



婦女事務委員會  
Women's Commission

# Fact-finding Research on Family-friendly Employment Policies & Practices (FEPPs) in Hong Kong

*Presented by  
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## Background

- ❖ Growing concern of lack of work-family balance
- ❖ Increasing calls for more family-friendly working environment
- ❖ WoC and EOC jointly commissioned the Lingnan University to conduct a fact-finding research
- ❖ Family-friendly working environment conducive to the nurturing of harmonious families, the foundation of a harmonious society



## Background (cont'd)

- ❖ Enabling environment for both men and women to share family responsibilities
- ❖ First study of this scale covering both Employers and Employees
- ❖ Objectives - To understand the needs, awareness, prevalence and benefits of FEPPs in Hong Kong.
- ❖ What is FEPPs ? - programmes provided by companies or organisations designed to help employees balance work and family roles.



## Background (cont'd)

- ❖ Four categories of FEPPs
  - I. Flexible Work Arrangements
    1. Part-time employment
    2. Job sharing
    3. Home-based work
    4. Flexible work schedule (Flexi-time)
    5. Compressed workweek
    6. Flexible shift working



## Background (cont'd)

### II. Family Leave Benefits

1. Additional maternity leave
2. Paternity leave
3. Family care leave
4. Leave bank



## Background (cont'd)

### III. Other Support Schemes

1. Child care support
2. Other family care support
3. Employee assistance programme
4. Critical incident support scheme

### IV. Other FEPPs

1. Five-day work
2. Company-organized family activities

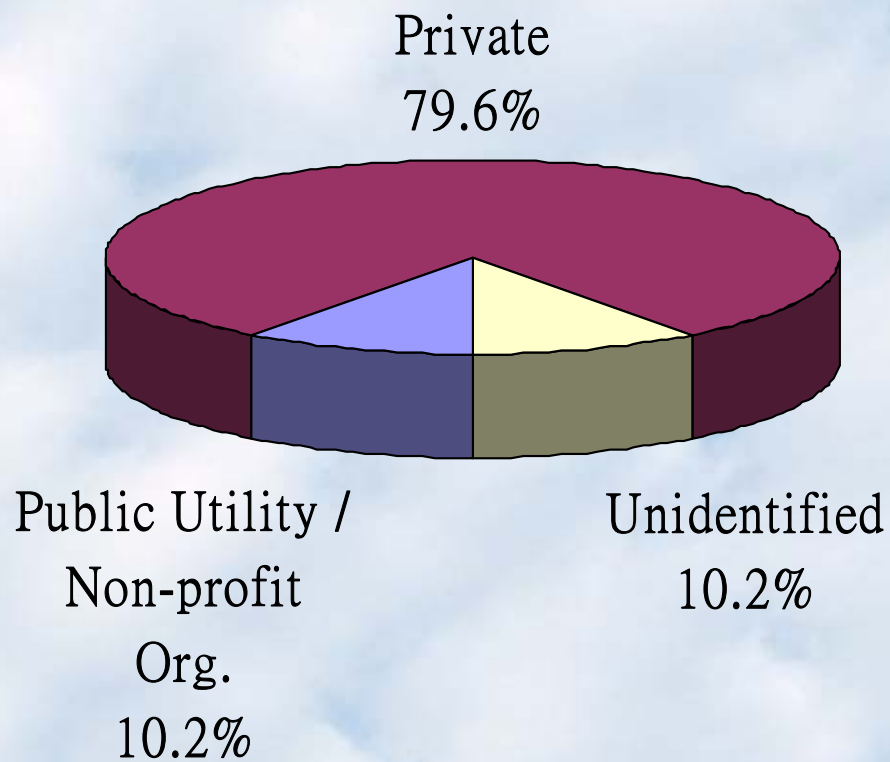


## Research Findings – Employer Survey

- ❖ 6,600 electronic survey forms
- ❖ 137 valid samples collected
- ❖ 12 different industries
- ❖ 160,000 employees  $\approx$  4.4% of HK working population

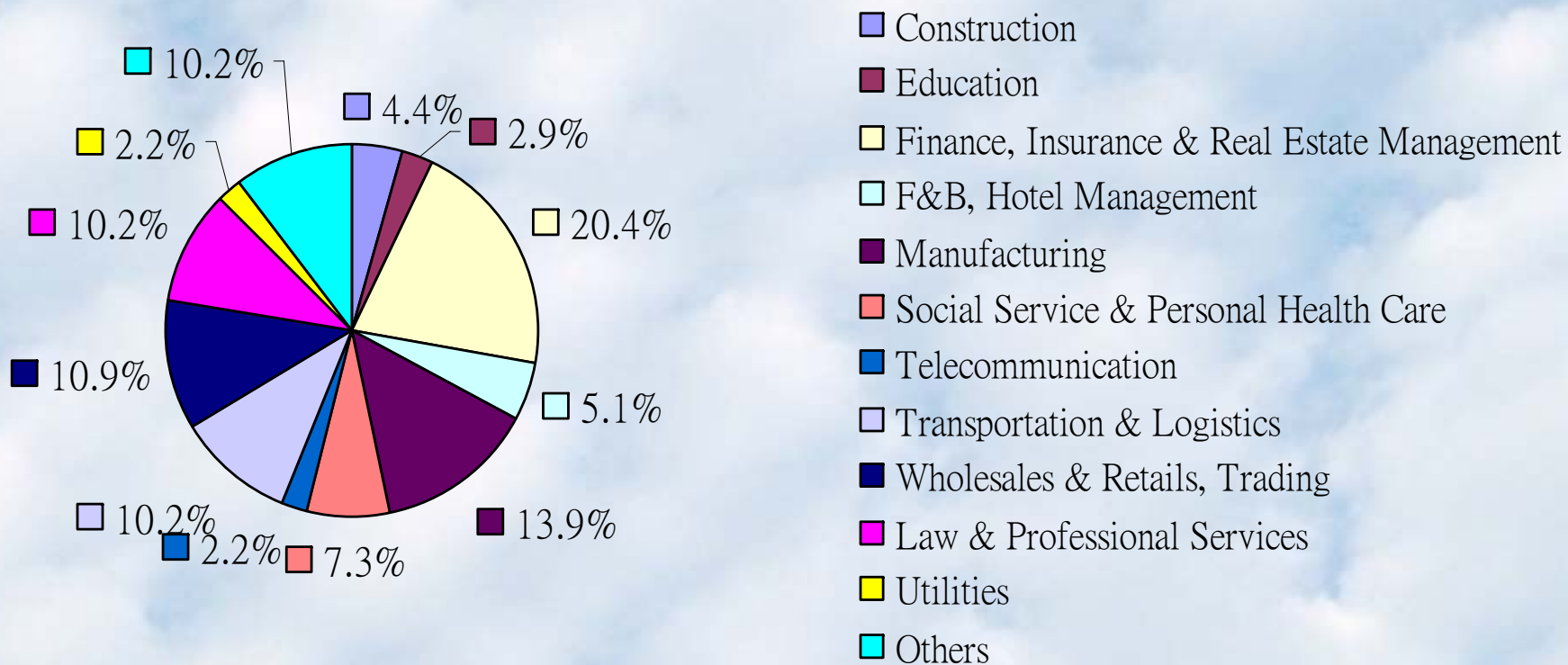
## Research Findings – Employers (2)

### *Characteristics - Organization Nature*



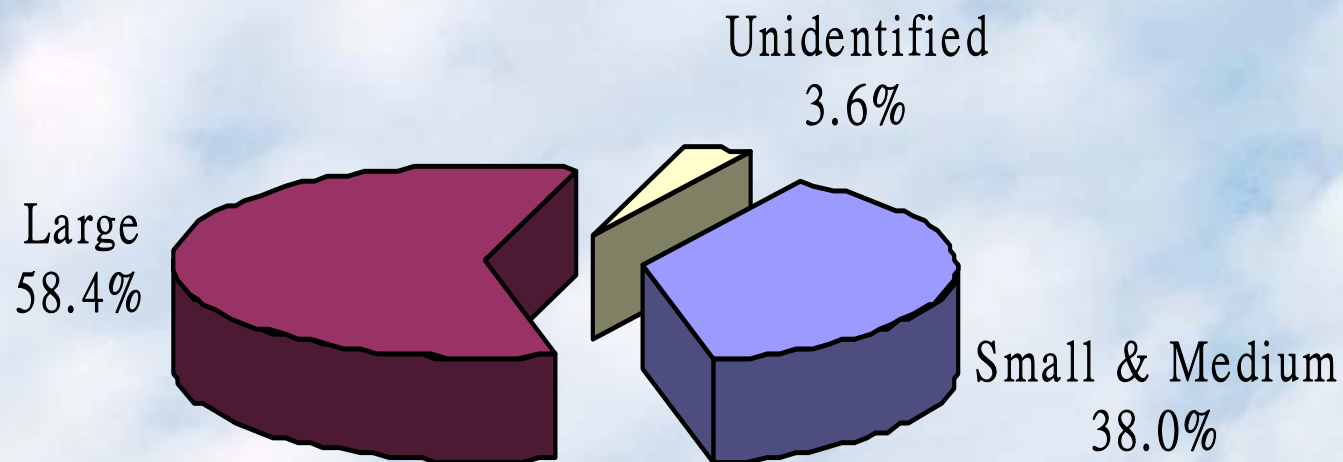
## Research Findings – Employers (3)

### *Characteristics – Industry Types*



## Research Findings – Employers (4)

### *Characteristics – Enterprise Size*



SME : < 50 workers (or 100 workers for manufacturing companies)

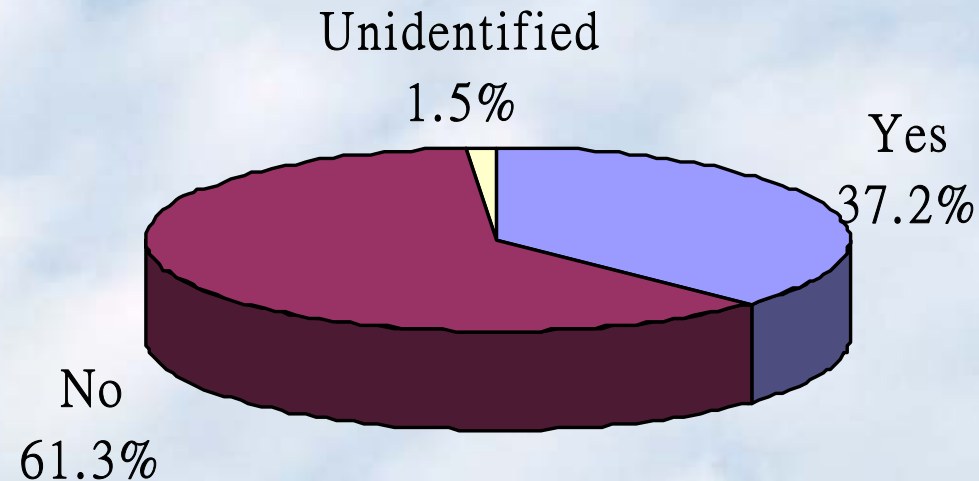
Large : > 50 workers (or 100 workers for manufacturing companies)



## Research Findings – Employers (5)

### *Awareness of FEPPs*

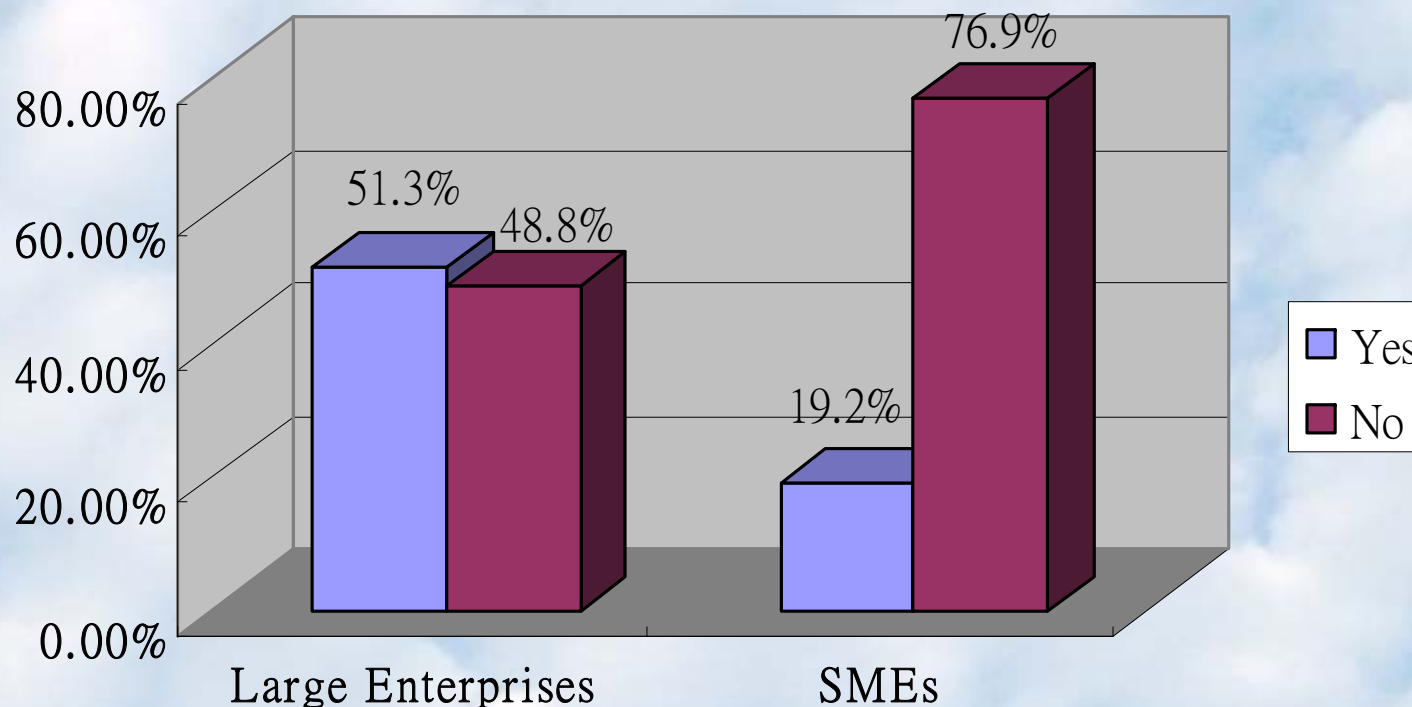
*Q : “awareness of FEPPs being implemented in HK”*



## Research Findings – Employers (6)

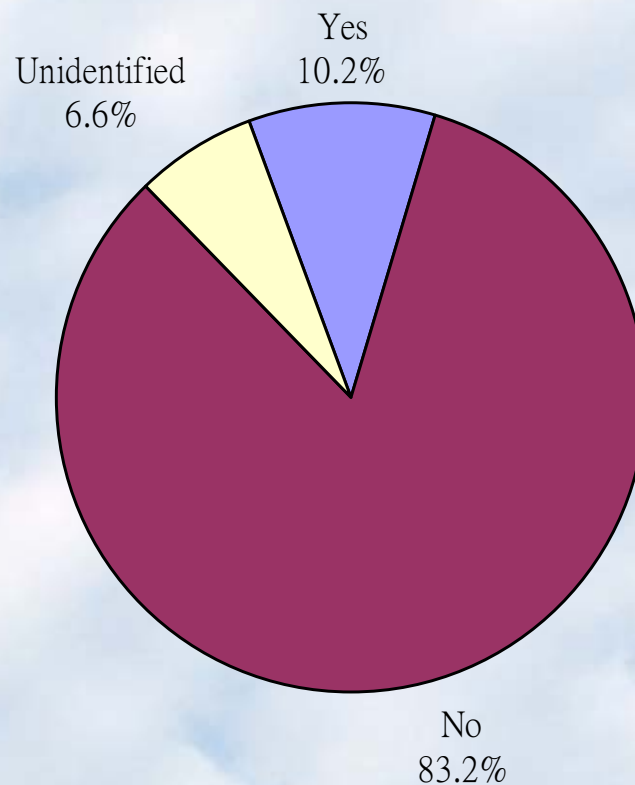
### *Awareness of FEPPs – Large Enterprises vs SMEs*

*Q : “awareness of FEPPs being implemented in HK”*



## Research Findings – Employers (7)

### *Prevalence of FEPPs - Formal Policy or Guidance in place*





## Research Findings – Employers (8)

### *Most frequently implemented FEPPs*

- ◆ Family care leave \* : 56.9%
- ◆ Five-day work : 43.8%
- ◆ Flexible Shift-working : 27.0%
- ◆ Employee Assistance Programme : 24.8%

\* *Mainly Compassionate leave*



## Research Findings – Employers (9)

### *Top 5 benefits after adopting FEPPs*

- ❖ Gained reputation of being an employer of choice
- ❖ Improved morale
- ❖ Increased ability to attract high-performing and experienced employees
- ❖ Improved working relationships among colleagues
- ❖ Reduced turnover



## Research Findings – Employers (10)

### *Top 5 considerations for not adopting FEPPs*

- ❖ Difficulties in manpower deployment
- ❖ Restricted by job nature
- ❖ Administrative / managerial difficulties
- ❖ Few market leaders adopting FEPPs
- ❖ Difficulties in withdrawing any implemented policies



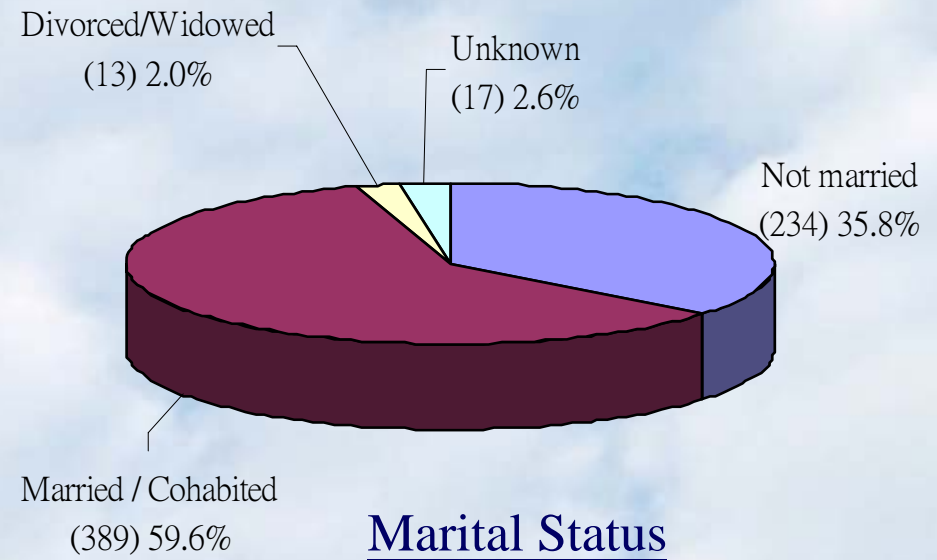
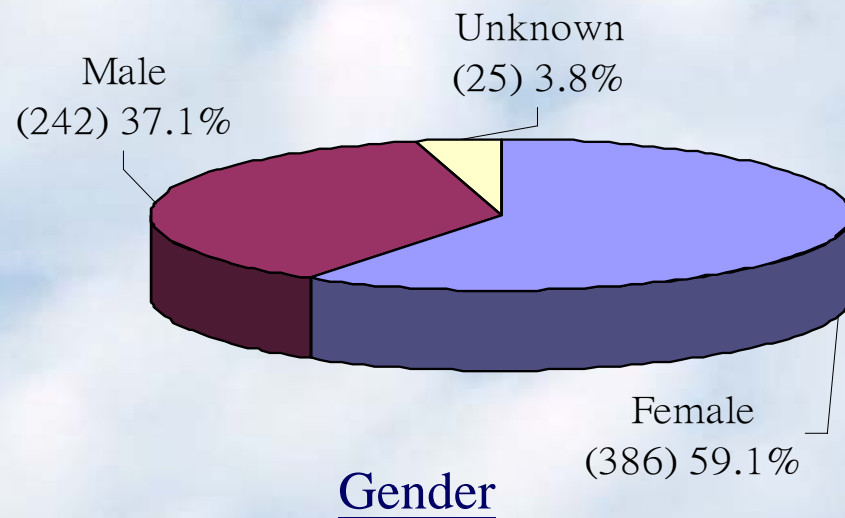
## Research Findings – Employee Survey

- ◆ 735 Employees from 17 Companies in 17 Industries
- ◆ 680 questionnaires were collected
- ◆ 635 questionnaires were valid



## Research Findings – Employees (2)

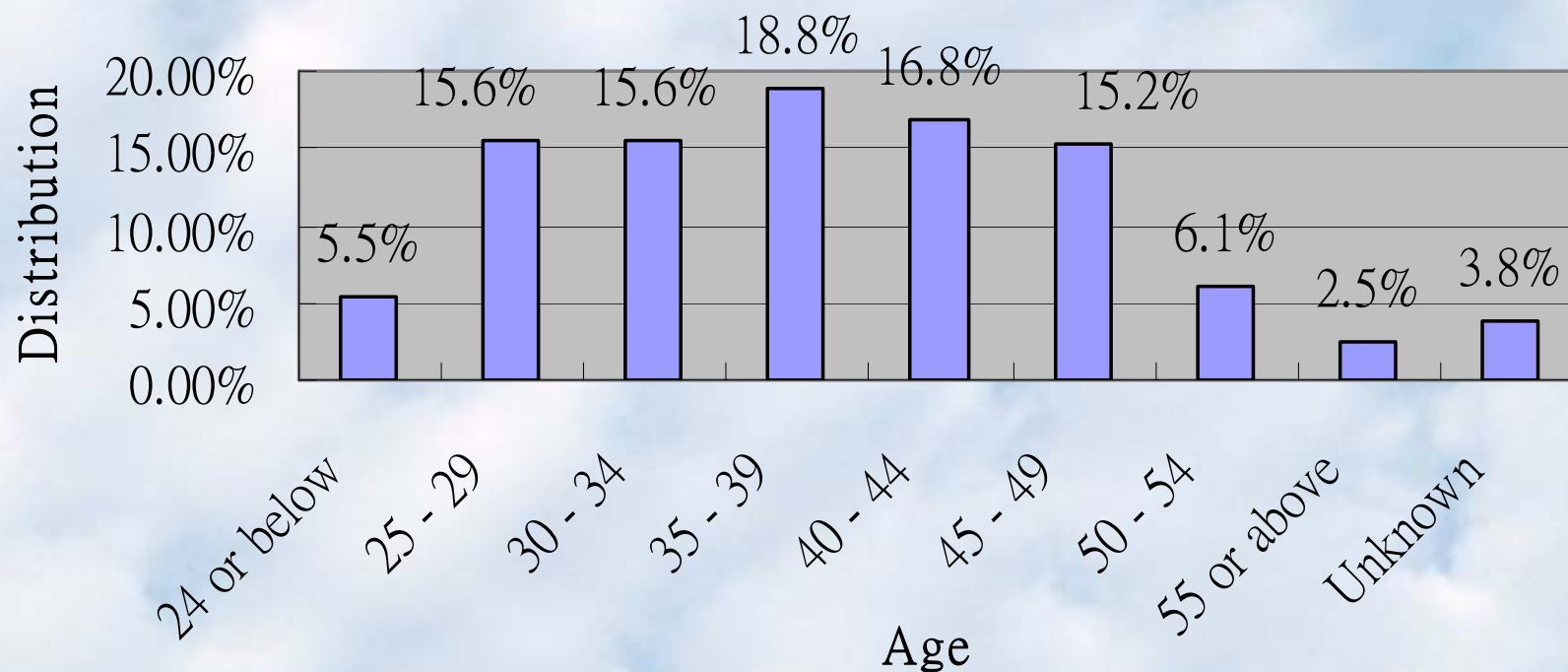
### *Demographic profile – Gender & Marital status*





## Research Findings – Employees (3)

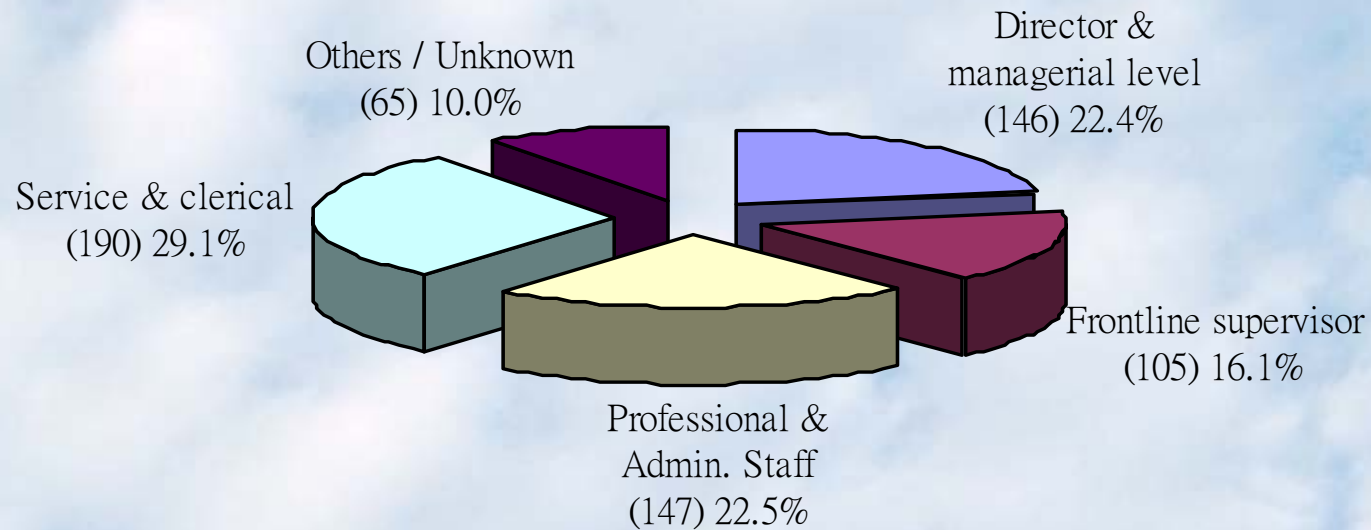
### *Demographic profile – Age distribution*





## Research Findings – Employees (4)

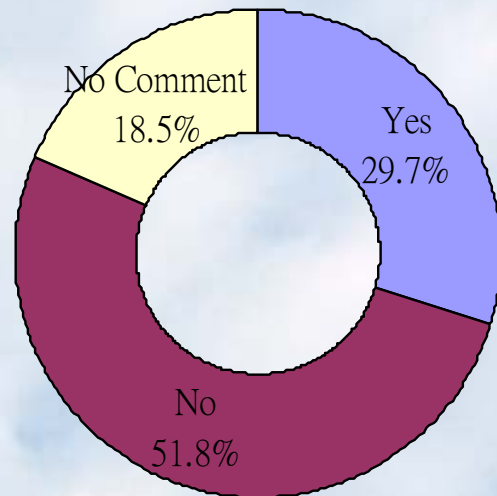
### *Demographic profile – Job Position*



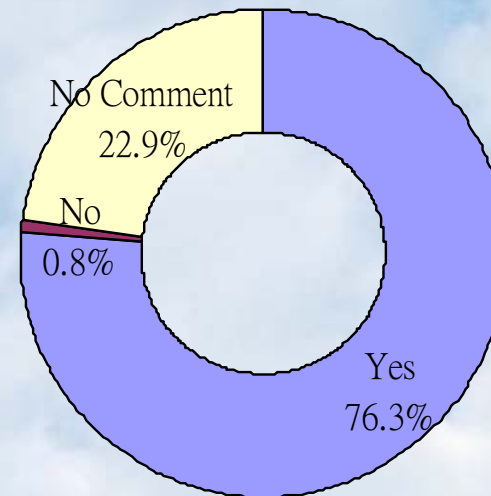


## Research Findings – Employees (5)

*Q1: Do you consider the employment policies & practices of your company “family-friendly”?*



*Q2: Will you support the implementation of more FEPPs in your company?*





## Research Findings – Employees (6)

### *Top 5 benefits perceived*

- ❖ Increased commitment to the company
- ❖ Improved morale
- ❖ Increased happiness
- ❖ Improved working relationships among colleagues
- ❖ Reduced burn-out



## Research Findings – Employees (7)

### *5 FEPPs most wanted*

- ❖ Flexible work (Flexi-time)
- ❖ Compressed workweek
- ❖ Home-based work
- ❖ Family care leave
- ❖ Paternity leave



## Research Findings – Employees (8)

### *Top 5 factors hindering employees from utilizing FEPPs*

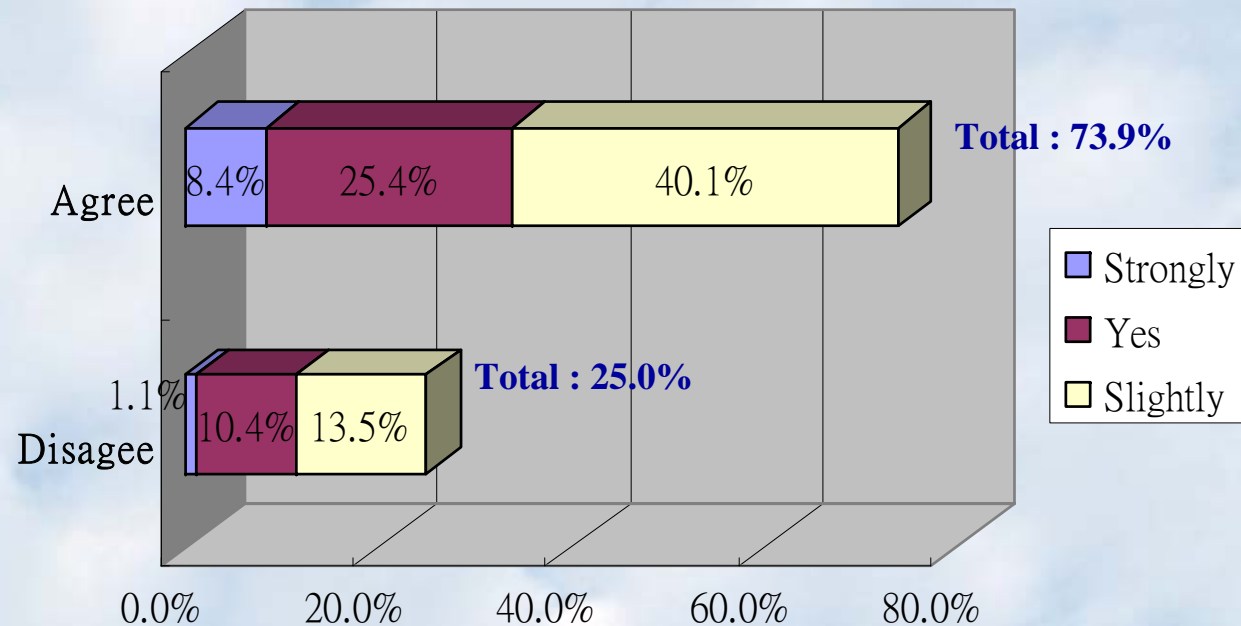
- ❖ Difficulties in manpower deployment & job allocation
- ❖ Unaware of the benefits of utilizing FEPPs
- ❖ Restricted by job nature
- ❖ Administrative / managerial difficulties
- ❖ Fear of being seen by boss as less committed



## Research Findings – Employees (9)

### *Perceived work pressure*

*Q: Usually felt under a lot of pressure ?*

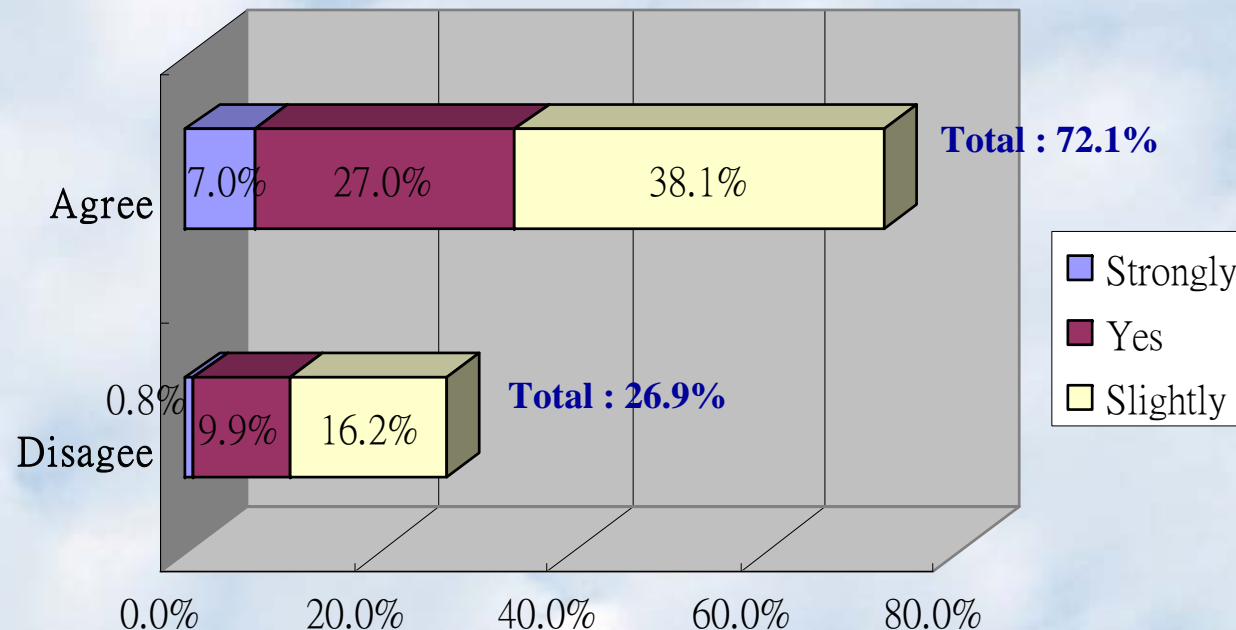




## Research Findings – Employees (10)

### *Perceived work pressure*

*Q:Felt the level of pressure at work was very High ?*





## Research Findings – Employees (11)

*Respondents who considered the employment policies and practices of their companies as “family-friendly” had reported*

- ❖ Less perceived work stress
- ❖ Higher job satisfaction
- ❖ Less physical/psychological symptoms
- ❖ Less work/family imbalance
- ❖ More work-life balance
- ❖ More family satisfaction
- ❖ Less inclination to resign
- ❖ Less absenteeism



## Research Findings – Employees (12)

*The more number of FEPPs ever utilized,*

- ❖ job satisfaction ↑
- ❖ physical/psychological symptoms ↓
- ❖ absenteeism ↓

*The better culture & climate of organization to promote FEPPs,*

- ❖ job satisfaction ↑
- ❖ work/life balance ↑
- ❖ inclination to resign ↓
- ❖ work/family imbalance ↓



## Research Findings – Employees (13)

*The more Supervisor support to family demand*

- ❖ perceived work stress ↓
- ❖ physical/psychological symptoms ↓
- ❖ family satisfaction ↑



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Thank You