fixed term contract	40.00	5.00
	Permanent - Indefinite contract	37.18	3.59
	Total	37.42	3.71
Total	Permanent - Fixed term contract	40.00	5.00
	Permanent - Indefinite contract	38.29	6.48
	Total	38.46	6.41

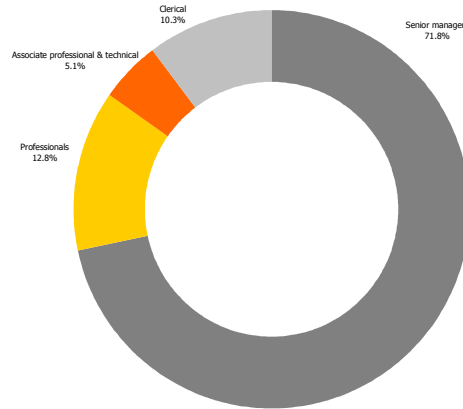
**Table 19 – Summary of Participant Occupation Type (ISCO 1988)**

		Count	Valid N %
Level of responsibility	Senior managers	4	10.3%
	Professionals	5	12.8%
	Associate professional & technical	7	17.9%
	Clerical	23	59.0%



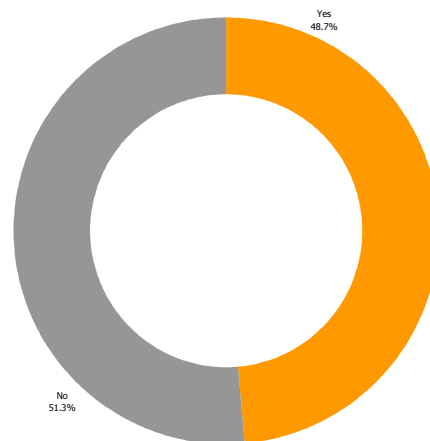
**Table 20 – Summary of Participant Direct Superior Occupation**

		Count	Valid N %
The level of responsibility of your direct superior	Senior managers	28	71.8%
	Professionals	5	12.8%
	Associate professional & technical	2	5.1%
	Clerical	4	10.3%



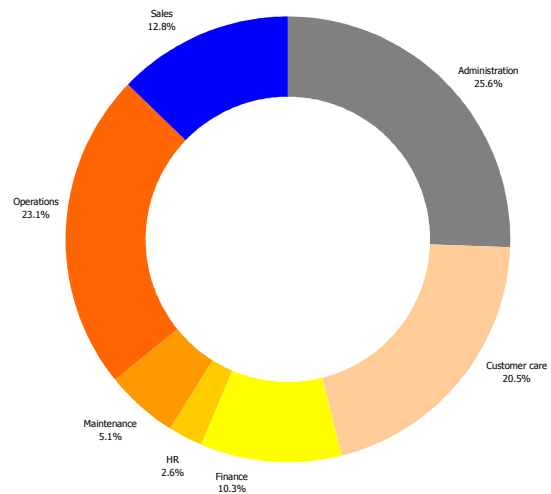
**Table 21 – Summary of Participants' Human Resource Responsibilities**

		Count	Valid N %
Employees reporting to you	Yes	19	48.7%
	No	20	51.3%



**Table 22 – Summary of Participants' Occupational Role**

		Count	Valid N %
Function of your role	Administration	10	25.6%
	Customer care	8	20.5%
	Finance	4	10.3%
	HR	1	2.6%
	Maintenance	2	5.1%
	Operations	9	23.1%
	Sales	5	12.8%



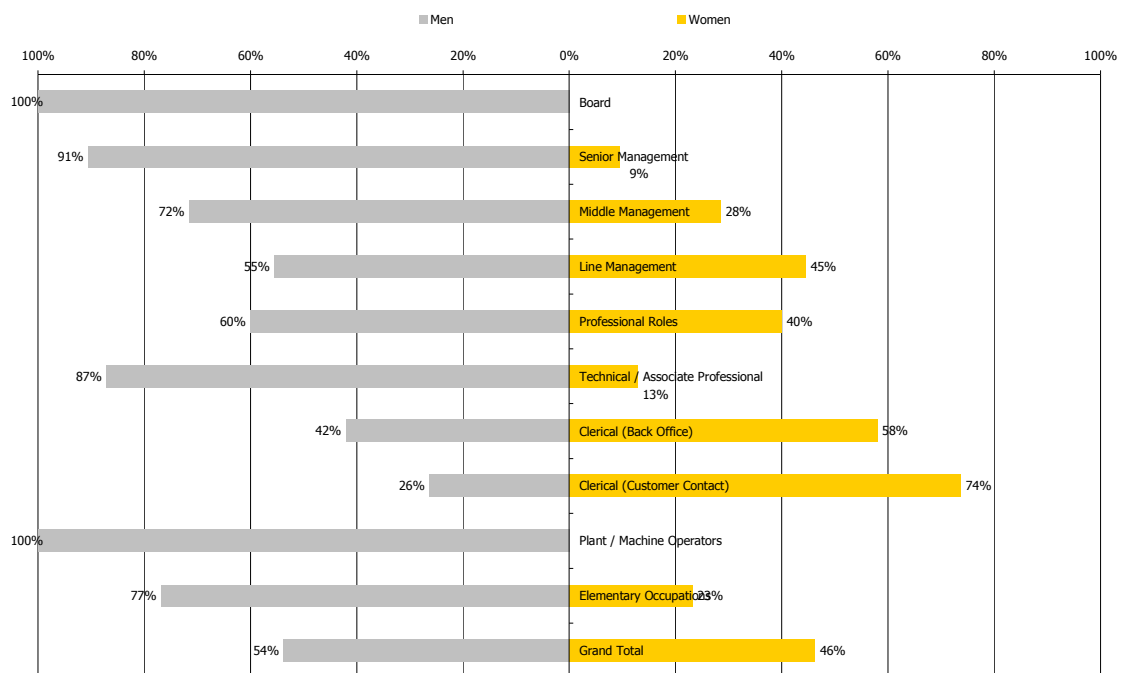
## 6 Employer Factors

### 6.1 Gender Distribution

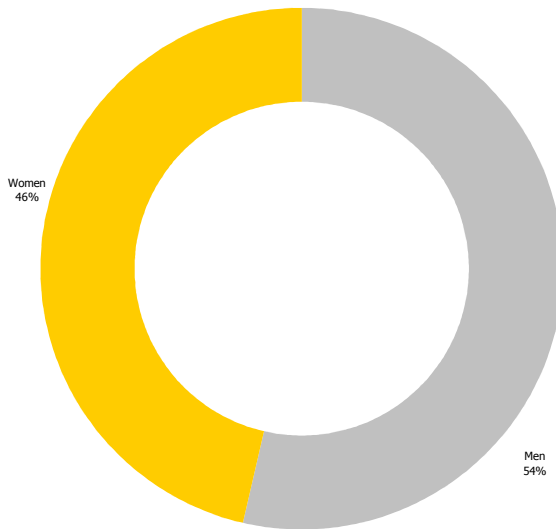
An account of the distribution of employees by gender is set out in the description of the employers participating in the research (See 5, page 102). This analysis shows that women constituted 46% of the workforce of the employers reviewed – a significantly higher proportion than the average workforce composition as established by local labour force statistics.

Equally significant is the notion that women remain relatively under represented in senior management positions – an observation that parallels gender distribution as established by labour force statistics (Figure 13). Noteworthy is the relative prevalence of women in clerical grades, an observation that also parallels the gender distribution statistics as established by local labour force statistics.

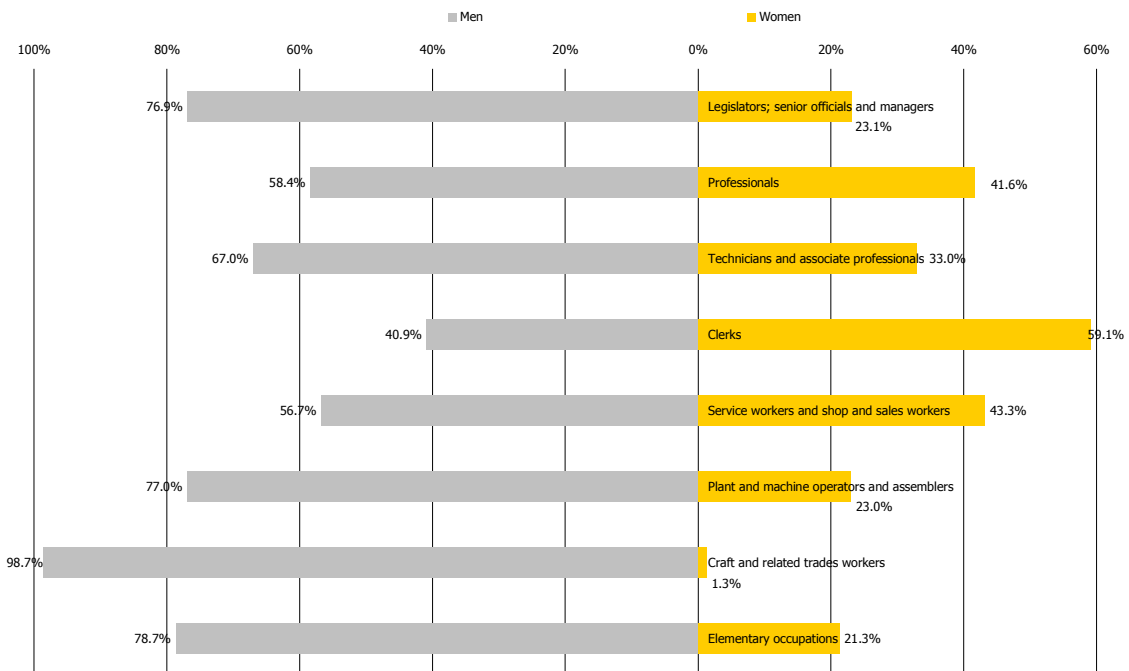
**Figure 12 – Overall Gender Distribution in Occupations within Employers Reviewed**



**Figure 13 – Overall Gender Distribution of Employees within Employers Reviewed**



**Figure 14 – Malta’s Labour Force Gender Distribution (26)**



<sup>26</sup> Adapted from Labour Force Survey, December 2005. National Statistics Office © 2006



Across the different employers reviewed, some valid gender distribution differences were observable. Employer 1 featured a significant male orientation in its workforce, contrasting against the relative female orientation featuring in the workforce of Employers 4 and 5. Across all employers, management positions were prevalently occupied by men, contrasting against the composition of clerical grades that were dominated by women.

**Table 23 – Gender Distribution Across Employers Reviewed**

Employer	1		2		3		4		5	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Board	100.0%	0.0%			100.0%	0.0%				
Senior Management	100.0%	0.0%	85.7%	14.3%	90.0%	10.0%	100.0%	0.0%	90.4%	9.6%
Middle Management	100.0%	0.0%			58.6%	41.4%			72.1%	27.9%
Line Management	100.0%	0.0%			44.4%	55.6%	50.0%	50.0%	54.7%	45.3%
Professional Roles			60.0%	40.0%						
Technical / Associate Professional	92.0%	8.0%	66.7%	33.3%						
Clerical (Back Office)	75.0%	25.0%	57.1%	42.9%	40.0%	60.0%	0.0%	100.0%	41.3%	58.7%
Clerical (Customer Contact)	100.0%	0.0%			27.8%	72.2%	0.0%	100.0%	26.0%	74.0%
Plant / Machine Operators	100.0%	0.0%								
Elementary Occupations	100.0%	0.0%			33.3%	66.7%			78.1%	21.9%
<b>Total</b>	<b>97.0%</b>	<b>3.0%</b>	<b>64.4%</b>	<b>35.6%</b>	<b>54.4%</b>	<b>45.6%</b>	<b>44.4%</b>	<b>55.6%</b>	<b>42.3%</b>	<b>57.7%</b>

## 6.2 Communications

A review of the communications vehicles and methods used by the different employers reviewed established different facets of how a family friendly orientation is communicated with employees and other related stakeholders.

**Table 24 – Features of Communications Among the Five Employers Reviewed**

Employer	1	2	3	4	5
Mission Statement	Available but not provided for research	Publicly Available	Publicly Available	Publicly Available	Publicly Available
Annual Report	Publicly Available	Publicly Available	Publicly Available	Not Available	Publicly Available
HR Recruitment & Promotion Policy	Not Available	Not Available	Available but not provided for research	Not Available	Publicly Available
Social Communications (Internal)	Not Available	Not Available	Not Available	Not Available	Available but not provided for research
Public relations communications	Not Available	Publicly Available	Publicly Available	Not Available	Practically Publicly Available

Whilst most of the communiqués featured in Table 24 were available through public sources, family friendly orientation did not feature in the mission statements of the four organisations (for which such mission statement was available publicly). Equally significant, in two cases (Employers 1 and 4), the annual reports served a purely regulatory function, providing readers with a detailed account about the financial performance and results attained by the organisation. In the case of the three other employers (Employer 2, 3 and 5), the annual

report provides a significant account relating to the changing nature of the organisations' relevant environment and how the organisations attempted to attain improvements in performance intent on satisfying shareholder and other stakeholder expectations, apart from providing the information in accordance with the local Companies' Act. Once such aspect related to improvements in the skills of the workforce (particularly in the case of Employers 3 and 5) – providing a brief account of how training and development was a continued effort intent on supporting the organisations' missions and attainment of objectives. In the case of Employer 2, the annual report provides an account of how the organisation adopted a matrix organisational structure and how the organisation recruited new technical employees (previously employees within a Government Department). In none of these reports is the family friendly orientation of the employer devoted any direct or indirect reference.

Only in one instance (Employer 5) Human Resource recruitment and promotion policies were available to the public. In such case, this policy pertained largely to an international dimension of recruitment and retention of human resources, with an emphasis placed on skills, talent and performance. More significant is the notion that the employer's policy focused on the importance of diversity and the placing of diversity as a singular aspect throughout the organisation's value chain, structure, reputation and other aspects of core competences. Equally noteworthy is the importance that the same employer devoted to training and development of human resources – quoting such dimension as a priority that supports the posting of human resources across the globe. The policy documents reviewed (available through the Organisation's international web pages) do not entertain aspects of family friendly policies adopted.

Printed/published internal social communications were not available or produced in all except one of the employers reviewed. Nevertheless, evidence across all employers reviewed suggested that informal communications across the organisation support socially oriented knowledge dissemination – particularly in respect with the Human Resources manager/executive. Indeed, Employer 3 discussed how the Human Resources manager (a woman) undertakes to learn about the family developments of each employee and provides a coaching role (in respect to family matters) to all employees without relying on publications produced internally. Employer 5 submitted how the Bank publishes a periodical of a social nature, wherein family/health and other personal issues are typically covered. Indeed, this communiqué was reported by employees engaged with this employer as a key source of information about the availability of family friendly systems/benefits.

Public relations communications were not provided by two employers reviewed (Employers 1 and 4). Nevertheless, a review of the publicly available communications featuring on the corporate web pages (Employers 2, 3 and 5) were largely characterised by a reportage of developments in the related environment/sector (Employer 2), investor matters (Employers 3 and 5) and corporate social responsibility efforts (Employer 5 – with instances relating to measures involving green environment, culture and children). Family oriented employment systems did not feature in any of such communications over the 12 months preceding the review.

### **6.3 Company Features**

Table 25 sets out a summary of the strengths, weaknesses, opportunities and challenges featured across the employers reviewed, showing how people are considered at the basis of all corporate strengths across all employers. One employer (Employer 1) considered its workforce's gender orientation as a weakness, albeit justified by the gender of human resources available locally (who must feature engineering skills). Another employer (Employer 5) considered certain groups within its labour force as a weakness – largely involving human resources who are either nearing retirement age (and are not interested in taking up training to develop new skills) or are not willing to adapt their skills to an increasingly IT oriented job.

Contrastingly, none of the employers considered opportunities or challenges within the local labour pool, except for Employer 3 – a company that is in constant search for human resources with talent that support the Organisation's commitment to its objectives. Employer 2 identified the local labour as a source of an increasing challenge in terms of identification and engagement of adept and talented resources.

**Table 25 – Summary of the Quoted Strengths & Weaknesses, Opportunities & Challenges of the Employers Reviewed**

Employer	1	2	3	4	5
Strengths	<p>Team oriented organisation with a wide portfolio of markets/sectors largely related to the construction sector.</p> <p>A level playing field across all organisational/hierarchical levels</p>	<p>The Employer acknowledges its people as its key strength – particularly in context of the organisation's service orientation</p>	<p>The Bank recognises that its key strengths lie in its highly committed people and their skills throughout the organisation's hierarchy. A flat and flexible is an additional strength that characterises this organisation</p>	<p>The Company places its people as the key strength at the basis of its competitive advantage. Indeed, the Company ascribes its reputation to be defined by the organisation's flexibility, personalised service and a keen attention to detail.</p>	<p>The Bank attributes its key strengths to its people, its brand, international reach apart from the Bank's clear strategy and vision, along with the Bank's inherent capability of managing constant change.</p>
Weaknesses	<p>A prevailing male work force that is indicated in the building services sector. Women are typically engaged in support roles within the organisation</p>	<p>Limited access to finance, with a significant dependence on revenues earned from a limited 'clientele'.</p>	<p>A focus on high-risk niche market opportunities can at best be described as a key deterrent to potential human resources and shareholders. The Bank's sheer geographic coverage puts additional constraints on the Bank's limited workforce.</p>	<p>A small organisation is fraught with limitations, often translating in missed business opportunities and an inability to implement various systems that may only improve the organisation's effectiveness.</p>	<p>In response to a dynamic environment, the Bank adopts short-term planning – a significantly limiting feature when considering a need for the Bank to foster an element of stability across its operations. Certain groups of employees are considered as a weakness – particularly in an age when the Bank has effected strong ICT developments and automated various processes.</p>
Opportunities	<p>Younger generation human resources stock are typically open minded to changes occurring in the sector – which is a fast changing environment (new opportunism)</p>	<p>The environment in which the organisation operates is fast changing, opening up new opportunities for regulation and new incumbents who set up business locally to exploit local streams of business.</p>	<p>The Bank focuses on emerging markets exemplified by developing countries. It also seeks skilled Human Resources available from the Maltese labour pool. Despite operating in high risk areas, the Bank's geographic portfolio spreads the risk to levels accepted by local banking standards and shareholders</p>	<p>The Company attributes a consistently growing demand as a key opportunity for organisational growth.</p>	<p>Opportunities largely relate to the leveraging of the Bank's brand, supporting potential diversification options whilst enabling growth in local market share</p>
Challenges	<p>Company's heavy dependence on local operations/markets – which is a primary concern to the Company's expansion and cash flow objectives</p> <p>Markets are typically mature and feature a significant price orientation</p>	<p>Being an Authority, the Country's regulatory system provides the only and remote potential threat to the existence of this organisation. Challenges also relate to a limited pool of qualified and skilled human resources available locally.</p>	<p>Threats largely arise when operations are conducted in regions/contexts where due diligence may be erratic, or subject to unforeseen interferences, as exemplified by political intervention</p>	<p>The Company sees only some minor threats in the local and international environment.</p>	<p>An organisation of this size faces limited threats in the local environment – possibly related to economic and social developments along with potential changes in the political &amp; regulatory setting.</p>

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## **6.4 Family Friendly Arrangements – Access & Applicability**

Table 26 sets out a summary of the family friendly programmes provided by the different employers reviewed. This analysis shows how the employers reviewed provide a significant range of family friendly programmes, exemplified by flexitime, exemption from non-scheduled work, short notice leave and part-time work as an option – these being the most popular of systems adoperated by the employers reviewed. Contrastingly, none of the employers provided childcare facilities or after-school child care facilities. Nor did such employers provide work-family management training or work-family guidance/handbooks.

Equally important is the notion of access to such programmes. Except for Employer 1, all such programmes were available to all employees, with only rare instances relating to ‘qualifying’ conditions – exemplified by the age of the child in respect with childcare subsidies provided by Employer 5 to its employees. Employer 1 adopts a more discretionary approach in availing family friendly measures – allowing flexitime to be exploited by full-time female employees or employees in selected roles. Telework is an additional programme adoperated by this Employer, provided to a selection of full-time male employees in management positions as an informal benefit.

**Table 26 – Availability of Family Friendly Systems/Benefits**

Family Friendly System (Benefit)	Employer				
	1	2	3	4	5
Flexitime	Available to full-time female employees or employees in technical roles, provided employee has caring responsibilities	Available to all employees	Available to all employees	Available to all employees	
Annualised Hours	Available to part-time male employees or employees in clerical positions provided employee has caring responsibilities				
Exemption from non-scheduled work <sup>(27)</sup>		Available to all employees	Available to all employees		
Childcare subsidy / allowance					Available to all employees as long as child is younger than 4 years of age
Part-time work		Available to all employees	Available to all employees	Available to all employees	Available to all employees
Telework / Home work	Available to full-time male employees in senior management positions provided employee has caring responsibilities	Available to all employees	Available to all employees		
Job Sharing		Available to all employees			
Parental leave	Available to full-time female, clerical and/or senior management employees irrespective of family status	Available to all employees			Available to all employees
Short notice leave	Available to full-time management employees irrespective of family status	Available to all employees	Available to all employees		Available to all employees
Career break with committed return		Available to all employees			Available to all employees
Sick/emergency child care leave		Available to all employees	Available to all employees		Available to all employees
Professional Guidance (childcare, elderly care)		Available to all employees			
Wellness – health promotion					Available to all employees
Work-family support groups					Available to all employees
Work-family newsletters					
Other			On the job family coaching – available to all employees (informally)		

<sup>27</sup> Exemption from overtime or work that is not scheduled before hand

## **6.5 Recent Key Changes: Effect On Women's Aspirations**

While all five employers reviewed were not intent on changing the present gender composition and distribution. Nevertheless, the employers reviewed implemented a number of changes that may have influenced women's aspirations.

### **6.5.1 Training & Career Development**

Two employers (Employers 2 and 3) augmented their training and developing programmes by increasing on the job programmes. Employer 3 emphasised training on management skills, enabling women to move into middle management positions. Augmented training within Employer 2 also enabled women to progress into different positions. Employer 5 quoted to have moved the focus of training to learning and development, making human resources taking charge of their own development albeit supported by the Organisation. This augmented the 'access' to career development across all organisational functions and human resources irrespective of gender. No specific trends were recollected by Employer 1 and 4.

### **6.5.2 Leave**

No specific changes during the period evaluated were quoted by all employers reviewed, except for Employer 3 who increased summertime leave by 2 days. This measure resulted in no effect on women's aspirations at work.

### **6.5.3 Flexible or Reduced Hours**

In 2004, Employer 1 introduced flexible hours, enabling one employee to return to paid work after her maternity. Employer 2 quoted to have introduced flexibility in the hours of work, along with the provision of laptop PC equipment (complete with broadband Internet connection) enabling staff to work flexible hours in different locations. Employer 5 quoted the introduction of 'key' time, impacting positively on women in clerical grades. Nevertheless, the same employer admits that opportunities for key-time may be restricted in respect with higher grades.

#### 6.5.4 Promotion Opportunities for Staff

Promotion opportunities for staff and associated changes in trends featured in the case of Employers 2, 3 and 5. Employer 2 claimed that promotion opportunities were profuse owing to the organisation's young age. Employer 3 claimed to keep recruitment of human resources from the labour pool related to (as far as practical) to junior positions – enabling human resources to be developed internally and promoted into senior positions later on during their career. This enabled more women to move into management posts.

Employer 5 claimed that the implementation of an improved selection process related to recruitment and promotion, along with the development of new positions as a result of the organisation's growth, enabled new opportunities in management positions to be filled by women – who are increasingly demonstrating quality skills and aptitudes in such roles.

#### 6.5.5 Allocation of Important and/or Routine Work Tasks

None of the employers reviewed effected any significant changes during the five years preceding the review

#### 6.5.6 Support for Non-work Sponsored Further Education/Activities

None of the employers reviewed effected any significant changes during the five years preceding the review, except for Employer 3, claiming to provide support human resources in their learning endeavours. Nevertheless, the Organisation did not observe any direct impact on women's aspirations at work within the same organisation.

#### 6.5.7 Other Changes

Employer 4 quoted the implementation of an ISO 9001 accredited quality system during the months preceding the review. So far, management within the same company saw this change as having no impact on the aspirations of women employed within the Company. Employer 5 quoted the introduction of gender specific development programmes, enabling more women to take up responsibilities for their own personal development, thereby widening their career prospects within the organisation.



## 6.6 Commitment to Equality Measures

In all five cases, championing the implementation of equality and family friendly measures received stronger encouragement from senior and functional management (exemplified by the human resources manager and the finance manager). Only in one case (Employer 5) was the Board reported to have provided strong encouragement for the implementation of such measures, whereas other employers reported their Board to be relatively uninvolved or providing only weak encouragement. Contrastingly, male employees provided the weakest encouragement.

**Table 27 – Championing Family Friendly Measures (28)**

	Minimum	Maximum	Mean	Std. Deviation
company's board	0	2	1.00	.816
senior management	1	2	1.75	.500
human resouces department	1	2	1.75	.500
legal department	2	2	2.00	.000
finance department	2	2	2.00	.
IT departement	2	2	2.00	.
employees - men	0	1	.50	.707
employees - women	1	2	1.50	.707

Communications about equality issued by senior management featured in only two of the employers reviewed (Employers 2 and 5). Employer 3 asserted that equality was never an issue, hence the lack of communications relating to such area. Employer 2 organised a number of talks and discussions among all members of the workforce intent on promoting equality as perceived and practised on jobs. Employer 5 launched a diversity policy with a strong focus on gender equality as part of an international campaign. Such campaign followed an internal and external communications plan that ensured messages are cascaded down to all organisational levels. A series of efforts intent on encouraging women to skill themselves and move into senior positions accompanied the above communications campaign.

Employer 2 added that their internal communications about equality were further augmented through the development of policies and procedures that ensure women are treated equally as men. Such measures are attributed an equal importance as measures relating to productivity and quality.

Only Employer 5 operated a gender focal point/core group as part of its Human Resources management function – claiming that the Head of Diversity has a direct responsibility in HR management. Moreover, the Employer has an organised group of women who maintain a regular contact, intent on expounding and acting on issues relating to any gender inequality. One such area relates to developing and implementing family friendly measures. Nevertheless, the Employer admits that quality and productivity remain a focal point for the Bank, above issues of equality and family friendliness.

Of the different variables that enable a measurement of gender equality effectiveness at employers reviewed (Table 28), in job applications were the most popular of such variables. Least popular of variables used among such employers comprised creativity indices and measures of absenteeism. Of the five employers reviewed, Employer 3 did not make use of any such measures (nor is it intent on introducing any such variables for measurement in the future), claiming that female orientation across all levels of the organisational hierarchy was always strong. Contrastingly, despite its young age, Employer 2 makes use of five such variables (Table 29).

Measures that will be introduced in the future include external candidate applications (Employer 5) and creativity indices (Employer 2).

**Table 28 – Variables used presently to Measure Gender Equality Effectiveness**

		Responses		Percent of Cases
		N	Percent	
Variables in Measuring Gender Equality <sup>a</sup>	In Job Applications	3	23.1%	75.0%
	External Candidate Applications	2	15.4%	50.0%
	Performance Improvement	2	15.4%	50.0%
	Creativity Indices	1	7.7%	25.0%
	Absenteeism	1	7.7%	25.0%
	Staff Turnover	2	15.4%	50.0%
	Innovation / Suggestion Schemes	2	15.4%	50.0%
Total		13	100.0%	

<sup>28</sup> -2 = Strong Opposition, 2 = Strong Encouragement

**Table 29 – Variables Used Presently to Measure Gender Equality Effectiveness Across Employers**

		Employer Code			
		1	2	4	5
Variables in Measuring Gender Equality	In Job Applications	1	1	0	1
	External Candidate Applications	0	1	1	0
	Performance Improvement	1	0	0	1
	Creativity Indices	0	0	1	0
	Absenteeism	0	1	0	0
	Staff Turnover	1	1	0	0
	Innovation / Suggestion schemes	0	1	1	0

		Employer Code			
		1	2	4	5
Variables in Measuring Gender Equality	In Job Applications	33.3%	33.3%	.0%	33.3%
	External Candidate Applications	.0%	50.0%	50.0%	.0%
	Performance Improvement	50.0%	.0%	.0%	50.0%
	Creativity Indices	.0%	.0%	100.0%	.0%
	Absenteeism	.0%	100.0%	.0%	.0%
	Staff Turnover	50.0%	50.0%	.0%	.0%
	Innovation / Suggestion schemes	.0%	50.0%	50.0%	.0%

**Table 30 – Variables to be Used in Future to Measure Gender Equality Effectiveness**

		Responses		Percent of Cases
		N	Percent	
Future Variables in Measuring Gender Equality	External Candidate Applications	1	50.0%	50.0%
	Creativity Indices	1	50.0%	50.0%
Total		2	100.0%	100.0%

**Table 31 – Variables to be Used in Future to Measure Gender Equality Effectiveness Across Employers**

		Employer Code		Total
		2	5	
Future Variables in Measuring Gender Equality	External Candidate Applications	0	1	1
	Creativity Indices	1	0	1
Total		1	1	2

		Employer Code	
		2	5
Future Variables in Measuring Gender Equality	External Candidate Applications	.0%	100.0%
	Creativity Indices	100.0%	.0%
Total			

None of the employers reviewed provided rewards for positive improvements in gender equality. Nevertheless, Employer 1 intends to introduce rewards to promote family-work balance knowledge among its employees.

## 6.7 Attitude Towards Family Friendly Measures

A series of items relating to different aspects of attitudes towards family friendly measures were prompted to HR managers interviewed. A summary of the response is set out in Table 32, showing how the prioritisation of equal opportunities is a strong feature among all five companies, justified by the employers' belief that equality is a net gain for everyone. In all five employers effective family friendly measures target all women, with benefit policies intended to promote quality of life among employees. Nevertheless, employers believed that employees have a responsibility for creating an environment of equality, while in all firms reviewed, employees look positively at family friendly measures implemented.

The lower responses also showed how employers interviewed believed that equality measures must remain a universal aspect. Employers also believed that family friendly measures and equality do not tax or challenge managers.

**Figure 15 – Summary of Mean Response of Employers: Attitudes Towards Family Friendly Measures**



**Table 32 – Summary of Mean Response of Employers: Attitudes Towards Family Friendly Measures <sup>(29)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Equal opportunities is an organisation wide priority	4	5	4.80	.447
Managers in this company own equal opportunities as an organisational issue	3	5	4.20	.837
Managers feel equal opportunities is a managerial responsibility	2	5	3.60	1.140
Equal opportunities is a concern of personnel	3	5	4.00	.816
Employees have a responsibility for creating an environment of equality	3	5	4.40	.894
Equality is a net gain for everyone	4	5	4.80	.447
Managers stand to lose from equality	1	2	1.20	.447
Managers stand to lose from family friendly measures	1	2	1.20	.447
Men's skills are more valued in this organisation	1	5	2.40	1.949
Senior managers need more information about equalities issues	2	5	3.80	1.095
Senior managers need more knowledge about managing family friendliness	3	5	4.00	.707
Senior managers do not involve themselves enough in family friendly measures	1	4	2.60	1.140
Effective family friendly measures call for a larger budget than we afford	3	4	3.80	.447
Effective family friendly measures should be targeted to the most able women	1	2	1.20	.447
Effective equality measures must favour only the most capable women	1	2	1.20	.447
Effective family friendly measures in our company target ALL women	4	5	4.80	.447
Effective equality measures in our company enable ALL women to move into managerial grades	4	5	4.20	.447
Investment in communications promoting equality instilled a widespread awareness about equality in our organisation	2	4	3.25	.957
Communications about equality enabled a widespread appreciation about equality issues among employees	3	3	3.00	.000
There is a strong need for more communication efforts to enable a true appreciation of equality issues among our human resources	2	4	3.00	.816
Our benefit policies promote quality of life among employees	4	5	4.60	.548
Our benefit policies promote a stronger work-life balance among employees	3	5	4.00	.707
Workers abuse from benefits provided by this company	2	4	2.60	.894
Workers benefit from our family friendly measures despite their short term staying intents	3	5	4.00	.816
Non-beneficiary employees find family friendly measures inequitable	1	4	2.20	1.304
Family friendly measures are often the sources of conflict among workers	1	2	1.60	.548
Our company's mission is a true sign of family values in this company	3	4	3.80	.447
Our company's structure supports the implementation of effective family-friendly measures	3	5	3.80	.837
Our systems of communication support effective family-friendly measures	3	5	3.60	.894
Management styles in this company need to change for effective family-friendly measures to succeed	1	4	2.00	1.414
Our company's shared values promote family friendly programmes among employees	2	5	3.40	1.140
Our employees look positively at family friendly measures in this company	3	5	4.40	.894
Our employees are mature enough not to abuse from family friendly programmes	2	4	3.60	.894
Family friendly measures help our workers to build much needed skills for the benefit of this company	3	5	4.00	.707

## 6.8 Effects of Family Friendly Measures

Table 32 sets out a summary of the responses observed among the five employers reviewed relating to potential effects arising from family friendly measures. This analysis shows that all employers reviewed agreed that family friendly measures resulted in typically:

- Increased effort among beneficiaries;
- Enhanced management efficiency through improved motivation;
- Increased individual productivity among measures' beneficiaries;

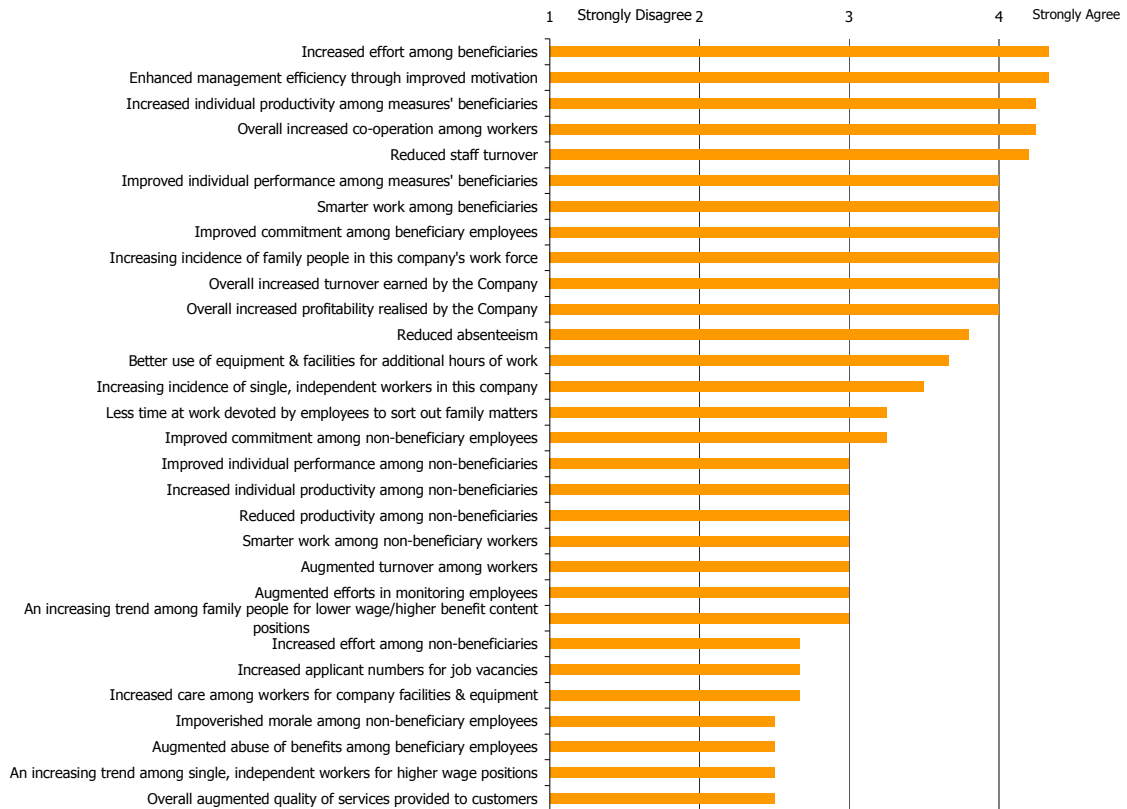
<sup>29</sup> 1 = Strongly Disagree, 5 = Strongly Agree

- Overall increased co-operation among workers, and
- Reduced staff turnover.

Contrastingly, the least effects observed as a result of such measures comprised:

- Overall augmented quality of services provided to customers;
- An increasing trend among single, independent workers asking for higher wage positions;
- Augmented abuse of benefits among beneficiary employees, and
- Impoverished morale among non-beneficiary employees.

**Figure 16 – Summary of Responses: Mean Response on Effect Following Implementation Family Friendly Measures**



**Table 33 – Summary of Responses: Mean Response on Effect Following Implementation Family Friendly Measures <sup>(30)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Improved individual performance among measures' beneficiaries	3	5	4.00	1.155
Improved individual performance among non-beneficiaries	2	5	3.00	1.414
Less time at work devoted by employees to sort out family matters	3	4	3.25	.500
Reduced staff turnover	3	5	4.20	.837
Reduced absenteeism	3	5	3.80	.837
Increased individual productivity among measures' beneficiaries	3	5	4.25	.957
Increased individual productivity among non-beneficiaries	2	5	3.00	1.732
Reduced productivity among non-beneficiaries	1	4	3.00	1.732
Increased effort among beneficiaries	4	5	4.33	.577
Increased effort among non-beneficiaries	2	4	2.67	1.155
Smarter work among beneficiaries	3	5	4.00	1.000
Smarter work among non-beneficiary workers	2	4	3.00	1.000
Overall increased co-operation among workers	4	5	4.25	.500
Increased applicant numbers for job vacancies	1	5	2.67	2.082
Increased care among workers for company facilities & equipment	2	4	2.67	1.155
Better use of equipment & facilities for additional hours of work	3	4	3.67	.577
Enhanced management efficiency through improved motivation	4	5	4.33	.577
Improved commitment among beneficiary employees	3	5	4.00	.816
Improved commitment among non-beneficiary employees	2	5	3.25	1.258
Augmented turnover among workers	1	5	3.00	2.000
Impoverished morale among non-beneficiary employees	2	3	2.50	.707
Augmented efforts in monitoring employees	2	4	3.00	1.000
Augmented abuse of benefits among beneficiary employees	2	3	2.50	.707
Increasing incidence of family people in this company's work force	4	4	4.00	.000
Increasing incidence of single, independent workers in this company	3	4	3.50	.707
An increasing trend among single, independent workers for higher wage positions	2	3	2.50	.707
An increasing trend among family people for lower wage/higher benefit content positions	2	4	3.00	1.414
Overall increased turnover earned by the Company	4	4	4.00	.
Overall increased profitability realised by the Company	4	4	4.00	.
Overall augmented quality of services provided to customers	2	3	2.50	.707

## 6.9 Employer Attitudes to Family Friendly Measures

A series of open-ended statements were prompted to the human resources manager/executive representing each of the reviewed employers. The following relate to an analysis of the comments contributed by the different employers.

<sup>30</sup> 1 = Strongly Disagree, 5 = Strongly Agree

6.9.1 Increasing The Number Of Women In The Organisation Will Increase Creativity And Improve The Quality Of Decision-Making

All employers reviewed tended to agree with such statement whilst holding some reservations. Employer 5 attributes an evidently high priority to diversity, claiming that a balanced gender work force in all areas enables a true understanding of customer and market requirements, enabling the organisation to be truly market oriented. Employers 2 and 3's clear commitment to quality was reflected in a response quoting the 'quality of people recruited and training given on the job' as fundamental – irrespective of approaches involving the augmentation of women in the organisation's workforce. Contrastingly, Employer 1 disagreed, quoting that customer expectations push creativity and quality of work, a factor that is not necessarily related to the gender of the work force.

6.9.2 It is Important to Encourage Women to Move up the Organisation, and this Means Active Support

All employers except one (Employer 4) agreed that women should be encouraged to develop skills and be prepared to take up any opportunity that may come their way – showing a level of adhocacy in developing careers for women. Contrastingly, Employer 4 emphasised that active support should be applicable to all human resources irrespective of gender, with an emphasis placed on people willing to move forward, committed to advancement, quality and the Company. None of the employers, however, commented on how women are encouraged to move up the organisation and failed to describe any forms of active support.

6.9.3 The Introduction of More Varied Working Arrangements Including Emergency Leave Enables a Better Balance to be obtained between Work and Personal Commitments and Does Not Imply a Reduced Ability to Contribute.

Irrespective of the gender of the employee, all employers agreed that such varied working arrangements appeared to enable a better work-life balance among employees without impacting negatively on the contribution made by employees. Nevertheless, Employer 1 added that such systems cannot be made available universally as such systems/programmes/benefits must be tied to performance of individuals.



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6.9.4 Men are Preferred Employees Because they do not make the Demands on the Organisation that Women do.

None of the employers reviewed agreed with such a preference and its prompted implications, except for Employer 1 who quoted such a preference as a pre-requisite in respect with the nature of work undertaken by the Company (installation of electric, air conditioning and refrigeration systems in construction sites) – not in the context of the potentially different demands.

6.9.5 Among Non-Beneficiaries, Separate Measures were Implemented to Balance the Levels of Rewards Afforded to Different People in the Organisation

Except for Employer 2, none of the employers actually implemented systems to balance the levels of rewards afforded to different people in the organisation (between beneficiaries and non-beneficiaries). Employer 3 commented that benefits are made available to all staff, unless, under exceptional circumstances (e.g. disciplinary conditions) certain 'withdrawals' need to be implemented.

## 7 Workers & Family Friendly Systems in Malta

### 7.1 Awareness of Benefits at Work

Table 34 through Table 36 set out a multiple response summary relating to the awareness of survey participants about family friendly benefits available at their employing organisation, showing how participants were typically well aware of benefits as exemplified by emergency child care leave, flexitime, short notice leave and parental leave.

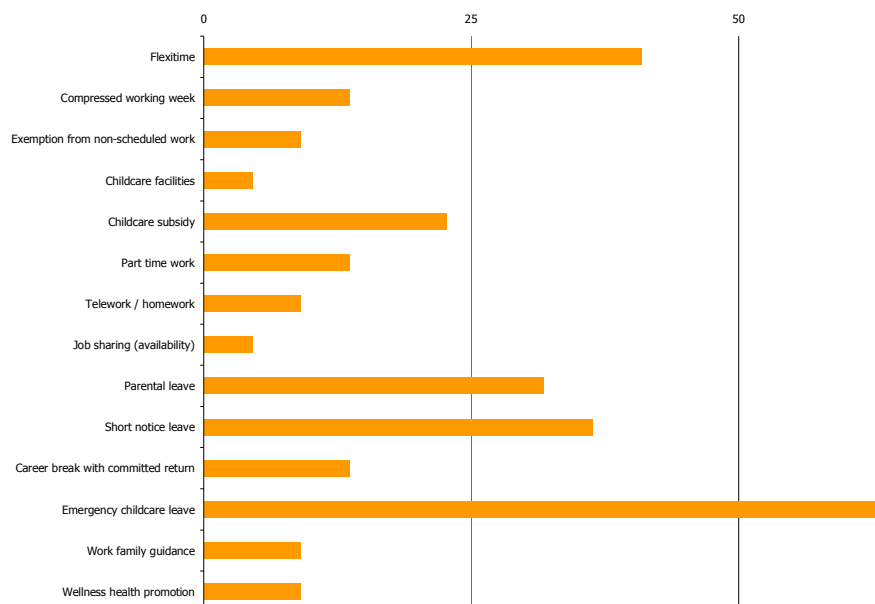
Significant is the observation that a larger proportion of women interviewed were typically more aware of such systems available at their workplace than their male counterparts. Whilst no differences was observed across participant groups (as distinguished by age, occupation, level of education, amount of domestic work undertaken and employment characteristics) responses featured a significantly higher awareness (about such systems) among respondents employed with the larger bank – possibly as a result of the employer’s internal communications, reliant on regular newsletters along with the insertion of such benefits in the collective agreement. This contrasted against the generally low level of awareness about family friendly benefits available in smaller organisations.

Equally significant is the observation that an awareness about such benefits and systems prevailed among respondents who featured care responsibilities at home – possibly as a result of the participants’ own interest in such systems.

**Table 34 – Summary of Responses: Awareness about Family Friendly Benefits at Present Work Place**

		Responses		Percent of Cases
		N	Percent	
Awareness about Benefits (internal) <sup>a</sup>	Flexitime	9	14.5%	40.9%
	Compressed working week	3	4.8%	13.6%
	Exemption from non-scheduled work	2	3.2%	9.1%
	Childcare facilities	1	1.6%	4.5%
	Childcare subsidy	5	8.1%	22.7%
	Part time work	3	4.8%	13.6%
	Telework / homework	2	3.2%	9.1%
	Job sharing (availability)	1	1.6%	4.5%
	Parental leave	7	11.3%	31.8%
	Short notice leave	8	12.9%	36.4%
	Career break with committed return	3	4.8%	13.6%
	Emergency childcare leave	14	22.6%	63.6%
	Work family guidance	2	3.2%	9.1%
Wellness health promotion	2	3.2%	9.1%	
Total		62	100.0%	

**Figure 17 – Summary of Responses: Awareness about Family Friendly Benefits at Present Work Place**



**Table 35 – Awareness about Family Friendly Benefits Among Respondents Across Gender**

		Gender		Total	Gender	
		Male	Female		Male	Female
Awareness about Benefits (internal)	Flexitime	4	5	9	44.4%	55.6%
	Compressed working w	2	1	3	66.7%	33.3%
	Exemption from non-s	0	2	2	.0%	100.0%
	Childcare facilities	1	0	1	100.0%	.0%
	Childcare subsidy	2	3	5	40.0%	60.0%
	Part time work	1	2	3	33.3%	66.7%
	Telework / homework	1	1	2	50.0%	50.0%
	Job sharing (availab	0	1	1	.0%	100.0%
	Parental leave	2	5	7	28.6%	71.4%
	Short notice leave	4	4	8	50.0%	50.0%
	Career break with co	1	2	3	33.3%	66.7%
	Emergency childcare	5	9	14	35.7%	64.3%
	Work family guidance	0	2	2	.0%	100.0%
	Wellness health prom	1	1	2	50.0%	50.0%

**Table 36 – Awareness about Family Friendly Benefits Among Respondents Across Respondent Caring Responsibilities**

		Caring responsibilities		Total	Caring responsibilities	
		Yes	No		Yes	No
Awareness about Benefits (internal)	Flexitime	6	3	9	66.7%	33.3%
	Compressed working w	2	1	3	66.7%	33.3%
	Exemption from non-s	2	0	2	100.0%	.0%
	Childcare facilities	1	0	1	100.0%	.0%
	Childcare subsidy	5	0	5	100.0%	.0%
	Part time work	2	1	3	66.7%	33.3%
	Telework / homework	0	2	2	.0%	100.0%
	Job sharing (availab	1	0	1	100.0%	.0%
	Parental leave	7	0	7	100.0%	.0%
	Short notice leave	4	4	8	50.0%	50.0%
	Career break with co	3	0	3	100.0%	.0%
	Emergency childcare	13	1	14	92.9%	7.1%
	Work family guidance	2	0	2	100.0%	.0%
	Wellness health prom	1	1	2	50.0%	50.0%
Total		16	6	22		

Table 37 summarises the responses observed across survey participants in respect to how they learnt about the availability of family friendly benefits. A prevailing majority of respondents indicated the Human Resources Manager or his/her delegate as the key source of information about the availability of such benefits, followed by work colleagues and external sources.

An analysis of these responses across respondent groups <sup>(31)</sup> showed that no significant differences prevailed among such groups, except that:

- Men tended to rely more on their colleagues to learn about the available family friendly systems at their place of work than their female counterparts (Table 38). Conversely, women tended to rely more on their respective Human Resource Manager/delegate to gain an awareness about the availability of family friendly systems;
- Employees in larger organisations (as exemplified by employer organisation 5) tended to rely more on the Human Resources Manager, as opposed to employees engaged in smaller organisations (Table 39);

<sup>31</sup> As categorised by gender, age, educational attainment, caring responsibilities at home, time spent in domestic work, job characteristics (basis and contract type), employer organisation

- Survey participants with caring responsibilities at home tend to rely on the company's Human Resource Manager or their work colleagues, contrasting against the relative reliance on newspapers or external sources among respondents who did not feature caring responsibilities at home (Table 40)

**Table 37 – Summary of Responses: Source of Information about Availability of Family Friendly Benefits**

		Responses		Percent of Cases
		N	Percent	
Source of Information about Benefit <sup>a</sup>	Newspapers	10	11.9%	43.5%
	Work Colleagues	22	26.2%	95.7%
	Family / friends	4	4.8%	17.4%
	Union Representative	3	3.6%	13.0%
	HR Manager / delegate	45	53.6%	195.7%
Total		84	100.0%	

**Table 38 – Summary of Responses: Source of Information about Availability of Family Friendly Benefits Across Respondent Gender**

		Gender		Total	Gender	
		Male	Female		Male	Female
Source of Information about Benefit	Newspapers	1	9	10	10.0%	90.0%
	Work Colleagues	13	9	22	59.1%	40.9%
	Family / friends	3	1	4	75.0%	25.0%
	Union Representative	3	0	3	100.0%	.0%
	HR Manager / delegat	8	37	45	17.8%	82.2%
Total		8	15	23		

**Table 39 – Summary of Responses: Source of Information about Availability of Family Friendly Benefits Across Respondent Employer**

		Employer						Employer				
		1	2	3	4	5	Total	1	2	3	4	5
Source of Information about Benefit	Newspapers	8	0	0	0	2	10	30.0%	.0%	.0%	.0%	20.0%
	Work Colleagues	7	2	3	0	10	22	31.8%	9.1%	13.6%	.0%	45.5%
	Family / friends	1	0	0	0	3	4	25.0%	.0%	.0%	.0%	75.0%
	Union Representative	3	0	0	0	0	3	100%	.0%	.0%	.0%	.0%
	HR Manager / delegat	7	2	3	4	29	45	15.6%	4.4%	6.7%	8.9%	64.4%
Total		4	2	3	2	12	23					

**Table 40 – Summary of Responses: Source of Information about Availability of Family Friendly Benefits Across Respondent Caring Responsibilities**

		Caring responsibilities			Caring responsibilities	
		Yes	No	Total	Yes	No
Source of Information about Benefit	Newspapers	2	8	10	20.0%	80.0%
	Work Colleagues	14	8	22	63.6%	36.4%
	Family / friends	4	0	4	100.0%	.0%
	Union Representative	0	3	3	.0%	100.0%
	HR Manager / delegat	38	7	45	84.4%	15.6%
Total		17	6	23		

## 7.2 Effects of Family Friendly Benefits

### 7.2.1 Career

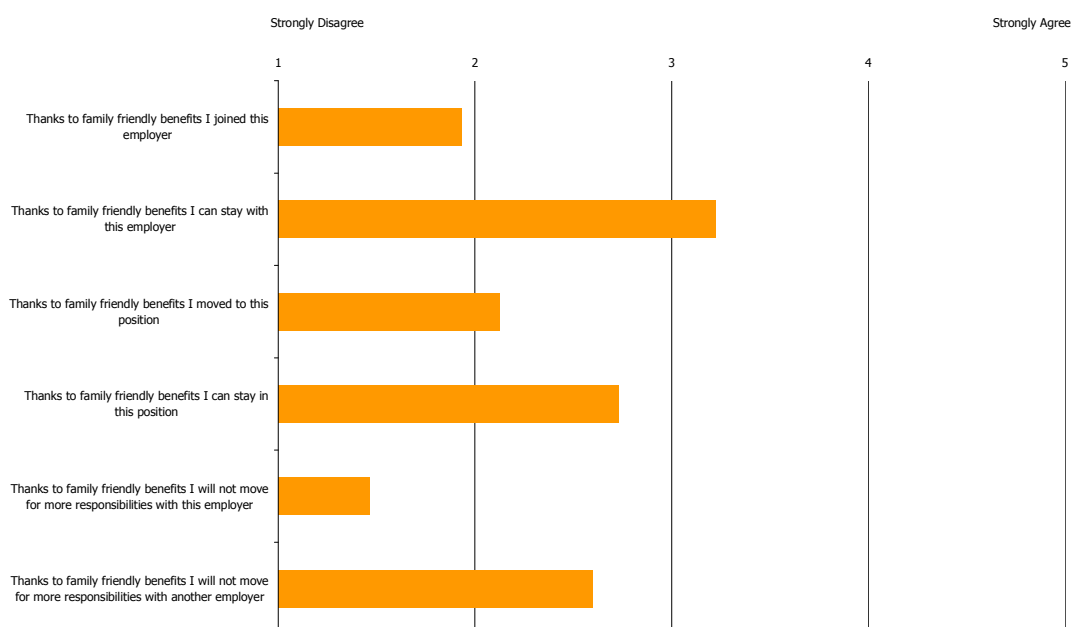
Table 41 sets out a summary of the responses observed relating to the perceived effect of family friendly benefits on the career of the respondent beneficiary. Respondents typically agreed that family friendly measures led to a level of commitment and loyalty towards their present employer and present role, but did not affirm that family friendly measures actually made the respondents join the present employer or move to the present position. Such response is largely related to the development of family friendly benefits after employees joined their respective employer in their present job. Significant is the observation that with the receipt of such family friendly benefits, workers are prepared to move on in their career for more responsibilities within the same employer, but such inclination was shallower when respondents considered such opportunities with other employers.

More specifically, across employee groups, most responses remained homogenous without any significant variation, except for the following instances:

- A higher level of commitment to the present employer as a result of family friendly measures prevailed among beneficiaries who:
  - were women, or
  - were married and/or living with a partner, or
  - had caring responsibilities at home, or

**Table 41 – Family Friendly Benefits and Perceived Effects on Career <sup>(32)</sup>**

	Minimum	Maximum	Mean
Thanks to family friendly benefits I joined this employer	1	5	1.93
Thanks to family friendly benefits I can stay with this employer	1	5	3.22
Thanks to family friendly benefits I moved to this position	1	5	2.13
Thanks to family friendly benefits I can stay in this position	1	5	2.73
Thanks to family friendly benefits I will not move for more responsibilities with this employer	1	4	1.47
Thanks to family friendly benefits I will not move for more responsibilities with another employer	1	5	2.60



- were engaged with a publicly listed or private company, or
- were employed on a part-time basis
- Family friendly benefits tended to attract human resources into a specific job and enabled a higher level of commitment to the position particularly among beneficiaries who were:
  - women, or
  - employed on a part-time basis

<sup>32</sup> Scale extremes: 1 = Strongly disagree, 5 = Strongly agree

- family friendly benefits commanded employer specific loyalty ('will not move for more responsibilities with another employer') particularly among beneficiaries who were:
  - women, or
  - married and/or living with a partner, or
  - engaged on a part-time basis.

**Table 42 – Family Friendly Benefits and Perceived Effects on Career: Summary of Responses among Beneficiary Participants**

		Thanks to family friendly benefits I joined this employer	Thanks to family friendly benefits I can stay with this employer	Thanks to family friendly benefits I moved to this position	Thanks to family friendly benefits I can stay in this position	Thanks to family friendly benefits I will not move for more responsibilities with this employer	Thanks to family friendly benefits I will not move for more responsibilities with another employer
		Mean	Mean	Mean	Mean	Mean	Mean
Employer	1.00	1.00	1.67	1.25	1.25	1.33	1.67
	2.00	1.00	1.00	1.00	1.00	1.00	1.00
	3.00	3.00	3.00	1.00	.	1.00	1.00
	4.00	.	5.00	.	5.00	.	5.00
	5.00	2.11	3.91	2.89	3.63	1.67	3.25
Gender	Male	1.00	1.57	1.00	1.00	1.00	1.00
	Female	2.56	4.27	2.80	3.60	1.88	3.67
Your age	18-24	1.00	2.00	1.00	1.00	1.00	1.00
	25-29	1.00	1.00	1.00	1.00	1.00	1.00
	30-34	3.00	4.00	2.83	3.20	1.40	3.00
	35-39	2.33	3.00	3.00	3.00	1.00	3.00
	40-44	1.00	5.00	1.00	5.00	2.00	4.00
	45-49	2.00	2.00	2.50	2.50	2.50	3.00
Status	Married / Living with partner	2.00	3.71	2.50	3.17	1.64	3.18
	Never married - single living with parents	1.00	1.50	1.00	1.00	1.00	1.00
Caring responsibilities	Yes	2.17	3.71	2.42	3.27	1.55	3.00
	No	1.00	1.50	1.25	1.25	1.25	1.50
Time spent in domestic work on average (daily)	<1hr	1.00	1.00	1.00	1.00	1.00	1.00
	1-3 hrs	2.33	2.25	1.33	1.33	1.25	1.50
	3-5 hrs	1.50	3.80	1.60	3.20	1.75	3.40
	5-7 hrs	1.00	4.00	3.00	5.00	1.67	4.00
	7-9 hrs	.	5.00	5.00	5.00	2.00	5.00
	>9 hours	5.00	5.00	3.00	.	.	.
	Don't Know / No Answer	3.00	3.00	3.00	2.00	1.00	1.00
Highest level of education you attained	O' level	1.00	3.00	1.00	1.00	1.00	1.00
	A' Level	2.11	3.33	2.67	3.13	1.50	3.29
	Vocational certification	2.33	2.50	1.75	1.33	1.33	1.67
	University degree - Baccalaureate	1.00	4.67	.	5.00	2.00	3.00
	University Doctoral	1.00	1.00	1.00	1.00	1.00	1.00
Your employer company	Authority	1.00	1.00	1.00	1.00	1.00	1.00
	Publicly Listed Company	2.00	3.83	2.70	3.63	1.60	3.00
	Private Company	2.33	2.50	1.25	2.00	1.33	2.50
Present job	Full time	1.80	2.67	1.27	2.00	1.10	2.00
	Part time	2.20	4.33	4.00	3.83	2.20	3.80
Basis	Permanent - Fixed term contract	1.00	3.00	1.00	3.00	1.00	3.00
	Permanent - Indefinite contract	2.00	3.25	2.20	2.69	1.50	2.54
Employees reporting to you	Yes	1.67	3.00	2.00	3.00	1.40	2.67
	No	2.11	3.33	2.17	2.56	1.50	2.56



## 7.2.2 Personal Finances

Family friendly systems' impact on the beneficiaries' personal finances with a mixture of implications. Indeed beneficiaries (Table 43), overall, expressed a net gain in available cash in hand as a result of family friendly benefits, a small increase in costs related to care of children and residence, and a net decline in costs related to travelling and care of adults. Family friendly systems did not impact on the utility and services (telephone and Internet) costs borne by the beneficiary at home. These responses were fairly homogenous in nature across all respondent beneficiary groups.

**Table 43 – Family Friendly Benefits and Perceived Effects on Personal Finances <sup>(33)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Cash in hand	-1	2	.47	.874
Travelling costs	-2	1	-.15	.689
Costs related to care of children	0	2	.38	.650
Costs related to care of adults	-2	1	-.11	.782
Residence cost	-2	2	.17	1.030
Utility costs	-2	2	.00	.894
Service costs	-2	2	.00	.894

**Figure 18 – Family Friendly Benefits and Perceived Effects on Personal Finances**



<sup>33</sup> Scale extremes: -2 = Strong decline, 2 = Strong increase

**Table 44 – Family Friendly Benefits and Perceived Effects on Personal Finances Across Beneficiary Groups**  
(<sup>34</sup>)

		Cash in hand	Travelling costs	Costs related to care of children	Costs related to care of adults	Residence cost	Utility costs	Service costs
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
Employer	1.00	.00	.00	.00	.00	.00	.00	.00
	2.00	.00	.00	.00	.00	.00	.00	.00
	3.00	.50	.00	.00	.00	.00	.00	.00
	4.00	.00	.00	1.00	.	.00	.00	.00
	5.00	.70	-.25	.50	-.20	.29	.00	.00
Gender	Male	.40	.00	.00	.00	.00	.00	.00
	Female	.50	-.22	.56	-.20	.25	.00	.00
Your age	18-24	.00	.00	.00	.00	.00	.00	.00
	25-29	.00	.00	.00	.00	.00	.00	.00
	30-34	1.00	-.50	.75	-1.00	.00	-.67	-.67
	35-39	.67	.00	.00	.00	.00	.00	.00
	40-44	-.50	-.50	.50	.	.00	.00	.00
	45-49	.00	.50	.50	.50	1.00	1.00	1.00
Status	Married / Living with partner	.54	-.20	.50	-.17	.22	.00	.00
	Never married - single living with parents	.00	.00	.00	.00	.00	.00	.00
Caring responsibilities	Yes	.57	-.18	.45	-.14	.20	.00	.00
	No	.00	.00	.00	.00	.00	.00	.00
Time spent in domestic work on average (daily)	<1hr	.00	.00	.00	.00	.00	.00	.00
	1-3 hrs	.60	.00	.00	.00	.00	.00	.00
	3-5 hrs	.00	.20	.40	.33	.40	.40	.40
	5-7 hrs	.00	-.50	.50	.00	.00	.00	.00
	7-9 hrs	1.00	-2.00	.00	-2.00	-2.00	-2.00	-2.00
	>9 hours	2.00	.	.	.	.	.	.
Highest level of education you attained	Don't Know / No Answer	1.00	.00	1.00	.00	1.00	.00	.00
	O' level	.00	.00	.00	.00	.00	.00	.00
	A' Level	.56	-.13	.38	-.17	.25	.00	.00
	Vocational certification	.67	.00	.00	.00	.00	.00	.00
	University degree - Baccalaureate	.33	-.50	1.00	.	.00	.00	.00
Your employer company	University Doctoral	.00	.00	.00	.00	.00	.00	.00
	Authority	.00	.00	.00	.00	.00	.00	.00
	Publicly Listed Company	.64	-.22	.44	-.17	.25	.00	.00
	Private Company	.25	.00	.50	.00	.00	.00	.00
Present job	Full time	.45	.00	.14	.00	.00	.00	.00
	Part time	.50	-.33	.67	-.25	.40	.00	.00
Basis	Permanent - Fixed term contract	.00	.00	.50	.00	.00	.00	.00
	Permanent - Indefinite contract	.53	-.18	.36	-.13	.20	.00	.00
Employees reporting to you	Yes	.17	-.20	.40	.00	.00	.00	.00
	No	.64	-.13	.38	-.17	.25	.00	.00

<sup>34</sup> Scale extremes: -2 = Strong decline, 2 = Strong increase

### 7.2.3 Change in Life at Work

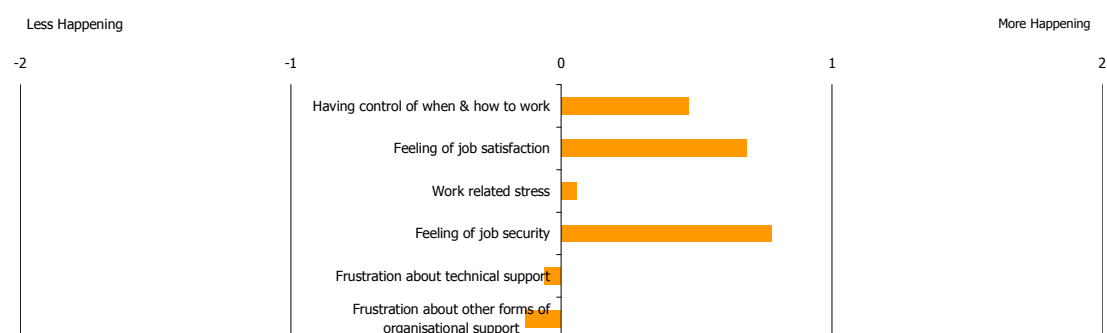
Family friendly measures were indeed observed to have an impact on the work of beneficiaries – most notably related to the levels of discretion and satisfaction. Indeed, beneficiaries expressed that family friendly measures enabled a better control of when and how to work, resulting in augmented job satisfaction and a better feeling of job security, although these were accompanied with a slight increase in work related stress. Beneficiaries also reported a slight decline in frustration about technical and other forms of organisational support as a result of family friendly benefits.

Across beneficiary groups, responses were typically homogenous with small (if any) differences between beneficiary respondent groups. Nevertheless, improved job satisfaction was more remarkable among female participants as opposed to their male counterparts, while increments in work related stress were higher among beneficiaries aged 30 to 34 years (contrasting against all other age groups). Similarly, improved perceived job security was higher among respondents who were married and/or living with a partner (contrasting against the net decline in perceived job security among single beneficiaries).

**Table 45 – Family Friendly Benefits and Perceived Effects on Beneficiaries’ Work Features <sup>(35)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Having control of when & how to work	-1	2	.47	.943
Feeling of job satisfaction	-2	2	.68	1.293
Work related stress	-2	2	.06	1.305
Feeling of job security	-2	2	.78	1.166
Frustration about technical support	-2	2	-.06	.929
Frustration about other forms of organisational support	-2	1	-.13	.834

**Figure 19 – Family Friendly Benefits and Perceived Effects on Beneficiaries’ Work Features**



**Table 46 – Family Friendly Benefits and Perceived Effects on Beneficiaries’ Work Features Across Beneficiary Groups <sup>(36)</sup>**

		Having control of when & how to work	Feeling of job satisfaction	Work related stress	Feeling of job security	Frustration about technical support	Frustration about other forms of organisational support
		Mean	Mean	Mean	Mean	Mean	Mean
Employer	1.00	.67	.00	-.33	-.33	-.33	-.33
	2.00	.00	.00	.00	.00	.00	.00
	3.00	.33	1.00	-.33	1.00	.00	.00
	4.00	.	2.00	.	.	.	.
	5.00	.56	.80	.10	1.20	.00	-.13
Gender	Male	.44	.00	.22	.56	-.13	-.13
	Female	.50	1.30	-.11	1.00	.00	-.14
Your age	18-24	.00	-.33	-.67	.00	-.67	-.67
	25-29	.00	.00	.00	.00	.00	.00
	30-34	1.20	.83	1.20	1.40	.75	.33
	35-39	.33	1.33	-1.00	.67	-.67	-.33
	40-44	1.00	1.00	-1.50	1.00	.00	.00
	45-49	-.50	1.00	1.00	1.00	.00	.00
Status	Married / Living with partner	.58	.93	.31	1.23	.09	-.10
	Separated - not living with partner	1.00	2.00	-1.00	.00	.00	1.00
	Never married - single living with parents	.00	-.50	-.50	-.50	-.50	-.50
Caring responsibilities	Yes	.62	.93	.21	1.00	.08	.00
	No	.00	-.25	-.50	.00	-.50	-.50
Time spent in domestic work on average (daily)	<1hr	.00	-.33	-.67	.00	-.67	-.67
	1-3 hrs	1.00	.40	.80	.80	.33	.33
	3-5 hrs	-.25	1.17	-.20	.80	.00	-.20
	5-7 hrs	.67	1.00	-.67	1.33	-.67	-.67
	>9 hours	2.00	2.00	2.00	2.00	2.00	.
	Don't Know / No Answer	.00	.00	.00	.00	.00	.00
Highest level of education you attained	O' level	1.00	1.00	.50	.50	.50	.50
	A' Level	.00	1.00	-.25	1.00	-.25	-.13
	Vocational certification	.67	.00	.00	.00	.00	-1.00
	University diploma or equivalent	.	2.00	1.00	1.00	.	.
	University degree - Baccalaureate	2.00	.00	.50	1.00	.00	.00
	University degree - Master's level	.00	1.00	.00	2.00	.00	.00
Your employer company	Authority	.00	.00	.00	.00	.00	.00
	Publicly Listed Company	.45	.75	.08	1.17	.00	-.10
	Private Company	.75	.80	.00	.00	-.33	-.33
Present job	Full time	.54	.67	.14	.71	.08	.00
	Part time	.25	.75	-.25	1.00	-.50	-.50
Basis	Permanent - Fixed term contract	.00	1.00	.00	.00	.00	.00
	Permanent - Indefinite contract	.50	.65	.06	.82	-.07	-.14
Employees reporting to you	Yes	.71	.57	-.67	.17	-.50	-.50
	No	.30	.75	.42	1.08	.20	.11

<sup>35</sup> Scale extremes: -2 = Less happening, 2 = More happening

<sup>36</sup> Scale extremes: -2 = Less happening, 2 = More happening

## 7.2.4 Changes in Working Time

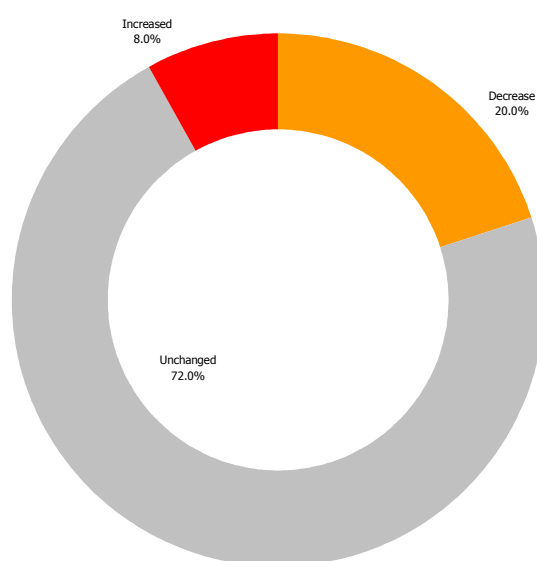
Table 47 summarises the findings relating to the beneficiaries' claimed changes in working time following the implementation of family friendly systems at their work place. A total of 72% of such beneficiaries claimed to have noticed no change in the time worked at their workplace, while another 20% claimed to have noted a net reduction in the time worked, contrasting against the remaining 8% of such respondents who claimed to be working up to 10 hours more a week as a result of family friendly benefits.

**Table 47 – Changes in Working Time as a Result of Family Friendly Benefits**

		Count	Valid N %
Hours worked during the last four weeks are different from what worked previously when no family friendly benefits were provided	Decrease	5	20.0%
	Unchanged	18	72.0%
	Increased	2	8.0%

		Hours worked during the last four weeks are different from what worked previously when no family friendly benefits were provided					
		Decrease		Unchanged		Increased	
		Count	N %	Count	N %	Count	N %
By how many hours weekly	< 5 hours weekly	0	.0%	0	.0%	1	50.0%
	5 - 10 hours weekly	4	80.0%	0	.0%	1	50.0%
	11 - 15 hours weekly	0	.0%	0	.0%	0	.0%
	16 hours +	1	20.0%	0	.0%	0	.0%

**Figure 20 – Changes in Working Time as a Result of Family Friendly Benefits**



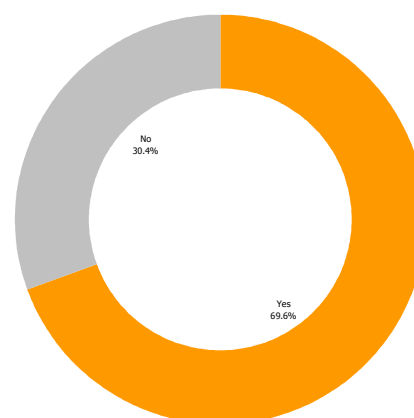
### 7.2.5 Enablement of Work

Table 48 sets out a summary of the responses observed among beneficiaries, of whom, 30.4% claimed they would not have taken up paid work were it not for family friendly systems available at their workplace. In such instances, the key reason related to the care of adults at home (57.1% of cases), followed by the care of children at home (as a single parent – 28.6% of cases – see Table 49).

In all cases, such beneficiaries comprised women, typically married and/or living with partner, devote more than 5 hours daily in domestic work and employed on a full-time basis.

**Table 48 – Family Friendly Measures & Their Enablement to Participate in Paid Work**

		Count	Valid N %
If it were not for the family friendly benefits you receive, would it have been possible to take up paid work	Yes	16	69.6%
	No	7	30.4%



**Table 49 – Reasons for Inability to Take Up Paid Work without Family Friendly Systems**

		Responses		Percent of Cases
		N	Percent	
Reason for not taking up paid work	Caring for children (as a single parent)	2	28.6%	28.6%
	Caring for adults	4	57.1%	57.1%
	Other	1	14.3%	14.3%
Total		7	100.0%	100.0%

### 7.2.6 Effect on Working Life

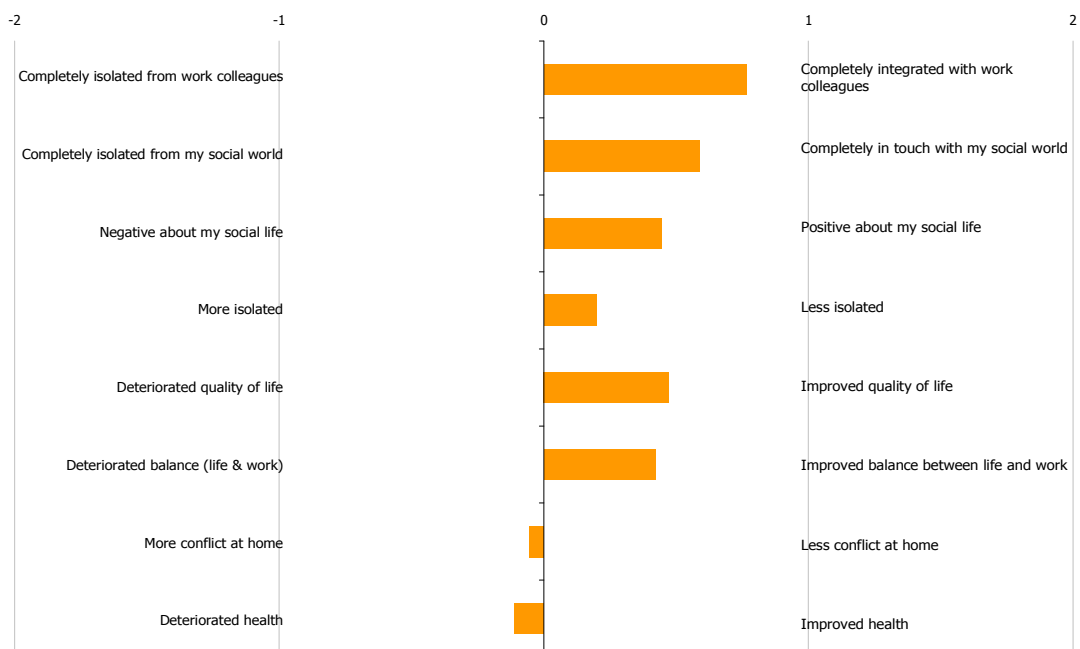
Family friendly system beneficiaries quoted various effects in their work life as a result of family friendly systems. Indeed, survey participants quoted complete integration with work colleagues and felt completely in touch with their social world as a result of such systems implemented at work. Equally significant was the notion that such beneficiaries felt positive about their social

life, possibly as a result of the improved work life balance, less isolation and overall improved quality of life. Surprisingly, respondents indicated a slightly deteriorated health and a slight increase in conflict at home also as the result of such family friendly systems (Table 50).

An analysis of the responses attributed by the different beneficiaries featured a statistically significant level of homogeneity with no difference in the means observed across the different groups. However a non-statistical analysis revealed that there were differences across employer, gender and educational level in the effect of the measures on the beneficiaries' work life.

**Table 50 – Family Friendly Measures & Their Effect on the Beneficiaries' Work Life**

	Minimum	Maximum	Mean	Std. Deviation
Isolation from work colleagues	-2	2	.76	1.200
Isolation from social world	-2	2	.59	1.372
Social life	-2	2	.44	1.247
Telework as a cause of isolation	-2	2	.20	.941
Quality of life	-2	2	.47	1.172
Work life balance	-2	2	.42	1.121
Conflict at home	-2	1	-.06	.802
Health	-2	2	-.11	.900



**Table 51 – Family Friendly Measures & Their Effect on the Beneficiaries’ Work Life Across Beneficiary Groups**

		Isolation from work colleagues	Isolation from social world	Social life	Telework as a cause of isolation	Quality of life	Work life balance	Conflict at home	Health
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Employer	1.00	.80	1.00	.50	.00	.60	.80	.00	.00
	2.00	.00	.00	.00	.00	.00	.00	.00	.00
	3.00	.00	.00	.00	.00	.50	.50	.00	.50
	4.00	2.00	.00	1.00	.00	2.00	.00	1.00	-1.00
	5.00	.88	.67	.56	.43	.33	.33	-.22	-.22
Gender	Male	.29	.33	.29	-.33	.63	.63	.00	.00
	Female	1.10	.73	.55	.56	.36	.27	-.09	-.17
Your age	18-24	.67	1.00	.67	.00	.75	.75	.00	.33
	25-29	.00	.00	.00	.00	.00	.00	.00	.00
	30-34	1.25	.67	.56	.22	.67	.56	.00	-.13
	35-39	1.00	1.00	1.00	.00	.50	1.00	.00	.00
	40-44	-2.00	-2.00	-2.00	.	-2.00	-2.00	-2.00	-2.00
	45-49	1.00	2.00	1.00	1.00	1.00	.00	1.00	.00
Status	Married / Living with partner	1.00	.71	.53	.25	.47	.40	-.07	-.21
	Never married - single living with parents	.00	.00	.00	.00	.50	.50	.00	.33
Caring responsibilities	Yes	.85	.57	.57	.25	.36	.21	-.07	-.14
	No	.50	.67	.00	.00	.80	1.00	.00	.00
Time spent in domestic work on average (daily)	<1hr	.00	.00	.00	.00	1.00	1.00	.00	.00
	1-3 hrs	1.00	1.00	.50	-.50	.75	1.00	.00	.00
	3-5 hrs	1.00	.80	.80	.20	.60	.00	.40	.00
	5-7 hrs	.00	.00	.00	.00	-.33	.00	-.67	-.67
	7-9 hrs	.	-2.00	-2.00	.00	-2.00	-1.00	-2.00	.00
	>9 hours	2.00	2.00	2.00	2.00	2.00	2.00	.00	2.00
	Don't Know / No Answer	1.00	1.00	1.00	1.00	.50	.00	.50	-1.00
Highest level of education you attained	O' level	.67	.67	.67	.00	.00	.00	.00	.33
	A' Level	.71	.50	.38	.43	.13	.13	.00	-.22
	Vocational certification	1.33	2.00	1.00	1.00	1.67	2.00	.00	1.00
	University degree - Baccalaureate	.67	.00	.33	-1.00	.67	.00	-.33	-1.50
	University degree - Master's level	.	.	.00	.	1.00	1.00	.00	.00
	University Doctoral	.00	.00	.00	.00	.00	.00	.00	.00
Your employer company	Authority	.00	.00	.00	.00	.00	.00	.00	.00
	Publicly Listed Company	.78	.60	.45	.38	.36	.36	-.18	-.09
	Private Company	1.00	.80	.60	.00	.83	.67	.20	-.20
Present job	Full time	.83	.73	.58	.00	.77	.69	.08	.17
	Part time	.60	.33	.17	.75	-.17	-.17	-.33	-.67
Basis	Permanent - Fixed term contract	1.00	.00	.50	.00	1.00	.00	.50	-.50
	Permanent - Indefinite contract	.73	.67	.44	.23	.41	.47	-.13	-.06
Employees reporting to you	Yes	.33	.00	.20	.00	.50	.33	-.20	-.60
	No	1.00	.83	.54	.25	.46	.46	.00	.08

## 7.2.7 Performance

Beneficiaries of family friendly systems expressed a series of outcomes that result from the implementation of such systems. Whilst not indicating that performance improved or output augmented as a result of family friendly systems, beneficiaries claimed that their output did not decline as a result of such systems. Yet, beneficiaries claimed that family friendly systems enabled better work conditions, possibly as a result of the perceived better support provided by the employer. Equally significant is the beneficiaries’ perceptions about full-time regular



workers in similar roles as beneficiaries’ – wherein beneficiaries perceived no differences in job conditions in terms of deadlines, pay, respect and overall ‘deal’.

An analysis of these responses across survey participating beneficiary groups provided no significant differences between the groups except for the following observations:

- Beneficiaries engaged with Employer 4 (small educational institution) expressed typically better results accruing from family friendly systems, such as increased output, higher productivity, better quality work and higher creativity. Beneficiaries engaged with Employer 3 (small bank) expressed typically better results accruing from family friendly systems as exemplified by better autonomy at work, overall better work conditions and an opportunity to better concentrate on work. Contrastingly, beneficiaries with Employer 2 (an authority) and Employer 1 (a small engineering firm) quoted higher pressure to perform as a result of family friendly systems.
- Beneficiaries who were married and/or lived with a partner perceived improved performance, increased output, higher work throughput, improved quality of work and creativity as a result of family friendly systems at significantly higher levels than their single counterparts;
- As a result of family friendly systems, employees with caring responsibilities at home work for longer hours than they used to before such systems – a feature that was not shared by counterparts without caring responsibilities at home. Similarly, employees on an indefinite contract quoted that they worked for longer hours as a result of family friendly systems, contrasting against the responses observed among their fixed-term contract counterparts.

**Table 52 – Summary of Responses: Perceived Effect of Family Friendly Systems on Performance <sup>(37)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Family friendly measures made my work performance improve	1	5	2.63	1.499
With family friendly measures, my output increased in total	1	5	2.67	1.328
I spend less time to produce the same output of work than I did before receiving family friendly measures	1	5	2.41	1.278
With family friendly measures I provide better quality work overall	1	5	2.56	1.381
I am creative at works thanks to family friendly measures	1	5	2.22	1.437
I output less work now than I used to before receiving family friendly measures	2	5	4.53	.943
I can control better my tasks now than I used to before receiving family friendly measures	1	5	3.06	1.389
I perform better now - there is more pressure to perform	1	5	3.00	1.519
Family friendly measures provide me with better levels of autonomy	1	5	2.88	1.500
I work for longer hours now than I used before I received family friendly measures	1	5	4.00	1.414
All in all, family friendly measures provide me with better work conditions	1	5	3.71	1.490
Family friendly measures enable me to concentrate better on my work	1	5	2.89	1.410
Overall, I travel less now than I used before receiving family friendly measures	1	5	2.00	1.333
I am more satisfied about work now than I used to be before I received family friendly measures	1	5	2.88	1.455
My employer does not provide me with adequate support	3	5	4.41	.795
Deadlines to which I have to work are tighter than those imposed on regular workers who do not receive such benefits	1	5	3.64	1.447
Full time regular workers in roles like mine without such benefits are better paid on an hourly basis than I am	1	5	3.85	1.281
Full time regular workers in roles like mine without such benefits get a better deal than I do	1	5	3.62	1.557
Full time regular workers in roles like mine without benefits command more respect than I do	1	5	3.93	1.439

<sup>37</sup> Highlighted Items indicate negative sense of statement



**Table 53 – Analysis of Responses: Perceived Effect of Family Friendly Systems on Performance**

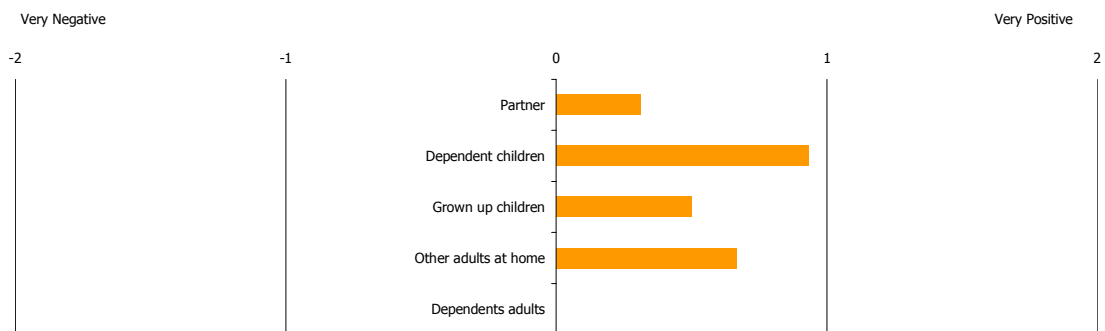
		Family friendly measures made my work performance improve	With family friendly measures, my output increased in total	I spend less time to produce the same output of work than I did before receiving family friendly measures	With family friendly measures I provide better quality work overall	I am creative at work thanks to family friendly measures	I output less work now than I used to before receiving family friendly measures	I can control better my tasks now than I used to before receiving family friendly measures	I perform better now - there is more pressure to perform	Family friendly measures provide me with better levels of autonomy	I work for longer hours now than I used to before I received family friendly measures	All in all, family friendly measures provide me with better work conditions	Family friendly measures enable me to concentrate better on my work	Overall, I travel less now than I used to before receiving family friendly measures	I am more satisfied about work now than I used to be before I received family friendly measures	My employer does not provide me with adequate support	Deadlines to which I have to work are tighter than those imposed on regular workers who do not receive such benefits	Full time regular workers in roles like mine without such benefits are better paid on an hourly basis than I am	Full time regular workers in roles like mine without such benefits get a better deal than I do	Full time regular workers in roles like mine without benefits command more respect than I do
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Employer	1	1.33	1.67	1.00	1.25	1.00	5.00	1.67	5.00	1.33	4.00	3.67	2.25	1.00	2.00	5.00	4.33	4.00	4.00	4.50
	2	1.00	1.00	1.50	1.00	1.00	5.00	3.00	5.00	1.00	3.00	1.00	1.00	3.00	3.50	4.00	4.00	4.00	3.00	4.00
	3	2.67	2.50	2.00	2.50	2.00	5.00	3.00	3.00	4.00	3.00	4.00	4.00	1.00	4.00	5.00				
	4	3.00	4.00	3.00	4.00	4.00	2.00	3.00	3.00	4.00	3.00	2.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00
	5	3.30	3.20	3.11	3.33	2.89	4.44	3.56	2.33	3.67	4.43	4.30	3.50	2.00	3.00	4.40	3.00	3.75	3.56	3.78
Gender	Male	2.13	2.29	2.13	2.25	1.71	4.63	2.50	3.33	2.29	3.67	3.14	2.50	2.14	2.63	4.13	4.00	3.80	4.00	4.20
	Female	3.00	2.91	2.67	2.80	2.55	4.44	3.63	2.75	3.33	4.29	4.10	3.20	1.67	3.13	4.67	3.17	3.88	3.44	3.78
Your age	18-24	2.00	2.00	1.50	1.75	1.50	5.00	2.33	4.00	2.50	4.00	3.33	3.00	1.00	2.33	4.50	5.00			
	25-29	1.00	1.00	1.00	1.00	1.00	5.00	1.00	5.00	1.00	3.00	1.00	1.00	3.00	5.00	5.00	5.00	5.00	5.00	5.00
	30-34	3.29	3.13	3.00	3.14	3.00	4.33	3.50	2.50	3.29	4.40	4.29	3.29	2.33	2.83	4.57	3.17	3.17	3.17	4.00
	35-39	2.33	2.00	2.50	2.00	1.00	5.00	4.00	3.00	2.00	5.00	3.67	3.00	1.00	2.50	4.00	4.00	4.33	4.33	4.33
	40-44	3.00	3.00	3.00	3.00	3.00	5.00	4.00	1.00	4.00	3.00	3.00	3.00	1.00	2.00	4.50	2.00		2.00	1.00
	45-49	3.50	3.50	3.50	4.00	3.00	3.00	3.50	2.50	4.00	3.00	4.00	4.00	3.00	4.50	3.50	2.00	4.00	4.00	4.00
Status	Married / Living with partner	3.07	3.00	2.85	3.00	2.57	4.38	3.38	2.67	3.14	4.18	3.71	2.93	1.75	2.92	4.29	3.27	3.50	3.36	3.64
	Separated - not living with partner	3.00										5.00	5.00				5.00	5.00	5.00	
Caring responsibilities	Never married - single living with parents	1.00	1.00	1.00	1.00	1.00	5.00	1.67	5.00	1.00	3.00	3.00	2.00	3.00	2.67	5.00	5.00	5.00	5.00	
	Yes	2.87	2.86	2.69	2.85	2.54	4.38	3.42	2.64	3.17	4.56	3.69	3.00	1.86	2.73	4.25	3.11	3.70	3.55	3.73
Time spent in domestic work on average (daily)	No	1.75	2.00	1.50	1.80	1.40	5.00	2.00	4.33	2.00	2.75	3.75	2.60	2.33	3.20	4.80	4.60	4.33	4.00	4.67
	<1hr	2.00	2.00	1.67	2.00	1.67	5.00	2.33	4.00	2.50	2.00	3.33	3.00	3.00	3.67	4.67	5.00	5.00	5.00	
	1-3 hrs	3.00	2.50	3.00	2.75	1.67	4.33	3.33	2.00	2.50	3.33	3.50	2.75	2.00	2.75	3.50	2.50	3.00	3.00	3.33
	3-5 hrs	2.60	2.80	2.40	2.60	2.80	3.75	2.67	3.33	3.00	5.00	3.25	2.75	2.00	3.00	4.33	4.00	4.67	4.67	4.33
	5-7 hrs	2.33	2.67	2.67	2.67	2.00	4.67	3.00	2.33	3.00	4.33	3.67	2.67	1.50	2.33	4.67	4.00	4.00	4.00	3.67
	7-9 hrs	1.00	1.00	1.00	2.00	1.00	5.00	4.00	5.00	2.00	5.00	5.00	2.00	2.00	5.00	5.00	1.00	3.00	1.00	5.00
	>9 hours	5.00	5.00			5.00	5.00	5.00	1.00	5.00	5.00	5.00	5.00			5.00		1.00	1.00	5.00
	Don't know / No Answer	3.00	4.00	3.00	3.00	2.00	5.00	3.00	3.50	3.00	5.00	5.00	5.00	3.00	1.00	3.00	5.00	4.50	5.00	5.00
Highest educational level attained	O' level	1.50	1.50	1.00	1.00	1.00	5.00	1.00	5.00	1.00	5.00	1.00	1.00	1.00	1.00					
	A' Level	2.44	2.57	2.50	2.63	2.13	4.57	2.86	3.57	2.71	4.33	4.00	2.75	2.67	3.29	4.88	4.17	4.50	4.43	4.38
	Vocational certification	3.00	2.75	2.00	2.33	2.50	4.33	3.67	2.00	3.33	3.33	4.75	3.75	3.00	3.33	4.50	3.33	2.33	2.33	4.00
	University degree - Baccalaureate	3.67	3.67	3.33	3.67	3.50	4.00	3.00	1.67	3.67	3.00	3.33	3.00	2.00	2.00	3.67	2.67	4.00	3.00	2.50
	University degree - Master's level	4.00	4.00	3.00	4.00	3.00	5.00	3.00	3.00	4.00	3.00	4.00	4.00	1.00	4.00	4.00	5.00			
Your employer company	University Doctoral	1.00	1.00	2.00	1.00	1.00	5.00	5.00		1.00	5.00	1.00	1.00	1.00	2.00	3.00	3.00	3.00	3.00	3.00
	Authority	1.00	1.00	1.50	1.00	1.00	5.00	3.00	5.00	1.00	3.00	1.00	1.00	3.00	3.50	4.00	4.00	4.00	3.00	4.00
Present job	Publicly Listed Company	3.17	3.08	2.91	3.18	2.73	4.55	3.50	2.40	3.70	4.25	4.27	3.55	1.80	3.11	4.36	3.25	3.75	3.56	3.78
	Private Company	2.00	2.25	1.50	1.80	1.60	4.25	2.00	4.33	1.75	4.00	3.50	2.20	1.67	2.20	4.75	4.25	4.00	4.00	4.33
Basis	Full time	2.38	2.50	2.00	2.17	2.00	4.50	2.64	3.22	2.45	3.78	3.42	2.77	2.11	2.64	4.33	3.90	3.56	3.63	4.33
	Part time	3.17	3.00	3.17	3.33	2.67	4.60	4.00	2.60	3.80	4.50	4.40	3.20	1.00	3.40	4.60	3.00	4.50	3.60	3.20
Employees reporting to you	Permanent - Fixed term contract	2.00	2.50	2.00	2.50	2.50	3.50	2.00	4.00	2.00	1.00	2.00	1.50	4.00	4.00	4.50	4.50	4.50	4.00	4.50
	Permanent - Indefinite contract	2.71	2.69	2.47	2.56	2.19	4.67	3.21	2.83	3.00	4.25	3.93	3.06	1.50	2.71	4.40	3.50	3.73	3.58	3.83
Yes	Yes	2.43	2.50	2.50	2.67	2.17	4.17	3.50	2.50	2.80	4.00	3.50	2.67	2.00	2.67	4.00	3.50	3.75	3.40	3.20
	No	2.75	2.75	2.36	2.50	2.25	4.73	2.80	3.20	2.91	4.00	3.82	3.00	2.00	3.00	4.64	3.75	3.89	3.75	4.33

### 7.2.8 Effect on Workers' Family

Unsurprisingly, beneficiaries of family friendly systems expressed that the more significant benefits attained from such systems related to the care of dependent children at home (Table 54), followed by the effects on other adults and grown up children also forming part of the same household. Such results, however, did not feature any significant differences across respondent beneficiary groups.

Table 54 – Summary of Perceived Effect on Family Members as a Result of Family Friendly Systems by Beneficiary Research Participants (<sup>38</sup>)

	Minimum	Maximum	Mean	Std. Deviation
Partner	-1	2	.31	.873
Dependent children	0	2	.93	.961
Grown up children	0	2	.50	.837
Other adults at home	0	2	.67	.816
Dependents adults	0	0	.00	.000



<sup>38</sup> -2 = Very Negative Effect; 0 = No Effect; 2 = Very Positive Effect

**Table 55 – Analysis of Perceived Effect on Family Members as a Result of Family Friendly Systems by Beneficiary Participants <sup>(39)</sup>**

		Partner	Dependent children	Grown up children	Other adults at home	Dependents adults
		Mean	Mean	Mean	Mean	Mean
Employer	1.00	-.50	.00	.	.	.
	2.00	.00	.00	.00	.00	.00
	3.00	2.00	1.00	.00	1.00	.
	4.00	.00	2.00	.	2.00	.
	5.00	.40	1.10	1.00	.50	.00
Gender	Male	.29	.50	.25	.00	.00
	Female	.33	1.22	1.00	1.33	.
Your age	18-24	2.00	1.00	.	.	.
	25-29	.00	.00	.00	.00	.00
	30-34	.00	1.00	.00	1.00	.00
	35-39	.00	.67	.67	.50	.00
	40-44	1.00	2.00	.	.	.
	45-49	1.00	1.00	1.00	1.00	.
Status	Married / Living with partner	.33	.92	.33	.75	.00
	Separated - not living with partner	.	2.00	1.00	1.00	.
	Never married - single living with parents	.00	.50	.00	.00	.00
Caring responsibilities	Yes	.31	1.00	.60	.80	.00
	No	.33	.00	.00	.00	.00
Time spent in domestic work on average (daily)	<1hr	1.00	.00	.00	.00	.00
	1-3 hrs	-.20	.75	.33	.50	.00
	3-5 hrs	.33	1.25	2.00	1.50	.
	5-7 hrs	.33	.67	.00	.00	.00
	7-9 hrs	2.00	2.00	.	.	.
Highest level of education you attained	O' level	.00	.50	.	.	.
	A' Level	.43	.86	.50	.50	.00
	Vocational certification	.00	.50	1.00	.	.
	University degree - Baccalaureate	.00	2.00	.	2.00	.
Your employer company	Authority	.00	.00	.00	.00	.00
	Publicly Listed Company	.55	1.09	1.00	.50	.00
	Private Company	-.33	1.00	.00	1.50	.
Present job	Full time	.10	.80	.50	.60	.00
	Part time	.67	1.20	.	1.00	.
Basis	Permanent - Fixed term contract	.00	1.00	.00	1.00	.00
	Permanent - Indefinite contract	.36	.92	.60	.50	.00
Employees reporting to you	Yes	.33	.83	.33	1.00	.00
	No	.30	1.00	.67	.33	.00

<sup>39</sup> -2 = Very Negative Effect; 0 = No Effect; 2 = Very Positive Effect

## 7.3 Non-Beneficiaries: Family Friendly Systems & Requirements

### 7.3.1 Indicated Availability of Family Friendly Systems

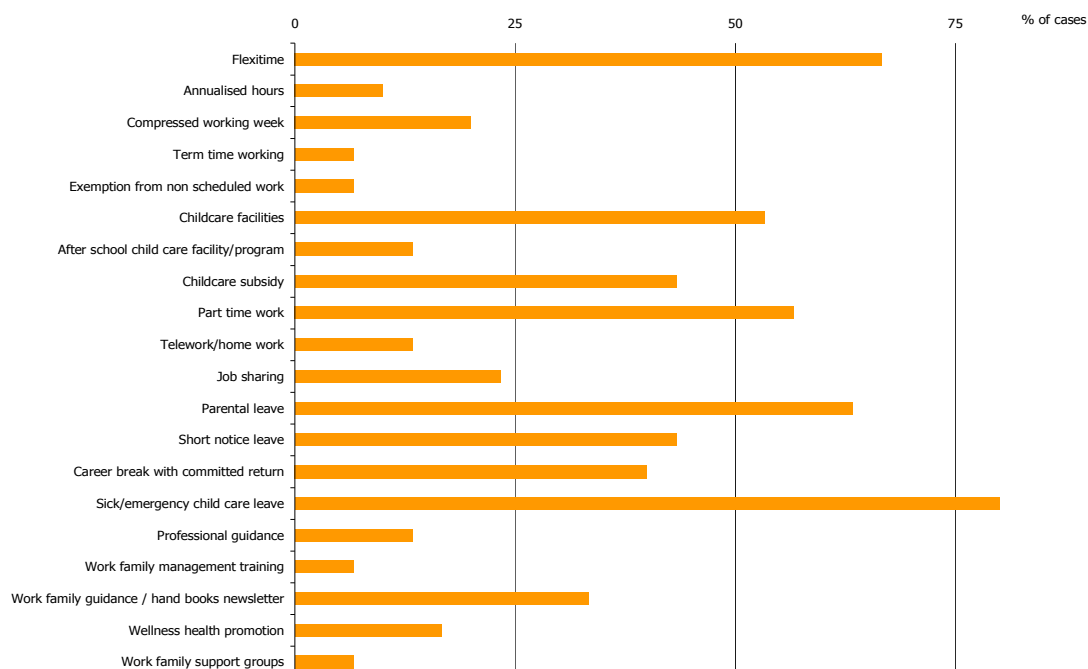
Overall, non-beneficiaries indicated a high level of awareness about emergency child care leave (80% of participating non-beneficiaries), followed by flexitime and childcare facilities (66.7% and 53.3% of participating non-beneficiaries). Term time working and exemption from non-scheduled work, along with service oriented programmes as exemplified by work family support groups and work-family guidance were the least known of potential family friendly systems provided by employers reviewed.

More specifically, an analysis across non-beneficiary groups showed that men were only more aware about such family friendly systems when these related to short-notice leave and wellness-health promotion (Table 57). Equally significant is the notion that non-beneficiaries with caring responsibilities at home were typically better aware about the family friendly systems available at their work place than non-beneficiaries without caring responsibilities.

**Table 56 – Summary of Responses: Non-Beneficiary Informed by Employer about Availability of Family Friendly Systems**

		Responses		Percent of Cases
		N	Percent	
Informed about Benefits <sup>a</sup>	Flexitime	20	10.8%	66.7%
	Annualised hours	3	1.6%	10.0%
	Compressed working week	6	3.2%	20.0%
	Term time working	2	1.1%	6.7%
	Exemption from non scheduled work	2	1.1%	6.7%
	Childcare facilities	16	8.6%	53.3%
	After school child care facility/program	4	2.2%	13.3%
	Childcare subsidy	13	7.0%	43.3%
	Part time work	17	9.2%	56.7%
	Telework/home work	4	2.2%	13.3%
	Job sharing	7	3.8%	23.3%
	Parental leave	19	10.3%	63.3%
	Short notice leave	13	7.0%	43.3%
	Career break with committed return	12	6.5%	40.0%
	Sick/emergency child care leave	24	13.0%	80.0%
	Professional guidance	4	2.2%	13.3%
	Work family management training	2	1.1%	6.7%
	Work family guidance / hand books newsletter	10	5.4%	33.3%
Wellness health promotion	5	2.7%	16.7%	
Work family support groups	2	1.1%	6.7%	
Total	185	100.0%		

**Figure 21 – Summary of Responses: Non-Beneficiary Informed by Employer about Availability of Family Friendly Systems**



**Table 57 – Information Provided by Employer about Family Friendly Benefits Among non-Beneficiaries Across Gender**

		Gender		Total	Gender	
		Male	Female		Male	Female
Informed about Benefits	Flexitime	7	13	20	35.0%	65.0%
	Annualised hours	2	1	3	66.7%	33.3%
	Compressed working week	3	3	6	50.0%	50.0%
	Term time working	1	1	2	50.0%	50.0%
	Exemption from non scheduled work	1	1	2	50.0%	50.0%
	Childcare facilities	7	9	16	43.8%	56.3%
	After school child care	2	2	4	50.0%	50.0%
	Childcare subsidy	6	7	13	46.2%	53.8%
	Part time work	6	11	17	35.3%	64.7%
	Telework/home work	1	3	4	25.0%	75.0%
	Job sharing	3	4	7	42.9%	57.1%
	Parental leave	6	13	19	31.6%	68.4%
	Short notice leave	8	5	13	61.5%	38.5%
	Career break with committed return	4	8	12	33.3%	66.7%
	Sick/emergency child	9	15	24	37.5%	62.5%
	Professional guidance	2	2	4	50.0%	50.0%
	Work family management training	2	0	2	100.0%	.0%
	Work family guidance	3	7	10	30.0%	70.0%
	Wellness health promotion	4	1	5	80.0%	20.0%
	Work family support	1	1	2	50.0%	50.0%
Total		12	18	30		

**Table 58 – Information Provided by Employer about Family Friendly Benefits Among non-Beneficiaries Across Respondents as categorised by their Caring Responsibilities at Home**

		Caring responsibilities			Caring responsibilities	
		Yes	No	Total	Yes	No
Informed about Benefits	Flexitime	12	8	20	60.0%	40.0%
	Annualised hours	2	1	3	66.7%	33.3%
	Compressed working week	4	2	6	66.7%	33.3%
	Term time working	2	0	2	100.0%	.0%
	Exemption from non scheduled work	2	0	2	100.0%	.0%
	Childcare facilities	12	4	16	75.0%	25.0%
	After school child care	3	1	4	75.0%	25.0%
	Childcare subsidy	11	2	13	84.6%	15.4%
	Part time work	11	6	17	64.7%	35.3%
	Telework/home work	2	2	4	50.0%	50.0%
	Job sharing	5	2	7	71.4%	28.6%
	Parental leave	15	4	19	78.9%	21.1%
	Short notice leave	9	4	13	69.2%	30.8%
	Career break with committed return	8	4	12	66.7%	33.3%
	Sick/emergency child	18	6	24	75.0%	25.0%
	Professional guidance	2	2	4	50.0%	50.0%
	Work family management training	0	2	2	.0%	100.0%
	Work family guidance	6	4	10	60.0%	40.0%
	Wellness health promotion	2	3	5	40.0%	60.0%
Work family support groups	1	1	2	50.0%	50.0%	
Total		21	9	30		

### 7.3.2 Interest in Family Friendly Systems

Non-beneficiaries indicated interest in various family friendly systems, as summarised in Table 59. Of the different systems, sick/emergency child care leave attracted the highest level of interest, followed by career break with committed return, childcare subsidy and childcare facilities in declining order of interest. Least to attract interest were family friendly systems comprising annualised hours, exemption from non-scheduled work and compressed working week.

An analysis of the differences in responses across respondent groups showed that responses were fairly homogenous across respondent groups without any statistically significant differences, except for:

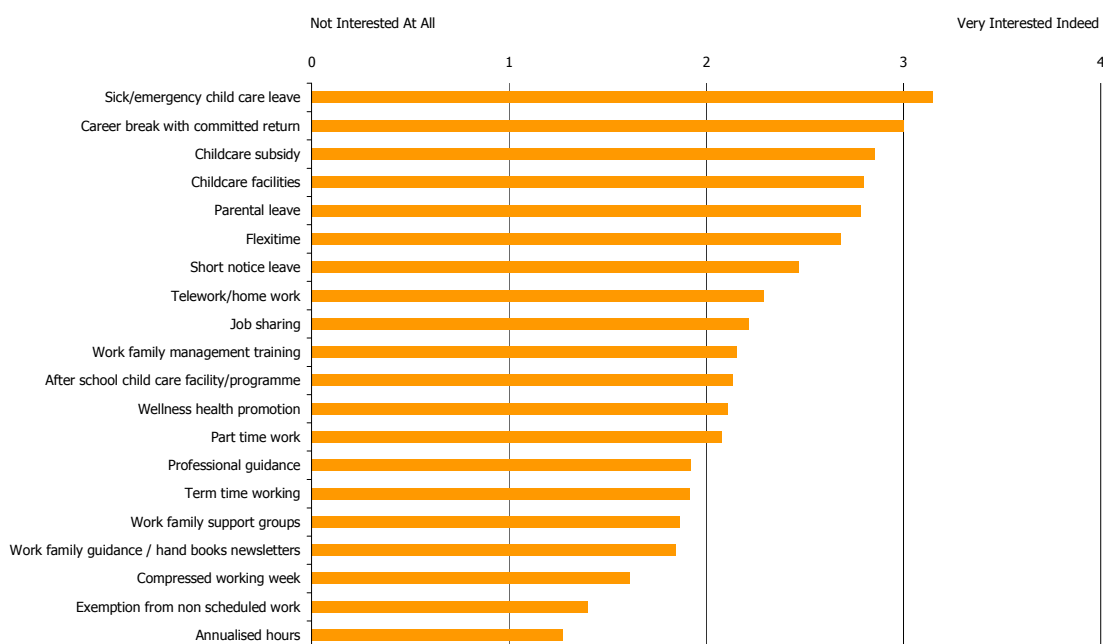
- Flexitime attracted significantly higher levels of interest among female employees as opposed to their male counterparts;
- Career break with committed return attracted higher levels of interest among participants aged between 30 and 44 as opposed to other participants within different age groups, and

- Emergency child care leave attracted higher levels of interest among participants aged 40 to 49 years as opposed to other participants within different age groups.

**Table 59 – Summary: Interest in Family Friendly Systems among Non-Beneficiaries**

	Minimum	Maximum	Mean	Std. Deviation
Flexitime	0	4	2.68	1.427
Annualised hours	0	4	1.27	1.794
Compressed working week	0	4	1.62	1.850
Term time working	0	4	1.92	1.782
Exemption from non scheduled work	0	4	1.40	1.713
Childcare facilities	0	4	2.80	1.521
After school child care facility/programme	0	4	2.13	1.552
Childcare subsidy	0	4	2.86	1.657
Part time work	0	4	2.08	1.656
Telework/home work	0	4	2.29	1.532
Job sharing	0	4	2.21	1.762
Parental leave	0	4	2.79	1.626
Short notice leave	0	4	2.47	1.552
Career break with committed return	0	4	3.00	1.483
Sick/emergency child care leave	0	4	3.15	1.631
Professional guidance	0	4	1.92	1.656
Work family management training	0	4	2.16	1.675
Work family guidance / hand books newsletters	0	4	1.85	1.676
Wellness health promotion	0	4	2.11	1.491
Work family support groups	0	4	1.87	1.598

**Figure 22 – Summary: Interest in Family Friendly Systems among Non-Beneficiaries**







**Table 60 – Analysis of Interest in Family Friendly Systems among Non-Beneficiaries Across Respondent Groups**

Row		Flexitime	Annualised hours	Compressed working week	Term time working	Exemption from non scheduled work	Childcare facilities	After school child care facility/programme	Childcare subsidy	Part time work	Telework/h ome work	Job sharing	Parental leave	Short notice leave	Career break with committed return	Sick/emerg ency child care leave	Professional guidance	Work family management training	Work family guidance / hand books newsletters	Wellness health promotion	Work family support groups	
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	
Employer	1.00	3.00	.	4.00	4.00	.	.	1.00	4.00	1.00	3.50	3.00	3.50	3.50	4.00	4.00	2.00	4.00	4.00	.	4.00	
	2.00	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
	3.00	2.67	.50	1.60	1.50	.25	3.00	2.25	3.25	1.60	1.60	1.80	2.50	2.00	2.33	3.00	1.25	1.40	1.00	1.50	1.20	
	4.00	2.00	.00	.00	.00	4.00	4.00	4.00	1.00	.	.	.	4.00	.	.	4.00	4.00	.00	2.00	2.00	2.00	2.00
	5.00	2.64	2.00	1.50	2.17	1.80	2.60	2.00	2.57	2.57	2.40	2.38	2.57	2.50	3.15	3.07	2.00	2.50	2.00	2.45	2.00	
Gender	Male	1.88	1.60	1.60	1.33	1.00	1.80	1.25	1.33	1.25	2.67	1.40	1.83	2.43	2.43	3.11	1.80	2.17	2.17	2.17	2.29	
	Female	3.14	1.00	1.63	2.11	1.67	3.30	2.45	3.27	2.44	1.88	2.67	3.50	2.50	3.29	3.18	2.00	2.15	1.57	2.08	1.50	
Your age	18-24	2.25	.00	.00	.00	.00	4.00	4.00	4.00	.00	2.67	1.50	4.00	2.33	.00	.00	.00	.00	.00	1.50	1.50	
	25-29	2.67	.50	2.33	1.67	.00	2.00	1.50	2.00	2.00	.50	2.67	2.00	2.00	2.33	2.00	1.50	1.67	1.00	1.00	.50	
	30-34	2.86	.00	1.25	2.60	2.00	3.00	2.29	3.29	2.60	3.00	2.00	3.25	2.75	3.40	3.88	2.50	2.00	2.25	2.25	2.20	
	35-39	2.00	.00	.00	.	3.00	4.00	.00	4.00	.	1.50	.	.	3.00	3.75	.00	.00	2.00	2.00	2.00	.00	
	40-44	4.00	4.00	4.00	.	.	4.00	4.00	.	4.00	3.50	4.00	4.00	3.50	3.67	4.00	3.00	3.33	.	3.50	4.00	
	45-49	3.00	3.00	2.50	2.50	2.50	2.50	2.50	1.00	2.00	2.67	2.67	1.00	2.50	3.25	4.00	3.00	3.00	3.00	3.00	3.00	
	50-54	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
	55-59	2.74	1.40	1.75	2.09	1.38	2.71	2.00	2.77	2.25	2.46	2.38	2.69	2.50	3.00	3.32	2.08	2.28	2.00	2.24	2.00	
Status	Married / Living with partner	2.00	.	.	.	3.00	.	.	.	.	1.00	.	.	3.00	3.67	.	.	.	.	.	.	
	Separated - not living with partner	2.50	.00	.00	.00	.00	4.00	4.00	4.00	.00	2.00	.00	4.00	2.00	.00	.00	.00	.00	.00	.00		
	Never married - single living with parents	2.88	1.44	1.40	2.00	1.75	2.92	2.33	2.91	2.40	2.27	2.25	2.91	2.30	3.00	3.28	2.00	2.35	2.00	2.20	2.00	
Caring responsibilities	Yes	2.00	.50	2.33	1.67	.00	2.00	1.33	2.67	1.00	2.33	2.00	2.33	2.80	3.00	2.00	1.67	.50	1.00	1.67	1.33	
	No	1.60	.33	1.00	.50	.00	2.33	1.33	2.67	1.00	2.17	1.33	1.67	2.60	2.25	2.67	1.33	.67	1.00	1.75	1.25	
Time spent in domestic work on average (daily)	<1hr	3.40	2.50	3.25	3.00	2.50	2.50	2.00	2.50	2.00	3.00	2.50	3.00	2.33	3.50	4.00	2.33	3.00	3.00	2.67	3.00	
	1-3 hrs	3.00	.00	1.25	1.80	2.25	4.00	3.25	3.40	2.80	2.00	2.80	4.00	2.25	3.00	3.17	2.50	2.57	2.00	2.43	2.00	
	3-5 hrs	3.00	2.67	.00	.	.	3.00	2.00	4.00	.	3.00	3.00	2.00	4.00	4.00	2.67	2.00	2.33	2.00	2.00	2.00	
	5-7 hrs	.	.	.	.	.	2.00	3.00	.	.	.	1.00	.	.	.	.	.	.	.	.	.	
	7-9 hrs	.	.	.	.	.	2.00	2.00	2.00	.	4.00	.	.	.	.	.	.	2.00	.	.	2.00	
	>9 hours	3.50	2.00	.00	.00	.00	4.00	4.00	4.00	.00	1.50	2.00	4.00	2.00	2.67	2.67	2.00	2.67	2.67	2.00	2.67	
Highest level of education you attained	O' level	2.44	.00	.25	1.80	1.25	2.50	1.33	2.67	2.33	1.60	1.60	2.33	2.29	3.00	2.70	1.20	1.86	.50	1.86	1.20	
	A' Level	2.75	2.00	2.67	4.00	2.00	3.00	2.00	3.33	1.00	3.25	2.67	2.00	3.00	3.33	4.00	2.33	2.33	2.50	2.67	2.33	
	Vocational certification	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	4.00	4.00	1.00	1.00	1.00	1.00	
	University diploma or equivalent	2.00	2.00	.00	.00	4.00	4.00	4.00	1.00	4.00	.	4.00	.	4.00	4.00	4.00	4.00	2.33	3.00	3.00	2.00	
	University degree - Baccalaureate	2.50	.	4.00	4.00	.	.	.	.	4.00	3.50	4.00	.	3.00	3.50	4.00	.	4.00	.	2.00	3.00	
	University degree - Master's level	4.00	1.00	3.00	1.00	.00	4.00	3.00	4.00	2.00	1.00	4.00	4.00	4.00	3.00	4.00	3.00	1.00	2.00	2.00	1.00	
	University Doctoral	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	
Your employer company	Authority	2.75	1.44	1.33	2.00	1.13	2.85	2.17	3.00	2.27	2.15	2.25	2.70	2.42	2.94	2.94	1.80	2.25	1.70	2.19	1.75	
	Publicly Listed Company	2.50	.50	2.25	1.67	2.50	2.50	2.00	2.50	1.00	2.75	2.00	3.00	2.67	3.20	4.00	2.33	1.67	2.33	1.50	2.33	
	Private Company	2.58	1.11	1.75	1.60	1.40	2.67	2.09	2.55	1.82	2.29	2.31	2.69	2.47	2.89	3.25	2.08	2.19	2.00	2.19	2.00	
Present Job	Full time	3.33	2.00	.00	3.50	.	3.33	2.25	4.00	3.50	.	1.00	4.00	.	4.00	2.75	.00	2.00	.00	1.50	.00	
	Part time	2.00	.00	.00	.00	4.00	4.00	4.00	1.00	.	.	.	4.00	.	.	4.00	4.00	.00	2.00	2.00	2.00	
Basis	Permanent - Fixed term contract	2.71	1.40	1.75	2.09	1.11	2.71	2.00	3.00	2.08	2.29	2.21	2.69	2.47	3.00	3.11	1.75	2.28	1.83	2.12	1.86	
	Permanent - Indefinite contract	2.36	1.44	1.60	1.57	1.43	2.88	2.11	2.43	1.67	2.20	2.25	2.43	2.29	3.00	2.91	2.11	2.15	2.09	2.00	1.80	
Employees reporting to you	Yes	3.00	.50	1.67	2.40	1.33	2.71	2.17	3.29	2.43	2.43	2.17	3.14	2.63	3.00	3.44	1.50	2.17	.50	2.29	2.00	
	No	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	

## 7.4 Attitude towards Family Friendly Systems

A series of statements related to different aspects of attitudes towards family friendly systems/benefits were asked to research participants to test personal attitudes towards such systems. A summary of the responses (Table 61) shows that in general, research participants featured positive attitudes towards family friendly systems – with the more positive responses related to the responsibility of the employer (speed of implementation, duty of employer) in implementing systems that help the workers' family context. Similarly, research participants believed that family friendly systems made workers more productive and workers should exploit opportunities provided by employers in terms of family friendly systems.

An analysis of the responses across respondent groups showed some differences across respondent groups, as exemplified by:

- Working through family friendly systems was perceived to be relatively easy among respondents employed with Employer 5 (large local bank – publicly listed) as opposed to those working with Employer 1 (small engineering firm – private company). Similarly, working through family friendly systems was perceived to be easier by survey participants employed on an indefinite contract or who were in receipt of family friendly benefits;
- Employers spending money on family friendly benefits for workers was better acclaimed by research participants employed with the larger employers (exemplified by employers 3 and 5 – publicly listed banks) as opposed to small private firms (exemplified by employer 1). Similarly, such agreement prevailed among participants who had caring responsibilities at home, or were engaged in a part-time job or received family friendly benefits;
- Helping families of workers as a responsibility of employers was attributed higher levels of importance by employees within larger, publicly listed organisations (Employers 3 and 5) as opposed to those engaged with the smaller employers;
- In general, employees within publicly listed organisations held more open ideas towards the provision of family friendly benefits – exemplified by an above average support to helping workers' families by employers, the speeding up of any such family friendly benefits and a general (above average) disagreement with statements like 'workers receiving family friendly benefits... become unable to perform their job' or 'workers who accept family benefits for a long time become unable to hold a job'. They also see family friendly benefits as stimulating better productivities among beneficiaries – a view upheld by the same family friendly system beneficiaries.
- Helping workers' families as an activity associated with workers' performance received least acclaim by research participants who were never married and live with their parents. Such participants also

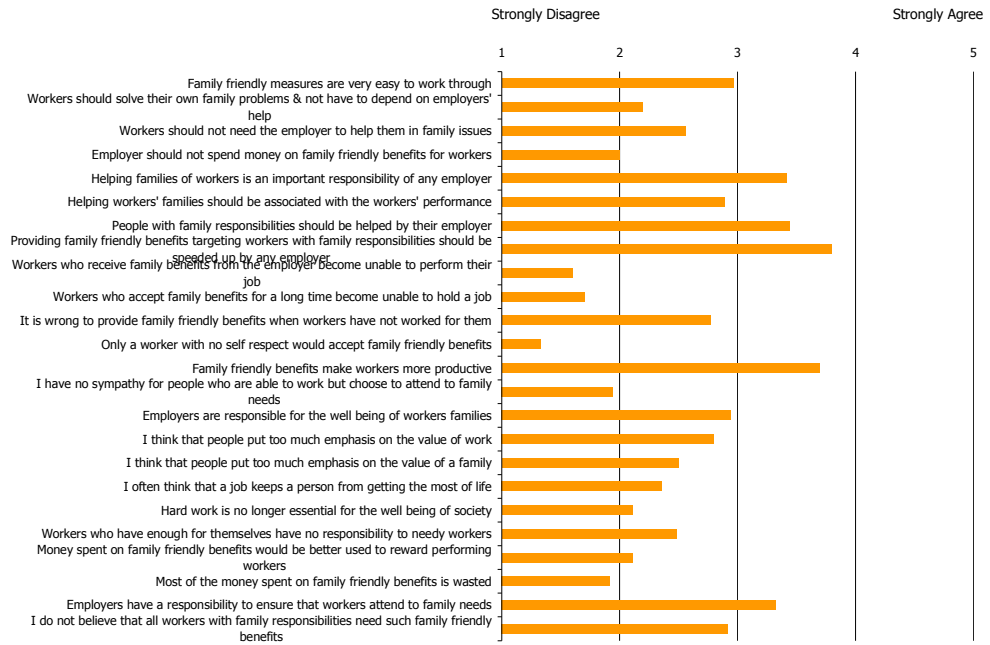
did not concur with employers' help devoted to people with family responsibilities, nor did they see workers who receive family benefits from the employer as becoming unable to perform their job. Contrastingly, research participants who were married and/or living with a partner perceived that help provided by employers to the employees' families should be linked to workers' performance, that such help should be diverted to people with family responsibilities and that any such help provided by employers should be speeded up – albeit such help does not result in workers unable to perform their job;

- Associating family friendly benefits to workers' performance was also better acclaimed by research participants with better academic standing. Such participants also saw workers who accept family benefits for a long time becoming unable to hold a job.

**Table 61 – Summary of Responses: Attitudes Towards Family Friendly Benefits/Systems**

	Minimum	Maximum	Mean	Std. Deviation
Family friendly measures are very easy to work through	1	5	2.97	1.140
Workers should solve their own family problems & not have to depend on employers' help	1	5	2.19	.951
Workers should not need the employer to help them in family issues	1	5	2.56	1.157
Employer should not spend money on family friendly benefits for workers	1	5	2.00	1.146
Helping families of workers is an important responsibility of any employer	1	5	3.42	1.273
Helping workers' families should be associated with the workers' performance	1	5	2.89	1.450
People with family responsibilities should be helped by their employer	1	5	3.44	1.340
Providing family friendly benefits targeting workers with family responsibilities should be speeded up by any employer	1	5	3.79	1.200
Workers who receive family benefits from the employer become unable to perform their job	1	5	1.60	.946
Workers who accept family benefits for a long time become unable to hold a job	1	4	1.71	.836
It is wrong to provide family friendly benefits when workers have not worked for them	1	5	2.77	1.215
Only a worker with no self respect would accept family friendly benefits	1	5	1.33	.793
Family friendly benefits make workers more productive	1	5	3.69	1.238
I have no sympathy for people who are able to work but choose to attend to family needs	1	5	1.94	1.136
Employers are responsible for the well being of workers families	1	5	2.94	1.194
I think that people put too much emphasis on the value of work	1	5	2.80	1.106
I think that people put too much emphasis on the value of a family	1	5	2.50	1.159
I often think that a job keeps a person from getting the most of life	1	5	2.36	1.125
Hard work is no longer essential for the well being of society	1	5	2.11	1.190
Workers who have enough for themselves have no responsibility to needy workers	1	5	2.48	.996
Money spent on family friendly benefits would be better used to reward performing workers	1	4	2.11	.966
Most of the money spent on family friendly benefits is wasted	1	5	1.92	1.025
Employers have a responsibility to ensure that workers attend to family needs	1	5	3.32	1.156
I do not believe that all workers with family responsibilities need such family friendly benefits	1	5	2.92	1.187

**Figure 23 – Summary of Responses: Attitudes Towards Family Friendly Benefits/Systems**



**Table 62 – Analysis of Attitudes Towards Family Friendly Systems Across Survey Participant Groups**

		Family friendly measures are very easy to work through	Workers should solve their own family problems & not have to depend on employers' help	Workers should not need the employer to help them in family issues	Employer should not spend money on family friendly benefits for workers	Helping families of workers is an important responsibility of any employer	Helping workers' families should be associated with the workers' performance	People with family responsibilities should be helped by their employer	Providing family friendly benefits targeting workers with family responsibilities should be speeded up by any employer	Workers who receive family benefits from the employer become unable to perform their job	Workers who accept family benefits for a long time become unable to hold a job	It is wrong to provide family friendly benefits when workers have not worked for them	Only a worker with no self respect would accept family friendly benefits
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Employer	1	2.33	2.75	3.25	3.50	2.25	2.00	2.25	4.00	1.75	1.50	3.00	1.00
	2	1.00	1.50	1.50	2.00	2.00	1.50	2.00	1.00	1.00	1.00	1.50	1.50
	3	3.33	1.86	2.00	1.86	3.14	3.00	3.29	3.29	2.00	2.00	2.86	1.43
	4	2.00	2.50	3.50	2.50	3.00	5.00	3.50	3.50	2.50	2.50	4.00	1.00
	5	3.28	2.24	2.62	1.71	3.90	2.95	3.86	4.10	1.38	1.60	2.71	1.38
Gender	Male	2.75	2.50	2.93	2.21	3.14	2.36	3.07	3.46	1.38	1.75	2.69	1.29
	Female	3.11	2.00	2.32	1.86	3.59	3.23	3.68	4.00	1.73	1.68	2.82	1.36
Your age	18-24	3.50	2.33	2.33	2.00	3.00	2.33	3.67	4.00	2.33	1.67	2.33	1.33
	25-29	2.20	2.40	2.40	2.00	2.80	3.00	2.20	3.00	1.40	1.60	2.00	1.00
	30-34	2.83	2.00	2.67	1.92	3.33	3.08	3.67	3.91	1.33	1.58	2.75	1.00
	35-39	3.60	2.14	2.43	2.29	3.86	2.71	3.29	3.50	2.00	1.50	3.00	1.29
	40-44	2.75	1.50	1.75	1.50	4.25	3.00	4.75	4.75	1.50	1.75	2.50	2.50
	45-49	3.67	3.00	3.50	2.25	3.00	2.50	3.00	4.00	1.75	2.67	3.25	1.50
	50-54	.	3.00	3.00	2.00	4.00	4.00	4.00	3.00	1.00	2.00	5.00	2.00
Status	Married / Living with partner	2.96	2.14	2.61	1.89	3.57	3.21	3.75	4.08	1.44	1.77	2.75	1.39
	Separated - not living with partner	4.00	2.33	2.33	3.00	3.67	2.33	3.00	2.67	3.00	2.00	3.67	1.33
	Never married - single living with parents	2.00	2.25	2.25	2.00	2.25	1.00	2.00	3.00	1.75	1.25	2.00	1.00
	Never married - single living alone	.	3.00	3.00	2.00	3.00	3.00	2.00	3.00	1.00	1.00	3.00	1.00
Caring responsibility	Yes	3.17	2.04	2.54	1.77	3.62	2.88	3.69	4.00	1.52	1.75	2.73	1.38
	No	2.38	2.60	2.60	2.60	2.90	2.90	2.80	3.22	1.80	1.60	2.89	1.20
Time spent in domestic	<1hr	2.25	2.14	2.29	1.86	3.29	2.71	3.00	3.00	1.57	1.43	2.86	1.29
	1-3 hrs	3.44	2.30	2.90	2.60	2.90	2.50	3.20	4.00	1.89	2.25	2.90	1.60
	3-5 hrs	2.88	2.00	2.11	1.67	3.67	3.11	3.44	3.78	1.78	1.78	2.33	1.00
	5-7 hrs	3.25	1.75	2.25	1.25	4.50	2.75	4.75	4.50	1.00	1.50	3.25	2.00
	7-9 hrs	4.00	2.00	2.00	1.00	4.00	3.00	4.00	5.00	1.00	1.00	3.00	1.00
	>9 hours	3.00	1.00	3.00	1.00	5.00	5.00	5.00	5.00	1.00	1.00	1.00	1.00
	Don't Know / No Answer	2.00	2.50	3.00	2.00	3.00	2.00	3.00	4.00	1.00	1.00	2.00	1.00
Highest level of education	O' level	3.33	2.67	3.33	2.67	2.67	2.33	4.00	4.33	1.33	1.00	2.00	1.00
	A' Level	2.87	2.25	2.44	1.88	3.63	2.69	3.31	3.50	1.50	1.63	3.00	1.19
	Vocational certification	3.25	2.00	3.20	2.00	2.80	2.20	2.60	3.75	1.60	1.50	2.40	1.00
	University diploma or equivalent	.	3.00	3.00	4.00	2.00	2.00	3.00	3.00	4.00	4.00	5.00	3.00
	University degree - Baccalaureate	3.33	2.00	2.40	1.20	3.80	3.40	4.00	4.20	1.40	1.60	2.60	1.80
	University degree - Master's level	3.33	2.00	2.00	2.00	3.67	4.33	3.67	4.00	1.67	2.67	2.33	1.67
	University Doctoral	2.00	2.00	2.00	2.67	3.67	3.67	4.00	4.50	2.00	1.50	3.00	1.33
Your employer company	Authority	1.00	1.50	1.50	2.00	2.00	1.50	2.00	1.00	1.00	1.00	1.50	1.50
	Publicly Listed Company	3.18	2.16	2.52	1.68	3.80	3.00	3.80	4.00	1.40	1.54	2.56	1.32
	Private Company	2.86	2.44	2.89	2.89	2.67	2.89	2.78	3.50	2.22	2.22	3.75	1.33
Present job	Full time	2.84	2.23	2.60	2.17	3.40	2.83	3.37	3.68	1.72	1.79	2.79	1.27
	Part time	3.50	2.00	2.33	1.17	3.50	3.17	3.83	4.33	1.00	1.33	2.67	1.67
Basis	Permanent - Fixed term contract	1.67	2.00	2.67	2.00	2.33	3.67	2.67	2.67	2.00	2.00	3.00	1.00
	Permanent - Indefinite contract	3.11	2.21	2.55	2.00	3.52	2.82	3.52	3.90	1.56	1.68	2.75	1.36
Employees reporting	Yes	3.13	2.26	2.79	2.05	3.32	2.89	3.16	3.72	1.50	1.65	2.95	1.42
	No	2.81	2.12	2.29	1.94	3.53	2.88	3.76	3.88	1.71	1.76	2.56	1.24
Beneficiary	Non Beneficiary	2.42	2.50	2.63	2.44	3.56	3.13	3.31	3.53	1.60	1.80	3.20	1.44
	Beneficiary	3.32	1.95	2.50	1.65	3.30	2.70	3.55	4.00	1.60	1.63	2.45	1.25

**Table 62 – Analysis of Attitudes Towards Family Friendly Systems Across Survey Participant Groups (continued)**

		Family friendly benefits make workers more productive	I have no sympathy for people who are able to work but choose to attend to family needs	Employers are responsible for the well being of workers families	I think that people put too much emphasis on the value of work	I think that people put too much emphasis on the value of a family	I often think that a job keeps a person from getting the most of life	Hard work is no longer essential for the well being of society	Workers who have enough for themselves have no responsibility to needy workers	Money spent on family friendly benefits would be better used to reward performing workers	Most of the money spent on family friendly benefits is wasted	Employers have a responsibility to ensure that workers attend to family needs	I do not believe that all workers with family responsibilities need such family friendly benefits
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Employer	1	3.25	2.33	3.50	2.50	2.50	2.25	1.75	1.00	2.00	2.00	3.60	3.20
	2	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
	3	3.71	2.00	3.14	2.71	2.43	2.71	2.00	2.43	1.71	1.86	3.57	3.43
	4	4.00	2.50	3.00	2.00	3.00	3.00	2.50	2.00	3.00	2.00	3.50	2.00
	5	3.95	1.86	2.90	3.10	2.57	2.29	2.24	2.74	2.24	1.95	3.33	2.90
Gender	Male	3.21	2.38	2.71	2.69	2.29	2.14	2.36	2.17	2.14	1.77	3.21	2.93
	Female	4.00	1.68	3.09	2.86	2.64	2.50	1.95	2.09	2.00	2.00	3.39	2.91
Your age	18-24	4.67	2.00	3.33	3.33	3.00	3.00	2.67	2.00	1.50	1.50	3.75	3.00
	25-29	2.40	2.40	2.40	2.20	1.20	1.40	2.00	2.20	2.00	2.00	2.80	3.60
	30-34	4.17	1.58	3.33	2.82	2.25	2.50	1.83	2.38	2.00	1.83	3.00	2.75
	35-39	3.43	2.00	2.43	2.86	2.57	2.86	1.86	2.29	2.29	2.00	2.86	2.86
	40-44	4.50	1.50	3.50	2.00	2.75	2.00	3.25	3.50	2.00	1.75	4.25	2.25
Status	45-49	3.25	2.75	2.50	4.00	3.00	2.75	3.00	2.25	2.25	2.50	4.25	3.50
	50-54	2.00	2.00	3.00	2.00	2.00	1.00	2.00	2.00	4.00	2.00	4.00	2.00
	Married / Living with partner	3.82	1.86	2.96	2.81	2.50	2.32	2.25	2.71	2.14	1.90	3.41	2.90
	Separated - not living with partner	4.00	1.67	3.33	2.67	2.67	3.33	1.67	2.33	2.33	2.67	3.00	3.00
	Never married - single living with parents	3.00	2.33	2.75	2.50	2.50	1.75	1.25	1.00	1.50	1.33	3.00	2.75
Caring responsibilities	Never married - single living alone	2.00	4.00	2.00	4.00	2.00	3.00	3.00	2.00	3.00	2.00	3.00	4.00
	Yes	3.92	1.73	3.08	2.96	2.54	2.46	2.08	2.65	2.07	1.89	3.41	2.70
Time spent in domestic	No	3.10	2.56	2.60	2.40	2.40	2.10	2.20	2.00	2.20	2.00	3.10	3.50
	<1hr	3.14	2.17	2.71	2.43	1.86	2.14	2.14	2.17	1.86	1.71	3.29	3.14
	1-3 hrs	3.50	2.40	3.00	2.44	2.30	2.70	2.40	2.75	2.20	2.00	3.80	3.00
	3-5 hrs	4.11	1.44	3.11	3.22	3.00	2.44	2.11	2.75	2.20	2.30	3.50	2.80
	5-7 hrs	4.25	1.25	2.50	3.00	2.50	2.75	2.25	2.50	2.00	1.50	3.25	2.75
	7-9 hrs	4.00	1.00	4.00	3.00	3.00	2.00	1.00	3.00	2.00	1.00	2.00	2.00
	>9 hours	5.00	1.00	5.00	5.00	1.00	3.00	1.00	3.00	1.00	1.00	1.00	1.00
Highest level of education	Don't Know / No Answer	3.00	3.00	3.00	3.00	3.00	3.00	1.00	1.00	2.00	1.00	3.00	4.00
	O' level	4.00	1.33	4.33	2.33	2.00	2.33	1.67	2.00	1.50	1.50	4.00	2.25
	A' Level	3.69	1.69	2.75	2.81	2.94	2.31	1.88	2.36	2.31	2.13	3.13	2.81
	Vocational certification	3.80	1.75	2.80	3.60	2.20	2.80	2.00	2.33	1.20	1.40	3.00	3.20
	University diploma or equivalent	2.00	4.00	2.00	3.00	3.00	2.00	4.00	2.00	4.00	4.00	4.00	5.00
Your employer company	University degree - Baccalaureate	4.00	2.80	3.00	3.00	2.40	2.40	2.40	2.80	2.60	1.60	3.60	3.00
	University degree - Master's level	3.33	2.00	2.67	3.00	2.00	2.33	3.33	3.00	2.33	2.00	3.33	3.33
	University Doctoral	3.67	2.00	3.33	1.33	1.67	2.00	1.67	2.67	1.67	2.00	3.33	2.67
	Authority	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Present job	Publicly Listed Company	3.92	1.80	2.96	3.04	2.44	2.32	2.08	2.65	2.04	1.88	3.40	3.08
	Private Company	3.56	2.50	3.22	2.44	2.89	2.67	2.33	2.17	2.40	2.11	3.50	2.80
Basis	Full time	3.57	2.14	3.00	2.72	2.43	2.30	2.20	2.42	2.13	1.93	3.29	2.94
	Part time	4.33	1.00	2.67	3.17	2.83	2.67	1.67	2.80	2.00	1.83	3.50	2.83
Employees reporting	Permanent - Fixed term contract	3.00	2.00	2.33	1.67	2.33	2.33	2.00	1.67	2.33	1.67	2.67	1.67
	Permanent - Indefinite contract	3.76	1.94	3.00	2.91	2.52	2.36	2.12	2.57	2.09	1.94	3.38	3.03
Beneficiary	Yes	3.58	2.06	2.68	2.58	2.42	2.26	1.95	2.44	2.16	1.89	3.42	2.95
	No	3.82	1.82	3.24	3.06	2.59	2.47	2.29	2.53	2.06	1.94	3.22	2.89
Beneficiary	Non Beneficiary	3.06	2.38	2.63	2.38	2.19	1.63	2.00	2.27	2.41	2.06	3.18	3.35
	Beneficiary	4.20	1.58	3.20	3.16	2.75	2.95	2.20	2.69	1.85	1.80	3.45	2.55

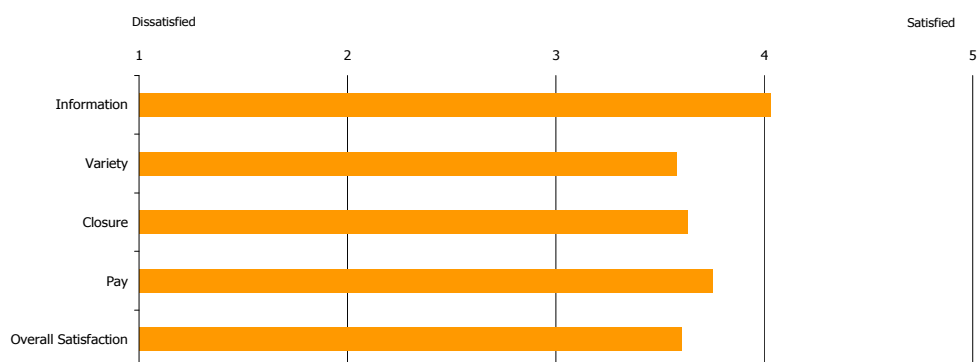
## 7.5 Job Satisfaction

In an attempt to measure any differences in job satisfaction across research participants, a series of 14 items were prompted in accordance with the methodology set out by Wood et al (1986). These fourteen items were summarised into four variables (mean of scores) and one overall factor (mean of scores as provided by research participants). Overall, research participants were satisfied by the characteristics of their job – particularly in respect with the information and feedback provided by the employer and other job related stakeholders. Albeit at a lesser degree, research participants were satisfied with the level of pay they received in their job as well as the level of task closure afforded by their job (Table 63).

An analysis of these responses across participant groups showed no significant differences, except for the satisfaction relating to variety, task closure and pay across respondents as distinguished by their employer. Indeed, research participants employed with the local small private school (Employer 4) showed the highest levels of satisfaction with task variety, task closure and pay, while the least satisfied participants involved employees engaged with Employer 2 (a local authority).

**Table 63 – Summary of Job Characteristics & Satisfaction Among Research Participants <sup>(40)</sup>**

	Minimum	Maximum	Mean	Std. Deviation
Information	2	5	4.03	.889
Variety	2	5	3.58	.838
Closure	1	5	3.63	1.161
Pay	1	5	3.75	.778
Overall Satisfaction	2	5	3.60	.668



<sup>40</sup> 1 = Dissatisfied, 5 = Satisfied

**Table 64 – Analysis of Job Characteristics & Satisfaction Among Research Participants Across Participant Groups <sup>(41)</sup>**

		Information	Variety	Closure	Pay	Overall Satisfaction
		Mean	Mean	Mean	Mean	Mean
Employer	1.00	3.30	3.76	3.40	3.50	3.43
	2.00	5.00	2.50	1.75	2.00	3.12
	3.00	3.89	3.02	3.07	3.57	3.26
	4.00	4.33	4.39	4.33	4.17	4.17
	5.00	4.11	3.70	3.95	3.98	3.72
Gender	Male	4.03	3.66	3.70	3.67	3.64
	Female	4.02	3.52	3.59	3.80	3.58
Your age	18-24	3.75	3.33	4.13	3.63	3.48
	25-29	4.30	3.20	3.40	3.60	3.47
	30-34	3.83	3.48	3.35	3.77	3.46
	35-39	4.46	3.81	3.14	3.71	3.75
	40-44	4.44	3.78	4.63	4.25	3.94
	45-49	3.25	3.71	3.88	3.63	3.50
Status	50-54	4.75	4.67	5.00	3.50	4.57
	Married / Living with partner	4.02	3.58	3.76	3.76	3.62
	Separated - not living with partner	4.08	3.94	2.33	4.17	3.60
	Never married - single living with parents	4.05	3.36	3.60	3.50	3.52
Caring responsibilities	Never married - single living alone	4.00	3.33	4.00	3.50	3.50
	Yes	4.02	3.51	3.57	3.74	3.56
Time spent in domestic work on average (daily)	No	4.05	3.74	3.77	3.77	3.71
	<1hr	4.16	3.51	3.75	3.50	3.64
	1-3 hrs	3.60	3.57	3.00	3.55	3.38
	3-5 hrs	4.05	3.39	3.70	3.95	3.55
	5-7 hrs	4.69	4.36	4.63	4.13	4.27
	7-9 hrs	5.00	3.17	3.50	4.00	3.64
	>9 hours	4.50	2.33	3.00	3.50	3.14
Highest level of education you attained	Don't Know / No Answer	3.00	3.17	3.50	3.25	3.07
	O' level	4.38	3.67	4.25	4.00	3.84
	A' Level	4.21	3.84	3.68	3.91	3.78
	Vocational certification	3.15	3.29	3.00	3.30	3.14
	University diploma or equivalent	3.00	3.33	3.00	3.00	3.23
	University degree - Baccalaureate	3.80	3.35	3.80	3.90	3.43
	University degree - Master's level	4.25	3.50	4.50	4.33	3.79
Your employer company	University Doctoral	4.50	3.00	2.67	2.67	3.28
	Authority	5.00	2.50	1.75	2.00	3.12
	Publicly Listed Company	4.08	3.47	3.82	3.84	3.59
Present job	Private Company	3.73	4.01	3.55	3.86	3.72
	Full time	4.05	3.56	3.61	3.75	3.60
Basis	Part time	3.88	3.66	3.75	3.75	3.59
	Permanent - Fixed term contract	4.50	3.96	3.88	3.88	3.97
	Permanent - Indefinite contract	3.97	3.53	3.60	3.74	3.56
Employees reporting to you	Yes	4.16	3.83	3.82	3.82	3.77
	No	3.89	3.33	3.45	3.68	3.44
Beneficiary	Non Beneficiary	4.22	3.67	3.79	3.71	3.73
	Beneficiary	3.87	3.50	3.50	3.79	3.50

<sup>41</sup> 1 = Dissatisfied, 5 = Satisfied



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## **8 Discussion**

### **8.1 Introduction**

This study of five Maltese firms of different sector types, sizes and gender composition reveals a number of interesting features, highlighting both what was achieved regarding equal opportunities and family friendly measures in Malta, and what challenges are still to be addressed. There is evidence that some family friendly measures are being 'consumed', but less evidence that these are seen as a productive 'investment' which Rubery et al (1999, p.1v) define as a policy in which the objective of economic activity is the quality of life.

### **8.2 Characteristics of the Firm**

The firms were selected according to criteria suggested by the literature (Section 4, page 91). Due to seasonal demands, none of the hotels contacted were able to take part in the study. This also meant that it was not possible to include a Gozitan case-study. However, the five firms did provide cases of different size; of gender composition of staff; of low to middle to high trust work; and of the presence/absence of Human Resource Management. As a purposive sample it is therefore not unexpected that the firms have higher proportion of female employees (46%) than those presented in National Office of Statistics labour force survey data, which is currently at a 37% activity rate and 32.8% employment rate (NSO 147/2006). Baldacchino et al (2003) (see Section 3.3, page 76) estimated that the female participation would be about 41.7% if informal or hidden female labour were accounted for in research. The case-study firms do not show an unusual gender composition for the sectors they represent. Similarly, the segregation between the sectors evident in the cases, with a near total male composition in the electronic installation Firm 1, and the near total female composition in Firm 4, the language school, are typical examples of these sectors, as are the other firms, of their sectors.

The Maltese data are consistent with the literature, which is that there is international gender occupational segregation and separation (Chang, 2004; Kriemer, 2004). Females are more likely to be working in the service sector such as in education or in financial institutions, than in the 'male' technology fields. Whilst occupational gender segregation has preoccupied researchers and policy makers for decades, Blackburn and Jarman (2006) now argue that horizontal segregation reduces opportunities for gender discrimination within occupations. This

being said, it should still be of concern that across industries that are homogeneous in composition, male employees in their sectors, rather than female employees in theirs, are more likely to have higher wages and other benefits. For example, feminisation of teaching or of blue-collar manufacturing work has seen a lowering of wages (Wharton, 1986). In a study for the EU Employment and Social Affairs Committee, Rubery et al. (1999, p.v) take a contrary view to Blackburn & Jarman (2006), finding that 'gender segregation and the gendered organisation of work must be recognised to be a fundamental constraint on the development of a flexible and cohesive society'. This is especially the case where it leads to occupational downgrading, which has a negative effect not only on females' career potential and lifetime earnings, and poverty in old age, but is also less productive for the labour market. It would be more productive if some of the less skilled jobs occupied by better qualified women, who have been downgraded to find jobs which are compatible with their dual role, are instead released for the low skilled unemployed (Rubery et al, 1999).

In cases where a good proportion of females are employed, such as with Employer 5, it is found that despite a 57% female workforce there is only 0.48% female representation (compared to 4.56% male) at senior management level. In theory, it should be possible, given the positive attitudes to equality, that the promising proportion of females in professional roles (Employer 2), in line and middle management (Employer 3), in line management (Employer 4) and in line and middle management (Employer 5), will be able to take up senior management positions as and when these become available. Across the case studies, one can see the congregation of females in clerical grades, even where firms may have a more middle than low trust orientation, as with the financial institutions. Employer 2, the independent authority, is an exception here with a good proportion of females in professional roles, and this is reflected also in their higher salaries. However, Chang's (2004) study of sex segregation in sixteen developing countries finds evidence of a 'culling effect' in which women's representation in higher-status occupations declines as the percentage of women in the labour force increases.

Chang (2004) suggests that some state anti-discrimination policies are actually associated with higher levels of segregation, possibly because employers are reluctant to promote employees with high social and employment policy demands. According to Chang (2004), different types of state policy have segregative and integrative effects on occupational structure. Indeed, in the Maltese study, Employer 1 with a predominantly male human resource base in the technology field, shows reluctance to embrace equality legislation regarding systems/programmes and benefits which are not directly bound to measures of worker

performance, as well as reluctance to employ females. Social partners would do well to explore how anti-discrimination measures can be developed in ways that do not actually undermine, or are seen to undermine, occupational regimes or market competition. When they do, less females may be employed by particular industries, fearful of the high cost of compliance with the measures.

### **8.3 Cultures of Organisation**

The five case study firms are organisationally weak with regard to equal opportunities and family friendly measures. Annual reports do not include a gender/Equal Opportunities dimension. Nor do firms audit Equal Opportunities, or use Equal Opportunities as an audit measure. In this, they are not dissimilar to firms across the EU, where a recent review of thirty European countries and their reconciliation policies (Plantenga & Remery, 2005) found scant evidence that firms used specific audit tools. One study of British firms (Dex et al, 2001, cited in Plantenga & Remery, 2005, p. 77) found it complex and difficult to measure actual performance by financial measures such as profits, return on capital and dividend per share. Instead subjective assessment by managers of financial performance, labour productivity, quality of product and service and value of sales over the last twelve months were applied, as well as two human resource variables of absence days and labour turnover. It is therefore not surprising that much smaller Maltese firms do not have such audit systems in place.

Given, however, the importance of these measures on the effect of policies on firms, projects that could support firms in developing audit tools are crucial. Clifton & Shepard's (2004) table of factors influencing productivity (Section 2.7, page 67) could be used as a preliminary step toward auditing family friendly measures. Conducting an Equalities Audit includes a number of activities (discussed at length in Section 4.3, page 93). Pemberton (1995) suggests examining artefacts, such as firm publicity, gender balance, policies and goals and responsibilities, as well as beliefs and values, and assumptions. Critically, measures of commitment from the top, behaviour change, ownership of policies and resources devoted to their implementation, need to be included also. Clifton and Shepard (2004) promote the use of the Family Friendly Index (reproduced in Section 4.3.3, page 99) that can be linked to methods of measuring

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performance. An important learning and information pack is available through UNDP (2001) that includes the 'Harvard Analytical Framework' (<sup>42</sup>) including:

- the Moser triple roles framework and Levy (web of institutionalism) framework;
- the Gender Analysis Matrix (GAM);
- the Equality and Empowerment Framework;
- Capacities and Vulnerabilities Framework (CVA);
- People Oriented Framework (POP); and
- the Social Relations Framework (SRF).

The pack (UNDP, 2001) includes other tools such as a SWOT analysis, as well as exercises and web links. In itself, a SWOT analysis can be gender blind, as indeed the five firms in the case study failed to relate their strengths, weaknesses, opportunities and challenges/threats to equality or family friendly measures but to other issues discussed in Section 5, above. The issue of gender was rarely referred to despite the fact that it was relevant to a number of items raised by the HR manager/representative, such as the shortage of specialised human resources in the communications and electronic fields, the challenge of ICT for older workers, and the vulnerability of the industry in the local and international market. In itself, this is an indication of a generally low organisational commitment to equality, as well as to the lack of suitable audit tools.

In the five case study firms, Human Resource recruitment and promotion policies where they exist are at best, gender neutral. Indeed, none of the firms had made any plans to change the gender composition of their labour force. Despite a positive attitude to family friendly measures, few firms actually had records of the family status and caring responsibilities of employees. This may be because the majority of firms believed that where measures were available, they should be available to employees without distinction of sex, status or caring responsibility. While this is extremely democratic an approach, it may mean that with limits on the amount of employees who may benefit, non-target groups will benefit at the expense of those with specific family responsibility. Here, it appears that firms are not even aware of the

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<sup>42</sup> The Development Planning Unit, London University

legal obligation of Act 1 of 2003, Cap 456 of the Laws of Malta (<sup>43</sup>), not to discriminate in recruitment and promotion. Without adequate human resources policies, as well as an audit as a form of practice control, it is unlikely that firms will be fully compliant with the Act. If the national machinery (NCPE, ETC, MCESD and others) had the will and the means, it would request regular information on both recruitment (including adverts posted in the press/media) and on promotion, to study trends, and take ameliorative action even where there have not been formal complaints from prospective or present employees. Such a request to firms would encourage them to use audit tools for their own improved performance. It would also avoid adverse selection, including when firms adjust the volume of employment (to favour male employees) so as to avoid minimum legal equality requirements. Here, it remains important to add that this can only be avoided if firms are not expected to bear the cost of equality on their own, nor pass on the cost to users, but that the state and the employer find the 'delicate division of responsibilities' (Plantenga & Remery, 2005).

#### **8.4 Availability of Measures**

In the five cases study firms the availability of family friendly measures is limited, though given the relative recent equality discourses locally, quite promising.

Although firms report that a number of measures are available, it was not possible to establish the extent of take up, except with Firm 1 and 5. A 'proxy' for the extent of take up is the responses of the employees on their Awareness of Benefits at the Present Work Place.

Part-time work was the only measure offered across all the firms, albeit mentioned as available at present workplace in only 13.6% of employee responses. Given the relatively strong national regulatory framework (Legal Notice 61/96) for part-time work in Malta, with those working more than twenty hours falling under the 'Full-time with Reduced Hours' legislation, qualifying them for pro-rata benefits, this form of employment is clearly an important mechanism for achieving higher female participation and equality. It allows for continuity in employment and in earnings, as well as social security contributions. It is also usually covered by standard contracts for standard working hours. This type of protection is not afforded to those who work below the twenty-hour requirement, so that adjusting the minimum hours, or passing new legislation, will protect even those part-timers working shorter hours. According to Rubery et al

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<sup>43</sup> An Act to Promote Equality for Men and Women

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(1998), if employers have no gains to make by employing people on shorter hours, they may well offer long enough hours to those with family responsibilities, not only to allow them to derive the benefits discussed above, but also to avoid having some workers who are highly visible in a firm, whilst others are 'invisible'. The reduced visibility of employees on shorter hours, or who work away from the firm, is discussed at length in Plantenga & Remery's (2005, p.79) report on reconciliation policies prepared for the EU Employment, Social Affairs and Equal Opportunities Committee. Those who maintain most visibility are those who have an almost full-time week and have access to workplace nurseries.

Plantenga & Remery (2005) report that the negative effect on performance of having a mass of employees with reduced visibility is such that the performance of these firms is even less than that of firms that offer no form of 'flexible' working time arrangements. Rubery et al (1998, p.93) add that working short part-time hours, for long periods of time, may result in restricted promotion opportunities. They find that the employee, typically female, remains reliant economically on either the family, or the state, to meet basic needs. There are also implications for gender equality in the household; where women work very short hours, and men, longer and unsocial hours, it is more difficult to combine shared family time (Rubery et al, 1998).

The issue of visibility is also crucial in the employment of workers who take parental leave. Whilst in the private sector, these employers are unlikely to have secure jobs to return to, they are also very vulnerable when a firm is downsizing. A case study of Maltacom plc (Cachia, 2004), reports that when an Early Retirement Scheme was introduced, it was targeted at people raising young children. Terms were made attractive so that women out on maternity or unpaid parental leave took the 'early retirement'.

This being said, the Maltese respondents who worked part-time in the case study firms reported the most positive effects (on five out of six items) on their life at work, compared to other respondents. Those working part-time also reported the most positive effects of all employees in the study, on their partner, dependent children and other adults at home. The effects of the family-friendly benefit were stronger for them than other benefits were for full-time workers. Here, the cultural context, especially the 'exclusive mothering' discourses and the disproportionately large commitment of females to domestic work (discussed at length in Sections 3.6 and 3.9) may have led them to consider the balance between these commitments and paid work, as extremely positive.

It is interesting that within the group who were benefiting from some family friendly measure at work, 30.4% said they would not have been able to take up work without the availability of the measure. Of these, women typically married or with a partner, and doing more than five hours domestic work daily, were the main beneficiaries. Here one is prompted to ask, are working time arrangements, especially for very short hours, shifting family roles and the sexual division of labour, or are they encouraging Maltese females to remain the main person responsible for domestic work.

Flexitime was available in four firms, whilst the fifth (Firm 5) had reduced hours but no flexitime arrangements. Employee respondents indicate that at their workplace there is the availability of flexitime that the employers suggest, since it is mentioned in 40.9% of the cases in the employee survey. Following emergency childcare leave (with 63.6% cases reporting availability) it is the second most available measure. Flexitime is a very important working time arrangement since it allows the employee to work full-time, yet during hours suited to both family needs and to the demands of the organisation. Non-beneficiaries were also very aware of the availability of this measure (mentioned in 66.7% of their responses), which augurs very well for a new organisational policy across different types of firm.

In the case of parental leave, although the private sector does not have legal obligations to make this available, it was surprising that two firms (3 and 4) did not offer this benefit. Firm 3, the smaller international bank has a hundred and three employees, 47% of whom are women. A substantial amount are in middle management (11.65% of the women) or line management (9.7% of the women) and it would be reasonable to expect that they would want to move up within the organisation, without having to opt for voluntary childlessness. With no parental leave for this group, it is likely that the 'culling effect' discussed above will appear in this organisation too. The employer claims to have a secure market, and would therefore have less problems regarding the cost of a parental leave scheme than Firm 4. On the other hand, because of size, Firm 4 could probably also plan such a measure, since in this sector (language school), temporary workers replacing those on leave are more easy to come by. However, economies of scale do operate with such small organisations and its present family friendly measures seem to suit the employees very well.

Employee respondents confirm the low availability of parental leave since it is mentioned in only 31.8% cases as being available at the present workplace. Given the local context, with no childcare facilities to speak of, along with a tendency toward 'exclusive mothering' (discussed further in Section 3.6) it would seem that the only alternative for families who want to have

children, is for the female to resign from work on pregnancy. In the case of the five case study firms, many of the females are well-educated, at least beyond the vocational education field. Yet working in these firms means they will have to choose between keeping their jobs and continuity in career, and maternity. Here again the dilemma posed by choosing between integrative and segregative policies, makes it unclear whether legislating on parental leave to cover also private sector firms, would lead to the effect of retaining females or to the effect of not employing them in the first place. It is hoped that as firms realise what firm-specific human capital they are losing when they do not offer parental leave to employees, they will, as with Firms 1, 2 and 5, change their policies.

Short notice leave and sick/emergency childcare leave are also not universally available in the private sector, which indicates that some firms might not even be compliant at law. It would be useful if joint projects of the national machinery such as ETC and NCPE prepare print material on basic worker rights that can be available to newly recruited workers, as well as to other workers through media campaigns, local council short seminars and others. The involvement of trade unions should be encouraged.

Exemption from non-scheduled work is only available in two firms. The low level (9.1%) of employees in this study who were aware of some rights regarding exemption from non-standard work, indicates that firms are utilising overtime to extend working hours (even without compensation) for some employees, at the same time as shortening the working day for others. This type of 'flexibility' is not productive in terms of higher participation rates, nor of smaller gender pay gaps, of more equal opportunities, and of better utilisation of labour supply skills. Nor does it lead to increased competitiveness in the long-run (Rubery et al, 1999; Rubery et al, 2005).

There is a reported trend that one employer, in particular, is encouraging the use of non-work time for employee development and training. Rubery et al. (2005, p. 89) called this a new 'temporality', which 'blurs' the 'previously clearly demarcated boundary between work and non-work time' and where employees give up 'free' time for training. This should be discussed in relation to findings of the companion project on the gender pay gap, where it was found that employees in the sample were working a substantial number of hours beyond standard work hours for which they were not being compensated. There was a gender difference here with 51.3% of females working additional hours for which they were not paid compared to 34.2% of the males.



Firms 2 and 5 with more high trust employees are the only two firms to offer career breaks with committed return. Firm 1, also with some high trust occupational categories and a declared Weakness in sourcing and appropriate young and qualified labour supply, did not offer this measure, possibly because it was the only firm with a preferred male workforce. The technical rules of the firm were linked to its socio-regulative rules, even when it came to awarding benefits, which were closely linked to function in the firm (and therefore also to gender). It is of concern, especially given the age profile of the children that employees in the sample having caring responsibility have, that neither annualised hours (also known as term-time work) and job sharing are available in any of these firms.

Respondents with care responsibilities at home had a number of young children. Indeed 18.5% had children under 2 years of age, 37% had children between 2 and 5 years of age, 44.4% had children between 5 and 16 years old, whilst 18.5% were caring for dependent adults. Despite having better internal and external communication systems and more apparent awareness of diversity issues, large firms did not appear to be better facilitating employees' work life balance, than smaller firms. Nor did employees register more satisfaction with jobs in the larger firms. Given that most of Malta's firms are small, it is encouraging to note both that the smaller firms were offering some family friendly measures, and that the employees were appreciative of these and satisfied with the firms.

## **8.5 Flexible Working Time Arrangements: A Guarded Perspective**

Although flexible working time arrangements have been seen to be family friendly, and productive of equal opportunities, Rubery et al. (2005, p.92) have shown that the new time arrangements coincide with new types of employment contracts and reward packages, which may lead to long term problems if more work becomes non-standard in form. Moving away from a time-dependent, means based relationship, employers offer results-based employment contracts. These may appear to favour flexibility and a good work-life balance, yet the increasing demands of the tasks and the actual amount of time needed to complete them are deleterious for family life. Results-based contracts usually require harder and longer work than standard work in standard hours (Rubery et al., 2005, p.98).

Moreover, in some cases, as with the 'key time' work that Employer 5 is now introducing, firms are seriously 'blurring' work time and 'free' time, which as Rubery et al. (2005, p. 96) find 'bleed' into each other. With 'key time' contracts, employees are guaranteed some work, but not regular hours per week. Employees are paid only for the hours worked. Even if they have

to wait on the premises or be at home waiting by the phone, they will not be paid waiting time. They are a form of 'zero hours' contracts, where the numbers of hours worked are not specified, but employees must be ready to work when asked. From a gender and family perspective, although this type of work seems to offer the flexibility required by those with caring responsibilities, it in fact is highly incompatible with planning for family needs, as well as for guaranteeing adequate shared family time (Rubery et al, 2005), or time for life-long learning. Where women are employed in this way, they are also less likely to work enough hours to earn a decent income, making them not only still dependent on their partner, who then has to work longer hours for an acceptable disposable household income, but also very vulnerable should the marriage break down.

The 'new home economics' school (Gustafsson, 1997; see Section 2.3) calls this 'the threat point over time'. Furthermore, employees on these types of contracts are outside schemes for further training and development, nor do they have access to other benefits. Indeed, this type of working time arrangements leaves employees less protected than had they been under regulated standard hours contracts.

The Barcelona 2002 summit proposals for the supply of childcare facilities for at least 33% of children under the age of 3 (Plantenga & Remery, 2005) is considered by many a better family friendly working measure than the type of working time changes and contracts discussed above. The provision of State regulated, or State supplied childcare centres, would share some of the costs of family friendly measures with employers, as well as reduce transaction costs for individuals who are seeking private provision, thereby releasing the labour supply of those with care responsibilities as well as increasing household disposable income.

In the five case studies no firm provided any child care facilities, with one (Firm 5) providing some childcare subsidy/allowance for those with children under four years of age. Barely over 50% of employee respondents had received any information at all regarding childcare facilities from employers, which may be a function of low national provision overall.

Rubery et al (1999, p.22) show how national policies of childcare subsidies and parental leave have an important effect on women's continuous employment. They note that though organisations can make significant returns on investment in childcare facilities, this may also leave them open to the 'free rider' problem, where employees then leave after having benefited from the provision. For this reason, the state would be better placed to invest in these facilities than firms, which with its effect on increasing female participation rates, addressing skills

shortages in areas such as nursing and others, should be seen as a macroeconomic objective. Rubery et al, (2001,p. 42) argue, that by combining the two objectives of high employment and childcare facilities, the European Union is adopting a policy of promoting dual earner households, thereby avoiding some of the problems of the male breadwinner model. It is recommended that Member States follow this approach to 'joined-up policy formation', combining family, employment and education policies.

The firms differ in their utilisation of full and part-time workers, and this difference appears to be related to the sex of the employee. Whilst across the firms, 84.6% of the employees work full-time and 15.4% work part-time (a ratio more or less consistent with national data <sup>44</sup>), the pattern of part-time employment as well as of other work-time arrangements suggests some differences by gender, which could be explored further in another study. Though Malta's

- rate of part-time workers at 7.4% is below the EU25 average of 14.2%, and
- the rate for males at 3.1% is below the EU25 rate of 4.2%, whilst for females also Malta's rate at 16.6% is below the EU25 at 25.9% (EUROPEAN COMMISSION, 2006),

one would still need to ask whether these figures are indicative of a trend for longer full-time hours for males and shorter part-time hours for females, with the corresponding problems outlined by Rubery et al. (1998), and discussed further below. Data suggests that of the 34% gainfully occupied Maltese women, most work longer than 30 hours a week, with a marginally different and lower rate for women with children under 12 from those without children under 12 (EUROPEAN COMMISSION, 2006). The gaps between average hours worked per week by men and women (aged 20-49), with children under 6 years of age, is 34 hours a week for females and 43 hours a week for males, where Maltese females in this category are working three hours a week more than EU counterparts (average), when they are working. The main problem is that many are not in paid employment at all (European Commission, 2006). It is not clear from the data whether these hours refer only to full-time employees, where difference in hours worked is significant (for pay gap, effect of last years' pay on pension etc) but not alarming, or whether it includes part-time work.

Examples of the case study firms' utilisation of part-time work demonstrate a complex situation. Employer 1 has three men engaged on a part-time basis (annualised hours) and one female on

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<sup>44</sup> As discussed in Section 3.11 where 10.5% of total employees are working part-time (NSO 147/2006)

flexible hours enabling her to return to paid work after maternity. Availability is supposedly on the basis of employees' caring responsibilities but the number of males benefiting suggests there may be other factors involved here. Is this a utilisation strategy whereby the firm benefits from the expertise of peripheral workers, or a facilitation strategy to assist core workers (Wickham, 1997)? Employer 5 has 7.2% of women employed with the Bank engaged on a full-time basis with reduced hours, while a further 7.2% are engaged part-time. Only 0.5% of the employed men work on a part-time basis with the Bank. It appears that the Bank's provision for these working-time arrangements is a facilitation strategy (Wickham, 1997) aimed at aiding the retention of females in employment. However, because of the issue of 'key time' for clerical grades, caution in interpretation is required here. What types of hours are these part-time workers working?

In the Maltese context, part-time work has long appeared to be a 'preference' for females. Camilleri (1997:65) reports that in 1995, 61.2% of part-time workers were females of whom, 39% were married. Camilleri (1997) holds that part-time work is related to the care demands on these married women, and there is strong evidence since then (see Section 3.6) for some strength behind this claim. Labour Force Survey data for 2005 reports that 67% of all part-time workers are female, equivalent to 18.1% of the total female labour supply. The higher employment rate of Maltese males compared to European ones, with an EU average of 70.9% (COM 2006) compared to 74.1% of Maltese males, as well as the gender gap in full time equivalent (FTE) of 43.4% in 2005 (NSO 147/2006) suggest that the favoured family arrangement in Malta is one of specialisation (see section 2.3 on Economics of the Family) where the male partner specialises in waged work and the female partner specialises in marriage/care, with a minimal engagement in the labour market.

Given the international concern with low birth rates and voluntary childlessness (Daly, 2004), as well as a low regard for care work, many have argued that policies which move away from 'maternalism' (Orloff, 2002, 2004) and do not having a 'caringscape' perspective (McKie, et al, 2002) may be ill-serving women, as well as families and states. Daly (2004) warned EU policy makers not to 'empty' the nuclear family of some of its caring and exchange activities, since there are many unmet needs and risks for families today. A similar argument featured in a study of Maltese equality policy (Darmanin, 2006). In these perspectives, part-time work would seem to offer much scope in allowing women to both be in continuous employment, as well as to care for family members, especially children. This is with the caveat, however, that Rubery et al. (1998) make, the work should be of long enough hours to ensure a balance between

earned incomes within a household, such that males are not working longer hours to make up the household disposable income, whilst women do domestic work. Nor should females remain unduly dependent either on a partner or on state benefits, as with derived rights benefits (Rubery et al, 2005). Part-time work is to be protected, as it is by the EU 1997 Part-time Work Directive (97/81/EC) discussed in Section 2.5.2 (page 59), so that there be no discrimination against part time workers. The Directive recommends that employers give consideration to requests by workers to transfer from part-time work to full-time work and vice versa, but how much of this is actually happening in Maltese firms is another point.

The main argument that Rubery et al (1999) put, is that working time differentiation (and here the reference is also to atypical or unsocial hours, as well as atypical contracts, discussed more fully in Rubery et al 1998, 2005) can

- prolong the specialisation in marriage of couple households, leading to 'derived' benefits rather than individual benefits for females,
- the downgrading of female occupations and
- other factors associated with inequality in the labour market.

where they exist, and can be suitable family friendly measures, promoting equal opportunity, part-time jobs should be temporary (allowing a women to move back into full-time employment shortly), of longer hours (for better earnings), and protected by pro-rata benefits even for those on few hours weekly (to discourage employers from utilising this measure to cut wage-related costs and downgrade occupations). They are useful not simply to allow a work-life balance but because they keep females, especially, in continuous employment, unlike other measures such as parental leave.

Parental leave might lead to more difficulty on return to work since many employees are now looking for recent experience as a criterion for allocating persons to occupations. Those with less recent experience can easily be not employed or downgraded. Longer hours part-time work might also be more important than any other time-related measures (apart from flexitime or reduced hours) for the ability of females to make social security contributions and gain individual rather than derived (from a partner) pension rights. In earnings-related pension schemes, discrimination is caused (Leitner, 2001) by minimum qualifying conditions that restricted access to schemes, the considering of rather long periods of best earning years for calculation of benefit, and to long periods of insurance coverage for the final coverage. Although the optimum solution to inequality in pension schemes would be the equal treatment

of different work behaviour (Leitner, 2001), working longer, rather than shorter, part-time hours for shorter, rather than long periods, so as have a continuous career, would serve females best and lead to full-time employment without downgrading of their skills.

Clearly, the flexitime option, which seems to now be growing in availability, and also in popularity amongst beneficiaries and non-beneficiaries alike, is a key mechanism, since it allows for full-time, continuous employment, with all the benefits derived from this. However, to be a facilitation strategy, and to be compatible with family life, flexitime must not be a proxy for very atypical or asocial working hours. The best flexitime would be that supported by state childcare provision, which would support the employee in working some standard, as well as non-standard hours.

## **8.6 Employees' Awareness of Benefits at Work**

There was a marked distinction in attitude to family friendly measures between males and females, as well as between employees who had caring responsibilities and those who did not (see Section 7.1). This suggests that males need to be better targeted if there is to be more paternal involvement in child rearing and a better reconciliation between family and work, for males also. For both males and females, it appears that knowledge about benefits is needs-led, that is coinciding with caring responsibilities. This may be less than optimal for long-term planning both of families and of firms. Firms may find that employees who have not made life-course plans are less able to adjust to new demands at both work and at home. On a national level, encouraging younger people to plan for both work and a family before they are in employment, may lead to a higher participation rate as well as to stable fertility rates.

There do not appear to be other differences in awareness of measures across client groups, which suggest that so far, media campaigns and other methods of information exchange have reached employees of different ages, with different educational backgrounds, occupational categories and employment characteristics equally well.

## **8.7 Learning about Availability of Family Friendly Benefits**

Human resources managers or their delegates are an important source of information, as are newspapers. Human resources managers were recognised as instrumental sources of information in the literature (see Section 2.6). In the case studies they appeared to be key figures, offering female employees important information. They were also very supportive and

positive of equal opportunities and family friendly measures. However, the lack of an Equal Opportunities and Family Friendly Human Resource Recruitment and Promotion Policy suggests that they may be limited in their work. They are also open to making subjective judgements regarding who should have access to benefits and how measures were to be implemented, as Swanberg (2004: 16) finds employees are 'vulnerable to their value systems'. Their further training, especially in Equal Opportunities is therefore an important priority for joined-up Family, Employment and Education policy.

Regarding the media, it appears that this has been especially effective for female employees. The present media campaigns of NCPE, ETC and others need to continue, and be extended to target male employees also. Furthermore, the campaigns need to target both male and female youngsters who do not as yet have caring responsibilities. Given that level of education is one factor in the propensity of Maltese females to be in the labour market, with better qualified females more likely to remain in employment after marriage and maternity than others (Section 3.8), less well achieving young women need to be introduced to the possibility of reconciliation policies. These should be encouraged also to think more in terms of careers, and therefore of life-long education, rather than jobs. In line with policies regarding social exclusion, media campaigns that offer alternative life-course paths for low achieving youngsters, including the opportunities to better their qualifications at the same time as not giving up on valued gender and class-specific ideologies of romance and of work, would be helpful. Young males should also realise that there are alternatives to taking on the 'macho' male breadwinner role, which often leads to dropping out from further studies, in order to increase household disposable income at a young age.

Trade union representatives appear to have a very weak role in disseminating information regarding family friendly measures. Males are more likely to use the union representative than females, who do not use this source of information. It is possible that less females are trade union members overall. Trade unions may, however, wish to consider strengthening the equal opportunities dimension of their work. Even in situations of decentralised bargaining, trade unions may offer very useful advice and still retain an important role in the industrial landscape. This is especially so when family friendly measures are performance-linked. The individualised contracts of decentralised bargaining often lead to new forms of discrimination inequality, which trade unions can prevent by encouraging employees to ask for advice even when they are not covered by collective agreements. Trade unions are also important in helping employees learn. It was interesting to find that in the research case-studies, it was beneficiaries who agreed that

benefits should be performance-linked, whilst non-beneficiaries did not agree that benefits should be dependent on performance. It indicates a strong work ethos on the part of beneficiaries, who also appreciate the firm-led accommodation to their needs.

It appears that since employees have much better knowledge of those family friendly measures that have been long promoted by State sponsored media campaigns and changes in employment law, than other measures, the state social policy/equality machinery is still very important in this field. Employers and their organisation do not appear to be investing any resources to this dimension of organisational and market growth, neither at the national level nor at the level of the firm.

## **8.8 Effects of Family Friendly Benefits**

### **8.8.1 Employer Effects**

Both employers and employees found that where they existed, family friendly measures were beneficial. It is apparent that provision of measures leads to firm-specific loyalty from the beneficiary. Regarding effects, employers referred to a number of positive elements like increased effort among beneficiaries, management efficiency, increased co-operation among workers and reduced staff turnover.

There were no negative effects such as the abuse of the benefit by beneficiaries, or impoverished morale among non-beneficiaries. This is an important message to pass on to other employers, who may be concerned about introducing new systems. The results indicating positive attitudes toward systems from non-beneficiaries and the interest of non-beneficiaries in particular measures, such as career breaks with committed return, should encourage employers to develop more flexible working time arrangements for all employees. These would suit modern life-long education and leisure patterns as well as address the work life family balance.

It is also encouraging to note that non-beneficiaries were interested in family friendly systems and had a positive attitude toward them. However, the low level of interest and knowledge of non-beneficiary males is deeply disconcerting since it implies that these men think they will never (have to) use the measures themselves. This is not a surprising finding given the literature regarding paternal involvement in domestic labour and childcare, discussed in Section 2.4 (page 54). The EU data on fathers and parental leave (Plantenga & Remery, 2005) show that across the EU this is still very low (only 10% of parental leave is paternal) but it is



also clear that where leave is individualised rather than family based, and where it is paid, then there is higher take up by males. There are other options, such as flexitime, that males can take to support the work life balance of their partners, as well as increase their own input into family life.

It is of concern that due to the lack of audit strategies (discussed at length above) most firms could not say whether there was reduced absenteeism and better use of equipment at work with the introduction of measures. Similarly, the lack of audit tools led firms to be unable to determine whether the measures had increased performance and production, though in another section of the questionnaire, it appeared that the production of the beneficiaries had increased. More importantly, it was impossible to determine exactly whether there was an augmented quality of service to customers. The auditing of family friendly measures, in such a way that results can be fed back into a Research and Development loop, including for demonstrating to a Board, shareholders and stakeholders, top management, beneficiaries and non-beneficiaries alike, the positive/negative effects of the system, is essential.

#### 8.8.2 Employee Effect

Consistent with the literature, it was found that employees who found that family friendly systems had most positive effects on their careers overall were typically female, or married or living with a partner, or had caring responsibilities at home. There are two important points to be made. Firstly, a positive attitude towards measures featured amongst all employee respondents, and this included non-beneficiaries. This means firms that offer measures can safely assume that non-beneficiaries will be supportive of the organisation, and of the organisational processes needed to support such systems.

The second important finding is that there is no distinction regarding who should benefit from the measures according to educational level or occupational status. This is a very different result from that reported in the international literature (Section 2.7, page 67). It suggests that both employers and employees feel that when measures exist, they should be available to employees regardless of occupation level. This is an attitude that suggests there would be public support for improving the conditions of low skilled workers, of temporary workers or those who work part-time, who are often the less well-educated group. It also suggests that firms would be willing to employ more people with these profiles, and even offer them some flexibility. It may be that the obstacles to these people finding employment is not the labour

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market, but the social security and tax regime, which currently does not make work pay, especially for these low income groups.

Clearly, the systems are being effective for the target groups both in terms of equal opportunities and in terms of work life balance, since both males and females with caring responsibilities, of any type, found the systems effective. However, efforts to encourage males, and employers of males, to recognise their obligations to the family, and their work-life balance needs still need to be made, since females tended to be the major beneficiaries as well as the most positive ones.

The financial effects of family friendly systems are generally positive, though some groups mentioned increased costs of childcare. It was not possible to explore whether these increases were offset by increases in disposable income. Here, it is important to note that 30.4% of recipients of benefits said that they would not have been able to remain in employment had these systems not been in place. This indicates that an increase in availability of benefits would increase employment amongst certain groups.

Importantly, less well-educated beneficiaries as well as those with vocational qualifications reported an increase in cash in hand. Combined with employers' and employees' agreement that family friendly benefits should be available to all classes of employees, it does seem that this group of employees, especially the women, might be encouraged to enter and remain in the labour market with the more extensive availability of family friendly systems. Where the international literature has shown that firms are more likely to offer the benefits to highly educated staff only, in Malta there seems to be a more egalitarian or democratic approach, which if transferred to other firms, could positively influence the female participation rate. That persons with this standard of education, and in middle level trust jobs are responsive to family friendly systems is a good indicator of the advantages of developing and extending schemes to include these groups.

The positive effects of family friendly systems on life at work, giving employees more control of when and how to work, less frustration with organisational or technical support and more job satisfaction and security are important findings which are consistent with international findings. They also conform to changes in organisational and managerial styles that are moving away from hierarchical top-down models to more participative and flat models. Where in the past only high trust employees had these types of control over their work (indeed, professions were

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defined by this type of discretion) this is now extending to middle and low trust work, and is providing employees with high levels of satisfaction.

The positive effect of the benefits on beneficiaries' families, especially on dependent children but also on other adults at home, should be of special interest to advocates of family friendly systems. This matches the direction of EU and OECD planning for child well-being and development, with its promotion of family friendly systems as one way of encouraging both 'birth-friendly' systems and child well-being. In this study, the positive effect of the systems on the families of separated persons not living with a partner, especially on the dependent children, also shows that as a method of reducing social exclusion and addressing family and child poverty, family friendly systems are indeed an effective policy.

## 9 Conclusions

The five case-studies have provided some interesting findings on how firms manage family friendly systems, on employer attitudes to family friendly systems and to equal opportunities and on employee attitudes. The effects of such systems were mainly positive both from the employer perspective as well as for beneficiaries. Non-beneficiaries had positive attitudes and showed a level of interest, which augured well for the extension of systems. Few, if any, negative effects were recorded. There were some differences across firms in terms of availability of benefits, in attitudes and in effect on employee.

The proposals that follow are made to specifically address issues raised by these case-studies only.

At the national machinery level, the following proposals are pertinent:

- Joined-up policy making for Family, Employment and Education policy especially in role of State provided childcare facilities, with its macroeconomic dimension
- Strict regulation of EU Directives on Organisation of Working Time, Part-time Work, Working Conditions for Temporary Workers, Fixed-term Work;
- Strengthen national machinery that monitors the regulation of use of over-time, and of atypical or asocial hours should follow a deeper study of effect of these on families (including division of labour, of work-life balance, on disposable income);
- Encourage a healthy industrial relations climate and union membership of private sector employees;
- Engage the support of Employers' Associations for policy development;
- Discourage use of short hours work in non-standard time/non-standard contracts and monitor labour market utilisation of these;
- Extend pro-rata benefits of Full-time with Reduced Hours to all part-time workers to discourage use of this type of employment- not productive or competitive in the long run;
- Provide training in Equal Opportunities Audits (such as those exercises and frameworks in UNDP, 2001) and the Family Friendly Index;
- Provide training to private sector HR managers and/or their delegate in Equal Opportunities HR Recruitment and Promotion Policies;
- Continue with present level of media campaign

- Additionally develop media campaigns to target specific groups such as males in families, as well as both (younger) females and males who have not yet made any life-long family plans.

At the level of the Employer, the following proposals are relevant:

- Develop Equal Opportunities/Family Friendly Planning, Recruitment and Promotion policies;
- Train HR managers or their delegates in these and encourage also other 'work family reconciliation policy promoters';
- Develop Equal Opportunities and Family Friendly Audit systems that would be able to measure effect on these on staff turnover, production, creativity, absenteeism and other 'productive' and 'competitive' factors over specified time periods;
- Include Equality Audit results with Annual Reports.
- Use successful application of family friendly measures to attract new, even single, employees to firm. These non-pecuniary benefits may be as important as wage structures in attracting better quality employees.
- Provide employees with accurate information regarding the firm's Equal Opportunities and Family Friendly policies, and
- Develop participative organisational structures through which employees can share responsibility for planning production/service within an Equal Opportunities and Family Friendly framework.

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## Appendix 1 Methodology – Details

### Data Collection Process

In the context of the subject under study along with the critical requirement of reliable data collected from participating respondents (who are very likely to exhibit a level of indifference towards research), personal interviews (among other methods for data collection) provide an approach that offers the highest level of reliability of data collected. This was the method of choice intent on attaining the objects set for this project.

### Interviewers

All interviewers were selected and trained to maximise the effectiveness of the data collection process. In this respect, selected interviewers:

- possessed a minimum of a baccalaureate standard of education in management, marketing, sociology or human resource management related fields or equivalent;
- had a minimum experience of two years in research, communications or related areas;
- were capable to communicate clearly with different respondents who had different levels of education and came from different walks of life.
- were trained to:
  - approach interviewees and instil confidence whilst establishing a short and close rapport;
  - observe and record respondent reactions to different questions, including classificatory features of the respondent (such as respondent identity code attributed from sample frame, contact numbers, respondent organisation sector and size);
  - record any observations not directly related to any of the questions made as part of the structured interview, and
  - keep a dress code in accordance with standards for personal appearance as laid out by Allied Consultants Limited in respect to the research context.

Interviewer training comprised:

- an introductory session relating to the scope of the survey forming part of this project and features of such survey;

- a training session (3 hours) relating to the subject researched and items asked to each interviewee and use of specific media (such as show cards). This briefing session made use of specifically constructed presentations and presentation notes for interviewers;
- a set of documents laying out methodologies and instruments, along with authorisation letters and other associated documentation required for use in field research.

All documentation to interviewers were prepared by Allied Consultants in accordance with instruments and methodologies as may be indicated by the client.

## Participant Contact

In total, the interviewer – interviewee contact involved:

- A recruitment visit/phone call, estimated averageing 3 to 5 minutes per recruited participant;
- A personal interview that lasted a median duration of xx minutes (n = YYY);
- A second personal interview that lasted an estimated median of ZZ minutes, relating to 10% of survey participants, forming part of the quality management policy within this project.

## Interviewing Features

All interviewing was conducted in Maltese or English languages as selected by interviewees and in accordance with the schedule set out in Table 65. In exceptional cases and when indicated by the survey participant, interviews were conducted at a time and place as required by the interviewee.

**Table 65 – Interviewing Schedule**

Interviewing	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Start	08:00	08:00	08:00	08:00	08:00	08:00	09:00
End	20:00	20:00	20:00	20:00	20:00	19:00	13:00

## Field Research Quality Management

***All interviews were conducted in accordance with the requirements set out in ICC/ESOMAR <sup>(45)</sup> Code of Marketing & Social Research Practice.***

<sup>45</sup> ESOMAR is the World Association of Research Professionals.

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## **Appendix 2 Instrument – Employees (English Version)**

Dear Sir/Madam

Allied Consultants are carrying out a survey among workers to explore the different aspects related to your work and the results arising from the conditions of work – particularly in regard with family friendly measures that may be available in your workplace.

This project forms part of the Commission's approach in gender mainstreaming, involving the promotion of gender equality at all levels of society. The project is part financed by the European Union (European Social Fund) as part of the Structural Funds Programme for Malta 2004 – 2006. This questionnaire is intent on enabling an insight into the use of family friendly measures in Maltese employment.

We shall be most grateful if you are willing to spend the 30 – 35 minutes in answering the questions asked herein. Any information you will provide us will be treated with the strictest of confidence and will not be seen by anyone in your own organisation. It will not be used in any way that can lead to the identification of individuals. Indeed, your response, like many others, will be used for analysis of aggregate results from all respondents

Our interviewer will answer any other questions you may have. Whilst thanking you for your participation, we hope that you enjoy the survey.

Yours sincerely,

Emanuel Said

Director



### Administrative

Interview Date <b>01</b> <b>Day</b> <b>02</b> <b>Month</b> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 100px; height: 20px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px;"></div> </div> <p style="text-align: center; font-size: small;">01 to 31</p>	Employer Organisation Name <b>03</b> <div style="border: 1px solid black; width: 100%; height: 20px;"></div>
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### Introduction

Good morning/afternoon/evening. I am \_\_\_\_\_ from Allied Consultants. We are conducting a survey on aspects of family friendly measures at the workplace – a form of employment policy we understand your employer may, over the past months, used in the employment of human resources. **Can you help us?**

Result of Call					Reasons for non-cooperation:		
	Date	Time	Cooperation?		Not at home	Refusal	Other reasons*
1 <sup>st</sup> call			Yes	No	1	2	..
2 <sup>nd</sup> call			Yes	No	1	2	..
3 <sup>rd</sup> call			Yes	No	1	2	..

*\*Other reasons:*  
 3 = no longer available (deceased, retired, abroad); 4 = requested postponement; 5 = other reasons  
 End Attempts if Non-cooperative on 3<sup>rd</sup> call

### Introductory (Read Out)

	<b>Title</b>	<b>Name</b>	<b>Surname</b>
Who is the person answering this questionnaire			
<b>07</b> Designation within the Company	<b>04</b>	<b>05</b>	<b>06</b>

### Quality Control

<b>08</b> Respondent phone number	
<b>Back Check?</b>	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
<b>Method?</b>	
Phone	<input type="checkbox"/>
Personal Visit	<input type="checkbox"/>
<b>BACKCHECK SUPERVISOR</b>	
<b>BACKCHECK DATE</b>	d    d    m    m <b>2</b> <b>0</b> <b>0</b> <b>6</b>

### Main Questionnaire

#### About You

<b>GENDER (DO NOT PROMPT)</b>					
<b>09</b>	MALE <input type="checkbox"/> <b>OR</b> <input type="checkbox"/> FEMALE				
<b>10 YOUR AGE? (select one answer)</b>					
18 – 24	<input type="checkbox"/>	1	45 – 49	<input type="checkbox"/>	6
25 – 29	<input type="checkbox"/>	2	50 – 54	<input type="checkbox"/>	7
30 – 34	<input type="checkbox"/>	3	55 – 59	<input type="checkbox"/>	8
35 – 39	<input type="checkbox"/>	4	60 – 64	<input type="checkbox"/>	9
40 – 44	<input type="checkbox"/>	5	65+	<input type="checkbox"/>	10

**How would you describe your status?**

<b>11</b>	Married or living with partner	<input type="checkbox"/>	1
	Separated or divorced and not living with partner	<input type="checkbox"/>	2
	Widowed and not living with partner	<input type="checkbox"/>	3
	Never married and not living with partner – but living with parents	<input type="checkbox"/>	4
	Never married and not living with partner – living alone	<input type="checkbox"/>	5
	Don't know / no answer	<input type="checkbox"/>	&

**Do you have caring responsibilities at home?**

<b>12</b>	YES	<input type="checkbox"/>	OR	<input type="checkbox"/>	NO
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If no, go to 21

**How would you describe these caring responsibilities?**

(Circle where applicable)

<b>13</b>	Kids – under 2 years	<input type="checkbox"/>	1
	Kids – between 2 and 5 years	<input type="checkbox"/>	2
	Kids – between 5 and 16 years	<input type="checkbox"/>	3
	Others	<input type="checkbox"/>	4

If 'no' to 16, go to 21

**How would you describe other caring responsibilities?**

(Circle where applicable)

<b>17</b>	Parents / others – independent	<input type="checkbox"/>	1
	Parents / others – dependent (immobile or with disability)	<input type="checkbox"/>	2
	Others	<input type="checkbox"/>	3
<b>20</b>	Others Specify	<input type="text"/>	

**How much time do you spend in domestic work / caring responsibilities on average (daily)?**

<b>21</b>	< 1hr	<input type="checkbox"/>	1
	1- 3 hrs	<input type="checkbox"/>	2
	3 - 5 hrs	<input type="checkbox"/>	3
	5 - 7 hrs	<input type="checkbox"/>	4
	7 - 9 hrs	<input type="checkbox"/>	5
	>9 hours	<input type="checkbox"/>	6
	Don't know / no answer	<input type="checkbox"/>	&

**22 What is the highest level of education you attended? (please choose ONE answer)**

Primary Schooling or less	<input type="checkbox"/>	1	Post Secondary (Vocational)	<input type="checkbox"/>	5
Secondary Schooling	<input type="checkbox"/>	2	Diploma (University) & First Degree	<input type="checkbox"/>	6
Secondary (Vocational)	<input type="checkbox"/>	3	Post Graduate	<input type="checkbox"/>	7
Post Secondary	<input type="checkbox"/>	4			

**23 What is the highest level of qualifications you attained? (please choose ONE answer)**

Less than O-Level equivalent	<input type="checkbox"/>	1	University Diploma or equivalent – Overseas Institution	<input type="checkbox"/>	6
O-Level	<input type="checkbox"/>	2	University Degree – Baccalaureate	<input type="checkbox"/>	7
A-Level	<input type="checkbox"/>	3	University Degree – Masters' Level	<input type="checkbox"/>	8
Vocational Certification (City & Guilds or equivalent)	<input type="checkbox"/>	4	University Doctoral	<input type="checkbox"/>	9
University Diploma or equivalent – Local	<input type="checkbox"/>	5	Other (specify)	<input type="checkbox"/>	10

<b>24</b>	Others Specify	<input type="text"/>			
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**At Work**

**25 How can you describe your employer Company?** (select one answer)

Government Organisation/Department	<input type="checkbox"/>	1	Private Company	<input type="checkbox"/>	4
Parastatal Company	<input type="checkbox"/>	2	Commercial Partnership	<input type="checkbox"/>	5
Publicly Listed Company	<input type="checkbox"/>	3	Non-Profit Organisation	<input type="checkbox"/>	6

**26 How do you describe your Company's sector of activity?** (select one answer)

Agriculture & fishery	01	Mfg: Metal products & engineering	09	Other personal services	17
Banking, finance & insurance	02	Mfg: Leather & leather goods	10	Printing	18
Communications	03	Mfg: paper	11	Real Estate	19
Community & business	04	Mfg: Pharmaceutical	12	Recreation services	20
Government services	05	Mfg: Rubber & chemical	13	Stone quarrying & construction	21
Hotel & Catering	06	Mfg: textiles, footwear & clothing	14	Storage & warehousing	22
Mfg: Electrical products & appliances	07	Mfg: Transport Equipment	15	Transport	23
Mfg: food, beverage & tobacco	08	Mfg: wood, cork & furniture	16	Utility: Energy & Water supply	24
				Wholesale & retail	25

**27** What is your present job?

<b>Full time</b>	<b>Part Time</b>
<input type="checkbox"/>	<input type="checkbox"/>
1	2

**28** Basis?

<b>Casual</b>	<b>Permanent – Fixed Term Contract</b>	<b>Permanent – Indefinite Contract</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3

If '1' or '3' in 28, go to 31

**29 What is the duration of the Contract?** (select one answer)

less than 3 months?	<input type="checkbox"/>	1	25 – 36 months	<input type="checkbox"/>	6
4 – 6 months?	<input type="checkbox"/>	2	3 years+	<input type="checkbox"/>	7
7 – 12 months?	<input type="checkbox"/>	3	Regularly every season	<input type="checkbox"/>	8
13 – 18 months?	<input type="checkbox"/>	4	Other	<input type="checkbox"/>	9
19 – 24 months	<input type="checkbox"/>	5			

**30 Specify other**

**31 Which of the following describes best your level of responsibility?**  
(select one answer)

Senior Managers, Large Business Owners, Directors, High ranking Government Officials	<input type="checkbox"/>	1
Professionals (employed or self-employed)	<input type="checkbox"/>	2
Associate Professionals and Technical	<input type="checkbox"/>	3
Clerical employees	<input type="checkbox"/>	4
Skilled agriculture & fishery workers	<input type="checkbox"/>	5
Crafts & related trades	<input type="checkbox"/>	6
Plant & machine operator, assembly workers	<input type="checkbox"/>	7
Elementary occupations	<input type="checkbox"/>	8

**32** How long have you been with this company?

<b>Month Starting</b>	<b>Year Starting</b>	<b>Total Months</b>
<input type="text"/>	<input type="text"/>	<input type="text"/>

**33** How long have you been in the present role?

<b>Month Starting</b>	<b>Year Starting</b>	<b>Total Months</b>
<input type="text"/>	<input type="text"/>	<input type="text"/>

**Which of the following describes best the level of responsibility of your direct superior?**  
(select one answer)

**34 Designation**  **35**

<b>Select Appropriate Level</b>	Senior Managers, Large Business Owners, Directors, High ranking Officials	<input type="checkbox"/>	1
	Professionals (employed or self-employed)	<input type="checkbox"/>	2
	Associate Professionals and Technical	<input type="checkbox"/>	3
	Clerical employees	<input type="checkbox"/>	4
	Skilled agriculture & fishery workers	<input type="checkbox"/>	5
	Crafts & related trades	<input type="checkbox"/>	6
	Plant & machine operator, assembly workers	<input type="checkbox"/>	7
	Elementary occupations	<input type="checkbox"/>	8

**Do you have employees reporting to you?**

36 YES  OR  NO

If 'No', go to 45

**How many employees report to you? (enter number of employees in total at each level)**

37	Senior Managers, Directors, High ranking Officials		38	Professionals (employed or self-employed)	
39	Associate Professionals and Technical		40	Clerical employees	
41	Skilled agriculture & fishery workers		42	Crafts & related trades	
43	Plant & machine operator, assembly workers		44	Elementary occupations	

**45 Which of the following best describes your role's function? (Select one answer)**

Administration	<input type="checkbox"/>	1	Maintenance	<input type="checkbox"/>	7
Customer Care	<input type="checkbox"/>	2	Marketing	<input type="checkbox"/>	8
Delivery / Distribution	<input type="checkbox"/>	3	Operations	<input type="checkbox"/>	9
Finance	<input type="checkbox"/>	4	Sales	<input type="checkbox"/>	10
Human Resources	<input type="checkbox"/>	5	Others	<input type="checkbox"/>	11
IT / ICT	<input type="checkbox"/>	6			

46 Specify other

**Work Features**

47 How many hours do you have to work as a minimum weekly in your main job?  Hours

**48 Which of the following is true in your case? (select one answer)**

In my present main job I seek to decrease the hours of work	<input type="checkbox"/>	1
I am happy with the number of hours I work in my main job	<input type="checkbox"/>	2
In my present main job I seek to increase the hours of work	<input type="checkbox"/>	3
Don't Know / No Answer	<input type="checkbox"/>	&

**Do you work for additional hours on top of the hours you stated (see 47)**

49 YES  OR  NO

50 How many additional hours do you work in a week on average?  Hours weekly

**Are you entitled to an overtime payment?**

51 YES – paid  OR YES – paid in Time of In Lieu  OR NO

**52 Who decides on your availing of overtime?**

The Company's top management/directors only	<input type="checkbox"/>	1	Your immediate supervisor and yourself	<input type="checkbox"/>	3
Your immediate supervisor alone	<input type="checkbox"/>	2	Yourself alone	<input type="checkbox"/>	4
			No Answer / Don't Know	<input type="checkbox"/>	&

### Family Friendly Benefits

The following may be family friendly benefits that your employer (main job) may be providing. Mark the benefits that you may presently be receiving and indicate the year since when you started receiving such benefits. (select where applicable)		Benefitted from (mark if yes)		Benefitted since (year)	How did you learn about these benefits for the first time?					
					Never heard about at all	Newspapers	Work Colleagues	Family / friends	Union Representative	HR Manager / Delegate
53	Flexitime	<input type="checkbox"/>	54	55	0	1	2	3	4	5
56	Annualised Hours	<input type="checkbox"/>	57	58	0	1	2	3	4	5
59	Compressed working week	<input type="checkbox"/>	60	61	0	1	2	3	4	5
62	Term-time working (work during schooldays only)	<input type="checkbox"/>	63	64	0	1	2	3	4	5
65	Exemption from non-scheduled work <sup>(46)</sup>	<input type="checkbox"/>	66	67	0	1	2	3	4	5
68	Childcare facilities	<input type="checkbox"/>	69	70	0	1	2	3	4	5
71	After-school child care facility/programme	<input type="checkbox"/>	72	73	0	1	2	3	4	5
74	Childcare subsidy / allowance	<input type="checkbox"/>	75	76	0	1	2	3	4	5
77	Part-time work	<input type="checkbox"/>	78	79	0	1	2	3	4	5
80	Telework / Home work	<input type="checkbox"/>	81	82	0	1	2	3	4	5
83	Job Sharing	<input type="checkbox"/>	84	85	0	1	2	3	4	5
86	Parental leave	<input type="checkbox"/>	87	88	0	1	2	3	4	5
89	Short notice leave	<input type="checkbox"/>	90	91	0	1	2	3	4	5
92	Career break with committed return	<input type="checkbox"/>	93	94	0	1	2	3	4	5
95	Sick/emergency child care leave	<input type="checkbox"/>	96	97	0	1	2	3	4	5
98	Professional Guidance (childcare, elderly care)	<input type="checkbox"/>	99	100	0	1	2	3	4	5
101	Work-family management training	<input type="checkbox"/>	102	103	0	1	2	3	4	5
104	Work-family guidance / handbooks / newsletter	<input type="checkbox"/>	105	106	0	1	2	3	4	5
107	Wellness – health promotion	<input type="checkbox"/>	108	109	0	1	2	3	4	5
110	Work-family support groups	<input type="checkbox"/>	111	112	0	1	2	3	4	5

If none of the above (from 53 through 110) apply, skip to 184

<sup>46</sup> Exemption from overtime or work that is not scheduled before hand

## Effects of Family Friendly Benefits

**How did family friendly benefits influence your career?**  
(please state level of agreement with each of the following statements)

		Completely disagree			Completely agree			No Answer / Not Applicable
113	Thanks to family friendly benefits I joined this employer	1	2	3	4	5	&	
114	Thanks to family friendly benefits I can stay with this employer	1	2	3	4	5	&	
115	Thanks to family friendly benefits I moved to this position	1	2	3	4	5	&	
116	Thanks to family friendly benefits I can stay in this position	1	2	3	4	5	&	
117	Thanks to family friendly benefits I will not move into another position with more responsibilities within this firm	1	2	3	4	5	&	
118	Thanks to family friendly benefits I will not move into another position with more responsibilities within another firm/employer	1	2	3	4	5	&	

**What was the impact of family friendly measures on your personal finances?**  
(please choose ONE answer per line)

		Strong decline			Strong increase			No Answer / Not Applicable
119	Cash in hand	-2	-1	0	1	2	&	
120	Travelling costs (fuel, public transport)	-2	-1	0	1	2	&	
121	Costs related to care of children	-2	-1	0	1	2	&	
122	Costs related to care of adults	-2	-1	0	1	2	&	
123	Residence costs (upkeep & maintenance)	-2	-1	0	1	2	&	
124	Utility costs (water & electricity)	-2	-1	0	1	2	&	
125	Service costs (telephone & internet)	-2	-1	0	1	2	&	

**Comparing your current work (with family friendly benefits) with your previous 'traditional' work, can you indicate how your life changed?**  
(please choose ONE answer per line)

		Less happening			More happening			No Answer / Not Applicable
126	Having control of when and how to work (autonomy)	-2	-1	0	1	2	&	
127	Feeling of job satisfaction	-2	-1	0	1	2	&	
128	Work related stress	-2	-1	0	1	2	&	
129	Feeling of job security	-2	-1	0	1	2	&	
130	Frustration about technical support	-2	-1	0	1	2	&	
131	Frustration about other forms of organisational support	-2	-1	0	1	2	&	

**Overall do you think that the hours you worked during the last four weeks are different from what you worked previously when you had no family friendly benefits?**

132    **DECREASED**     **OR**    **UNCHANGED**     **OR**    **INCREASED**

If 'UNCHANGED' go to 134

133    **By how many hours (weekly)?** Select one answer

Less than 5 hours weekly	<input type="checkbox"/>	1	11 – 15 hours weekly	<input type="checkbox"/>	3
5 – 10 hours weekly	<input type="checkbox"/>	2	16 hours +	<input type="checkbox"/>	4
			No Answer / Don't Know	<input type="checkbox"/>	&

**If it were not for the family friendly benefits you receive, would it have been possible to take up paid work?**

134     YES     **OR**     NO

If 'YES', go to 144

**If it were impossible to take up paid work, what would have been the main reasons?**

(circle where appropriate)

135	Caring for children (as a single parent)	<input type="checkbox"/>	136	Temporary disability	<input type="checkbox"/>
137	Caring for children (with partner)	<input type="checkbox"/>	138	Poor health / illness	<input type="checkbox"/>

<b>139</b>	Caring for adults	<input type="checkbox"/>	<b>140</b>	Could not perform effectively	<input type="checkbox"/>
<b>141</b>	Permanent disability	<input type="checkbox"/>	<b>142</b>	Other	<input type="checkbox"/>
<b>143</b>	<b>Specify other</b>				

**How did family friendly benefits at work affect your work life?**  
(please state level of agreement with each of the following items)

		Neutral						No Answer / Not Applicable
<b>144</b>	Completely isolated from work colleagues	-2	-1	0	1	2	Completely integrated with work colleagues	&
<b>145</b>	Completely isolated from my social world	-2	-1	0	1	2	Completely in touch with my social world	&
<b>146</b>	Negative about my social life	-2	-1	0	1	2	Positive about my social life	&
<b>147</b>	More isolated owing to telework	-2	-1	0	1	2	Less isolated owing to telework	&
<b>148</b>	Deteriorated quality of life	-2	-1	0	1	2	Improved quality of life	&
<b>149</b>	Deteriorated balance between life & work	-2	-1	0	1	2	Improved balance between life and work	&
<b>150</b>	More conflict at home	-2	-1	0	1	2	Less conflict at home	&
<b>151</b>	Deteriorated health	-2	-1	0	1	2	Improved health	&

If '0' in 151, go to 160

**What are the key reasons behind the experienced changes in your health?**  
(please choose ONE answer per line)

		No effect at all					Strong effect	No Answer / Not Applicable
<b>152</b>	Changes in levels of work stress	0	1	2	3	4	&	
<b>153</b>	Changes in levels of personal stress	0	1	2	3	4	&	
<b>154</b>	Changes domestic harmony	0	1	2	3	4	&	
<b>155</b>	Changes in driving requirements	0	1	2	3	4	&	
<b>156</b>	Changes in physical exercise	0	1	2	3	4	&	
<b>157</b>	Changes in diet	0	1	2	3	4	&	
<b>158</b>	Other reasons	0	1	2	3	4	&	
<b>159</b>	<b>Specify other</b>							

**Consider your life and work before family friendly benefits and after that you started benefiting from such measures. How true are the following statements in your case?**  
(please choose ONE answer per line)

		Not true at all					Very true indeed	No Answer / Not Applicable
<b>160</b>	Family friendly measures made my work performance improve	1	2	3	4	5	&	
<b>161</b>	With family friendly measures, my output increased in total	1	2	3	4	5	&	
<b>162</b>	I spend less time to produce the same output of work than I did before receiving family friendly measures	1	2	3	4	5	&	
<b>163</b>	With family friendly measures I provide better quality work overall	1	2	3	4	5	&	
<b>164</b>	I am creative at work thanks to family friendly measures	1	2	3	4	5	&	
<b>165</b>	I output less work now than I used to before receiving family friendly measures	5	4	3	2	1	&	
<b>166</b>	I can control better my tasks now than I used to before receiving family friendly measures	1	2	3	4	5	&	
<b>167</b>	I perform better now - there is more pressure to perform	5	4	3	2	1	&	
<b>168</b>	Family friendly measures provide me with better levels of autonomy	1	2	3	4	5	&	
<b>169</b>	I work for longer hours now than I used before I received family friendly measures	5	4	3	2	1	&	
<b>170</b>	All in all, family friendly measures provide me with better work conditions	1	2	3	4	5	&	
<b>171</b>	Family friendly measures enable me to concentrate better on my work	1	2	3	4	5	&	
<b>172</b>	Overall, I travel less now than I used before receiving family friendly measures	1	2	3	4	5	&	

173	I am more satisfied about work now than I used to be before I received family friendly measures	1	2	3	4	5	&
174	My employer does not provide me with adequate support	5	4	3	2	1	&
175	Deadlines to which I have to work are tighter than those imposed on regular workers who do not receive such benefits	5	4	3	2	1	&
176	Full-time, regular workers in roles like mine without such benefits get paid better on an hourly basis than I do	5	4	3	2	1	&
177	Full-time, regular workers in roles like mine without such benefits get a better deal than I do	5	4	3	2	1	&
178	Full-time, regular workers in jobs like mine without benefits command more respect than I do	5	4	3	2	1	&

Can you rate the overall effect of family friendly measures on other household members? (please choose ONE answer per line)		Very negative		Unchanged	Very positive		No Answer / Not Applicable
179	Partner (only if 11 = 1)	-2	-1	0	1	2	&
180	Dependent children (only if 13 or 14 or 15 = Yes)	-2	-1	0	1	2	&
181	Grown up children (only if 15 = Yes)	-2	-1	0	1	2	&
182	Other adults at home (independent) (only if 17= Yes)	-2	-1	0	1	2	&
183	Dependent adults (only if 18 = Yes)	-2	-1	0	1	2	&

Skip to 268

### Non-Beneficiaries

The following may be family friendly benefits that your employer (main job) may be providing. Did your employer indicate to you the availability of such benefits? (circle where applicable if you had heard about these benefits available from your employer)		Did hear about benefit
184	Flexitime	<input type="checkbox"/>
185	Annualised Hours	<input type="checkbox"/>
186	Compressed working week	<input type="checkbox"/>
187	Term-time working (work during schooldays only)	<input type="checkbox"/>
188	Exemption from non-scheduled work <sup>(47)</sup>	<input type="checkbox"/>
189	Childcare facilities	<input type="checkbox"/>
190	After-school child care facility/programme	<input type="checkbox"/>
191	Childcare subsidy / allowance	<input type="checkbox"/>
192	Part-time work	<input type="checkbox"/>
193	Telework / Home work	<input type="checkbox"/>
194	Job Sharing	<input type="checkbox"/>
195	Parental leave	<input type="checkbox"/>
196	Short notice leave	<input type="checkbox"/>
197	Career break with committed return	<input type="checkbox"/>
198	Sick/emergency child care leave	<input type="checkbox"/>
199	Professional Guidance (childcare, elderly care)	<input type="checkbox"/>
The following may be family friendly education programmes that your employer (main job) may be providing. Did your employer indicate to you the availability of such programmes? (circle where applicable if you had heard about these benefits available from your employer)		Did hear about benefit
200	Work-family management training	<input type="checkbox"/>
201	Work-family guidance / handbooks / newsletters	<input type="checkbox"/>
202	Wellness – health promotion	<input type="checkbox"/>
203	Work-family support groups	<input type="checkbox"/>

<sup>47</sup> Exemption from overtime or work that is not scheduled before hand



**If you were offered any of the above family friendly benefits and if applicable, how interested will you be in benefiting from such measures?**  
(please choose ONE answer per line)

		Circle where applicable
<b>204</b>	Flexitime	<input type="checkbox"/>
<b>206</b>	Annualised Hours	<input type="checkbox"/>
<b>208</b>	Compressed working week	<input type="checkbox"/>
<b>210</b>	Term-time working (work during schooldays only)	<input type="checkbox"/>
<b>212</b>	Exemption from non-scheduled work <sup>(48)</sup>	<input type="checkbox"/>
<b>214</b>	Childcare facilities	<input type="checkbox"/>
<b>216</b>	After-school child care facility/programme	<input type="checkbox"/>
<b>218</b>	Childcare subsidy / allowance	<input type="checkbox"/>
<b>220</b>	Part-time work	<input type="checkbox"/>
<b>222</b>	Telework / Home work	<input type="checkbox"/>
<b>224</b>	Job Sharing	<input type="checkbox"/>
<b>226</b>	Parental leave	<input type="checkbox"/>
<b>228</b>	Short notice leave	<input type="checkbox"/>
<b>230</b>	Career break with committed return	<input type="checkbox"/>
<b>232</b>	Sick/emergency child care leave	<input type="checkbox"/>
<b>234</b>	Professional Guidance (childcare, elderly care)	<input type="checkbox"/>
<b>236</b>	Work-family management training	<input type="checkbox"/>
<b>238</b>	Work-family guidance / handbooks / newsletters	<input type="checkbox"/>
<b>240</b>	Wellness – health promotion	<input type="checkbox"/>
<b>242</b>	Work-family support groups	<input type="checkbox"/>

	Not Interested at all				Very Interested indeed		No Answer / Not Applicable
	0	1	2	3	4	&	
<b>205</b>	0	1	2	3	4	&	
<b>207</b>	0	1	2	3	4	&	
<b>209</b>	0	1	2	3	4	&	
<b>211</b>	0	1	2	3	4	&	
<b>213</b>	0	1	2	3	4	&	
<b>215</b>	0	1	2	3	4	&	
<b>217</b>	0	1	2	3	4	&	
<b>219</b>	0	1	2	3	4	&	
<b>221</b>	0	1	2	3	4	&	
<b>223</b>	0	1	2	3	4	&	
<b>225</b>	0	1	2	3	4	&	
<b>227</b>	0	1	2	3	4	&	
<b>229</b>	0	1	2	3	4	&	
<b>231</b>	0	1	2	3	4	&	
<b>233</b>	0	1	2	3	4	&	
<b>235</b>	0	1	2	3	4	&	
<b>237</b>	0	1	2	3	4	&	
<b>239</b>	0	1	2	3	4	&	
<b>241</b>	0	1	2	3	4	&	
<b>243</b>	0	1	2	3	4	&	

<sup>48</sup> Exemption from overtime or work that is not scheduled before hand

Consider the above family friendly measures. How much do you agree/disagree with the following statements? (please choose ONE answer per line)		Strongly Disagree			Strongly Agree			No Answer / Not Applicable
		1	2	3	4	5	&	
244	Family friendly measures are very easy to work through	1	2	3	4	5	&	
245	Workers should solve their own family problems and not have to depend on the employer's help	1	2	3	4	5	&	
246	Workers should not need the employer to help them in family issues	1	2	3	4	5	&	
247	Employers should not spend money on family friendly benefits for workers	1	2	3	4	5	&	
248	Helping families of workers is an important responsibility of any employer	1	2	3	4	5	&	
249	Helping workers' families should be associated with the workers' performance	1	2	3	4	5	&	
250	People with family responsibilities should be helped by their employer	1	2	3	4	5	&	
251	Providing family friendly benefits targeting workers with family responsibilities should be speeded up by any employer	1	2	3	4	5	&	
252	Workers who receive family benefits from the employer become unable to perform in their job	1	2	3	4	5	&	
253	Workers who accept family benefits for a long time become unable to hold a job	1	2	3	4	5	&	
254	It is wrong to provide family friendly benefits when workers have not worked for them	1	2	3	4	5	&	
255	Only a worker with no self respect would accept family friendly benefits	1	2	3	4	5	&	
256	Family friendly benefits make workers more productive	1	2	3	4	5	&	
257	I have no sympathy for people who are able to work but choose to attend to family needs	1	2	3	4	5	&	
258	Employers are responsible for the well being of workers' families	1	2	3	4	5	&	
259	I think that people put too much emphasis on the value of work	1	2	3	4	5	&	
260	I think that people put too much emphasis on the value of a family	1	2	3	4	5	&	
261	I often think that a job keeps a person from getting the most of life	1	2	3	4	5	&	
262	Hard work is no longer essential for the well-being of society	1	2	3	4	5	&	
263	Workers who have enough for themselves have a responsibility to needy workers	1	2	3	4	5	&	
264	Money spent on family friendly benefits would be better used to reward performing workers	1	2	3	4	5	&	
265	Most of the money spent on family friendly benefits is wasted	1	2	3	4	5	&	
266	Employers have a responsibility to ensure that workers attend to family needs	1	2	3	4	5	&	
267	I do not believe that all workers with family responsibilities need such family friendly benefits	1	2	3	4	5	&	

### Features of Your Job

Consider your present job and its characteristics. How much do you agree/disagree with the following statements? (please choose ONE answer per line)		Strongly Disagree			Strongly Agree			No Answer / Not Applicable
		1	2	3	4	5	&	
268	I am satisfied with the information I receive from my superior about my job performance	1	2	3	4	5	&	
269	I receive enough information from my supervisor about my job performance	1	2	3	4	5	&	
270	I receive enough feedback from my supervisor on how well I'm doing	1	2	3	4	5	&	



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### **Appendix 3 Instrument - Employer**

Dear Sir/Madam

Following an award of contract by the National Commission for the Promotion of Equality, Allied Consultants are carrying out research among Malta based enterprises to explore aspects of employment and performance related to the adoption of family friendly measures. This project forms part of the Commission's approach in gender mainstreaming, involving the promotion of gender equality at all levels of society. The project is part financed by the European Union (European Social Fund) as part of the Structural Funds Programme for Malta 2004 – 2006.

Your company was selected to take part in this research following its request to be considered in response to a call of applications communicated by the Commission in the past weeks.

We shall be most grateful if you are willing to spend the 45-60 minutes in answering the questions asked by our interviewer. Any information you will provide us will be treated with the strictest of confidence and will not be seen by anyone in your own organisation. It will not be used in any way that can lead to the identification of individuals. Indeed, your response, like others from different employers participating in this research, will be used for analysis of aggregate results from all respondents

Our interviewer will answer any other questions you may have. Whilst thanking you for your participation, we hope that you enjoy the survey.

Yours sincerely,

Emanuel Said

Director

**Administrative**

Interview Date <b>01</b> Day	<b>02</b> Month	Contact Sheet Reference: Organisation Reference Code <b>03</b>
<input type="text"/>	<input type="text"/>	<input type="text"/>
01 to 31		Refer to sample of enterprises
<b>04</b> Location of interview (town)	<input type="text"/>	

**Introduction (Read out)**

Good morning/afternoon/evening. I am \_\_\_\_\_ from Allied Consultants. We are conducting a survey on aspects of family friendly measures – a form of employment policy we understand you have, over the past months, used in the employment of some of your staff.

**Can you help us?**

Result of Call				Reasons for non-cooperation:			
	Date	Time	Cooperation?		Not at office	Refusal	Other reasons*
1 <sup>st</sup> call			Yes	No	1	2	..
2 <sup>nd</sup> call			Yes	No	1	2	..
3 <sup>rd</sup> call			Yes	No	1	2	..

\*Other reasons:

3 = no longer available (company closed down, shut down); 4 = requested postponement; 5 = other reasons

End Attempts if Non-cooperative on 3<sup>rd</sup> call

**Introductory (Read Out)**

Who is the person responsible for Human Resource Management in this Company	<b>Designation</b>	<b>Name</b>	<b>Surname</b>
	<input type="text"/>	<input type="text"/>	<input type="text"/>
Who is the person participating in this interview?	<b>05 Designation</b>	<b>06 Name</b>	<b>07 Surname</b>
	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>11</b> Designation / Role	<b>08</b>	<b>09</b>	<b>10</b>
	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Quality Control**

**12** Respondent phone number

**Back Check?**

Yes	<input type="checkbox"/>	<input type="checkbox"/>	No
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**Method?**

Phone	<input type="checkbox"/>	<input type="checkbox"/>	Personal Visit
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**13** **BACKCHECK SUPERVISOR**

**14** **BACKCHECK DATE**    d    d    m    m    2    0    0    6

### Initial Questions

**15** In which year was the Company established in Malta?

**16** How can you describe the Company? **(select one answer)**

Government Organisation/Department	<input type="checkbox"/>	1	Private Company	<input type="checkbox"/>	4
Parastatal Company	<input type="checkbox"/>	2	Commercial Partnership	<input type="checkbox"/>	5
Publicly Listed Company	<input type="checkbox"/>	3	Non-Profit Organisation	<input type="checkbox"/>	6

**17** How do you describe your Company's sector of activity? (select one answer)

Agriculture & fishery	01	Mfg: Metal products & engineering	09	Other personal services	17
Banking, finance & insurance	02	Mfg: Leather & leather goods	10	Printing	18
Communications	03	Mfg: paper	11	Real Estate	19
Community & business	04	Mfg: Pharmaceutical	12	Recreation services	20
Government services	05	Mfg: Rubber & chemical	13	Stone quarrying & construction	21
Hotel & Catering	06	Mfg: textiles, footwear & clothing	14	Storage & warehousing	22
Mfg: Electrical products & appliances	07	Mfg: Transport Equipment	15	Transport	23
Mfg: food, beverage & tobacco	08	Mfg: wood, cork & furniture	16	Utility: Energy & Water supply	24
				Wholesale & retail	25

**IF 16 = 3, 4 or 5**

**Is respondent company part of an International Group?**

**18**  Yes  OR  No

**The following are aspects of Corporate policy and associated development within your firm. Who is responsible for the development of such policy (if applicable)?**

**Please answer in respect to the following criteria as appropriate**  
(one answer per line)

	Does the Company have such a policy document? (Circle where applicable)	Skip if 18= No	Policy developed entirely by us independently	Policy jointly developed with Group HQ	Policy developed by Group HQ	Not applicable / no answer
<b>19</b> Mission Statement (*)	<input type="checkbox"/>	<b>20</b>	1	2	3	&
<b>21</b> Company's Vision	<input type="checkbox"/>	<b>22</b>	1	2	3	&
<b>23</b> Company's Marketing Objectives	<input type="checkbox"/>	<b>24</b>	1	2	3	&
<b>25</b> Company's Operations Policies	<input type="checkbox"/>	<b>26</b>	1	2	3	&
<b>27</b> Company's Financial Budgets	<input type="checkbox"/>	<b>28</b>	1	2	3	&
<b>29</b> Company's HR Policies	<input type="checkbox"/>	<b>30</b>	1	2	3	&
<b>31</b> Company's Environmental Protection Policy	<input type="checkbox"/>	<b>32</b>	1	2	3	&
<b>33</b> Company's Social Responsibility Policy	<input type="checkbox"/>	<b>34</b>	1	2	3	&

\* Obtain copy

**35** In what bracket does the fiscal revenue registered in 2005 fit? **(select one answer)**

< Lm 10,000	<input type="checkbox"/>	1	Lm 10,001 to Lm 100,000	<input type="checkbox"/>	2
Lm 100,001 to Lm 500,000	<input type="checkbox"/>	3	Lm 500,001 to Lm 1,000,000	<input type="checkbox"/>	4
Lm 1,000,001 to Lm 3,500,000	<input type="checkbox"/>	5	No Answer	<input type="checkbox"/>	99

**36** Of the above, what was the % revenue earned from export activities? **(select one answer)**

No exports	<input type="checkbox"/>	1	1 – 10%	<input type="checkbox"/>	2
11 – 50%	<input type="checkbox"/>	3	>50%	<input type="checkbox"/>	4
			No Answer	<input type="checkbox"/>	99

### Gender Distribution

#### How many employees are employed with this company?

(enter number of employees in each of the following)

<b>37</b>	Women – full-time		<b>38</b>	Women – full-time with reduced hours		<b>39</b>	Women – part-time	
<b>40</b>	Men – full-time		<b>41</b>	Men – full-time with reduced hours		<b>42</b>	Men – part-time	

#### How are men and women distributed in the Company?

(enter number of employees in each of the following)

		Men			Women			Total		
		Full-time		Part-time	Full-time		Part-time			
Board	<b>43</b>		<b>44</b>		<b>45</b>		<b>46</b>		<b>47</b>	
Senior Management	<b>48</b>		<b>49</b>		<b>50</b>		<b>51</b>		<b>52</b>	
Middle Management	<b>53</b>		<b>54</b>		<b>55</b>		<b>56</b>		<b>57</b>	
Line Management	<b>58</b>		<b>59</b>		<b>60</b>		<b>61</b>		<b>62</b>	
Professional Roles	<b>63</b>		<b>64</b>		<b>65</b>		<b>66</b>		<b>67</b>	
Technical / Associate Professional Roles	<b>68</b>		<b>69</b>		<b>70</b>		<b>71</b>		<b>72</b>	
Clerical – back office operations	<b>73</b>		<b>74</b>		<b>75</b>		<b>76</b>		<b>77</b>	
Clerical / customer contact	<b>78</b>		<b>79</b>		<b>80</b>		<b>81</b>		<b>82</b>	
Plant / machine operators / assembly	<b>83</b>		<b>84</b>		<b>85</b>		<b>86</b>		<b>87</b>	
Elementary occupations	<b>88</b>		<b>89</b>		<b>90</b>		<b>91</b>		<b>92</b>	

		Men				Women			Total
		Full-time		Part-time		Full-time		Part-time	
Financial services / accountancy	<b>93</b>		<b>94</b>		<b>95</b>		<b>96</b>		<b>97</b>
Secretarial / administration	<b>98</b>		<b>99</b>		<b>100</b>		<b>101</b>		<b>102</b>
Research & development	<b>103</b>		<b>104</b>		<b>105</b>		<b>106</b>		<b>107</b>
Engineering	<b>108</b>		<b>109</b>		<b>110</b>		<b>111</b>		<b>112</b>
ICT specialisation	<b>113</b>		<b>114</b>		<b>115</b>		<b>116</b>		<b>117</b>
Production	<b>118</b>		<b>119</b>		<b>120</b>		<b>121</b>		<b>122</b>
Quality Management	<b>123</b>		<b>124</b>		<b>125</b>		<b>126</b>		<b>127</b>
Inventory Management	<b>128</b>		<b>129</b>		<b>130</b>		<b>131</b>		<b>132</b>
Training / Education	<b>133</b>		<b>134</b>		<b>135</b>		<b>136</b>		<b>137</b>
Marketing	<b>138</b>		<b>139</b>		<b>140</b>		<b>141</b>		<b>142</b>
Sales	<b>143</b>		<b>144</b>		<b>145</b>		<b>146</b>		<b>147</b>
Maintenance	<b>148</b>		<b>149</b>		<b>150</b>		<b>151</b>		<b>152</b>
Support (janitorial, gardening)	<b>153</b>		<b>154</b>		<b>155</b>		<b>156</b>		<b>157</b>
Other	<b>158</b>		<b>159</b>		<b>160</b>		<b>161</b>		<b>162</b>
<b>163</b> Others Specify									



Across annual salary bands <sup>(49)</sup>		Men				Women			Total
		Full-time		Part-time		Full-time		Part-time	
< Lm 2,000	<b>164</b>		<b>165</b>		<b>166</b>		<b>167</b>		<b>168</b>
Lm 2,001 – Lm 3,000	<b>169</b>		<b>170</b>		<b>171</b>		<b>172</b>		<b>173</b>
Lm 3,001 – Lm 4,000	<b>174</b>		<b>175</b>		<b>176</b>		<b>177</b>		<b>178</b>
Lm 4,001 – Lm 5,000	<b>179</b>		<b>180</b>		<b>181</b>		<b>182</b>		<b>183</b>
Lm 5,001 – Lm 6,000	<b>184</b>		<b>185</b>		<b>186</b>		<b>187</b>		<b>188</b>
Lm 6,001 – Lm 7,000	<b>189</b>		<b>190</b>		<b>191</b>		<b>192</b>		<b>193</b>
Lm 7,001 – Lm 8,000	<b>194</b>		<b>195</b>		<b>196</b>		<b>197</b>		<b>198</b>
Lm 8,001 – Lm 9,000	<b>199</b>		<b>200</b>		<b>201</b>		<b>202</b>		<b>203</b>
Lm 9,001 – Lm 10,000	<b>204</b>		<b>205</b>		<b>206</b>		<b>207</b>		<b>208</b>
Lm 10,000 – Lm 12,000	<b>209</b>		<b>210</b>		<b>211</b>		<b>212</b>		<b>213</b>
Lm 12,001+	<b>214</b>		<b>215</b>		<b>216</b>		<b>217</b>		<b>218</b>
<b>By Family Status</b>									
Single living with parents	<b>219</b>		<b>220</b>		<b>221</b>		<b>222</b>		<b>223</b>
Single living alone – no caring responsibilities	<b>224</b>		<b>225</b>		<b>226</b>		<b>227</b>		<b>228</b>
Single living alone with caring responsibilities	<b>229</b>		<b>230</b>		<b>231</b>		<b>232</b>		<b>233</b>
Living with partner only	<b>234</b>		<b>235</b>		<b>236</b>		<b>237</b>		<b>238</b>
Living with partner with caring responsibilities	<b>239</b>		<b>240</b>		<b>241</b>		<b>242</b>		<b>243</b>

<sup>49</sup> Gross Annual Salary Excluding Employer NI Contributions and Allowances

**Communications**

<p><b>The following are examples of policy documents that may entertain equality in employment.</b>  <b>Are these documents available in the Company?</b>  <i>(select where applicable, indicate if such documents are available for our research).</i></p>		Indicate if available	Indicate if document can be provided for research
244	Mission Statement	<input type="checkbox"/>	245 <input type="checkbox"/>
246	Annual Report	<input type="checkbox"/>	247 <input type="checkbox"/>
248	HR Recruitment & Promotion Policy	<input type="checkbox"/>	249 <input type="checkbox"/>
250	Recruitment advertising/public communications	<input type="checkbox"/>	251 <input type="checkbox"/>
252	Social communications (internal)	<input type="checkbox"/>	253 <input type="checkbox"/>
254	Public relations communications (past 12 months)	<input type="checkbox"/>	255 <input type="checkbox"/>
256	<b>Specify other</b>		

**Company Features**

257	<p><b>What are the Company's Key Strengths?</b></p> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div>
258	<p><b>What the Company's Key Weaknesses?</b></p> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div> <div style="border: 1px solid black; height: 20px; margin-bottom: 2px;"></div>



259

**What are the Company's Key Opportunities?**


260

**What are the Company's Key Threats?**


### Family Friendliness

The following are examples of Family Friendly approaches that companies may implement in attracting and keeping employees. Which of them are in place? For how long have they been in place? (Circle where applicable)			Approach in Place?	Year implemented?	If in place, to whom are such benefits offered?															
					Male Full Time	Male Reduced Hrs	Male Part Time	Female Full Time	Female Reduced Hrs	Female Part Time	Universal	No Answer / Not Applicable								
261	Flexitime	<input type="checkbox"/>	262		263	<input type="checkbox"/>	264	<input type="checkbox"/>	265	<input type="checkbox"/>	266	<input type="checkbox"/>	267	<input type="checkbox"/>	268	<input type="checkbox"/>	269	<input type="checkbox"/>	270	<input type="checkbox"/>
271	Annualised Hours	<input type="checkbox"/>	272		273	<input type="checkbox"/>	274	<input type="checkbox"/>	275	<input type="checkbox"/>	276	<input type="checkbox"/>	277	<input type="checkbox"/>	278	<input type="checkbox"/>	279	<input type="checkbox"/>	280	<input type="checkbox"/>
281	Compressed working week	<input type="checkbox"/>	282		283	<input type="checkbox"/>	284	<input type="checkbox"/>	285	<input type="checkbox"/>	286	<input type="checkbox"/>	287	<input type="checkbox"/>	288	<input type="checkbox"/>	289	<input type="checkbox"/>	290	<input type="checkbox"/>
291	Term-time working (work during schooldays only)	<input type="checkbox"/>	292		293	<input type="checkbox"/>	294	<input type="checkbox"/>	295	<input type="checkbox"/>	296	<input type="checkbox"/>	297	<input type="checkbox"/>	298	<input type="checkbox"/>	299	<input type="checkbox"/>	300	<input type="checkbox"/>
301	Exemption from non-scheduled work <sup>(50)</sup>	<input type="checkbox"/>	302		303	<input type="checkbox"/>	304	<input type="checkbox"/>	305	<input type="checkbox"/>	306	<input type="checkbox"/>	307	<input type="checkbox"/>	308	<input type="checkbox"/>	309	<input type="checkbox"/>	310	<input type="checkbox"/>
311	Childcare facilities	<input type="checkbox"/>	312		313	<input type="checkbox"/>	314	<input type="checkbox"/>	315	<input type="checkbox"/>	316	<input type="checkbox"/>	317	<input type="checkbox"/>	318	<input type="checkbox"/>	319	<input type="checkbox"/>	320	<input type="checkbox"/>
321	After-school child care facility/programme	<input type="checkbox"/>	322		323	<input type="checkbox"/>	324	<input type="checkbox"/>	325	<input type="checkbox"/>	326	<input type="checkbox"/>	327	<input type="checkbox"/>	328	<input type="checkbox"/>	329	<input type="checkbox"/>	330	<input type="checkbox"/>
331	Childcare subsidy / allowance	<input type="checkbox"/>	332		333	<input type="checkbox"/>	334	<input type="checkbox"/>	335	<input type="checkbox"/>	336	<input type="checkbox"/>	337	<input type="checkbox"/>	338	<input type="checkbox"/>	339	<input type="checkbox"/>	340	<input type="checkbox"/>
341	Part-time work	<input type="checkbox"/>	342		343	<input type="checkbox"/>	344	<input type="checkbox"/>	345	<input type="checkbox"/>	346	<input type="checkbox"/>	347	<input type="checkbox"/>	348	<input type="checkbox"/>	349	<input type="checkbox"/>	350	<input type="checkbox"/>
349	Telework / Home work	<input type="checkbox"/>	350		351	<input type="checkbox"/>	352	<input type="checkbox"/>	353	<input type="checkbox"/>	354	<input type="checkbox"/>	355	<input type="checkbox"/>	356	<input type="checkbox"/>	357	<input type="checkbox"/>	358	<input type="checkbox"/>
359	Job Sharing	<input type="checkbox"/>	360		361	<input type="checkbox"/>	362	<input type="checkbox"/>	363	<input type="checkbox"/>	364	<input type="checkbox"/>	365	<input type="checkbox"/>	366	<input type="checkbox"/>	367	<input type="checkbox"/>	368	<input type="checkbox"/>
369	Parental leave	<input type="checkbox"/>	370		371	<input type="checkbox"/>	372	<input type="checkbox"/>	373	<input type="checkbox"/>	374	<input type="checkbox"/>	375	<input type="checkbox"/>	376	<input type="checkbox"/>	377	<input type="checkbox"/>	378	<input type="checkbox"/>
379	Short notice leave	<input type="checkbox"/>	380		381	<input type="checkbox"/>	382	<input type="checkbox"/>	383	<input type="checkbox"/>	384	<input type="checkbox"/>	385	<input type="checkbox"/>	386	<input type="checkbox"/>	387	<input type="checkbox"/>	388	<input type="checkbox"/>
389	Career break with committed return	<input type="checkbox"/>	390		391	<input type="checkbox"/>	392	<input type="checkbox"/>	393	<input type="checkbox"/>	394	<input type="checkbox"/>	395	<input type="checkbox"/>	396	<input type="checkbox"/>	397	<input type="checkbox"/>	398	<input type="checkbox"/>
399	Sick/emergency child care leave	<input type="checkbox"/>	400		401	<input type="checkbox"/>	402	<input type="checkbox"/>	403	<input type="checkbox"/>	404	<input type="checkbox"/>	405	<input type="checkbox"/>	406	<input type="checkbox"/>	407	<input type="checkbox"/>	408	<input type="checkbox"/>
409	Professional Guidance (childcare, elderly care)	<input type="checkbox"/>	410		411	<input type="checkbox"/>	412	<input type="checkbox"/>	413	<input type="checkbox"/>	414	<input type="checkbox"/>	415	<input type="checkbox"/>	416	<input type="checkbox"/>	417	<input type="checkbox"/>	418	<input type="checkbox"/>
419	Others	<input type="checkbox"/>	420		421	<input type="checkbox"/>	422	<input type="checkbox"/>	423	<input type="checkbox"/>	424	<input type="checkbox"/>	425	<input type="checkbox"/>	426	<input type="checkbox"/>	427	<input type="checkbox"/>	428	<input type="checkbox"/>
429	Specify other																			

<sup>50</sup> Exemption from overtime or work that is not scheduled before hand

The following are examples of Family Friendly approaches that companies may implement in attracting and keeping employees. Which of them are in place? For how long have they been in place? (Circle where applicable)

If in place, to whom are such benefits offered?

		Senior Management		Other Management		Professionals		Technical		Clerical		Machine Operators & similar		Elementary occupations		No Answer / Not Applicable
430	Flexitime	<input type="checkbox"/>	431	<input type="checkbox"/>	432	<input type="checkbox"/>	433	<input type="checkbox"/>	434	<input type="checkbox"/>	435	<input type="checkbox"/>	436	<input type="checkbox"/>	437	<input type="checkbox"/>
438	Annualised Hours	<input type="checkbox"/>	439	<input type="checkbox"/>	440	<input type="checkbox"/>	441	<input type="checkbox"/>	442	<input type="checkbox"/>	443	<input type="checkbox"/>	444	<input type="checkbox"/>	445	<input type="checkbox"/>
446	Compressed working week	<input type="checkbox"/>	447	<input type="checkbox"/>	448	<input type="checkbox"/>	449	<input type="checkbox"/>	450	<input type="checkbox"/>	451	<input type="checkbox"/>	452	<input type="checkbox"/>	453	<input type="checkbox"/>
454	Term-time working (work during schooldays)	<input type="checkbox"/>	455	<input type="checkbox"/>	456	<input type="checkbox"/>	457	<input type="checkbox"/>	458	<input type="checkbox"/>	459	<input type="checkbox"/>	460	<input type="checkbox"/>	461	<input type="checkbox"/>
462	Exemption from non-scheduled work <sup>(51)</sup>	<input type="checkbox"/>	463	<input type="checkbox"/>	464	<input type="checkbox"/>	465	<input type="checkbox"/>	466	<input type="checkbox"/>	467	<input type="checkbox"/>	468	<input type="checkbox"/>	469	<input type="checkbox"/>
470	Childcare facilities	<input type="checkbox"/>	471	<input type="checkbox"/>	472	<input type="checkbox"/>	473	<input type="checkbox"/>	474	<input type="checkbox"/>	475	<input type="checkbox"/>	476	<input type="checkbox"/>	477	<input type="checkbox"/>
478	After-school child care facility/programme	<input type="checkbox"/>	479	<input type="checkbox"/>	480	<input type="checkbox"/>	481	<input type="checkbox"/>	482	<input type="checkbox"/>	483	<input type="checkbox"/>	484	<input type="checkbox"/>	485	<input type="checkbox"/>
486	Childcare subsidy / allowance	<input type="checkbox"/>	487	<input type="checkbox"/>	488	<input type="checkbox"/>	489	<input type="checkbox"/>	490	<input type="checkbox"/>	491	<input type="checkbox"/>	492	<input type="checkbox"/>	493	<input type="checkbox"/>
494	Part-time work	<input type="checkbox"/>	495	<input type="checkbox"/>	496	<input type="checkbox"/>	497	<input type="checkbox"/>	498	<input type="checkbox"/>	499	<input type="checkbox"/>	500	<input type="checkbox"/>	501	<input type="checkbox"/>
502	Telework / Home work	<input type="checkbox"/>	503	<input type="checkbox"/>	504	<input type="checkbox"/>	505	<input type="checkbox"/>	506	<input type="checkbox"/>	507	<input type="checkbox"/>	508	<input type="checkbox"/>	509	<input type="checkbox"/>
510	Job Sharing	<input type="checkbox"/>	511	<input type="checkbox"/>	512	<input type="checkbox"/>	513	<input type="checkbox"/>	514	<input type="checkbox"/>	515	<input type="checkbox"/>	516	<input type="checkbox"/>	517	<input type="checkbox"/>
518	Parental leave	<input type="checkbox"/>	519	<input type="checkbox"/>	520	<input type="checkbox"/>	521	<input type="checkbox"/>	522	<input type="checkbox"/>	523	<input type="checkbox"/>	524	<input type="checkbox"/>	525	<input type="checkbox"/>
526	Short notice leave	<input type="checkbox"/>	527	<input type="checkbox"/>	528	<input type="checkbox"/>	529	<input type="checkbox"/>	530	<input type="checkbox"/>	531	<input type="checkbox"/>	532	<input type="checkbox"/>	533	<input type="checkbox"/>
534	Career break with committed return	<input type="checkbox"/>	535	<input type="checkbox"/>	536	<input type="checkbox"/>	537	<input type="checkbox"/>	538	<input type="checkbox"/>	539	<input type="checkbox"/>	540	<input type="checkbox"/>	541	<input type="checkbox"/>
542	Sick/emergency child care leave	<input type="checkbox"/>	543	<input type="checkbox"/>	544	<input type="checkbox"/>	545	<input type="checkbox"/>	546	<input type="checkbox"/>	547	<input type="checkbox"/>	548	<input type="checkbox"/>	549	<input type="checkbox"/>
550	Professional Guidance(childcare, elderly care)	<input type="checkbox"/>	551	<input type="checkbox"/>	552	<input type="checkbox"/>	553	<input type="checkbox"/>	554	<input type="checkbox"/>	555	<input type="checkbox"/>	556	<input type="checkbox"/>	557	<input type="checkbox"/>
558	Others	<input type="checkbox"/>	559	<input type="checkbox"/>	560	<input type="checkbox"/>	561	<input type="checkbox"/>	562	<input type="checkbox"/>	563	<input type="checkbox"/>	564	<input type="checkbox"/>	565	<input type="checkbox"/>

566 Specify other

<sup>51</sup> Exemption from overtime or work that is not scheduled before hand

The following are examples of Family Friendly approaches that companies may implement in attracting and keeping employees. Which of them are in place? For how long have they been in place? (Circle where applicable)

If in place, to whom are such benefits offered?

										Specific roles? (specify) (write none if none mentioned)			
		Single living with parents	Single living alone – no caring resp	Single living alone with caring resp	Living with partner only	Living with partner with caring resp							
567	Flexitime	568	<input type="checkbox"/>	569	<input type="checkbox"/>	570	<input type="checkbox"/>	571	<input type="checkbox"/>	572	<input type="checkbox"/>	573	
574	Annualised Hours	575	<input type="checkbox"/>	576	<input type="checkbox"/>	577	<input type="checkbox"/>	578	<input type="checkbox"/>	579	<input type="checkbox"/>	580	
581	Compressed working week	582	<input type="checkbox"/>	583	<input type="checkbox"/>	584	<input type="checkbox"/>	585	<input type="checkbox"/>	586	<input type="checkbox"/>	587	
588	Term-time working (work during schooldays)	589	<input type="checkbox"/>	590	<input type="checkbox"/>	591	<input type="checkbox"/>	592	<input type="checkbox"/>	593	<input type="checkbox"/>	594	
595	Exemption from non-scheduled work <sup>(52)</sup>	596	<input type="checkbox"/>	597	<input type="checkbox"/>	598	<input type="checkbox"/>	599	<input type="checkbox"/>	600	<input type="checkbox"/>	601	
602	Childcare facilities	603	<input type="checkbox"/>	604	<input type="checkbox"/>	605	<input type="checkbox"/>	606	<input type="checkbox"/>	607	<input type="checkbox"/>	608	
609	After-school child care facility/programme	610	<input type="checkbox"/>	611	<input type="checkbox"/>	612	<input type="checkbox"/>	613	<input type="checkbox"/>	614	<input type="checkbox"/>	615	
616	Childcare subsidy / allowance	617	<input type="checkbox"/>	618	<input type="checkbox"/>	619	<input type="checkbox"/>	620	<input type="checkbox"/>	621	<input type="checkbox"/>	622	
623	Part-time work	624	<input type="checkbox"/>	625	<input type="checkbox"/>	626	<input type="checkbox"/>	627	<input type="checkbox"/>	628	<input type="checkbox"/>	629	
630	Telework / Home work	631	<input type="checkbox"/>	632	<input type="checkbox"/>	633	<input type="checkbox"/>	634	<input type="checkbox"/>	635	<input type="checkbox"/>	636	
637	Job Sharing	638	<input type="checkbox"/>	639	<input type="checkbox"/>	640	<input type="checkbox"/>	641	<input type="checkbox"/>	642	<input type="checkbox"/>	643	
644	Parental leave	645	<input type="checkbox"/>	646	<input type="checkbox"/>	647	<input type="checkbox"/>	648	<input type="checkbox"/>	649	<input type="checkbox"/>	650	
651	Short notice leave	652	<input type="checkbox"/>	653	<input type="checkbox"/>	654	<input type="checkbox"/>	655	<input type="checkbox"/>	656	<input type="checkbox"/>	657	
658	Career break with committed return	659	<input type="checkbox"/>	660	<input type="checkbox"/>	661	<input type="checkbox"/>	662	<input type="checkbox"/>	663	<input type="checkbox"/>	664	
665	Sick/emergency child care leave	666	<input type="checkbox"/>	667	<input type="checkbox"/>	668	<input type="checkbox"/>	669	<input type="checkbox"/>	670	<input type="checkbox"/>	671	
672	Professional Guidance (childcare, elderly care)	673	<input type="checkbox"/>	674	<input type="checkbox"/>	675	<input type="checkbox"/>	676	<input type="checkbox"/>	677	<input type="checkbox"/>	678	
679	Others	680	<input type="checkbox"/>	681	<input type="checkbox"/>	682	<input type="checkbox"/>	683	<input type="checkbox"/>	684	<input type="checkbox"/>	685	

686 Specify other

<sup>52</sup> Exemption from overtime or work that is not scheduled before hand

The following are examples of Family Friendly education programmes that companies may implement in attracting and keeping employees. Are any in place? For how long have they been in place? (Circle where applicable)			Approach in Place?		Year implemented?	If in place, to whom is such education offered?														
						Male Full Time	Male Reduced Hrs	Male Part Time	Female Full Time	Female Reduced Hrs	Female Part Time	Universal	No Answer / Not Applicable							
687	Work-family management training	<input type="checkbox"/>	688		689	<input type="checkbox"/>	690	<input type="checkbox"/>	691	<input type="checkbox"/>	692	<input type="checkbox"/>	693	<input type="checkbox"/>	694	<input type="checkbox"/>	695	<input type="checkbox"/>	696	<input type="checkbox"/>
697	Work-family guidance	<input type="checkbox"/>	698		699	<input type="checkbox"/>	700	<input type="checkbox"/>	701	<input type="checkbox"/>	702	<input type="checkbox"/>	703	<input type="checkbox"/>	704	<input type="checkbox"/>	705	<input type="checkbox"/>	706	<input type="checkbox"/>
707	Work-family handbooks	<input type="checkbox"/>	708		709	<input type="checkbox"/>	710	<input type="checkbox"/>	711	<input type="checkbox"/>	712	<input type="checkbox"/>	713	<input type="checkbox"/>	714	<input type="checkbox"/>	715	<input type="checkbox"/>	716	<input type="checkbox"/>
717	Wellness – health promotion	<input type="checkbox"/>	718		719	<input type="checkbox"/>	720	<input type="checkbox"/>	721	<input type="checkbox"/>	722	<input type="checkbox"/>	723	<input type="checkbox"/>	724	<input type="checkbox"/>	725	<input type="checkbox"/>	726	<input type="checkbox"/>
727	Work-family support groups	<input type="checkbox"/>	728		729	<input type="checkbox"/>	730	<input type="checkbox"/>	731	<input type="checkbox"/>	732	<input type="checkbox"/>	733	<input type="checkbox"/>	734	<input type="checkbox"/>	735	<input type="checkbox"/>	736	<input type="checkbox"/>
737	Work-family newsletters	<input type="checkbox"/>	738		739	<input type="checkbox"/>	740	<input type="checkbox"/>	741	<input type="checkbox"/>	742	<input type="checkbox"/>	743	<input type="checkbox"/>	744	<input type="checkbox"/>	745	<input type="checkbox"/>	746	<input type="checkbox"/>
747	Others	<input type="checkbox"/>	748		749	<input type="checkbox"/>	750	<input type="checkbox"/>	751	<input type="checkbox"/>	752	<input type="checkbox"/>	753	<input type="checkbox"/>	754	<input type="checkbox"/>	755	<input type="checkbox"/>	756	<input type="checkbox"/>
757	Specify other																			

			Senior Management		Other Management		Professionals		Technical		Clerical		Machine Operators & similar		Elementary occupations		No Answer / Not Applicable
766	Work-family guidance	<input type="checkbox"/>	767	<input type="checkbox"/>	768	<input type="checkbox"/>	769	<input type="checkbox"/>	770	<input type="checkbox"/>	771	<input type="checkbox"/>	772	<input type="checkbox"/>	773	<input type="checkbox"/>	
774	Work-family handbooks	<input type="checkbox"/>	775	<input type="checkbox"/>	776	<input type="checkbox"/>	777	<input type="checkbox"/>	778	<input type="checkbox"/>	779	<input type="checkbox"/>	780	<input type="checkbox"/>	781	<input type="checkbox"/>	
782	Wellness – health promotion	<input type="checkbox"/>	783	<input type="checkbox"/>	784	<input type="checkbox"/>	785	<input type="checkbox"/>	786	<input type="checkbox"/>	787	<input type="checkbox"/>	788	<input type="checkbox"/>	789	<input type="checkbox"/>	
790	Work-family support groups	<input type="checkbox"/>	791	<input type="checkbox"/>	792	<input type="checkbox"/>	793	<input type="checkbox"/>	794	<input type="checkbox"/>	795	<input type="checkbox"/>	796	<input type="checkbox"/>	797	<input type="checkbox"/>	
798	Work-family newsletters	<input type="checkbox"/>	799	<input type="checkbox"/>	800	<input type="checkbox"/>	801	<input type="checkbox"/>	802	<input type="checkbox"/>	803	<input type="checkbox"/>	804	<input type="checkbox"/>	805	<input type="checkbox"/>	
806	Others	<input type="checkbox"/>	807	<input type="checkbox"/>	808	<input type="checkbox"/>	809	<input type="checkbox"/>	810	<input type="checkbox"/>	811	<input type="checkbox"/>	812	<input type="checkbox"/>	813	<input type="checkbox"/>	
814	Specify other																

		Single living with parents		Single living alone – no caring resp		Single living alone with caring resp		Living with partner only		Living with partner with caring resp		Specific roles? (specify)
<b>815</b>	Work-family management training	<input type="checkbox"/>	<b>816</b>	<input type="checkbox"/>	<b>817</b>	<input type="checkbox"/>	<b>818</b>	<input type="checkbox"/>	<b>819</b>	<input type="checkbox"/>	<b>820</b>	
<b>821</b>	Work-family guidance	<input type="checkbox"/>	<b>822</b>	<input type="checkbox"/>	<b>823</b>	<input type="checkbox"/>	<b>824</b>	<input type="checkbox"/>	<b>825</b>	<input type="checkbox"/>	<b>826</b>	
<b>827</b>	Work-family handbooks	<input type="checkbox"/>	<b>828</b>	<input type="checkbox"/>	<b>829</b>	<input type="checkbox"/>	<b>830</b>	<input type="checkbox"/>	<b>831</b>	<input type="checkbox"/>	<b>832</b>	
<b>833</b>	Wellness – health promotion	<input type="checkbox"/>	<b>834</b>	<input type="checkbox"/>	<b>835</b>	<input type="checkbox"/>	<b>836</b>	<input type="checkbox"/>	<b>837</b>	<input type="checkbox"/>	<b>838</b>	
<b>839</b>	Work-family support groups	<input type="checkbox"/>	<b>840</b>	<input type="checkbox"/>	<b>841</b>	<input type="checkbox"/>	<b>842</b>	<input type="checkbox"/>	<b>843</b>	<input type="checkbox"/>	<b>844</b>	
<b>845</b>	Work-family newsletters	<input type="checkbox"/>	<b>846</b>	<input type="checkbox"/>	<b>847</b>	<input type="checkbox"/>	<b>848</b>	<input type="checkbox"/>	<b>849</b>	<input type="checkbox"/>	<b>850</b>	
<b>851</b>	Others	<input type="checkbox"/>	<b>852</b>	<input type="checkbox"/>	<b>853</b>	<input type="checkbox"/>	<b>854</b>	<input type="checkbox"/>	<b>855</b>	<input type="checkbox"/>	<b>856</b>	
<b>857</b>	<b>Specify other</b>											

The first part interview stops at this stage. Interviewer must seek to obtain the above details in full from the Company's records.  
The Second part of the interview will occur after an agreement between interviewer and interviewee.



**Part 2 – Interview following Compilation of Previous Part**

The interviewer must continue this interview in a separate occasion from the previous – but after the compilation of the answers requested above.

**Is the Company intent on changing the present gender distribution?**

**858**  Yes  OR  No

If 'No' go to 882

859	How?	By when?

**Who is responsible for such a change and performance in respect to such goals?**  
(please choose ONE answer per line)

- 860** Company's Board
- 861** Senior Management
- 862** Human Resources Management
- 863** Legal Department
- 864** Finance Department
- 865** IT Department
- 866** Trade Unions
- 867** Employees – Men
- 868** Employees – Women
- 869** Clients
- 870** Others

	Not responsible at all					Centrally Responsible	No Answer / Not Applicable
	0	1	2	3	4		
860	0	1	2	3	4	&	
861	0	1	2	3	4	&	
862	0	1	2	3	4	&	
863	0	1	2	3	4	&	
864	0	1	2	3	4	&	
865	0	1	2	3	4	&	
866	0	1	2	3	4	&	
867	0	1	2	3	4	&	
868	0	1	2	3	4	&	
869	0	1	2	3	4	&	
870	0	1	2	3	4	&	

**In implementing family friendly measures, who is responsible for communicating such benefits to the employees?**  
(please choose ONE answer per line)

- 871** Company's Board
- 872** Senior Management
- 873** Human Resources Management
- 874** Legal Department
- 875** Finance Department
- 876** IT Department
- 877** Trade Unions
- 878** Employees – Men
- 879** Employees – Women
- 880** Clients
- 881** Others

	Not responsible at all					Centrally Responsible	No Answer / Not Applicable
	0	1	2	3	4		
871	0	1	2	3	4	&	
872	0	1	2	3	4	&	
873	0	1	2	3	4	&	
874	0	1	2	3	4	&	
875	0	1	2	3	4	&	
876	0	1	2	3	4	&	
877	0	1	2	3	4	&	
878	0	1	2	3	4	&	
879	0	1	2	3	4	&	
880	0	1	2	3	4	&	
881	0	1	2	3	4	&	



**Can you comment on the following statements?**

**882** Increasing the number of women in the organisation will increase creativity and improve the quality of decision-making.


**883** It is important to encourage women to move up the organisation, and this means active support.


**884** The introduction of more varied working arrangements including emergency leave enables a better balance to be obtained between work and personal commitments and does not imply a reduced ability to contribute.


**885** Men are preferred employees because they do not make the demands on the organisation that women do.


**886** Among non-beneficiaries, separate measures were implemented to balance the levels of rewards afforded to different people in the organisation


	What key decisions / approaches were implemented by the Company in the last 5 years?	How did such decisions influence the career aspirations of women?
<b>Training &amp; career development</b>	<b>887</b>	<b>888</b>
<b>Leave</b>	<b>889</b>	<b>890</b>
<b>Flexible or Reduced Hours</b>	<b>891</b>	<b>892</b>
<b>Promotion opportunities for staff</b>	<b>893</b>	<b>894</b>
<b>Allocation of important work tasks</b>	<b>895</b>	<b>896</b>
<b>Allocation of routine work tasks</b>	<b>897</b>	<b>898</b>
<b>Support for non-work sponsored further education /activities</b>	<b>899</b>	<b>900</b>
<b>Other (specify)</b>	<b>901</b>	<b>902</b>

**Commitment to Equality Measures**

Who and what level of championing did the following (if applicable) present in respect to family friendly measures? (please choose ONE answer per line)		Strong opposition			Strong encouragement		No Answer / Not Applicable	
		-2	-1	0	1	2		
903	Company's Board	-2	-1	0	1	2	&	
904	Senior Management	-2	-1	0	1	2	&	
905	Human Resources Management	-2	-1	0	1	2	&	
906	Legal Department	-2	-1	0	1	2	&	
907	Finance Department	-2	-1	0	1	2	&	
908	IT Department	-2	-1	0	1	2	&	
909	Employees - Men	-2	-1	0	1	2	&	
910	Employees – Women	-2	-1	0	1	2	&	
911	Trade Unions	-2	-1	0	1	2	&	
912	Clients	-2	-1	0	1	2	&	
913	Others	-2	-1	0	1	2	&	
914	Others Specify							
915	<b>What communications did senior management issue on equality over the past 5 years?</b>							
916	<b>What actions has senior management implemented in respect with equality over the past 5 years?</b>							
917	<b>Does the HR function have a gender focal point / core group? If yes, how does this function? Elaborate on how such core group can access senior management and how it represents the interests of all employees.</b>							
918	<b>How do efforts and resources (people, budgets, time) devoted to family-friendly measures compare with other approaches related to equality?</b>							

**919 How do efforts and resources (people, budgets, time) devoted to family-friendly measures compare with other approaches related to quality and productivity?**


<b>The following may be variables that your Company may be intent of measuring in evaluating its gender equality efforts' effectiveness. Please indicate which of these are used, and, if not, whether such variables are considered for future monitoring? (select where applicable)</b>	<b>Presently used</b>		<b>Will be used in the future</b>
<b>920</b> In job applications	<input type="checkbox"/>	<b>921</b>	<input type="checkbox"/>
<b>922</b> Applications received from external candidates	<input type="checkbox"/>	<b>923</b>	<input type="checkbox"/>
<b>924</b> Performance improvement	<input type="checkbox"/>	<b>925</b>	<input type="checkbox"/>
<b>926</b> Creativity indices	<input type="checkbox"/>	<b>927</b>	<input type="checkbox"/>
<b>928</b> Absenteeism	<input type="checkbox"/>	<b>929</b>	<input type="checkbox"/>
<b>930</b> Staff turnover	<input type="checkbox"/>	<b>931</b>	<input type="checkbox"/>
<b>932</b> Innovation / suggestion schemes	<input type="checkbox"/>	<b>933</b>	<input type="checkbox"/>
<b>934 Specify other</b>			

<b>The following may be aspects of gender equality within your Company. Are rewards given for positive improvements in gender equality? If not, will such aspects be specifically rewarded in the future? (select where applicable)</b>	<b>Presently Rewarded</b>		<b>Will be Rewarded in the future</b>
<b>935</b> Use of 'feminine' managerial skills	<input type="checkbox"/>	<b>936</b>	<input type="checkbox"/>
<b>937</b> Coaching women into more responsibilities	<input type="checkbox"/>	<b>938</b>	<input type="checkbox"/>
<b>939</b> Promoting family roles among men	<input type="checkbox"/>	<b>940</b>	<input type="checkbox"/>
<b>941</b> Promoting family – work balance knowledge among employees	<input type="checkbox"/>	<b>942</b>	<input type="checkbox"/>
<b>943</b> Promoting family values among employees	<input type="checkbox"/>	<b>944</b>	<input type="checkbox"/>
<b>945 Specify other</b>			

<b>The following statements relate to different aspects about family friendly measures within your company. Please indicate your level of agreement (please choose ONE answer per line)</b>		Strongly Disagree			Strongly Agree	No Answer / Not Applicable
<b>946</b> Equal opportunities is an organisation wide priority	1	2	3	4	5	&
<b>947</b> Managers in this company own equal opportunities as an organisational issue	1	2	3	4	5	&
<b>948</b> Managers feel equal opportunities is a managerial responsibility	1	2	3	4	5	&
<b>949</b> Equal opportunities is a concern of personnel	1	2	3	4	5	&
<b>950</b> Employees have a responsibility for creating an environment of equality	1	2	3	4	5	&
<b>951</b> Equality is a net gain for everyone	1	2	3	4	5	&
<b>952</b> Managers stand to lose from equality	1	2	3	4	5	&
<b>953</b> Managers stand to lose from family friendly measures	1	2	3	4	5	&
<b>954</b> Men's skills are more valued in this organization	1	2	3	4	5	&
<b>955</b> Senior managers need more information about equalities issues	1	2	3	4	5	&

956	Senior managers need more knowledge about managing family friendliness	1	2	3	4	5	&
957	Senior managers do not involve themselves enough in family friendly measures	1	2	3	4	5	&
958	Effective family friendly measures call for a larger budget than we afford	1	2	3	4	5	&
959	Effective family friendly measures should be targeted to the most able women	1	2	3	4	5	&
960	Effective equality measures must favour only the most capable women	1	2	3	4	5	&
961	Effective family friendly measures in our company target ALL women	1	2	3	4	5	&
962	Effective equality measures in our company enable ALL women to move into managerial grades	1	2	3	4	5	&
963	Investment in communications promoting equality instilled a widespread awareness about equality in our organisation	1	2	3	4	5	&
964	Communications about equality enabled a widespread appreciation about equality issues among employees	1	2	3	4	5	&
965	There is a strong need for more communication efforts to enable a true appreciation of equality issues among our human resources	1	2	3	4	5	&
966	Our benefit policies promote quality of life among employees	1	2	3	4	5	&
967	Our benefit policies promote a stronger work-life balance among employees	1	2	3	4	5	&
968	Workers abuse from benefits provided by this company	1	2	3	4	5	&
969	Workers benefit from our family friendly measures despite their short term staying intents	1	2	3	4	5	&
970	Non-beneficiary employees find family friendly measures inequitable	1	2	3	4	5	&
971	Family friendly measures are often the sources of conflict among workers	1	2	3	4	5	&
972	Our company's mission is a true sign of family values in this company	1	2	3	4	5	&
973	Our company's structure supports the implementation of effective family-friendly measures	1	2	3	4	5	&
974	Our systems of communication support effective family-friendly measures	1	2	3	4	5	&
975	Management styles in this company need to change for effective family-friendly measures to succeed	1	2	3	4	5	&
976	Our company's shared values promote family friendly programmes among employees	1	2	3	4	5	&
977	Our employees look positively at family friendly measures in this company	1	2	3	4	5	&
978	Our employees are mature enough not to abuse from family friendly programmes	1	2	3	4	5	&
979	Family friendly measures help our workers to build much needed skills for the benefit of this company	1	2	3	4	5	&

### Effects of Family Friendly Measures

The following statements relate to different aspects of results from family friendly measures within your company. Please indicate your level of agreement							
Our family friendly measures resulted in... (please choose ONE answer per line)		Strongly Disagree		Strongly Agree		No Answer / Not Applicable	
980	Improved individual performance among measures' beneficiaries	1	2	3	4	5	&
981	Improved individual performance among non-beneficiaries	1	2	3	4	5	&
982	Less time at work devoted by employees to sort out family matters	1	2	3	4	5	&
983	Reduced staff turnover	1	2	3	4	5	&
984	Reduced absenteeism	1	2	3	4	5	&
985	Increased individual productivity among measures' beneficiaries	1	2	3	4	5	&
986	Increased individual productivity among non-beneficiaries	1	2	3	4	5	&
987	Reduced productivity among non-beneficiaries	1	2	3	4	5	&
988	Increased effort among beneficiaries	1	2	3	4	5	&
989	Increased effort among non-beneficiaries	1	2	3	4	5	&
990	Smarter work among beneficiaries	1	2	3	4	5	&
991	Smarter work among non-beneficiary workers	1	2	3	4	5	&
992	Overall increased co-operation among workers	1	2	3	4	5	&



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