



# Family-Friendly Measures

Research Report 2019



INSTITUTE  
FOR THE  
PUBLIC SERVICES

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# Executive Summary

## Family-Friendly Measures Utilisation: Overall

- Parental leave **decreased by 31.25%**
- A decrease in maternity leave was recorded.

## Family-Friendly Measures Utilisation: Scale

- The utilisation of measures related to parenthood **remain predominant by the Middle Management (Scales 6-10)**; although there was a decrease when compared to last year.

## Family-Friendly Measures Utilisation: Gender

- In addition to the decrease of 31.25% in paternity leave, the **male officers in top management (Scales 1- 5)** utilise less family friendly measures when compared to female officers in the same scale category.
- The Work convenience category remains predominant **by the female public officers**; however, the flexitime and teleworking are the two most preferred measures by both male and female employees.

## Family-Friendly Measures Utilisation: Profession

- Although the utilisation of family-friendly measures has increased in all categories, the **Middle Management (Scales 6-10)** is predominant in the work convenience category, with a total decrease of 0.97%.
- The utilisation from **Administrative / Executive / Clerical (Scales 11-15)** is likewise predominant in the work convenience options with a **total decrease of 8.53%**.
- The utilisation from **Supervisory / Technical / Industrial (Scales 16-20)** is likewise predominant in the work convenience options with a total decrease of 4.94% when compared to the previous year.

## Family-Friendly Measures Utilisation: Ministry

- The **Ministry for European Affairs and Equality** continues to demonstrate the highest utilisation rates with respect to parenthood measures; registering the highest rate of maternity leave.
- The **Ministry for the Economy, Investment, and Small Business** has the highest utilisation rates with respect to the work convenience measures.

## 1. Introduction

People are at the core of the success of the service of excellence of the Malta Public Administration. To this effect, the Public Administration is at the forefront in providing optimum working conditions with a view to safeguard the wellbeing and work-life balance of public employees.

As with the previous years, the family-friendly measures are increasing and continue to capture the attention of policy makers, researchers, and employers, in view of the growing recognition to provide work-life balance opportunities. The family-friendly measures are widely being promoted as positively linked to a variety of individual and organisational outcomes (Hayman, 2010; Leblebici, 2012). By analysing the impact and utilisation of the family-friendly measures on a yearly basis, the Malta Public Administration continuously strives to improve these measures with a view to have a healthy working environment.

This report evaluates the utilisation of Family-Friendly Measures, in the Malta Public Administration in 2019.

## 2. Public Service Data Analysis

This section provides a brief outline of the compiled secondary data and illustrates them into five main sub-sections for different perspectives.

- Family-Friendly Measures: Overall
- Family-Friendly Measures: Scale
- Family-Friendly Measures: Gender
- Family-Friendly Measures: Profession
- Family-Friendly Measures: Ministry

The **Utilisation of Family-Friendly Measures** is the first sub-section to provide an overall analysis of the types of leave, grouped in two main categories: parenthood measures; and employment convenience measures.

The **Family-Friendly Measure: Scale** is the second sub-section to provide a brief analysis of the types of leave, based on scales. The scales are grouped in five categories:

- a) top management (Scale 1-5),
- b) middle management (Scale 6-10),
- c) administrative/executive/clerical (Scale 11-15),
- d) supervisory/technical/industrial (Scale 16-20)
- e) definite contract (Scale 1-20).

The **Family-Friendly Measure: Gender** is the third sub-section to provide a brief analysis of the types of leave, based on gender.

The **Family-Friendly Measure: Profession** is the fourth sub-section to provide a brief analysis of the types of leave, based on profession. It analyses each category of scale from the variety of family-friendly measures.

## 2.1 Family-Friendly Measures: Overall

This section illustrates the difference in the utilisations of Family-Friendly Measures, in the Public Service, between 2018 and 2019. The types of leaves, which this report takes into consideration for this report, were grouped and classified in two main categories:

1. Parenthood Measures: These are related to those measures intended for parents, and include, Maternity Leave, Paternity Leave, Parental Leave and Career Break.
2. Employment Convenient Measures: These include measures that provide more flexibility in working schedules, and include Flexi-time, Reduced Hours and Telework.

### 2.1.1 Parenthood

	2018 (Public Officers)	2019 (Public Officers)	Variance
Maternity Leave – First 14 weeks (WLBM Manual - Section 1.3)	574	548	-4.53%
Maternity Leave – Additional 4 weeks (WLBM Manual - Section 1.3)	412	420	1.94%
Paternity Leave (WLBM Manual - Section 1.4)	128	88	-31.25%
Parental Leave (WLBM Manual - Section 2.2)	465	393	-15.48%
Career Break	235	186	-20.85%
<b>TOTAL</b>	<b>1814</b>	<b>1635</b>	<b>-9.87%</b>

From the table above, there is a decrease of **31.25%** in the utilisation of paternity leave. This complements the reduction of parental leave, which amounts to a shortfall of 15.48% compared to 2018. On the other hand, *maternity leave*, has also decreased. A minor increase in the additional 4 weeks maternity leave was recorded. A decrease in the utilisation of Career Break was registered.

## 2.1.2 Employee Convenience Measures

	2018	2019	Difference
Work on Reduced Hours (WLB Manual - Section 3.1)	1086	835	<b>-23.11%</b>
Teleworking (WLB Manual - Section 3.2)	1321	1383	<b>4.69%</b>
Flexitime (WLB Manual - Section 3.3)	1187	1172	<b>-1.26%</b>
	<b>3594</b>	<b>3390</b>	<b>-5.68%</b>

The utilisation of employee convenience measures has decreased by an overall of 5.68% when compared to the previous year. There was a significant decrease in employees opting to work on reduced hours. A decrease in the amount of public officers using flexitime was also recorded.. Once again, an increase in teleworking was registered.

## 2.2 Family-Friendly Measures Utilisation by Scale

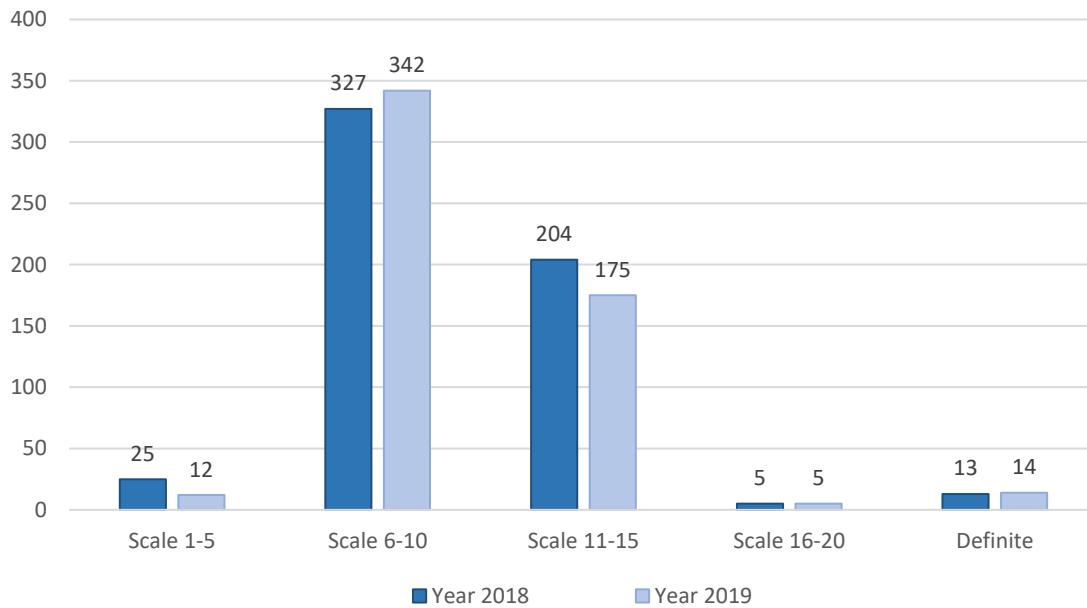
This section illustrates the family-friendly measure utilisations by scale for the types of leave, in the Malta Public Service, between 2018 and 2019:

- Top Management (Scale 1 – 5)
- Middle Management & Professional (Scale 6 – 10)
- Administrative / Executive / Clerical (Scale 11 – 15)
- Supervisory / Technical / Industrial (Scale 16 – 20)
- Definite Contract (Scale 1 – 20)



### 2.2.1 Maternity Leave – First 14 weeks

(WLBM Manual - Section 1.3)

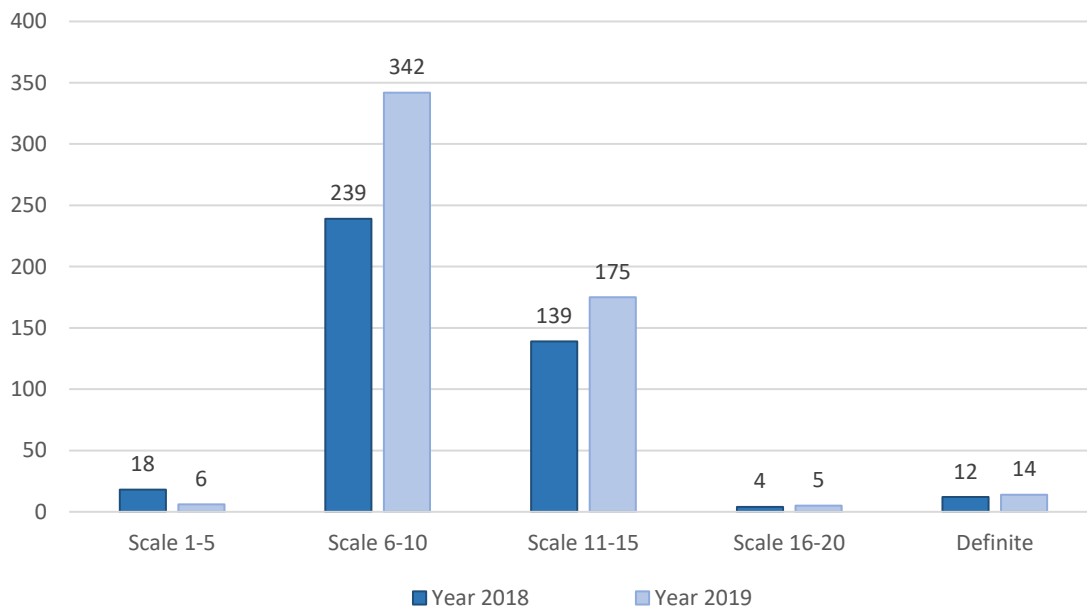


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 52 %	15 %	-14.22 %	0 %	7.69 %

While the utilisation of Maternity Leave decreased in the Top Management category, an increase in Middle Management & Professional scales was recorded. In 2018 Maternity leave decreased among employees in the Administrative / Executive / Clerical scale by 14.22%.

## 2.2.2 Maternity Leave – Additional 4 weeks

(WLBM Manual - Section 1.3)

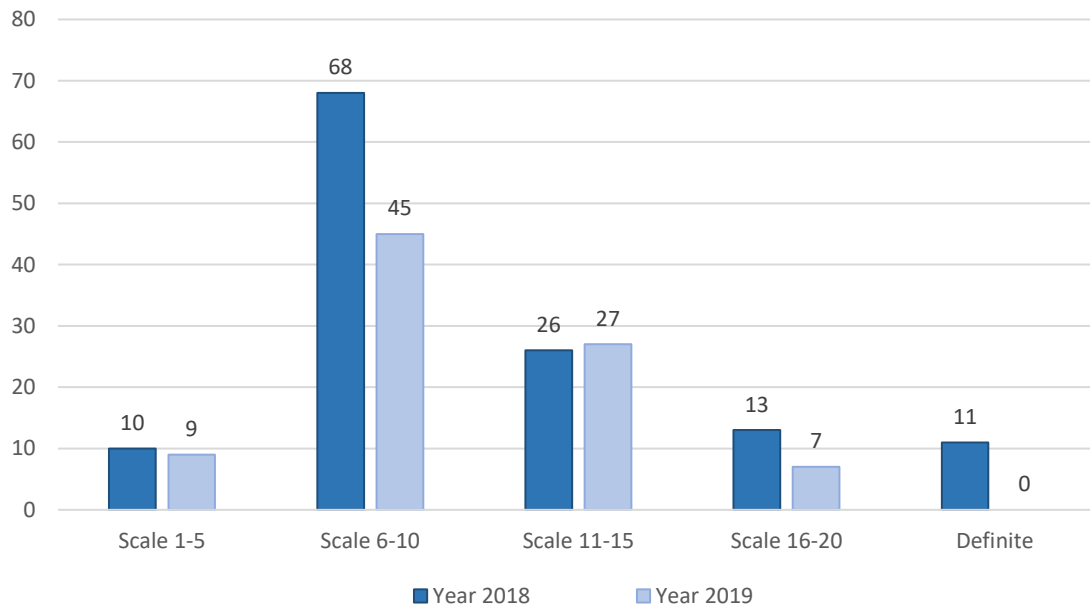


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 66.67 %	43.10 %	25.90 %	25.00 %	16.67 %

When it comes to the utilisation of the additional four weeks of maternity leave, the results increased across the board except for Top management employees. In the top management level, there was a decrease of 66.67% that correlates with the reduction of maternity leave. The increase in Middle Management & Professional scale and Administrative / Executive / Clerical is higher than in the other categories.

### 2.2.3 Paternity Leave

(WLBM Manual - Section 1.4)

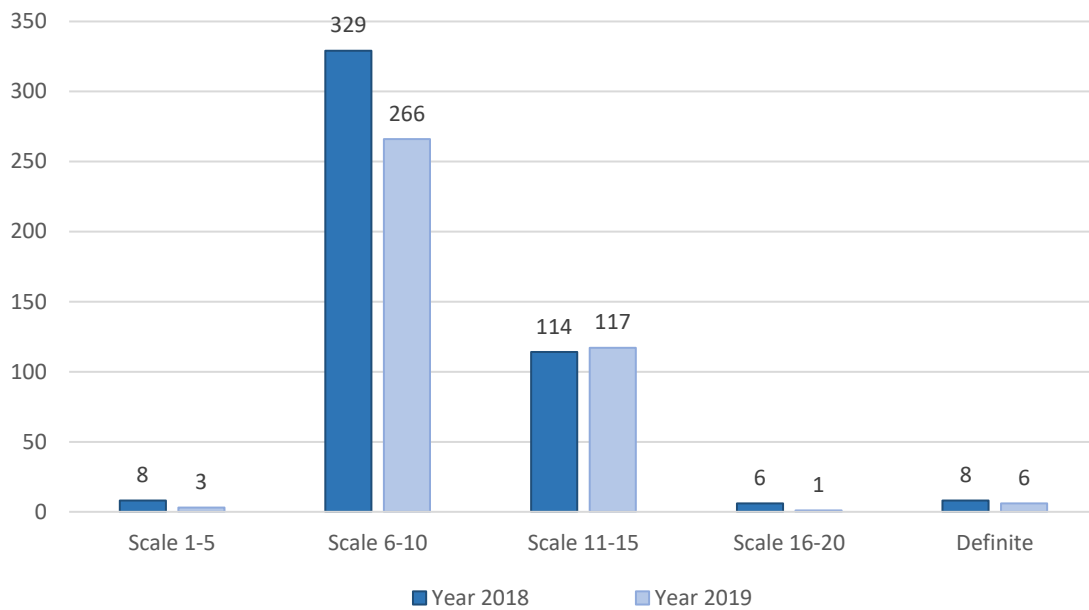


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 10 %	- 33.80 %	3.8 %	- 46.2 %	-100 %

There was a decrease of 31.25% in the utilisation of paternity leave, amongst male public officers in almost all scales except in the Administrative / Executive / Clerical scales, whereby an increase of 3.8% was registered. The Top Management Level registered a decrease in the Maternity Leave (first 14 weeks and additional 4 weeks), and Paternity Leave.

## 2.2.4 Parental Leave

(WLBM Manual - Section 2.2)

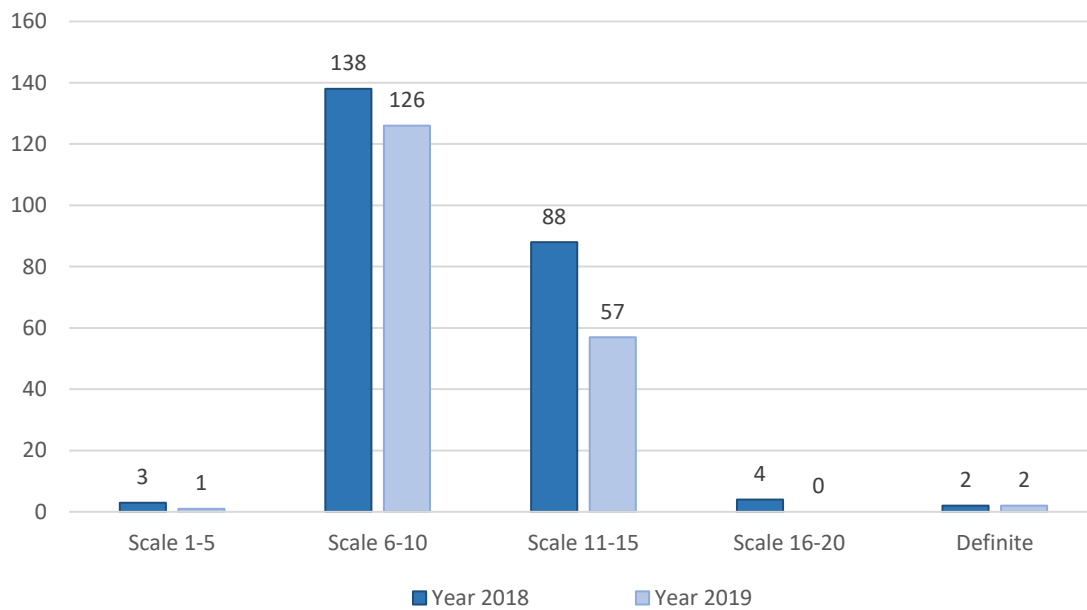


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 116.67 %	- 23.68 %	2.56 %	- 500 %	- 33.33 %

Although there is a decrease in the top, lowest and definite scales, the utilisation of parental leave remains stable in the Administrative/ Executive /Clerical categories.

## 2.2.5 Career Break

(WLBM Manual - Section 2.3)

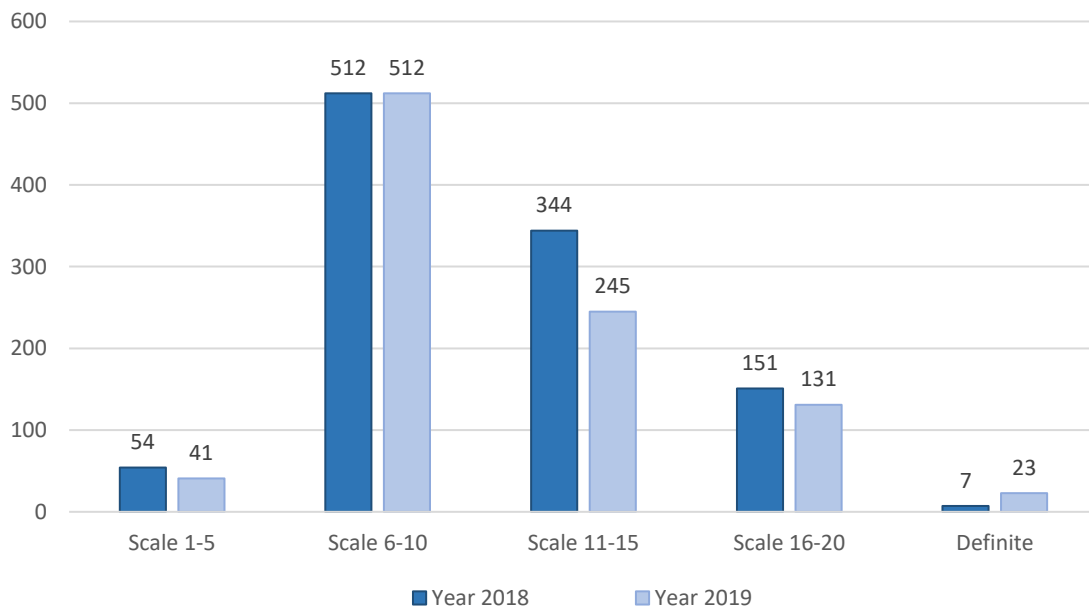


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 66.67 %	- 8.70 %	- 35.23 %	- 100 %	0 %

In 2018 the utilisation of Career Break decreased across all scales, unlike the previous year whereby a positive change was registered on the higher side of the scale spectrum. On the flipside, utilisation of Career Break among the Definite Contract Category has remained the same. There is a substantial gap in those opting for a career break in middle management and the other categories. .

### 2.2.6 Work on Reduced Hours

(SL Manual - Section 3.1)

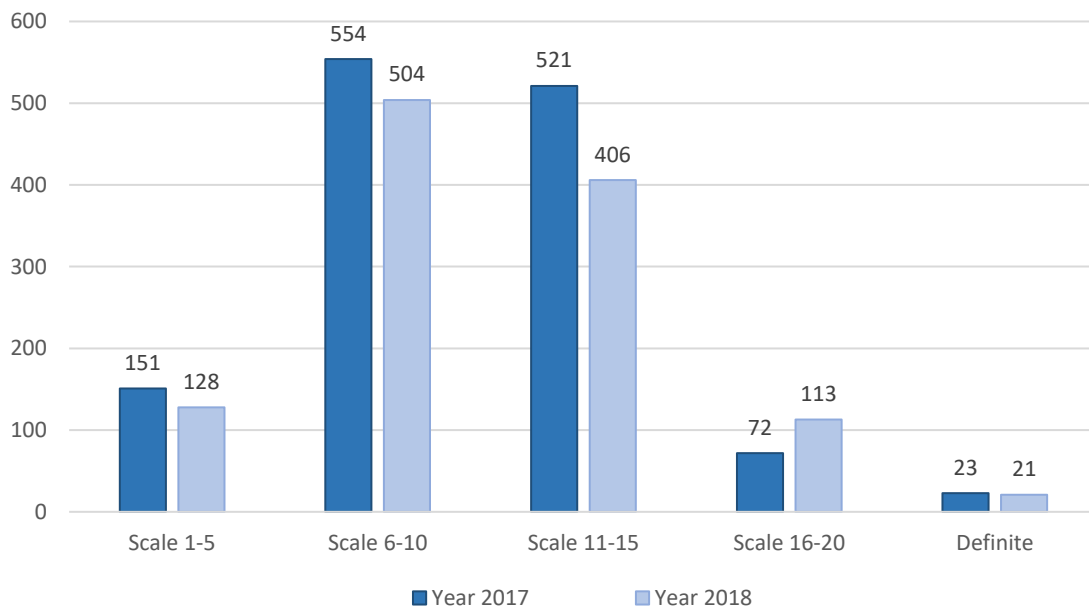


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 13 %	0%	- 99 %	- 20 %	16 %

Overall, public officers, except for those in the Definite Contracts category, are increasingly less interested in working on a reduced hour schedule. Nevertheless, public officers whose position entails a higher level of responsibility and commitment, such as those in the Top Management category, are more likely to opt for other measures, such as flexitime. The Middle Management & Professional category experienced no change. ,

## 2.2.7 Teleworking

WLBM Manual - Section 3.2)

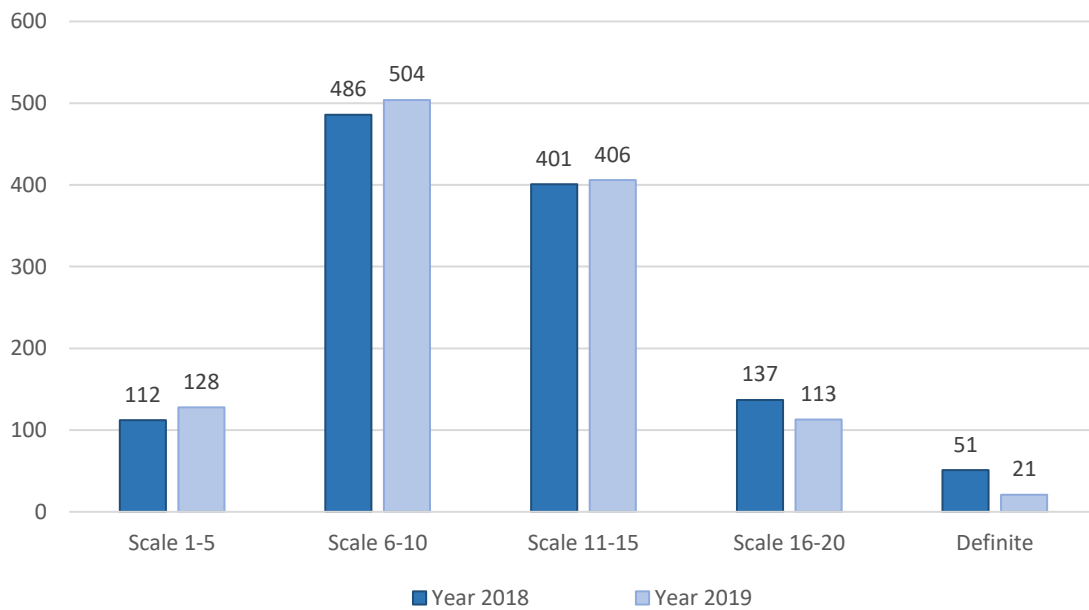


Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
- 15.23 %	- 9.03 %	- 22.07 %	56.94 %	- 8.70 %

The table above shows that in all scales there was a decrease in teleworking. When compared to reduced hours, the data shows teleworking is preferred. . Moreover, the utilisation of Teleworking seems to be increasing in the Supervisory / Technical / Industrial category.

## 2.2.8 Flexitime

WLBM Manual - Section 3.3)



Scale 1-5	Scale 6-10	Scale 11-15	Scale 16-20	Definite
14.29 %	3.70 %	1.25 %	- 17.52 %	- 58.82 %

The utilisation of flexitime is becoming more popular and used at the higher end of the spectrum, with an increase of 14.29% in the Top Management category. A minor increase in the Scale 6-10 and Scale 11-15 categories of 3.70% and 1.25% was experienced.



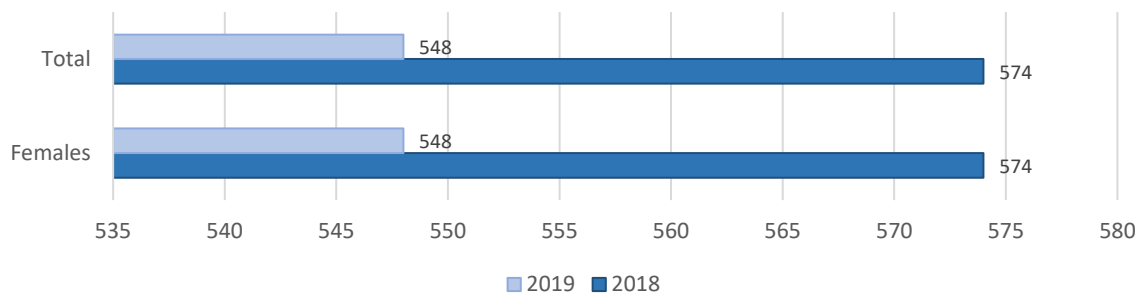
## 2.3 Family-Friendly Measures Utilisation by Gender

This section illustrates the family-friendly measure utilisation in 2018 by gender and compared with the previous year.

- Female Public Officers
- Male Public Officers

### 2.3.1 Maternity Leave – First 14 week

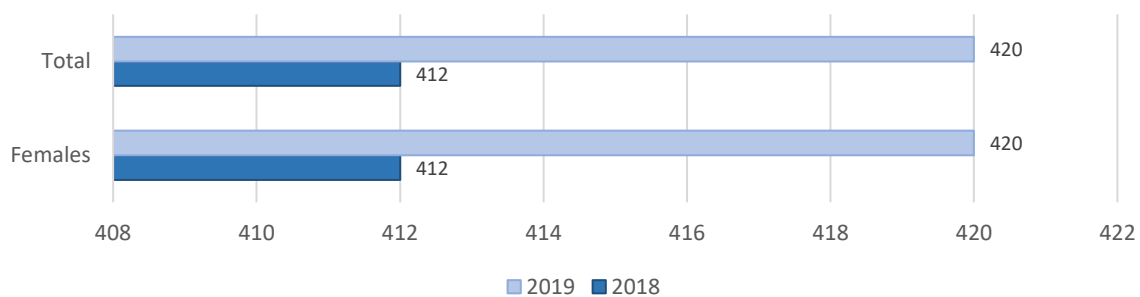
(WLB Manual - Section 1.3)



In 2019, the utilisation of maternity leave decreased when compared to the previous year.

### 2.3.2 Maternity Leave – Additional 4 week

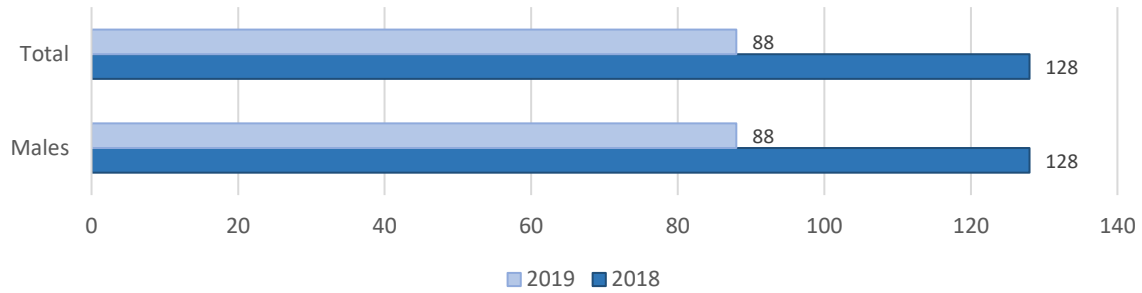
(WLB Manual - Section 1.3)



On the other hand, while this measure is an extension of the other one, the results are different. A slight increase in the use of the additional four weeks Maternity Leave was experienced in 2019 when compared to 2018.

### 2.3.3 Paternity Leave

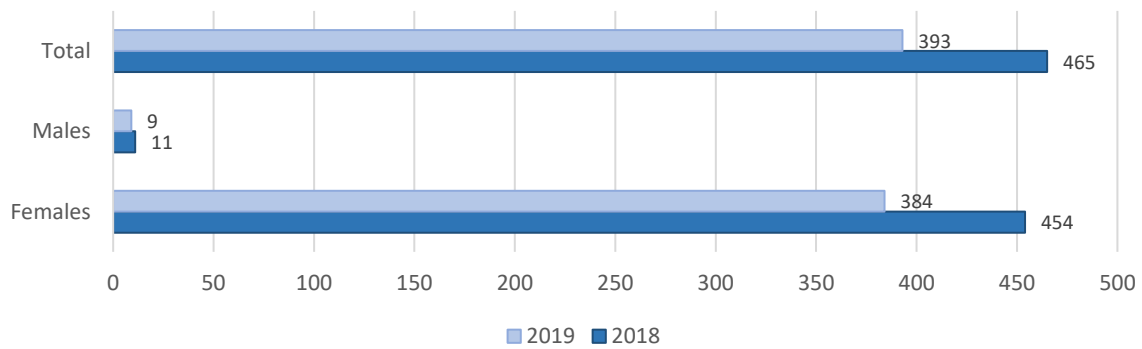
(WLBM Manual - Section 1.4)



A negative change was experienced in the use of Paternity leave for 2019. The change amounts to 31.25% less than 2018.

### 2.3.4 Parental Leave

(WLBM Manual - Section 2.2)

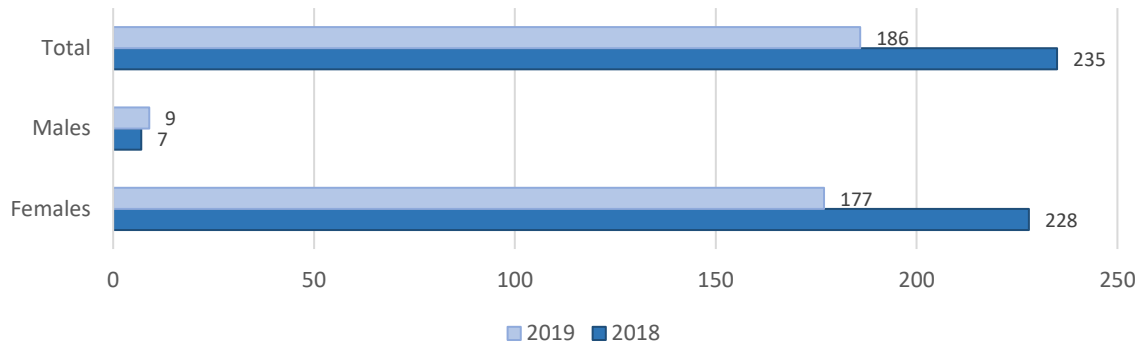


Males	Females	Total
- 18.18 %	- 15.42 %	- 15.48 %

There was a decrease of 15.48% in the utilisation of Parental Leave when compared to 2018.

### 2.3.4 Career Break

(WLBM Manual - Section 2.3)

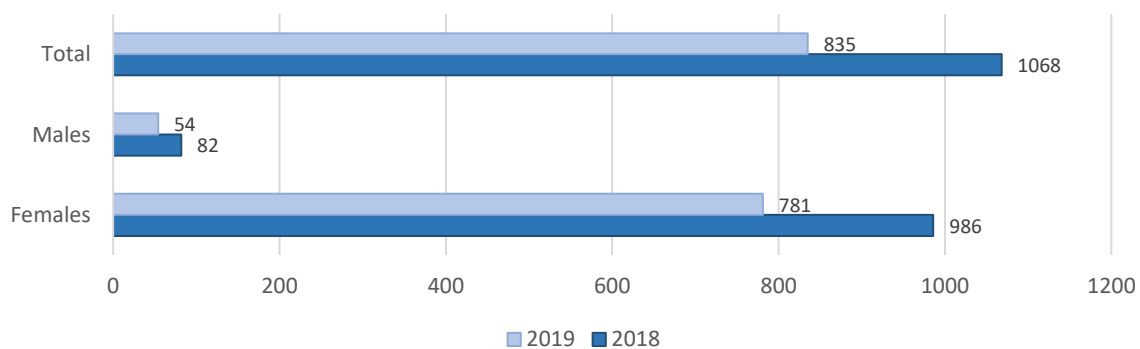


Males	Females	Total
28.57 %	- 22.37 %	- 20.85 %

The utilisation of Career Break remains predominant among female public officers, despite an increase of 28.57% among male public officers and a decrease of 22.37% among female beneficiaries.

### 2.3.5 Reduced Hours

(WLMB Manual - Section 3.1)

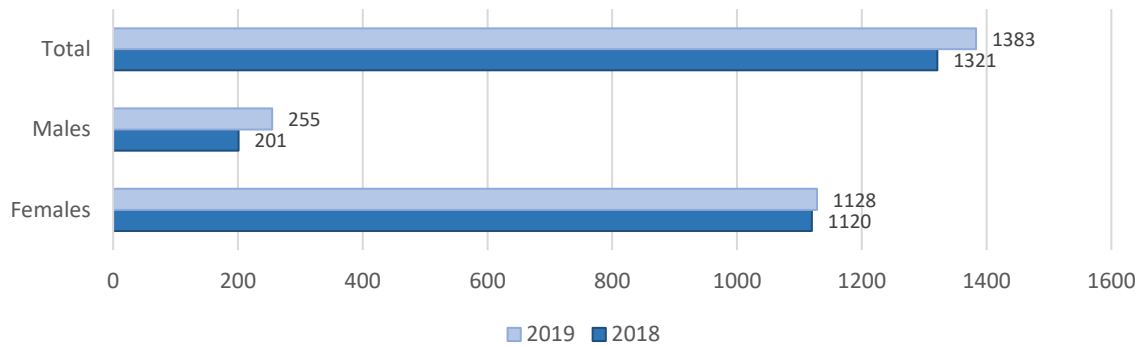


Males	Females	Total
- 34.15 %	- 20.79 %	- 21.82 %

Whilst the decreasing shift toward the utilisation of reduced hours scheme is among both genders, female public officers predominantly use this scheme more than their male counterparts.

### 2.3.6 Teleworking

(WLMB Manual - Section 3.2)

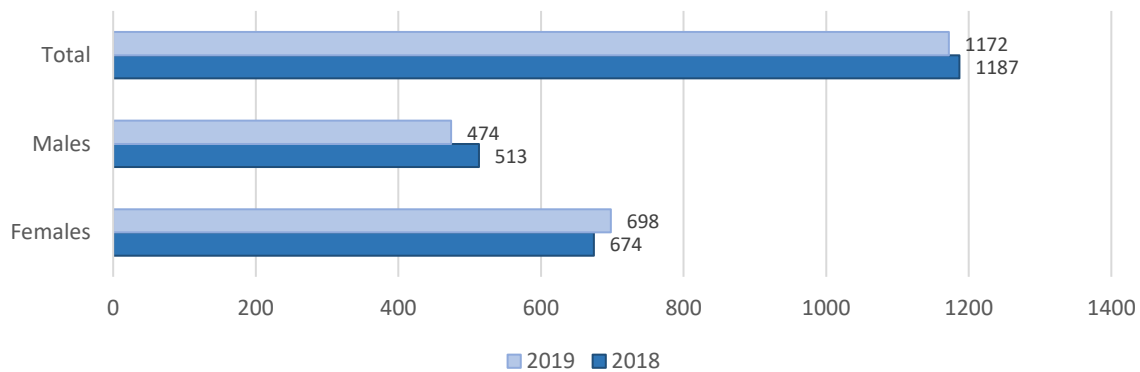


Males	Females	Total
0.71 %	26.87 %	4.69 %

An increase in the utilisation of Teleworking was registered among both genders. However, this scheme is predominantly used by female beneficiaries.

### 2.3.7 Flexitime

(WLMB Manual - Section 3.3)



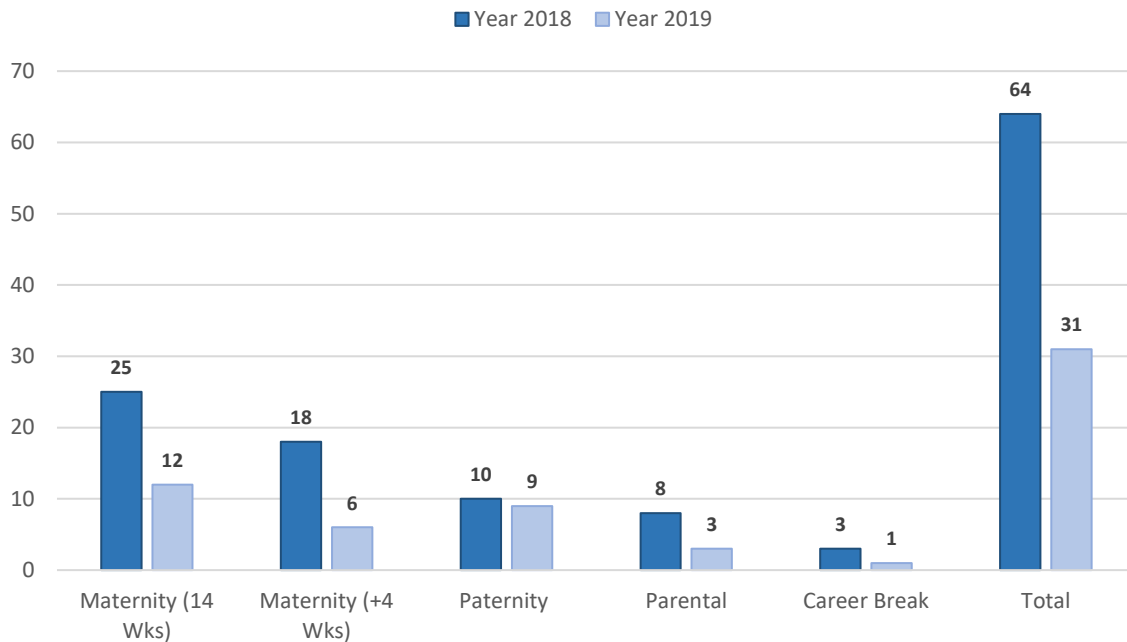
Males	Females	Total
-7.60 %	3.56 %	-1.26 %

Once again, female public officers use this scheme more than their male counterparts. Male beneficiaries decreased by 7.60%, while females experienced an increase of 3.56%.

## 2.4 Family-Friendly Measures Utilisation by Profession

### 2.4.1 Top Management (Scale 1 – 5)

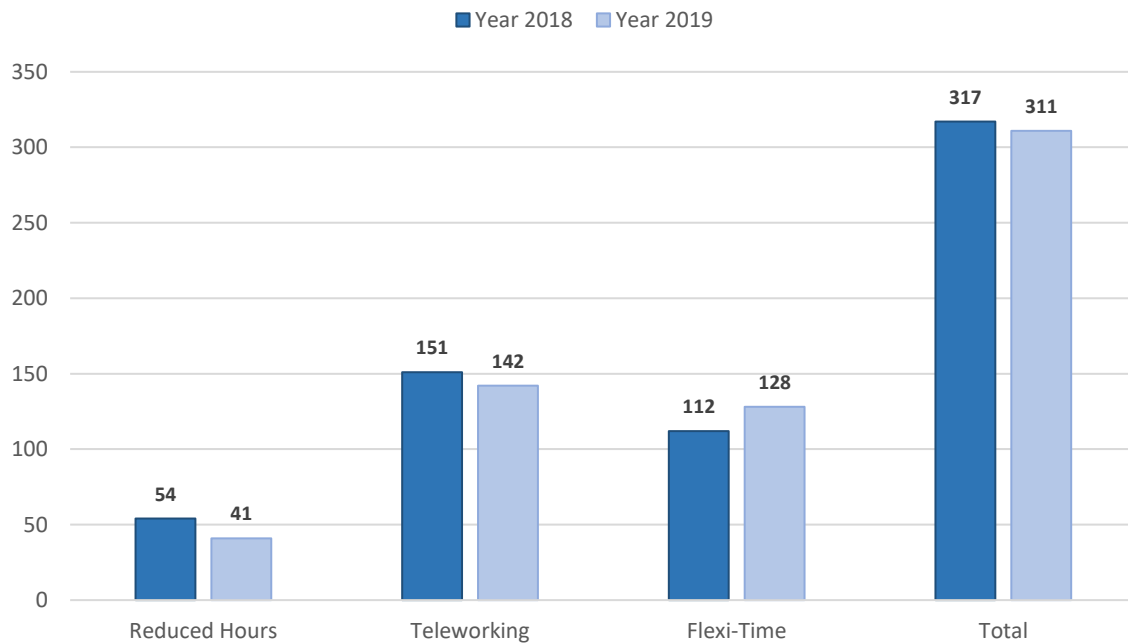
#### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 52 %	- 66.67 %	- 10 %	62.50 %	-66.67%	- 51.57 %

There is an overall decrease in the utilisation of family-friendly measures in the Top Management category. The only increase was experienced in Parental leave.

## Work Convenience Measures



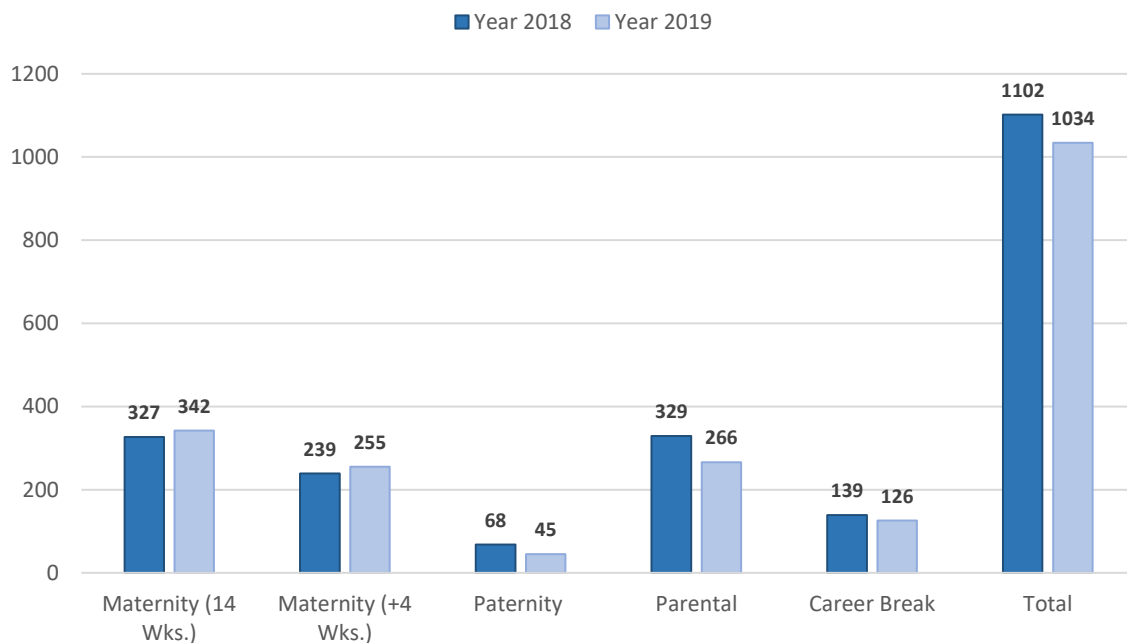
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexitime	Total
- 24.07 %	- 5.96 %	14.29 %	- 1.89 %

From the perspective of Top Management (Scales 1-5), all work convenience measures are being utilised; teleworking is the most preferred scheme, although there was a slight decrease from the previous year. Flexi-time increased and was more utilised than Reduced Hours.

## 2.4.2 Middle Management & Professionals (Scale 6 – 10)

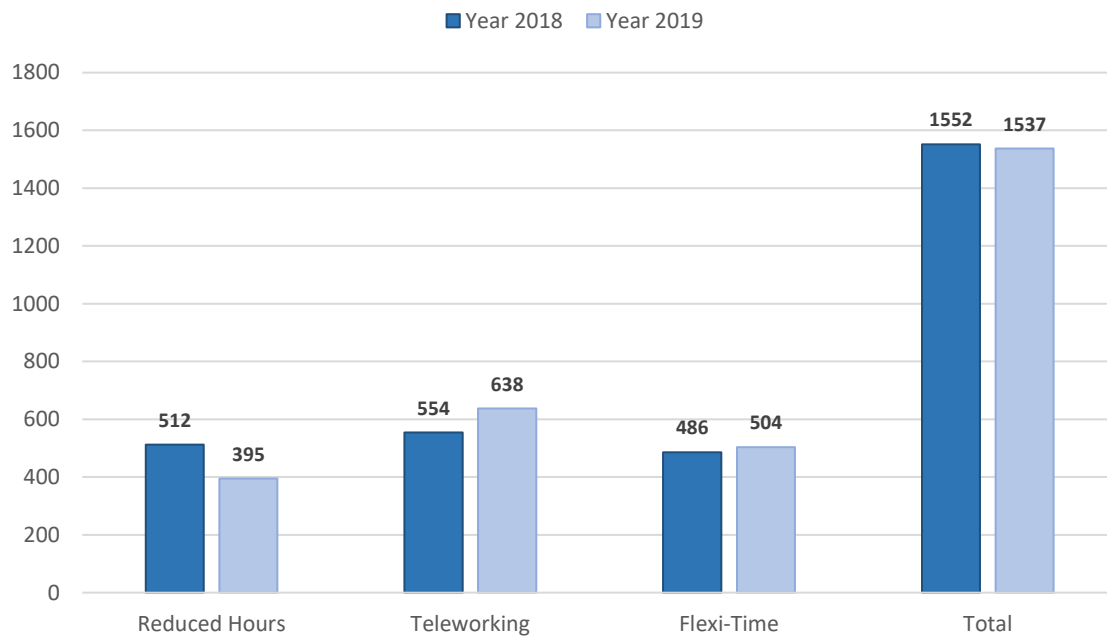
### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
4.59 %	6.69 %	- 33.82 %	- 19.15 %	-9.35%	- 6.17 %

From the perspective of Middle Management & Professionals (Scales 6-10), the utilisation of parenthood measures decreased by 6.17% ; Paternity leave decreased by 33.82% .On the other hand both Maternity Leave (14 weeks) and maternity Leave (extra 4 weeks) increased.

## Work Convenience Measures



### Yearly Variance in Percentage

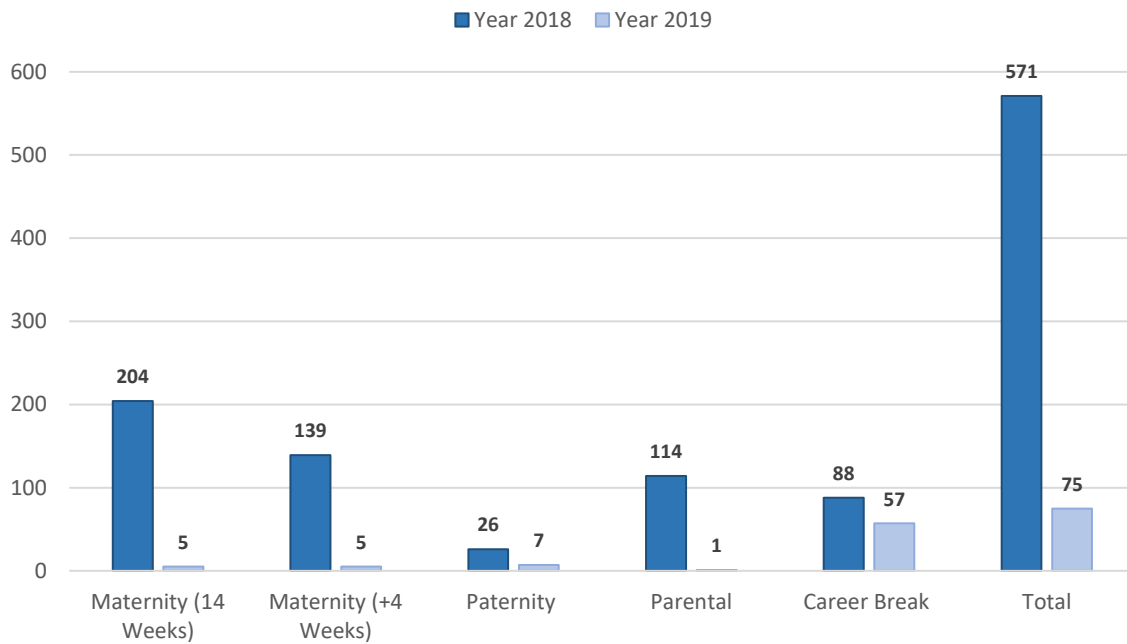
Reduced Hours	Teleworking	Flexitime	Total
- 22.85 %	15.16 %	3.70 %	- 0.97 %

Teleworking was the most utilised measure in the Middle Management & Professionals (Scales 6-10) category, with an increase of 15.16% . The utilisation of work convenience measures has slightly decreased by 0.97% .



### 2.4.3 Administrative / Executive / Clerical (Scale 11 – 15)

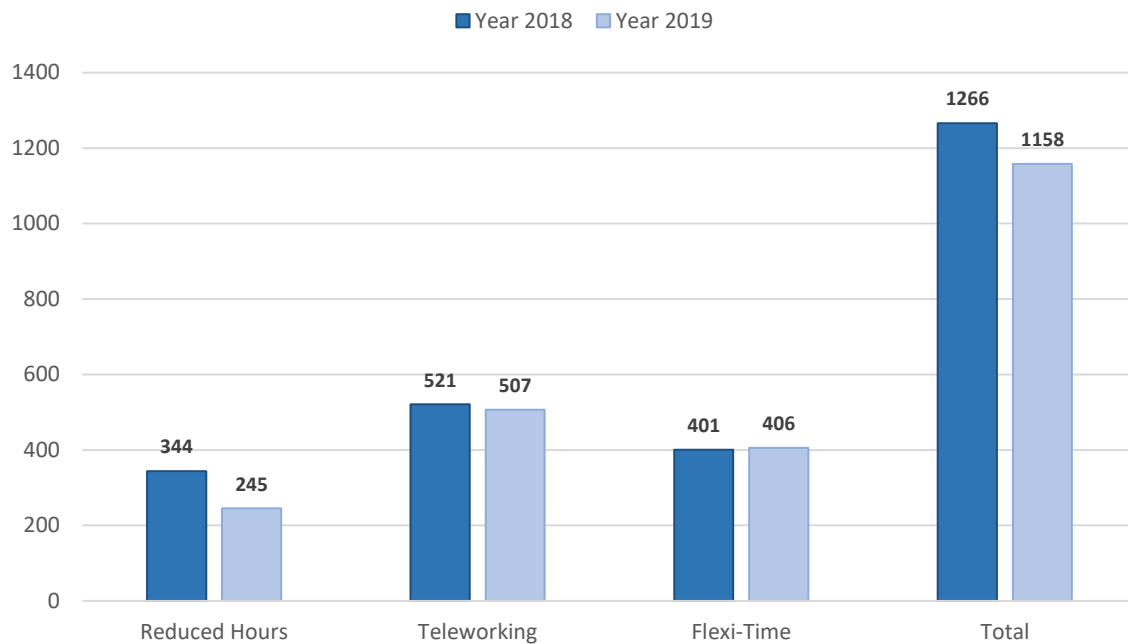
#### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
- 97.55 %	- 96.40 %	- 73.08 %	- 99.12 %	- 35.22 %	- 86.87 %

From the perspective of Administrative / Executive / Clerical (Scales 11-15) there was a change in the use of all Parenthood Measures.

## Work Convenience Measures



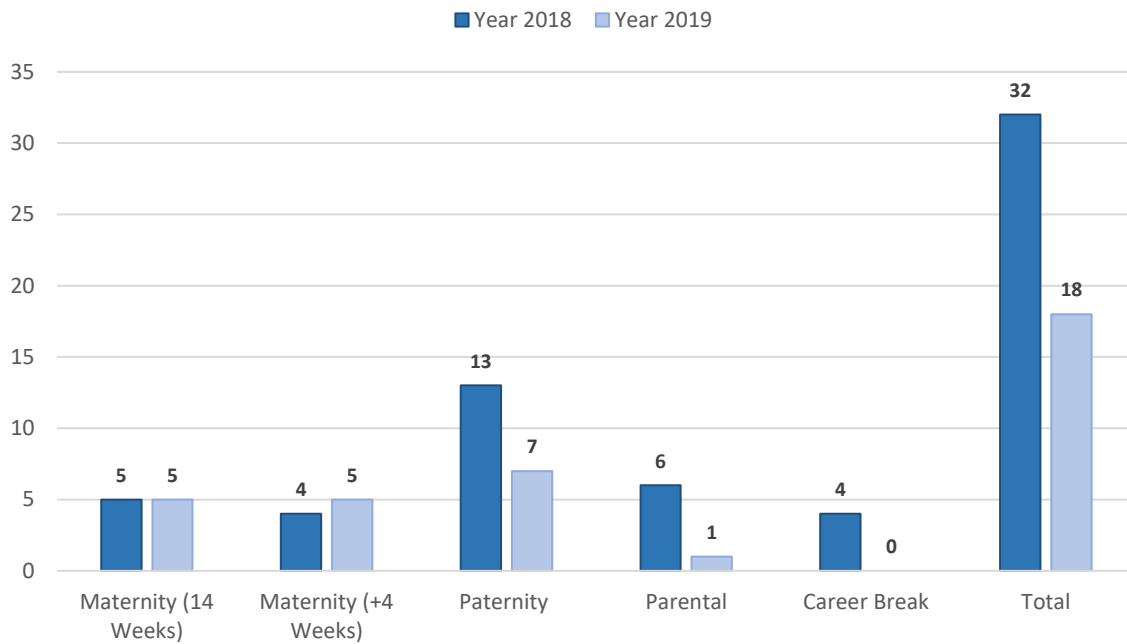
### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexitime	Total
- 28.78 %	- 2.69 %	1.25 %	- 8.53 %

The utilisation of Reduced Hours has decreased in the Administrative / Executive / Clerical (Scales 11-15) category. Moreover, the use of work convenience measures decreased by 8.53%. Nonetheless, there is a significant shift albeit small from the reduced hours to flexitime.

### 2.4.4 Supervisory / Technical / Industrial (Scale 16 – 20)

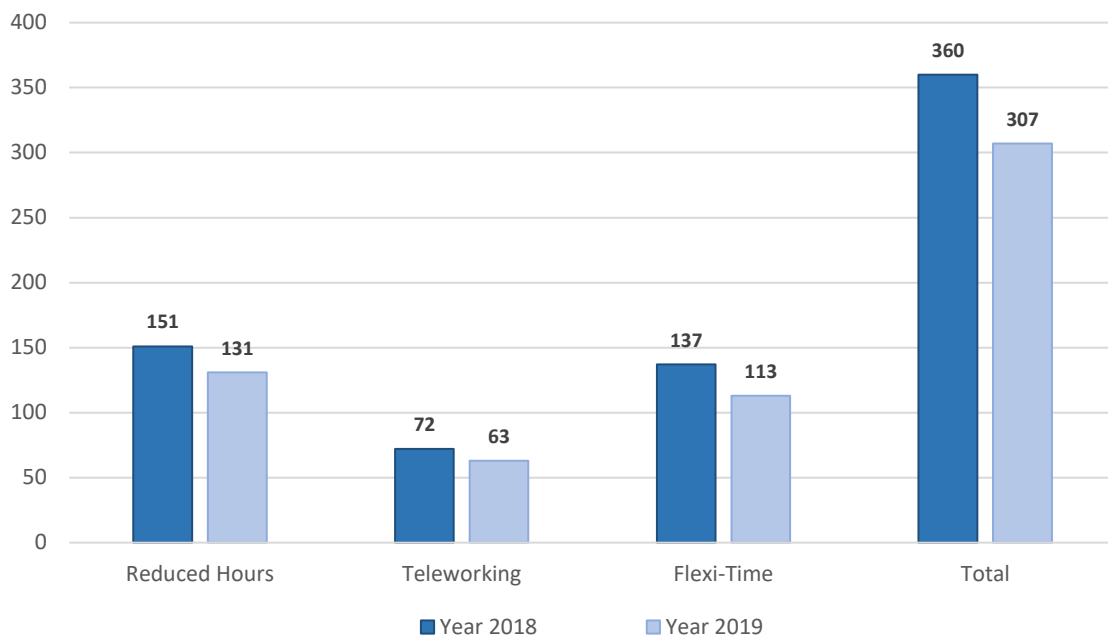
#### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
0 %	25 %	- 46.15 %	- 83.33 %	-100%	- 43.75 %

In the Supervisory / Technical / Industrial (Scales 16-20) the utilisation of parenthood measures has dropped by 43.75%. Almost all types of leaves in this category have decreased.

### Work Convenience Measures



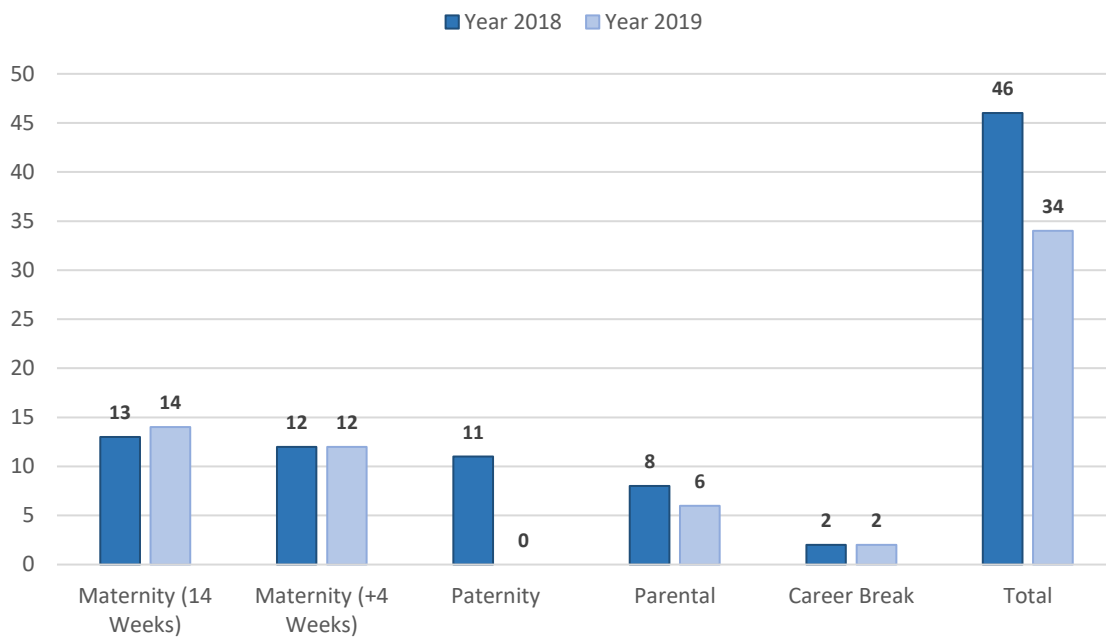
#### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexitime	Total
- 13.25 %	- 12.50 %	- 17.52	- 14.72

From the perspective of Supervisory / Technical / Industrial (Scales 16-20) utilisation of work convenience measures has decreased by 14.72% . Reduced Hours and Flexi-time registered a decrease.

## 2.4.5 Definite Contracts

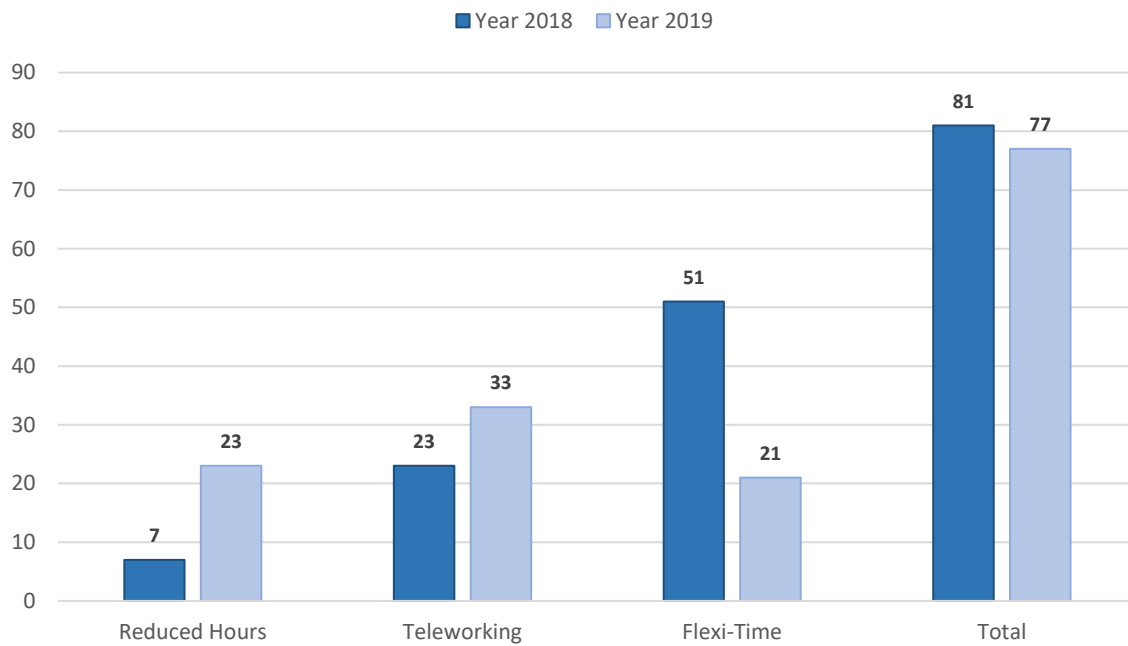
### Parenthood Measures



Yearly Variance in Percentage					
Maternity (14 Wks.)	Maternity (+4 Wks.)	Paternity	Parental	Career Break	Total
7.69 %	0 %	- 100 %	- 25 %	0%	- 26.09 %

From the perspective of Definite Contracts, the utilisation of parenthood measures y decreased by 26.09 % .

## Work Convenience Measures



### Yearly Variance in Percentage

Reduced Hours	Teleworking	Flexitime	Total
228.57 %	43.48 %	- 53.82 %	- 4.94 %

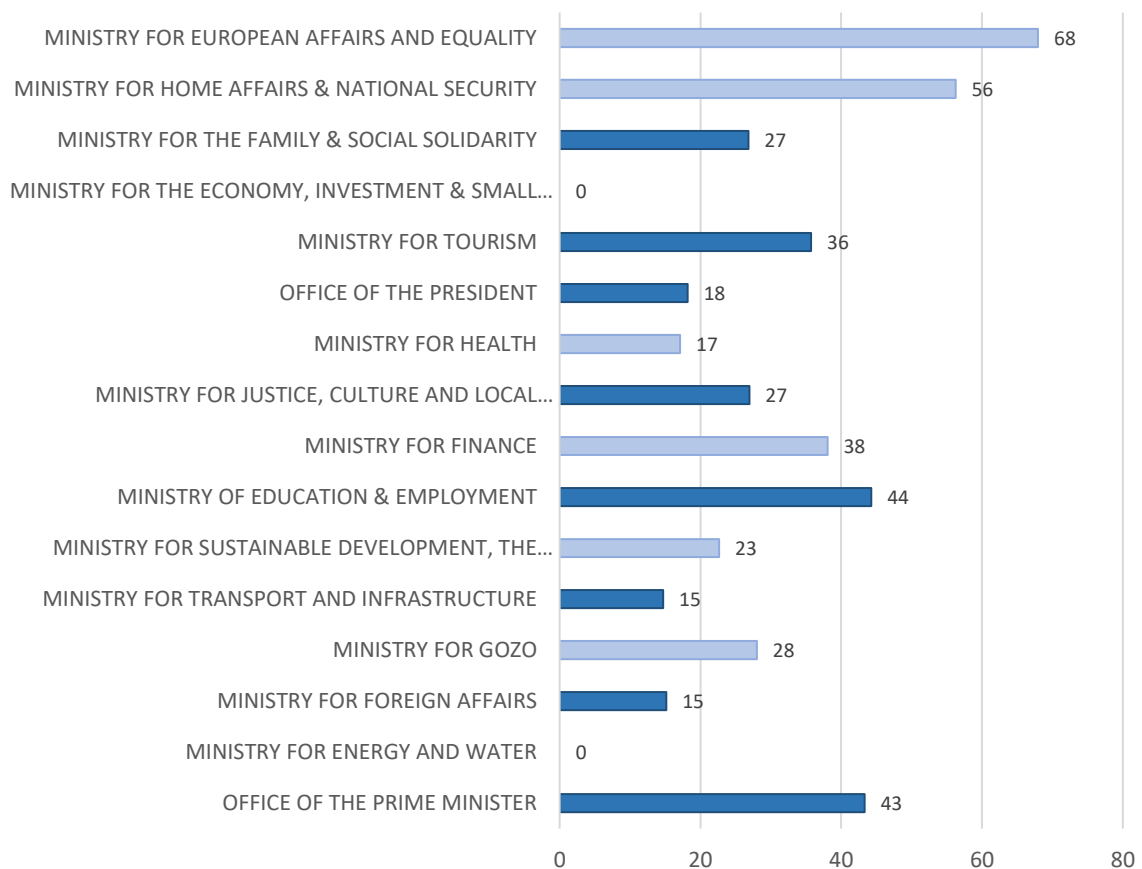
From the perspective of Definite Contracts, the utilisation of work convenience measures decreased by 4.94% .

## 2.5 Family-Friendly Measures Utilisation by Ministry

This section illustrates the family-friendly measure utilisation by ministry.

### 2.5.1 Maternity Leave (14 Weeks)

(WLBM Manual - Section 1.3)

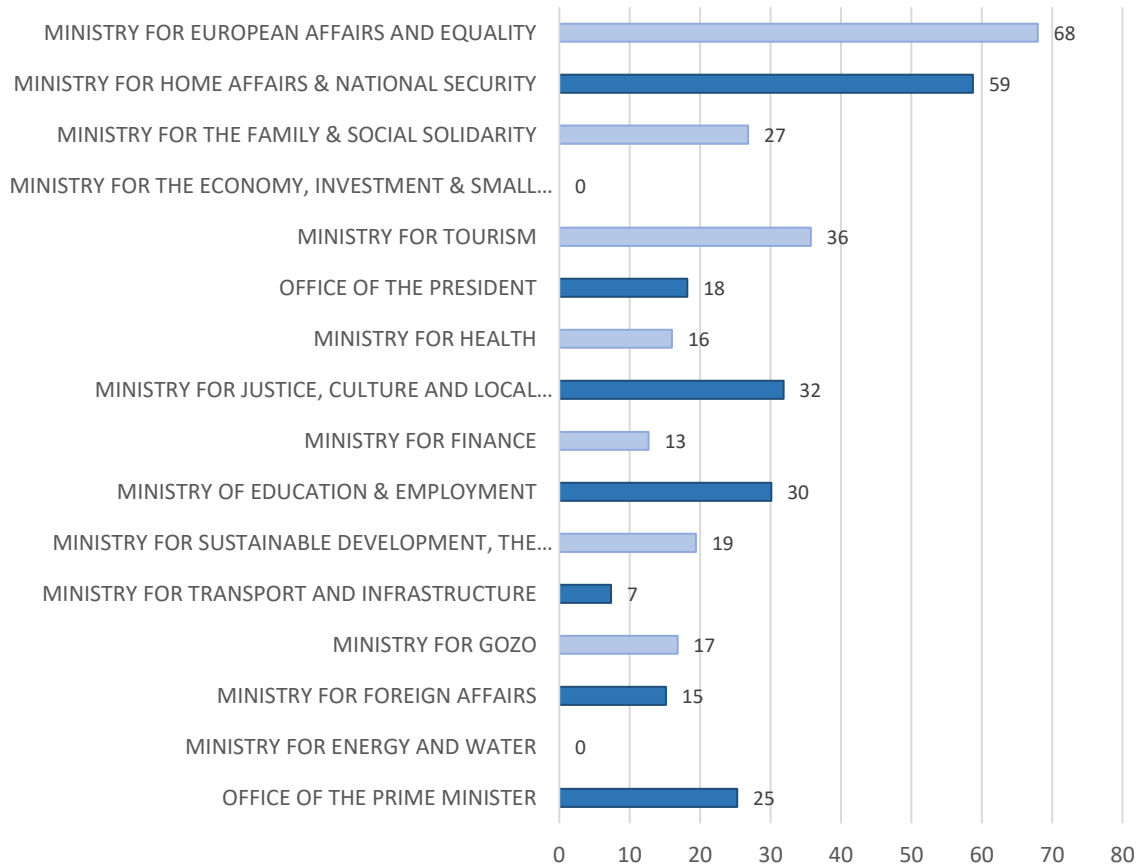


Note: This graph is based one leave out of every 1000 employees.

In 2019, the utilisation of maternity leave was highest within the Ministry for European Affairs and Equality, followed by the Ministry for Home Affairs and National Security and the Ministry for Education and Employment . On the other hand, there was no utilisation of maternity leave within the Ministry for the Economy, Investment and Small Businesses, Ministry for Tourism and the Ministry for Energy and Water.

## 2.5.2 Maternity Leave (+4 Weeks)

(WLBM Manual - Section 1.3)



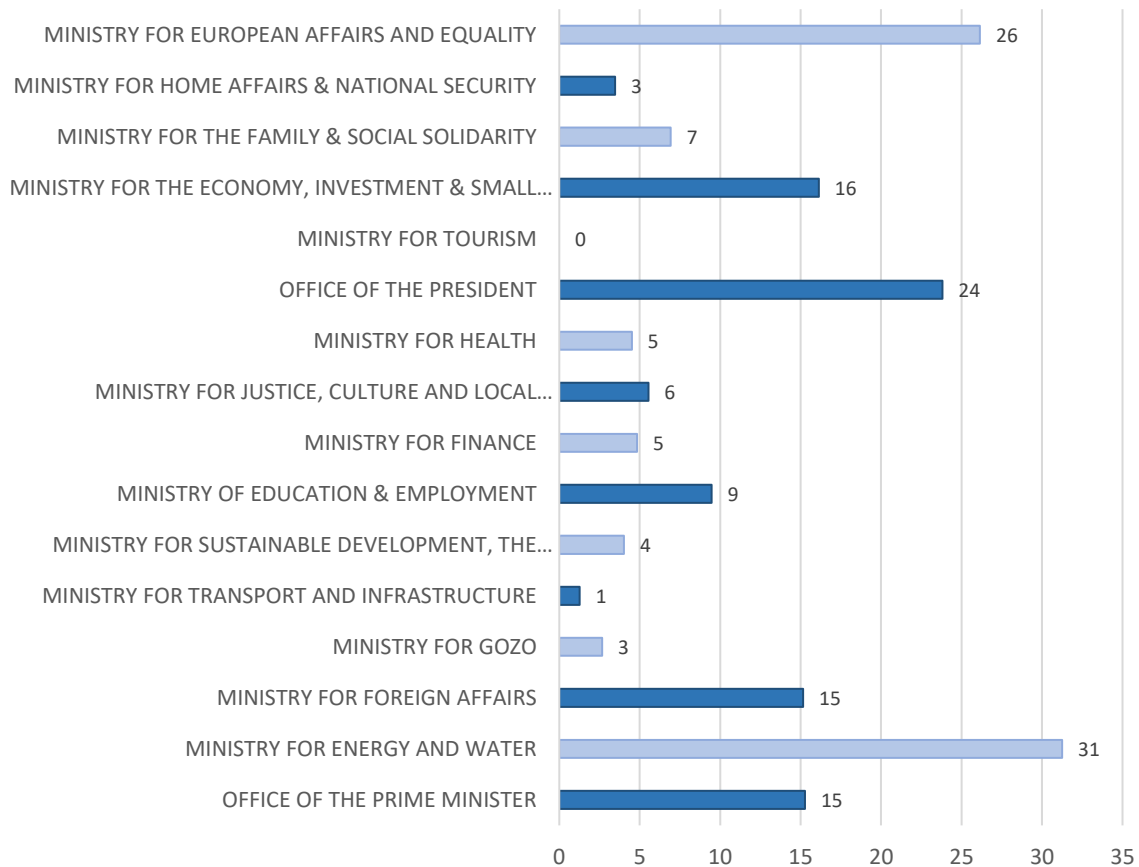
Note: This graph is based one leave out of every 1000 employees.

Since this measure is an extension of the previous one, the results are very similar.



### 2.5.3 Paternity Leave

(WLBM Manual - Section 1.4)

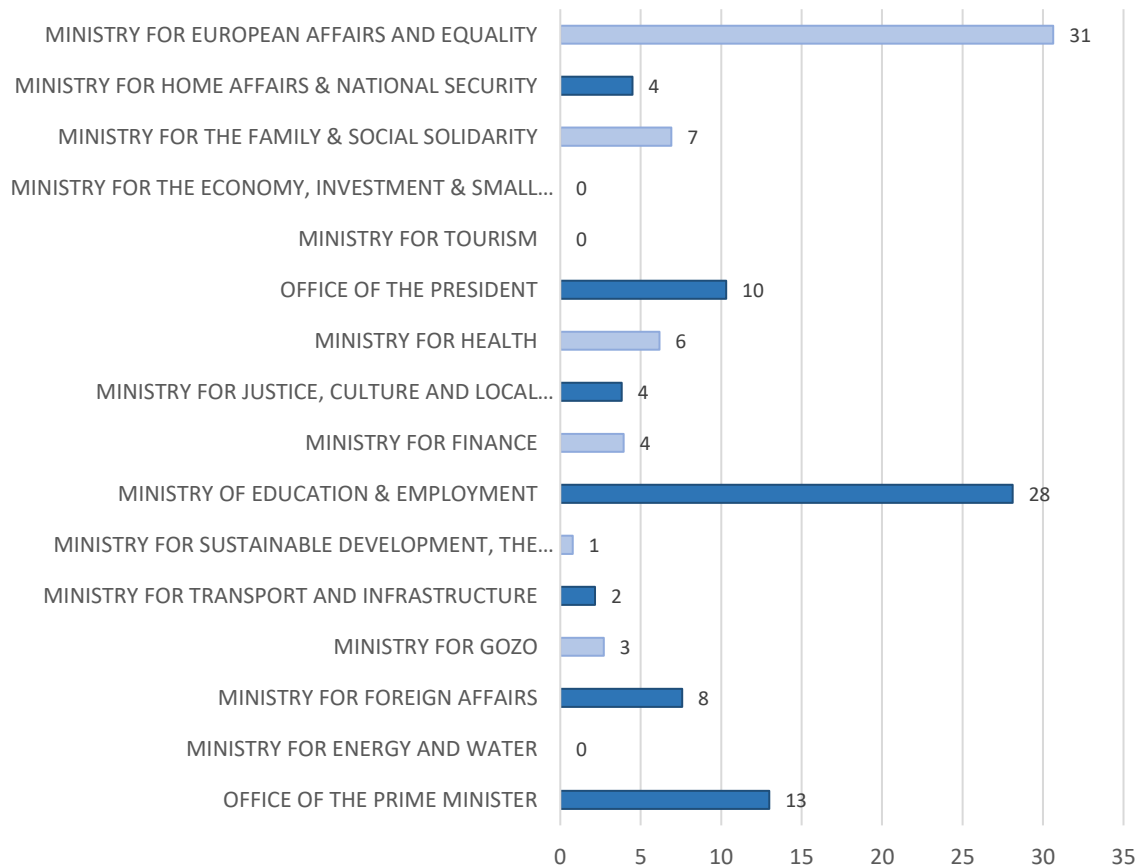


Note: This graph is based one leave out of every 1000 employees.

As one can note from the above graph, the Ministry for Energy and Water recorded the highest number of male public officers who utilised paternity leave, followed by the Ministry for European Affairs and Equality and the Office of the President. On the other hand, within the Ministry for Tourism, there were no male public officers who were on paternity leave during 2019.

### 2.5.4 Parental Leave

(WLBM Manual - Section 2.2)

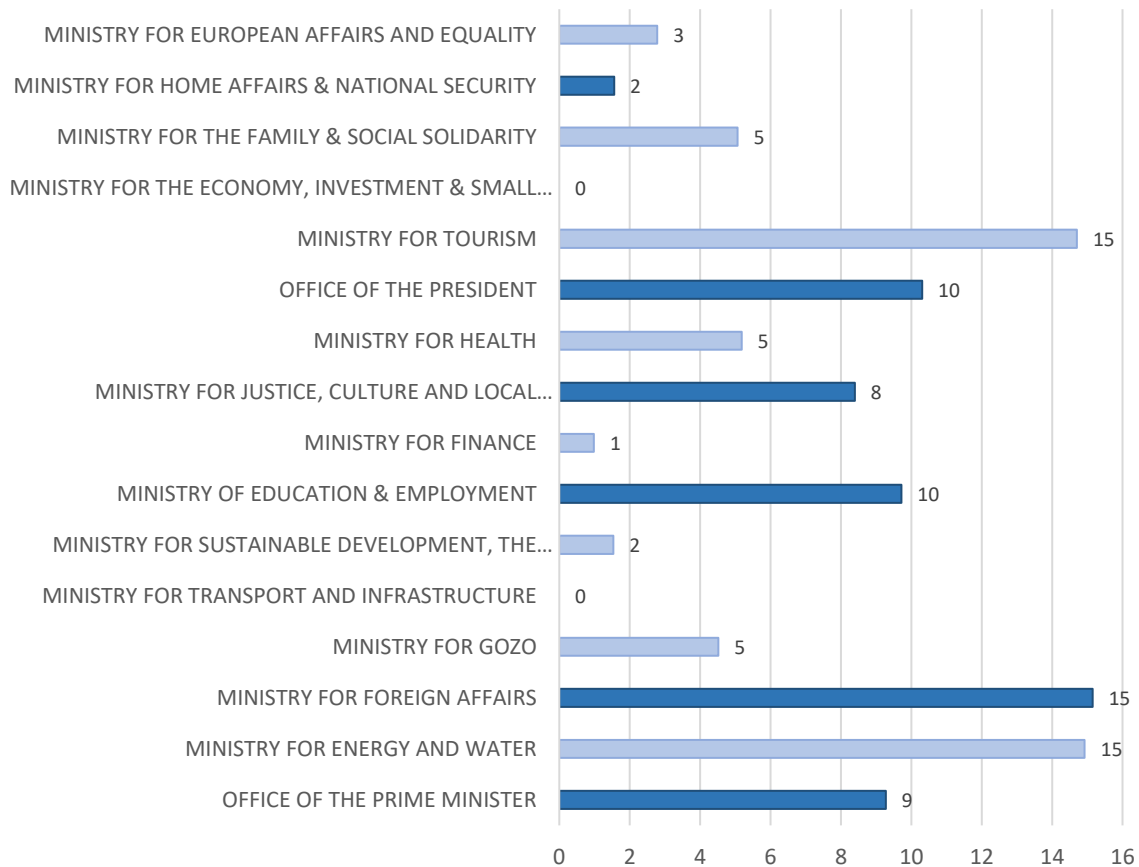


Note: This graph is based one leave out of every 1000 employees.

The highest number of public officers who made use of parental leave was within the Ministry for European Affairs and Equality. Alternatively, there were no public officers who made use of parental leave within the Ministry for the Economy, Investment and Small Businesses, Ministry for Tourism, and the Ministry for Energy and Water. The Ministry of Education and Employment recorded the second highest number of public officers who utilised the parental leave . Followed by the Office of the Prime Minister.

### 2.5.5 Career Break

(WLBM Manual - Section 2.3)

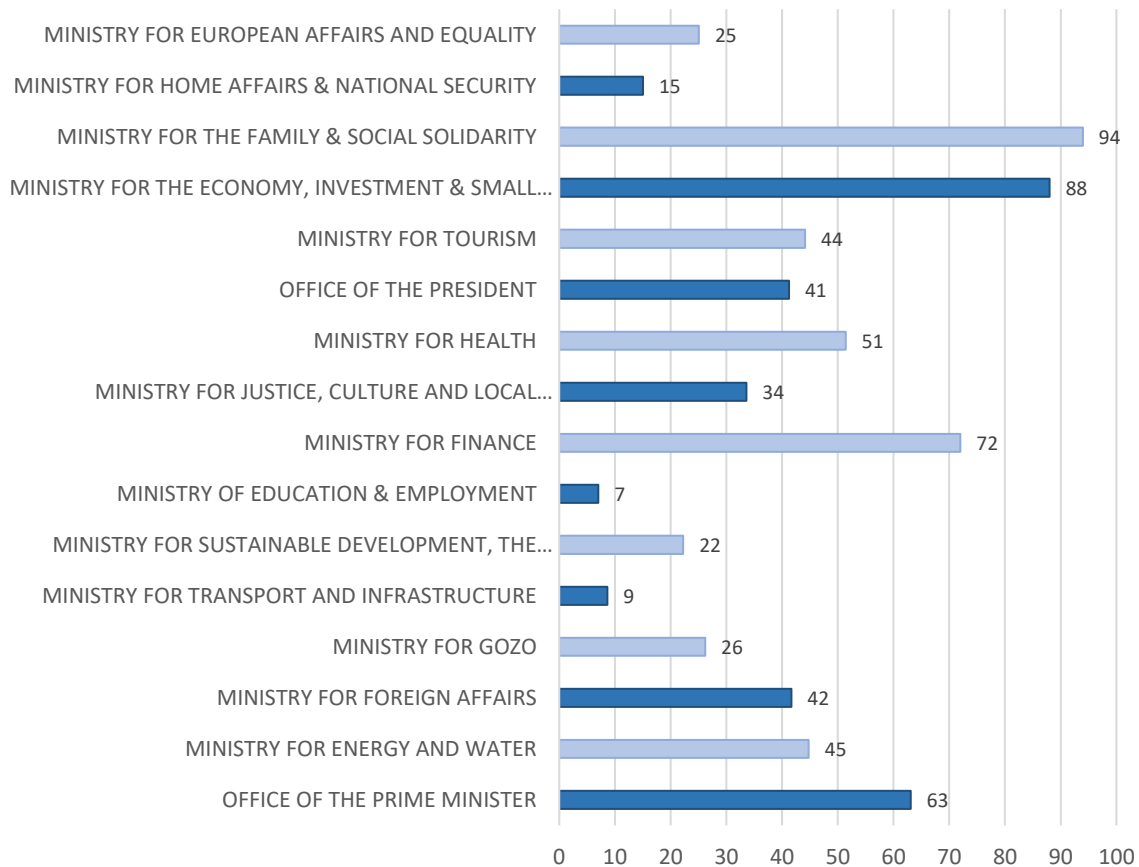


Note: This graph is based one leave out of every 1000 employees.

The Office of the Prime Minister, Ministry for Energy and Water, and Ministry for Tourism show the highest utilisation of career breaks. There were no public officers who utilised career break in the Ministry for Transport, Infrastructure, and Capital Projects. The Ministry for the Environment, Sustainable Development, and Climate Change registered the lowest number of public officers who utilised this measure. On the other hand, within the Ministry for the Economy, Investment and Small Businesses as well as within the Ministry for Transport and Infrastructure, there were no public officers who made use of a career break.

### 2.5.6 Reduced Hours

(WLBM Manual - Section 3.1)

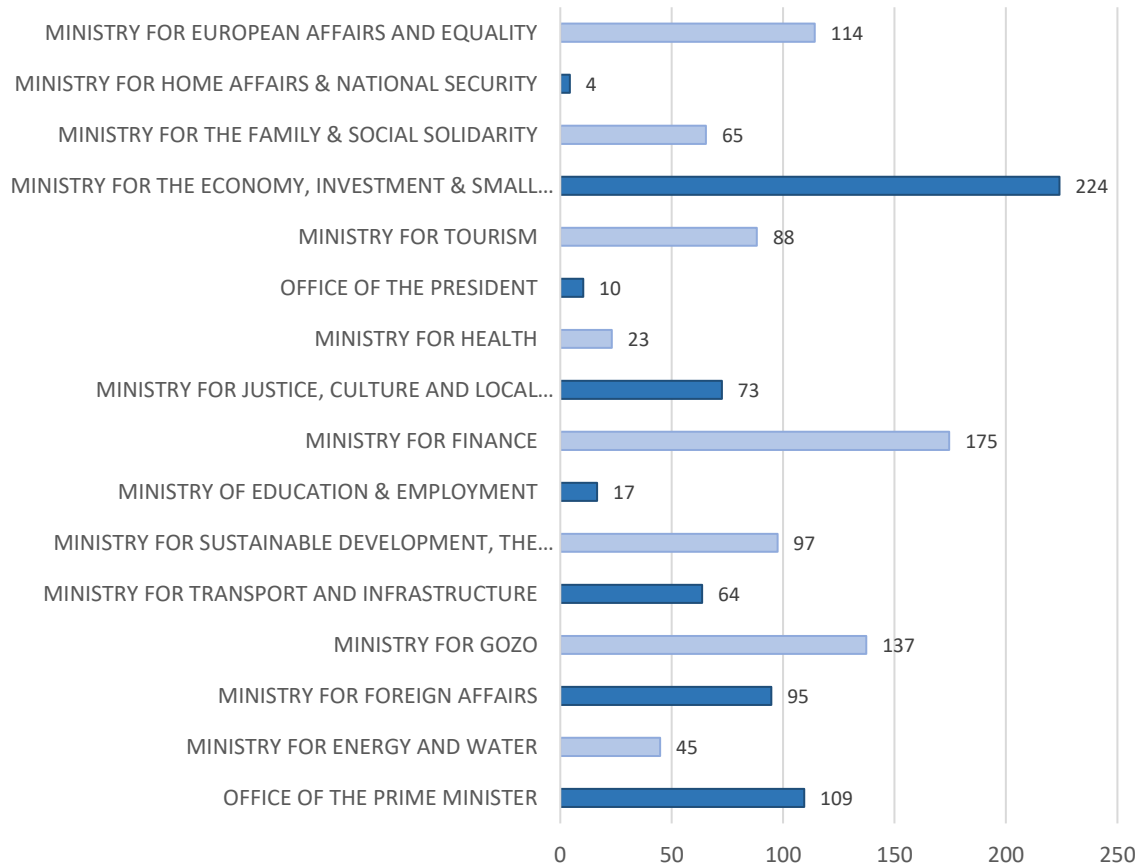


Note: This graph is based one leave out of every 1000 employees.

The Ministry for the Family & Social Solidarity, the Ministry for the Economy, Investment and Small Businesses and the Ministry for Finance recorded the highest number of public officers who utilised reduced hours. On the other hand, the Ministry for Education & Employment, the Ministry for Transport and Infrastructure, and the Ministry for Home Affairs & National Security recorded the lowest number of public officers who utilised this measure.

### 2.5.7 Teleworking

(WLBM Manual - Section 3.2)

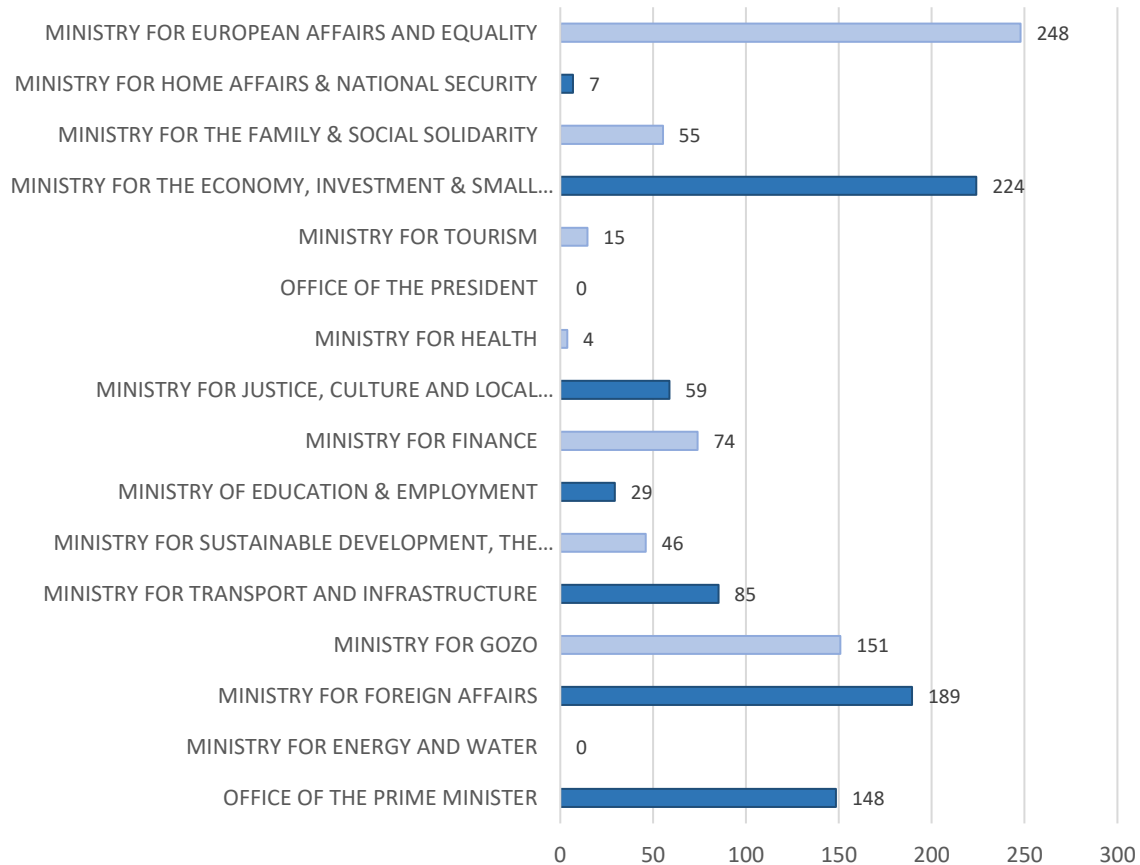


Note: This graph is based one leave out of every 1000 employees.

The highest number of public officers who opted for teleworking was recorded within the Ministry for the Economy, Investment & Small Businesses—followed by the Ministry for Finance and the Ministry for Gozo. On the other hand, the Ministry for Home Affairs & National Security followed by the Office of the President and the Ministry for Education & Employment recorded the lowest number of public officers who made use of teleworking.

### 2.5.8 Flexitime

(WLBM Manual - Section 3.3)



Note: This graph is based one leave out of every 1000 employees.

The highest number of public officers who opted for flexi-time was within the Ministry for European Affairs and Equality, followed by the Ministry for the Economy, Investment & Small Businesses and the Ministry for Foreign Affairs. There were no public officers who made use of flexi-time within the Office of the President and the Ministry for Energy and Water. On the other hand, the lowest number of public officers who made use of telework was recorded within the Ministry for Health followed by the Ministry for Home Affairs and National Security and the Ministry of Education & Employment.

### 3. Public Sector Data Analysis

#### 3.1 Utilisation of Family-Friendly Measures

The table below compares the utilisation of family-friendly measures in the Public Sector between 2018 and 2019.

Family-Friendly Measures	Utilisation Totals 2018	Utilisation Totals 2019	% Variance of individual measures against utilisation in 2019
Maternity Leave	278	222	-20.14
Paternity Leave	83	103	24.09
Parental Leave	182	143	-21.43
Career Break	79	87	10.13
Reduced Hours	754	744	-1.33
Teleworking	734	863	17.57
Flexible Working Schedule	2685	2746	2.27
<b>Grand Total</b>	<b>4795</b>	<b>4908</b>	<b>2.36%</b>

Maternity Leave (additional four weeks)	200	206	3%
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Flexi-time recorded the highest number of beneficiaries (2746), followed by Teleworking (863) and Reduced Hour (744). When compared to 2018, Reduced Hours recorded a decrease of 1.33%, whereas Teleworking and Flexi-time increased by 17.57% and 2.27% respectively.

Whilst maternity leave decreased by 20.14%, paternity leave increased by 24.09%. There was an increase in the utilisation of career break (10.13%) and a decrease in parental leave (21.43%).

### 3.2 Family-Friendly Measures by Gender

The table below demonstrates the utilisation of family-friendly measures in the public sector by gender in 2019.

<b>Family-Friendly Measures</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	222	-	222
Paternity Leave	-	103	103
Parental Leave	135	8	143
Career Break	68	19	87
Reduced Hours	677	67	744
Teleworking	723	140	863
Flexible Working Schedule	1369	1377	2746
<b>Grand Total</b>	<b>3194</b>	<b>1714</b>	<b>4908</b>

From the table above, it can be seen that flexi-time was predominant amongst male and female employees, with a total of 2746 beneficiaries, followed by teleworking (863 beneficiaries) and reduced hours (744 beneficiaries).

### 3.3 Family-Friendly Measures by Category

The table below illustrates the utilisation of family-friendly measures by category in the public sector in 2019.



<b>Family-Friendly Measure</b>	<b>Top Management</b>	<b>Middle Management &amp; Professional</b>	<b>Administrative/ Executive/ Clerical</b>	<b>Supervisory/ Technical</b>	<b>Entity Related Grades</b>	<b>Totals</b>
Maternity Leave	11	107	67	25	16	226
Paternity Leave	9	45	16	31	6	107
Parental Leave	5	66	48	17	1	137
Career Break	3	37	35	8	5	88
Reduced Hours	24	254	384	77	33	772
Teleworking	45	359	398	60	44	906
Flexible Working Schedule	173	1012	995	566	102	2848

The table above shows that the most utilized family-friendly measure is flexi-time (2848 beneficiaries), followed by teleworking (906 beneficiaries) and Reduced Hours (772 beneficiaries).

## 4 Conclusion

The main aim of the family-friendly measures is to sustain work life balance whilst fostering a gender equilibrium to encourage females to remain in the workforce.

Flexi-time, Reduced Hours and Telework remain the most preferred measures among employees in the Public Service and Public Sector.