



INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT



A Primer on Family-Responsive Practices in the Workplace


Disclaimer

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The People Management Association of the Philippines (PMAP) and Investing in Women (IW) embarked on a study on family-responsive policies and practices in the workplace.

This primer summarizes the valuable insights revealed by the research and gives practical recommendations for making a workplace more family-responsive.



Foreword

Balancing work and family life is one of the toughest challenges for people worldwide, but caring responsibilities most often fall on women. According to the International Labour Organization (ILO) Report/Gallup Survey on Women in 2016, women are less likely than men to put in longer hours and more likely than men to take leave to care for family and to take career breaks for small children. Family-responsive policies are crucial in addressing the challenge of enabling women and men to lead fulfilling lives.

People Management Association of the Philippines (PMAP) would like to make a difference in women economic empowerment by pursuing research on the implications of family-responsive workplace policies and practices on work-family balance and on the retention, advancement, and performance of women employees.


This study hopes to give voice to women employees, whose diverse personal opinions will contribute to a more effective alignment of workplace policies to their family needs and to those of the organization. While the study focuses on women employees, it hopes to impact as well on men employees who constitute the other half of the family. It hopes to be a valuable resource for formulating policy recommendations that could help promote family-responsive policies in the Philippine workplace.



Mr. Gerardo A. Plana, DPM
President

People Management Association of the Philippines

Excerpted from the Foreword, *Employees' Perceptions of a Family-Responsive Workplace and Their Productivity*



Employers can increase worker productivity by implementing and encouraging the take-up of family-friendly practices, which employees use to balance responsibilities at work and at home.

Why do we need a family-responsive workplace?

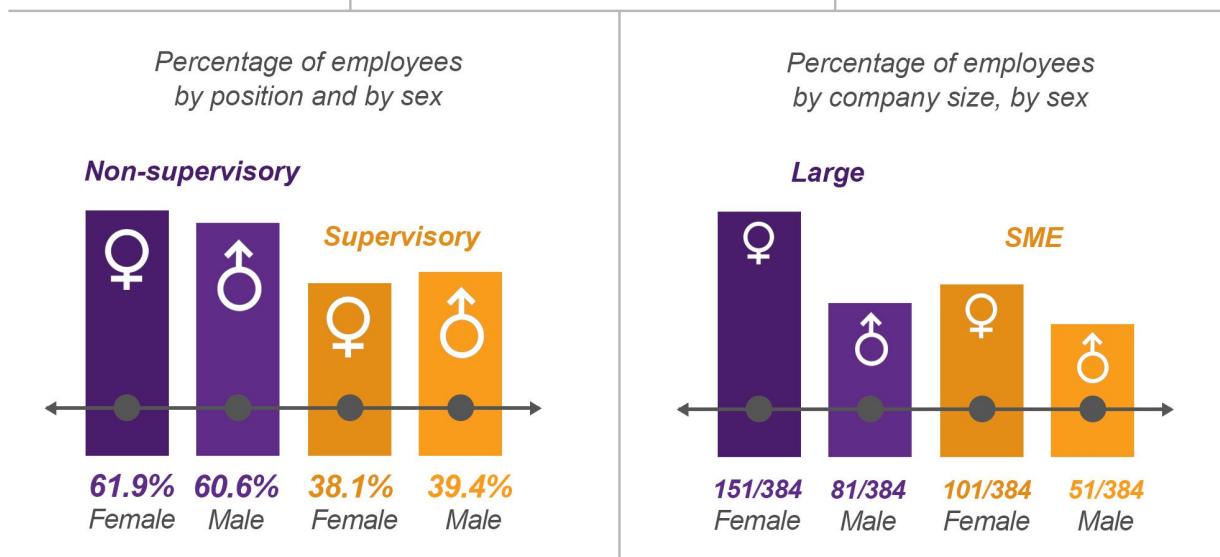
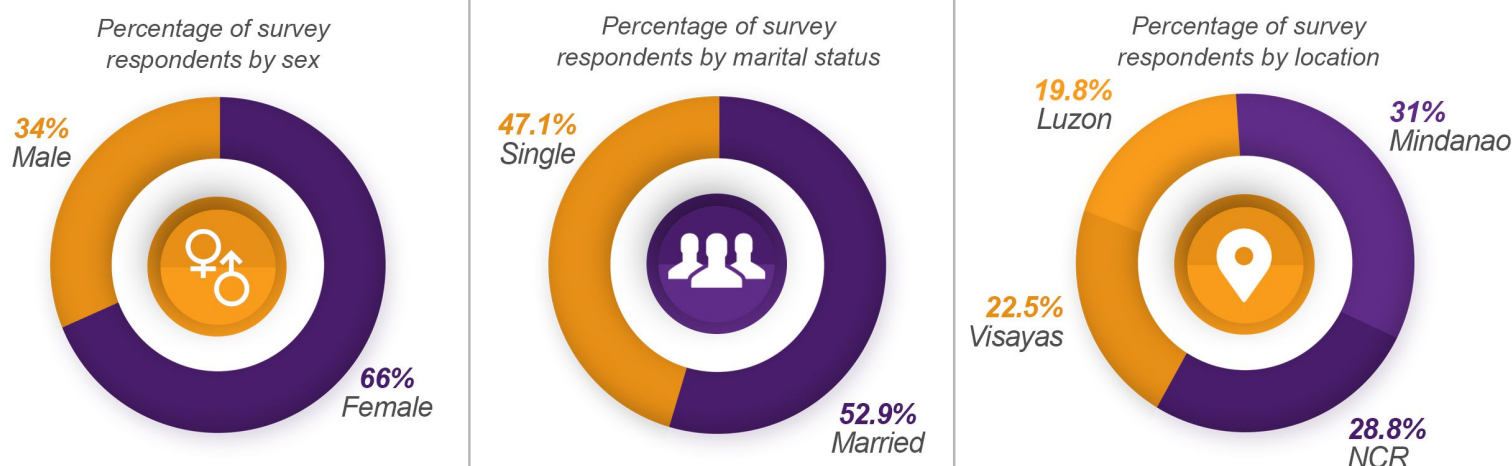
Balancing work and family life is one of the toughest challenges for people worldwide, but caring responsibilities most often fall on women. Women are less likely than men to put in longer hours and more likely than men to take leave to care for family and to take career breaks for small children.

Family-responsive policies are crucial in addressing the challenge of enabling women and men lead fulfilling lives. There is also compelling evidence that shows that family-friendly policies increase employee motivation and productivity and improve a company's ability to attract and retain employees.

FAMILY-RESPONSIVE PRACTICES IN THE WORKPLACE

Family-responsive policies and programs in the workplace influence employees' perceived productivity in the workplace, as indicated by their retention, advancement and perceived performance.

Who took the survey

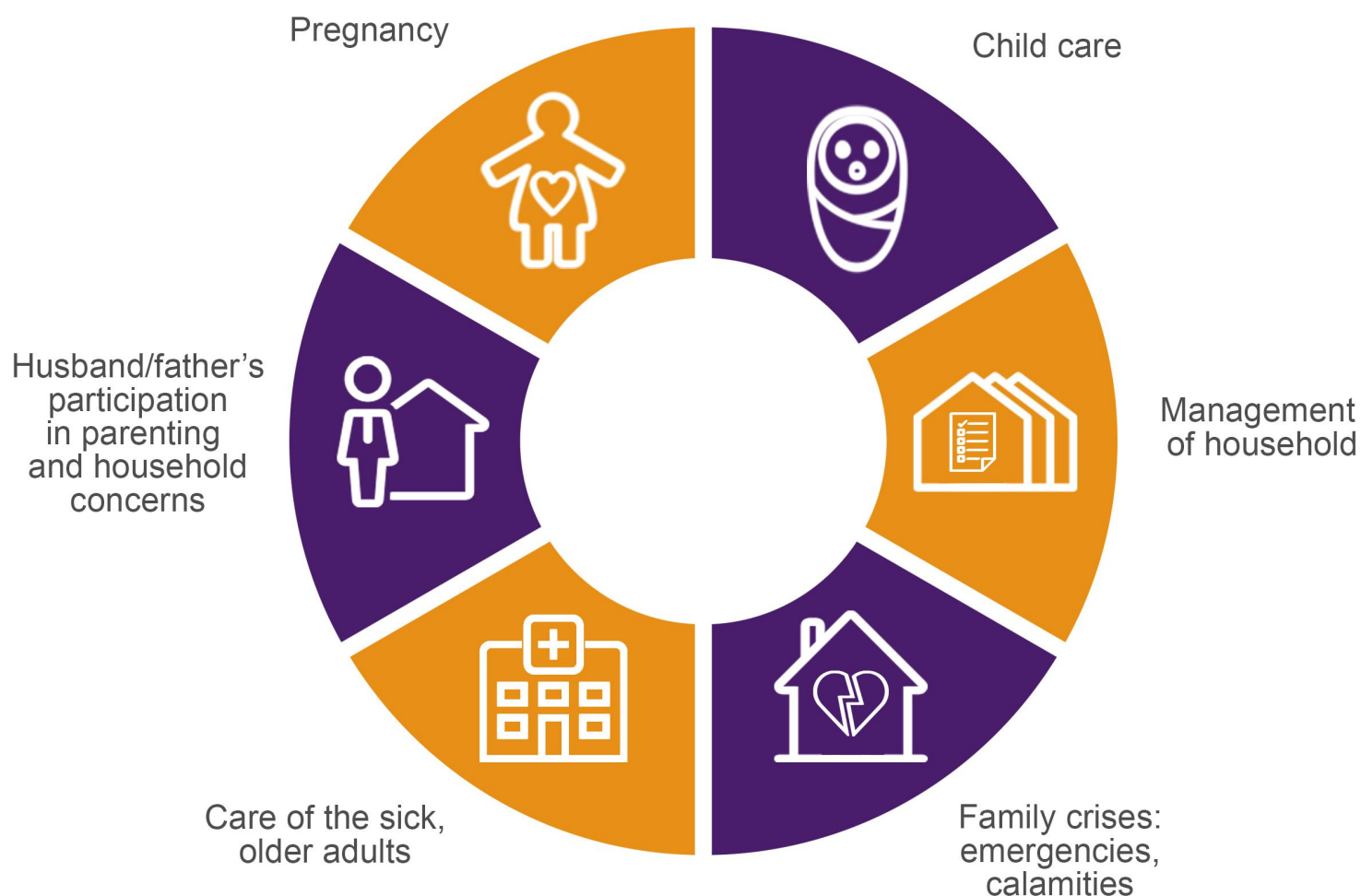


Total number of survey participants:

384  survey respondents

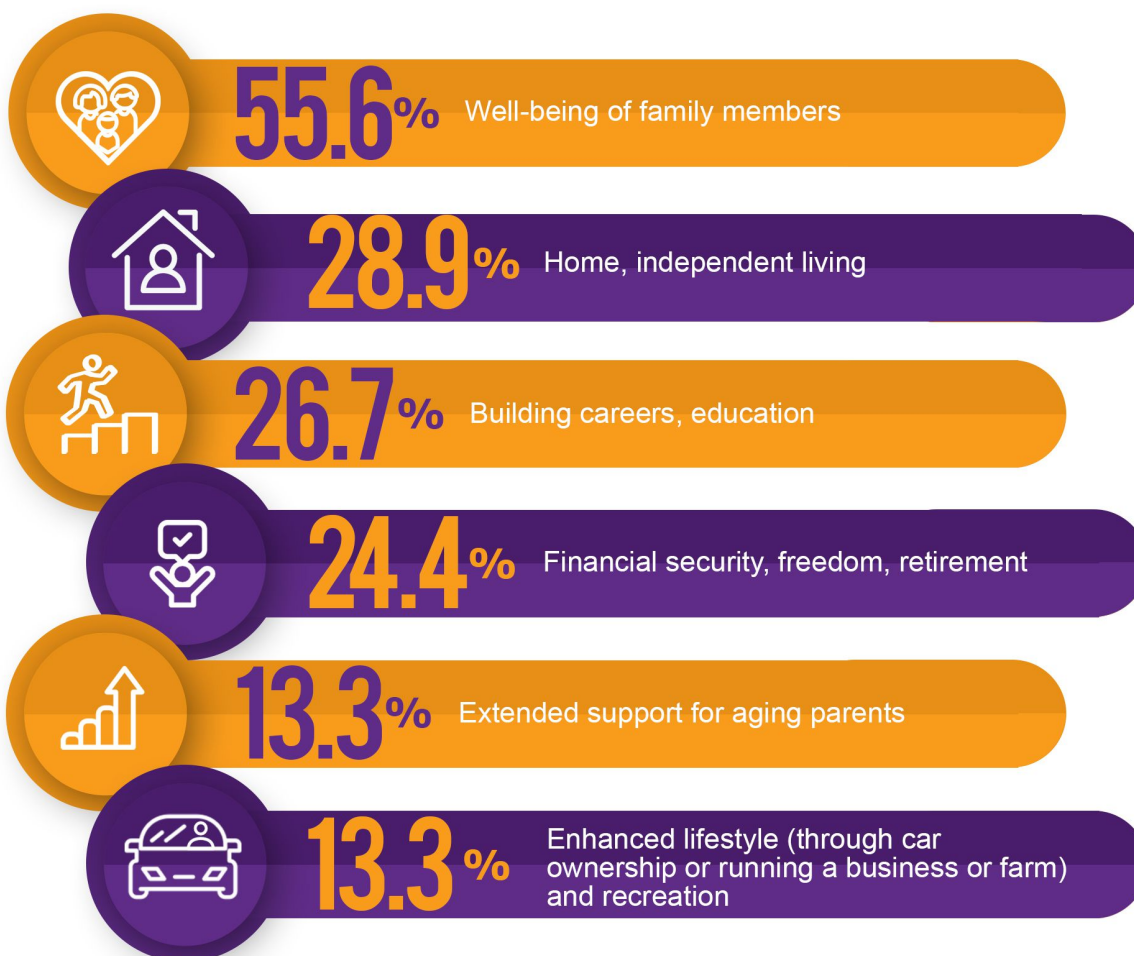
65  in-depth interviews

WHAT EMPLOYEES SEE AS THEIR MOST PRESSING FAMILY CONCERNS



WHAT ARE THE EMPLOYEES' FAMILY GOALS

*Promoting a family-friendly workplace benefits women, who comprise half of the workforce.
A family-friendly workplace promotes healthy work-life balance and benefits all of us.*



Employees (55.6% of survey respondents) say attending to the well-being of family members are important to them, especially in terms of health and psychological support. Living independently and having their own home is also important (according to 28.9% of respondents) as are career growth, education, and attaining job and financial security (25% of respondents). Employees also noted the need to attend to aging parents and being able to engage in recreation and leisure activities.

WHAT DOES A FAMILY-FRIENDLY WORKPLACE LOOK LIKE?

A family-friendly workplace is one that...

01

*does not discriminate
employees by gender
or civil status*



*is sensitive and responsive
to concerns specific to
employees with family
responsibilities*

02

03

*promotes policies and
programs that promote
women's retention,
advancement and
productivity*



WHAT ARE THE MOST-VALUED FAMILY-FRIENDLY WORKPLACE POLICIES



WHAT ARE THE **MOST-VALUED** **FAMILY-FRIENDLY** WORKPLACE PROGRAMS



Extension of health
care coverage



Special work
arrangements



Parenting and family
life seminars



Day care facilities

WHAT FAMILY-FRIENDLY WORKPLACE POLICIES CAN DO FOR YOU



Benefit to employees

A family-friendly workplace helps employees balance family and work by helping employees fulfill their obligation to both work and family.

Benefit employers

Family-friendly practices help build an environment where morale and productivity are high, and result in workers who are healthier, happier, and more motivated.



Benefit to society

Having family-friendly workplaces could help families flourish economically, build healthier communities, foster a culture of caring and cooperation.

THE KEY TO BUILD A FAMILY-FRIENDLY WORKPLACE

Employers could build a family-friendly workplace by...



01

ensuring workplaces are free from
discrimination by sex and civil status

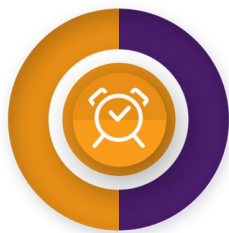
02

being responsive to the specific
concerns of women

03

promoting policies and programs
that promote women's retention,
advancement and productivity

MOST-VALUED FLEXIBLE WORK ARRANGEMENTS



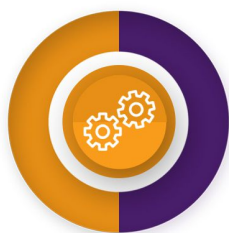
Flexitime



Four-day
work week
schedule



Job rotation



Job sharing



Output
oriented



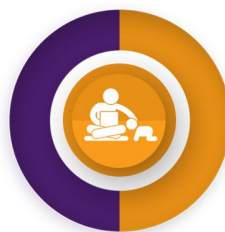
Options for
working
part-time



Telecommuting



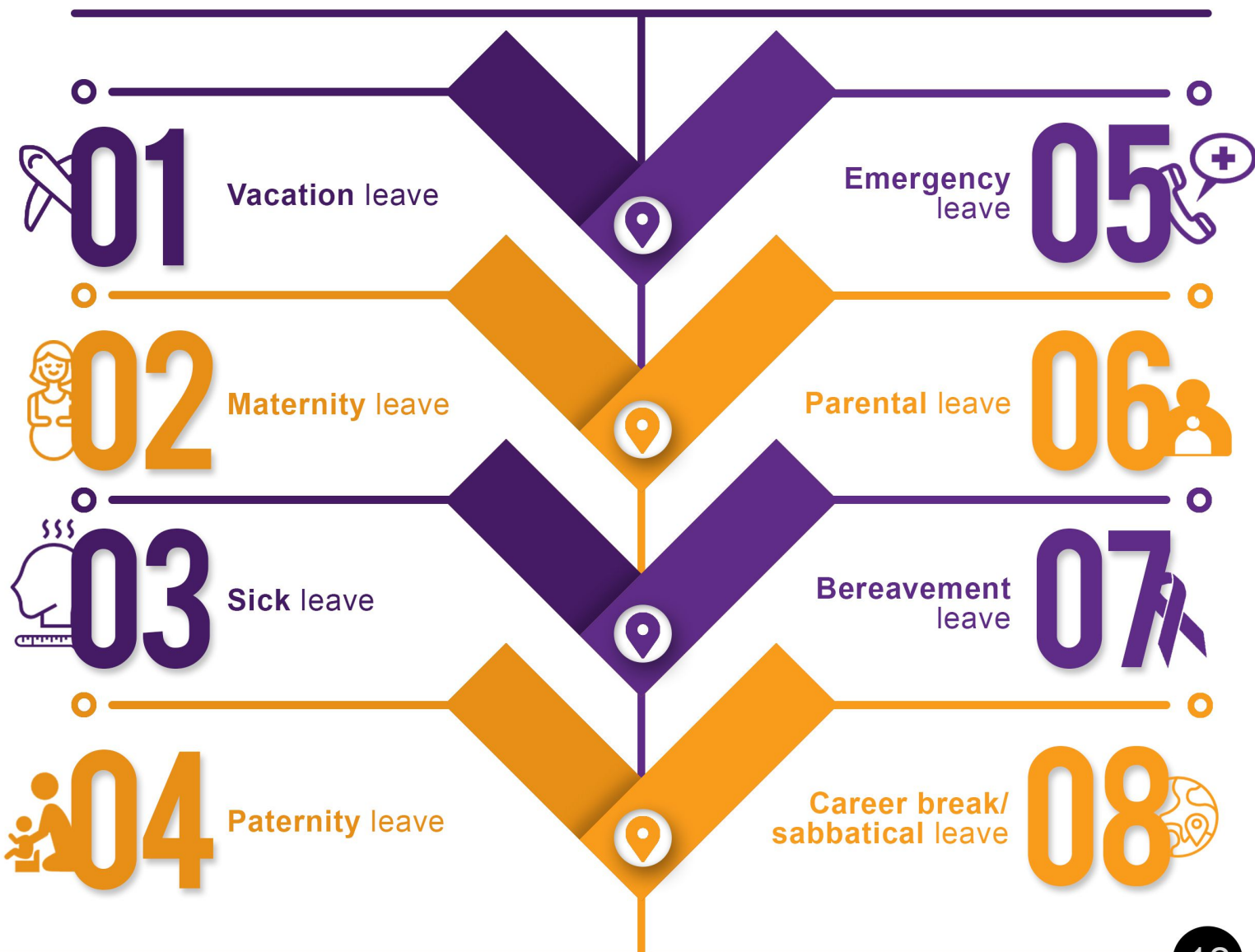
Options for
choosing
work shift



Options for
working
from home

MOST-VALUED LEAVE TYPES

The following are the types of leave that employees consume and would like to have more of:



WHAT EMPLOYERS NEED TO KNOW

The following are some insights for understanding employees' needs

01 Employees need additional access to finance for children's school fees and family's health care needs

02 Employees value the quantity of time they spend with their families;



03 Employees need more leave credits and/or flexible work hour arrangements; and

04 Employees prefer family-oriented and healthy working environments.

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About the Organizations

PMAP

People Management Association of the Philippines (PMAP) is the thought leader and voice of people management in the Philippines. It was established in 1956 and is the leading organization of people managers and human resources practitioners. It is committed to fostering the strategic development of management of Filipino human capital, promotion of the sharing of expertise and solutions, and carving new trails in thought leadership. It pursues women's economic empowerment by giving voice to women employees through research and advocacy.

INVESTING IN WOMEN

Investing in Women (IW) is an initiative of the Australian Government that catalyses inclusive economic growth by contributing to women's economic empowerment in South East Asia.

IW uses innovative approaches to improve women's economic participation as employees and as entrepreneurs in the Philippines, Indonesia, Vietnam, and Myanmar and focuses on the following pathways:

- Workplace Gender Equality (WGE) – IW partners with influential businesses and coalitions to drive gender equality by shifting workplace culture and practices and support business to address policy barriers to advancing WGE.
- Impact Investment for Women's SMEs – IW establishes blended finance instruments with leading impact investors to move capital with a gender lens for women-owned and women-led Small and Medium Enterprises (SMEs) and partnerships with industry networks and strategic intermediaries to normalise gender lens investing principles across the growing impact investing field.
- Influencing Gender Norms – IW works with a range of advocacy partners to shift harmful attitudes and practices that entrench discrimination against women in the world of work.