

A Mixed-Methods Investigation of Family-Friendly Employment Practices: From Work-Family Conflict to Enrichment

Research Report

Dr. Henry C. Y. Ho
Assistant Professor
Department of Psychology
The Education University of Hong Kong



ACKNOWLEDGEMENTS

I would like to thank HK.WeCare of Wofoo Social Enterprises for the tremendous support in data collection. Thanks also go to the 12 collaborating organizations and the management staff for their full support in project implementation. I am also grateful to my research assistants (Mr. Chan Chung Ho Jason, Ms. Chong Ka Yi Keely, and Ms. Chui On Sang Anson) and the student helpers for their important contributions. This project was supported by the Equal Opportunities Commission's Funding Programme of Research Projects on Equal Opportunities 2020/21.

TABLE OF CONTENTS

EXECUTIVE SUMMARY (English)	1
EXECUTIVE SUMMARY (Chinese)	8
1. BACKGROUND AND OBJECTIVES	14
1.1. Employees with Family Responsibilities in Hong Kong.....	14
1.2. Scope and Expected Social Impacts.....	16
1.3. Theoretical Framework.....	17
1.4. Objectives.....	19
2. RESEARCH DESIGN	19
2.1. Study 1.....	19
2.2. Study 2.....	20
2.3. Pilot Study.....	21
3. KEY FINDINGS FROM THE SURVEY	22
3.1. Socio-Demographic Characteristics of the Respondents.....	22
3.2. Family Responsibility.....	23
3.3. Knowledge & Understanding of FFEPs.....	25
3.4. Perceived Prevalence of FFEPs.....	27
3.5. Availability of FFEPs in the Workplace.....	28
3.6. Common FFEPs Available in Hong Kong.....	32
3.6.1. Utilization of Common FFEPs Available in Hong Kong.....	49
3.6.2. Underutilization of Common FFEPs Available in Hong Kong.....	52
3.7. Difficulties in FFEPs Application.....	55
3.8. Family Responsibility and Most Desired FFEPs.....	58
3.9. Availability of FFEPs and Employee Well-Being.....	64
3.10. Job Demands and Employee Well-Being.....	66
3.11. Organizational Culture and Employee Well-Being.....	68
4. KEY FINDINGS FROM IN-DEPTH INTERVIEWS	69
4.1. Demographic Characteristics of the Interviewees.....	69
4.2. Interview Summary.....	70
5. CONCLUSION AND RECOMMENDATIONS	79
5.1. Lack of Family-Friendly Support.....	79
5.2. Important Roles of Job Demands and Resources.....	80
5.3. Limitations of the Study.....	81
5.4. Recommendations.....	81
6. REFERENCES	84
7. APPENDIX 1 – STUDY 1 QUESTIONNAIRE	87
8. APPENDIX 2 – STUDY 2 INTERVIEW GUIDE	105
9. APPENDIX 3 – SOCIO-DEMOGRAPHIC CHARACTERISTICS OF EMPLOYERS AND MANAGERS (IN-DEPTH INTERVIEWS)	109

EXECUTIVE SUMMARY

Background

1. More than 60% of the working adults in Hong Kong have caregiving responsibilities, and therefore have to juggle between both work and family commitments (Equal Opportunities Commission, 2018). However, employees with family responsibilities (employees with FRs) experience difficulties in balancing work and family obligations (Liu & Cheung, 2015). To facilitate work-family balance among employees with FRs, we need more in-depth understanding about Family-Friendly Employment Practices (FFEPs) / Family-Friendly Employment Policies and Practices (FEPPs) in Hong Kong.
2. The research team adopted a mixed-method sequential explanatory design, in which quantitative and qualitative data were collected for a more robust and in-depth analysis. In the quantitative Study 1, a cross-sectional survey using purposive sampling was conducted to obtain responses from employees with FRs across different industries. In the qualitative Study 2, in-depth interviews with purposive sampling were carried out to obtain responses from employers and managers.
3. A total sample of 400 employees with FRs were recruited via purposive sampling in the cross-sectional survey, which provided a comprehensive understanding of FFEPs in Hong Kong. The surveys were conducted between February and May 2021. A total of 25 employers and managers were selected for in-depth interviews via purposive sampling, which helped to enrich the statistical results by enabling more in-depth discussions from a management perspective about promoting a family-friendly harmonious workplace. The interviews were conducted between November and December 2021.

Objectives of the study

4. This study aims to comprehensively examine:
 - a) The availability and types of FFEPs in different industries;
 - b) The factors that affect utilization of FFEPs among employees with FRs;
 - c) The associations between FFEPs and employee well-being;
 - d) The associations between job demands and employee well-being;
 - e) The most desired FFEPs among employees with different FRs;
 - f) The associations between organizational culture and employee well-being; and
 - g) The views and suggestions from employers and managers in providing FFEPs to address the needs of family care and identifying the difficulties of implementation facing industries and companies.

Key findings from the survey

Family Responsibility

5. On average, each respondent took care of approximately 2 family members and spent 3 hours per day in caretaking. The most common type of care recipient was spouse and parent (56.5%), elderly (34.8%), followed by child (15%).
6. The most common assistance provided by the respondents were “Emotional comfort and relief” (47.8%), “Take care of daily living and diet” (44.3%), and “Accompanying follow-up consultation” (22.5%).

Prevalence and Availability of FFEPs in the Workplace

7. For the prevalence of FFEPs, only 14.4% of the employees with FRs thought that they were “very prevalent” or “quite prevalent” in Hong Kong, while 85.6% of them thought that they were “not very prevalent” or “totally not prevalent” in Hong Kong.
8. Only 26.5% and 18.5% of the employees with FRs reported that their company has provided FFEPs and has joined the “Good Employer Charter”, respectively. More than half of the respondents stated that they did not know whether or not their current working company has provided FFEPs (50.8%) or has joined the “Good Employer Charter” (67.3%), suggesting that the respondents’ awareness of the company’s family-friendly policy was lacking.
9. A majority of the employees with FRs (88.5%) thought that it was “a bit necessary”, “necessary”, or “very necessary” for the company or organization to provide FFEPs to the employees.
10. The most common FFEPs provided by employers in Hong Kong include compassionate leave (70.8%), marriage leave (69.4%), five-day workweek (61.1%), birthday leave (57.8%), family medical insurance (44.3%), flexible work schedule (42.5%), work-from-home (39.5%), critical incident support (39.3%), employee assistance program (33.6%), and family recreational activities (33%).
11. There were significant differences by industry in terms of availability of FFEPs. Comparatively, respondents who worked in the “Real Estate, Professional and Business Services” industry were more likely to have five-day workweek, employee assistance program, birthday leave, compassionate leave, marriage leave, and family recreational activities. Respondents who worked in the “Finance and Insurance” industry were more likely to have five-day workweek and flexible work schedule. Respondents who worked in the “Information and Communications” industry were more likely to have flexible work schedule and work-from-home arrangement. Respondents who worked in the “construction”

industry were more likely to have flexible work schedule, birthday leave, compassionate leave, and marriage leave.

12. There were significant differences by occupation in terms of availability of FFEPs. Comparatively, “Managers and Administrators” were more likely to have family medical insurance, employee assistance program, and family recreational activities.
13. There were significant differences by company size in terms of availability of FFEPs. Employees of large-sized companies were more likely to have five-day workweek, critical incident support, family medical insurance, employee assistance program, birthday leave, compassionate leave, marriage leave, and family recreational activities.

Utilization of the Most Common FFEPs and Difficulties in FFEPs Application

14. Among the respondents, 77.1% of them frequently used five-day workweek. Moreover, they occasionally used a number of FFEPs provided by their organization, including work-from-home arrangement (43.7%), flexible work schedule (40.6%), family recreational activities (39.7%), family medical insurance (37.7%), critical incident support (34.7%), and employee assistance program (32.1%).
15. For compassionate leave (93.3%), marriage leave (95.9%), critical incident support (84.5%), family medical insurance (77.1%), employee assistance program (93.2%), and family recreational activities (83.1%), the majority of the employees with FRs used less than the number of days provided or reported low usage frequency because they are “not needed for personal circumstance”, suggesting that these are not due to work-related factors. Only for work-from-home (42.1%), the majority of the employees reported low usage frequency because they are “limited by the nature of work”.
16. Only 5.8% of the employees with FRs reported having encountered difficulties when applying for FFEPs. A notable proportion of them encountered difficulties when applying for five-day workweek (47.8%), special casual leave (39.1%), family medical insurance (34.8%), flexible work schedule (30.4%), and leave to care for sick elderly or persons with disability (30.4%).
17. Among employees with FRs who encountered difficulties in the application process, a notable proportion of them reported that the difficulties they countered were “Limited by nature of work” (34.8%). Only 34.8% of those who encountered difficulties chose to take action by complaining to colleagues, immediate supervisor, the management level, or human resources, while the majority of them did not take action because they “Worried about affecting career prospects”.

Family Responsibility and Most Desired FFEPs

- 18.** The FFEPs desired by most respondents to be provided by employers to facilitate work-family balance of employees with FRs include five-day workweek (72.8%), flexible work schedule (67.3%), special casual leave (66.5%), family medical insurance (64.8%), and critical incident support (58.3%).
- 19.** The least desired FFEPs include job sharing (11%), compressed work schedule (21.5%), part-time employment (22.5%), after-school care for children (24.8%), day care service for elderly or persons with disability (28.2%), and childcare support (28.3%).
- 20.** By type of caregivers (116 caregivers of infant, child, and teenagers, 228 caregivers of spouse and parent, and 163 caregivers of elderly, person with disability, and person with chronic illness), the most desired FFEPs include: (i) five-day workweek (infant, child, and teenager: 75%, spouse and parent: 71.9%, elderly, person with disability, and person with chronic illness: 72.4%); (ii) flexible work schedule (infant, child, and teenager: 74.1%, spouse and parent: 69.3%, elderly, person with disability, and person with chronic illness: 64.4%); and (iii) special casual leave (infant, child, and teenager: 74.1%, spouse and parent: 66.7%, elderly, person with disability, and person with chronic illness: 65%).
- 21.** There were significant differences by industry in terms of desire for five-day workweek, flexible work schedule, and family recreational activities. Comparatively, respondents who worked in “Transportation, Storage, Postal and Courier Services” (92.9%) showed more desire for five-day workweek, “Information and Communication” (100%) and “Finance and Insurance” (84.6%) showed more desire for flexible work schedule, and “Import/Export, Wholesale and Retail” (85.7%) showed more desire for family recreational activities.
- 22.** There were significant differences by age in terms of desire for flexible work schedule. Comparatively, younger respondents aged 18-24 (70.6%), 25-34 (75.4%), and 35-44 (81.9%) showed more desire for flexible work schedule than older respondents aged 55-64 (42.4%) and 65 or above (37.5%).

Correlates of Employee Well-Being

- 23.** The availability of daily life support, family-related leave benefits, mother-related support, and childcare support in the workplace are factors significantly associated with increased levels of family satisfaction and family functioning among employees with FRs.
- 24.** Jobs that are characterized by overtime work, after-hours/weekend work, irregular work schedule, work overload, organizational constraints, and interpersonal conflict are significantly associated with elevated levels of work-family conflict, caregiver burden, and depressive and anxiety symptoms. Irregular work schedule, work overload and

organizational constraints are significantly associated with reduced levels of family satisfaction and functioning among employees with FRs.

25. Supportive, fair, and family-friendly organizations are significantly associated with reduced work-family conflict, caregiver burden, and depressive and anxiety symptoms, as well as increased levels of family satisfaction and functioning among employees with FRs.

Key Findings from In-depth Interviews with Employers and Managers

Awareness, Understanding, and Perceived Prevalence of FFEPs

26. Employers and managers demonstrated insufficient knowledge and awareness of FFEPs. Some managers reported that they were not aware of any requests for FFEPs from their employees. In contrast, some managers who knew about FFEPs reported that they had observed their employees' requests for such support.
27. There is a lack of FFEPs across different industries in Hong Kong. Managers across industries observed insufficient policy and practice in the workplace to help employees maintain work-family balance.

Views and Attitudes towards Employees with FRs and FFEPs

28. From the perspective of the managers, employees with FRs are vulnerable to psychological and emotional distress due to the difficulty of juggling between work and family demands. Some interviewees believed that family-to-work interference affects employees' work performance. However, other managers believed that the performance of employees are largely determined by their individual ability rather than whether or not they have additional roles and responsibilities.
29. From the employers'/managers' perspective, it is widely accepted that employers across different industries, from small to large-sized companies, have the social responsibility to provide family-friendly organizational culture through adopting general types of FFEPs to help employees balance work and family life.
30. Some interviewees expressed that it is not necessary for the company to provide specific childcare, elderly or disability-related support because they believed that it is not the employers' responsibility. This is consistent with the survey finding that FFEPs addressing the specific needs of children, elderly, or persons with disability were the least offered FFEPs across respondent companies.
31. Several managers agreed that small-sized companies have fewer resources for adopting FFEPs in the workplace so small-sized companies are less adaptive than large-sized companies regarding FFEPs.

Suggestions for a Family-Friendly Harmonious Workplace

32. Interviewees from large-sized companies were more likely to suggest providing more flexible hours to employees with FRs on an as-needed basis. This is consistent with the survey finding that flexible work schedule is one of the FFEPs desired by most respondents to be provided by employers to achieve work-family balance.
33. Interviewees across different industries mentioned that the employer is the most significant stakeholder in implementing FFEPs. In terms of the lack of knowledge and awareness of FFEPs, employers are suggested learning from the successful examples of FFEPs that have led to a win-win situation for both employers and employees, such as exemplary employers signing Good Employer Charter or being awarded Caring Organization. Active learning would increase employers' awareness to work-family balance and create a positive attitude towards providing family-friendly support in the workplace.
34. Some managers raised the concern of financial cost for implementing FFEPs. They suggested that financial subsidies or child daycare service provided by the Government can support small-sized companies.
35. Regarding employees' apparent lack of clear information about the availability of FFEPs and the application procedures for family-friendly support, employers are suggested to increase transparency of employee benefits by communicating proactively with employees, updating the benefits and policies section of the intranet, and sending regular notification emails to staff regarding company FFEPs.
36. Some managers believe that raising employees' awareness and knowledge about their rights to apply for FFEPs is important. Managers from different company sizes welcome their employees to express their family needs and are willing to accommodate employees' needs in maintaining work-family balance.

Recommendations

Based on our observations from the quantitative and qualitative studies, the following six recommendations on staff training, FFEPs provision, and resources for mental health support are made.

37. Employers are suggested to offer work arrangement and leave benefits as FFEPs to support employees with different FRs. Five-day workweek, flexible work schedule, and special casual leave are highly demanded by employees among different family roles. By offering more general forms of family-friendly support, all employees with FRs can benefit by addressing their daily caregiving needs to help them achieve work-life balance.
38. Family medical insurance and critical incident support are highly demanded so employers are encouraged to offer them to employees in case of health-related problems in the family

and in times of crisis. Leave to care for children, elderly or persons with disability, which are rarely provided by employers, should also be made available to employees with FRs as they may have an urgent need to take care of children, elderly or persons with disability. Situational FFEPs are mutually beneficial to both the organization and employees because they enable employees with FRs to quickly resume effective operation at work and at home.

- 39.** Employees with FRs received the least family-friendly support in the “Accommodation and food services”, “Manufacturing”, and “Transportation, storage, postal and courier services” industry. Business leaders and industry stakeholders of these notable sectors should therefore work closely with the Labour Department and EOC to devise viable solutions to cultivate a good human resource management culture and formulate FFEPs that can help their employees fulfil work and family responsibilities simultaneously. Different types of family-friendly support may be considered to accommodate the specific job requirements while also enabling employees to maintain work-life balance. Job sharing, reduced work hours, special casual leave, and family-related leaves, to name a few, are FFEPs that may be considered by manual labour and service industries.
- 40.** Employers are encouraged to have a written family-support policy and formally inform employees about the types of support that they are entitled to. The Government should also consider providing more resources and assistance to the EOC, the Labour Department and employers to proactively facilitate the adoption of FFEPs across industries in order to help employees balance work and family responsibilities, such as knowledge transfer forums can be lined up for human resources and management of business to create a platform that brings together impactful business leaders and industry stakeholders to share their insights on building a family-friendly harmonious workplace.
- 41.** The Labour Department and the Family Council should work together with EOC to provide more seminars and talks not only for the frontline/operational staff about stress management, resilience development, and work-life balance strategies, but also for the management staff about employee-oriented management practices. A better understanding about the importance of FFEPs will provide the foundation for a family-friendly harmonious workplace, creating a win-win situation for both employers and employees.
- 42.** Employers are encouraged to provide an employee assistance program (e.g., 24-hour hotline, psychological assessment, counselling service, and referral to specialists) as a mental health first aid for employees with FRs who experience personal, family, mental or emotional problems. These programs are typically company-funded and provisioned by a third-party service provider or vendor. For small and medium enterprises, they may lack the human and financial resources to provide such support for their staff. The Government may consider either providing financial subsidies or centralized support services for subscription by small and medium-sized enterprises.

報告摘要

背景

1. 香港超過 60% 的在職成年人有照顧家庭的責任，因此必須同時兼顧工作和家庭的責任(平等機會委員會, 2018)。然而，有照顧家庭責任的僱員(employees with FRs)在平衡工作和家庭責任時遇到困難(Liu & Cheung, 2015)。為了促進有照顧家庭責任的僱員的工作與家庭平衡，我們需要更深入地了解香港的家庭友善僱傭措施(FFEPs)。
2. 研究團隊採用混合研究序列解釋的設計，定量和定性數據互相補充，從而進行更堅實和更深入的分析。在定量研究一中，橫斷性研究問卷採用了目的性抽樣方式向來自不同行業、有照顧家庭責任的僱員收集數據。在定性研究二中，深入訪談採用了目的性抽樣方式，向僱主和經理收集數據。
3. 在橫斷性研究問卷調查中，透過目的性抽樣方式共收集了 400 份有照顧家庭責任的僱員的樣本數據，全面了解香港的家庭友善僱傭措施。問卷調查於 2021 年 2 月至 5 月期間進行。25 名僱主和經理以目的性抽樣方式被選出參加深入訪談，豐富了定量研究的結果，從管理的角度更深入地討論如何促進家庭友善的和諧工作間。訪談於 2021 年 11 月至 12 月期間進行。

研究目標

4. 是次研究旨在全面分析：
 - a. 家庭友善僱傭措施在不同行業中的提供和種類；
 - b. 影響有照顧家庭責任的僱員使用家庭友善僱傭措施的因素；
 - c. 家庭友善僱傭措施與僱員幸福感的關聯；
 - d. 工作需求與僱員幸福感的關聯；
 - e. 不同家庭責任的僱員最期望的家庭友善僱傭措施；
 - f. 工作文化與僱員幸福感的關聯；和
 - g. 僱主和經理就提供家庭友善僱傭措施以針對照顧家庭需要的意見和建議，並識別行業和公司實施家庭友善僱傭措施所面對的困難。

問卷調查之重要發現

家庭責任

5. 平均每位受訪者照顧約兩名家庭成員，並且每天需 3 小時來照顧。最常見的被照顧對象是配偶和父母（56.5%），長者（34.8%）其次是兒童（15%）。
6. 受訪者最常提供的協助是「安慰和開解」（47.8%）、「料理起居飲食」（44.3%）和「陪同覆診」（22.5%）。

家庭友善僱傭措施在工作間的普遍性和提供

7. 對於家庭友善僱傭措施的普遍程度，只有 14.4%的受訪者認為家庭友善僱傭措施在香港「非常普遍」或「普遍」，而 85.6%的受訪者認為家庭友善僱傭措施在香港「不太普遍」或「完全不普遍」。
8. 分別只有 26.5% 和 18.5% 的受訪者表示他們的公司已提供家庭友善僱傭措施及已參加《好僱主約章》。超過半數受訪者表示，他們不知道他們在職的公司有沒有提供家庭友善僱傭措施（50.8%）或有沒有參與《好僱主約章》（67.3%）。這指出了受訪者缺乏對他們公司的家庭友善計劃的意識。
9. 大多數的受訪者（88.5%）認為公司或機構「少許需要」、「有需要」或「非常有需要」向僱員提供家庭友善僱傭措施。
10. 本港僱主最常提供的家庭友善僱傭措施包括恩恤假（70.8%）、婚假（69.4%）、五天工作周（61.1%）、生日假（57.8%）、家庭醫療保障（44.3%）、彈性上班時間（42.5%）、居家或遙距辦公（39.5%）、緊急事件援助（39.3%）、僱員輔助計劃（33.6%）、和舉辦家庭康樂活動（33%）。
11. 家庭友善僱傭措施的普遍可用性在行業有顯著差異。相比下，從事「地產、專業及商用服務業」的受訪者更有可能獲得五天工作周、僱員輔助計劃、生日假、恩恤假、婚假、及家庭康樂活動。從事「金融及保險業」的受訪者更有可能獲得五天工作周及彈性上班時間。從事「資訊及通訊業」的受訪者更有可能獲得彈性上班時間及居家或遙距辦公安排從事「建造業」的受訪者更有可能獲得彈性上班時間、生日假、恩恤假、及婚假。
12. 家庭友善僱傭措施的普遍可用性在職位有顯著差異。相比下，作為「經理及管理人員」的受訪者更有可能獲得家庭醫療保障、僱員輔助計劃、及家庭康樂活動。
13. 家庭友善僱傭措施的普遍可用性在公司規模有顯著差異。相比下，在大型公司工作的僱員更有可能獲得五天工作周、緊急事件援助、家庭醫療保障、僱員輔助計劃、生日假、恩恤假、婚假、及家庭康樂活動。

最常見的家庭友善僱傭措施的使用率和家庭友善僱傭措施申請困難

14. 在受訪者中，有 77.1%的人經常使用五天工作周。此外，他們會間中使用數個由他們公司提供的家庭友善僱傭措施，包括居家或遙距辦公安排（43.7%）、彈性上班時間（40.6%）、家庭康樂活動（39.7%）、家庭醫療保障（37.7%）、緊急事件援助（34.7%）及僱員輔助計劃（32.1%）。

15. 對於恩恤假（93.3%）、婚假（95.9%）、緊急事件援助（84.5%）、家庭醫療保障（77.1%）、僱員輔助計劃（93.2%）、和家庭康樂活動（83.1%），大多數的受訪者使用少於有權使用的天數或表示使用頻率較低，因為他們表示「個人沒有需要使用」，這指出低使用率的理由不是由於工作相關因素導致。對於居家或遙距辦公（42.1%），大多數的受訪者表示使用頻率較低，因為他們表示「受工作性質限制」。
16. 只有 5.8% 的受訪者表示在申請家庭友善僱傭措施時遇到困難。其中大部分的受訪者在申請五天工作周（47.8%）、特別事假（39.1%）、家庭醫療保障（34.8%）、彈性上班時間（30.4%）和照顧家裡長者/傷殘人士假（30.4%）時遇到困難。
17. 在申請過程遇到困難的受訪者中，有顯著比例的受訪者表示他們所面對的困難是「不知道如何申請」（39.1%）和「受工作性質限制」（34.8%）。只有 34.8% 表示遇到困難的受訪者採取了行動，包括向同事、直屬上司、管理層、或人力資源部投訴。而大多數的受訪者因為「擔心影響職業前景」而沒有採取行動。

家庭責任及最受期望的家庭友善僱傭措施

18. 最多僱員認為僱主需提供的家庭友善僱傭措施包括五天工作周（72.8%）、彈性上班時間（67.3%）、特別事假（66.5%）、家庭醫療保障（64.8%）和緊急事件援助（58.3%）以促進工作與家庭平衡。
19. 最少僱員認為僱主需提供的家庭友善僱傭措施包括職位共享（11%）、壓縮工作時間（21.5%）、半職工作（22.5%）、兒童課後照顧（24.8%）、長者/傷殘人士日托服務（28.2%）、及育兒支援（28.3%）。
20. 按被照顧對象劃分（116 名嬰兒、兒童及青少年照顧者、228 名配偶和父母照顧者、及 163 名長者、殘疾人士及長期病患者照顧者），最多僱員最期望的家庭友善僱傭措施包括：五天工作周（嬰兒、兒童及青少年：75.0%、配偶和父母：71.9%、長者、殘疾人士及長期病患者：72.4%）、彈性上班時間（嬰兒、兒童及青少年：74.1%、配偶和父母：69.3%、長者、殘疾人士及長期病患者：64.4%）和特別事假（嬰兒、兒童及青少年：74.1%、配偶和父母：66.7%、長者、殘疾人士及長期病患者：65.0%）。
21. 五天工作周、彈性上班時間、及家庭康樂活動的需求在行業有顯著差異。相比下，從事「運輸、倉庫、郵政及速遞服務業」（92.9%）的受訪者對五天工作周表示有較高需求。從事「資訊及通訊業」（100%）和「金融及保險業」（84.6%）的受訪者對彈性上班時間表示有較高需求，而從事「進出口、批發及零售業」（85.7%）的受訪者對舉辦家庭康樂活動表示有較高需求。

22. 彈性上班時間的需求在年齡有顯著差異。相比下，較年輕的受訪者比起較年長的受訪者對彈性上班時間表示有較高需求，該些較年輕的受訪者年齡為 18 至 24 歲（70.6%）、25 至 34 歲（75.4%）、及 35 至 44 歲（81.9%），而該些較年長的受訪者年齡為 55 至 64 歲（42.4%）及 65 歲或上（37.5%）。

在職人士幸福感的相關性

23. 在工作間得到生活支援、家庭相關休假福利、母親額外支援和育兒支援與減低工作與家庭的衝突，及提高家庭滿意度和家庭功能顯著有關。
24. 超時工作、下班後或週末工作、不規律的工作時間、工作過度負荷、機構限制和人際衝突，與增加工作與家庭衝突、照顧者負擔、抑鬱和焦慮症狀顯著有關，而不規律的工作時間、工作過度負荷、機構限制與降低家庭的滿意度和家庭功能顯著有關。
25. 具支持性、公平和家庭友善的公司與減少工作與家庭衝突、照顧者負擔、抑鬱和焦慮症狀，以及提高家庭滿意度和家庭功能顯著有關。

深入訪談之重要發現

對家庭友善僱傭措施的認知、認識及普遍性

26. 僱主和經理表現出對家庭友善僱傭措施的認識和認知不足。有些經理表示他們沒有留意僱員有提出家庭友善僱傭措施的需求。相反，有些認識家庭友善僱傭措施的經理表示他們觀察到僱員有提出有關支援的需求。
27. 香港不同行業都缺乏家庭友善僱傭措施。許多來自不同行業的經理都發現，在工作間維持僱員工作與家庭平衡的政策和措施並不足夠。

對有照顧家庭責任的僱員及家庭友善僱傭措施的看法及態度

28. 從經理的角度來看，由於難以兼顧工作和家庭需求，有照顧家庭責任的僱員容易受到心理和情緒壓力困擾。部分受訪者認為，家庭對工作的干擾會影響員工的工作表現。不過，亦有些經理認為，僱員的表現在很大程度上取決於他們的個人能力，而不是他們是否有額外的角色和責任。
29. 從僱主或經理的角度中，他們普遍認為不同行業，從小型到大型公司的僱主都有社會責任透過採用大眾化的家庭友善僱傭措施來協助僱員平衡工作和家庭生活，從而建立家庭友善的工作文化。

30. 部分受訪者表示，公司認為沒有必要提供育兒支援以及照顧長者或傷殘人士相關措施，因為他們認為這並不是僱主的責任。這與問卷調查結果一致，在受訪者的公司裏提供照顧兒童、長者或殘疾人士的家庭友善僱傭措施是最不常見的。
31. 幾位經理同意，小型公司擁有較少的資源，所以相比大型公司較難在工作間實施家庭友善僱傭措施。

建立家庭友善的和諧工作間的建議

32. 大型公司的受訪者建議按有照顧家庭責任的僱員的需要為他們提供彈性上班時間。這與調查結果一致，彈性上班時間是最多僱員認為僱主需要提供的家庭友善僱傭措施之一，以協助達到工作與家庭平衡。
33. 不同行業的受訪者認為僱主是實施家庭友善僱傭措施的最主要持份者。針對僱主對家庭友善僱傭措施的認識和認知不足，建議僱主學習家庭友善僱傭措施的成功例子從而為僱主和僱員帶來雙贏的局面，例如簽署《好僱主約章》或獲頒《商界展關懷》標誌的模範僱主。主動學習可以提升僱主對工作與家庭平衡的認識和建立在工作間提供家庭友善的支援的積極態度。
34. 部分經理提出實施家庭友善僱傭措施的財政支出問題。他們建議政府可提供財政補貼或日間託兒服務為小型公司提供支援。
35. 由於缺乏有關家庭友善僱傭措施提供的資訊和申請家庭友善支援的程序，有受訪者建議僱主可通過主動與員工溝通、更新公司的內聯網的福利及政策頁面，以及定期向僱員發出關於公司家庭友善僱傭措施的電郵，從而提高僱員福利的透明度。
36. 部分經理認為提高僱員申請家庭友善僱傭措施權利的意識和知識很重要。不同行業的經理歡迎其僱員反映其家庭需要及願意滿足其需要以協助維持工作與家庭平衡。

建議

根據對定量和定性研究的觀察，分別就員工培訓、提供家庭友善僱傭措施和支援精神健康的資源提出以下六項建議。

37. 建議僱主提供工作安排及休假福利的家庭友善僱傭措施，以支援不同家庭責任的僱員。在不同家庭角色中的僱員很希望公司能提供五天工作周、彈性上班時間、及特別事假。透過提供更多一般型的家庭友善支援，解決僱員日常需要提供照顧的需求，以幫助他們實現工作與家庭平衡，使所有有照顧家庭責任的僱員可以從中受惠。
38. 僱員很希望公司能提供家庭醫療保障和緊急事件援助，所以鼓勵僱主為僱員提供家庭醫療保障和緊急事件援助以協助僱員處理家庭健康相關問題和危機時刻。別外僱

主很少提供照顧兒童和長者或殘疾人士的假期。研究團隊鼓勵僱主為有照顧家庭責任的僱員提供照顧兒童和長者或殘疾人士的假期，因為他們可能有迫切需要照顧兒童和長者或殘疾人士。機構及僱員彼此都可從狀況性的家庭友善僱傭措施中受益，因為家庭友善僱傭措施可以快速地令有照顧家庭責任的僱員在工作上及家庭上重回有效的表現。

39. 有照顧家庭責任的僱員在「住宿及膳食服務業」、「製造業」、及「運輸、倉庫、郵政及速遞服務業」中收到最少的家庭友善支援。該些領域中的商業領袖及行業持份者應與勞工處和平等機會委員會緊密合作以找出可行的解決方法以加強良好人力資源管理文化及制定家庭友善僱傭措施以幫助他們的僱員可以同時完成工作及家庭責任。應考慮不同的家庭友善支援以調節特定的工作要求，而且可以令僱員保持工作與家庭平衡。體力勞動及服務性行業可以考慮提供例如職位共享、縮短上班時間、特別事假、及家庭相關假期作為家庭友善僱傭措施。
40. 鼓勵僱主提供書面形式的家庭支援政策及正式地告知僱員他們有權獲得的支援種類。政府亦應考慮為平等機會委員會、勞工處及僱主提供更多資源及協助，積極地促進在不同行業對家庭友善僱傭措施的推廣，以幫助僱員平衡工作和家庭責任。例如，可以為人力資源和企業管理人員舉辦知識轉譯論壇，以打造一個平台匯聚具影響力的商業領袖和業界持份者，分享他們在建立家庭友善和諧工作場所方面的見解。
41. 勞工處和家庭議會應與平等機會委員會合作，不但為前線或營運員工提供更多壓力管理、心理韌性發展和工作與生活平衡策略的研討會和講座，也為管理人員提供更多以員工為本的管理方法的研討會和講座。更全面地了解家庭友善僱傭措施的重要性會為家庭友善的和諧工作間建立基礎，為僱主和僱員帶來雙贏的局面。
42. 鼓勵僱主提供僱員輔助計劃（例如：24 小時熱線電話、心理評估、諮詢服務和專業轉介服務）為遇到個人、家庭、精神或情緒問題的有照顧家庭責任的僱員作出精神健康急救。這些計劃通常由公司資助並由第三方服務提供商或供應商提供。對於中小型企業而言，他們可能缺乏人力和經濟資源為其員工提供此類支援。政府可考慮為中小企業提供財政補貼或集中支援服務。

1. BACKGROUND AND OBJECTIVES

1.1. Employees with Family Responsibilities in Hong Kong

Work and family are two central life domains important to most adults around the globe. Like many urban cities, people in Hong Kong experience pressures from the work domain that interfere with the family domain due to long working hours, high job demands, and poor work-life balance. Local statistics showed, alarmingly, that 40% of working adults reported high levels of job stress and burnout, over 40% suffered from anxiety, and 20% suffered from depression (Occupational Safety & Health Council, 2002; 2018). The detrimental effects of work-to-family interference is expected to be even more severe among *employees with family responsibilities (FRs)*. Women are increasingly expected to join the labour force at different stages of their life, while men are increasingly involved in family responsibilities, replacing the traditional male breadwinner families (Halpern & Cheung, 2008). More than 60% of the working adults in Hong Kong have caregiving responsibilities, and therefore have to juggle between both work and family commitments (Equal Opportunities Commission, 2018). However, employees with FRs experience serious difficulties in balancing work and family obligations (Liu & Cheung, 2015). They are more likely to experience high levels of marital conflict, stress, and strain because of work-family conflict (Parasuraman & Greenhaus, 2002). A local survey recently found that over half of the working families suffered from mental health problems, including insomnia, mental instability, and depressive symptoms (Guo, 2018).

Therefore, protecting employees with FRs' welfare (health, happiness, and well-being) and defending their rights (discrimination-free work environment and family-friendly support) are critical. The Hong Kong Government has been striving towards a family-friendly environment via the anti-discrimination legislation in the 1997 *Family Status Discrimination Ordinance (FSDO)* (Hong Kong e-Legislation, 2018). Under the FSDO, people who have family status are protected against discrimination. Family status refers to having responsibility for the care of an immediate family member, including people who are related by blood, marriage, adoption or affinity, such as spouse, parents, children, grandparents, and grandchildren. It is considered as discrimination when a person treats an employee with FRs less favourably than others (direct discrimination), or when a requirement or condition is applied equally to everyone but adversely affecting an employee with FRs (indirect discrimination).

To address the needs of employees with FRs, the Government has been promoting *family-friendly employment practices (FFEPs)* to help them balance between work and family responsibilities (Hong Kong Government, 2017). According to the Labour Department (2015), examples of FFEPs include: a) flexible paternity leave to provide care and support to the employees' wife; b) five-day workweek policy for rest and family gatherings; c) work-from-home arrangements for employees to attend to family care; and d) flexible working hours (e.g., flexitime, compressed workweek, and part-time work) to facilitate work-family balance.

However, these efforts have not been fully effective. Although employers and employees are legally liable to the conduct of an unlawful act under FSDO (Hong Kong e-Legislation, 2018),

many people are still not aware of the FSDO requirements and legal liabilities. The Equal Opportunities Commission (EOC) received 216 FSDO-related complaints from 2018 to 2022. From EOC's Equal Opportunities Casebook (2021), complaints include a female employee not being permitted to take urgent leave to take care of her son with medical condition or a male employee was dismissed for taking paternity leave (Equal Opportunities Commission, 2021a, 2021b). The public's understanding and perception of family care also contribute to this dire situation. Employees might perceive family status discrimination as understandable due to internalization of negative stereotypes (e.g., beliefs about reduced productivity due to family role), which leads to acceptance of injustices (e.g., oblige to unfair treatment and take responsibility for work-family mismatch) and rejection of available support (e.g., feelings of guilt for utilizing family benefits) (Walters & Whitehouse, 2015).

Provision of policies alone is not enough without considering the personal concerns of employees with FRs (Walters & Whitehouse, 2015), overcoming the normative barriers of the organizational culture (Thompson et al., 1999), and addressing the contextual difficulties of the workplace (Coffey & Dugdill, 2006). Good people management practices that are not only law-abiding, but also employee-oriented, equal, and fair, so as to foster a harmonious and productive work environment (Labour Department, 2009). Statistics showed that this was rare in Hong Kong (Equal Opportunities Commission & Women's Commission, 2006). Very few employers were aware of FFEPs being implemented (37%) and the adoption of formal policy or guidance for FFEPs was low (10%). Of the few companies that had adopted FFEPs, only 57% included family care leave, 44% included five-day workweek, and 27% included flexible work shift. Meanwhile, 76% of employees expressed the need for FFEPs and 70% did not consider their companies to be family-friendly. In addition, a recent report on small and medium enterprises showed that only 17% of the employers claimed that FFEPs were put into practice (Equal Opportunities Commission, 2016). It suggests that more work is needed to promote policies and practices to help employees achieve work-family balance.

To encourage employers to provide workplace flexibility and support for employees with family and caring responsibilities, we need more in depth understanding about FFEPs in Hong Kong. The present study aims to address the problem of family status discrimination as reported in EOC's recent research (2020) by comprehensively examining the availability and types, utilization barriers, implementation difficulties, beneficial outcomes, and target beneficiaries of FFEPs across different industries. This study will help to formulate evidence-based recommendations to enhance public awareness, promote equal opportunities in workplace, and encourage employers to provide FFEPs to employees with FRs. We will adopt a mixed-methods sequential explanatory design, in which quantitative and qualitative data will enable robust and in-depth analysis. The quantitative Study 1 (N = 400) will provide a general understanding of the research problem while the qualitative Study 2 (N = 25) will help to enrich the quantitative results by enabling more in-depth discussions on the research objectives.

1.2. Scope and Expected Social Impacts

By understanding the availability, utilization, outcomes, beneficiaries, organizational considerations, and implementation difficulties of FFEPs, this project will produce a number of practical implications for protecting the rights of employees with FRs in the workplace.

First, a study on FFEPs in Hong Kong was conducted 14 years ago (Equal Opportunities Commission & Women's Commission, 2006). It revealed that the most common FFEPs implemented by employers include family care leave, five-day workweek, and flexible work shift, while the most wanted employment practices by employees include flexitime, compressed work schedule, work-from-home arrangements, and maternity/paternity leave. Major changes have been made to the labour laws since then, such as paternity leave has been extended to 5 days, and maternity leave will be increased to 14 weeks. Moreover, with technological advancements, virtual offices have enabled industries to move their goods and services online. This project aims to generate a profile of FFEPs that are currently provided to employees with FRs across industries. It helps identify the up-to-date practices and shed light on industries that are lacking in family support so as to inspire and encourage more employers to formulate family-friendly practices that suit the needs and interests of their employees.

Second, it is well-established that availability of family-friendly support does not necessarily lead to employee utilization (Vyas et al., 2017). However, knowledge about the factors that affect utilization is still in its infancy. The majority of studies on family-friendly practices do not separately examine access and usage. While a few studies examined the uptake of family support, they are limited by the focus on individual-level factors, such as demographics and perceived usefulness (Vyas et al., 2017; Walters & Whitehouse, 2015). Organizational culture may also facilitate or impede the effectiveness of family-friendly policies. For example, workplace norms where employees are expected to keep busy without interruption would run counter to FFEPs utilization. Employees working in an unsupportive, unjust, or family-unfriendly environment would be reluctant to utilize benefits because of guilt for not fulfilling job demands, worry about employers/managers' disapproval, or fear of negative career consequences (Thompson et al., 1999). This project aims to examine individual-level and organizational-level factors that influence the utilization of FFEPs to provide the much needed data for explaining and encouraging the uptake of these benefits.

Third, while the government has been advocating FFEPs for a number of years, its beneficial effects for helping employees with FRs balance work and family life remain largely unknown. Prior research showed that employees who considered their employer as family-friendly were more likely to experience higher levels of job and family satisfaction, as well as less likely to report work stress, physical and psychological symptoms, work-family imbalance, turnover intention, and absenteeism (Equal Opportunities Commission & Women's Commission, 2006). The present study aims to not only examine the impact of organizational culture (defined as supportiveness, fairness, and family-friendliness), but also investigate whether different types of FFEPs (e.g., work arrangement, leave benefits, daily life support) would benefit work, family and well-being outcomes of employees with FRs from a work-family interface

perspective. Findings can encourage employers to provide the types of workplace flexibility and support that are effective and highly needed by employees with FRs.

Fourth, although substantial research has been conducted on work-family conflict, little is known about the differential experiences of employees with a variety of family care responsibilities. A local survey recently found that among employees with family status, 70% have care responsibilities for children, 44% for parents, and 28% for spouses (Equal Opportunities Commission, 2018). To date, no research has been conducted in Hong Kong on the unique needs of employees with different types of family status. Research from the West showed that caregiving strain was greatest among working parents with young children, especially those who also had adult care responsibilities, while the lowest among those who provided care for a disabled adult (Fredriksen & Scharlach, 1999). It would be cost-effective to provide relevant FFEPs to employees with FRs according to their family needs. One of the major contributions of this study is to identify the types of FFEPs that are much needed by individuals with specific family responsibilities.

Finally, relying on policy provision alone is not enough for employers to develop, support, and provide FFEPs without addressing the contextual difficulties that they face. If the key barriers experienced by employers in implementing FFEPs remain ignored and unresolved, legislative intervention solely from the government's end will not be feasible. Evidence affirming challenges among different industries and companies will likely drive the key stakeholders to take much-needed and urgent agenda towards positive change. Research from the West showed that the main barriers perceived by employers include lack of time/monetary resources, not having the skills/expertise, too much change to keep up with, not know which issues were priorities, not knowing where to go to for help, and lack of evidence as to which policy works (Coffey & Dugdill, 2006). There is currently no available data in Hong Kong. By soliciting views and suggestions from employers and managers, this project aims to highlight their challenges and concerns to provide valuable insight to policy makers for devising workable policies and efficient resource allocation to facilitate FFEPs implementation in industries.

1.3. Theoretical Framework

Work-family conflict (WFC) refers to mutually incompatible demands between work and family roles such that both responsibilities become difficult to fulfil (Greenhaus & Beutell, 1985). It is derived from the scarcity hypothesis and the conservation of resources theory, which assumes that people have a fixed amount of resources, such as time and energy, to be devoted to different roles. Participation in multiple roles will lead to conflict and distress because of insufficient resources to fulfil the demands of those roles. WFC can occur when the demands of work interfere with those of the family. Job demands induce a loss of resources which interferes with the investment of resources for family demands (Grandey & Cropanzano, 1999). For instance, if one is requested to work overtime this flows to the family domain because s/he is unable to attend a family gathering. Research showed that WFC negatively influences employee outcomes (e.g., job dissatisfaction, family dissatisfaction, psychological distress) (Allen et al., 2000).

The theoretical framework of the work-family interface contains three core components: 1) resource-depleting and resource-providing antecedents, 2) WFC, and 3) employee outcomes (Michel et al., 2009). Resource-depleting factors that increase WFC include time-based and strain-based demands (Greenhaus & Beutell, 1985). The concept of time-based demands is derived from the idea that time is a limited resource so time spent on activities within one domain (e.g., work) cannot be spent on activities within another domain (e.g., family) (Steiber, 2009). For example, employees with FRs may experience time pressures due to long working hours, overtime work, and irregular work schedule, making it difficult to take up family responsibilities. Therefore, employees with FRs who experience more time-based demands are expected to report higher levels of WFC and worsened work, family and well-being outcomes. The concept of strain-based demands is derived from the idea that strain symptoms resulted from the characteristics of one's role (e.g., employee) can influence performance in another role (e.g., parent). Stressors such as workload pressures, organizational constraints, and interpersonal conflict increase the difficulty to comply with family demands. Strain-based demands exert their detrimental impact on WFC through energy depletion and emotional exhaustion (Steiber, 2009). The stressful events at work produce fatigue, anxiety, and distress, making it difficult to pursue a satisfying family life. Therefore, employees with FRs who experience more strain-based demands are expected to report higher levels of WFC and worsened work, family and well-being outcomes.

FFEPs is recognized as one of the most potent resource-providing factors for employees with FRs (Greenhaus & Powell, 2006). It is broadly defined as flexibility policies and arrangements (e.g., flexitime, compressed work schedule, and family care leave) afforded by an organization, employer, or supervisor to enable employees to determine the timing, pace, or location at which work demands are met so that they can take up family responsibilities and have a better quality of family life. FFEPs should be considered from the perspective of availability, utilization, and effectiveness (Carlson et al., 2010). Research showed that access to and usage of FFEPs contribute to lower levels of work-family conflict, job dissatisfaction, depression, and health problems (Thomas & Ganster, 1995). They also promote higher levels of work-family enrichment, family satisfaction, and work performance (Lapierre et al., 2018). This study aims to build on existing research by focusing on a wider range of FFEPs. Employees with FRs who work in organizations that provide FFEPs are expected to report lower levels of WFC and better work, family and well-being outcomes.

Organizational culture is conceived as shared assumptions, beliefs, and values that the organization supports, including concern for employee well-being (organizational support), embrace equal treatment of employees (organizational justice), and value integration of work and family lives (work-family culture) (Thompson et al., 1999). A supportive, fair, and family-friendly context creates work resources to enhance family quality (Lapierre et al., 2018). Perceived organizational culture can influence employees' decisions to utilize FFEPs, thereby affecting the effectiveness of these benefits. Such cultures can also act as work resources for reducing the adverse effects of job demands on WFC and employee outcomes (Mauno et al., 2006). Therefore, employees with FRs who work in organizations with a positive

organizational culture are expected to report lower levels of WFC and better work, family and well-being outcomes.

1.4. Objectives

This study aims to comprehensively examine:

- a) The availability and types of FFEPs in different industries;
- b) The factors that affect utilization of FFEPs among employees with FRs;
- c) The associations between FFEPs and employee well-being;
- d) The associations between job demands and employee well-being;
- e) The most desired FFEPs among employees with different FRs;
- f) The associations between organizational culture and employee well-being; and
- g) The views and suggestions from employers and managers in providing FFEPs to address the needs of family care and identifying the difficulties of implementation facing industries and companies.

2. RESEARCH DESIGN

This project comprises of two studies to meet the aforementioned objectives. Mixed-method sequential explanatory design is employed to enable quantitative and qualitative data to complement each other for a more robust and in-depth analysis. Quantitative Study 1 provides a general understanding of the research problem while qualitative Study 2 helps enrich the quantitative results by enabling more in-depth discussions on the research objectives (Ivankova et al., 2006).

2.1. Study 1

In Study 1, a cross-sectional survey with purposive sampling was adopted to obtain responses from employees with FRs. This study aimed to fulfil objectives a) to f). A structured questionnaire consisting of valid and reliable instruments for assessing work demands, FFEPs, organizational culture, work-family interface, and work, family and well-being outcomes was developed. The questionnaire is shown in Appendix 1. Based on the two most recent meta-analyses of workplace discrimination, work-family organizational support, and employee outcomes, the effect size of the relationships between variables ranged from 0.32 to 0.36 (Kossek et al., 2011; Triana et al., 2015). Hence, *power analysis* (Konstantopoulos, 2008) showed that to detect medium-sized effects, achieve statistical power of 0.80, and an alpha of 0.05, a total sample size of 400 employees with FRs was needed. The participant inclusion criterion was working persons with family responsibilities. Consistent with the FSDO, this project defines family responsibilities as providing care to one or more immediate family member(s), including people who are related by blood, marriage, adoption or affinity, such as spouse, parents, children, grandparents, and grandchildren. Family care provision includes personal care (e.g., going to the toilet, bathing, performing dialysis, etc.), transactional care

(e.g., homemaking, cooking, accompanying to clinic/hospital for follow-up, etc.), and emotional care (e.g., providing support in well-being, being attentive and responsive, providing emotional comfort and relief, etc.). A total number of **400** employees with FRs across major industries in Hong Kong was recruited as samples. The surveys were collected between February and May 2021. Since the survey was implemented during the COVID-19 pandemic, during which many employers were adopting flexible work arrangements or work-from-home arrangements as social distancing measures against the epidemic situation, the participants were instructed to respond to questions about FFEPs for typical work days and to exclude the pandemic-related special work arrangements.

Target participants were recruited via our own and collaborator's network. Purposive sampling was used to recruit the employees with FRs. Recruitment was supported by HK.WeCare of Wofoo Social Enterprises as they have a large network of corporates, non-profit organizations, charities, community groups, and schools in Hong Kong. We contacted various corporates, companies, small businesses, and trade unions from different industries to collaborate with us for participant recruitment.

According to the population distribution of employees in Hong Kong during the project planning stage (Census and Statistics Department, 2019), the most common industries include 1) import/export and wholesale/retail, 2) social and personal services, 3) professional and business services, 4) accommodation and food services, and 5) finance and insurance. The research team collaborated with a total of 12 organizations from the major industries to collect data from their employees.

Invitations with study details were sent to the collaborators and potential organizations for inviting participants to take part in the study. The questionnaire survey was conducted with employees with FRs at the participating organizations. We sent our research staff to the offices of the organizations to collect data from the respondents using pencil and paper questionnaires. A pilot study was conducted for assessing the preliminary questionnaire. Each questionnaire took approximately 60 minutes to complete. Respondents received a total of HK\$100 cash coupon as a token of appreciation.

2.2. Study 2

In Study 2, in-depth interviews was conducted to solicit views and suggestions from the managerial staff. The purpose of this study is to answer questions about the types of FFEPs available to employees, perceived benefits of FFEPs, and considerations and barriers for adopting workplace flexibility and support for employees with FRs. The participant inclusion criterion was any persons working in the management level, including employer, director, department head, manager, and supervisor, etc. Purposive sampling with multimodal recruitment strategy was used to recruit this specific sample: 1) invite survey participants who met the inclusion criterion; 2) contact the corporates and non-profit organizations from our collaborator's network; and 3) cold calling corporates, companies, and small businesses from different industries. A total sample of 25 employers and managers was recruited. This sample

size is considered adequate to identify the themes, clarify the relationships between concepts, and enable variation in the phenomena of interest (Morse, 1995). The interviews were conducted between November and December 2021.

Semi-structured interview guidelines and prompts were developed according to a standardized in-depth interview protocol (Seidman, 2019). The interview guideline is shown in Appendix 2. To encourage employers and managers to provide workplace flexibility and support for addressing the needs of employees with FRs, the quantitative findings from Study 1 were used to guide the interview questions in Study 2. Valuable insights were obtained from the management level about the supportive, fair, and family-friendly strategies for managing employees with FRs, integration of employees with FRs into the work environment through family-friendly and discrimination-free practices, and considerations of implementing FFEPs that are highly needed by employees with FRs. Flexibility was allowed during the interviews to enable unanticipated themes to emerge. The interviews were audio recorded and lasted for approximately 60 minutes in a quiet venue. An incentive of HK\$100 cash coupon was given to each participant.

2.3. Pilot Study

A pilot study with a small sample of 10 employees with FRs was conducted for assessing the preliminary questionnaire, which was translated into Chinese using the translation/back-translation procedure. Pilot respondents were debriefed upon completion to determine the appropriate duration, and identify problematic items and scales. Revisions were made to improve the length, clarity and readability. Another pilot study was conducted on 2 employers/managers for identifying the issues and barriers of participant recruitment, and for assessing the in-depth interview guideline. It helped focus, expand, or narrow the interview questions for a more insightful inquiry.

3. KEY FINDINGS FROM THE SURVEY

3.1. Socio-Demographic Characteristics of the Respondents

Survey data from a total of 400 employees with FRs has been collected. The socio-demographic characteristics are presented in Table 1, which includes sex, age, education level, marital status, industry, occupation, company size, working experience in current company, personal monthly income (HK\$), household monthly income (HK\$), full- or part-time, and mode of employment of the respondents. A total of 247 respondents were female (61.8%) and 153 were male (38.3%). A higher proportion of the respondents were aged between 25-34 (29.5%), with an education level of tertiary degree or above (46.8%). A majority of them worked in real estate, professional and business services (35.2%), social and personal services (17.6%), construction (15.3%), or accommodation and food services (10.1%), with personal monthly income ranging from HK\$10,000 to HK\$29,999 (84.9%), and household monthly income ranging from HK\$10,000 to HK\$49,999 (55.9%). In addition, 95.7% of the respondents were having a full-time job and 80.5% of them were under long-term employment.

Table 1. Socio-Demographic Characteristics of Respondents (N = 400)

	n	%
<i>Sex</i>		
Male	153	38.3
Female	247	61.8
<i>Age</i>		
18-24	17	4.3
25-34	118	29.5
35-44	94	23.5
45-54	89	22.3
55-64	66	16.5
65 or above	16	4.0
<i>Education Level</i>		
Primary or below	14	3.6
Lower secondary	23	5.9
Upper Secondary	77	19.6
Tertiary (Non-Degree)	95	24.2
Tertiary (Degree)	184	46.8
<i>Marital Status</i>		
Never married	169	42.7
Married	208	52.5
Separated/ Divorced/ Widowed	19	4.8
<i>Industry</i>		
Manufacturing	26	6.5
Construction	61	15.3
Import/ Export, Wholesale and Retail	7	1.8
Transportation, Storage, Postal and Courier Services	14	3.5
Accommodation and Food Services	40	10.1
Information and Communications	12	3.0

Finance and Insurance	13	3.3
Real Estate, Professional and Business Services	140	35.2
Social and Personal Services	70	17.6
Others	15	3.8
<i>Occupation</i>		
Managers and Administrators	101	25.8
Professionals	66	16.9
Associate Professionals	38	9.7
Clerical Support Workers	126	32.2
Service and Sales Workers	40	10.2
Others	20	5.1
<i>Company Size</i>		
Small (Less than 50 persons)	90	23.7
Medium (50-299 persons)	120	31.7
Large (300 persons or above)	169	44.6
<i>Working Experience in Current Company</i>		
Less than 5 years	161	41.5
5-10 years	84	21.6
10-15 years	60	15.5
15 years or above	83	21.4
<i>Personal Monthly Income (HK\$)</i>		
Less than 10,000	24	6.1
10,000-49,999	336	84.8
50,000-or above	36	9.1
<i>Household Monthly Income (HK\$)</i>		
Less than 10,000	7	1.8
10,000-49,999	212	55.9
50,000-or above	160	42.2
<i>Full-/ Part-time</i>		
Full-time	377	95.7
Part-time	17	4.3
<i>Mode of Employment</i>		
Long-term employment	317	80.5
Contract	77	19.5

Note: All percentages refer to the valid percentage. The summation of percentages may not equal to 100% due to rounding.

3.2. Family Responsibility

The respondents provided information about their caregiving role for at least one and up to five family members. They were asked to indicate their relationship (e.g., sibling, spouse, child, parent, or parent-in-law, etc.), type of care recipient (e.g., infant, child, teen, adult, pregnant woman, elderly, person with disability, or person with chronic illness, etc.), type of care assistance provided, and average hours per day spent on caretaking. On average, each respondent took care of 2 family members and spent 3 hours per day in caretaking. There were no significant differences between genders, where all $p > 0.05$.

The most common type of care recipient was spouse and parent (56.5%, n=226), elderly (34.8%, n=139), followed by child (15%, n=60). As respondents may take care of more than one family member, the total number of care recipients was more than 400. The most common assistance provided by the respondents were “Emotional comfort and relief” (47.8%, n=191), “Take care of daily living and diet” (44.3%, n=177), and “Accompanying follow-up consultation” (22.5%, n=90). The results are shown in Tables 2, 3, 4 and Figure 1.

Table 2. Average Number of Family Members Cared for and Average Hours per Day Spent in Caretaking

	Male		Female		Total	
	Mean	Standard Deviation (SD)	Mean	SD	Mean	SD
Number of family members cared for	1.99	0.98	2.04	1.175	2.02	1.10
Hours per day spent in caretaking	2.66	2.95	3.21	3.86	3.00	3.55

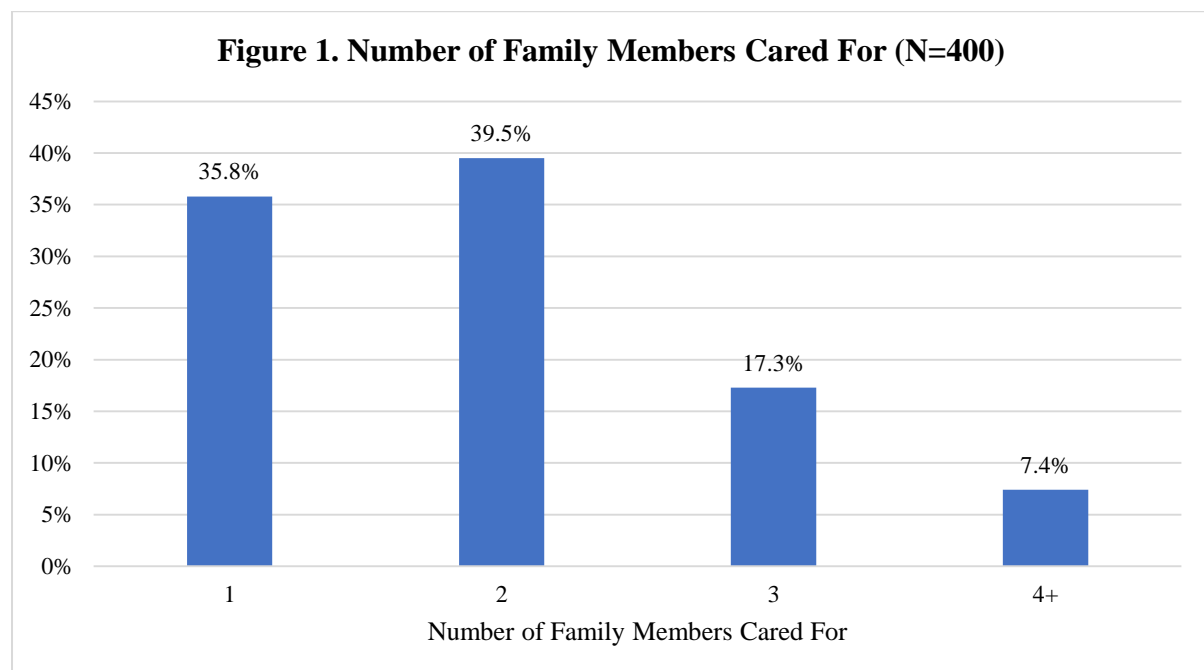


Table 3. Type of Care Recipients

	n	%
Spouse and parent	226	56.5
Elderly	139	34.8
Child	60	15.0
Teenager	50	12.5
Person with chronic illness	25	6.3
Infant	17	4.3

Person with disability	6	1.5
Pregnant woman	4	1.0

Notes: All percentages refer to the valid percentage; n = the number of respondents who have at least one of the corresponding type of care recipients.

Table 4. Type of Care Assistance Provided

	n	%
1. Emotional comfort and relief	191	47.8
2. Take care of daily living and diet	177	44.3
3. Accompanying follow-up consultation	90	22.5
4. Teach or assist children in doing homework	69	17.3
5. Personal hygiene such as toilet training, bathing, washing hair, etc.	62	15.5
6. Transportation	53	13.3

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question.

3.3. Knowledge & Understanding of FFEPs

Among the respondents, 41.7% (n=166) of them have heard of FFEPs and 58.3% (n=232) of them have never heard of them (Table 5). Also, for the “Good Employer Charter” launched by the Labour Department in Hong Kong, only 33.7% (n=132) of the respondents have heard about it and the remaining 66.3% (n=260) of them have never heard of it (Table 6).

Table 5. Knowledge of FFEPs

	n	%
Yes, have heard about them.	166	41.7
No, haven't heard about them.	232	58.3
Valid Total	398	100.0

Note: All percentages equal to the valid percentage

Table 6. Knowledge of “Good Employer Charter”

	n	%
Yes, have heard about it.	132	33.7
No, haven't heard about it.	260	66.3
Valid Total	392	100.0

Note: All percentages refer to the valid percentage

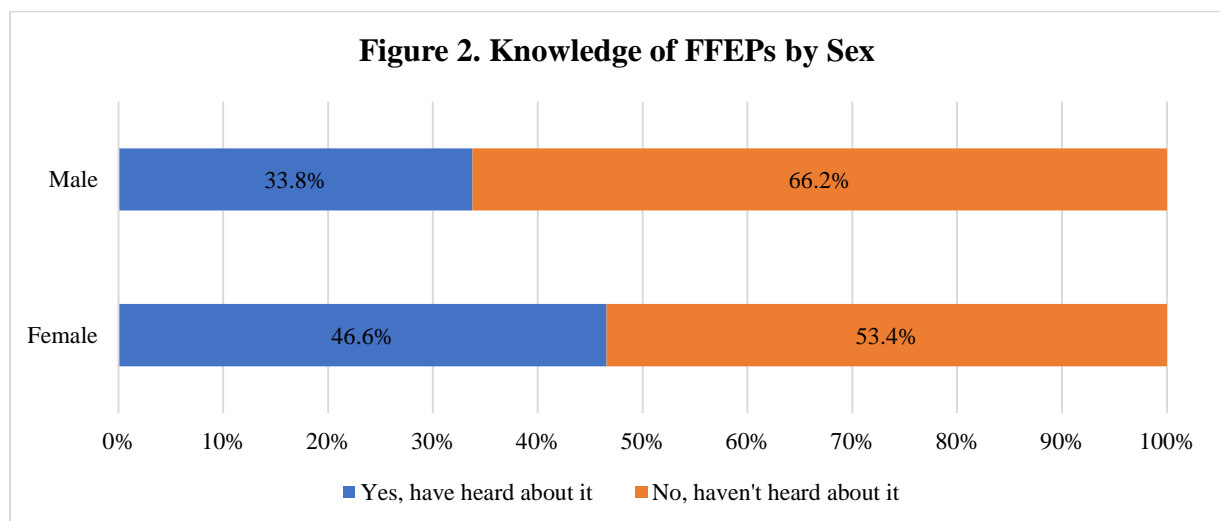
The relationships between the socio-demographic variables and the knowledge of FFEPs and “Good Employer Charter” in Hong Kong were assessed. The results are shown in Table 7. **Knowledge of FFEPs and “Good Employer Charter” were significantly different by sex, where all $p < 0.05$. Knowledge of “Good Employer Charter” was also significantly different by mode of employment, where $p < 0.05$.** There was no significant relationship between other variables, where all $p > 0.05$. As shown in Figures 2 and 3, while majority of both male and female employees have not heard about FFEPs and “Good Employer Charter”, male employees were slightly less knowledgeable about FFEPs (66.2%) and “Good Employer

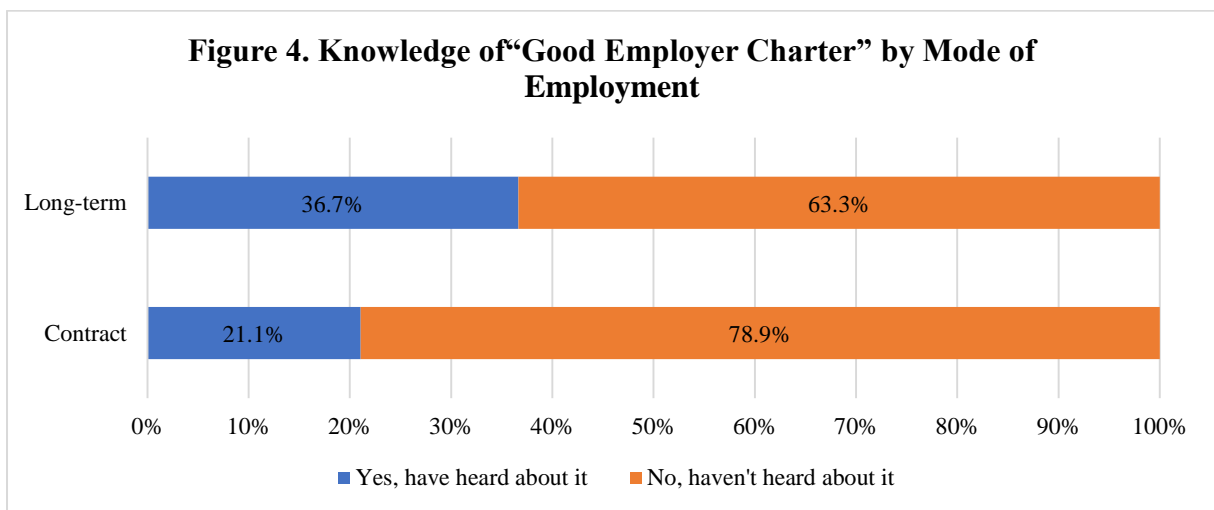
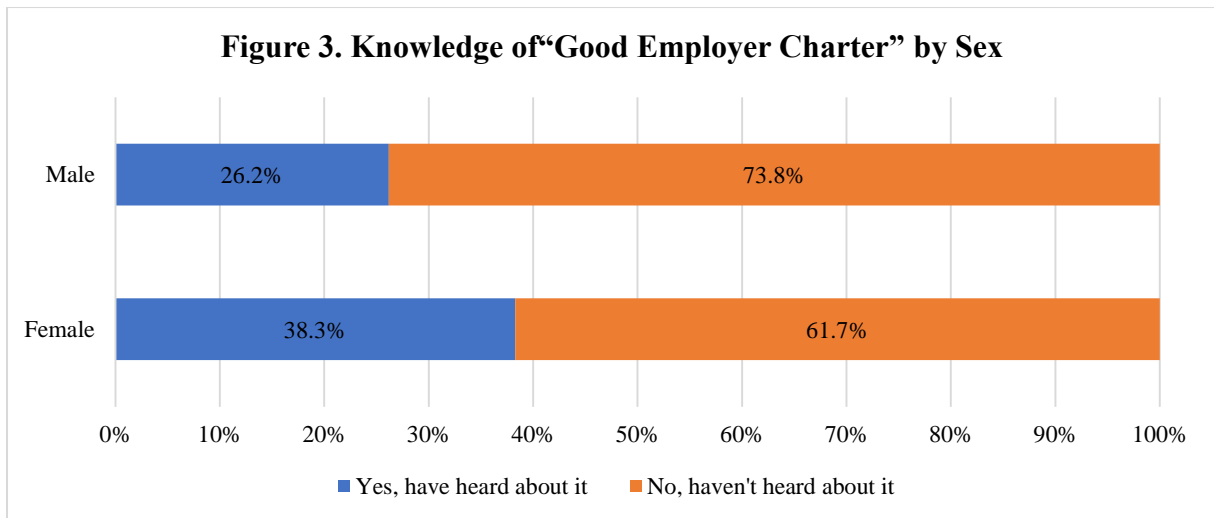
Charter” (73.8%) than female employees. As shown in Figure 4, those employees who were under contract employment were less knowledgeable about “Good Employer Charter” (78.9%).

Table 7. Knowledge of FFEPs and “Good Employer Charter” in Hong Kong by Socio-Demographic Variables

	FFEPs		“Good Employer Charter”	
	Yes, have heard about it (n, %)	No, haven't heard about it (n, %)	Yes, have heard about it (n, %)	No, haven't heard about it (n, %)
*Sex				
Male	51(30.7%)	100(43.1%)	39(29.5%)	110(42.3%)
Female	115(69.3%)	132(56.9%)	93(70.5%)	150(57.7%)
Education Level				
Primary or below	4(2.5%)	10(4.4%)	6(4.6%)	8(3.1%)
Lower secondary	6(3.7%)	17(7.5%)	5(3.8%)	15(5.9%)
Upper Secondary	28(17.2%)	48(21.1%)	28(21.5%)	46(18.0%)
Tertiary (Non-Degree)	45(27.6%)	50(21.9%)	31(23.8%)	64(25.1%)
Tertiary (Degree)	80(49.1%)	103(45.2%)	60(46.2%)	122(47.8%)
Full-/ Part-time				
Full-time	159(97.0%)	216(94.7%)	129(98.5%)	241(94.5%)
Part-time	5(3.0%)	12(5.3%)	2(1.5%)	14(5.5%)
Mode of Employment				
Long-term	133(81.6%)	183(79.6%)	114(87.7%)	197(76.7%)
Contract	30(18.4%)	47(20.4%)	16(12.3%)	60(23.3%)

Notes: All the percentages equal to the valid percentage; * $p < 0.05$; This table adopted chi-square analysis.





3.4. Perceived Prevalence of FFEPs

In terms of the respondents’ perception of the prevalence of FFEPs, only 14.4% (n=57) of the respondents thought that they were “very prevalent” or “quite prevalent” in Hong Kong, while 85.6% (n=340) of them thought that they were “not very prevalent” or “totally not prevalent” in Hong Kong. The results are shown in Table 8.

Table 8. Prevalence of FFEPs in Hong Kong

	n	%
Very prevalent or Quite prevalent	57	14.4
Not very prevalent or Totally not prevalent	340	85.6
Valid Total	397	100.0

Note: All percentages refer to the valid percentage

3.5. Availability of FFEPs in the Workplace

The respondents were asked about whether FFEPs are provided by their current company and whether their company had joined the “Good Employer Charter”. Overall, only 26.5% (n=105) and 18.5% (n=73) of them reported that their company has provided FFEPs or reported that their company has joined the “Good Employer Charter”, respectively. The majority of the respondents stated that they did not know whether or not their current working company has provided FFEPs (50.8%, n=201) or has joined the “Good Employer Charter” (67.3%, n=265). The results showed that the respondents’ awareness of the company’s family-friendly policy was lacking. **There were significant differences in whether the respondents reported that their company has provided FFEPs and has joined “Good Employer Charter” by Industry and company size, where all $p < 0.001$.** The results are shown in Table 9.

Table 9. FFEPs & Good Employer Charter in Workplace

	FFEPs			Good Employer Charter		
	Yes, the company has provided (n, %)	No, the company hasn't provided (n, %)	Do not know (n, %)	Yes, the company has joined (n, %)	No, the company hasn't joined (n, %)	Do not know (n, %)
Overall	105(26.5%)	90(22.7%)	201(50.8%)	73(18.5%)	56(14.2%)	265(67.3%)
***Industry						
Manufacturing	2(1.9%)	12(13.5%)	11(5.5%)	2(2.7%)	6(10.7%)	17(6.4%)
Construction	13(12.4%)	20(22.5%)	27(13.5%)	9(12.3%)	10(17.9%)	41(15.5%)
Import/ Export, Wholesale and Retail	2(1.9%)	3(3.4%)	2(1.0%)	0(0.0%)	3(5.4%)	4(1.5%)
Transportation, Storage, Postal and Courier Services	2(1.9%)	9(10.1%)	3(1.5%)	4(5.5%)	6(10.7%)	4(1.5%)
Accommodation and Food Services	2(1.9%)	9(10.1%)	29(14.5%)	0(0.0%)	4(7.1%)	36(13.6%)
Information and Communications	2(1.9%)	1(1.1%)	9(4.5%)	2(2.7%)	1(1.8%)	9(3.4%)
Finance and Insurance	4(3.8%)	3(3.4%)	6(3.0%)	1(1.4%)	3(5.4%)	9(3.4%)
Real Estate, Professional and Business Services	49(46.7%)	15(16.9%)	75(37.5%)	45(61.6%)	8(14.3%)	85(32.2%)
Social and Personal Services	27(25.7%)	11(12.4%)	31(15.5%)	10(13.7%)	12(21.4%)	47(17.8%)
Others	2(1.9%)	6(6.7%)	7(3.5%)	0(0.0%)	3(5.4%)	12(4.5%)
***Company Size						
Small (Less than 50 persons)	14(13.6%)	39(43.8%)	37(20.2%)	4(5.7%)	24(42.9%)	61(24.7%)
Medium (50-299 persons)	24(23.3%)	34(38.2%)	60(32.8%)	24(34.3%)	24(42.9%)	68(27.5%)
Large (300 persons or above)	65(63.1%)	16(18.0%)	86(47.0%)	42(60.0%)	8(14.3%)	118(47.8%)

Notes: All percentages refer to the valid percentage; Total valid response for FFEPs is 396; Total valid response for Good Employer Charter is 394; *** $p < 0.001$; Chi-square analysis was used.

As illustrated in Figure 5 and 6, a higher proportion of respondents from the “Social and Personal Services” (39.1%) and “Real Estate, Professional and Business Services” (35.3%) industry reported that their company has provided FFEPs. A higher proportion of respondents from the “Real Estate, Professional and Business Services” (32.6%) and “Transportation, Storage, Postal and Courier Services” (28.6%) industry reported that their company has joined the “Good Employer Charter”.

Figure 5. Whether FFEPs has been provided in the Workplace by Industry

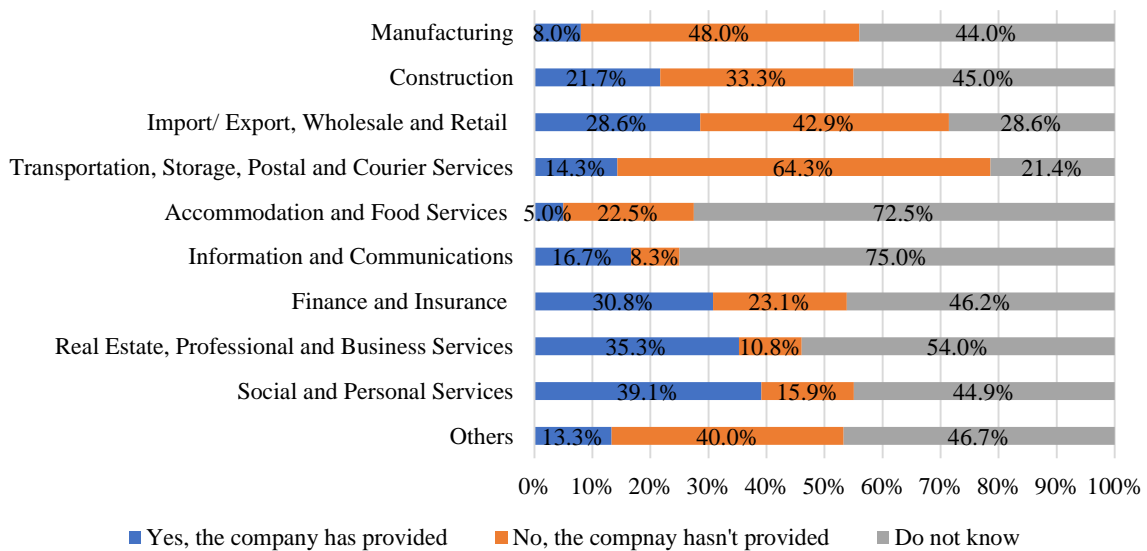
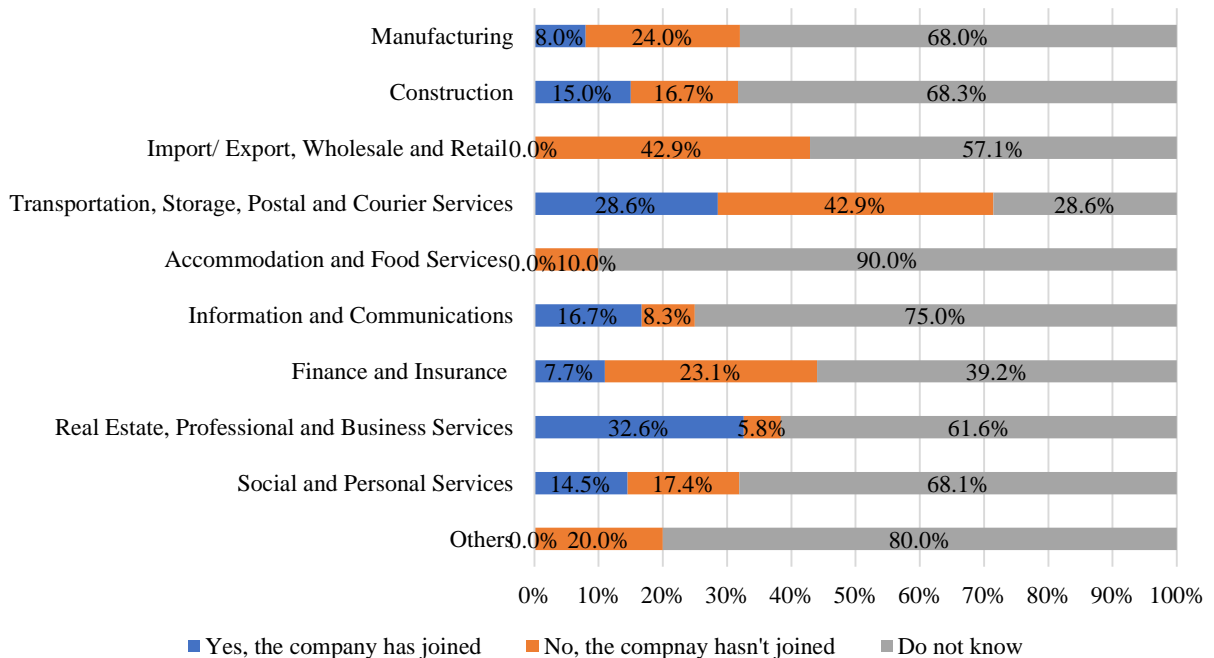
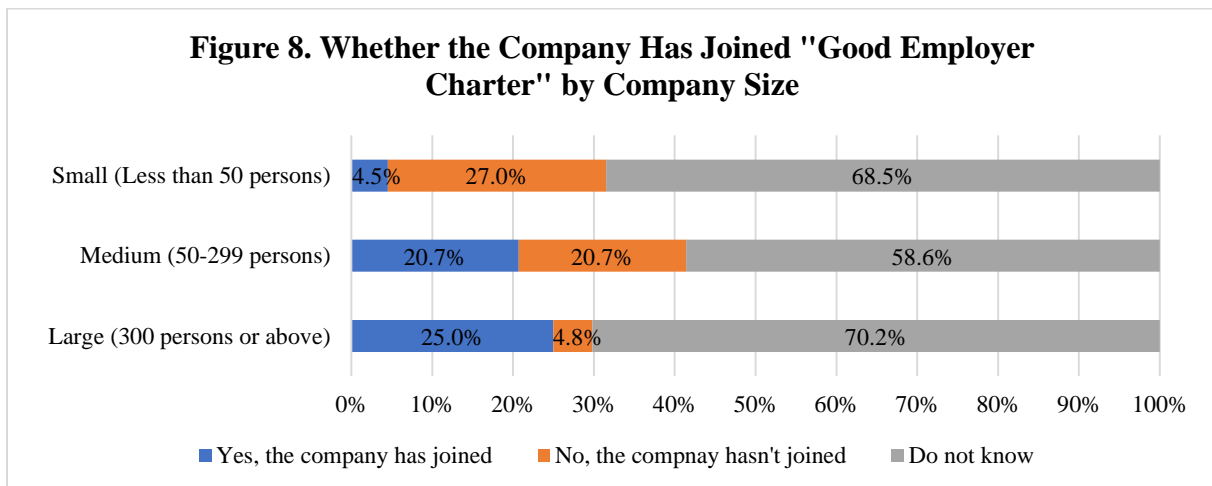
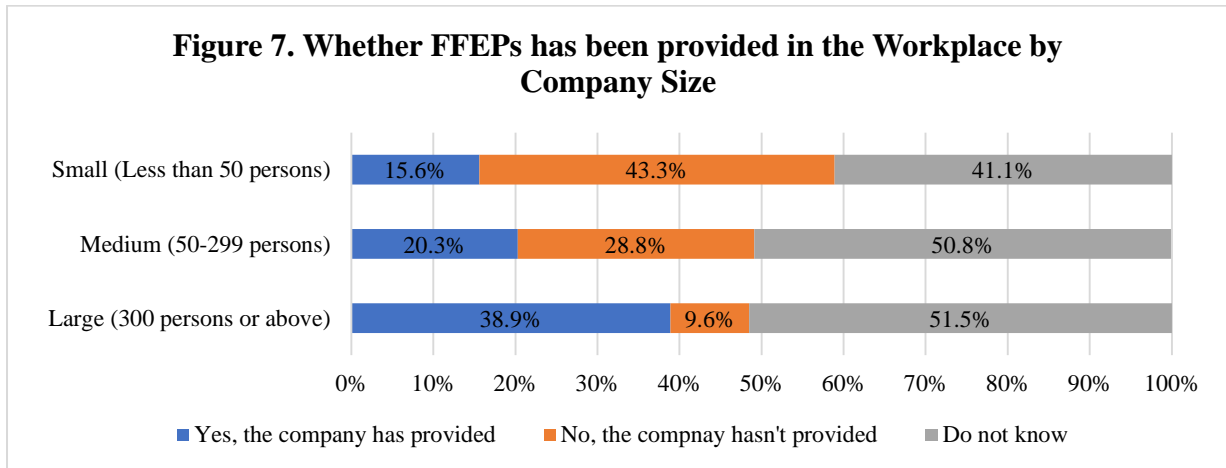


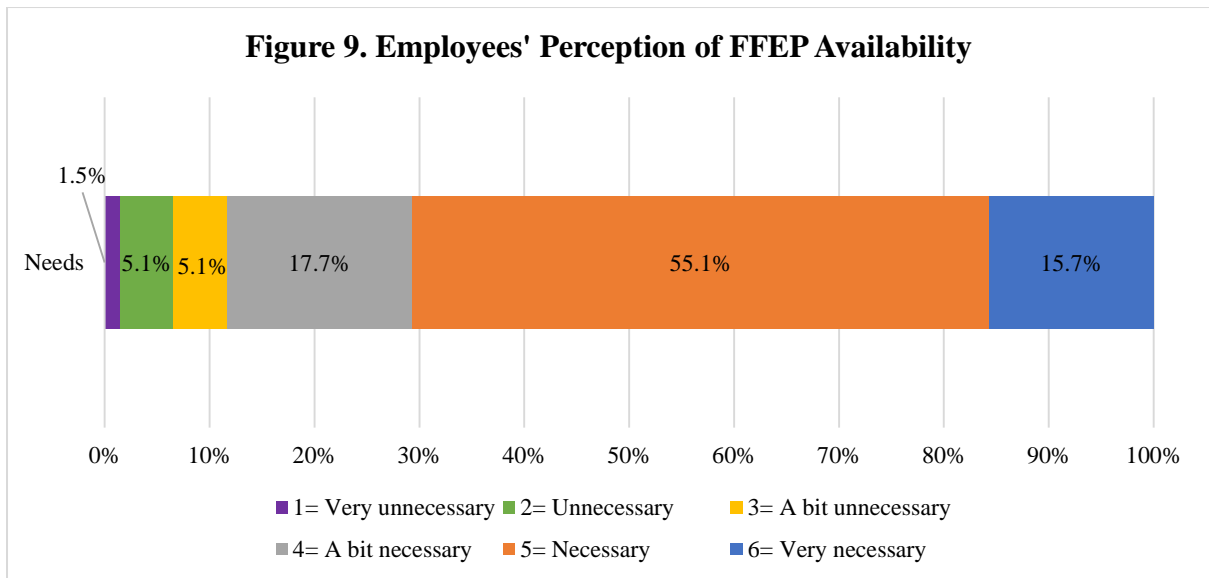
Figure 6. Whether the Company Has Joined "Good Employer Charter" by Industry



As shown in Figure 7 and 8, a higher proportion of respondents from large-sized company reported that their company has provided FFEPs (38.9%) and has joined the “Good Employer Charter” (25%).



Additionally, the respondents were asked whether it was necessary for the company to provide FFEPs. Among the respondents, 88.5% thought that it was “a bit necessary”, “necessary”, or “very necessary” for the company or organization to provide FFEPs to the employees. It showed that the majority of the employed persons had high needs for FFEPs. The percentage of the respondents’ reported level of needs are illustrated in Figure 9.



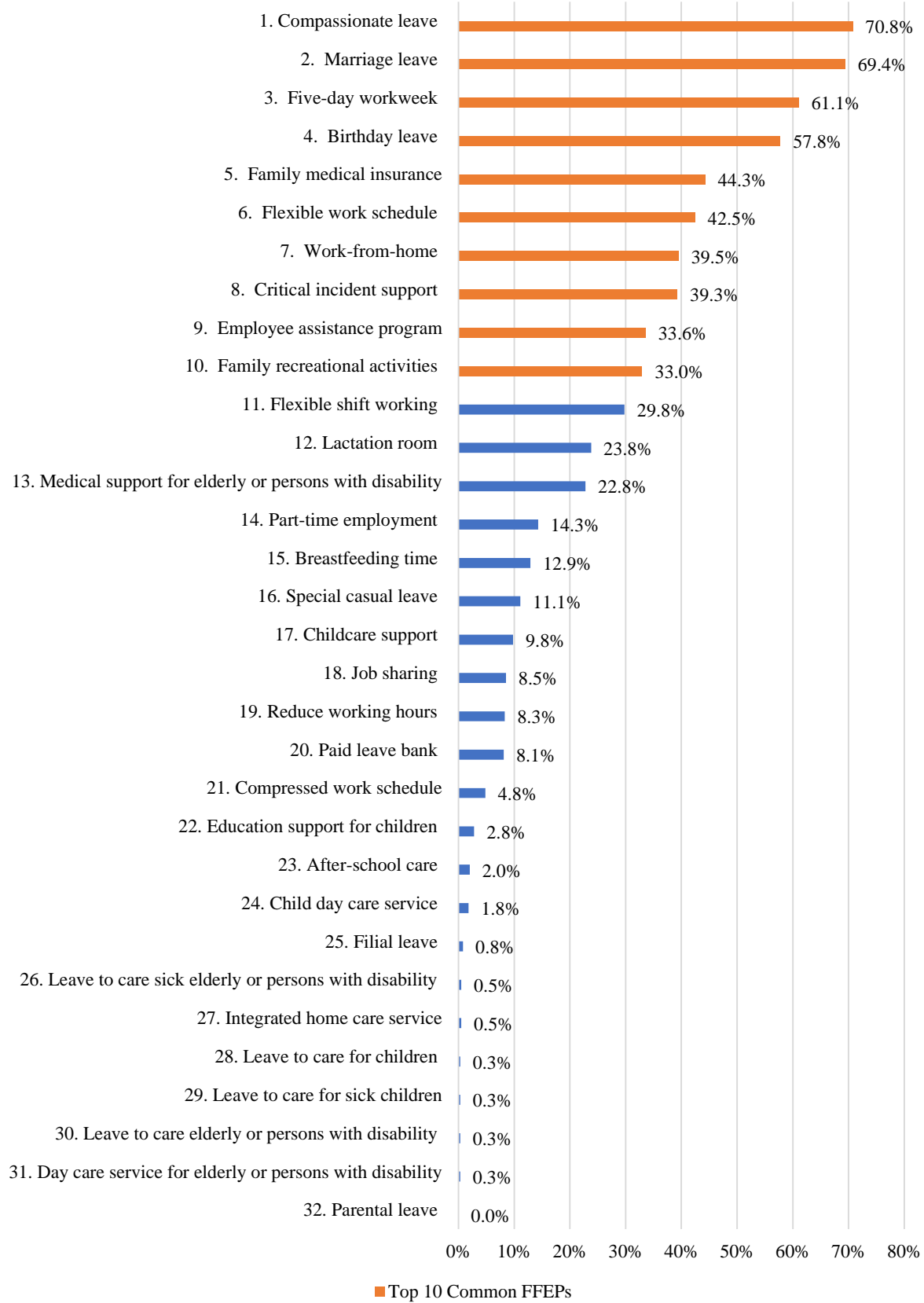
3.6. Common FFEPs Available in Hong Kong

The respondents were asked about the availability of 34 types of FFEPs provided to the employees by their current company. Other than the entitled maternity leave (14 weeks) and paternity leave (5 days) covered by the Employment Ordinance, the most common FFEPs provided by employers in Hong Kong are:

1. Compassionate leave (70.8%, n=281, mean=2.90 days);
2. Marriage leave (69.4%, n=274, mean=4.58 days);
3. Five-day workweek (61.1%, n=243);
4. Birthday leave (57.8%, n=231, mean=1.03 days);
5. Family medical insurance (44.3%, n=176);
6. Flexible work schedule (42.5%, n=168);
7. Work-from-home (39.5%, n=158);
8. Critical incident support (39.3%, n=156);
9. Employee assistance program (33.6%, n=134); and
10. Family recreational activities (33.0%, n=132)

The detailed results of each FFEPs are shown in Figure 10.

Figure 10. Whether FFEPs are Available



Notes: All percentages refer to the valid percentage.

The relationships between the most common FFEs provided by employers and work-related socio-demographics (i.e., industry, occupation, company size) were assessed. For work arrangement, **five-day workweek was significantly different by industry, occupation, and company size, where all $p < 0.001$. Flexible work schedule was significantly different by industry and company, where all $p < 0.05$.** There was no significant difference when comparing flexible work schedule by occupation, where $p > 0.05$. **Work-from-home was significantly different by industry, occupation, and company size, where all $p < 0.01$.** The results are shown in Table 10.

Table 10. Availability of Five-Day Workweek, Flexible Work Schedule, and Work-From-Home by Work-Related Socio-Demographics

	Five-Day Workweek (n, %)	Flexible Work Schedule (n, %)	Work- From-Home (n, %)
***Industry			
Manufacturing	6(2.5%)	7(4.2%)	2(1.3%)
Construction	23(9.5%)	41(24.6%)	32(20.4%)
Import/ Export, Wholesale and Retail	6(2.5%)	4(2.4%)	3(1.9%)
Transportation, Storage, Postal and Courier Services	6(2.5%)	1(0.6%)	3(1.9%)
Accommodation and Food Services	8(3.3%)	7(4.2%)	5(3.2%)
Information and Communications	10(4.1%)	8(4.8%)	8(5.1%)
Finance and Insurance	12(4.9%)	9(5.4%)	7(4.5%)
Real Estate, Professional and Business Services	132(54.3%)	49(29.3%)	60(38.2%)
Social and Personal Services	26(10.7%)	35(21.0%)	30(19.1%)
Others	14(5.8%)	6(3.6%)	7(4.5%)
Occupation			
Managers and Administrators	70(29.5%)	46(27.7%)	43(27.4%)
Professionals	38(16.0%)	33(19.9%)	36(22.9%)
Associate Professionals	22(9.3%)	15(9.0%)	18(11.5%)
Clerical Support Workers	91(38.4%)	55(33.1%)	54(34.4%)
Service and Sales Workers	11(4.6%)	10(6.0%)	5(3.2%)
Others	5(2.1%)	7(4.2%)	1(0.6%)
*Company Size			
Small (Less than 50 persons)	44(18.7%)	33(20.1%)	22(14.6%)
Medium (50-299 persons)	53(22.6%)	64(39.0%)	54(35.8%)
Large (300 persons or above)	138(58.7%)	67(40.9%)	75(49.7%)

Notes: All percentages refer to the valid percentage; *** $p < 0.001$, * $p < 0.05$; This table adopted chi-square analysis.

As illustrated in Figures 11, 12, and 13, a higher proportion of respondents from the “Real Estate, Professional and Business Services” (95.7%) and “Finance and Insurance” (92.3%), industry reported that their company has provided five-day workweek, while a higher proportion of respondents from the “Accommodation and Food Services” (80%) and “Manufacturing” (76.9%) industry reported that their company has not provided five-day workweek. A higher proportion of respondents in the occupation of “Clerical Support Workers” (72.8%) reported that their company has provided five-day workweek, while a higher proportion of respondents in the occupation of “Service and Sales Workers” (71.8%) reported that their company has not provided five-day workweek. A higher proportion of respondents from large-sized company (82.1%) reported that their company has provided five-day workweek.

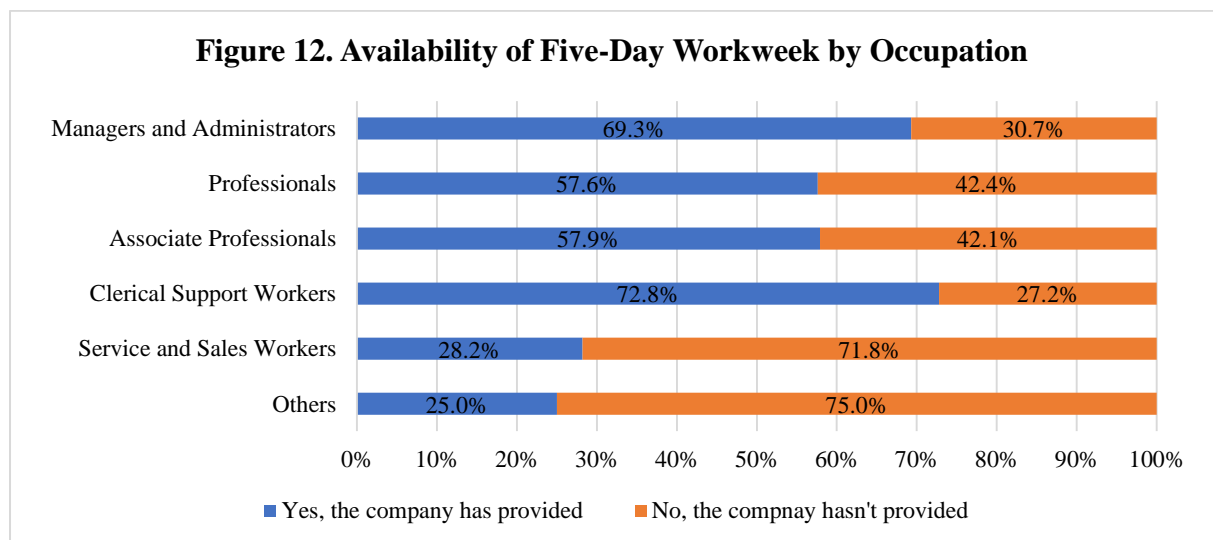
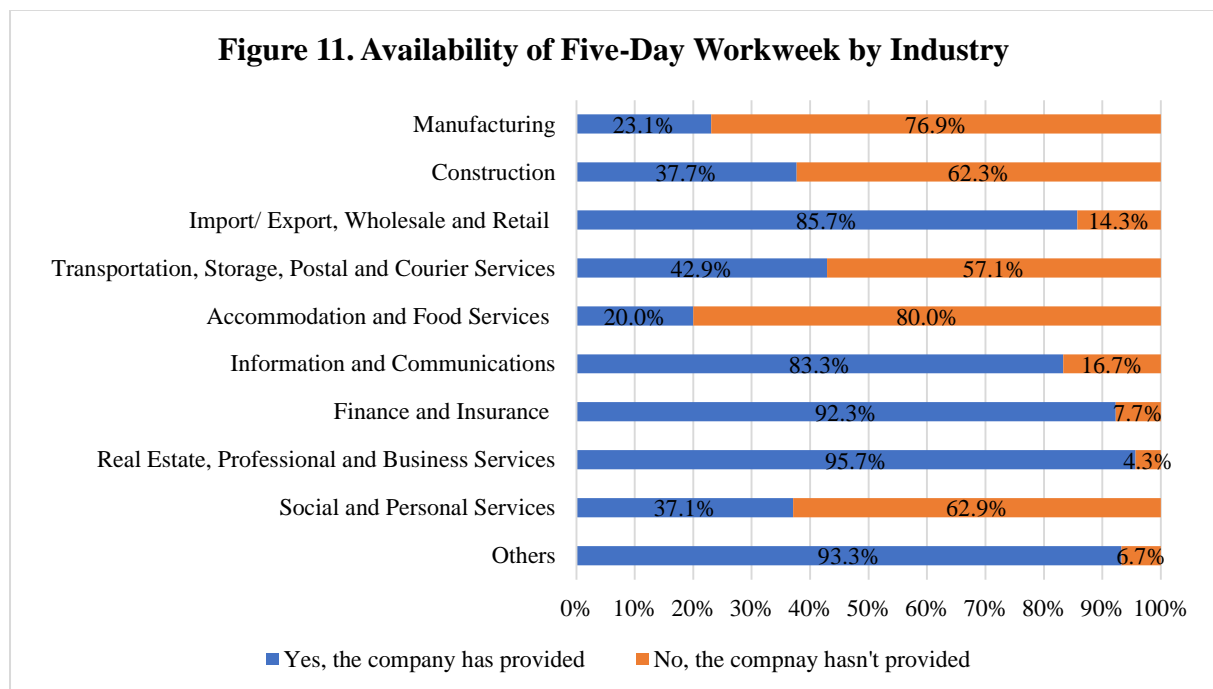
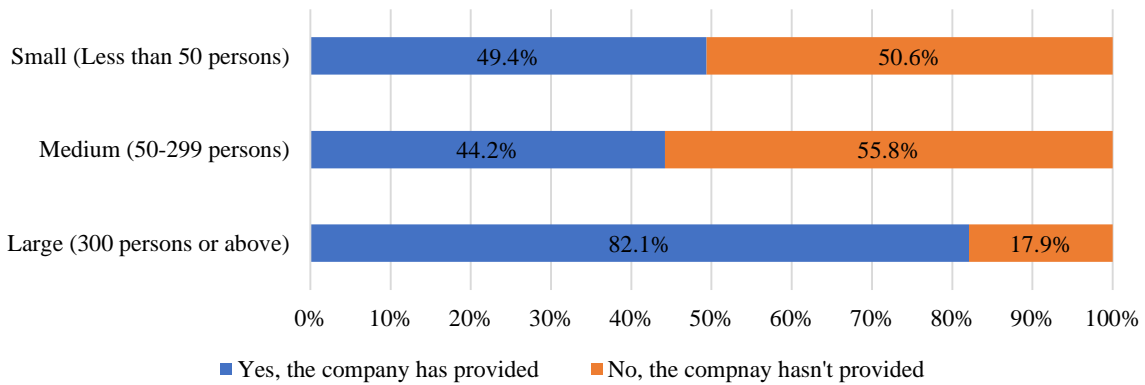


Figure 13. Availability of Five-Day Workweek by Company Size



As shown in Figures 14 and 15, a higher proportion of respondents from the “Finance and Insurance” (69.2%), “Construction” (67.2%), and “Information and Communications” (66.7%) industry reported that their company has provided flexible work schedule, while a higher proportion of respondents from “Transportation, Storage, Postal and Courier Services” (92.9%) industry reported that their company has not provided flexible work schedule. A higher proportion of respondents from medium-sized company (53.8%) reported that their company has provided flexible work schedule.

Figure 14. Availability of Flexible Work Schedule by Industry

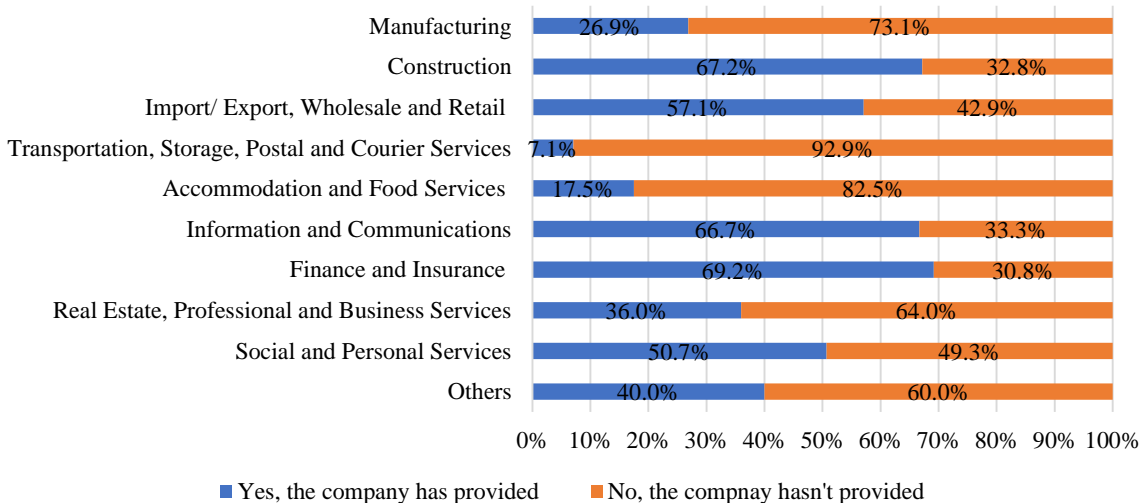
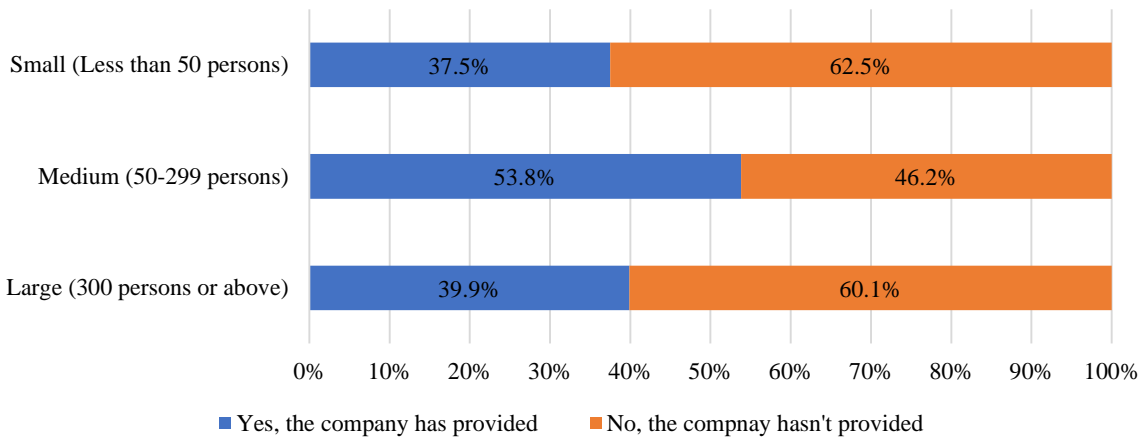


Figure 15. Availability of Flexible Work Schedule by Company Size



As shown in Figures 16, 17, and 18, a higher proportion of respondents from the “Information and Communications” (66.7%) industry reported that their company has provided work-from-home arrangement, while a higher proportion of respondents from the “Manufacturing” (92.3%) and “Accommodation and Food Services” (87.5%) industry reported that their company has not provided work-from-home arrangement. A higher proportion of respondents in the occupation of “Professionals” (54.5%) reported that their company has provided work-from-home arrangement, while a higher proportion of respondents in the occupation of “Service and Sales Workers” (87.5%) reported that their company has not provided work-from-home arrangement. A higher proportion of respondents from small-sized company (75.6%) reported that their company has not provided work-from-home arrangement.

Figure 16. Availability of Work-From-Home Arrangement by Industry

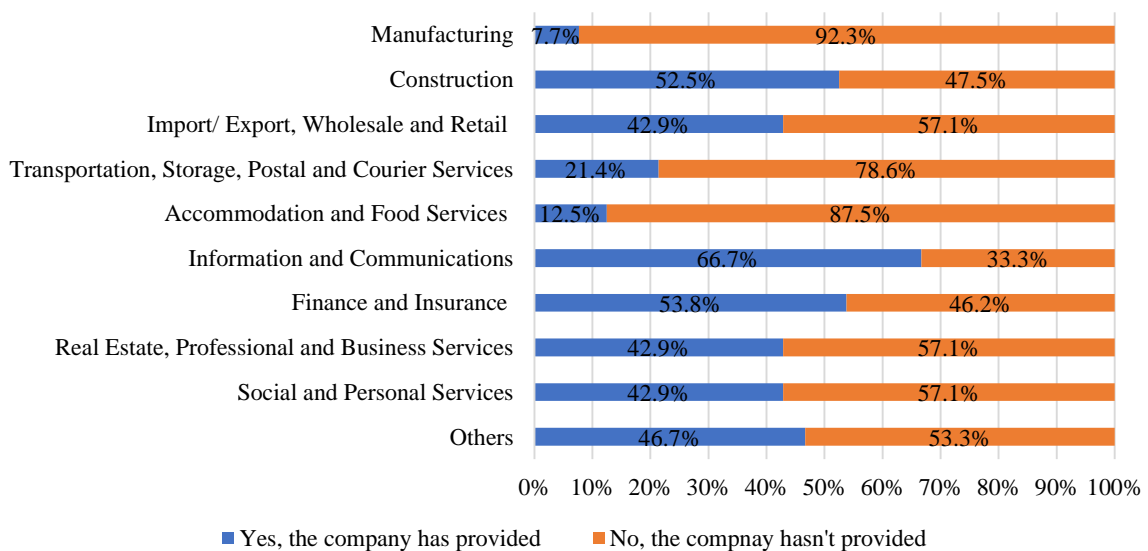


Figure 17. Availability of Work-From-Home Arrangement by Occupation

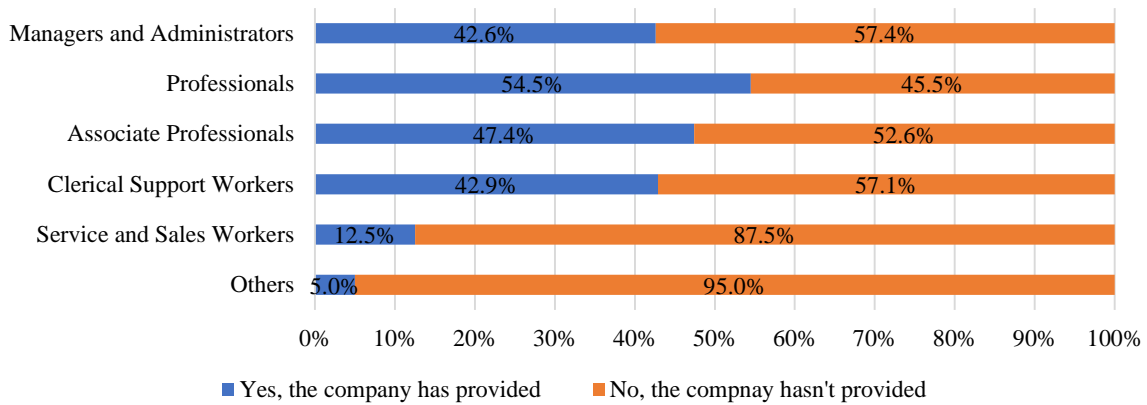
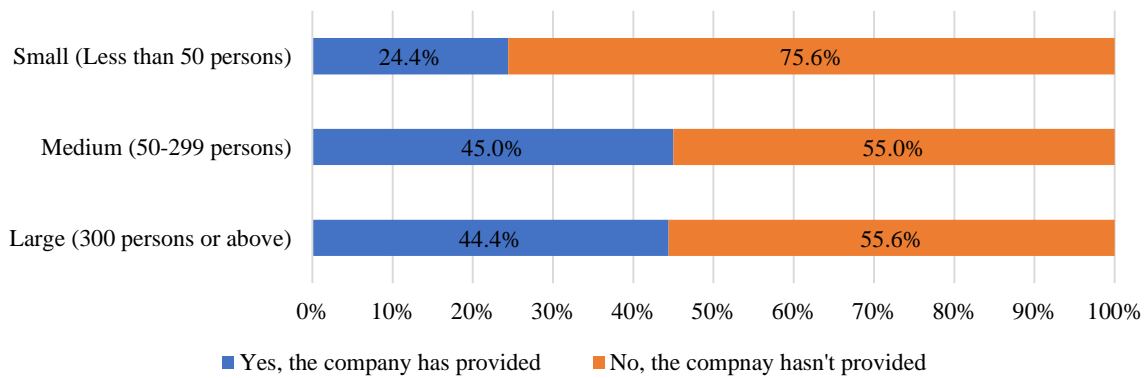


Figure 18. Availability of Work-From-Home Arrangement by Company Size



For daily life support, **critical incident support was significantly different by company size, where $p < 0.05$** . There was no significant difference when comparing critical incident support by industry and occupation ($p > 0.05$). **Family medical insurance was significantly different by industry, occupation, and company size, where all $p < 0.05$** . **Employee assistance program was significantly different by industry, occupation, and company size, where all $p < 0.01$** . The results are shown in Table 11.

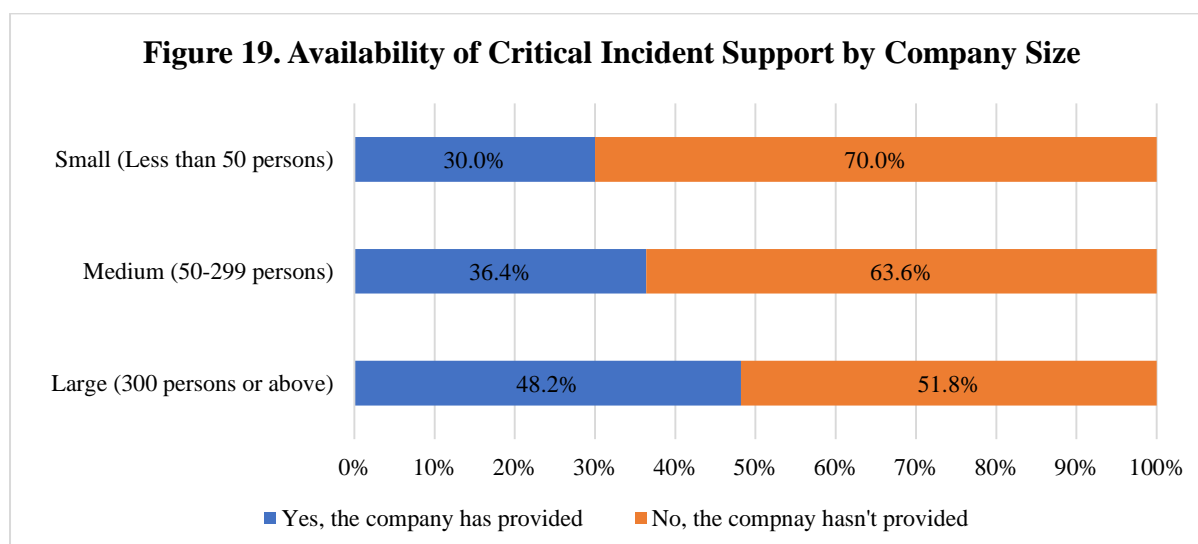
Table 11. Availability of Critical Incident Support, Family Medical Insurance, and Employee Assistance Program by Work-Related Socio-Demographics

<i>Industry</i>	Critical Incident Support (n, %)	Family Medical Insurance (n, %)	Employee Assistance Program (n, %)
Manufacturing	6(3.8%)	3(1.7%)	1(0.7%)
Construction	23(14.7%)	23(13.1%)	16(11.9%)
Import/ Export, Wholesale and Retail	1(0.6%)	1(0.6%)	0(0.0%)

Transportation, Storage, Postal and Courier Services	3(1.9%)	11(6.3%)	2(1.5%)
Accommodation and Food Services	11(7.1%)	24(13.6%)	7(5.2%)
Information and Communications	4(2.6%)	3(1.7%)	1(0.7%)
Finance and Insurance	3(1.9%)	5(2.8%)	1(0.7%)
Real Estate, Professional and Business Services	63(40.4%)	76(43.2%)	69(51.5%)
Social and Personal Services	35(22.4%)	21(11.9%)	27(20.1%)
Others	7(4.5%)	9(5.1%)	10(7.5%)
Occupation			
Managers and Administrators	47(30.5%)	54(31.2%)	44(33.8%)
Professionals	20(13.0%)	24(13.9%)	19(14.6%)
Associate Professionals	15(9.7%)	14(8.1%)	9(6.9%)
Clerical Support Workers	56(36.4%)	61(35.3%)	48(36.9%)
Service and Sales Workers	10(6.5%)	16(9.2%)	8(6.2%)
Others	6(3.9%)	4(2.3%)	2(1.5%)
*Company Size			
Small (Less than 50 persons)	27(17.9%)	31(17.8%)	16(12.2%)
Medium (50-299 persons)	43(28.5%)	47(27.0%)	28(21.4%)
Large (300 persons or above)	81(53.6%)	96(55.2%)	87(66.4%)

Notes: All percentages refer to the valid percentage; * $p < 0.05$; This table adopted chi-square analysis.

As shown in Figure 19, a higher proportion of respondents from large-sized company (48.2%) reported that their company has provided critical incident support.



As illustrated in Figures 20, 21, and 22, a higher proportion of respondents from the “Transportation, Storage, Postal and Courier Services” (78.6%) industry reported that their company has provided family medical insurance, while a higher proportion of respondents from the “Manufacturing” (88.5%) industry reported that their company has not provided family medical insurance. A higher proportion of respondents in the occupation of “Managers and Administrators” (53.5%) reported that their company has provided family medical

insurance. A higher proportion of respondents from large-sized company (56.8%) reported that their company has provided family medical insurance.

Figure 20. Availability of Family Medical Insurance by Company Size

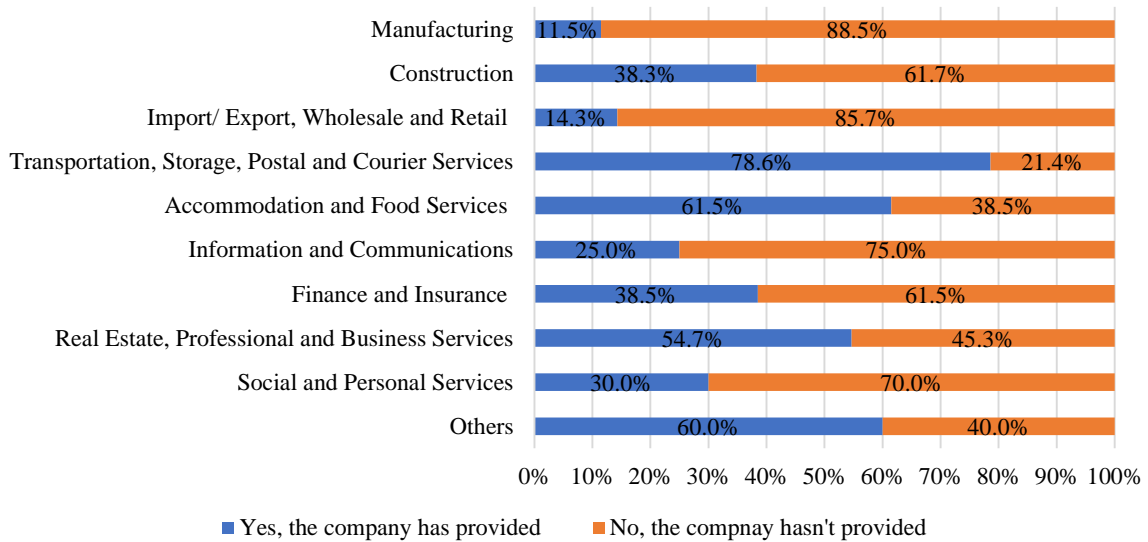


Figure 21. Availability of Family Medical Insurance by Occupation

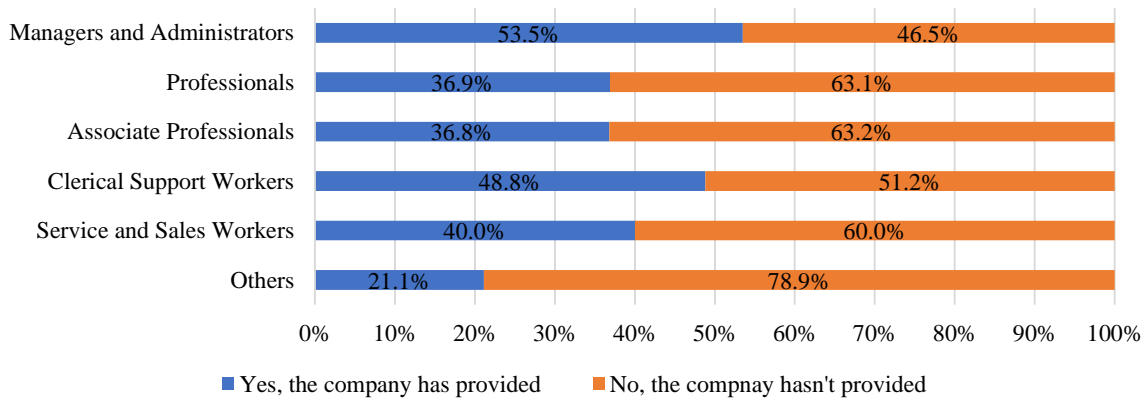
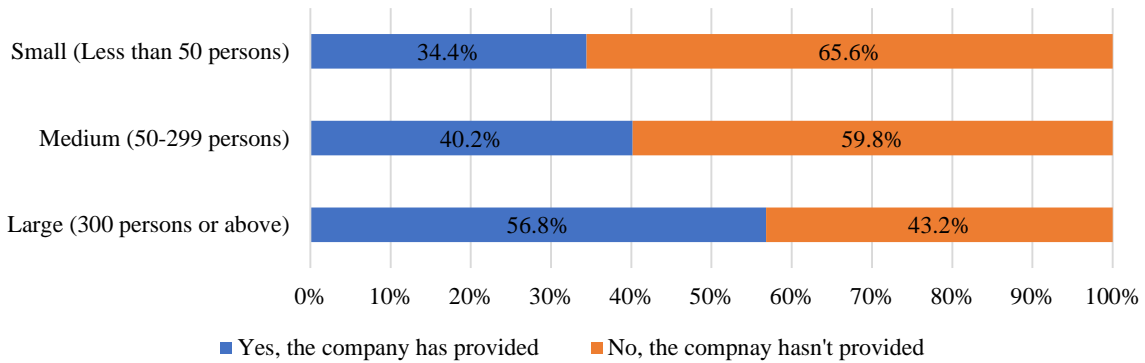
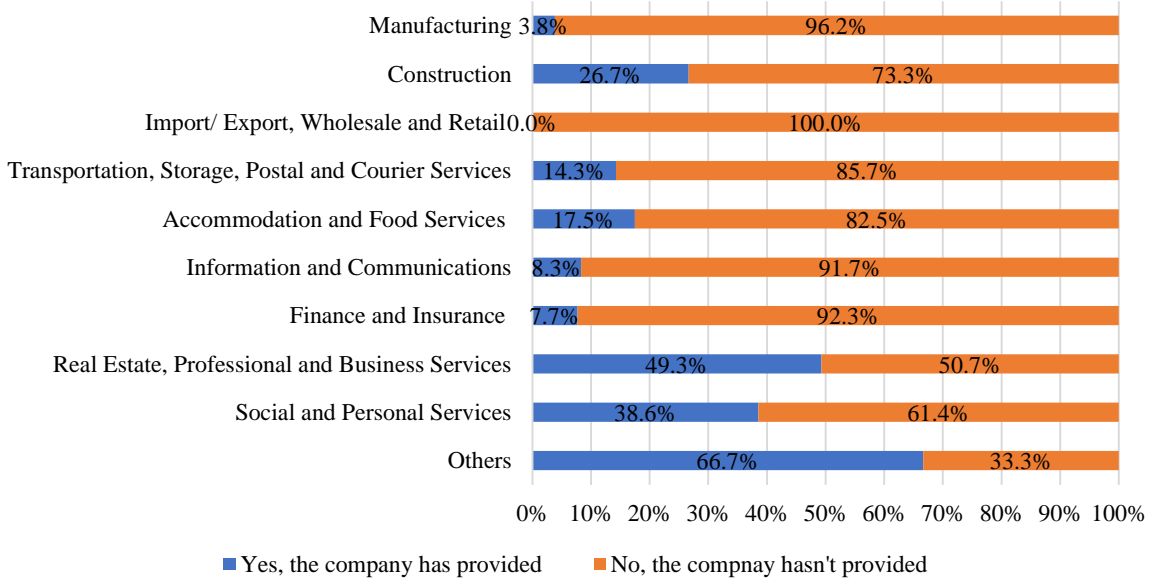


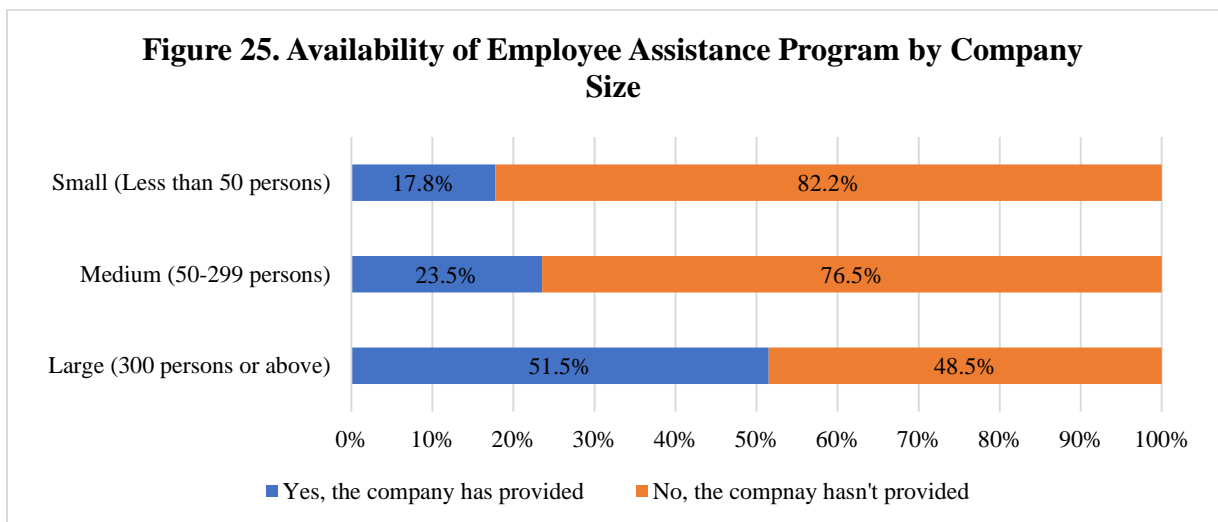
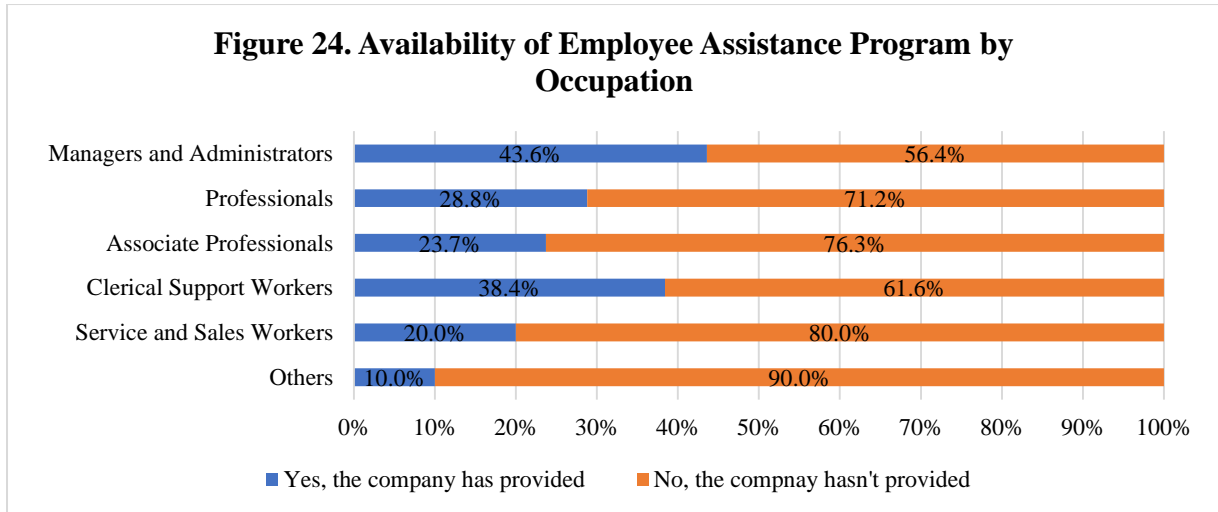
Figure 22. Availability of Family Medical Insurance by Company Size



As shown in Figures 23, 24, and 25, a higher proportion of respondents from the “Real Estate, Professional and Business Services” (49.3%) and “Social and Personal Services” (38.6%) industry reported that their company has provided employee assistance program. Notably, there were no respondents from the “Import/Export, Wholesale and Retail” industry who reported that their company has provided employee assistance program. A higher proportion of respondents in the occupation of “Managers and Administrators” (43.6%) reported that their company has provided employee assistance program. A higher proportion of respondents from large-sized company (51.5%) reported that their company has provided employee assistance program.

Figure 23. Availability of Employee Assistance Program by Industry





For leave benefits, **birthday leave, compassionate leave, and marriage leave** were **significantly different by industry, occupation, and company size, where all $p < 0.01$** . The results are shown in Table 12.

Table 12. Availability of Birthday Leave, Compassionate Leave, and Marriage Leave by Work-Related Socio-Demographics

	Birthday Leave (n, %)	Compassionate Leave (n, %)	Marriage Leave (n, %)
***Industry			
Manufacturing	2(0.9%)	7(2.5%)	7(2.6%)
Construction	55(23.9%)	56(19.9%)	58(21.2%)
Import/ Export, Wholesale and Retail	1(0.4%)	6(2.1%)	6(2.2%)
Transportation, Storage, Postal and Courier Services	1(0.4%)	10(3.6%)	8(2.9%)
Accommodation and Food Services	2(0.9%)	24(8.5%)	22(8.0%)
Information and Communications	6(2.6%)	9(3.2%)	8(2.9%)
Finance and Insurance	11(4.8%)	10(3.6%)	10(3.6%)

Real Estate, Professional and Business Services	128(55.7%)	127(45.2%)	127(46.4%)
Social and Personal Services	24(10.4%)	31(11.0%)	28(10.2%)
Others	0(0.0%)	1(0.4%)	0(0.0%)
***Occupation			
Managers and Administrators	66(29.5%)	77(28.0%)	80(30.0%)
Professionals	39(17.4%)	44(16.0%)	41(15.4%)
Associate Professionals	25(11.2%)	29(10.5%)	25(9.4%)
Clerical Support Workers	84(37.5%)	96(34.9%)	97(36.3%)
Service and Sales Workers	6(2.7%)	24(8.7%)	19(7.1%)
Others	4(1.8%)	5(1.8%)	5(1.9%)
**Company Size			
Small (Less than 50 persons)	23(10.4%)	50(18.3%)	46(17.4%)
Medium (50-299 persons)	68(30.6%)	95(34.8%)	92(34.7%)
Large (300 persons or above)	131(59.0%)	128(46.9%)	127(47.9%)

Notes: All percentages refer to the valid percentage; *** $p < 0.001$, ** $p < 0.01$; Chi-square analysis was used.

As shown in Figures 26, 27, and 28, a significantly higher proportion of respondents from the “Real Estate, Professional and Business Services” (91.4%), “Construction” (90.2%), “Finance and Insurance” (84.6%) industry reported that their company has provided birthday leave, while a higher proportion of respondents from the “Accommodation and Food Services” (95%), “Transportation, Storage, Postal and Courier Services” (92.9%), and “Manufacturing” (92.3%) industry reported that their company has not provided birthday leave. A higher proportion of respondents in the occupation of “Clerical Support Workers” (66.7%), “Associate Professionals” (65.8%), and “Managers and Administrators” (65.3%) reported that their company has provided birthday leave, while a higher proportion of respondents in the occupation of “Service and Sale Workers” (85%) reported that their company has not provided birthday leave. A higher proportion of respondents from large-sized company (77.5%) reported that their company has provided birthday leave.

Figure 26. Availability of Birthday Leave by Industry

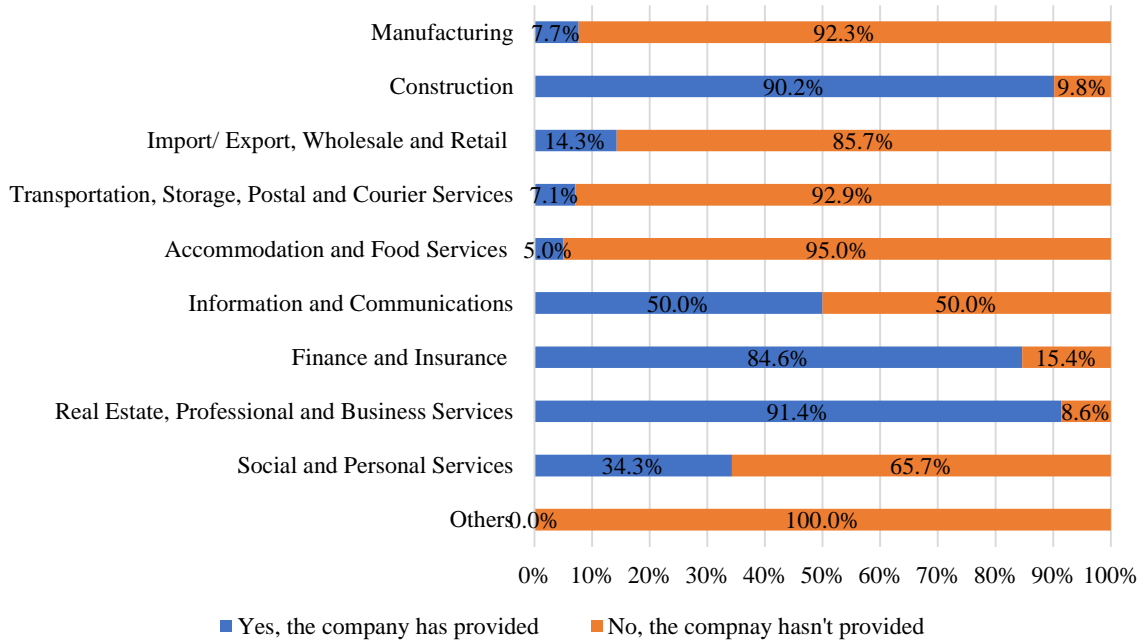


Figure 27. Availability of Birthday Leave by Occupation

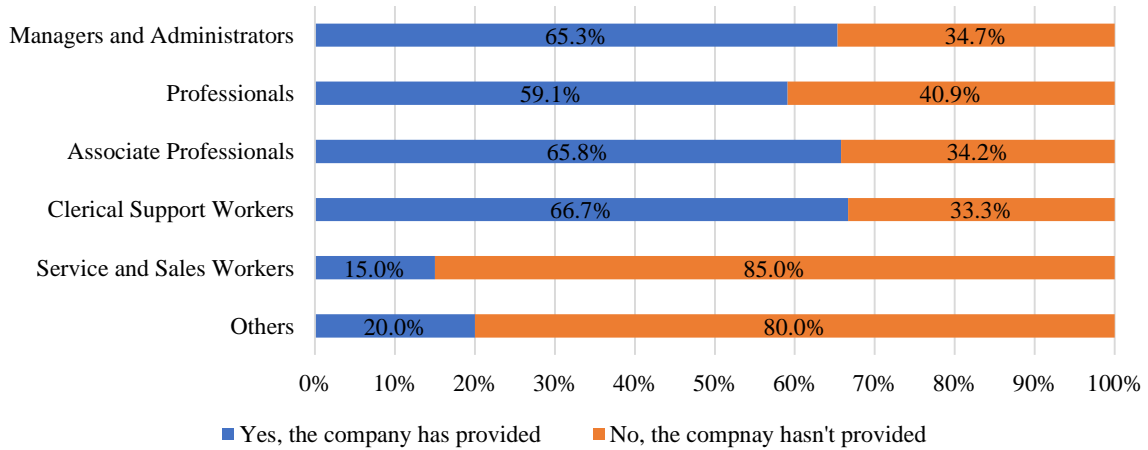
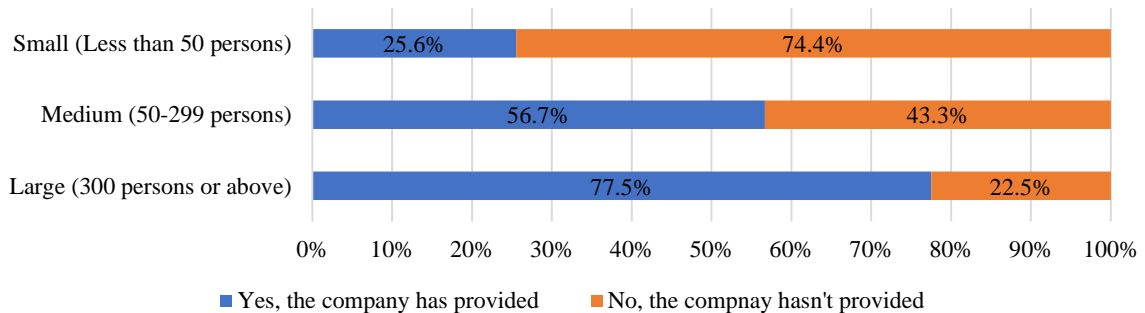


Figure 28. Availability of Birthday Leave by Company Size



As depicted in Figures 29, 30, and 31, A higher proportion of respondents from the “Construction” (91.8%) and “Real Estate, Professional and Business Services” (91.4%) industry reported that their company has provided compassionate leave, while a higher proportion of respondents from the “Manufacturing” (70.8%) industry reported that their company has not provided compassionate leave. A slightly higher proportion of respondents in the occupation of “Manager and Administrators” (77.0%) reported that their company has provided compassionate leave. A higher proportion of respondents from medium-sized company (79.2%) and large-sized company (76.2%) reported that their company has provided compassionate leave.

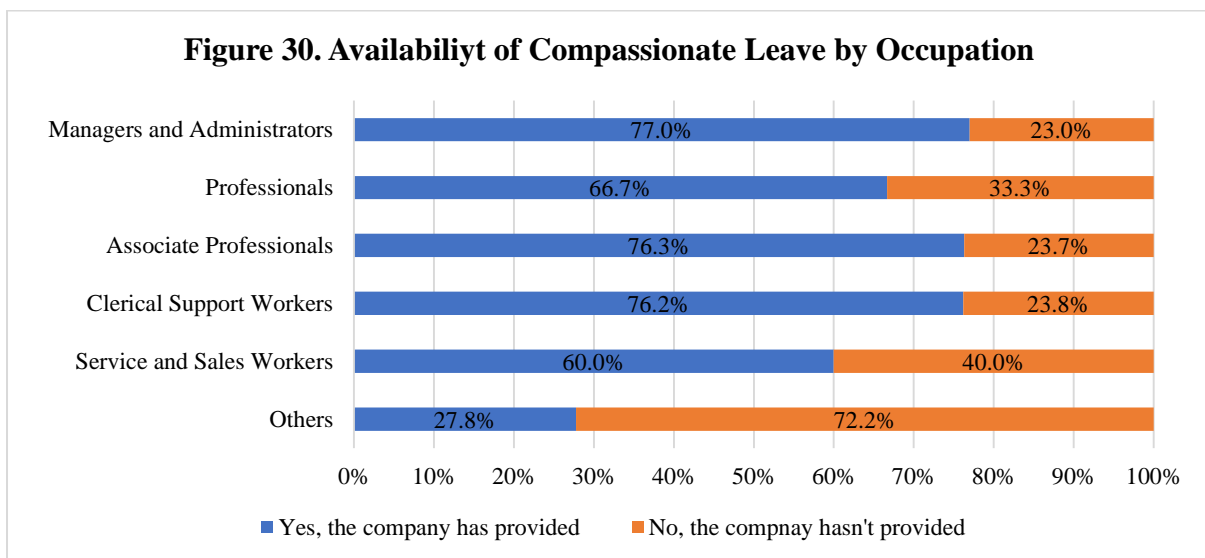
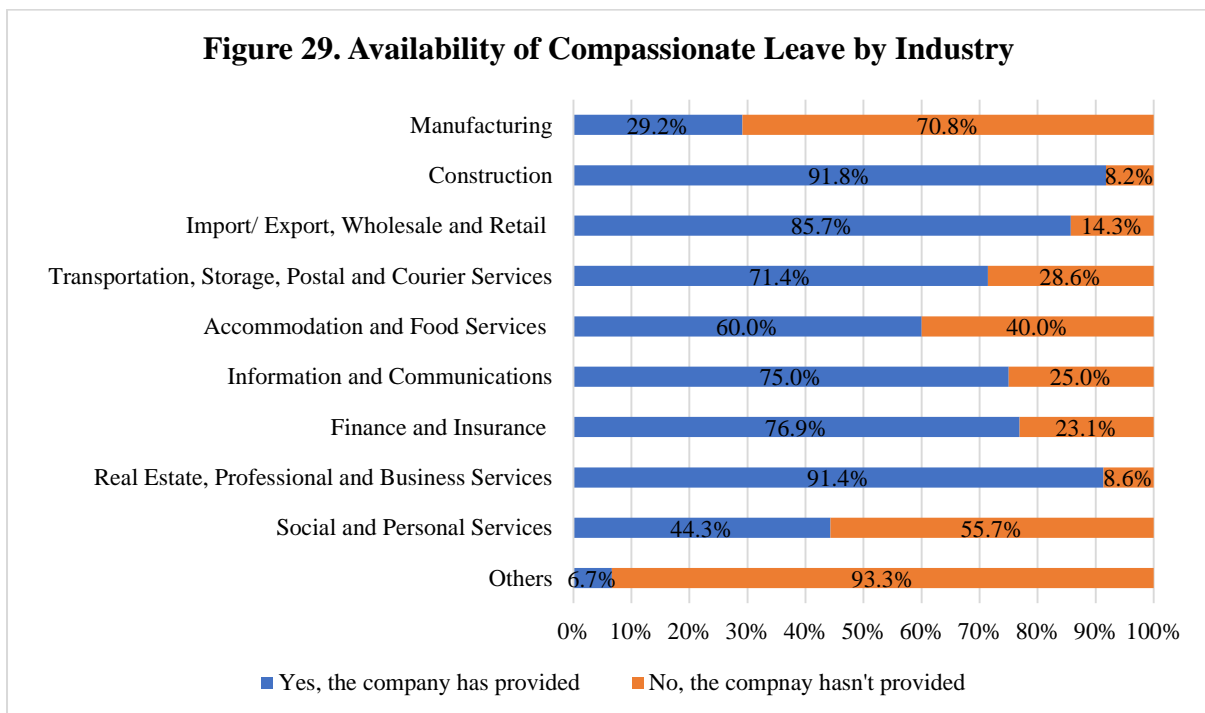
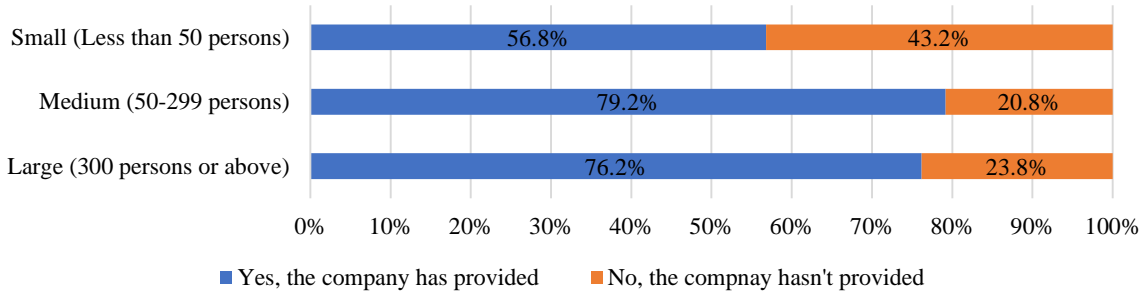


Figure 31. Availability of Compassionate Leave by Company Size



As shown in Figures 32, 33, and 34, a higher proportion of respondents from the “Construction” (95.1%) and “Real Estate, Professional and Business Services” (92%) industry reported that their company has provided marriage leave, while a higher proportion of respondents from the “Manufacturing” (70.8%) industry reported that their company has not provided marriage leave. A higher proportion of respondents in the occupation of “Managers and Administrators” (80.8%) reported that their company has provided marriage leave. A higher proportion of respondents from medium-sized company (76.7%) and large-sized company (76.5%) reported that their company has provided marriage leave.

Figure 32. Availability of Marriage Leave by Industry

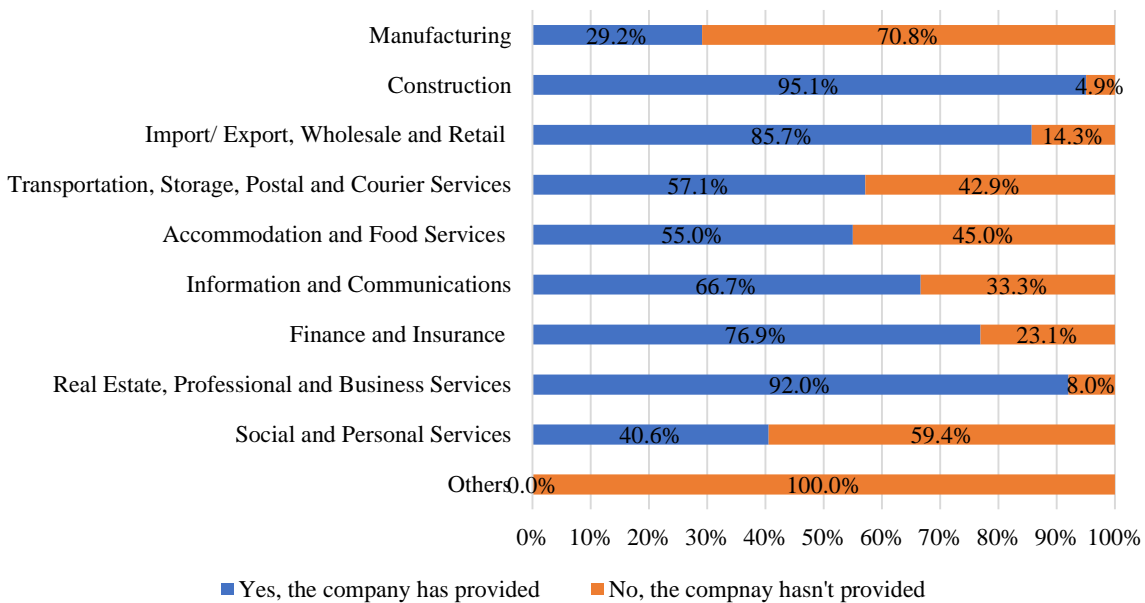


Figure 33. Availability of Marriage Leave by Occupation

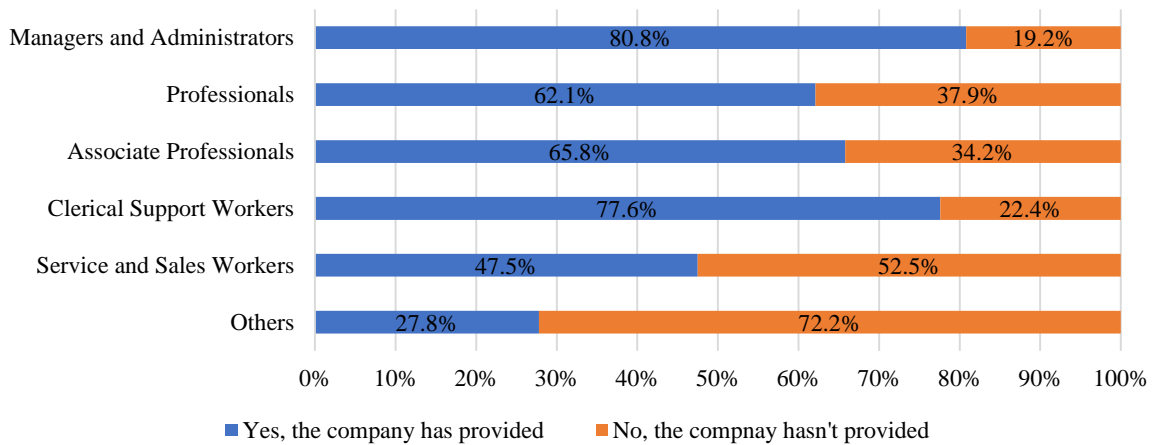
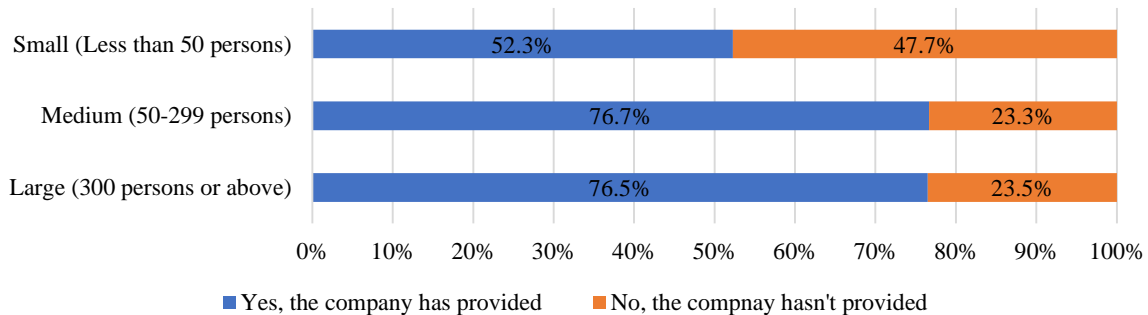


Figure 34. Availability of Marriage Leave by Company Size



For childcare support, family recreational activities were significantly different by industry, occupation, and company size, where all $p < 0.01$. The results are shown in Table 13.

Table 13. Availability of Family Recreational Activities by Work-Related Socio-Demographics

	Family Recreational Activities	
	n	%
***Industry		
Manufacturing	2	1.5
Construction	26	19.7
Import/ Export, Wholesale and Retail	0	0.0
Transportation, Storage, Postal and Courier Services	6	4.5
Accommodation and Food Services	8	6.1
Information and Communications	3	2.3
Finance and Insurance	2	1.5
Real Estate, Professional and Business Services	75	56.8
Social and Personal Services	6	4.5
Others	4	3.0
**Occupation		
Managers and Administrators	40	31.0

Professionals	20	15.5
Associate Professionals	8	6.2
Clerical Support Workers	52	40.3
Service and Sales Workers	8	6.2
Others	1	0.8
***Company Size		
Small (Less than 50 persons)	10	7.8
Medium (50-299 persons)	33	25.6
Large (300 persons or above)	86	66.7

Notes: All percentages refer to the valid percentage; *** $p < 0.001$, ** $p < 0.01$; Chi-square analysis was used.

As shown in Figures 35, 36, and 37, a higher proportion of respondents from the “Real Estate, Professional and Business Services” (53.6%) industry reported that their company has provided family recreational activities, while there were no respondents from “Import/Export, Wholesale and Retail” reported that their company has provided family recreational activities. A higher proportion of respondents in the occupation of “Clerical Support Workers” (41.3%) and “Managers and Administrators” (39.6%) reported that their company has provided family recreational activities. A higher proportion of respondents from large-sized company (50.9%) reported that their company has provided family recreational activities.

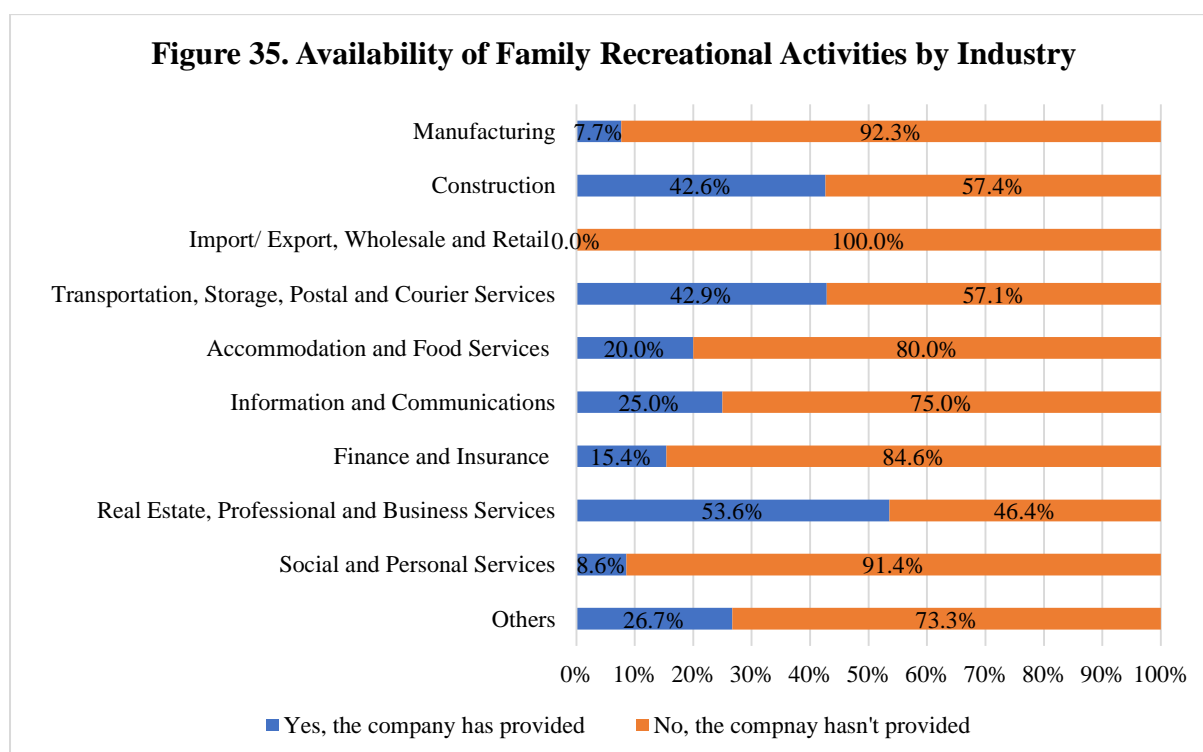


Figure 36. Availability of Family Recreational Activities by Occupation

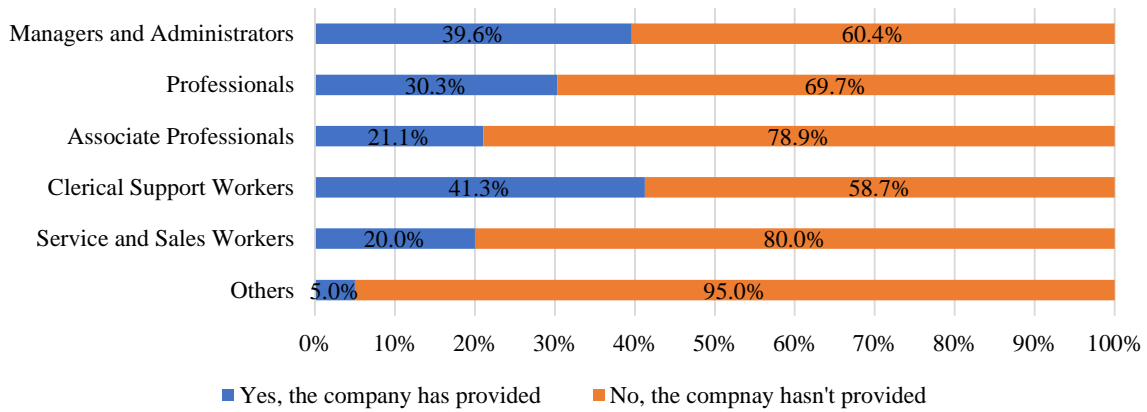
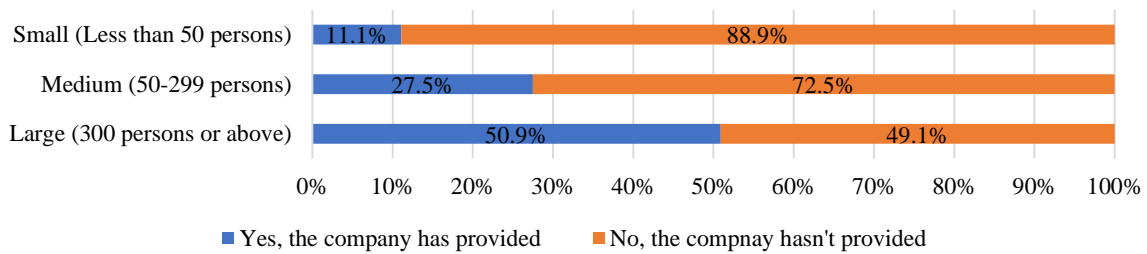


Figure 37. Availability of Family Recreational Activities by Company Size



3.6.1. Utilization of Common FFEPs Available in Hong Kong

The respondents were asked to report the frequency of using FFEPs provided by their employers. Responses were given on a 7-point scale (1 = “never used”; 7 = “frequently used”) or, in the case of leaves, the number of days taken. Analysis was conducted on the utilization of the most common FFEPs provided by employers. Table 14 and Figure 38 show the usage frequency of five-day workweek, flexible work schedule, and work-from-home arrangement provided by employers. Among the respondents, 77.1% (n=178) of them frequently used five-day workweek, 40.6% (n=67) occasionally used flexible work schedule, and 43.7% (n=69) occasionally used work-from-home arrangement, respectively. There were no significant differences between male and female for the utilization of five-day workweek, flexible work schedule, and work-from-home, where all $p > 0.05$.

Table 14. Usage Frequency of Work Arrangement

	Five-Day Workweek (N=231)		Flexible Work Schedule (N=165)		Work-From-Home (N=158)	
	Mean	SD	Mean	SD	Mean	SD
Male	6.35	1.23	4.40	1.87	3.43	1.79
Female	6.45	1.32	4.36	1.67	3.76	1.54
Overall	6.41	1.29	4.38	1.74	3.64	1.64

Note: N = Respondents who reported the usage frequency of the corresponding FFEPs; 1=Never used, 4=Occasionally used, 7= Frequently used.

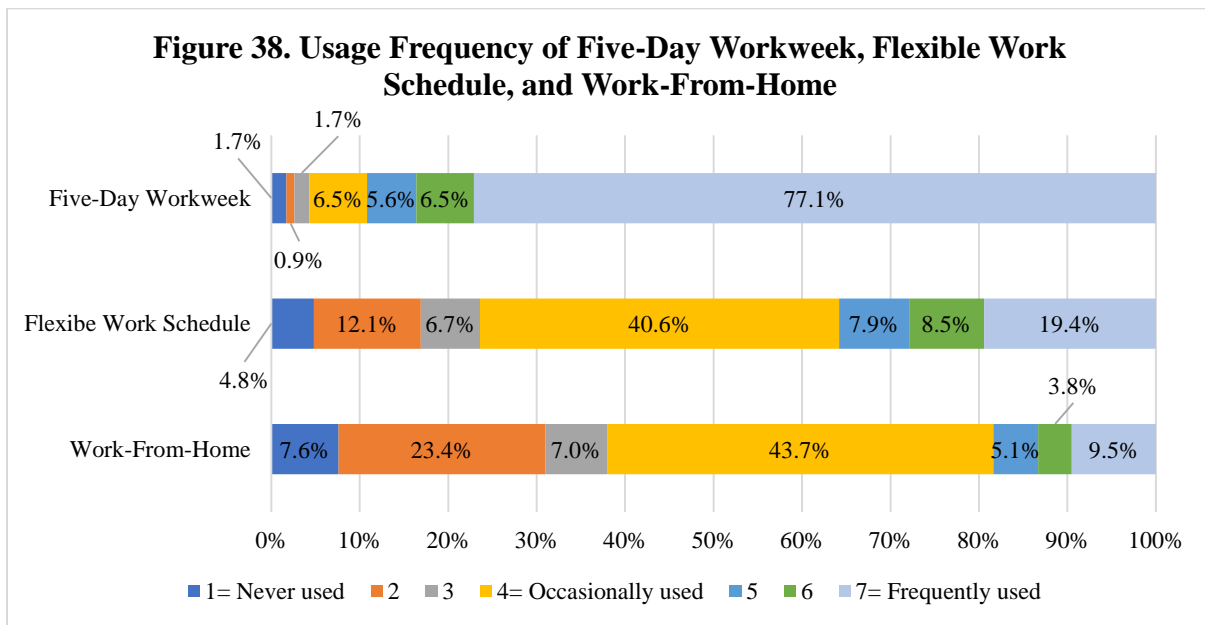


Table 15 and Figure 39 show the usage frequency of critical incident support, family medical insurance, and employee assistance program provided by employers. Among the respondents, 37.7% (n = 63), 34.7% (n = 52), and 32.1% (n = 42) occasionally used family medical insurance, critical incident support, and employee assistance program, respectively. There were no significant differences between male and female for the utilization of critical incident support, family medical insurance, and employee assistance program, where all $p > 0.05$.

Table 15. Usage Frequency of Daily Life Support

	Critical Incident Support (N=150)		Family Medical Insurance (N=167)		Employee Assistance Program (N=131)	
	Mean	SD	Mean	SD	Mean	SD
Male	2.89	1.86	3.52	1.82	2.64	1.75
Female	2.71	1.70	4.10	2.02	2.60	1.67
Overall	2.77	1.76	3.86	1.95	2.61	1.69

Note: N = Respondents who reported the usage frequency of the corresponding FFEPs; 1=Never used, 4=Occasionally used, 7= Frequently used.

Figure 39. Usage Frequency of Critical Incident Support, Family Medical Insurance, and Employee Assistance Program

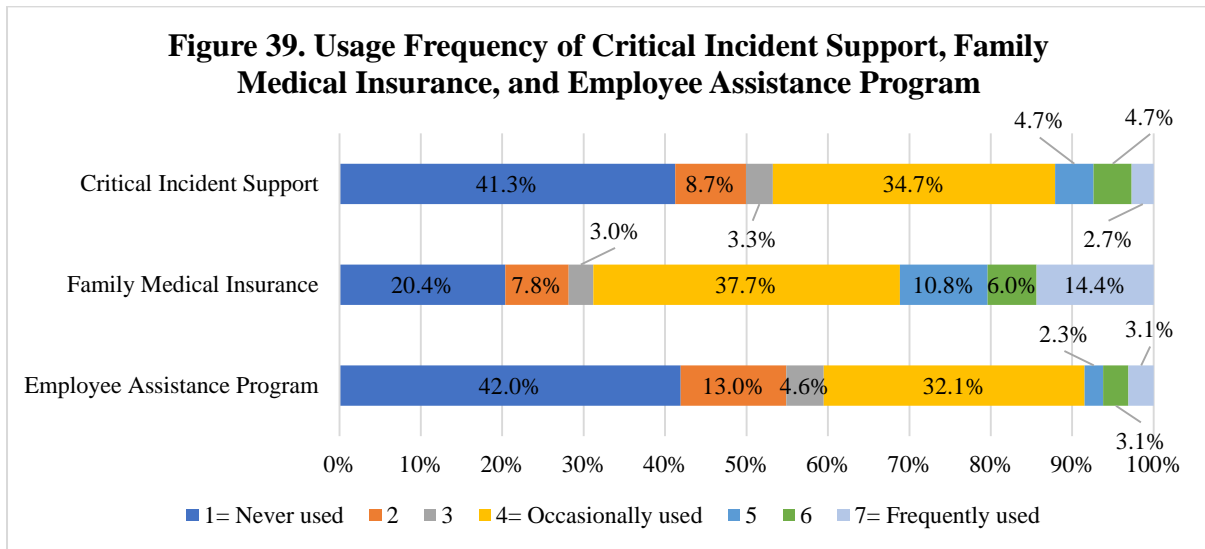


Table 16 shows the usage frequency of compassionate leave, marriage leave, and birthday leave. For compassionate leave, the respondents took an average of 0.55 day since working in the company, which is 3% of the entitled days per year. For marriage leave, the respondents took an average of 0.93 day since working in the company, which is 20% of the entitled days per marriage. For birthday leave, the respondents took an average of 3.55 days since working in the company, which is 57% of the entitled days per year. There were no significant differences between male and female for the utilization of compassionate leave, marriage leave, and birthday leave, where all $p > 0.05$.

Table 16. Usage Frequency of Leave Benefits

	Compassionate Leave (N=244)		Marriage Leave (N=230)		Birthday Leave (N=195)	
	Mean	SD	Mean	SD	Mean	SD
Male						
Used Days	0.43	1.05	0.85	1.83	3.35	3.24
Proportion of Days Entitled	0.03	0.09	0.18	0.38	0.53	0.35
Female						
Used Days	0.63	1.30	0.98	2.18	3.69	3.14
Proportion of Days Entitled	0.03	0.06	0.22	0.68	0.59	0.39
Overall						
Used Days	0.55	1.21	0.93	2.05	3.55	3.17
Proportion of Days Entitled	0.03	0.07	0.20	0.58	0.57	0.38

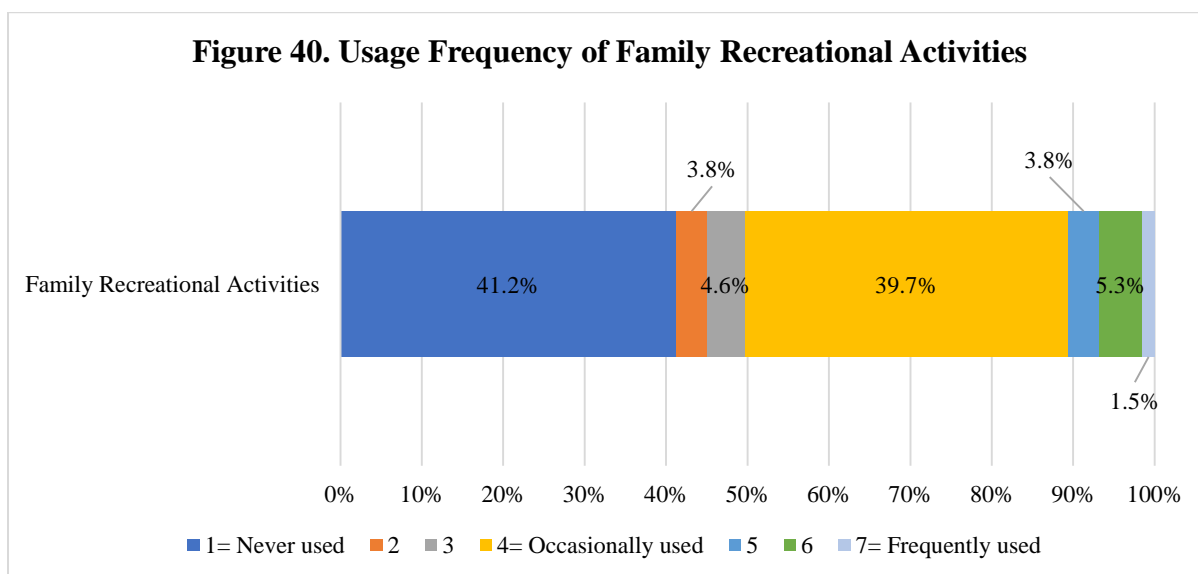
Note: N = Respondents who reported the usage frequency of the corresponding FFEPs; Proportion of days entitled is calculated by number of used days/number of entitled days.

Table 17 and Figure 40 show the usage frequency of family recreational activities provided by employers. Among the respondents, 39.7% (n = 52) occasionally used family recreational activities. There were no significant differences between male and female for the usage frequency of family recreational activities, where $p > 0.05$.

Table 17. Usage Frequency of Family Recreational Activities

(N=150)	Mean	SD
Male	2.75	1.79
Female	2.87	1.69
Overall	2.83	1.72

Note: N = Respondents who reported the usage frequency of the corresponding FFEPs; 1=Never used, 4=Occasionally used, 7=Frequently used.



3.6.2. Underutilization of Common FFEPs Available in Hong Kong

For those who reported low usage frequency of work arrangement/support (i.e., lower than “4= occasionally used”) or low usage of leaves (i.e., less than the number of days entitled), they were also asked to indicate the reason for low usage. Table 18 shows the low usage frequency of the common FFEPs provided by employers and the reasons for low usage.

For compassionate leave and marriage leave, 61.5% (n=150) and 64.3% (n=148) of the respondents used less than the number of days entitled, respectively. For work-from-home arrangement, 38% (n=60) of the respondents reported low usage frequency. For critical incident support, family medical insurance, and employee assistance program, 53.3% (n=80), 31.1% (n=52), and 59.5% (n=78) reported low usage frequency, respectively. For family recreational activities, 49.6% (n=65) of the respondents reported low usage frequency.

For compassionate leave (93.3%, n=140), marriage leave (95.9%, n=142), critical incident support (84.5%, n=60), family medical insurance (77.1%, n=37), employee assistance program (93.2%, n=69), and family recreational activities (83.1%, n=54), the majority of the respondents used less than the number of days provided or reported low usage frequency because they are “not needed for personal circumstance”. For work-from-home (42.1%, n=24), the majority of the respondents reported low usage frequency because they were “limited by the nature of work”. The results indicate that employees who underutilize FFEPs provided by

their employer are mainly due to personal circumstances rather than work-related factors such as difficulty in manpower deployment or fear of dissatisfaction from employers/colleagues, etc. Only for work-from-home arrangement many employees were unable to adopt it to the full extent due to the nature of their work. Since the number of responses for the reasons for low usage frequency of birthday leave, five-day workweek, flexible work schedule were small, they are not reported here.

Table 18. Low Usage Frequency and Reasons for Low Usage of FFEPs

Frequency	Compassionate Leave (N=150)		Marriage Leave (N=148)		Work-From-Home (N=57)		Critical Incident Support (N=71)		Family Medical Insurance (N=51)		Employee Assistance Program (N=75)		Family Recreational Activities (N=65)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Entitled Days	2.94	1.03	4.36	1.82	-	-	-	-	-	-	-	-	-	-
Used Days	0.10	0.35	0.80	0.59	-	-	-	-	-	-	-	-	-	-
< Occasionally Used (4)	-	-	-	-	1.97	0.66	1.29	0.58	1.44	0.67	1.37	0.63	1.26	0.62
Reasons	n(%)		n(%)		n(%)		n(%)		n(%)		n(%)		n(%)	
Not needed for personal circumstance	140(93.3%)		142(95.9%)		13(22.8%)		60(84.5%)		39(76.5%)		69(93.2%)		54(83.1%)	
Difficulty in manpower deployment	1(0.7%)		1(0.7%)		7(12.3%)		4(5.6%)		3(5.9%)		1(1.4%)		2(3.1%)	
Limited by the nature of work	0(0.0%)		1(0.7%)		24(42.1%)		3(4.2%)		2(3.9%)		2(2.7%)		2(3.1%)	
Fear of dissatisfaction of employers/colleagues	2(1.3%)		0(0.0%)		6(10.5%)		0(0.0%)		1(2.0%)		2(2.7%)		2(3.1%)	
Fear of affecting income or other interests	1(0.7%)		1(0.7%)		1(1.8%)		1(1.4%)		1(2.0%)		2(2.7%)		1(1.5%)	
Affected by work culture	2(1.3%)		1(0.7%)		8(14.0%)		0(0.0%)		2(3.9%)		1(1.4%)		1(1.5%)	
Unavailable in current rank or position	1(0.7%)		1(0.7%)		10(17.5%)		1(1.4%)		6(11.8%)		1(1.4%)		0(0.0%)	
Absence of clear guidelines	0(0.0%)		0(0.0%)		7(12.3%)		8(11.3%)		0(0.0%)		4(5.3%)		1(1.5%)	
Worried about affecting career prospects	1(0.7%)		0(0.0%)		0(0.0%)		1(1.4%)		0(0.0%)		2(2.7%)		1(1.5%)	
Others	2(1.3%)		0(0.0%)		9(15.8%)		1(1.4%)		4(7.8%)		1(1.4%)		4(6.2%)	

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for reasons; For work-from-home, 3 cases did not provide the reason; For critical incident, 9 cases did not provide the reason; For family medical insurance, 1 case did not provide the reason; For employee assistance program, 3 cases did not provide the reason.

3.7. Difficulties in FFEPs Application

The respondents were asked to indicate whether they had experienced difficulties when applying for family-related support, and if so, which type of FFEPs, the reasons, and the actions taken. Only 5.8% (n=23) of the respondents reported having encountered difficulties when applying for FFEPs (Table 19). Among these respondents, a notable proportion of them encountered difficulties when applying for five-day workweek (47.8%, n=11), special casual leave (39.1%, n=9), family medical insurance (34.8%, n=8), flexible work schedule (30.4%, n=7), and leave to care for sick elderly or persons with disability (30.4%, n=7) (Table 20).

Table 19. Whether Encountered Difficulties in Application of FFEPs

	n	%
Yes, have encountered difficulties	23	5.8
No, haven't encountered difficulties	377	94.3

Note: All percentages refer to the valid percentage

Table 20. Difficulties Encountered in Application of FFEPs by Type

	n	% out of 23
Five-day workweek	11	47.8
Special casual leave	9	39.1
Family medical insurance	8	34.8
Flexible work schedule*	7	30.4
Leave to care sick elderly or persons with disability	7	30.4
Leave to care for sick children	6	26.1
Leave to care for elderly or persons with disability	6	26.1
After-school care for children	6	26.1
Integrated home care service	6	26.1
Medical support for elderly or persons with disability	6	26.1
Flexible shift working*	5	21.7
Parental leave	5	21.7
Child day care service	5	21.7
Birthday leave	4	17.4
Marriage leave	4	17.4
Work-from-home	4	17.4
Compassionate leave	4	17.4
Critical incident support*	4	17.4
Filial leave	4	17.4
Paid leave bank*	4	17.4
Leave to care for children	4	17.4
Reduced work hours	3	13.0
Education support for children	3	13.0
Day care service for elderly or persons with disability	3	13.0
Childcare support	3	13.0
Lactation room	3	13.0

Employee assistance program	2	8.7
Part-time employment	2	8.7
Job sharing	2	8.7
Family recreational activities	2	8.7
Breastfeeding time	2	8.7
Compressed work schedule	1	4.3

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question. *Flexible work schedule or “flexitime” allows employees to adjust their time of reporting and leaving work within a specified period without altering the total number of working hours. Flexible shift working is applied to jobs that are on shift working patterns so employees can choose and arrange the shifts they prefer. Critical incident support is given to employees who are experiencing a traumatic incident in order to help them cope. Paid leave bank enables employees to combine different types of leaves into one multi-purpose bank of leave days for scheduled and unscheduled absences.

Among the 23 respondents who encountered difficulties in the application process, a notable proportion of them reported that the difficulty they countered was “Do not know how to apply” (39.1%, n=9) and “Limited by nature of work” (34.8%, n=8). Only 34.8% (n=8) of the respondents chose to take action by complaining to colleagues (50%, n=4), immediate supervisor (37.5%, n=3), the management level (12.5%, n=1), or human resources (12.5%, n=1). For the remaining 15 respondents who did not take action, 14 (93.3%) of them reported the reason. A notable proportion of them reported that they “Worried about affecting career prospects” (50%, n=7) and “I do not know how to appeal” (42.9%, n=6). The results are shown in Tables 21, 22, and 23.

Table 21. Reasons for Difficulties Encountered in Applying FFEPs (n=23)

	n	% out of 23
Do not know how to apply	9	39.1
Limited by the nature of work	8	34.8
Employers or colleagues are dissatisfied with the requested family-related leave or measures	3	13.0
The requested family-related leave or measures are not approved by the supervisor	3	13.0
Others	2	8.7

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question.

Table 22. Actions Taken When Encountering Difficulties in Applying FFEPs (n=8)

	n	% out of 8
Complain to colleagues	4	50.0
Complain to the immediate supervisor	3	37.5
Complain to the management level	1	12.5
Complain to the human resources department	1	12.5

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question.

Table 23. Reasons for Not Taking Action When Encountering Difficulties in Applying FFEPs (n=14)

	n	% out of 14
Worried about affecting career prospects	7	50.0
I do not know how to appeal	6	42.9
It is unnecessary to take actions	5	35.7
Fear of affecting income or other interests	5	35.7
Afraid of the retaliation from the employer	4	28.6
Worried about future employer's view on such actions	4	28.6
Fear of being gender stereotyped	3	21.4

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question.

3.8. Family Responsibility and Most Desired FFEPs

The different types of FFEPs were grouped into seven umbrella categories including “work arrangement”, “daily life support”, “leave benefits”, “family-related leave benefits”, “childcare support”, “mother-related support”, and “elderly or disability-related support”. The respondents were asked to rank the 7 categories of FFEPs in the order of helpfulness for their own family responsibilities from 1 (most helpful) to 7 (least helpful). According to their responses, the ranking from most helpful to least helpful is shown below:

1. Work arrangement (i.e., five-day workweek, flexible work schedule, work-from-home, part-time employment, flexible shift working, job sharing, compressed work schedule, reduced work hours)
2. Leave benefits (i.e., birthday leave, compassionate leave, marriage leave, filial leave, special casual leave, paid leave bank)
3. Daily life support (i.e., critical incident support, family medical insurance, employee assistance program)
4. Family-related leave benefits (i.e., parental leave, leave to care for children, leave to care for sick children, leave to care for elderly or person with disability, leave to care for sick elderly or person with disability)
5. Mother-related support (i.e., lactation room, breastfeeding time)
6. Elderly or disability-related support (i.e., day care service for elderly or person with disability, integrated home care service, medical support for elderly or person with disability)
7. Childcare support (i.e., childcare support, child day care service, after-school care, education support for children, family recreational activities)

As reported by the respondents, generally, the most desired FFEPs to be provided by employers to facilitate work-family balance of employees with FRs include five-day workweek (72.8%, n=291), flexible work schedule (67.3%, n=269), special casual leave (66.5%, n=266), family medical insurance (64.8%, n=259), and critical incident support (58.3%, n=233). In contrast, among the 34 types of FFEP, generally, the least desired FFEPs include job sharing (11%, n=44), compressed work schedule (21.5%, n=86), part-time employment (22.5%, n=90), after-school care for children (24.8%, n=99), day care service for elderly or persons with disability (28.2%, n=113), and childcare support (28.3%, n=113).

Among the three groups of respondents who needed to take care of 1) infant, child, or teenager, 2) spouse and parent, and 3) elderly, person with disability, or person with chronic illness, the FFEPs which were commonly desired by these three groups of respondents include five-day workweek, flexible work schedule, and special casual leave. These three types of FFEPs received 60-75% support across respondents who were taking care of different types of care recipients.

As the respondents needed to take care of different types of care recipients, they may have different needs for FFEPs. For those who needed to take care of an infant, child, or teenager,

the FFEPs desired by most of them were five-day workweek (75%, n=87), flexible work schedule (74.1%, n=86), special casual leave (74.1%, n=86), leave to care for sick children (74.1%, n=86), and family medical insurance (72.4%, n=84).

For those who needed to take care of a spouse or parent, the FFEPs desired by most of them were five-day workweek (71.9%, n=164), flexible work schedule (69.3%, n=158), special casual leave (66.7%, n=152), and family medical insurance (66.2%, n=151).

For those who needed to take care of an elderly, person with disability, or person with chronic illness, the FFEPs desired by most of them were five-day workweek (72.4%, n=118), special casual leave (65%, n=106), flexible work schedule (64.4%, n=105), leave to care for elderly or person with disability (62%, n=101), family medical insurance (60.7%, n=99), and critical incident support (60.7%, n=99). The results are shown in Table 24.

Table 24. Desired FFEPs of Caregivers by Type of Caregivers

	Caregivers of Infant, Child, Teenager (N=116)	Caregivers of Spouse, Parent (N=228)	Caregivers of Elderly, Person with Disability, Person with Chronic Illness (N=163)	All Caregivers (N=400)
	(n, %)	(n, %)	(n, %)	(n, %)
Work Arrangement				
Five-day workweek	87(75.0%)	164(71.9%)	118(72.4%)	291(72.8%)
Flexible work schedule	86(74.1%)	158(69.3%)	105(64.4%)	269(67.3%)
Work-from-home	62(53.4%)	110(48.2%)	76(46.6%)	192(48.0%)
Reduced work hours	47(40.5%)	75(32.9%)	56(34.4%)	132(33.0%)
Flexible shift working	41(35.3%)	77(33.8%)	47(28.8%)	129(32.3%)
Part-time employment	34(29.3%)	49(21.5%)	31(19.0%)	90(22.5%)
Compressed work schedule	29(25.0%)	50(21.9%)	33(20.2%)	86(21.5%)
Job sharing	14(12.1%)	26(11.4%)	16(9.8%)	44(11.0%)
Daily Life Support				
Family Medical Insurance	84(72.4%)	151(66.2%)	99(60.7%)	259(64.8%)
Critical incident support	65(56.0%)	130(57.0%)	99(60.7%)	233(58.3%)
Employee Assistance Program	37(31.9%)	65(28.5%)	47(28.8%)	118(29.5%)
Leave Benefits				
Special casual leave	86(74.1%)	152(66.7%)	106(65.0%)	266(66.5%)
Birthday leave	72(62.1%)	138(60.5%)	91(55.8%)	231(57.8%)
Compassionate leave	61(52.6%)	122(53.5%)	83(50.9%)	205(51.3%)
Marriage leave	63(54.3%)	125(54.8%)	79(48.5%)	201(50.3%)
Filial leave	50(43.1%)	85(37.3%)	68(41.7%)	155(38.8%)
Paid leave bank	46(39.7%)	78(34.2%)	52(31.9%)	140(35%)
Family-Related Leave Benefits				
Leave to care elderly or persons with disability	67(57.8%)	118(51.8%)	101(62.0%)	226(56.5%)
Leave to care for sick children	86(74.1%)	120(52.6%)	79(48.5%)	212(53.0%)

Leave to care sick elderly or persons with disability	53(45.7%)	98(43.0%)	84(51.5%)	190(47.5%)
Leave to care for children	71(61.2%)	91(39.9%)	62(38.0%)	169(42.3%)
Parental leave	58(50.0%)	87(38.2%)	62(38.0%)	157(39.3%)
Childcare Support				
Child day care service	48(41.4%)	81(35.5%)	55(33.7%)	140(35.0%)
Family recreational activities	51(44.0%)	74(32.5%)	42(25.8%)	123(30.8%)
Education support for children	50(43.1%)	63(27.6%)	42(25.8%)	114(28.5%)
Childcare support	37(31.9%)	64(28.1%)	44(27.0%)	113(28.3%)
After-school care	42(36.2%)	56(24.6%)	35(21.5%)	99(24.8%)
Mother-Related Support				
Lactation room	61(52.6%)	107(46.9%)	66(40.5%)	181(45.3%)
Breastfeeding time	59(50.9%)	94(41.2%)	56(34.4%)	160(40.0%)
Elderly or Disability-Related Support				
Medical support for elderly or persons with disability	68(58.6%)	131(57.5%)	92(56.4%)	225(56.3%)
Integrated home care service	52(44.8%)	79(34.6%)	69(42.3%)	157(39.3%)
Day care service for elderly or persons with disability	38(32.8%)	59(25.9%)	45(27.6%)	113(28.3%)

Notes: All percentages refer to the valid percentage; Multiple answers were allowed for this question; As respondents may take care of more than one type of care recipient, the summation of the numbers in different categories of caregivers is larger than the number of all caregivers.

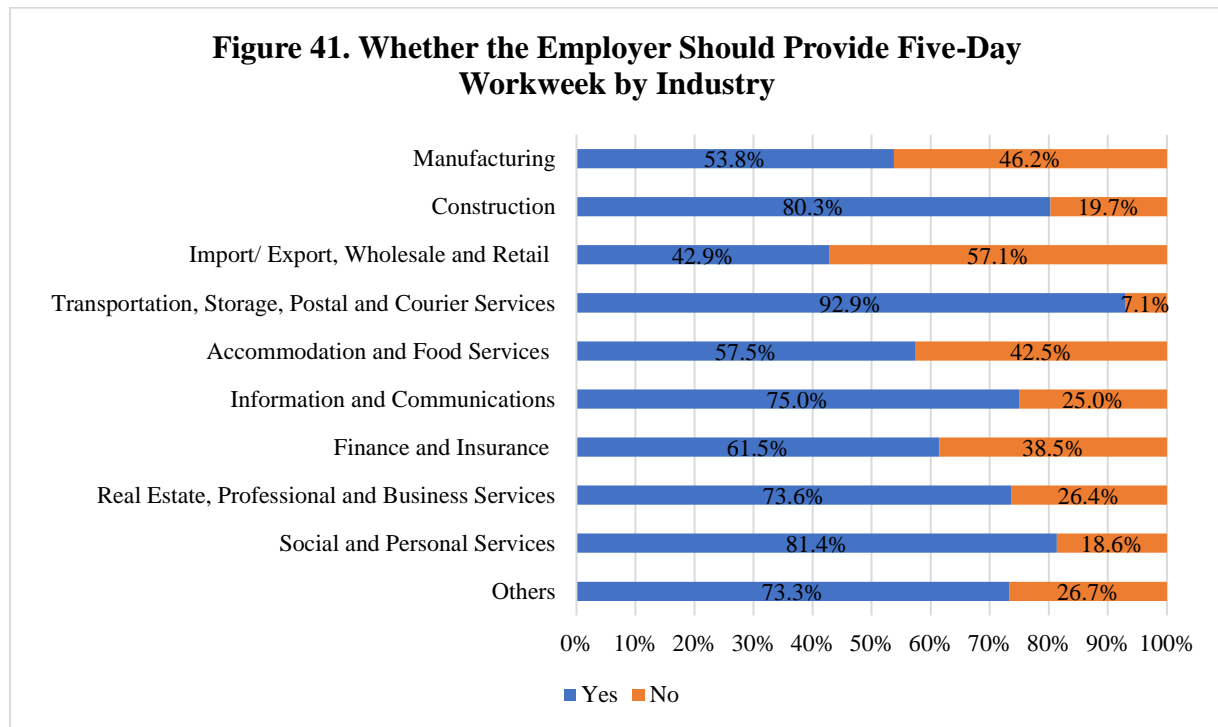
The relationships between the most desired FFEPs and socio-demographics (i.e., age, working experience, marital status, and industry) were assessed. **There were significant differences in five-day workweek by industry, where $p < 0.05$.** There were no significant differences in five-day workweek by age, working experience, and marital status, where all $p > 0.05$. **There were significant differences in flexible work schedule by age, working experience, and industry, where all $p < 0.001$.** There were no significant differences in special casual leave by age, working experience, and industry, where all $p > 0.05$. **There were significant differences in family medical insurance by industry, where $p < 0.05$.** There were no significant differences in family medical insurance by age, working experience, and marital status, where all $p > 0.05$. There were no significant differences in critical incident support by age, working experience, and industry, where all $p > 0.05$. The results are shown in Table 25.

Table 25. Desired FFEPs by Socio-Demographics

	Five-Day Workweek (n, %)	Flexible Work Schedule (n, %)	Special Casual Leave (n, %)	Family Medical Insurance (n, %)	Critical Incident Support (n, %)
<i>Age</i>					
18-24	11(3.8%)	12(4.5%)	12(4.5%)	11(4.2%)	12(5.2%)
25-34	89(30.6%)	89(33.1%)	82(30.8%)	78(30.1%)	66(28.3%)
35-44	66(22.7%)	77(28.6%)	65(24.4%)	67(25.9%)	54(23.2%)
45-54	68(23.4%)	57(21.2%)	59(22.2%)	54(20.8%)	57(24.5%)
55-64	47(16.2%)	28(10.4%)	39(14.7%)	40(15.4%)	40(17.2%)
65 or above	10(3.4%)	6(2.2%)	9(3.4%)	9(3.5%)	4(1.7%)
<i>Working Experience in Current Company</i>					
Less than 5 years	112(39.9%)	107(40.8%)	116(44.6%)	103(40.6%)	102(44.9%)
5-10 years	58(20.6%)	65(24.8%)	57(21.9%)	57(22.4%)	41(18.1%)
10-15 years	47(16.7%)	43(16.4%)	37(14.2%)	38(15.0%)	35(15.4%)
15 years or above	64(22.8%)	47(17.9%)	50(19.2%)	56(22.0%)	49(21.6%)
<i>Marital Status</i>					
Never married	124(43.1%)	119(44.4%)	114(43.5%)	103(40.1%)	106(45.9%)
Married	152(52.8%)	138(51.5%)	136(51.9%)	145(56.4%)	114(49.4%)
Separated/ Divorced/ Widowed	12(4.2%)	11(4.1%)	12(4.6%)	9(3.5%)	11(4.8%)
<i>Industry</i>					
Manufacturing	14(4.8%)	11(4.1%)	16(6.0%)	10(3.9%)	12(5.2%)
Construction	49(16.9%)	43(16.0%)	39(14.7%)	43(16.7%)	30(12.9%)
Import/ Export, Wholesale and Retail	3(1.0%)	4(1.5%)	7(2.6%)	6(2.3%)	4(1.7%)
Transportation, Storage, Postal and Courier Services	13(4.5%)	7(2.6%)	10(3.8%)	9(3.5%)	9(3.9%)
Accommodation and Food Services	23(7.9%)	15(5.6%)	19(7.2%)	19(7.4%)	19(8.2%)
Information and Communications	9(3.1%)	12(4.5%)	8(3.0%)	9(3.5%)	9(3.9%)
Finance and Insurance	8(2.8%)	11(4.1%)	12(4.5%)	10(3.9%)	9(3.9%)
Real Estate, Professional and Business Services	103(35.5%)	109(40.5%)	99(37.4%)	98(38.1%)	86(37.1%)
Social and Personal Services	57(19.7%)	44(16.4%)	47(17.7%)	42(16.3%)	42(18.1%)
Others	11(3.8%)	13(4.8%)	8(3.0%)	11(4.3%)	12(5.2%)

Notes: All percentages refer to the valid percentage.

As shown in Figure 41, a higher proportion of respondents from the “Transportation, Storage, Postal and Courier Services” (92.9%) industry agreed that employers should provide five-day workweek. There were relatively less respondents from the “Import/Export, Wholesale and Retail” (42.9%) industry who agreed that employers should provide five-day workweek.



As shown in Figures 42, 43, and 44, a higher proportion of younger respondents aged 18-24 (70.6%), 25-34 (75.4%), and 35-44 (81.9%) showed desire for flexible work schedule than older respondents aged 55-64 (42.4%) and 65 or above (37.5%). A slightly higher proportion of respondents who have worked in their current company for 5-10 years (77.4%) and 10-15 years (71.7%) agreed that employers should provide flexible work schedule. All respondents from the “Information and Communication” industry agreed that employers should provide flexible work schedule. A higher proportion of respondents from the “Finance and Insurance” (84.6%) industry agreed that employers should provide flexible work schedule, while there were relatively less respondents from the “Accommodation and Food Services” (37.5%) industry agreed that employers should provide flexible work schedule.

Figure 42. Whether the Employer Should Provide Flexible Work Schedule by Age

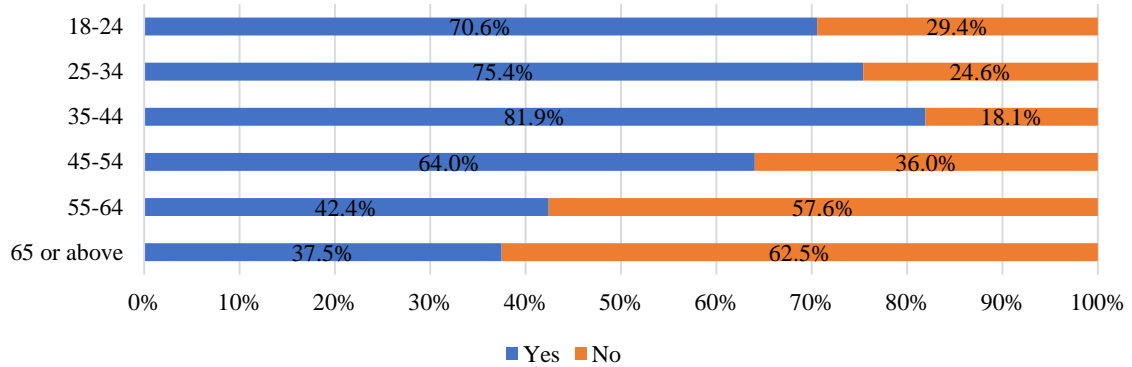


Figure 43. Whether the Employer Should Provide Flexible Work Schedule by Working Experience

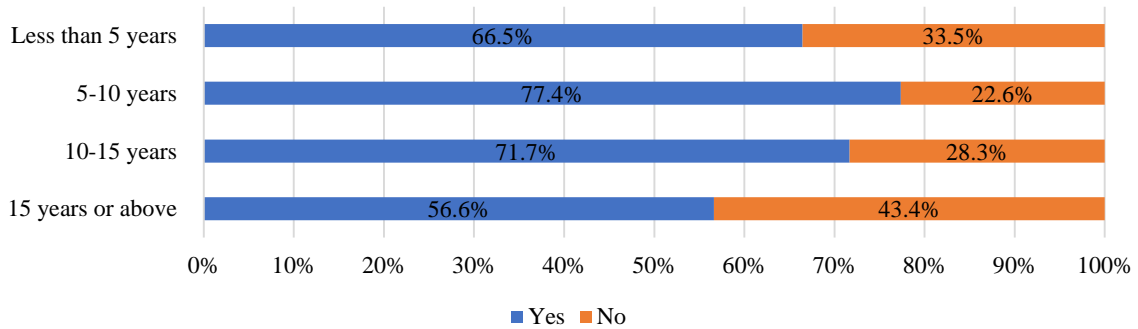
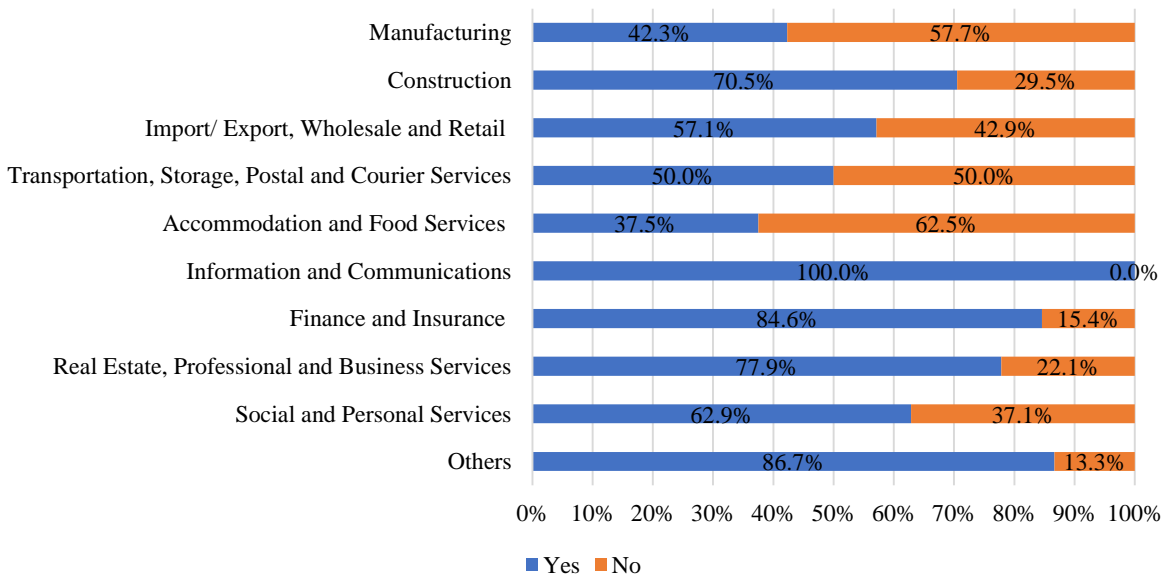
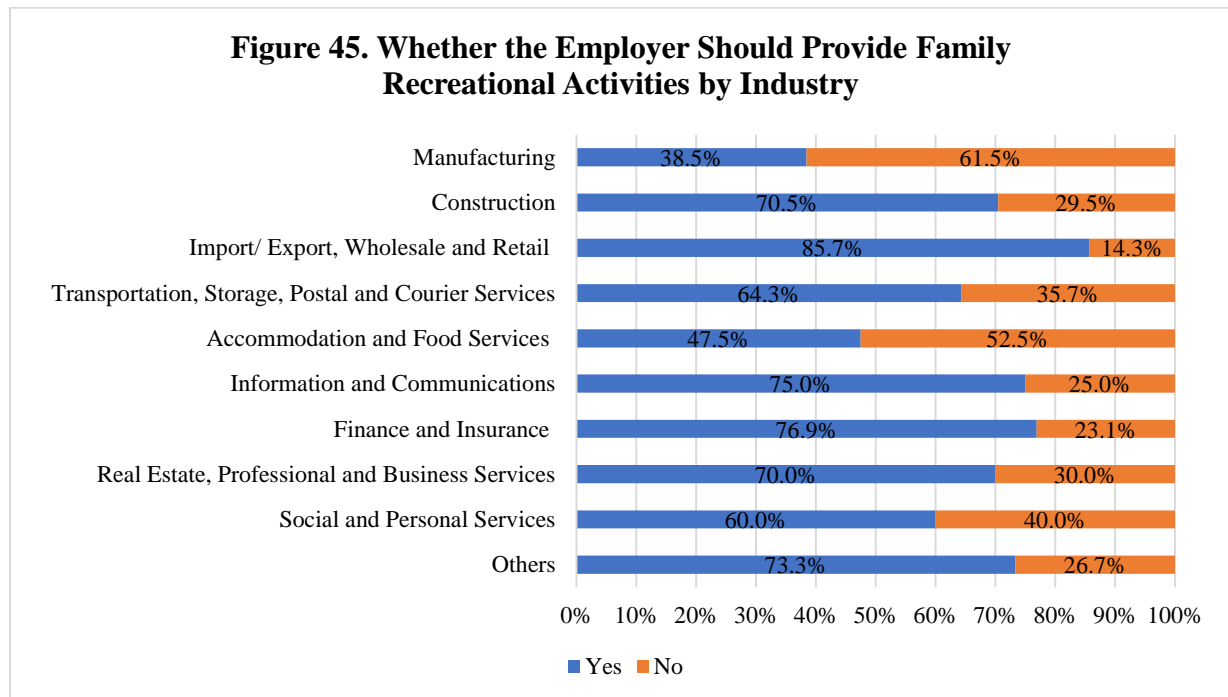


Figure 44. Whether the Employer Should Provide Flexible Work Schedule by Industry



As shown in Figure 45, a higher proportion of respondents from the “Import/Export, Wholesale and Retail” (85.7%) industry agreed that employers should provide family recreational activities, while there were less respondents from the “Manufacturing” (38.5%) industry agreed that employers should provide family recreational activities.



3.9. Availability of FFEPs and Employee Well-Being

The associations between FFEPs and employee well-being were examined for project objective c). The different types of FFEPs were grouped into seven umbrella categories and the availability of support provided by the employer for each category were used to create composite scores. The seven umbrella categories are shown in Section 3.8. The observed range, mean, median, and SD of the composite scores for the 7 categories are summarized in Table 26. Higher scores suggest more family-friendly support provided by the employer.

The indicators of employee well-being include: 1) work-family conflict (i.e., the degree to which the demands of work interfere with those of the family), assessed using the Work-Family Conflict Scale (Netemeyer et al., 1996), rated on a scale of 1 to 7; 2) caregiver burden (i.e., a caregiver’s subjective evaluation of feeling burdened), assessed using the Burden Scale for Family Caregivers (Graessel et al., 2014), rated on a scale of 0 to 3; 3) family satisfaction (i.e., the perceived level of satisfaction with one’s family), assessed using the Family Satisfaction Scale (Carver & Jones, 1992), rated on a scale of 1 to 5; 4) family functioning (i.e., the perceived level of satisfaction with how a family works), assessed using the Brief Assessment of Family Functioning Scale (Mansfield et al., 2019), rated on a scale of 1 to 4; 5) depressive symptoms (i.e., major depressive symptoms based on DSM-IV criteria), assessed using the Patient Health Questionnaire (Kroenke et al., 2001), rated on a scale of 0 to 3; 6) anxiety symptoms (i.e., symptoms of the generalized anxiety disorder based on DSM-IV criteria), assessed using the Generalized Anxiety Disorder Scale (Spitzer et al., 2006), rated on a scale

of 0 to 3. The observed range, mean, median, and standard deviation of the employee well-being indicators are summarized in Table 27.

Table 26. Descriptive Statistics of the Availability of FFEPs by Umbrella Category of FFEPs

Umbrella Category of FFEPs	Minimum	Maximum	Mean	Median	SD
Work arrangement	0.00	8.00	2.10	2.00	1.67
Leave benefits	0.00	5.00	2.16	3.00	1.38
Daily life support	0.00	3.00	1.17	1.00	1.09
Family-related leave benefits	0.00	6.00	1.55	2.00	0.77
Mother-related support	0.00	2.00	0.37	0.00	0.66
Elderly or disability-related support	0.00	2.00	0.24	0.00	0.44
Childcare support	0.00	5.00	0.49	0.00	0.75

Note: Figures refer to the descriptive statistics of the number of FFEPs available by caregivers under each umbrella category of FFEPs.

Table 27. Descriptive Statistics of the Employee Well-Being Indicators

Indicator of Employee Well-being	Minimum	Maximum	Mean	Median	SD
Work-family conflict	1.00	7.00	3.20	3.40	1.22
Caregiver burden	0.00	2.70	1.23	1.20	0.53
Family satisfaction	1.40	5.00	3.44	3.40	0.69
Family functioning	1.00	4.00	3.06	3.00	0.50
Depressive symptoms	0.00	2.78	0.59	0.44	0.56
Anxiety symptoms	0.00	3.00	0.77	0.71	0.65

Note: Mean = The average of all items under each indicator.

Results from correlation analysis showed that daily life support was negatively associated with work-family conflict ($p < .01$), and positively associated with family satisfaction ($p < .001$) and family functioning ($p < .01$). Family-related leave benefits were positively associated with family satisfaction ($p < .05$) and family functioning ($p < .01$). Mother-related support was positively associated with family satisfaction ($p < .01$) and family functioning ($p < .01$). Childcare support was positively associated with family satisfaction ($p < .05$). Work arrangement, leave benefits, and elderly or disability-related support were not related to any employee well-being indicators, where all $p > 0.05$. The findings suggest that employees with FRs who work in organizations that provide daily life support, family-related leave benefits, mother-related support, and childcare support were more likely to experience better individual and family well-being. The results are shown in Table 28.

Table 28. Pearson Correlations of the Relationships between Availability of FFEPs and Employee Well-Being

	Work-family conflict	Caregiver burden	Family satisfaction	Family functioning	Depressive symptoms	Anxiety symptoms
Work arrangement	-.017	-.066	.010	.037	-.026	.022
Leave benefits	.091	.030	-.008	.080	.080	.077
Daily life support	-.140 **	.073	.193 ***	.150 **	-.033	.037
Family-related leave benefits	-.005	-.004	.101 *	.173 **	.059	.023
Mother-related support	-.030	.058	.144 **	.165 **	-.042	-.003
Elderly or disability-related support	.017	-.001	.043	-.035	-.032	-.016
Childcare support	-.054	.089	.107 *	.094	-.027	.008

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$

3.10. Job Demands and Employee Well-Being

The associations between job demands and employee well-being were examined for project objective d). Time-based demands (i.e., long working hours, overtime work, after-hours/weekend work, evening/night shift, irregular work schedule) and strain-based demands (i.e., workload pressures, organizational constraints, interpersonal conflict) were assessed. For time-based demands, respondents were asked 6 questions: 1) how many days of work per week on average; 2) how many hours of work per week on average; 3) how many hours of overtime work per week on average; 4) how many hours of after-hours/weekend work (including handling work duties at home) per week on average; 5) how many days of evening/night shift per week on average; 6) how regular is the work schedule (1 = *very irregular*; 6 = *very regular*).

For strain-based demands, respondents were asked 3 questions: 1) how often have they experienced work overload (1 = *less than once per month or never*; 5 = *several times per day*); 2) how often have they experienced difficulty to do their job because of constraints at work (1 = *less than once per month or never*; 5 = *several times per day*); 3) how frequently have they experienced interpersonal conflict at work (1 = *never*; 5 = *very often*).

The observed range, mean, median, and SD of time-based and strain-based demands are summarized in Table 29.

Table 29. Descriptive Statistics of Job Demands

Job Demand	Minimum	Maximum	Mean	Median	SD
Work days	1.00	6.50	5.18	5.00	0.57
Work hours	10.00	72.00	44.18	45.00	8.38
Overtime work	0.00	30.00	2.10	0.50	3.41
After-hours/weekend work	0.00	28.00	1.73	0.00	3.52
Evening/night shift	0.00	6.00	0.20	0.00	0.77
Regular work schedule	1.00	6.00	4.47	5.00	1.11

Work overload	1.00	5.00	1.89	2.00	0.82
Organizational constraints	1.00	5.00	1.89	2.00	0.81
Interpersonal conflict	1.00	5.00	2.25	2.00	1.00

Results from correlation analysis showed that number of work days, number of working hours, and evening/night shift were not associated with any of the well-being measures, where all $p > 0.05$. Overtime work was positively associated with work-family conflict ($p < .001$) and anxiety symptoms ($p < .01$). After-hours/weekend work was positively associated with work-family conflict ($p < .001$), depressive symptoms ($p < .05$), and anxiety symptoms ($p < .01$). Regular work schedule was negatively associated with work-family conflict ($p < .001$), and positively associated with family satisfaction ($p < .001$) and family functioning ($p < .001$). Work overload was positively associated with work-family conflict ($p < .001$), caregiver burden ($p < .05$), depressive symptoms ($p < .001$), and anxiety symptoms ($p < .001$), and negatively associated with family functioning ($p < .05$). Organizational constraints were positively associated with work-family conflict ($p < .001$), caregiver burden ($p < .001$), depressive symptoms ($p < .001$), and anxiety symptoms ($p < .001$), and negatively associated with family satisfaction ($p < .01$) and family functioning ($p < .001$). Interpersonal conflict at work was positively associated with work-family conflict ($p < .001$), caregiver burden ($p < .001$), depressive symptoms ($p < .001$), and anxiety symptoms ($p < .001$).

The findings suggest that employees with FRs who work in jobs that have a high level of job demands characterized by overtime work, after-hours/weekend work, irregular work schedule, work overload, organizational constraints, and interpersonal conflict were more likely to experience worsened individual and family well-being. The results are shown in Table 30.

Table 30. Pearson Correlations of the Relationships between Job Demands and Employee Well-Being

	Work-family conflict	Caregiver burden	Family satisfaction	Family functioning	Depressive symptoms	Anxiety symptoms
Work days	-.017	.058	.080	.048	.028	-.002
Work hours	.042	.004	.025	-.020	-.013	-.062
Overtime work	.294 ***	-.003	-.071	-.074	.044	.151 **
After-hours/weekend work	.186 ***	.042	-.025	-.046	.120 *	.134 **
Evening/night shift	.087	-.015	-.051	-.078	-.096	-.057
Regular work schedule	-.208 ***	-.067	.199 ***	.191 ***	-.045	-.065
Work overload	.379 ***	.121 *	-.058	-.119 *	.222 ***	.268 ***
Organizational constraints	.229 ***	.197 ***	-.142 **	-.167 **	.219 ***	.220 ***
Interpersonal conflict	.207 ***	.201 ***	-.047	-.091	.199 ***	.217 ***

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$

3.11. Organizational Culture and Employee Well-Being

The associations between organizational culture and employee well-being were examined for project objective f). Organizational culture is conceived as shared assumptions, beliefs, and values that the organization supports, including concern for employee well-being (organizational support), embrace equal treatment of employees (organizational justice), and value integration of work and family lives (work-family culture) (Thompson et al., 1999). Organizational support was assessed using the Survey of Perceived Organizational Support (Eisenberger et al., 1986), rated on a 7-point scale (1 = *strongly disagree*; 7 = *strongly agree*). Organizational justice was assessed using the organizational justice measure (Colquitt, 2001), rated on a 5-point scale (1 = *to a very small extent*; 5 = *to a very large extent*). Family-friendly organization was assessed using the Work-Family Culture Scale (Thompson et al., 1999), rated on a 7-point scale (1 = *strongly disagree*; 7 = *strongly agree*). The observed range, mean, median, and standard deviation of organizational culture are summarized in Table 31.

Table 31. Descriptive Statistics of Organizational Culture

Organizational Culture	Minimum	Maximum	Mean	Median	SD
Organizational Support	1.13	7.00	4.29	4.13	0.87
Organizational Justice	1.00	4.90	3.16	3.15	0.66
Family-friendly organization	2.20	6.30	4.43	4.35	0.59

Note: Mean = The average of all items under each indicator.

Results from correlation analysis showed that organizational support and family-friendly organization were negatively associated with all of the employee well-being measures, where all $p < .01$ (i.e., work-family conflict, caregiver burden, depressive symptoms, and anxiety symptoms, and positively associated with family satisfaction and family functioning). Organizational justice was negatively associated with work-family conflict ($p < .01$) and depressive symptoms ($p < .05$), and positively associated with family satisfaction ($p < .01$) and family functioning ($p < .01$). The findings suggest that employees with FRs who work in organizations that are supportive, fair, and family-friendly were more likely to experience better individual and family well-being. The results are shown in Table 32.

Table 32. Pearson Correlations of the Relationships between Organizational Culture and Employee Well-Being

	Work-family conflict	Caregiver burden	Family satisfaction	Family functioning	Depressive symptoms	Anxiety symptoms
Organizational Support	-.286 ***	-.164 **	.244 ***	.294 ***	-.281 ***	-.220 ***
Organizational Justice	-.152 **	-.089	.155 **	.144 **	-.119 *	-.036
Family-friendly organization	-.481 ***	-.183 ***	.235 ***	.260 ***	-.228 ***	-.225 ***

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$

4. KEY FINDINGS FROM IN-DEPTH INTERVIEWS OF EMPLOYERS AND MANAGEMENT OF COMPANIES

4.1. Demographic Characteristics of the Interviewees

Study 2 was conducted for objective g), which was to obtain the views and suggestions from employers and managers in providing FFEPs to address the needs of family care and identifying the difficulties of implementation facing industries and companies. A total of 25 employers and managers participated in the in-depth interviews. The socio-demographic characteristics of the interviewees are presented in Table 33. Profile of each interviewee is shown in Appendix 3. In this study, 15 of the interviewees were female (60%) and 10 of them were male (40%). A considerable proportion of the interviewees were aged between 35-54 (60%), with an education level of tertiary degree or above (88%), working in the industry of social and personal services (20%), in the position of manager or department head (76%), and their personal income ranged from HK\$50,000 to HK\$89,999 (44%). Many of them were working in a medium-sized company with 50-299 persons (36%) and large-sized company with 300 persons or above (36%). Over half of our interviewees had at least 5 years of experiences working in managerial position (56%).

Table 33. Demographic Characteristics of the Interviewees (N=25)

	n	%
<i>Sex</i>		
Male	10	40
Female	15	60
<i>Age</i>		
25-34	4	16
35-44	8	32
45-54	7	28
55-64	6	24
<i>Education Level</i>		
Tertiary (Non-Degree)	3	12
Tertiary (Degree) or above	22	88
<i>Industry</i>		
Construction	1	4
Import/ Export, Wholesale and Retail	4	16
Transportation, Warehouse, Postal and Express Services	1	4
Accommodation and Food Services	1	4
Information and Communications	2	8
Finance and Insurance	1	4
Real Estate, Professional and Business Services	4	16
Social and Personal Services	5	20
Education	4	16
Others	2	8
<i>Management Position</i>		
Employer/ Director	1	4
Manager/ Department Head	19	76

Others	5	20
<i>Company Size</i>		
Small (Less than 50 persons)	6	24
Medium (50-299 persons)	9	36
Large (300 persons or above)	9	36
Do not know	1	4
<i>Number of Subordinates</i>		
Less than 10 persons	11	44
10-49 persons	11	44
50-99 persons	2	8
100-299 persons	1	4
<i>Working Experience in Managerial Position</i>		
Less than 5 years	11	44
5-10 years	3	12
10-15 years	6	24
15 years or above	5	20
<i>Personal Monthly Income (HK\$)</i>		
10,000-29,999	4	16
30,000-49,999	7	28
50,000-69,999	5	20
70,000-89,999	6	24
90,000 or above	3	12
<i>Full-/ Part-time</i>		
Full-time	25	100
<i>Mode of Employment</i>		
Long-term employment	20	80
Contract	5	20

Note: All percentages refer to the valid percentage.

4.2. Interview Summary

The in-depth interviews included a total of six parts. In the first part, the interviewees were asked about their general working duties and knowledge of the “Good Employer Charter”. Sample questions include “Have you ever heard of ‘Good Employer Charter’ advocated by the Labour Department?” and “Have your current company joined the ‘Good Employer Charter’?”. This second part is about interviewees’ knowledge and awareness of FFEPs. A sample questions include “As far as you know, in the workplace in Hong Kong or in your industry, is it common to adopt family-friendly employment practices?” and “Based on your knowledge, does your current company provide FFEPs to the employees?”. The third part is about the interviewees’ attitudes towards employees with FRs. Sample questions include, “In the hiring process, will the job applicants’ family responsibility be one of the considerations for hiring?” and “Are you aware of any employees needing to utilize FFEPs or applied for related support from the company?”. In the fourth part, interviewees were asked about their perspectives of work-life balance among employees. A sample question is “Do you think that the company is responsible for maintaining work-life balance among employees?”. The fifth part is about interviewees’ perspectives of and attitudes toward FFEPs. Sample questions include “Who is the most critical stakeholder in implementing family-friendly employment practices in the workplace?” and “Do you think that family-friendly employment practices will affect the

interests of the company?”. The sixth part is about barriers, challenges, and recommendations. A sample question is “In your opinion, have you encountered or are there any difficulties in the implementation process of family-friendly employment practices?”.

A comprehensive understanding of the availability, attitudes, and implementation difficulties of FFEPs across different industries was generated from the in-depth interviews. Three main themes were generated from the qualitative data, including “awareness, understanding, and perceived prevalence of FFEPs”, “views and attitudes towards employees with FRs and FFEPs”, and “suggestions for a family-friendly harmonious workplace”.

Awareness, understanding, and perceived prevalence of FFEPs

Interviewees were asked whether they were aware of any employees needing to utilize FFEPs or applied for related support from the company. Some managers reported that they were not aware of any requests for FFEPs from their employees. However, this was mainly because the interviewees were not knowledgeable about these practices and did not know whether their company had provided them. This is largely consistent with the survey findings that 58.3% of employees with FRs have not heard of FFEPs and 50.8% did not know if their employer had provided such support. This indicates that management staff need to be educated about employee-oriented management practices, the benefits that they can bring, and the importance of work-family balance for employees.

I do not think we have it; I am not aware that our company provides it. (Interviewee 10, male, real estate, professional and business services, large-sized company (300 persons or above))

I can guess the meaning of this term, but I am not sure whether it is my own understanding or I have heard it from someone else. (Interviewee 11, female, social and personal services, large-sized company (300 persons or above))

In contrast, some managers who knew about FFEPs reported that they had observed their employees’ requests for such support. These include, for example, work-from-home arrangements to take care of children and flexible work schedule to accompany follow-up medical consultations for parents. Here are the observations of two managers:

As some colleagues are parents, they may have to take care of their children when they were not at school. They were allowed to work from home to take care of the housework. (Interviewee 05, female, finance and insurance, large-sized company (300 persons or above))

Our company has a pier that works 24 hours a day; shift work is needed. A colleague stated that he had some things to do on a specific weekday, so we organized the shift schedule to exempt the colleague from working on that day. The colleague can have a day off to accompany his father to visit the doctor. (Interviewee 03, female, real estate, professional and business services, medium-sized company (50-299 persons))

Nevertheless, many managers reported that it is uncommon to implement FFEPs in the workplace in Hong Kong. This is consistent with the survey result that more than 80% of the employees with FRs thought FFEPs were “not very prevalent” or “totally not prevalent”.

I think it is very uncommon in Hong Kong. I have never heard of FFEPs being provided in the workplace even after working for so many years, and even when working in a large corporation. (Interviewee 04, female, others, small-sized company (less than 50 persons))

I do not believe it is very common. Employees' need to take care of children or caregiving role may not be given such a significant degree of consideration in the workplace. (Interviewee 11, female, social and personal services, large-sized company (300 persons or above))

It is uncommon in Hong Kong company. I think the employers will implement FFEPs in the workplace, only if there is a clear ordinance to legislate for the implementation of FFEPs. (Interviewee 14, male, information and communication, large-sized company (300 persons or above))

Indeed, a lack of family-friendly practices to help employees maintain work-family balance was frequently observed across different industries. This was exemplified by the responses of managers from the import/export, wholesale and retail, and social and personal services industries:

The family support measures are not sufficient by the current standards. I think the standard is to rebalance the family and personal time, or accommodate some special circumstances, such as childbirth or accidents. Practices under these situations are not clearly stated. (Interviewee 21, male, import/ export, wholesale and retail, small-sized company (less than 50 persons))

Our company has a commercial business. I noticed that the management of these departments are task-oriented, and the individual needs of colleagues are not of their primary concern. (Interviewee 07, female, social and personal services, medium-sized company (50-299 persons))

The qualitative data showed that some managers lacked knowledge about FFEPs, and that FFEPs is not commonly implemented across different industries in Hong Kong. These findings are consistent with what we have found in the quantitative survey. Given that FFEPs could increase employees' well-being, there is an urgent need to raise the employers' and managers' awareness and understanding of FFEPs and their implications for employees with family responsibilities.

Views and attitudes towards Employees with FRs and FFEPs from managers and employers

From the perspective of the managers, employees with FRs are vulnerable to psychological and emotional distress due to the difficulty of juggling between work and family demands. Some interviewees believed that family-to-work interference affects employees' work performance. Here are the views from two managers:

For example, if an employee has children and the children get sick then s/he would need to take care of them. The employee would be worried about their family while working. If s/he wants to apply for paid leave to deal with family issues, many concerns could arise such as whether there is enough leave balance, and whether the supervisor would approve the

leave application. Employees with family responsibilities may have these worries and concerns. (Interviewee 01, male, construction, medium-sized company (50-299 persons))

Family responsibilities can affect employees' emotions and their performance at work. (Interviewee 21, male, import/ export, wholesale and retail, small-sized company (less than 50 persons))

Yet, some managers did not perceive family responsibilities as a matter to be addressed as they believed that the performance of employees are largely determined by their individual ability rather than whether or not they have additional roles and responsibilities. Even someone without family responsibilities may not outperform those who do, and vice versa.

It depends on whether the employee can take up multiple roles and responsibilities. Some people are capable of doing multiple jobs while others can only do one thing at a time. So I think it depends on the employee's ability rather than his/her family responsibilities. (Interviewee 11, female, social and personal services, large-sized company (300 persons or above))

Does it mean that someone without family responsibilities will perform adequately at work? Not necessarily. This should not be used to judge someone's ability. In other words, does it mean that someone without family responsibilities will have the ability to work more efficiently than someone with family problems? Not necessarily. It depends. (Interviewee 13, male, import/ export, wholesale and retail, medium-sized company (50-299 persons))

Employers and managers were asked whether the organization or company is responsible for creating a family-friendly organizational culture for employees with FRs. Many managers expressed that employers are indeed responsible for a family-friendly work culture by adopting FFEPs to help employees balance work and family responsibilities. Managers across different industries, from small to large-sized companies, also agreed that they are responsible for helping employees with FRs achieve work-family balance which will subsequently improve the company's profit and reduce employee turnover rate. A manager of a medium-sized company and a manager of a large-sized company gave their perspectives to this issue:

The society is made up of families. If an employee cannot take care of his/her own family, then s/he would not put much effort at work, which would affect his/her performance. So if we can implement family-friendly practices, then I believe that employees would make greater contributions to the company, and they would work more smoothly and happily. (Interviewee 08, female, education, medium-sized company (50-299 persons))

Nowadays many people talk about corporate responsibilities and social responsibilities. If employees can feel at ease while working in the organization; that is, if the organization is considerate and supportive, it could help increase their work quality, efficiency, and loyalty. Therefore, I think it is beneficial to the organization. (Interviewee 11, female, social and personal services, large-sized company (300 persons or above))

Although many interviewees expressed that they support creating a family-friendly work culture for employees, there were different opinions about the specific types of support that

should be provided to employees with FRs. Some employers and managers expressed that it is not necessary for the company to provide childcare, elderly or disability-related support. This is consistent with the survey finding that FFEPs that accommodating the specific needs of children, elderly, or persons with disability were least common among industries. Both quantitative and qualitative findings indicate that employers and managers generally do not support practices that provide assistance for specific family roles because it is believed that these are personal matters that employees should handle themselves. Instead, some managers considered general types of support, such as work arrangements and leave benefits, as more appropriate. Two managers gave examples in their elaborations:

I do not think there is a need (for employers) to provide child-rearing support. In fact, we should find our own solutions for childcare service. (Interviewee 21, male, import/ export, wholesale and retail, small-sized company (less than 50 persons))

If every employee has two or three children, and every month they request family support, then how can the company operate? If the company is not operating well and if the business is not doing good, then it could lead to lay off or even shutdown. We need to be humanistic but it may not be good for business if employees receive all of the benefits. I think we should not overdo. Compassionate leave and paternity leave are acceptable but I don't think we should provide special casual leave and parental leave. (Interviewee 01, male, construction, medium-sized company (50-299 persons))

Since we found in the quantitative survey that FFEPs for children, elderly, and persons with disability are least commonly provided by employers (i.e., parental leave, leave to care for children, leave to care for sick children, leave to care for elderly or persons with disability, day care service for elderly or persons with disability, leave to care for sick elderly or persons with disability, and integrated home care service for elderly or persons with disability), we specifically asked the interviewees whether their company could provide these types of support. Some managers reported that it is the responsibility of the employees with FRs to take care of their family members. They expressed that it should not be the employers' responsibility so they would not consider these practices.

I believe that everyone is responsible for their own lives. Just because I joined the company does not mean that the employer has to take care of everything for me. We should find our own ways to handle our problems, such as asking our friends, relatives, family members, searching online, or resources from the society. Everyone has their own responsibilities. (Interviewee 10, male, real estate, professional and business services, large-sized company (300 persons or above))

Everyone has their own practices in handling work and family life. We can manage the family problems ourselves. For example, if the children have any need, the parents can agree on a solution; this time maybe the father applies for leave, then next time it could be the mother's turn. (Interviewee 07, female, social and personal services, medium-sized company (50-299 persons))

I do not think that we need to provide these FFEPs, because it is their responsibility to take care of their parents. It should not be the company's responsibility. (Interviewee 17, male, information and communication, small-sized company (less than 50 persons))

Several managers agreed that small-sized companies have fewer resources for adopting FFEPs in the workplace so it is less feasible than large-sized companies.

If the company is small, it will be difficult to provide support. If the company is large and has a separate human resources or welfare department to handle this type of issue, it is a good thing. (Interviewee 04, female, others, small-sized company (less than 50 persons))

It depends on the size of the business and whether it is feasible to adopt supportive practices. Of course, it is a good thing if a good employer could do this. However, if the company's resources are limited or if the size of the company is small, there would be a limitation. If further responsibilities are added, it would be a burden for the company, which may not be a good thing. (Interviewee 04, female, others, small-sized company (less than 50 persons))

Indeed, an interviewee of a large-sized company shared that it is possible to provide child day care service and lactation room for employees with FRs in their company.

My company is a German company and it runs a kindergarten/nursery school next to the office building. Colleagues who have children can bring them there to study while they are at work. They don't need to work from home. This is a support that our company can provide. (Interviewee 05, female, finance and insurance, large-sized company (300 persons or above))

We do not have a formal lactation room, but we have a room for mother employees. If a colleague needs to pump breast milk, then she can use the room. There is a sticker on the door of the room indicating that mother employees can use the room first when they needed. (Interviewee 14, male, information and communication, large-sized company (300 persons or above))

Based on the interviews, management staff believed that it is crucial for employers to take the social responsibility of helping employees balance work and family responsibilities. However, there are different opinions about the types of support that should be provided. FFEPs for children, elderly, and persons with disability are generally not preferred as specific family roles should fall on the responsibility of individual employees. There is a negative attitude towards childcare support, family-related leave benefits, and elderly or disability-related support, especially for small-sized companies, which typically do not have the resources to provision these services.

Suggestions for a family-friendly harmonious workplace from employers and management of companies

The managers from small-sized companies agreed that more annual leave should be given to all employees, including employees with and without family responsibilities. It is considered as an alternative way to provide FFEPs to meet employees' family needs. Some managers reflected that employees could request to take annual leave based on personal reasons but approval should not be limited to specific reasons:

Giving more annual leaves to employees so that they can take a break, study, take care of the baby, take care of an elderly, or take care of several family members. If there is more

time for personal matters, then people will be able to allocate time to do their own things. (Interviewee 21, male, import/ export, wholesale and retail, small-sized company (less than 50 persons))

Interviewees from large-sized companies were more likely to suggest providing more flexible hours to employees with FRs on an as-needed basis. This is consistent with the survey finding that flexible work schedule is one of the FFEPs desired by most respondents to be provided by employers to achieve work-family balance.

I think the type of support may not necessarily be annual leave. It could be flexitime, which allows the employee to adjust the work hours to accommodate personal needs. For example, if someone needs to take time off to attend parent's day, then s/he may make up for the two hours on another workday. (Interviewee 10, male, real estate, professional and business services, large-sized company (300 persons or above))

We could provide flexible working hours for the employee. For example, we need to understand that the elderly may have limited mobility and needs someone to accompany them to see the doctor. In this case, the employee can be treated flexibly, such as home office arrangement, or special leave. This could enable the colleague to provide support to the family instead of helping them find a daycare centre. (Interviewee 09, female, import/ export, wholesale and retail, large-sized company (300 persons or above))

Interviewees were asked who they think is the key stakeholder in implementing FFEPs. As mentioned by the interviewees across different industries, the employer is the most significant stakeholder in implementing FFEPs. Managers suggested that employers can learn from the successful examples of FFEPs that have led to a win-win situation for both employers and employees, such as exemplary employers signing Good Employer Charter or being awarded Caring Organization. This would increase their awareness and create a positive attitude towards providing family-friendly support. As their attitudes change, employers will be more motivated to create a family-friendly harmonious workplace and adopt FFEPs for employees with FRs. A manager of a medium-sized company gave some examples in her elaboration:

If I do not have to consider the issue of resources, I would tell the management about our successful cases that providing support can create a win-win situation. For example, to convince them that five-day workweek can increase the chances of hiring a more suitable person for the position. To let them know that having five-and-a-half-day workweek or needing to work on weekends would be undesirable to job applicants. (Interviewee 03, female, real estate, professional and business services, medium-sized company (50-299 persons))

As mentioned in the previous section, some managers raised the concern of financial cost for implementing FFEPs. We asked the interviewees how relevant resources can be obtained. A manager suggested that financial subsidies or child daycare service should be provided by the Government to support employees with FRs:

The range is too large because if an employee has a child, how can the company provide a nursery centre for her? It is not feasible to provide childcare service. Who will take care of the children? We have to work during office hours. If something happens to the children, who will be responsible? I don't think this is the employer's responsibility. I think it is a

problem that the Government should solve. Could the Government provide some subsidies, waive the fee, or provide daycare service to employees with FRs? (Interviewee 01, male, construction, medium-sized company (50-299 persons)

Half (50.8%) of the employees with FRs reported in the survey that they did not know whether or not their current working company has provided FFEPs and 39.1% of the respondents encountered difficulties in applying FFEPs as they did not know the procedures. We therefore asked employers and managers about how to improve employees' information about the FFEPs that are provided in the workplace. Interviewees suggested that employers should be more transparent about employee benefits by communicating proactively with employees, updating the intranet, and sending regular emails to staff:

I think that employers can take the initiative rather than passively wait for employees to know about family support. When employees are hired, employers should learn about their needs and take the initiative to discuss with them about the company's family-friendly measures that they can use. It is important to strengthen the communication between the management and employees. I think that if you want to be a family-friendly employer, you should appropriately understand the needs of employees and how they can be supported. (Interviewee 08, female, education, medium-sized company (50-299 persons)

If the company has a website, I would recommend building an Intranet, which can be accessed internally by the staff. For example, if an employee wants to obtain an application form for leave, they can print it out, fill in the information, and submit it to the human resources department. Staff should be informed regularly, such as once every three months, about updates on the website. (Interviewee 01, male, construction, medium-sized company (50-299 persons)

I think it is necessary to send out emails regularly. Newly recruited colleagues should receive a package to clearly inform them about the employee benefits. All of the information must be in both Chinese and English. The supervisor also has the responsibility to inform them about this. (Interviewee 08, female, education, medium-sized company (50-299 persons)

Interviewees also recognized that employees' needs for family-friendly support were seldom expressed to their employers or supervisors. Some managers believed that raising employees' awareness and knowledge about their rights to apply for FFEPs is important. Managers from different company sizes welcomed their employees to express their family needs and were willing to accommodate employees' needs to help maintain work-family balance. Here are the views from three interviewees from small to large-sized companies:

Employees should make a request if needed, but I know that some people are more conservative or have other concerns so they are hesitant to voice out their needs. They worry that requesting too much from the employer could leave a bad impression on them and thus refuse to do so. I think that education is critical for informing employees about their rights. If employees make a special request, it is important for employers to consider it. (Interviewee 04, female, others, small-sized company (less than 50 persons)

I strongly believe that employees should voice out their needs and employers should give an opportunity to listen to their requests. (Interviewee 10, male, real estate, professional and business services, large-sized company (300 persons or above))

Colleagues may not know how to make a request. We do not have a formal procedure to apply for family-friendly support. Colleagues may not know how to ask because we are Asian; we tend to be more conservative. We seldom talk about our difficulties. (I07, female, social and personal services, medium-sized company (50-299 persons))

5. CONCLUSION AND RECOMMENDATIONS

In Study 1, a total sample of 400 employees with FRs participated in the questionnaire survey. In Study 2, a total sample of 25 employers and managers participated in the in-depth interviews. Findings from the surveys and interviews are consolidated into the following two sections: lack of family-friendly support and important roles of job demands and resources. We then provide six recommendations based on our observations.

5.1. Lack of Family-Friendly Support

Our survey results revealed that, on average, employees with FRs had approximately 2 family members to take care of. Family care duties not only included physical and financial forms of assistance, such as “taking care of daily living and diet” (44.3%) and “accompanying follow-up consultation” (22.5%), but also psychological and emotional such as “providing comfort and relief” (47.8%). Only 26.5% of the respondents reported that their company has provided FFEPs. Nevertheless, we found that a majority of the respondents (88.5%) expressed the necessity for their employers to provide FFEPs to the employees, suggesting that there is a huge demand for family-friendly support in the workplace.

Half of the respondents (50.8%) reported that they did not know whether their company had provided FFEPs, which indicates that many employers may not have a formal policy or system for family-friendly support and the transparency of the benefits that employees with FRs are entitled to is not sufficient. This was confirmed by the reports of many employers and managers from the in-depth interviews who also expressed that their organizations did not officially provide FFEPs to employees and expected the employees to communicate with their direct supervisors for special arrangements to accommodate their family needs.

The most common FFEPs provided by employers include compassionate leave (70.8%), marriage leave (69.4%), five-day workweek (61.1%), birthday leave (57.8%), family medical insurance (44.3%), flexible work schedule (42.5%), work-from-home (39.5%), critical incident support (39.3%), employee assistance program (33.6%), and family recreational activities (33%). Different industries provided different types of FFEPs, with the “Real Estate, Professional and Business Services” industry providing the most family-friendly support to employees with FRs. Larger companies are also more likely to have more support.

Employees with FRs more frequently used five-day workweek, work-from-home, and flexible work schedule than other types of FFEPs. Compassionate leave, marriage leave, critical incident support, family medical insurance, employee assistance program, and family recreational activities were less utilized because they target more specific circumstances. For FFEPs that target employees who have care responsibilities for children, elderly, or persons with disability, such as parental leave (0%), leave to care for children (0.3%), and leave to care for sick elderly or persons with disability (0.5%), they are least likely to be provided by employers even though more than half of the care recipients (56%) fall into one of these categories. Employers and managers from the in-depth interviews also reported that they would not provide or offer additional family-friendly support to employees with a caregiving role for children, elderly, or persons with disability.

Employees with FRs generally expressed that work arrangement (i.e., five-day workweek, flexible work schedule, work-from-home, part-time employment, flexible work schedule, job sharing, compressed work schedule, reduced work hours) and leave benefits (i.e., birthday leave, compassionate leave, marriage leave, filial leave, special casual leave, paid leave bank) would be most useful for supporting their family needs. Most of the desired FFEPs under these two categories are applicable to all employees with FRs. These findings encourage more employers to provide FFEPs that support the daily caregiving needs of employees with FRs to help them achieve work-family balance, especially five-day workweek, flexible work schedule, and special casual leave. FFEPs that are tailored to employees with specific family responsibilities or personal circumstances, such as daily life support (i.e., critical incident support, family medical insurance, employee assistance program) and family-related leave benefits (i.e., parental leave, leave to care for children, leave to care for sick children, leave to care for elderly or person with disability, leave to care for sick elderly or person with disability), should also be provided as a form of situational support, which is important for creating a family-friendly organization.

5.2. Important Roles of Job Demands and Resources

Correlational findings revealed that job demands and job resources may play important roles in employees' work and family life. Employees with FRs who experienced time-based demands of overtime work, after-hours/weekend work, and irregular work schedule had a tendency to report higher levels of work-family conflict and anxiety symptoms, and irregular work schedule had a tendency to report lower levels of family satisfaction and family functioning. Employees with FRs who experienced strain-based demands, including work overload, organizational constraints, and interpersonal conflict at work, had a tendency to report higher levels of work-family conflict, caregiver burden, and depressive and anxiety symptoms, and organizational constraints had a tendency to report lower levels of family satisfaction and functioning. These findings suggest that employees with FRs were more likely to experience worsened individual and family well-being under demanding work conditions.

Contrary to common belief, number of work days and work hours per week, and evening/night shift were not significantly related to employee well-being. The good news is that the availability of certain type of FFEPs were related to better employee well-being.

Employees with FRs who worked in organizations that provided FFEPs, including daily life support, family-related leave benefits, mother-related support, and childcare support, had a tendency to report higher levels of family satisfaction and functioning, suggesting that employees were more likely to experience better family well-being when these types of FFEPs were available. These results were consistent with the FFEPs that desired by most respondents for facilitating work-family balance, in which the respondents agreed that daily life support (family medical insurance: 64.8%, and critical incident support: 58.3%) and family-related leave benefits (leave to care for elderly or persons with disability: 56.5%, and leave to care for sick children: 53%) were among the most important types of support.

Prior research showed that a positive organizational culture is a promising enabler of work-family enrichment by making it easier to generate psychological, social, physical, and material resources at work to promote a good quality of life at home (Lapierre et al., 2018). Findings in the present study were consistent with those found in the literature. Organizations characterized by supportiveness, fairness, and family-friendliness were related to better individual and family well-being among employees with FRs, including lower levels of work-family conflict, caregiver burden, and depressive and anxiety symptoms, and higher levels of family satisfaction and functioning. A number of managers from the in-depth interviews agreed that employers have the responsibility to create a family-friendly organizational culture by providing general types of FFEPs to help employees achieve work-family balance. Some managers believed that helping employees with FRs balance work and family responsibilities can in turn benefit the organization with increment in profit and reductions in employee turnover. Nevertheless, a large proportion of managers believed that it is the responsibility of employees to arrange specific family matters, including children, elderly, and persons with chronic illness or disability, suggesting that more work is still needed to raise public awareness of the needs of employees with FRs.

5.3. Limitations of the Study

The present study comprehensively investigated different types of FFEPs that are provided by employers across different industries and the family-friendly support needs of employees with FRs. Since some family responsibilities are more physically, financially and emotionally demanding than others, employees with specific caregiving needs, such as working parents with young children who require more family commitments and responsibilities, should be specifically investigated in the future to evaluate the availability, utilization, barriers, and effectiveness of FFEPs for these employees. We provided findings on the prevalence, availability and types of FFEPs across different industries, the utilization of and difficulties in applying FFEPs, improvement directions in relations to family-friendly support in the workplace, and work-related factors associated with employees with FRs' well-being. Nevertheless, this study is a cross-sectional research so it was unable to determine the causal relationships between FFEPs, job demands, organizational culture, family responsibilities, and employee outcomes. Future investigations using longitudinal design are warranted to understand the needs of employees who are transitioning into family roles in different stages of life, such as individuals who are entering parenthood, female employees who are pregnant, and those who are taking up a new caregiving role of a family member in need.

5.4. Recommendations

The following recommendations are consolidated based on our observations from the quantitative and qualitative findings.

Recommendation 1: Although majority of the employees with FRs expressed the necessity for employers to provide FFEPs, many employers do not provide family-friendly support. Employers are therefore suggested to offer work arrangement and leave benefits as FFEPs to support employees with different FRs. In particular, five-day workweek, flexible work schedule, and special casual leave are highly demanded by employees among different family roles because these benefits can fulfil the basic human needs for autonomy (i.e., enable

employees to attend to caregiving roles in accordance with their schedule), competence (i.e., foster a sense of control over both work and family responsibilities), and relatedness (i.e., promote the family core values of “love and care”, “respect and responsibility” and “communication and harmony” – as advocated by the Family Council). By offering more general forms of family-friendly support, all employees with FRs can benefit by addressing their daily caregiving needs to help them achieve work-life balance.

Recommendation 2: Some types of FFEPs are situation specific and are not meant to be used on a regular basis, such as daily life support and family-related leave benefits, but are regarded as among the most helpful family-friendly support for employees with FRs. In particular, family medical insurance and critical incident support are highly demanded so employers are encouraged to offer them to employees in case of health-related problems in the family and in times of crisis in order to minimize the effects of critical/traumatic incidents on the employees. Leave to care for children, elderly or persons with disability, which are rarely provided by employers, should also be made available to employees with FRs as they may have an urgent need to take care of children (e.g., suspension of school), elderly (e.g., accompany elderly family members to hospital) or persons with disability. Situational FFEPs are mutually beneficial to both the organization and the employees because they enable employees with FRs to quickly resume effective operation at work and at home.

Recommendation 3: A large discrepancy was observed among different industries in terms of the availability of FFEPs. Employees with FRs received the least family-friendly support in the “Accommodation and food services”, “Manufacturing”, and “Transportation, storage, postal and courier services” industry. They were unlikely to have five-day workweek, flexible work schedule, or work-from-home arrangement, likely due to the nature of their work. Nevertheless, such disparities (i.e., lack of support for employees with FRs in certain industries) should not be accepted as a necessary experience for the job. Family Status Discrimination Ordinance recognizes the needs of people with family status, regardless of their industry, occupation, income, and mode of employment. Business leaders and industry stakeholders of these notable sectors should therefore work closely with the Labour Department and EOC to devise viable solutions to cultivate a good human resource management culture and formulate FFEPs that can help their employees fulfil work and family responsibilities simultaneously. Different types of family-friendly support may be considered to accommodate the specific job requirements while also enabling employees to maintain work-life balance. For example, job sharing, reduced work hours, special casual leave, and family-related leaves may be considered by manual labour and customer service industries.

Recommendation 4: Many employees with FRs reported that they did not know whether their company had provided FFEPs. Employers and managers also expressed that they did not officially provide FFEPs to employees, but instead expected the employees to make the request should they need special arrangements to accommodate their family needs. Employers are encouraged to have a written family-support policy and formally inform employees about the types of support that they are entitled to. The EOC has formulated the Code of Practice on Employment under the Family Status Discrimination Ordinance to provide detailed explanation on the key legal concepts in the FSDO. More resources should be devoted to promoting this Code of Practice among business of various industries. The Labour Department

of Hong Kong SAR has also promoted the Good Employer Charter in 2020 to encourage employers to empathically consider the needs of employees with FRs and provided suggestions for FFEPs on its “Good Employer Charter” website. Having said that, the Government should also consider providing more resources and assistance to the EOC, the Labour Department and employers to proactively facilitate the adoption of FFEPs across industries in order to help employees balance work and family responsibilities, such as knowledge transfer forums can be lined up for human resources and management of business to create a platform that brings together impactful business leaders and industry stakeholders to share their insights on building a family-friendly harmonious workplace.

Recommendation 5: The Labour Department and the Family Council should work together with EOC to provide more seminars and talks not only for the frontline/operational staff about stress management, resilience development, and work-life balance strategies, but also for the management staff about employee-oriented management practices. Although there is a huge demand for family-friendly support in the workplace, the attitudes towards supporting employees with FRs and implementing FFEPs varies widely between the management staff across different sizes of enterprises and organizations. Some managers believed that organizations have a social responsibility to help employees balance work and family life, while others believed that it is unnecessary for employers to be concerned about employees’ specific family responsibilities. Findings from this study as well as those from the organizational health literature suggest that a supportive and caring organizational culture has important implications for employee outcomes, including individual well-being, family well-being, and work performance and turnover (Montano et al., 2017). A better understanding about the importance of FFEPs will provide the foundation for a family-friendly harmonious workplace, creating a win-win situation for both employers and employees.

Recommendation 6: The Government should consider either providing financial subsidies or centralized support services for subscription by small and medium-sized enterprises. Employees experience various time-based and strain-based demands at work, which can be overwhelming for employees with FRs as they have to juggle between work and family roles. Those exposed to highly demanding work stressors are more likely to experience work-family conflict, caregiver burden, depressive and anxiety symptoms, and reduced family satisfaction and functioning. Employers are encouraged to provide an employee assistance program (e.g., 24-hour hotline, psychological assessment, counselling service, and referral to specialists) as a mental health first aid for employees who experience personal, family, mental or emotional problems. These programs are typically company-funded and provisioned by a third-party service provider or vendor since most organizations do not have in-house professionals with mental health training. For small and medium enterprises, they may lack the human and financial resources to provide such support for their staff.

6. REFERENCES

- Allen, T. D., Herst, D. E. L., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology, 5*(2), 278-308.
- Carlson, D. S., Grzywacz, J. G., & Kacmar, K. M. (2010). The relationship of schedule flexibility and outcomes via the work-family interface. *Journal of Managerial Psychology, 25*(4), 330-355.
- Carver, M. D., & Jones, W. H. (1992). The Family Satisfaction Scale. *Social Behavior and Personality: An International Journal, 20*(2), 71–83. <https://doi.org/10.2224/sbp.1992.20.2.71>
- Census and Statistics Department. (2019). *Hong Kong Monthly Digest of Statistics*. <https://www.statistics.gov.hk/pub/B10100022019MM09B0100.pdf>
- Coffey, M., & Dugdill, L. (2006). Policies alone are not enough: Workplace health development in the public, private and voluntary sectors. *Critical Public Health, 16*(3), 233-243.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86*(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Equal Opportunities Commission. (2016, May). Study on Pregnancy Discrimination and Negative Perceptions Faced by Pregnant Women and Working Mothers in Small and Medium Enterprises <https://www.eoc.org.hk/eoc/upload/ResearchReport/20169281137202878231.pdf>
- Equal Opportunities Commission. (2018). *A Study on Family Status Discrimination in the Workplace in Hong Kong*. <https://www.eoc.org.hk/eoc/upload/ResearchReport/20188211629521937156.pdf>
- Equal Opportunities Commission. (2021a). *Family Status Discrimination – Family or Job First* https://www.eoc.org.hk/Upload/casebook/book_FA_eng_new1-42-44_732.pdf
- Equal Opportunities Commission. (2021b). *Family Status Discrimination – The Fatherhood Penalty* https://www.eoc.org.hk/Upload/casebook/book_FA_eng_new1-42-44_732.pdf
- Equal Opportunities Commission, & Women's Commission. (2006). *Research on Family-friendly Employment Policies and Practices (FEPPs) in Hong Kong: Executive Summary*. <https://www.eoc.org.hk/EOC/Upload/UserFiles/File/publication/research/FEPPs-English.pdf>
- Fredriksen, K. I., & Scharlach, A. E. (1999). Employee Family Care Responsibilities. *Family Relations, 48*(2), 189-196
- Graessel, E., Berth, H., Lichte, T., & Grau, H. (2014). Subjective caregiver burden: Validity of the 10-item short version of the Burden Scale for Family Caregivers BSFC-s. *BMC Geriatrics, 14*(1), 23–23. <https://doi.org/10.1186/1471-2318-14-23>
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior, 54*(2), 350-370.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *The Academy of Management Review, 10*(1), 76-88.
- Greenhaus, J. H., & Powell, G. N. (2006). When Work and Family Are Allies: A Theory of Work-Family Enrichment. *The Academy of Management Review, 31*(1), 72-92.

- Guo, Y. M. (2018). 57% of 2-parent career families suffer mental problems. *China Daily*. <https://www.chinadailyhk.com/articles/234/222/152/1545146963352.html>
- Halpern, D. F., & Cheung, F. M. (2008). *Women at the Top: Powerful Leaders Tell Us How to Combine Work and Family*. Wiley-Blackwell.
- Hong Kong e-Legislation. (2018). *Cap. 527 Family Status Discrimination Ordinance*. <https://www.elegislation.gov.hk/hk/cap527>
- Hong Kong Government. (2017). *Family-friendly Employment Practices*. <https://www.gov.hk/en/residents/employment/recruitment/familyfriendly.htm>
- Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006). Using Mixed-Methods Sequential Explanatory Design: From Theory to Practice. *Field Methods*, 18(1), 3-20. doi:10.1177/1525822X05282260
- Konstantopoulos, S. (2008, 2008/01/23). The power of the test for treatment effects in three-level cluster randomized designs. *Journal of Research on Educational Effectiveness*, 1(1), 66-88.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011, Summer). Workplace social support and work-family conflict: A meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289-313.
- Kroenke, K., Spitzer, R. L., & Williams, J. B. W. (2001). The PHQ-9: Validity of a brief depression severity measure. *Journal of General Internal Medicine: JGIM*, 16(9), 606–613. <https://doi.org/10.1046/j.1525-1497.2001.016009606.x>
- Labour Department. (2015). *Friendly Employment Practices for Mature Persons and Families*. https://www.labour.gov.hk/eng/public/Friendly_Employment_Practices_for_Mature_Persons_and_Families_ENG.pdf
- Lapierre, L. M., Li, Y., Kwan, H. K., Greenhaus, J. H., DiRenzo, M. S., & Shao, P. (2018). A meta-analysis of the antecedents of work-family enrichment. *Journal of Organizational Behavior*, 39(4), 385-401.
- Liu, H., & Cheung, F. M. (2015). Testing crossover effects in an actor-partner interdependence model among Chinese dual-earner couples. *International Journal of Psychology*, 50(2), 106-114.
- Mansfield, A. K., Keitner, G. I., & Sheeran, T. (2019). The Brief Assessment of Family Functioning Scale (BAFFS): a three-item version of the General Functioning Scale of the Family Assessment Device. *Psychotherapy Research*, 29(6), 824–831. <https://doi.org/10.1080/10503307.2017.1422213>
- Mauno, S., Kinnunen, U., & Ruokolainen, M. (2006). Exploring work- and organization-based resources as moderators between work-family conflict, well-being, and job attitudes. *Work & Stress*, 20(3), 210-233.
- Michel, J. S., Mitchelson, J. K., Kotrba, L. M., LeBreton, J. M., & Baltes, B. B. (2009). A comparative test of work-family conflict models and critical examination of work-family linkages. *Journal of Vocational Behavior*, 74(2), 199-218.
- Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017). Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective. *Journal of Organizational Behavior*, 38(3), 327-350.
- Morse, J. M. (1995). The Significance of Saturation. *Qualitative Health Research*, 5(2), 147-149.
- Netemeyer, R.G., Boles, J.S., & McMurrian, R. (1996). Development and validation of workfamily conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400- 410.

- Occupational Safety & Health Council. (2002). *Survey Report on Awareness of Occupational Stress in Hong Kong*.
http://www.oshc.org.hk/oshc_data/files/OSHInformation/e_occupational_stress.pdf
- Occupational Safety & Health Council. (2018). Preliminary Survey on Occupational Burnout in Hong Kong.
http://www.oshc.org.hk/oshc_data/files/OSHInformation/Research/%E5%AE%8C%E6%95%B4%E5%A0%B1%E5%91%8A%20-%20%E9%A6%99%E6%B8%AF%E8%81%B7%E5%A0%B4%E7%96%B2%E5%8B%9E%E7%8B%80%E6%B3%81%E5%88%9D%E6%AD%A5%E8%AA%BF%E6%9F%A5.pdf
- Parasuraman, S., & Greenhaus, J. H. (2002). Toward reducing some critical gaps in work-family research. *Human Resource Management Review*, 12(3), 299-312,
- Seidman, I. (2019). *Interviewing as qualitative research: A guide for researchers in education and the social sciences* (5th ed.). Teachers College Press.
- Spitzer, R. L., Kroenke, K., Williams, J. B., & Löwe, B. (2006). A brief measure for assessing generalized anxiety disorder: the GAD-7. *Archives of internal medicine*, 166(10), 1092–1097. <https://doi.org/10.1001/archinte.166.10.1092>
- Steiber, N. (2009). Reported levels of time-based and strain-based conflict between work and family roles in Europe: A multilevel approach. *Social Indicators Research*, 93(3), 469-488.
- Thomas, L. T., & Ganster, D. C. (1995). *Impact of family-supportive work variables on work-family conflict and strain: A control perspective*.
- Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work–family culture on benefit utilization, organizational attachment, and work–family conflict. *Journal of Vocational Behavior*, 54(3), 392-415.
- Triana, M. d. C., Jayasinghe, M., & Pieper, J. R. (2015). Perceived workplace racial discrimination and its correlates: A meta-analysis. *Journal of Organizational Behavior*, 36(4), 491-513.
- Vyas, L., Lee, S. Y., & Chou, K.-L. (2017). Utilization of family-friendly policies in Hong Kong. *The International Journal of Human Resource Management*, 28(20), 2893-2915.
- Walters, P., & Whitehouse, G. (2015). Mothers’ perceptions of support in the workplace: A sense of entitlement or resignation? *Journal of Sociology*, 51(3), 769-782.

有家庭責任之僱員對家庭友善僱傭措施的態度和認知之研究

本研究項目旨在探討有家庭責任的在職人士對家庭友善僱傭措施的態度和認知。

「家庭責任」包括為兒童、青少年、長者、殘疾人士、配偶等提供照料。

「家庭友善僱傭措施」指可協助僱員平衡工作與家庭責任的措施。

注意：有關工作安排的所有問題均指「正常」工作日，不包括冠狀病毒病期間的特殊工作安排。

第一部分，對家庭友善僱傭措施的認知：

1. 請問你以往有沒有聽過家庭友善僱傭措施？
有 沒有
2. 你認為家庭友善僱傭措施在香港普遍嗎？
完全不普遍 不太普遍 普遍 非常普遍
3. 請問你以往有沒有聽過《好僱主約章》？《好僱主約章》是由勞工處推出，指在推行家庭友善僱傭措施。
有 沒有

第二部分，請按你現職公司的情況，回答以下問題：

1. 你現職的公司有否向員工提供家庭友善政策？	<input type="checkbox"/> 有 <input type="checkbox"/> 沒有 <input type="checkbox"/> 不知道					
2. 你現職的公司有否參與由勞工處舉辦的《好僱主約章》？	<input type="checkbox"/> 有 <input type="checkbox"/> 沒有 <input type="checkbox"/> 不知道					
3. 你認為公司是否需要提供家庭友善政策？	非常無需要	無需要	少許無需要	少許需要	有需要	非常有需要
	1	2	3	4	5	6

第三部分(A)，家庭友善僱傭措施- 工作安排：你現職的公司有否向員工提供以下措施？

1. 五天工作周	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 2 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
1a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____							
2. 彈性上班時間	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 3 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
2a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____							
3. 居家或遙距辦公	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 4 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
3a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____							
4. 半職工作	<input type="checkbox"/> 有(請註明其使用率)	從未			間中			經常

(每周工作不超過 34 小時)	<input type="checkbox"/> 沒有 (請跳至回答第 5 題)	使用			使用			使用
		1	2	3	4	5	6	7
4a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
5. 按僱員需要調整 上班時段	<input type="checkbox"/> 有 (請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 6 題)	從未 使用			間中 使用			經常 使用
		1	2	3	4	5	6	7
5a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
6. 職位共享 (由兩名 員工分擔一個全 職職位)	<input type="checkbox"/> 有 (請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 7 題)	從未 使用			間中 使用			經常 使用
		1	2	3	4	5	6	7
6a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
7. 壓縮工作時間 (允 許員工用少於五 天工作制的天數 完成其工作職責 的工作時間安排)	<input type="checkbox"/> 有 (請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 8 題)	從未 使用			間中 使用			經常 使用
		1	2	3	4	5	6	7
7a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
8. 縮短上班時間 (並 按上班時間減少 工作量)	<input type="checkbox"/> 有 (請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 9 題)	從未 使用			間中 使用			經常 使用
		1	2	3	4	5	6	7
8a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
9. 如公司提供了其他工作 安排相關的措施， 請註明：_____	(請註明其使用率)	從未 使用			間中 使用			經常 使用
(如沒有，請跳至回答第三 部分(B)，家庭友 善僱傭措施- 其他生活 支援)		1	2	3	4	5	6	7
9a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					

第三部分(B)，家庭友善僱傭措施- 其他生活支援：你現職的公司有否向員工提供以下措施？

1. 緊急事件援助	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 2 題)	從未使用 1			間中 使用 4			經常 使用 7
1a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							
2. 家庭醫療保障	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 3 題)	從未使用 1			間中 使用 4			經常 使用 7
2a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							
3. 僱員輔助計劃 (協助僱員處理工作及生活上所遇到的壓力和情緒困擾)	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 4 題)	從未使用 1			間中 使用 4			經常 使用 7
3a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							
4. 如公司提供了其他生活支援相關的措施，請註明：_____ (請註明其使用率) (如沒有，請跳至回答第三部分(C)，家庭友善僱傭措施- 休假福利)		從未使用 1			間中 使用 4			經常 使用 7
4a. 如甚少使用其措施(即上題答案為 1、2 或 3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							

第三部分(C)，家庭友善僱傭措施- 休假福利：你現職的公司有否向員工提供以下休假福利？

1. 生日假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 2 題)							
1a. 如甚少使用其措施(即使用天數少於公司提供天數)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							
2. 恩恤假 (家人離世)	<input type="checkbox"/> 有，公司提供天數：每次 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 3 題)							
2a. 如甚少使用其措施(即使用天數少於公司提供天數)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____							

3. 婚假	<input type="checkbox"/> 有，公司提供天數：每次 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 4 題)
3a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____
4. 敬孝假 (父母生日)	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 5 題)
4a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____
5. 特別事假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 6 題)
5a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____
6. 假期合併 (將所有的休假合併為一個多用途天數假期，使員工可以將固定的帶薪天數用於計劃內和計劃外的缺勤。)	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第三部分(D)，家庭友善僱傭措施-家庭相關休假福利)
6a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 現職級或職位未能使用 <input type="checkbox"/> 沒有清晰指引 <input type="checkbox"/> 其他，請註明：_____

第三部分(D)，家庭友善僱傭措施-家庭相關休假福利：你現職的公司有否向員工提供以下家庭相關休假福利？

1. 產假	<input type="checkbox"/> 有，公司提供天數：每次 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 2 題)		
1a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
2. 男士侍產假	<input type="checkbox"/> 有，公司提供天數：每次 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 3 題)		
2a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
3. 家長日假期	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 4 題)		
3a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
4. 照顧子女假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 5 題)		
4a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
5. 子女病假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 6 題)		
5a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
6. 照顧家裡長者/傷殘人士假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 7 題)		
6a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引

7. 家裡長者/傷殘人士病假	<input type="checkbox"/> 有，公司提供天數：每年 _____ 天 入職以來共使用：_____ 天 <input type="checkbox"/> 沒有 (請跳至回答第 8 題)		
7a. 如甚少使用其措施 (即使用天數少於公司提供天數)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引
8. 如公司提供了其他休假或家庭相關休假福利相關的措施，請註明：_____ (如沒有，請跳至回答第三部分(E)，家庭友善僱傭措施-育兒支援)	公司提供天數：每次/年 _____ 天 入職以來共使用：_____ 天		
8a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引

第三部分(E)，家庭友善僱傭措施-育兒支援：你現職的公司有否向員工提供以下措施？

1. 育兒支援	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 2 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
1a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
2. 日間托兒服務	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 3 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
2a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
3. 兒童課後照顧	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 4 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
3a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
4. 兒童教育支援/資助	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 5 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7
4a. 如甚少使用其措施 (即上題答案為 1、2 或 3)，請說明原因 (可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引					
5. 舉辦家庭康樂活動	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第 6 題)	從未使用			間中使用			經常使用
		1	2	3	4	5	6	7

5a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引														
6. 如公司提供了其他育兒相關的措施，請註明：_____ (請註明其使用率) (如沒有，請跳至回答第三部分(F)，家庭友善僱傭措施-母親額外支援)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> </tr> </table>			從未使用			間中使用			經常使用	1	2	3	4	5	6	7
從未使用			間中使用			經常使用											
1	2	3	4	5	6	7											
6a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引														

第三部分(F)，家庭友善僱傭措施-母親額外支援：你現職的公司有否向員工提供以下措施？

1. 設置哺乳室	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第2題)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> </table>					從未使用			間中使用		經常使用	1	2	3	4	5	6
從未使用			間中使用		經常使用													
1	2	3	4	5	6													
1a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引															
2. 設有哺乳時間	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第3題)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> </table>					從未使用			間中使用		經常使用	1	2	3	4	5	6
從未使用			間中使用		經常使用													
1	2	3	4	5	6													
2a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引															
3. 如公司提供了其他母親相關的措施，請註明：_____ (請註明其使用率) (如沒有，請跳至回答第三部分(G)，家庭友善僱傭措施-照顧長者/傷殘人士相關措施)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> </table>						從未使用			間中使用		經常使用	1	2	3	4	5	6
從未使用			間中使用		經常使用													
1	2	3	4	5	6													
3a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引															

第三部分(G)，家庭友善僱傭措施-照顧長者/傷殘人士相關措施：你現職的公司有否向員工提供以下措施？

1. 日托服務	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第2題)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> </table>					從未使用			間中使用		經常使用	1	2	3	4	5	6
從未使用			間中使用		經常使用													
1	2	3	4	5	6													
1a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引															
2. 綜合家居照顧服務(例如:家居服務、護送、膳食服務等)	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第3題)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> </table>					從未使用			間中使用		經常使用	1	2	3	4	5	6
從未使用			間中使用		經常使用													
1	2	3	4	5	6													

2a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引														
3. 醫療援助	<input type="checkbox"/> 有(請註明其使用率) <input type="checkbox"/> 沒有 (請跳至回答第4題)	<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> </tr> </table>	從未使用			間中使用			經常使用	1	2	3	4	5	6	7	
從未使用			間中使用			經常使用											
1	2	3	4	5	6	7											
3a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引														
4. 如公司提供了其他照顧長者/傷殘人士相關的措施，請註明：(請註明其使用率)(如沒有，請跳至回答第三部分(H)，家庭友善僱傭措施-申請困難)		<table border="1"> <tr> <td>從未使用</td> <td></td> <td></td> <td>間中使用</td> <td></td> <td></td> <td>經常使用</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td>7</td> </tr> </table>	從未使用			間中使用			經常使用	1	2	3	4	5	6	7	
從未使用			間中使用			經常使用											
1	2	3	4	5	6	7											
4a. 如甚少使用其措施(即上題答案為1、2或3)，請說明原因(可選多於一項)：	<input type="checkbox"/> 個人沒有需要使用 <input type="checkbox"/> 害怕僱主或同事不滿 <input type="checkbox"/> 受工作文化影響 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 人手調配困難 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 現職級或職位未能使用	<input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 沒有清晰指引														

第三部分(H)，家庭友善僱傭措施-申請困難：

1. 在現職的機構，你是否曾在申請家庭相關的措施或幫助時，遇到困難？	<input type="checkbox"/> 有 <input type="checkbox"/> 沒有(請跳至回答第四部分，工作情況)		
2. 在申請哪項措施時遇到困難？可選多於一項。			
A. 工作安排 <input type="checkbox"/> 五天工作周 <input type="checkbox"/> 彈性上班時間 <input type="checkbox"/> 居家或遙距辦公 <input type="checkbox"/> 半職工作 <input type="checkbox"/> 調整上班時段 <input type="checkbox"/> 職位共享 <input type="checkbox"/> 壓縮工作時間 <input type="checkbox"/> 縮短上班時間	B. 其他生活支援 <input type="checkbox"/> 緊急事件援助 <input type="checkbox"/> 家庭醫療保障 <input type="checkbox"/> 僱員輔助計劃	C. 休假福利 <input type="checkbox"/> 生日假 <input type="checkbox"/> 恩恤假 <input type="checkbox"/> 婚假 <input type="checkbox"/> 敬孝假 <input type="checkbox"/> 特別事假 <input type="checkbox"/> 假期合併	D. 家庭相關休假福利 <input type="checkbox"/> 產假 <input type="checkbox"/> 男士侍產假 <input type="checkbox"/> 家長日假期 <input type="checkbox"/> 照顧子女假 <input type="checkbox"/> 子女病假 <input type="checkbox"/> 照顧家裡長者/傷殘人士假 <input type="checkbox"/> 家裡長者/傷殘人士病假
E. 育兒支援 <input type="checkbox"/> 育兒支援 <input type="checkbox"/> 日間托兒服務 <input type="checkbox"/> 兒童課後照顧 <input type="checkbox"/> 兒童教育支援/資助 <input type="checkbox"/> 家庭康樂活動	F. 母親額外支援 <input type="checkbox"/> 設置哺乳室 <input type="checkbox"/> 哺乳時間	G. 照顧長者/傷殘人士相關措施 <input type="checkbox"/> 日托服務 <input type="checkbox"/> 綜合家居照顧服務 <input type="checkbox"/> 醫療援助	
3. 在申請時遇到什麼困難？可選多於一項。	<input type="checkbox"/> 申請的家庭相關假期或措施得不到上司批准 <input type="checkbox"/> 僱主或同事對自己提出的需求感到不滿 <input type="checkbox"/> 受工作性質限制 <input type="checkbox"/> 不知道如何申請 <input type="checkbox"/> 其他，請註明：_____		
4. 當申請家庭相關的措施或幫助遇到困難時，你採取了什麼行動？可選多於一項。	<input type="checkbox"/> 向同事投訴 <input type="checkbox"/> 向管理層投訴 <input type="checkbox"/> 到法庭落案 <input type="checkbox"/> 其他，請註明：_____	<input type="checkbox"/> 向直屬上司投訴 <input type="checkbox"/> 向平機會委員會投訴	
<input type="checkbox"/> 沒有採取任何行動，原因是：			

	<input type="checkbox"/> 不覺得有必要採取行動 <input type="checkbox"/> 不知道投訴的途徑 <input type="checkbox"/> 恐怕被僱主/同事報復 <input type="checkbox"/> 擔心影響職業前景 <input type="checkbox"/> 害怕影響收入或其他利益 <input type="checkbox"/> 害怕被性別定型 <input type="checkbox"/> 擔心未來僱主怎樣看待自己這個行為 <input type="checkbox"/> 其他，請註明：_____
5. 在現職工作期間，你是否曾因為沒有得到所需的家庭相關協助而對自己的工作或生活帶來負面的影響？	<input type="checkbox"/> 有 <input type="checkbox"/> 沒有

第四部分，工作情況：請根據你最近一個月的工作情況回答。

1. 每周平均工作天數	每周_____天					
2. 每周平均工作時數	每周_____小時					
3. 每周平均加班時數	每周_____小時					
4. 每周平均額外工作時數 (包括在家中處理工作事務)	每周_____小時					
5. 每周平均上夜班/通宵間的天數	每周_____天					
6. 工作時間表的規律性	非常不規律	不規律	有時不規律	大致規律	規律	非常規律
	1	2	3	4	5	6

第五部分，工作壓力：請仔細閱讀以下有關你目前工作的陳述，並指出以下情況出現的頻率。

	從未	極少	有時	相當多	非常多
1. 你在工作中遇到人際衝突（如：與其他人發生爭執，其他人對你大喊大叫、態度粗魯、做出讓你反感之事等）的頻率是：	1	2	3	4	5
	從來沒有，或一個月少於一次	一個月一兩次	一星期一兩次	一天一兩次	一天數次
2. 你因為某些限制（如：設備或供應不佳，工作規則和程序，被他人干擾，缺乏培訓，缺乏重要資訊等）導致工作很難或無法進行的頻率是：	1	2	3	4	5
3. 你需要超負荷工作（如：工作的速度必須很快，工作必須非常賣力，工作必須在很短時間內完成，有很多工作要做，因工作量太大而無法保證工作質量等）的頻率是：	1	2	3	4	5

第六部分，工作投入度：請仔細閱讀以下有關你目前工作感受的陳述，並指出以下情況出現的頻率。

	從未	幾乎沒有	很少	有時	經常	通常	總是
1. 工作時，我感覺自己精力充沛。	0	1	2	3	4	5	6
2. 工作時，我感覺自己活力十足。	0	1	2	3	4	5	6
3. 我對工作充滿熱情。	0	1	2	3	4	5	6
4. 工作激發了我的靈感。	0	1	2	3	4	5	6
5. 早上一起床，我就想要去工作。	0	1	2	3	4	5	6
6. 當我投入工作的時候，我會感到快樂。	0	1	2	3	4	5	6
7. 我為自己的工作感到自豪。	0	1	2	3	4	5	6

8. 我沈浸在自己的工作中。	0	1	2	3	4	5	6
9. 工作時，我達到了忘我的境界。	0	1	2	3	4	5	6

第七部分，工作不安全感：請仔細閱讀以下有關你對目前工作的感受，並指出你的同意程度。

	完全不同意	不同意	中立	同意	完全同意
1. 我有可能會很快失去我的工作。	1	2	3	4	5
2. 我覺得這份工作未來的前景沒有保障。	1	2	3	4	5
3. 我確信我能夠保住這份工作。	1	2	3	4	5
4. 我覺得有可能在不久我會失去這份工作。	1	2	3	4	5

第八部分，機構支持度：請仔細閱讀以下有關你目前工作機構的陳述並指出你的同意程度。

	非常不同意			中立			非常同意
1. 機構重視我的貢獻。	1	2	3	4	5	6	7
2. 機構沒有感激我的任何額外努力。	1	2	3	4	5	6	7
3. 機構會對我的抱怨毫不理睬。	1	2	3	4	5	6	7
4. 機構非常關心我的福祉。	1	2	3	4	5	6	7
5. 即使我把工作做到最好，機構也不會注意到。	1	2	3	4	5	6	7
6. 機構關心我對工作的滿意度。	1	2	3	4	5	6	7
7. 機構很少為我著想。	1	2	3	4	5	6	7
8. 機構為我在工作中的成就感到驕傲。	1	2	3	4	5	6	7

第九部分，機構公平度：請根據你的上司針對你薪金、獎金、評估、晉升和職務等事項的決策程序回答。

	很少	少許	一般	頗多	很多
1. 你是否能在決策過程中表達你的觀點和感受？	1	2	3	4	5
2. 你是否能影響決策程序？	1	2	3	4	5
3. 決策過程是否具有的一致性？	1	2	3	4	5
4. 決策過程是否不存在任何偏見？	1	2	3	4	5
5. 決策過程是否基於準確信息？	1	2	3	4	5
6. 你能否對由決策過程得出的結果提出上訴？	1	2	3	4	5
7. 決策程序是否符合倫理和道德標準？	1	2	3	4	5
8. 決策結果是否反映了你在工作中的努力？	1	2	3	4	5
9. 鑒於你已完成的任務，決策結果是否恰當？	1	2	3	4	5
10. 決策結果是否反映了你對公司的貢獻？	1	2	3	4	5
11. 鑒於你的工作表現，決策結果是否合理？	1	2	3	4	5
12. 你是否被他/她以禮相待？	1	2	3	4	5
13. 你是否被他/她有尊嚴地對待？	1	2	3	4	5
14. 你是否受到他/她的尊重？	1	2	3	4	5
15. 他/她是否避免做出不恰當的評論？	1	2	3	4	5
16. 他/她是否與你坦誠溝通？	1	2	3	4	5
17. 他/她是否清楚地說明整個決策程序？	1	2	3	4	5
18. 他/她是否針對決策程序作出合理解釋？	1	2	3	4	5

19. 他/她是否及時與你溝通細節？	1	2	3	4	5
20. 他/她是否針對你的個人需要一一進行溝通？	1	2	3	4	5

第十部分，工作與家庭文化：請仔細閱讀以下陳述並指出你的同意程度。

	非常 不同意			中立			非常 同意
1. 在這間公司/組織中工作，僱員可以輕鬆地平衡他們的工作和家庭生活。	1	2	3	4	5	6	7
2. 當工作和家庭發生衝突時，管理人員對僱員將家庭放在首位會表示理解。	1	2	3	4	5	6	7
3. 在這間公司/組織公司裡，僱員通常可以在工作中談論與家庭相關的話題。	1	2	3	4	5	6	7
4. 這間公司/組織通常期望僱員把工作帶回家於晚上和/或週末完成。	1	2	3	4	5	6	7
5. 這間公司/組織的高層管理人員鼓勵主管關注員工的家庭和個人問題。	1	2	3	4	5	6	7
6. 這間公司/組織通常期望僱員把工作放在家庭之前。	1	2	3	4	5	6	7
7. 因家庭原因而拒絕升職或調任將嚴重損害該僱員在這間公司/組織中的職業發展。	1	2	3	4	5	6	7
8. 總的來說，這間公司/組織的管理人員能夠通融僱員有與家庭相關的需求。	1	2	3	4	5	6	7
9. 當這間公司/組織中的婦女請長假照料新生或收養的孩子時，許多員工會感到不滿。	1	2	3	4	5	6	7
10. 為了在這間公司/組織中取得成功，僱員應每週工作 50 個小時以上(不論是在工作場所或家中)。	1	2	3	4	5	6	7
11. 為了得到高層管理人員的 正面評價 ，這間公司/組織裡的僱員必須將工作於放在家庭或個人生活之前。	1	2	3	4	5	6	7
12. 在這間公司/組織中，參加「工作-家庭計劃」（例如，工作共享，兼職工作）的員工會被視為對職業的重視程度較低。	1	2	3	4	5	6	7
13. 當這間公司/組織中的男士請長假照顧新生或領養的孩子時，許多員工會感到不滿。	1	2	3	4	5	6	7
14. 在這間公司/組織中，僱員很難在工作日內請假處理個人或家庭事務。	1	2	3	4	5	6	7
15. 這間公司/組織鼓勵員工在工作完結和開始家庭生活之間設定界線。	1	2	3	4	5	6	7
16. 這間公司/組織的中層管理人員及行政主管對僱員的育兒責任表示理解。	1	2	3	4	5	6	7
17. 這間公司/組織支持僱員因家庭原因而轉而負責工作量較低的工作。	1	2	3	4	5	6	7
18. 這間公司/組織的中層管理人員及行政主管對僱員照顧長者的責任表示理解。	1	2	3	4	5	6	7
19. 在這間公司/組織中，使用彈性上班時間的僱員升職機會較少。	1	2	3	4	5	6	7

20. 這間公司/組織鼓勵員工在工作和家庭生活之間取得平衡。	1	2	3	4	5	6	7
--------------------------------	---	---	---	---	---	---	---

第十一部分，工作與家庭衝突：請仔細閱讀以下陳述並指出你的同意程度。

	非常不同意			中立			非常同意
1. 我的工作要求干擾了我的家庭生活。	1	2	3	4	5	6	7
2. 我的工作所佔用的時間，使我很難履行家庭責任。	1	2	3	4	5	6	7
3. 由於我的工作要求，使我想在家做的事情沒有完成。	1	2	3	4	5	6	7
4. 我的工作壓力，使我難以履行我的家庭職責。	1	2	3	4	5	6	7
5. 由於工作相關的職責，我必須更改家庭活動計劃。	1	2	3	4	5	6	7

第十二部分，工作與家庭和諧：請仔細閱讀以下陳述並指出你的同意程度。

	非常不同意	不同意	中立	同意	非常同意
1. 我的工作幫助我理解不同的觀點，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
2. 我的工作幫助我獲得知識，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
3. 我的工作幫助我獲得技能，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
4. 我的工作使我心情愉快，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
5. 我的工作讓我感到幸福，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
6. 我的工作讓我開朗，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
7. 我的工作幫助我感到個人滿足感，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
8. 我的工作為我提供成就感，這有助於我成為一個更好的家庭成員。	1	2	3	4	5
9. 我的工作使我感到成功，這有助於我成為一個更好的家庭成員。	1	2	3	4	5

第十三部份，性格強項：請仔細閱讀以下陳述並描述真實的自己。

	非常不像我				中立				非常像我
1. 喜歡為別人做事和行善。欣賞慷慨和友善的特質。	1	2	3	4	5	6	7	8	9
2. 重視與他人的親密關係，尤其是那些能互相分享和關懷的關係。	1	2	3	4	5	6	7	8	9
3. 可以作為團隊成員很好地工作。忠於團隊，並以自己是團隊一份子為核心思想。	1	2	3	4	5	6	7	8	9
4. 容易寬恕犯錯的人，給別人機會。以德報怨。	1	2	3	4	5	6	7	8	9

5. 會意識到並感激發生在自己身上的美好事情，並為此感恩。常常表達謝意。	1	2	3	4	5	6	7	8	9
--------------------------------------	---	---	---	---	---	---	---	---	---

第十四部份，心理資本：請仔細閱讀以下陳述並指出你的同意程度。

	非常不同意	不同意	有點不同意	有點同意	同意	非常同意
1. 與管理層開會時，我有信心能介紹自己工作範圍內的事務。	1	2	3	4	5	6
2. 在研討機構策略時，我有信心能提出建議。	1	2	3	4	5	6
3. 我有信心能在一群同事面前簡單報告。	1	2	3	4	5	6
4. 如果我在工作中陷入困境，我能想出很多辦法來擺脫困境。	1	2	3	4	5	6
5. 現階段，我認為自己在工作上相當成功。	1	2	3	4	5	6
6. 我能想出很多辦法來達成當前的工作目標。	1	2	3	4	5	6
7. 我正在達成自己設定的工作目標。	1	2	3	4	5	6
8. 工作中，在必要情況下，我可以獨當一面。	1	2	3	4	5	6
9. 我通常從容面對工作中的壓力。	1	2	3	4	5	6
10. 因為我曾經歷過困境，所以我能夠克服工作中的困難。	1	2	3	4	5	6
11. 在工作中，我總是正面地看待事情。	1	2	3	4	5	6
12. 對於將來工作中會發生的事，我樂觀以待。	1	2	3	4	5	6

第十五部分，機構情感承諾：請根據你對目前工作機構的情感指出你對下列陳述的同意程度。

	非常不同意	不同意	不確定／中立	同意	非常同意
1. 能在機構中度過我餘下的職業生涯，我會感到十分高興。	1	2	3	4	5
2. 我將機構的問題當作我自己的問題。	1	2	3	4	5
3. 我對機構沒有強烈的歸屬感。	1	2	3	4	5
4. 我對機構沒有情感上的依戀。	1	2	3	4	5
5. 我並不覺得自己是機構大家庭中的一員。	1	2	3	4	5
6. 對我個人而言，機構有非常重大的意義。	1	2	3	4	5

第十六部份，工作滿意度：請考慮所有因素，表達你對整體工作的滿意程度。

非常不滿意						非常滿意
1	2	3	4	5	6	7

第十七部分，離職傾向：你辭去現職的可能性有多大？

非常不可能	相當不可能	有點不可能	中立	稍微有可能	相當有可能	非常有可能
1	2	3	4	5	6	7

第十八部分，家庭功能：請仔細閱讀以下有關你和你家人的陳述並指出你的同意程度。

	非常不同意	不同意	同意	非常同意
1. 我們可以向對方表達自己的感覺。	1	2	3	4
2. 我們相處得不好。	1	2	3	4
3. 我們互相信任。	1	2	3	4

第十九部分，家庭溝通：請指出你與家人使用以下方法交流/溝通的頻率。

	從未	很少	有時	經常
1. 面對面	1	2	3	4
2. 電話	1	2	3	4

3. 電郵	1	2	3	4
4. 即時通訊軟件 例如：WhatsApp、LINE	1	2	3	4
5. 社交媒體網站 例如：臉書、Instagram	1	2	3	4

第二十部分，家庭滿意度：請仔細閱讀以下陳述並指出你的同意程度。

	非常 不滿意	有些 不滿意	普遍 滿意	很滿意	非常 滿意
1. 家庭成員之間的親密程度。	1	2	3	4	5
2. 家人應對壓力的能力。	1	2	3	4	5
3. 家人的適應能力。	1	2	3	4	5
4. 家人分享正面經驗的能力。	1	2	3	4	5
5. 家庭成員之間的溝通質量。	1	2	3	4	5
6. 家人解決衝突的能力。	1	2	3	4	5
7. 一家人在一起度過的時間。	1	2	3	4	5
8. 討論問題的方式。	1	2	3	4	5
9. 家人批判的公平性。	1	2	3	4	5
10. 家庭成員互相的關心。	1	2	3	4	5

第二十一部分，家庭照顧者負擔：請仔細閱讀以下陳述並指出你的同意程度。

	非常 不同意	不同意	同意	非常 同意
1. 因要照顧家中成員，我對生活的滿意度有所下降。	0	1	2	3
2. 我經常感到筋疲力盡。	0	1	2	3
3. 我不時會希望自己能擺脫自己所處的狀況。	0	1	2	3
4. 我有時候會覺得自己變得不像以前的自己。	0	1	2	3
5. 自我成為照顧者以來，我的財務狀況有所下降。	0	1	2	3
6. 我的健康因我是照顧者而受到影響。	0	1	2	3
7. 照顧家中成員用了我大部份的精力。	0	1	2	3
8. 我感覺到自己在環境（例如家庭）的需求與照料的需求之間陷入困境。	0	1	2	3
9. 由於我照顧者的身份，我對自己的未來感到擔心。	0	1	2	3
10. 由於我照顧者的身份，我與其他家庭成員，親戚，朋友和熟人的關係遭受到負面影響。	0	1	2	3

第二十二部分，生活滿意度：請仔細閱讀以下陳述並指出最符合你個人實際狀況的同意程度。

	非常 不同意			中立			非常 同意
1. 我的生活大致符合我的理想。	1	2	3	4	5	6	7
2. 我的生活狀況非常圓滿。	1	2	3	4	5	6	7
3. 我滿意自己的生活。	1	2	3	4	5	6	7
4. 直至現在為止，我都能夠得到我在生活上希望擁有的重要東西。	1	2	3	4	5	6	7
5. 如果我能重新活一次，差不多沒有東西我想改變。	1	2	3	4	5	6	7

第二十三部分，健康狀況：在最近兩星期中，您有多經常受以下問題困擾？

	完全沒有	幾天	一半以上的 天數	幾乎每天
1. 感到緊張、不安或煩躁	0	1	2	3
2. 無法停止或控制憂慮	0	1	2	3

3. 過份憂慮不同的事情	0	1	2	3
4. 難以放鬆	0	1	2	3
5. 心緒不寧以至坐立不安	0	1	2	3
6. 容易心煩或易怒	0	1	2	3
	完全沒有	幾天	一半以上的天數	幾乎每天
7. 感到害怕，就像要發生可怕的事情	0	1	2	3
8. 做事缺乏興趣或樂趣	0	1	2	3
9. 感到低落，沮喪，或絕望	0	1	2	3
10. 難以入睡或熟睡，或睡得太多	0	1	2	3
11. 感到疲倦或精力不足	0	1	2	3
12. 食慾不振或過度飲食	0	1	2	3
13. 覺得自己非常差勁---或覺得自己是個失敗者或令自己或家人失望	0	1	2	3
14. 難以集中精神，例如閱報或看電視	0	1	2	3
15. 連別人也察覺得到您的動作或說話緩慢；或相反---心緒不寧或坐立不安而比平時更多的走動	0	1	2	3
16. 有尋死的念頭或有某程度自殘的想法	0	1	2	3

第二十四部分，改善方向：

1. 請按你認為最能幫助現時家庭狀況之家庭友善僱傭措施類別排序。 (1 為最能幫助，7 為較未能幫助)	家庭友善僱傭措施類別	排序(1 至 7)
	a. 工作安排	
	b. 生活支援	
	c. 休假福利	
	d. 家庭相關休假福利	
	e. 育兒支援	
	f. 母親額外支援	
	g. 照顧長者/傷殘人士相關措施	
2. 除上述提及的家庭友善僱傭措施外，有沒有其他措施你認為能幫助改善現時家庭狀況？	<input type="checkbox"/> 有，請註明：_____ <input type="checkbox"/> 沒有	

第二十五部分，工作間的支援：

1. 你認為一般僱主需要提供以下那些措施以協助有家庭的僱員達致工作家庭平衡？可選多於一項。			
A. 工作安排 <input type="checkbox"/> 五天工作周 <input type="checkbox"/> 彈性上班時間 <input type="checkbox"/> 居家或遙距辦公 <input type="checkbox"/> 半職工作 <input type="checkbox"/> 調整上班時段 <input type="checkbox"/> 職位共享 <input type="checkbox"/> 壓縮工作時間 <input type="checkbox"/> 縮短上班時間	B. 其他生活支援 <input type="checkbox"/> 緊急事件援助 <input type="checkbox"/> 家庭醫療保障 <input type="checkbox"/> 僱員輔助計劃	C. 休假福利 <input type="checkbox"/> 生日假 <input type="checkbox"/> 恩恤假 <input type="checkbox"/> 婚假 <input type="checkbox"/> 敬孝假 <input type="checkbox"/> 特別事假 <input type="checkbox"/> 假期合併	D. 家庭相關休假福利 <input type="checkbox"/> 產假 <input type="checkbox"/> 男士侍產假 <input type="checkbox"/> 家長日假期 <input type="checkbox"/> 照顧子女假 <input type="checkbox"/> 子女病假 <input type="checkbox"/> 照顧家裡長者/傷殘人士假 <input type="checkbox"/> 家裡長者/傷殘人士病假

E. 育兒支援 <input type="checkbox"/> 育兒支援 <input type="checkbox"/> 日間托兒服務 <input type="checkbox"/> 兒童課後照顧 <input type="checkbox"/> 兒童教育支援/資助 <input type="checkbox"/> 家庭康樂活動	F. 母親額外支援 <input type="checkbox"/> 設置哺乳室 <input type="checkbox"/> 哺乳時間	G. 照顧長者/傷殘人士相關措施 <input type="checkbox"/> 日托服務 <input type="checkbox"/> 綜合家居照顧服務 <input type="checkbox"/> 醫療援助
<input type="checkbox"/> 認為無需要採取任何措施	<input type="checkbox"/> 不知道/無意見	

第二十六部分，背景資料：

1. 年齡：	<input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 54-64 <input type="checkbox"/> 65 歲或以上
2. 性別：	<input type="checkbox"/> 男 <input type="checkbox"/> 女
3. 最高教育程度：	<input type="checkbox"/> 從未接受教育或幼稚園 <input type="checkbox"/> 小學 <input type="checkbox"/> 初中(中一至中三) <input type="checkbox"/> 高中(中四至中五) <input type="checkbox"/> 預科 <input type="checkbox"/> 文憑或證書課程 <input type="checkbox"/> 副學位課程 <input type="checkbox"/> 學位課程 <input type="checkbox"/> 研究院 <input type="checkbox"/> 其他，請註明：_____
4. 婚姻狀況：	<input type="checkbox"/> 從未結婚 <input type="checkbox"/> 已婚 <input type="checkbox"/> 喪偶 <input type="checkbox"/> 離婚 <input type="checkbox"/> 分居
5. 家傭/其他家庭助理：	_____位
6. 工作行業：	<input type="checkbox"/> 政府部門 <input type="checkbox"/> 製造業 <input type="checkbox"/> 建造業 <input type="checkbox"/> 進出口、批發及零售業 <input type="checkbox"/> 運輸、倉庫、郵政及速遞服務業 <input type="checkbox"/> 住宿及膳食服務業 <input type="checkbox"/> 資訊及通訊業 <input type="checkbox"/> 金融及保險業 <input type="checkbox"/> 地產、專業及商用服務業 <input type="checkbox"/> 社會及個人服務業 <input type="checkbox"/> 教育服務業 <input type="checkbox"/> 漁農、採礦、電力及氣體供應業 <input type="checkbox"/> 其他，請註明：_____
7. 工作職位：	<input type="checkbox"/> 經理及管理人員 <input type="checkbox"/> 專業人員 <input type="checkbox"/> 輔助專業人員 <input type="checkbox"/> 文書支援人員 <input type="checkbox"/> 服務工作及銷售人員 <input type="checkbox"/> 工藝及有關人員 <input type="checkbox"/> 機台及機器操作員及裝配員 <input type="checkbox"/> 非技術工人 <input type="checkbox"/> 漁農業熟練工人 <input type="checkbox"/> 其他，請註明：_____
8. 任職機構規模：	<input type="checkbox"/> 少於 10 人 <input type="checkbox"/> 10 至 49 人 <input type="checkbox"/> 50 至 99 人 <input type="checkbox"/> 100 至 299 人 <input type="checkbox"/> 300 至 499 人 <input type="checkbox"/> 500 人或以上 <input type="checkbox"/> 其他，請註明：_____
9. 工作任期：	_____年_____個月
10. 在任職機構的工作經驗：	_____年_____個月
11. 每月工作收入：	<input type="checkbox"/> 10,000 以下 <input type="checkbox"/> 10,000~29,999 <input type="checkbox"/> 30,000~49,999 <input type="checkbox"/> 50,000~69,999 <input type="checkbox"/> 70,000~89,999 <input type="checkbox"/> 90,000 或以上
12. 家庭每月工作總收入：	<input type="checkbox"/> 10,000 以下 <input type="checkbox"/> 10,000~29,999 <input type="checkbox"/> 30,000~49,999 <input type="checkbox"/> 50,000~69,999 <input type="checkbox"/> 70,000~89,999 <input type="checkbox"/> 90,000 或以上
13. 全職/兼職：	<input type="checkbox"/> 全職 <input type="checkbox"/> 兼職
14. 目前工作的聘用形式：	<input type="checkbox"/> 長期僱用形式 <input type="checkbox"/> 合約制

第二十七部分，家庭照顧責任 (包括一般家庭成員)：

1. 現時照顧多少位家庭成員？	_____位(包括伴侶)
2. 現時照顧的家庭成員身份、年齡及所需的護理協助類型：	<p>第一位：</p> <p>A. 關係：<input type="checkbox"/>兄弟姊妹 <input type="checkbox"/>伴侶 <input type="checkbox"/>子女 <input type="checkbox"/>父母 <input type="checkbox"/>伴侶父母 <input type="checkbox"/>其他，請註明：_____</p> <p>B. 受照顧者類別：<input type="checkbox"/>嬰兒 <input type="checkbox"/>兒童 <input type="checkbox"/>青少年 <input type="checkbox"/>成人 <input type="checkbox"/>孕婦 <input type="checkbox"/>長者 <input type="checkbox"/>殘疾人士 <input type="checkbox"/>長期病患者 <input type="checkbox"/>其他，請註明：_____</p> <p>C. 年齡：<input type="checkbox"/>1 歲或以下 <input type="checkbox"/>2-5 <input type="checkbox"/>6-12 <input type="checkbox"/>13-17 <input type="checkbox"/>18-24 <input type="checkbox"/>25-34 <input type="checkbox"/>35-44 <input type="checkbox"/>45-54 <input type="checkbox"/>54-64 <input type="checkbox"/>65 歲或以上</p> <p>D. 所需的照顧協助類型：(可選多於一項)</p> <p>1. 個人性照顧：<input type="checkbox"/>個人衛生 例如 如廁訓練、洗澡、洗頭等 <input type="checkbox"/>其他護理 例如 更換尿袋、按摩、洗腎等 <input type="checkbox"/>其他，請註明：_____</p> <p>2. 事務性照顧：<input type="checkbox"/>料理起居飲食 <input type="checkbox"/>日常接送 <input type="checkbox"/>教導功課 <input type="checkbox"/>復健 <input type="checkbox"/>訓練社交技巧 <input type="checkbox"/>打針服藥 <input type="checkbox"/>陪同覆診 <input type="checkbox"/>其他，請註明：_____</p> <p>3. 情感性照顧：<input type="checkbox"/>解決情感上的困擾及煩惱</p>

		<input type="checkbox"/> 安慰和開解 <input type="checkbox"/> 其他，請註明：_____
		E. 每天平均照顧時間：_____小時
第二位： (如有)	A. 關係： <input type="checkbox"/> 兄弟姊妹 <input type="checkbox"/> 伴侶 <input type="checkbox"/> 子女 <input type="checkbox"/> 父母 <input type="checkbox"/> 伴侶父母 <input type="checkbox"/> 其他，請註明：_____	
	B. 受照顧者類別： <input type="checkbox"/> 嬰兒 <input type="checkbox"/> 兒童 <input type="checkbox"/> 青少年 <input type="checkbox"/> 成人 <input type="checkbox"/> 孕婦 <input type="checkbox"/> 長者 <input type="checkbox"/> 殘疾人士 <input type="checkbox"/> 長期病患者 <input type="checkbox"/> 其他，請註明：_____	
	C. 年齡： <input type="checkbox"/> 1 歲或以下 <input type="checkbox"/> 2-5 <input type="checkbox"/> 6-12 <input type="checkbox"/> 13-17 <input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 54-64 <input type="checkbox"/> 65 歲或以上	
	D. 所需的照顧協助類型：（可選多於一項）	
	1. 個人性照顧： <input type="checkbox"/> 個人衛生 例如 如廁訓練、洗澡、洗頭等 <input type="checkbox"/> 其他護理 例如 更換尿袋、按摩、洗腎等 <input type="checkbox"/> 其他，請註明：_____	
	2. 事務性照顧： <input type="checkbox"/> 料理起居飲食 <input type="checkbox"/> 日常接送 <input type="checkbox"/> 教導功課 <input type="checkbox"/> 復健 <input type="checkbox"/> 訓練社交技巧 <input type="checkbox"/> 打針服藥 <input type="checkbox"/> 陪同覆診 <input type="checkbox"/> 其他，請註明：_____	
	3. 情感性照顧： <input type="checkbox"/> 解決情感上的困擾及煩惱 <input type="checkbox"/> 安慰和開解 <input type="checkbox"/> 其他，請註明：_____	
	E. 每天平均照顧時間：_____小時	
第三位： (如有)	A. 關係： <input type="checkbox"/> 兄弟姊妹 <input type="checkbox"/> 伴侶 <input type="checkbox"/> 子女 <input type="checkbox"/> 父母 <input type="checkbox"/> 伴侶父母 <input type="checkbox"/> 其他，請註明：_____	
	B. 受照顧者類別： <input type="checkbox"/> 嬰兒 <input type="checkbox"/> 兒童 <input type="checkbox"/> 青少年 <input type="checkbox"/> 成人 <input type="checkbox"/> 孕婦 <input type="checkbox"/> 長者 <input type="checkbox"/> 殘疾人士 <input type="checkbox"/> 長期病患者 <input type="checkbox"/> 其他，請註明：_____	
	C. 年齡： <input type="checkbox"/> 1 歲或以下 <input type="checkbox"/> 2-5 <input type="checkbox"/> 6-12 <input type="checkbox"/> 13-17 <input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 54-64 <input type="checkbox"/> 65 歲或以上	
	D. 所需的照顧協助類型：（可選多於一項）	
	1. 個人性照顧： <input type="checkbox"/> 個人衛生 例如 如廁訓練、洗澡、洗頭等 <input type="checkbox"/> 其他護理 例如 更換尿袋、按摩、洗腎等 <input type="checkbox"/> 其他，請註明：_____	
	2. 事務性照顧： <input type="checkbox"/> 料理起居飲食 <input type="checkbox"/> 日常接送 <input type="checkbox"/> 教導功課 <input type="checkbox"/> 復健 <input type="checkbox"/> 訓練社交技巧 <input type="checkbox"/> 打針服藥 <input type="checkbox"/> 陪同覆診 <input type="checkbox"/> 其他，請註明：_____	
	3. 情感性照顧： <input type="checkbox"/> 解決情感上的困擾及煩惱 <input type="checkbox"/> 安慰和開解 <input type="checkbox"/> 其他，請註明：_____	
	E. 每天平均照顧時間：_____小時	
第四位： (如有)	A. 關係： <input type="checkbox"/> 兄弟姊妹 <input type="checkbox"/> 伴侶 <input type="checkbox"/> 子女 <input type="checkbox"/> 父母 <input type="checkbox"/> 伴侶父母 <input type="checkbox"/> 其他，請註明：_____	
	B. 受照顧者類別： <input type="checkbox"/> 嬰兒 <input type="checkbox"/> 兒童 <input type="checkbox"/> 青少年 <input type="checkbox"/> 成人 <input type="checkbox"/> 孕婦 <input type="checkbox"/> 長者 <input type="checkbox"/> 殘疾人士 <input type="checkbox"/> 長期病患者 <input type="checkbox"/> 其他，請註明：_____	
	C. 年齡： <input type="checkbox"/> 1 歲或以下 <input type="checkbox"/> 2-5 <input type="checkbox"/> 6-12 <input type="checkbox"/> 13-17 <input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 54-64 <input type="checkbox"/> 65 歲或以上	
	D. 所需的照顧協助類型：（可選多於一項）	
	1. 個人性照顧： <input type="checkbox"/> 個人衛生 例如 如廁訓練、洗澡、洗頭等 <input type="checkbox"/> 其他護理 例如 更換尿袋、按摩、洗腎等 <input type="checkbox"/> 其他，請註明：_____	
	2. 事務性照顧： <input type="checkbox"/> 料理起居飲食 <input type="checkbox"/> 日常接送 <input type="checkbox"/> 教導功課 <input type="checkbox"/> 復健	

		<input type="checkbox"/> 訓練社交技巧 <input type="checkbox"/> 打針服藥 <input type="checkbox"/> 陪同覆診 <input type="checkbox"/> 其他，請註明：_____
		3. 情感性照顧： <input type="checkbox"/> 解決情感上的困擾及煩惱 <input type="checkbox"/> 安慰和開解 <input type="checkbox"/> 其他，請註明：_____
		E. 每天平均照顧時間：_____小時
第五位： (如有)	A.	關係： <input type="checkbox"/> 兄弟姊妹 <input type="checkbox"/> 伴侶 <input type="checkbox"/> 子女 <input type="checkbox"/> 父母 <input type="checkbox"/> 伴侶父母 <input type="checkbox"/> 其他，請註明：_____
	B.	受照顧者類別： <input type="checkbox"/> 嬰兒 <input type="checkbox"/> 兒童 <input type="checkbox"/> 青少年 <input type="checkbox"/> 成人 <input type="checkbox"/> 孕婦 <input type="checkbox"/> 長者 <input type="checkbox"/> 殘疾人士 <input type="checkbox"/> 長期病患者 <input type="checkbox"/> 其他，請註明：_____
	C.	年齡： <input type="checkbox"/> 1 歲或以下 <input type="checkbox"/> 2-5 <input type="checkbox"/> 6-12 <input type="checkbox"/> 13-17 <input type="checkbox"/> 18-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 54-64 <input type="checkbox"/> 65 歲或以上
	D.	所需的照顧協助類型：（可選多於一項）
	1.	個人性照顧： <input type="checkbox"/> 個人衛生 例如 如廁訓練、洗澡、洗頭等 <input type="checkbox"/> 其他護理 例如 更換尿袋、按摩、洗腎等 <input type="checkbox"/> 其他，請註明：_____
	2.	事務性照顧： <input type="checkbox"/> 料理起居飲食 <input type="checkbox"/> 日常接送 <input type="checkbox"/> 教導功課 <input type="checkbox"/> 復健 <input type="checkbox"/> 訓練社交技巧 <input type="checkbox"/> 打針服藥 <input type="checkbox"/> 陪同覆診 <input type="checkbox"/> 其他，請註明：_____
	3.	情感性照顧： <input type="checkbox"/> 解決情感上的困擾及煩惱 <input type="checkbox"/> 安慰和開解 <input type="checkbox"/> 其他，請註明：_____
	E.	每天平均照顧時間：_____小時

第二十八部份，參與面談：

如果你是僱主、經理或其他管理人員，為進一步收集你對家庭友善僱傭措施的意見，我們現誠邀你參與一個約一小時的聚會，進行面談(時間、地點將於日後公佈)。完成面談後將可獲港幣 100 元現金券，以示對你的感謝。

你是否願意參與本研究的面談?

是，我的聯絡資料如下：

姓名： _____

電郵： _____

電話號碼： _____

否 (謝謝，問卷完結!)

問卷完畢，謝謝你的參與！

Appendix 2 - Study 2 Interview Guide

有家庭責任之僱員對家庭友善僱傭措施的態度和認知之研究 訪談指引 (大約 60 分鐘)

-----研究背景說明-----

首先非常感謝閣下今日的參與。是次的研究項目是由平等機會委員會資助，旨在探討有家庭責任的在職人士及僱主對家庭友善僱傭措施的態度和認知。研究結果將就提升僱主及管理層對提供家庭友善僱傭措施的意識、了解有家庭責任的在職人士的困難，以保障他們在職場獲得所需支援等方面提供具體建議。訪談將以面對面形式於進行，整個訪談大約需時 60 分鐘。以表謝意，每位符合資格的參加者在完成問卷後將可獲得合共港幣 100 元現金券。

閣下的參與純屬自願性質，亦不會對閣下造成任何風險。閣下享有充分的權利在任何時候決定退出這項研究，更不會因此引致任何不良後果。是次的訪談過程將會錄音，以方便記錄。所得到的數據將會絕對保密，所有資料只作研究用途，一切資料的編碼只有研究人員得悉。這項研究的結果可能會在相關的學術期刊及會議上發表。對於以上的內容有任何疑問嗎？訪問進行前，請填妥同意書，表示您同意參與是次個人訪問。

-----簽署同意書及填寫個人資料-----

第一部分：背景資料 (大約 5 分鐘)

在開始之前，想先詢問一些關於您的工作和現職公司的情况。

1. 可否先簡單形容一下您的工作和日常管理上的職務？您多大程度上有參與公司的人事管理或相關政策的制定(例如: 招聘、處理員工的升遷、安排員工培訓、制定員工政策或守則等)？
2. 您平日會否經常接觸各個職位和階層的員工？
3. 請問你以往有沒有聽過《好僱主約章》？《好僱主約章》是由勞工處推出，指在推行家庭友善僱傭措施以協助僱員同時兼顧工作與家庭。
4. 請問您現職的公司有參與由勞工處舉辦的《好僱主約章》嗎？(如有：從哪裡得知有關《好僱主約章》的資訊？)(如沒有：僱主：為什麼？遇到什麼困難？)

第二部分：對家庭友善僱傭措施認知及認識 (大約 5-10 分鐘)

1. 請問您有沒有曾經聽說過家庭友善僱傭措施？(如有：您認為什麼是家庭友善僱傭措施？當中包括了什麼？)
2. 以您所知，在香港職場上/您所在的行業中，家庭友善僱傭措施在公司普遍嗎？
3. 以您所知，您認為家庭友善僱傭措施在近年來有多大程度改變？(提示：在職場上的普及程度／完善程度)
4. 以您所了解，請問您現職的公司有否向員工提供家庭友善僱傭措施或政策？(如有：提供了什麼措施？(提示：工作安排／生活支援／休假福利／家庭相關休假福利／育兒支援／母親額外支援／照顧長者／傷殘人士相關措施)這些措施的指引清晰嗎？是否所有員工在入職時均能得悉？您認為這些措施有成效嗎？(提示：員工使用率) 您認為現時的措施足夠嗎？有什麼可以補充？)

第三部分：對有家庭責任的員工的態度 (大約 10 分鐘)

1. 在招聘時，求職者的家庭責任會否是其中一項考慮因素？有什麼考量的地方？
2. 您認為僱主應僱用有家庭責任的僱員嗎？為什麼？您認為僱員的家庭責任會否影響到他/她的工作？
3. 請問您有沒有留意到工作中的某人有使用家庭友善僱傭措施的需要／有向公司申請相關協助？(如有：什麼需要？他/她有得到合適的支援嗎？)
4. 對於員工申請或使用家庭友善僱傭措施你有什麼看法？
5. 當收到員工有關家庭友善僱傭措施的申請時，公司是否有任何標準程序來處理相關申請？員工需要從什麼途徑/方法申請？需要向公司申請或是可以直接向直屬上司申請？會否彈性處理相關申請？(提示：由直屬上司安排)
6. 在決定通過或不通過相關申請時有什麼考慮的因素？(提示：人手安排)

7. 您認為公司有沒有責任創造家庭友善的工作環境給有家庭責任的僱員？為什麼？有什麼考量的地方？

第四部分：對員工工作與生活平衡的看法 (大約 10 分鐘)

1. 您認為什麼是工作與生活平衡 (Work-life balance)？怎樣才能達到？
2. 您對於員工的工作與生活平衡有什麼看法？
3. 您認為公司有責任維持員工的工作與生活平衡嗎？
4. 您認為幫助維持員工的工作與生活平衡與公司的核心價值／宗旨／發展有衝突嗎？
5. 您認為幫助維持員工的工作與生活平衡對公司的生產力有什麼影響？
6. 對於如何可以協助員工更好地平衡工作和家庭，有沒有什麼意見或想法？

第五部分：對家庭友善僱傭措施的看法及態度 (大約 10 分鐘)

1. 您認為公司是否需要提供不同範疇的家庭友善僱傭措施或政策？
(**提示**：獨立詢問八個不同範疇 1. 工作安排／2. 生活支援／3. 休假福利／4. 家庭相關休假福利／5. 育兒支援／6. 母親額外支援／7. 照顧長者／8. 傷殘人士相關措施)
如不需要：為什麼？如公司沒有提供，僱員可以從哪裡可以得到相關支援？誰人／什麼機構應提供？)
2. 您認為以上提及到的家庭友善僱傭措施有哪些對維持員工的工作與生活平衡有幫助？
3. 在推行家庭友善僱傭措施上，你認為哪個是最關鍵的持分者？(**提示**：政府、僱主、主管、管理鏈、工作小組)
4. 你認為家庭友善僱傭措施會否對公司的利益造成影響？(如有：什麼影響？)
5. 你認為家庭友善僱傭措施會否與在職公司中的某些政策產生衝突？(如有：什麼政策？您認為可以如何調整？)

第六部分：所遇障礙／因難、具體建議 (大約 15-20 分鐘)

1. (你認為)在實施不同方面的家庭友善僱傭措施的過程中有(會)遇到什麼困難嗎？
(**提示**：每個範疇均承接第二題詢問)
 - A. 工作安排 (包括五天工作周、彈性上班時間、居家或遙距辦公、半職工作、調整上班時段、職位共享、壓縮工作時間、縮短上班時間)
 - B. 其他生活支援 (包括緊急事件援助、家庭醫療保障、僱員輔助計劃)
 - C. 休假福利 (包括生日假、恩恤假、婚假、敬孝假、特別事假、假期合併)
 - D. 家庭相關休假福利(包括產假、男士侍產假、家長日假期、照顧子女假、子女病假、照顧家裡長者/傷殘人士假、家裡長者/傷殘人士病假)
 - E. 育兒支援 (包括育兒支援、日間托兒服務、兒童課後照、兒童教育支援/資助、家庭康樂活動)

- F. 母親額外支援 (包括設置哺乳室、哺乳時間)
- G. 照顧長者/傷殘人士相關措施 (包括日托服務、綜合家居照顧服務、醫療援助)
2. (你認為)在實施以上措施的過程中最大的困難是什麼？(提示：人手調配困難、受工作環境/行業性質限制、措施的涵蓋對象、不了解員工的需要、擔心降低工作效率)
- 您認為公司可以如何改善或解決？(提示：派發調查問卷、設立相關部門等／由僱主、主管、管理鏈、工作小組)
3. 根據我們早前收集的問卷調查顯示，最不常見的措施包括了敬孝假、照顧子女假、子女病假、照顧家裡長者/傷殘人士假、家裡長者/傷殘人士病假、日托服務及綜合家居照顧服務，您認為公司可以提供到以上措施嗎？(如不能：為什麼？遇到什麼困難？)
4. 根據我們早前收集的問卷調查顯示，員工認為公司最需要提供五天工作周、彈性上班時間、特別事假、家庭醫療保障及緊急事件援助，您認為公司可以提供到以上措施嗎？(如不能：為什麼？遇到什麼困難？)
5. 在上述提及的多項措施，公司已提供的措施除外，你認為公司現在還可增加/提供哪些措施？
6. 根據我們早前收集的問卷調查顯示，有部分員工出現不知道公司有否提供相關措施或具體內容、不知道該如何向公司申請等情況，你認為如何可以提升員工在這方面的資訊？
7. 您認為可以如何能夠更方便及有效地獲取所需資源？(提示：與有關機構緊密聯繫如育兒機構、設立相關部門、給每位員工派發指引)
8. 有沒有什麼意見或想法是我們剛才沒有提及或您希望補充的？

多謝你的參與！現在，表達我們小小心意，港幣 100 元超市禮券，以作為感謝是次參加及表達意見。再一次謝謝你們的參加！

Appendix 3 - Socio-Demographic Characteristics of Employers and Managers (In-depth Interviews)

No.	Gender	Age	Industry	Position	Number of Subordinates	Company Size
1	Male	45-54	Construction	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
2	Female	35-44	Accommodation and Food Services	Manager/ Department Head	Less than 10 persons	Small (Less than 50 persons)
3	Female	45-54	Real Estate, Professional and Business Services	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
4	Female	55-64	Others	Manager/ Department Head	Less than 10 persons	Small (Less than 50 persons)
5	Female	45-54	Finance and Insurance	Manager/ Department Head	10-49 persons	Large (300 persons or above)
6	Male	25-34	Education	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
7	Female	55-64	Social and Personal Services	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
8	Female	25-34	Education	Associate Manager	Less than 10 persons	Medium (50-299 persons)
9	Female	35-44	Import/ Export, Wholesale and Retail	Assistant Manager	Less than 10 persons	Large (300 persons or above)
10	Male	45-54	Real Estate, Professional and Business Services	Manager/ Department Head	10-49 persons	Large (300 persons or above)
11	Female	35-44	Social and Personal Services	Manager/ Department Head	Less than 10 persons	Large (300 persons or above)
12	Male	55-64	Education	Manager/ Department Head	50-99 persons	Large (300 persons or above)
13	Male	35-44	Import/ Export, Wholesale and Retail	Manager/ Department Head	Less than 10 persons	Medium (50-299 persons)

14	Male	25-34	Information and Communications	Manager/ Department Head	10-49 persons	Large (300 persons or above)
15	Female	45-54	Real Estate, Professional and Business Services	Manager/ Department Head	10-49 persons	Large (300 persons or above)
16	Female	45-54	Education	Manager/ Department Head	50-99 persons	Medium (50-299 persons)
17	Male	35-44	Information and Communications	Employer/ Director	10-49 persons	Small (Less than 50 persons)
18	Female	55-64	Real Estate, Professional and Business Services	Manager/ Department Head	100-299 persons	Large (300 persons or above)
19	Male	45-54	Import/ Export, Wholesale and Retail	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
20	Female	35-44	Transportation, Warehouse, Postal and Express Services	Manager/ Department Head	10-49 persons	Medium (50-299 persons)
21	Male	55-64	Import/ Export, Wholesale and Retail	Manager/ Department Head	Less than 10 persons	Small (Less than 50 persons)
22	Female	35-44	Social and Personal Services	Project Manager	Less than 10 persons	Do not know
23	Male	35-44	Others	Manager/ Department Head	Less than 10 persons	Small (Less than 50 persons)
24	Female	25-34	Social and Personal Services	Manager/ Department Head	Less than 10 persons	Small (Less than 50 persons)
25	Female	55-64	Social and Personal Services	Chief Nurse	Less than 10 persons	Large (300 persons or above)