



## IMPLEMENTING FAMILY-FRIENDLY POLICIES AND GENDER EQUALITY IN THE PUBLIC AND PRIVATE SECTORS



# Implementing Family-Friendly Policies and Gender Equality in the Public and Private Sectors

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UNFPA has assisted Albania to improve reproductive and sexual health, alongside population and development strategies and policies since 1989. Key programs support Albania in its national objective of EU integration. The UNFPA also helps government counterparts strengthen governance and rule of law by improving policy frameworks, developing higher quality services, enhancing standardized oversight mechanisms, and fostering a more effective use of data in planning and policymaking.<sup>1</sup> Albania's 15-29-year-olds make up 23.9 percent of the total population, whereas the reproductive age group (15-49 years of age) represents 48.3 percent of the total population. As such it is only right that the UNFPA actively promotes gender equality, and all initiatives that empower young people and adults

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This report is prepared by IDRA Research & Consulting within the Project "Expanding Choices: Gender-Responsive Family Policies for the Private Sector in the Western Balkans and Moldova, implemented by the United Nations Population Fund (UNFPA) and supported by the Austrian Development Cooperation (ADC). The views and opinions reported in the report are those of the authors and do not necessarily reflect the views of UNFPA in Albania.

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1. **INSTAT Population 1 January 2020:** <http://www.instat.gov.al/al/temat/treguesit-demografik%C3%AB-dhe-social%C3%AB/popullsia/#tab2>

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# Abbreviations

ADC	Austrian Development Cooperation
AFP	Labor Force Survey
CAPI	Computer-Assisted Personal Interviews
EDC	Electronic Data Capture
FG	Focus Groups
INSTAT	Institute of Statistics of Albania
IT	In-depth Interviews
TUS	Time Use Survey
UNFPA	United Nations Population Fund

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# Executive Summary

The report “Implementation of family-friendly policies and gender equality in the public and private sector” aims to identify the current situation, challenges, and problems in implementing family friendly and gender equality in the country policies and provide recommendations that would lead to improvements in the area. This study is conducted under the framework of the project “Expanding Choices: Gender-Responsive Family Policies for the Private Sector in the Western Balkans and Moldova” implemented by the United Nations Population Fund (UNFPA) and supported by the Austrian Development Cooperation (ADC).

The study identifies the level of knowledge, attitudes, and perceptions among employees and employers about such policies. The data aims to provide a clearer and better picture of what areas or issues need to be addressed to have better gender-responsive and balanced family-friendly work environments. In addition, it seeks to understand the challenges employees encounter in implementing these policies. We hope this information will give both employees and employers more clarity about family-friendly work environments.

A joint methodology was applied to conduct the study, which included structured interviews with approximately 700 employees working in private and public sector across the country; about 200 interviews with private businesses nationwide, semi structured interviews with unemployed women and young children; in-depth interviews with businesses as well as with central and local government institutions. The data collection was conducted in December 2021 until January 2022. The findings of this study are representative at the national level.

The results indicate that employees in the private sector work more hours per week compared to employees in the public sector. Moreover, those employed in the private sector seem to work more on weekends as well as on national holidays. Nearly 65% of employees in the private sector work regularly on Saturdays. The opposite is true for public sector employees with 64% of them never working on national holidays. About 40% of employees in the private sector claim to work regularly on national holidays, while 71% of employees in the public sector never work on such days. However, compared to public sector employees, more employees in the private sector state that they are compensated, with payment or additional days off, in cases when they worked on public holidays. Nearly 73% of the private sector employees state that they have always been compensated when working on public holidays compared to 49% of the public sector employees.

The results show that employers in Albania remain rigid in providing flexible working hours. The data reveals that around half of the private businesses (51%) think that the application of flexible working hours would reduce productivity. This mindset is more present in businesses operating outside the Tirana region than in the businesses operating in Tirana, 60% to 43%,

respectively. However, nearly 29% of employees employed in the private sector argue that they have some flexibility in their daily work, compared to only 7% of employees in the public sector. The in-depth interviews with businesses emphasized that the information technology sector is one of the sectors that has begun to adopt the most this method of working compared to the other sectors. Another finding from these interviews is those employees working in the administration seemed to be considered more privileged than the rest of the staff regarding flexible hours or work from home. Hence, private businesses need to attribute special attention to staff who are not part of the administration. They need to find alternative ways to provide them flexible working hours even though the type of work seems to be an obstacle to achieving such a thing.

Interviews with unemployed women showed that the main reason for their unemployment is related to the difficulties they had in adjusting their working hours' schedule with childcare. These findings confirm that the application of flexible working hours is not solely assistance to employees with young children but also a tool to encourage unemployed women to increase their labor force participation. While analyzing the demand for flexible working hours, employees younger than 18-39 years old prefer and ask their employers for this opportunity more than employees over 40 years old.

Older employees (aged 50 years and above) take care more for sick family members in comparison to younger employees under 30, 23% and 10%, respectively. Meanwhile, no gender differences have been observed in terms of caring for sick relatives, which shows that this phenomenon concerns both men and women employees to the same extent. On the other hand, 51% of employees aged 30-39 have children under seven years old, compared to only 8% for employees over 50 years old. These findings indicate that the implementation of family-friendly policies is a necessity for all employees regardless of age, gender, or family status.

While analyzing the businesses point of view, we notice that 49% of them think that the application of family-friendly policies is significant for all employees. Businesses believe that family-friendly policies are particularly significant for women with young children (61%) or employees who have sick relatives (58%). Only 21% of businesses think that the implementation of such policies is essential for men. When asked about the importance they attach to the gender balance of the staff, less than half of the businesses (47%) consider this balance as crucial for the company.

Public sector employees benefit less than employees in the private sector due to fewer facilities for socializing, taking short breaks, or consuming meals in the workplace. Less than half of the employees working in public institutions (47%) state that they have adequate spaces for breaks and socialization compared to 70% of the employees working in the private sector. Meanwhile, employees working in both sectors argue that they do not benefit from extra payments for meals during working hours, facilities dedicated to breastfeeding, or facilities for the care of children. Even though employees state that the businesses where they work do not have dedicated breastfeeding facilities, 38% of them claim that they have provided some form of breastfeeding support to their employees, even by adapting existing company facilities in the absence of special facilities. Meaning, providing facilities to feed the baby during working hours or part-time work for mothers with children under 1-year-old. Businesses in Tirana and large businesses with more than 50 employees have provided such service more frequently. However, the general approach of private businesses to provide support and conditions for breastfeeding employees is positive, with 62% of them agreeing to deliver this support. This indicates that businesses have positive attitudes and support for such policies, but they need guidance on how

they can implement them in the most suitable way for employees.

There are some indications that not all employees in the private sector have the right to take annual leave. Results show that in the private sector, 29% of employees with at least one year working in the company, declared to not have access to annual leave. Employees in the public sector declare that they can receive 28 calendar days of annual leave, while employees in the private sector claim an average of 15 calendar days. Moreover, almost 50% of employees in the private sector state that they have difficulty obtaining annual leave according to personal preferences, compared to 32% of employees in the public sector.

According to the data, women employees and employees with young children had a harder time balancing work, family, and personal life. Nearly 30% of women experience problems fulfilling family obligations due to time spent at work, compared to 19% of men. In addition, more women (16%) than men (8%) claim that they often experienced nervousness at home due to problems at work and mental fatigue or work-related illness, 16% to 12%, respectively. Further, the data shows that parental employees, especially those with children seven years of age or younger, have more frequent experiences of these situations suggesting greater difficulties in maintaining the balance between work and family life.

When considering only women with children seven years of age or younger, nearly 70 percent of them state that they have received maternity leave. Among men employees with young children, only 3% of them claim that they have received paternity leave, while 81% of them state that it was the wife who benefited from the maternity leave. These data indicate that the woman remains the most prominent parent who uses the right of maternity leave in our country. Among women who did not receive maternity leave, the main reasons were that they were not employed at the time of childbirth or worked illegally and could not benefit from this right. Regarding unpaid parental leave, from 2019 until 2021, only 8% of employees with children six years or younger have benefited from it. However, almost eight in ten employees stated that they had not requested it, reinforcing the low levels of recognition of this right by new parents.

There is a common belief by 88% of employees that raising a child in our country is very difficult. This opinion is linked more to economic than social factors, such as financial insecurity in the country or job insecurity. About one in three employees (35%) think that parenting would make it difficult to find or keep a job. This opinion is more common in women (43%) than men (30%). Women are more concerned than men when it comes to losing their jobs if they were to have children, 55% and 38%, respectively. In addition, women believe that parenthood would make career progress more difficult compared to men, 60% to 47%, respectively. The same thought is observed in new employees, who believe that parenting would hinder their careers. All these findings indicate the increasing difficulties of creating a family, which is seen as an obstacle to individual professional development, especially among women and young individuals.

Businesses express varying opinions on the productivity of new mothers compared to new fathers. About 34% of enterprises are of the opinion that new mothers will be less productive at work. On the other hand, only 2% of businesses share the same thought about new fathers. Moreover, six out of ten companies find it normal to ask about an applicant's family status during an interview for a job vacancy.

Public sector employers allowed more employees to work from home than the private sector during the first wave of the Covid-19 pandemic (March 2020). Nearly 40% of employees in the public sector stated that they worked from home compared to 18% of employees in the private

sector. Roughly 62% of private businesses claimed that they provided their employees with at least one service or facilitator to work from home as internet payments, laptops, or other useful tools to ease the work process, like chairs or desks. During the first wave of the pandemic, employers have been more understanding to employees with young children allowing them to work from home more than employees without children.

The data show that 60% of employees, who were allowed to work from home during the pandemic, no longer have this opportunity. This demonstrates that working from home is a practice that was mostly seen as a solution during the pandemic, rather than a different mindset to get the job done. When asked how they experienced working from home, 41% of women employees found working from home unfavorable compared to 31% of men employees. In addition, a more considerable share of women (41%) than men (24%) have experienced difficulties in balancing work and family life while working in such conditions and felt isolated (41% to (36%), respectively.

According to the data, employees in the public sector exhibit higher levels of knowledge regarding family-friendly policies than employees in the private sector. Nearly 71% of public sector employees claim that they have some level of information about these policies, while 65% of private-sector employees have no information about them. Public sector employers make more efforts to inform their employees about such policies compared to private-sector employers. In addition, 71% of employees in the private sector claim that they are not informed at all by the employer regarding family-friendly policies or gender-responsive policies. Almost all of the employees (96%), regardless of gender or age, are interested in learning about these policies, while 68% are very interested, and 28% are somewhat interested. Most employees see the workplace as the accountable institution/authority to inform them regarding these policies.

The data indicate that it should not be taken for granted that employers are always aware of family-friendly policies, as only 52% of businesses have heard about family friendly policies. There is a significant difference between businesses in Tirana and those operating outside Tirana. Businesses operating in Tirana (62%) show higher levels of knowledge of family-friendly policies than businesses that operate outside Tirana (42%). Private businesses are interested in learning more about such policies. The data show that the level of interest of private companies varies considerably between those operating not in Tirana and those in Tirana, where the latter displays a higher level of interest in being informed about family-friendly policies.

Almost all private businesses (95%) believe that the government should provide support to private companies by encouraging them to implement family-friendly or gender-appropriate policies in the workplace. The main forms of support are mainly related to financial aspects, such as tax relief (79%) and financial subsidy (65%). Public institutions, which should develop and monitor such policies, have also emphasized better cooperation with the private sector in creating family-friendly jobs.

# Introduction

This document represents the report on the national research for gender-responsive and family-friendly policies at workplace and forwards research findings, thus identifying the issues and challenges faced by the public and the private sector and giving recommendations to improve future situations.

The research was carried out in the framework of the **“Expanding Choices: Gender-Responsive Family Policies for the Private Sector in the Western Balkans and Moldova”** implemented by the United Nations Fund for Population (UNFPA). Supported by the Austrian Development Cooperation (ADC), the UNFPA in Albania will enhance the capacities of champion companies that consented to participate in the project by cooperating to implement more family-friendly policies and practices at workplace. Family-friendly policies approved by the government and the business community of numerous countries have led to higher employment rates for women, more active participation of men in housework and caregiving, and other family and social benefits too.

Taking into account all the above, the Albanian Government approved the National Strategy on Gender Equality 2021-2030 and its relevant Action Plan by Decision of Council of Ministers No. 400, dated 30.6.2021. This strategy in the specific sub-objective defines *“Specific target I.1: Foresees the implementation of improved legal framework and policies that enable an equal division of unpaid housework and care between women and men, young women and young men, and girls and boys.”*<sup>2</sup> This target will be accomplished by means of specific measures such as:

- ▶ Informing public and private sector employers / employees, and companies in general on the types of paid leave granted to each parent by the Albanian legislation.
- ▶ Improving the legal framework and policies that enable an equal division of unpaid work and family care between women and men, young women and young men, and girls and boys (such as the flexibility to work from home, longer paid leaves for both parents) based on successful international models.
- ▶ Monitoring the implementation of improved legal framework and policies that enable an equal division of unpaid housework and care between women and men, young women and young men, and girls and boys.

Official labor market data for 2020 indicate that the number of employees in our country stood at 1.131 thousand. The public sector and the non-agricultural private sector (26% and 68% respectively) staff roughly 680 thousand employees.<sup>3</sup>

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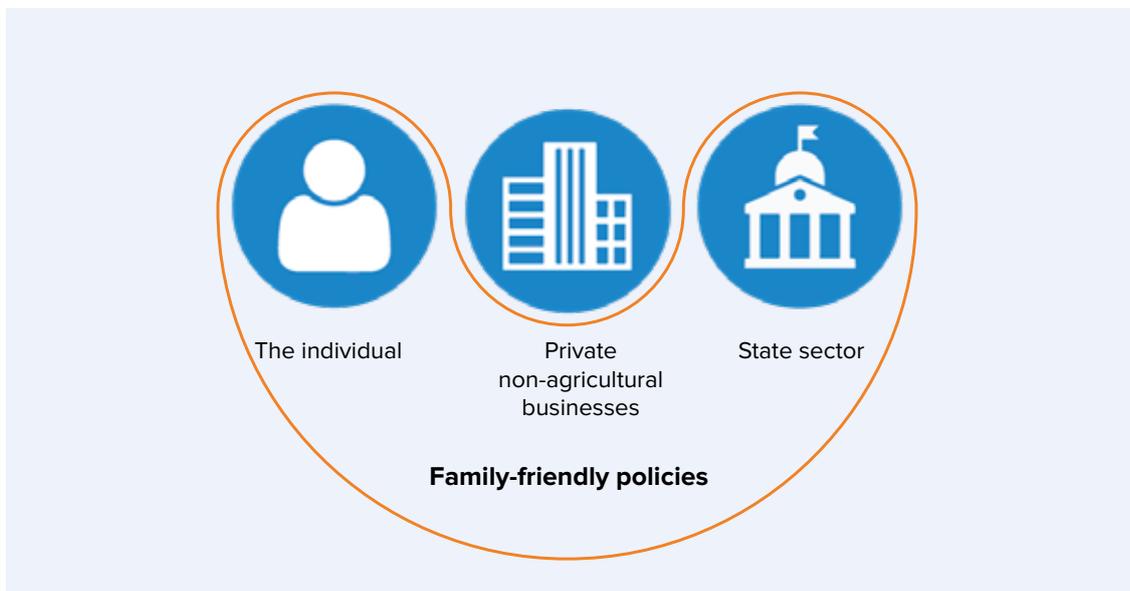
2. Source: National Strategy for Gender Equality 2021-2030, ANNEX 3. Matrix of measures and indicators

3. The research leaves out employees staffed by the non-agricultural private sector

The working conditions impact the lives of employees and their families. Therefore, it's paramount to understand the current country situation of family-friendly policies, more specifically what the business community and the public sector offer and if there are any differences when it comes to policy implementation.

By the end of 2021, national research was performed to measure the knowledge, perceptions, and approaches of employees and employers on family-friendly and gender-responsive policies. More specifically, the national research centers around **three dimensions**: The individual as employee; the agricultural private sector as the largest employer in the country<sup>4</sup>; and the public sector in the quality of the employer and authority that drafts and monitors family-friendly policies, and incentivizes the private sector to implement them.

**Figure 1. Research Dimensions**



More specifically, the research aims at:

- Gaining insight into the current situation of working conditions provided by business and the public sector with regard to family-friendly policies.
- Analyzing the potential differences between the non-agricultural private sector and the public sector offers, and the potential factors that may trigger changes;
- Understanding the perceptions of the public and private sector employees on family-friendly policies;
- Understanding the perceptions of private businesses and Albanian public institutions on the work-life balance;

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4. According to official data, if the agricultural sector is disregarded, two out of three employees work in the private sector.

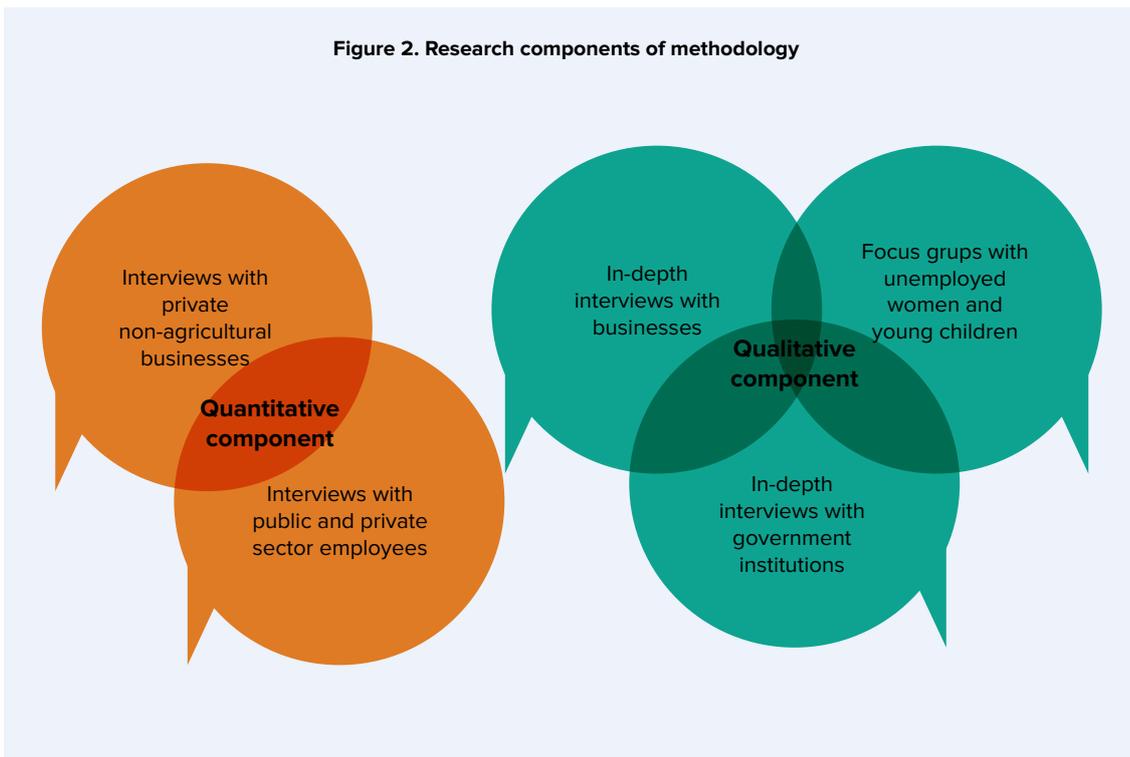
- Measuring the knowledge of employees and businesses on family-friendly policies;
- Understanding the challenges that the non-agricultural private sector and the public sector may face with regards to family-friendly policy implementation.

The findings herein may provide a robust basis for information on how to strengthen family-friendly policies at workplaces and may be used as a guide to understand how to incentivize the implementation of such policies in our country. To this end, the research findings may be used to devise a policy paper too, aiming at improving the legal and institutional family-friendly policy framework, thus addressing the issues and challenges encountered at workplaces. The policy paper will be forwarded to the Albanian Parliament - following, of course, consultation with the stakeholders - to enable specific steps to be taken towards the legislative process and closely cooperate with the relevant mechanisms to achieve the specific target relating to the upgrade of the legal and policy framework that enable an equal division of unpaid housework and care between women and men, young women and young men, and girls and boys.

# Methodology

The research relied on a combination of quantitative and qualitative methodologies. This implies that data collection relied on structured questionnaires (quantitative method) with employees and private businesses, and semi-structured interviews (qualitative method) with businesses and the public administration institutions to further inquire about the findings of the quantitative research.

The quantitative method consisted of face-to-face interviews with public and private sector employees and private businesses. In the meanwhile, the qualitative research included in-depth interviews with local and central governmental institutions, private businesses, and unemployed women focus groups.



The application of such an approach aimed at capturing the perspectives of each actor, employee, and employer in the public and private sector, so as to have a wide as possible view on the current country situation of family-friendly policies. An accurate assessment of the current situation would feed into the better identification of problems and the drafting of recommendations with regards to interventions to improve the situation for more family-friendly workplaces.

## Quantitative component

Data collection for the national research with the employees and private businesses took place in December 2021 so as to better understand and measure their knowledge and the level of family-friendly policy implementation in Albania. The research relied on face-to-face interviews with employees in the private and public sector, and private companies. The two researches consisted of:

- a) **employee research; adults working in private companies and public institutions**
- a) **employer research (private companies), leaving out the agricultural sector, with at least 10 employees**

The screening will thus be more holistic and will enable a 360-degree outlook on the current situation of family-friendly policy implementation or information at workplaces. The data from these researches will be representative at the country level. Out of 600.000 employees in the public and non-agricultural private sector a random sample of 600 would guarantee representative results with a margin of error at  $\pm 3.99\%$  and a confidence interval of 95%.

With regard to the business research, out of 9,000 businesses with more than 10 employees, a sample of 200 would guarantee representative results with a margin of error at  $\pm 6.853\%$  and a confidence interval of 95%.<sup>5</sup>

## Qualitative component

The research qualitative component included in-depth interviews with governmental institutions, businesses, and unemployed women focus groups. Focus groups and in-depth interviews were performed online via Zoom platform. This method allows respondents from numerous places and cities all over the country to get involved. A total of:

- ▶ **6 in-depth interviews were conducted with top-management and human resources positions, or legal representatives of private companies.** Three in-depth interviews with representatives of large companies (50 employees or more) and three in-depth interviews with representatives of smaller companies (less than 50 but more than 9 employees).
- ▶ **5 in-depth interviews were conducted with the representatives of human resources and persons responsible for gender equality policies at central and local state institutions** such as Department of Public Administration, Ministry of Health and Social Protection, Labor Inspectorate, and Tirana Municipality
- ▶ **2 discussion groups** with 6 participants each: one group with **women who are looking for a job** (unemployed) living in Tirana, and have **children younger than 7 years old**, and one discussion group with women who are looking for a job (unemployed) living in **other regions**, and have children younger than 7 years old. Taking into account that the quantitative survey targeted employed individuals only, the perspective of the unem-

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5. Source: INSTAT, Link: <http://www.instat.gov.al/media/8439/regjistri-i-ndermarrijeve-2020.pdf>

ployed (but jobseeker) individuals further enriches and complements the full picture on what is keeping them out of the work force, and if their family obligations are impacting them and how.

The in-depth business interviews collected some qualitative information which are difficult to understand in the quantitative survey given the structured information collected by means of the latter. Discussion groups serve us to better understand the approaches to impact institutional cultural and behavioral norms needed to support more family-friendly policies and actions.

## Survey with the employee

This research aimed at understanding the employee perceptions, knowledge, and access to family-friendly policies in the private and public sector. It's important to include both groups so as to understand if there are differences between the two sectors. Public sector employees are expected to be more satisfied with the working conditions such as working hours, accessibility to an annual leave compared to the private sector. However, the report analysis will segregate the data by sector to further analyze the veracity of such expectation.

The research sample comprised N=700 employees. Two methods were used for selecting the sample. A main sample of N=605 employees was randomly selected, with results being representative at the country level. This sample was enhanced with an extra sample of N=100 employees in the public sector. This extra sample was selected to further consolidate the analysis of results, especially in the public sector.

Research data have been weighted by gender to reflect the greater participation of men in the labor market compared to women, with 60% of employees being men and 40% being women according to INSTAT.

Data collection relied on tablets, CAPI (Computer assisted Personal Interview), face-to-face interviews where interviewers used tablets. Interviews were performed in family settings based on a random family selection procedure as detailed in ANNEX IV: Survey Procedure. Only one participant who met the requirements to participate in the research was selected from the family:

- at age of majority (18 years or older);
- employed<sup>6</sup>;

## Sample distribution

Official INSTAT data were used to select the employee sample in the public and private sector.<sup>7</sup> Official data indicate that the distribution of employees in the private and public sector stands at 27% for the public sector and 73% for the non-agricultural private sector. **The research includ-**

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6. If the individual was staffed by the private sector, he/she should not be self-employed but rather employed by another business;

7. Source: INSTAT, Link: [http://databaza.instat.gov.al/pxëeb/sq/DST/START\\_\\_TP\\_\\_AD\\_\\_ADY/ADY132/](http://databaza.instat.gov.al/pxëeb/sq/DST/START__TP__AD__ADY/ADY132/)

**ed urban areas only.** Due to the special features of rural areas and the agricultural sector, the better understanding of the current situation of family-friendly policies in the agriculture sector requires more focused research. The following table details sample distribution by region all over the country.

**Table 1. Employee research sample distribution**

Districts <sup>8</sup>	Main Sample Distribution	Boost Sample Distribution	Total Sample Distribution
Berat	25	4	24
Dibër	15	2	13
Durrës	75	13	93
Elbasan	50	8	58
Fier	50	8	58
Gjirokastër	15	3	22
Korçë	35	6	46
Kukës	10	1	12
Lezhë	30	5	35
Shkodër	35	6	46
Tiranë	220	36	235
Vlorë	45	8	58
<b>Total</b>	<b>605</b>	<b>100</b>	<b>705</b>

## Survey with private businesses

This research aimed at collecting information from private companies to better understand the perspective of Albanian private businesses with regards to family-friendly policies. The research targeted N=201 private businesses with less than 10 employees. The research left out companies with less than ten employees and agricultural businesses. Family businesses and those with less than 10 employees were not included in the research because the family relations could distort research results and small businesses are more likely to operate as such. The agricultural activity too, has not been included given its specific features. Conducting research on the agricultural sector requires a more dedicated survey for representative results. After business selection, the most knowledgeable person on business policies (top management and human resources position, or the administrator) was reached out.

8. The study includes only the persons who live in urban areas

## Sample distribution for private businesses

The sample of N=201 businesses was selected based on data retrieved from active enterprises in the Business Register<sup>9</sup> (Distribution by region of active enterprises staffing 10 employees or more). An estimation of the sample distribution was calculated based on these data, as follows:

**Table 2. Sample distribution of businesses with 10 or more employees**

District	10-49 employees	50+ employees	Total
Berat	4	2.6%	1
Dibër	4	2.6%	1
Durrës	18	11.5%	5
Elbasan	9	5.8%	2
Fier	10	6.4%	3
Gjirokastrë	4	2.6%	1
Korçë	7	4.5%	2
Kukës	2	1.3%	1
Lezhë	5	3.2%	1
Shkodër	8	5.1%	2
Tiranë	76	48.7%	24
Vlorë	9	5.8%	2
<b>Total</b>	<b>156</b>	<b>45</b>	<b>201</b>

## Research instruments

Two special research tools were designed for the employee research and private business research. Though the tools shared some similarities due to comparative purposes, each had its own specific questions taking into account the features and specificities of each group.

**Employee survey questionnaire** included issues that measure first and foremost the current conditions of employees at their workplaces. More specifically, the section included questions relating to working hours, weekend or holiday work, potential remuneration for holiday or overtime, access to an annual paid leave, facilities to work flexible hours etc. A special session under the questionnaire was dedicated to measuring the knowledge of employees on family-friendly policies and gender-sensitive policies. To start with, the interviewer reads to the surveyed employees the preliminary definition on such policies. The respondent had to define next if he/she was familiar with those policies in the workplace based on the information read by the interviewer. The questionnaire focused then on issues such as how the information was communicated between the employee and employer, and how such information was disseminated within the business or institution the interviewer was working at. Given the situation and the new reality at workplaces imposed by the COVID-19, a

9. Source: INSTAT, accessed in March 2020: <http://databaza.instat.gov.al/pxëeb/sq/DST/>

special section was dedicated to the measurement of a series of indicators relating to this recent situation. Some issues that the questionnaire addressed were whether the employees had lost their jobs during the first wave of the pandemic, whether they were allowed to work from home, whether they had any special feelings on working from home and those who hadn't done so were asked about the reasons behind. Another important element of family-friendly policies is meeting the conditions to help individuals progress their career and start a family, if they want to. On these grounds, a special questionnaire section was dedicated to birth rates. The section was not dedicated to mothers only, but to all interviewed employees, so that the perception on how giving birth to a child impacts career was measured as fully and as comprehensively possible.

The questionnaire on private business research included a series of questions to better understand the private business perceptions on family-friendly policies. This implies establishing a clearer picture of how businesses understand the application of flexible working hours, how they think of mother employees compared to father employees, how they perceive their involvement with family-related activities etc. Building on the research targets, the questionnaire focused next on the measurement of business knowledge around family-friendly policies and gender-responsive policies. Similar to the employee questionnaire, in the framework of the COVID-19 pandemic, integrating this new dimension into workplaces was paramount; how the pandemic affected businesses, did businesses provide employees with the conditions to work from home; what encouraged or held them back in this regard; what are the business perceptions on the application of family-friendly policies; do they consider these policies appropriate for all employees irrespective of their status, or they think instead that these policies affect a specific category of people only.

Regarding the qualitative research involving businesses, governmental institutions and unemployed women focus groups, the same line of questions was adopted to further explore the business perceptions and knowledge on family-friendly policies. The first part of the questions explored the overall perceptions relating to family-friendly policies. Specifically for unemployed women, a series of questions focused also on their perceptions and hardships when it comes to employment and the impact of parenting a young child to their employment. Access to leaves, maternity leaves, understanding, and experience of unemployed women was further explored. Unemployed mothers were then asked about their absence in the labor market and who may possibly intervene to improve the working conditions and offer family-friendly policies in line with the standards of highly developed countries. Such sequence of questions was addressed to the business representatives too, thus exploring the weaknesses and gaps of working conditions, and most importantly the ideas and recommendations on how the working conditions may be improved towards the implementation of family-friendly policies.

# Research findings - employee perspectives

The employee survey aimed at measuring the perceptions of the public sector and non-agricultural private sector employees on family-friendly policies.<sup>10</sup> The report focuses first and foremost on depicting the current situation of working conditions for individuals staffed by these sectors, thus highlighting the differences between them. It focuses next to understand whether the family life interferes with the professional life and vice versa, as key to understand the balance of these two elements in the life of employees, moving on to employee knowledge on family-friendly and gender-responsive policies, communication channels at the workplaces, are they informed about such policies at the workplace, and their level of interest to deepen their related knowledge. Better informed employees are more aware of their rights and will encourage more family-friendly workplaces, thus improving personal satisfaction and their work performance.

## Interviewer Profile

Employee demographic data indicate that employees in the private sector are averagely older compared to the private sector employees - interviewed public sector employees have an average age of 41 years old compared to 34 years old for the private sector. Moreover, public sector employees occupy the job position for longer periods, roughly 15 years, while private sector employees have an average of 11 years.

**Table 3. Mean age of employees**

	Public Sector	Private Sector
Average age in years	41 years	34 years
<b>Total</b>	<b>255 employees</b>	<b>450 employees</b>

Data on the educational level indicate that the public sector employees have higher educational levels compared to the private sector employees, with 44% having completed master studies. On the other hand, 52% of private sector employees have completed high school only. The private sector staffs less married individuals compared to the public sector - 52% and 72% respectively. ANNEX I: Employees profile provides a detailed overview of the descriptive data on interviewed employee sample.

<sup>10</sup>. Not self-employed

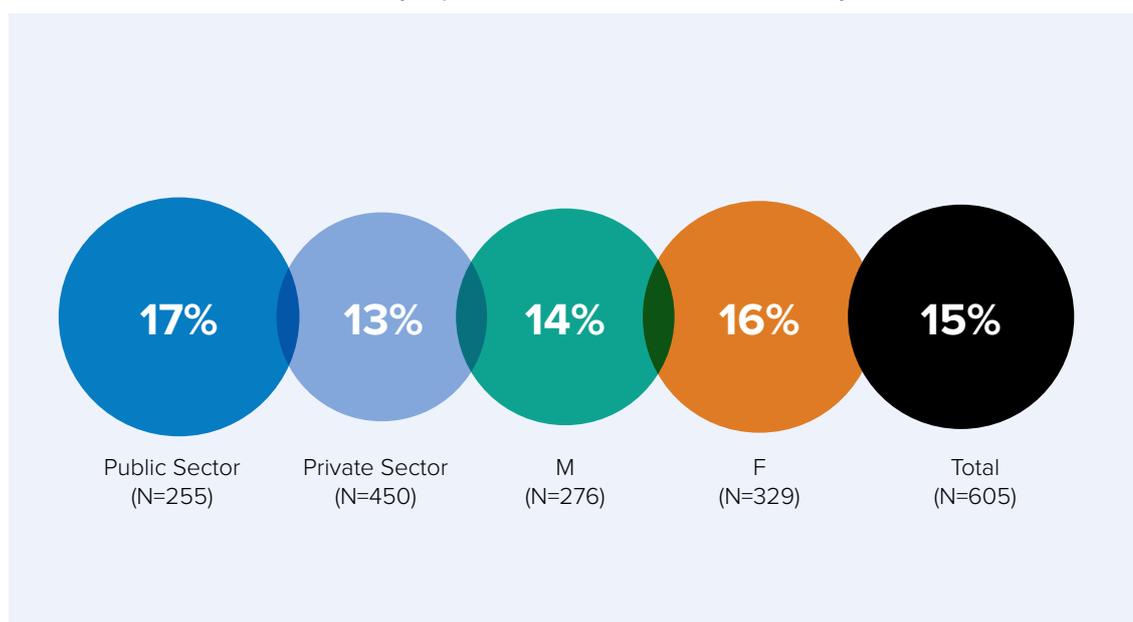
More than half of interviewees (52%) in the public sector are parents and almost half of them (49%) have children younger than 18 years old. One out of three employees in this sector have children aged 7 years old or even younger. 38% of private sector employees are parents, 34% are parents to children younger than 18 years old and one out of five, 20% are parents to children aged 7 years old or younger. The average number of children per public sector employee is 1.9, compared to 1.7 children per private sector employee.

**Table 4. Employees with children and young children (under 18 years old)**

	Public Sector	Private Sector	Total
Ratio of employees with children	56%	38%	44%
Ratio of employees with minor children (under 18 years)	49%	34%	39%
Ratio of employees with young children (7 years or younger)	29%	20%	23%
Average number of children per employee	1.85	1.71	1.82
<b>Total employee number</b>	<b>255</b>	<b>450</b>	<b>605</b>

When asked if they are responsible to take care about other sick relatives or persons with disabilities, 15% of employees admitted to have such family members living in their house or in their family whom they need to care for. There are no differences with regard to the percentage of women and men employees caring for sick people although the type of assistance they provide is different. Men care more for financial needs or transport related situations, while women care more for hygiene and food support.

**Figure 3. Employees who take regular care of or assist sick people, the elderly or persons with disabilities at home or family**



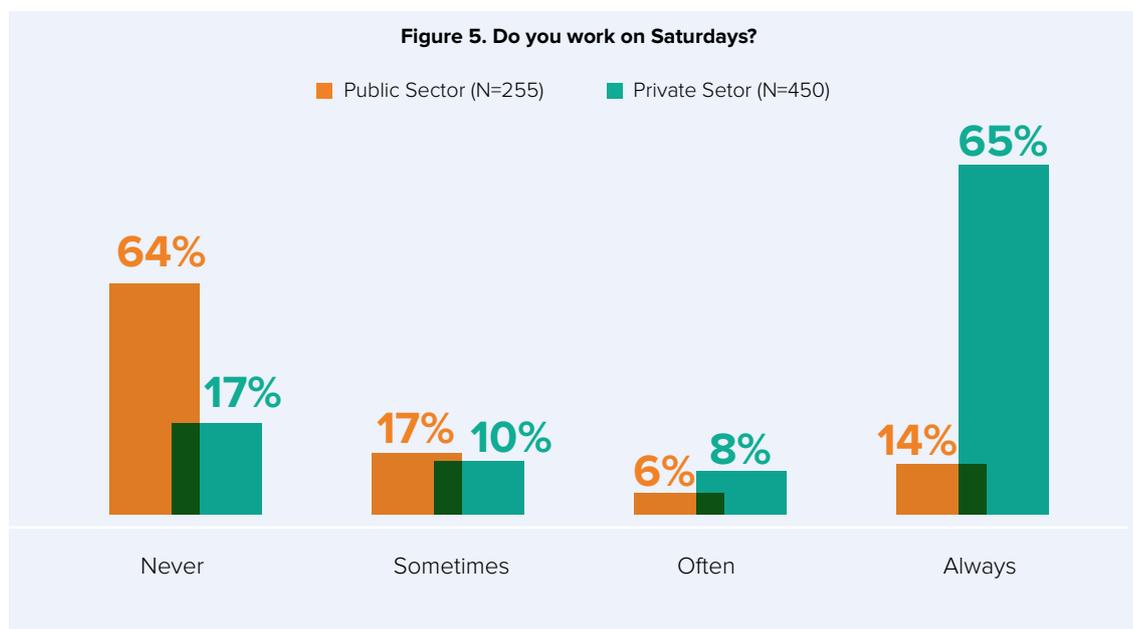
On the other hand, this responsibility seems to affect older employees compared to younger ones. Almost one out of five employees older than 50 years takes regular care of the elderly or persons with disabilities who live in the same house or belong to the same family.

**Figure 4. The percentage of employees taking regular care of, or assisting sick people, the elderly, or persons with disabilities who live in the same house or belong to the same family, by age**

	18-29 years	30-39 years	40-49 years	50+ years
Yes	10%	12%	19%	23%
No	90%	88%	81%	77%

## Current situation

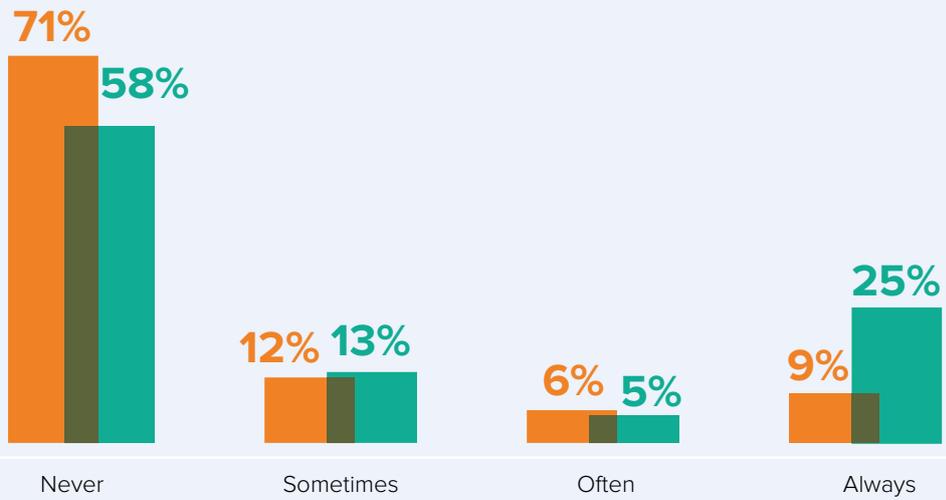
Employees in the private sector declare to work more hours per week compared to public sector employees. When asked about the average weekly working hours, public sector employees declare to work about 40 hours per week compared to private sector employees who work 47 hours per week. Additionally, private sector employees work more hours on weekend and official holidays. Most of the private sector employees, 65%, work on Saturday on a regular basis. Contrariwise, 64% of the public sector employees never work on Saturdays.



Roughly one out of five private sector employees declare to work on Saturdays on a regular basis compared to one out of ten in the public sector.

Figure 6. Do you work on Sundays?

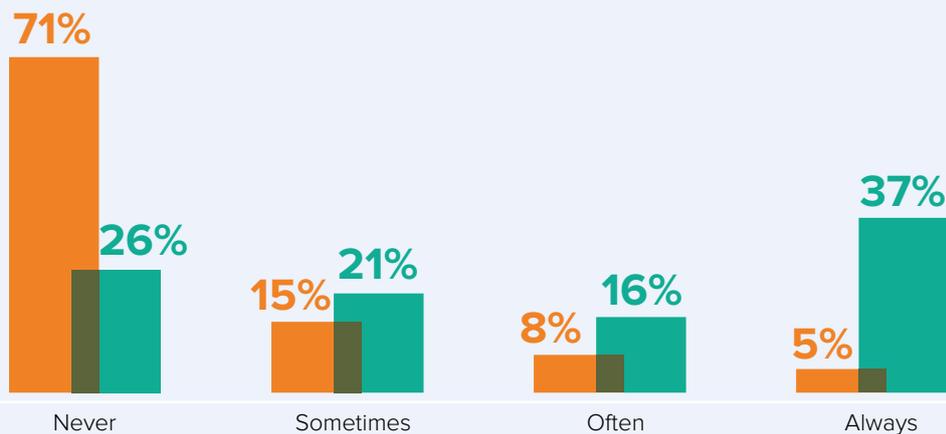
Public Sector (N=255) Private Sector (N=450)



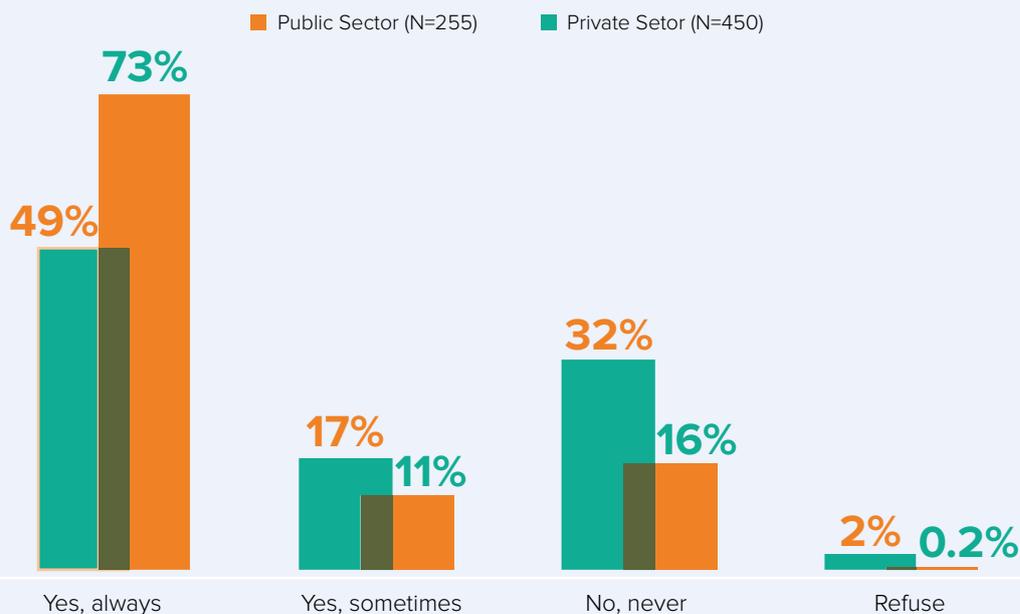
**Holiday work seems quite common in the private sector.** Four out of ten private sector employees declare to work on holiday on a regular basis, compared to 5% in the public sector. Meanwhile, seven out of ten (71%) of public sector employees never work on holidays compared to 26% of private sector employees.

Figure 7. Do you work on national holidays?

Public Sector (N=255) Private Sector (N=450)



**Figure 8. Do you get compensated? Only employed persons**



**Private sector work employees work more overtime compared to the public sector employees, but on the other hand they are more likely to get remunerated for their extra work compared to the public sector.** About 41% of the private sector employees declare to sometimes work overtime, compared to 30% of public sector employees.<sup>11</sup> On the other hand, 68% of private sector employees working overtime are always remunerated, compared to 36% in the public sector. It's worth mentioning that there are detailed regulations going beyond the Labor Code provisions on leaves and overtime work for the state administration, such as the rules set forth by the DCM No. 568 "On approving the rules for the duration of working and break time, extra hours and their remuneration in state administration institutions". *Findings from in-depth interviews with the representatives of the state institution showed that the public sector follows the instructions under the Labor Code, DCM No. 568/2021, and their internal regulations with regards to the working and break time, leaves, extra hours and their remuneration. A large number of women employees is noted compared to men employees who work at the State Labor Inspectorate.*

11. Several professionals like firefighters, police officers, and nurses have declared to work overtime

Figure 9. Do you work overtime?

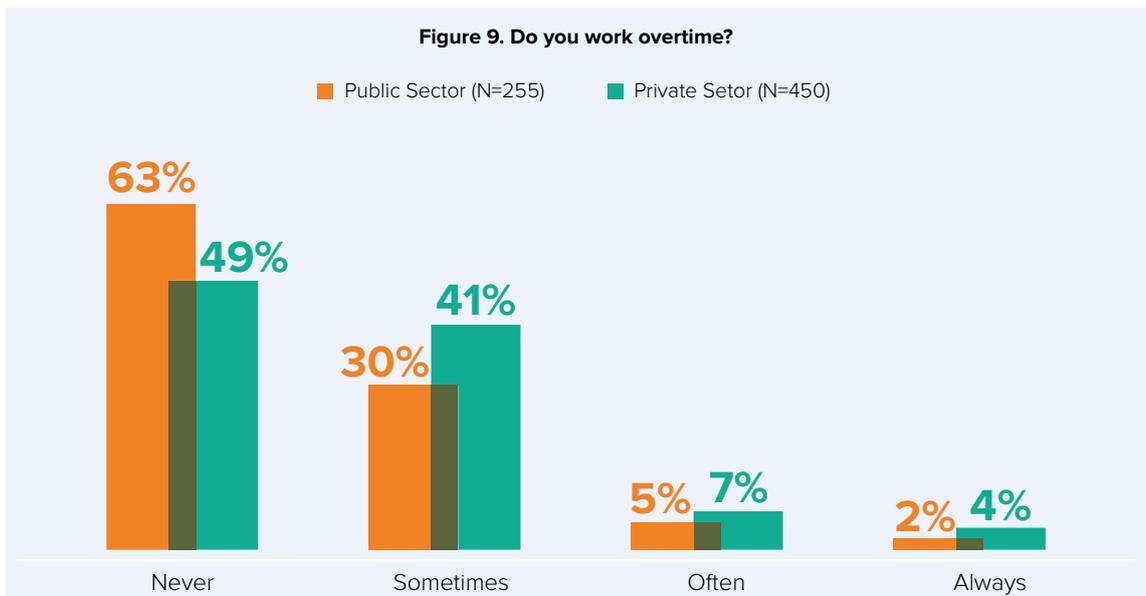
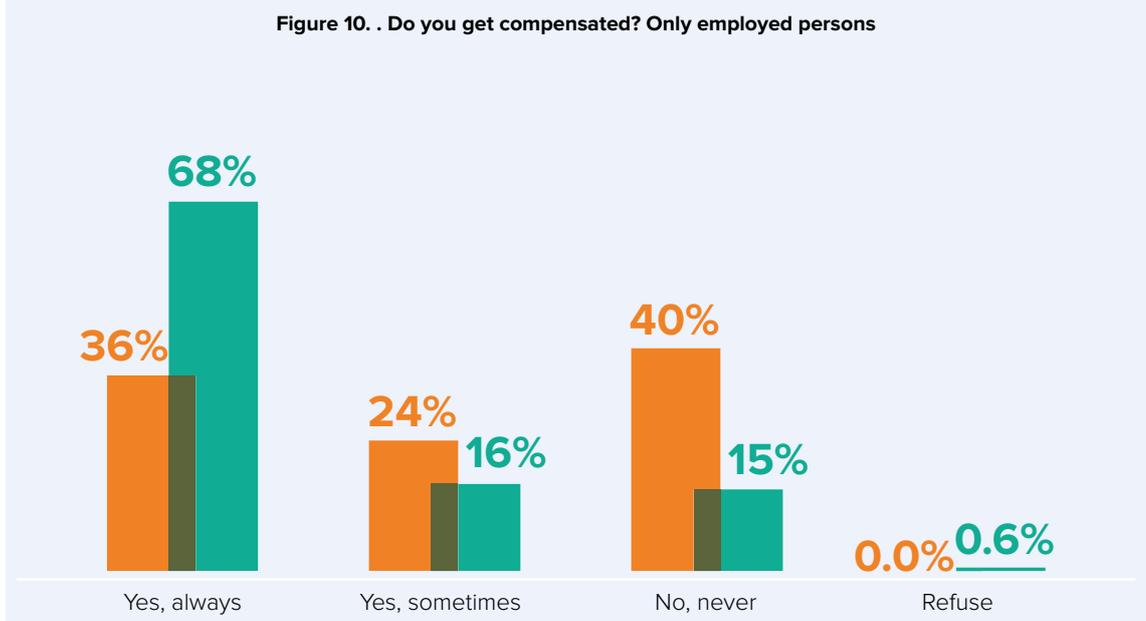


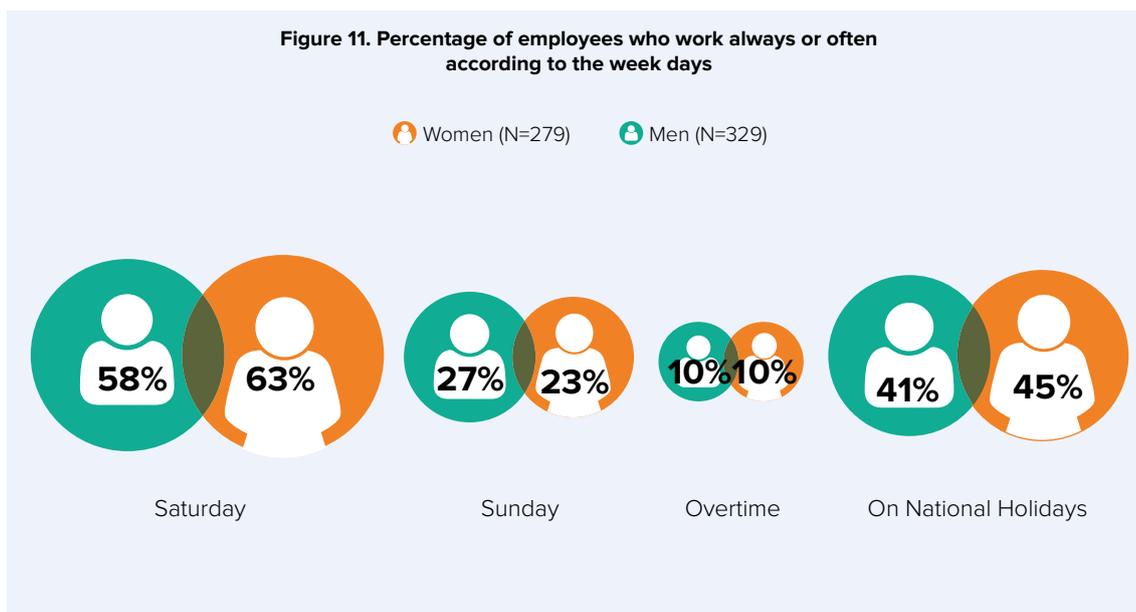
Figure 10. . Do you get compensated? Only employed persons



When asked about shiftwork, one out of three private sector employees stated to work in shifts on a regular basis, compared to one out of five public sector employees - 23% and 32% respectively. 9% of public sector employees engage in night shift work compared to 5% in the private sector.

	Shift Work		Overnight Work	
	Public Sector (N=255)	Private Sector (N=450)	Public Sector (N=255)	Private Sector (N=450)
Never	76%	59%	78%	86%
Sometimes	3%	3%	8%	6%
Often	5%	6%	6%	3%
Always	15%	32%	9%	5%

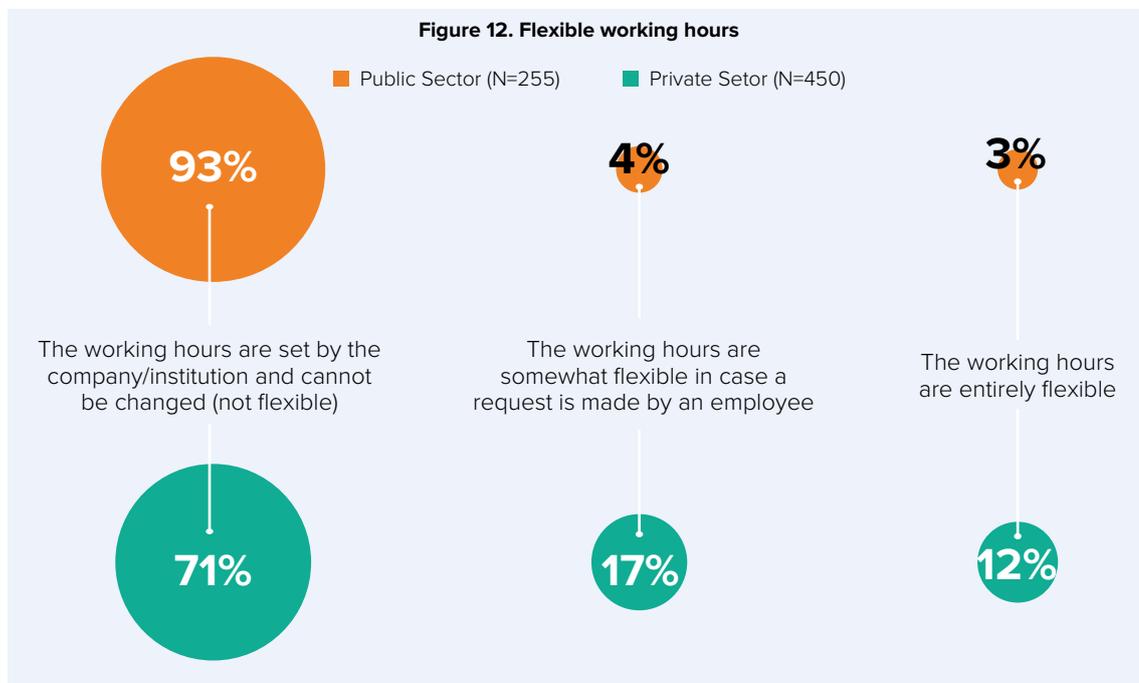
While analyzing the data according to the gender, we observe that women employee work more regularly or often on Saturdays in comparison to men employees. The same trend is observed during national holidays, where 45% of women employees declare to work regularly or often on this days compared to 41% of men employees. Meanwhile, more men than women employees work on Sundays, 27% to 24%, respectively. Nearly 1 out of 10 employees (10%) works regularly or often overtime, regardless the gender.



## Flexible hours

Working flexible hours allows individuals to better balance their personal and professional lives to the benefit of their needs. Moreover, this allows parents of young children to spend more quality time with them. Flexible working hours does not imply working less, but refers to a schedule that differs from the traditional schedule of 8-to-4 or 9-to-5. The application of flexible working hours implies that the employee decides by him/herself when to work depending on personal or family life needs and dynamics.

Generally speaking, it is noted that employees in the public and private sectors do not work flexible hours. However, the private sector seems to offer more opportunities for flexible working hours compared to the public. When asked about flexible working hours, nine out of ten public sector employees declare that the institution does not enable flexible working hours. In the meanwhile, 17% of private sector employees are granted some sort of flexibility when it comes to working time and 12% operate on a totally flexible schedule, compared to 4% and 3% in the public sector.



When asked if the employees have requested to engage in flexible working hours, the **private sector employees were reported to have filed a larger number of requests for flexible working hours compared to the public sector**. 95% of public sector employees have not filed such a request, compared to 87% of the private sector. **Higher rates of flexible working hours requests are noted among young employees compared to older ones**. There are no gender differences with regard to requests for flexible working hours - 10% of both genders have requested to engage in flexible working hours.

**Table 5. During the last year have you personally made any request to your employer for flexible working hours?**

	Public Sector (N=255)	Private Sector (N=450)	18-29 years (N=208)	30-39 years (N=147)	40-49 years (N=145)	50+ years (N=105)	Total (N=605)
Yes, it was accepted	4%	12%	13%	15%	4%	5%	10%
Yes, but it was denied	1%	1%	1%	0%	1%	1%	1%
No	94%	87%	85%	84%	94%	95%	88%
Refuse	0%	0%	1%	0%	0%	0%	0%

About the opportunity granted to employees to transit from a full-time to a part-time work or vice versa, data indicate that 19% of private sector employees are allowed to do so, compared to 1% of the public sector employees.

**It also seems like the private sector is far more tolerant when it comes to demanding medical reports for sick employees compared to the public sector.** 35% of the private sector employees declare to have not been demanded to file a medical report in event of falling sick compared to 5% in the public sector. Same has been noted for absences from work due to child health reasons. About four out of ten employees in the private sector declare to not have been demanded to file a medical report compared to two out of ten in the public sector. The public sector is a bit more tolerant with regards to demanding a medical report in case a family member falls sick.

**Table 6. Medical report conditions**

	Missing due to personal health related reasons		Missing due to children health reasons <sup>12</sup>		Other family members that need your assistance if they are ill	
	Public (N=255)	Private (N=450)	Public (N=146)	Private (N=176)	Public (N=255)	Private (N=450)
Yes, always need to show the doctor's note	78%	51%	63%	39%	45%	45%
Yes, but not always need to show the doctor's note	17%	14%	19%	19%	22%	20%
No, it is not necessary to show to the employer the doctor's note	5%	35%	18%	42%	25%	32%
Not applied	-	-	-	-	7%	2%

## Annual Leave

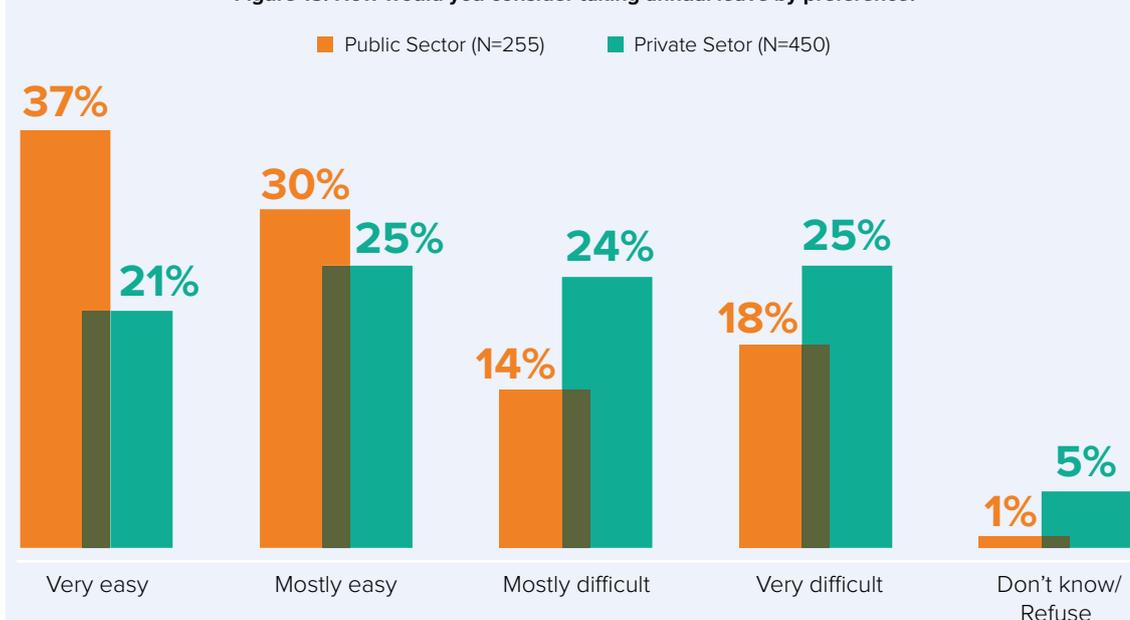
While public sector employees declare to be entitled to an annual leave, this has not been the case with private sector employees. The screening of employees with one or more years of experience in their current job position showed 29% of private sector employees declaring to have no right to an annual paid leave. Likewise, when asked about the number of leave days, the public sector employees responded to be entitled 28 days. This is in line with the legislation in force providing that the annual leave lasts no less than 4 calendar weeks. About the private sector, employees working in the sector declare to be entitled to an annual leave of 15 calendar days on average.

An essential aspect is taking annual leave depending on personal or family needs. **The public sector is far more tolerant than the private sector of satisfying the needs of employees relating to annual leave days.** About half of the private sector employees declare to have encountered difficulties when taking annual leave by preference.<sup>13</sup> On the other hand, 67% of public sector employees declare to have found it easy to take leave by preference.

12. *Only those individuals who have children*

13. *"By preference" implies taking leave when the employee wishes to*

Figure 13. How would you consider taking annual leave by preference?



### Other indicators

With the view to monitor the implementation of the legal and policy framework that enable an equal division of unpaid housework and care between women and men, young women and men, and girls and boys, the research included several questions to **establish the baseline (basic data) for the indicator 1.1.3a laid down in the NSGE 2021-2030. This specific indicator attempts to measure the number of employees who have applied for and been granted each type of paid leave (baseline for 2019-2021), thus identifying the impact that the civil emergency and natural disaster events have had.**

Data show that, considering only employees who had at least three years of work experience, almost seven out of ten employees have requested and were granted an annual leave during 2019-2021, 17% requested and were granted an unpaid leave, 8% were granted free health benefits, 60% were granted a sick leave.

Table 7. Referring to the last two years the period 2019-2021, have you personally requested and benefited from the following in your workplace?

	Men	Women	Total
Annual Leave	64%	73%	68%
Unpaid Leave	19%	14%	17%
Health benefits /free health visits -checkups paid by your employer (not including the services included in your social security scheme)	5%	8%	6%
Sick leave for yourself	59%	63%	60%
<b>Total</b>	<b>239</b>	<b>260</b>	<b>499</b>

\* Small number to be analyzed

Of all employees with at least three years of work experience, as few as 8% of employees parenting children aged 6 years old or younger have requested and were granted an unpaid parental leave as opposed to the remaining 79% omitting to do so; 46% took a sick leave to care for their children.

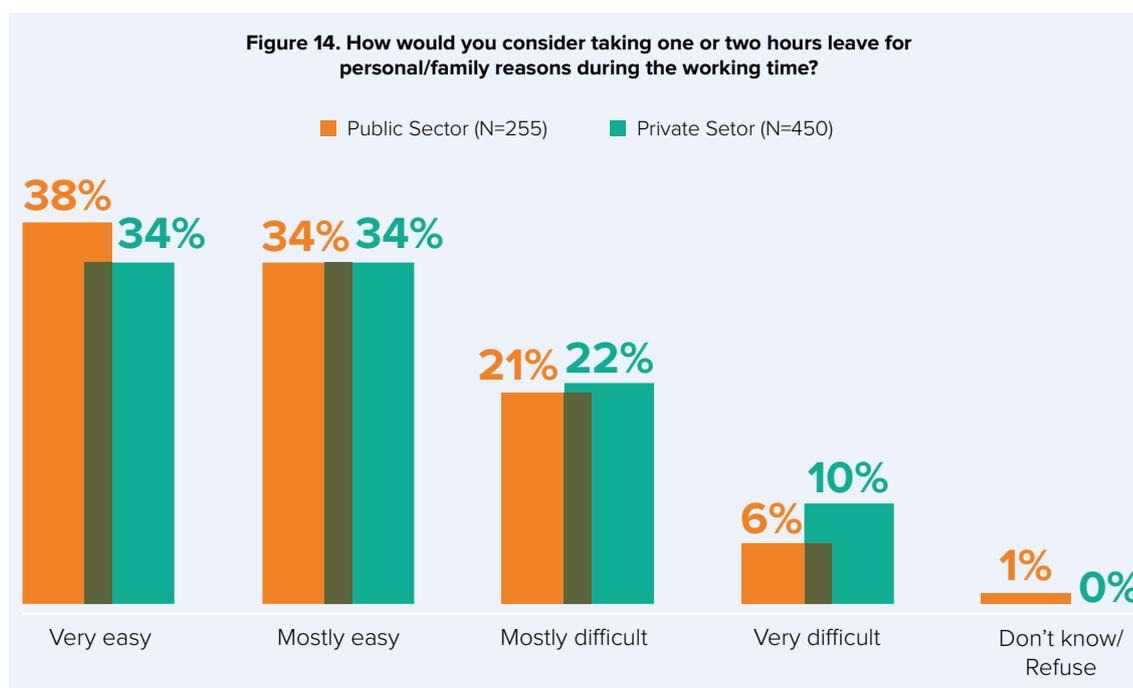
**Table 8. Referring to the last two years the period 2019-2021, have you personally requested and benefited from the following in your workplace?**

	%	Men	%	Women	%	Total
Unpaid parental leave <sup>14</sup> (only employees with 6 years old children or younger)	7%	54;	9%	74	8%	128
Support for breastfeeding mothers (leave from paid jobs for breastfeeding or dedicated environments) (only for women employees who have children aged 3 years old or younger and who have not used the birth leave completely)	NA	NA	NA	*	*	*
Sick leave for care of a sick child (only employed with children)	38%	114	59%	145	46%	259

\* Small number to be analyzed

## Work-life balance and their relationship

The opportunity to temporarily discontinue work is another indicator showing employee support in case they have any personal or family needs to address during the work time. Both sectors have shown empathy in this regard. Nearly two to three employees in both sectors declare to have found it easy to take leave during the working time due to personal or family reasons and one third report having encountered difficulties to get such a leave from the employer.



14. According to the work law Article 132/1

Public institutions seem to offer less premises for social interaction and meal consumption compared to the private sector. Public institutions should do more to make available such premises to their staff. However, both sectors are lagging behind in providing other services such as extra payments on meals during the working time, dedicated breastfeeding or child caring premises.<sup>15</sup>

**Figure 15. Services provided to employees by the company/institutions**

	Public sector (N=255)	Private sector (N=450)
Has an adequate space for a work break and social connection. For example, coffee bar, a kitchen or a place to eat some food	47%	70%
Provides dedicated space for food for its employees ( for example: has its own cafeteria or canteen or a small kitchen where you can eat during the lunch breaks)	31%	60%
Gives extra payment dedicated for food/lunch breaks	3%	8%
Provide a dedicated space for breastfeeding mothers	0.3%	1%
Childcare facilities. For example, kindergarten, nursery	0%	0.3%

An indirect way to understand how family-friendly the workplaces are is to understand how much does work life interfere with personal life and vice versa. If these two areas of life negatively influence each other this implies that the work-life balance is disturbed and an intervention is required to strike a balance back.

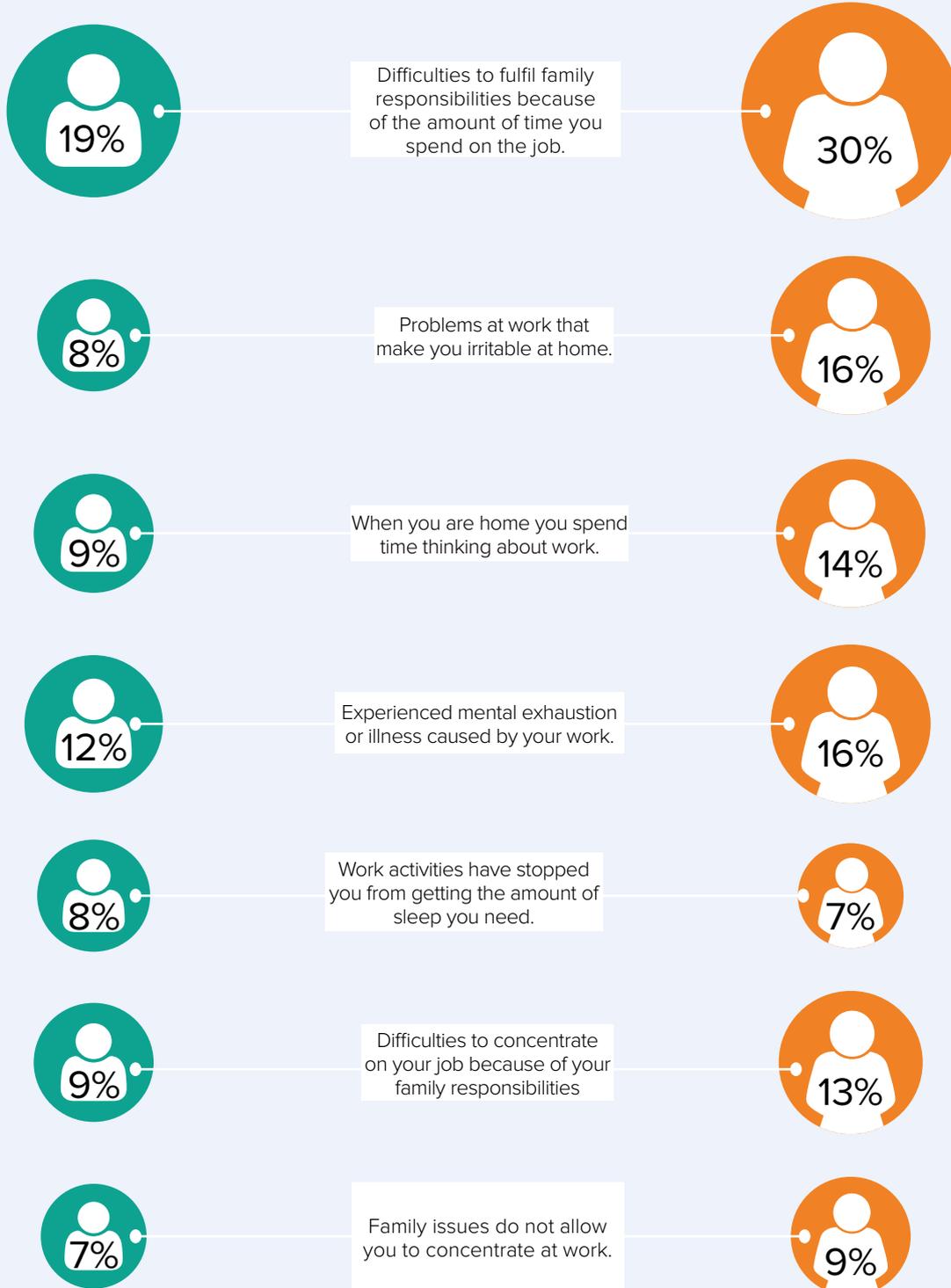
The employees were asked about situations they could have frequently, sometimes, rarely, or never experienced. The following chart indicates the percentage of employees who have frequently had such experiences. Frequent experiences ring the alarm bell which may be indicative of improvement or intervention because it hints at an unusual situation of the individual which lowers his/her productivity at work and causes negative personal or family life experiences.

**Women find it more difficult to balance work and life thus opening up about experiencing frequent work or family-related tiresome or stressful situations due to the mutual impact of these two elements.** There is a sharp distinction between women and men employees with regard to the level of experiencing family difficulties due to the time they spend at work. This is a very significant indicator that witnesses a greater commitment from women to housework compared to men – 30% of women frequently experience such difficulties compared to 19% of men. 16% of women employees have frequently felt nervous at home due to work-related issues compared to 8% of men. This indicates that women experience two times more stress compared to men to cope with a busy day at work and take all the load back home. This is also reflected by the higher percentage of women experiencing mental fatigue or work-related illnesses compared to men – 16% and 12% respectively. A busy day at work and multiple family obligations coped by one person only led to high stress or nervousness levels for women. They are also likely to experience more concentration-related difficulties due to family obligations compared to men. 13% of women frequently experience such situations compared to 9% of men.

15. Extra money is declared by the military in the public sector. While some educators perceive their workplaces as suitable premises to breastfeed their children.

Figure 16. Percentage of employees who have frequently experienced such situations, by gender

Women (N=279) Men (N=329)



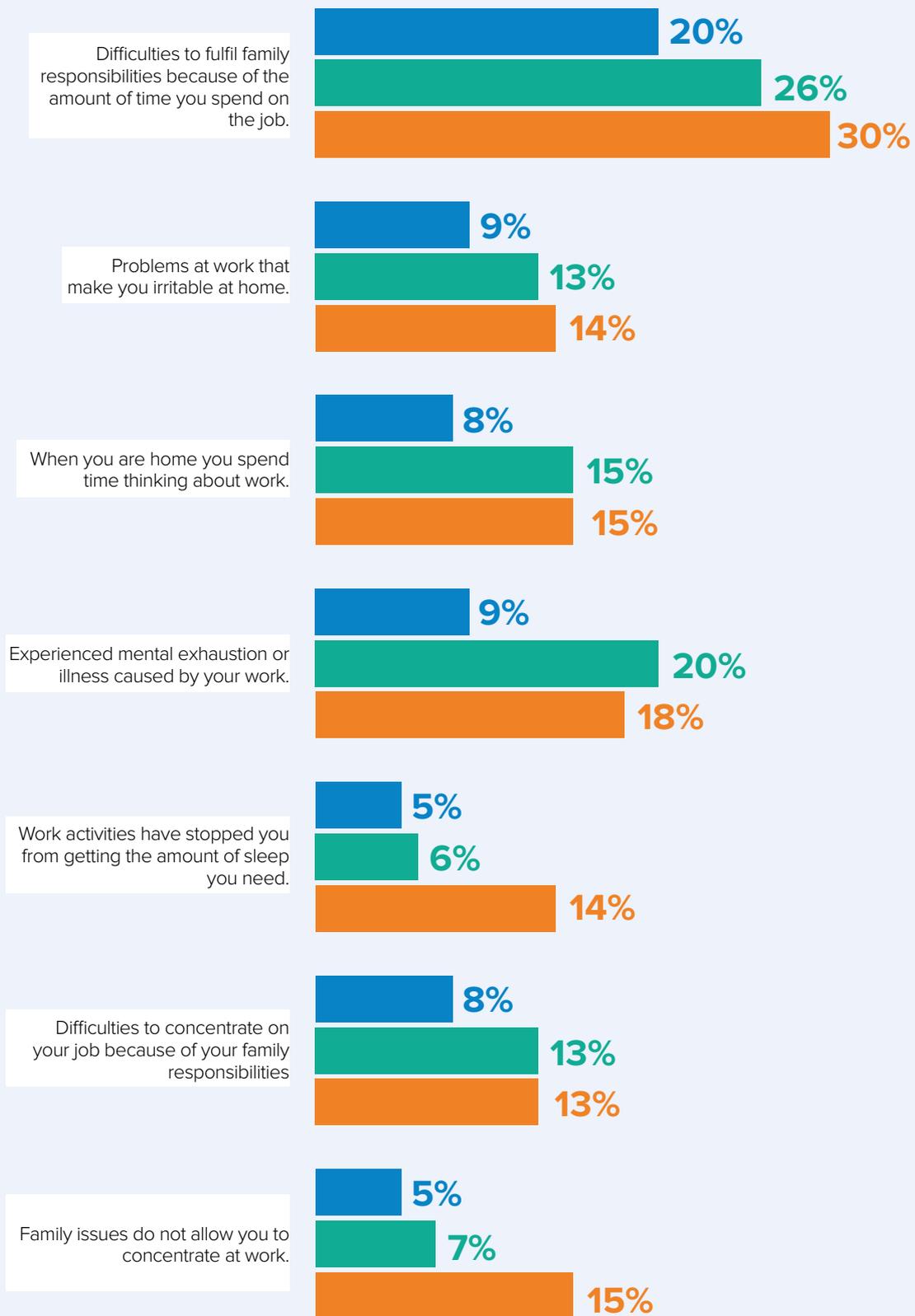
A similar analysis has been conducted by analyzing the status of employees in the family. Only childless employees, employees parenting children older than 7 years and employees parenting children 7 years old or younger have been analyzed. This division helps us understand if having young children affects the work-life balance. Data indicate that having children, especially having young children aged 7 years old or younger, impacts the work-life balance. One out of three employees witness to have frequently experienced difficulties due to the time they devote to work and family commitments. Only 20% of childless employees declare to have undergone such experiences. Additionally, the level of nervousness at home due to work-related issues is higher for parent employees. They also spend too much time thinking about work at home and work-related mental fatigue. The policy adopted by the Pepsi corporation<sup>16</sup>, allowing new parents to regularly meet with the representatives of human resources to address their additional needs and flexibility in order to ensure corporate support, has been considered a good international practice. Another way that may reduce the stress levels that the new parents experience is allowing them to return to work at different stages, implying a smaller workload and reduced working time during the first year and smooth transition to normal working hours and work load.

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16. Source: Link, accessed on March 2020: <https://www.peepshr.co.uk/resource-centre/how-to-support-parents-returning-to-work/#:~:text=Show%20some%20empathy%2C%20encouragement%20and,and%20retaining%20a%20one%20employee.>

**Figure 17. Percentage of employees having frequently experienced such situations, by child status**

■ No children ■ With children aged 7 and older ■ With children aged 7 and younger

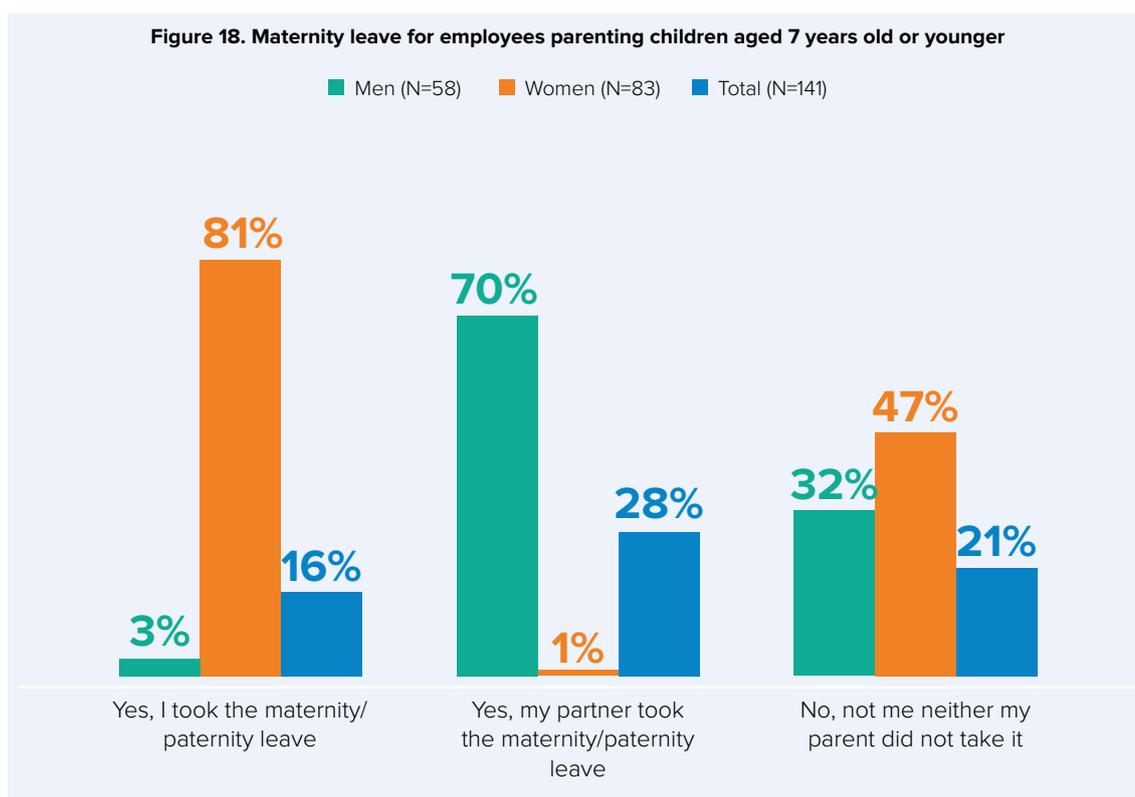


## Birth rate

This research devotes a dedicated section to parent employees. Having one child further highlights the potential shortcomings of family-friendly policies at workplace.

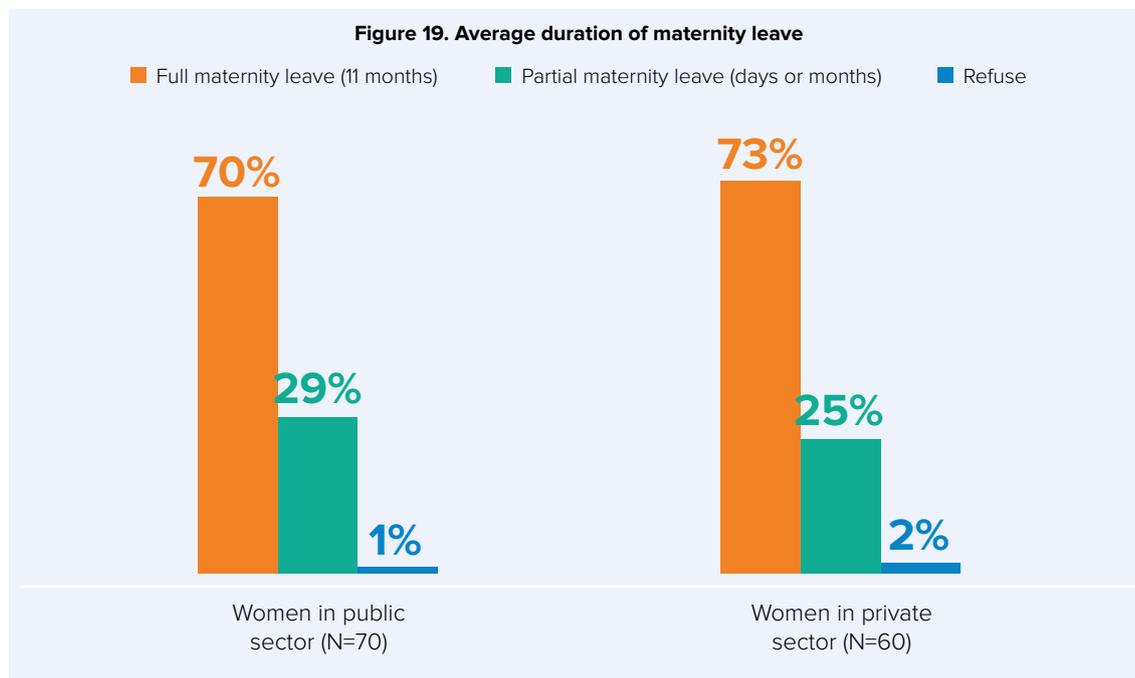
Data show that women are the ones to take the maternity leave in case they deliver a baby. By analyzing employees parenting young children aged 7 years old or younger, a sharp difference may be noted between women and men with regards to taking the maternity leave. Data indicate that 70% of women employees parenting young children have taken the birth leave and 81% of men declare that their partner has taken the maternity leave. 28% of women employees parenting children younger than 7 years old declare to not have taken the maternity leave when delivering their child. Only 3% of men declare having taken the paternity leave.<sup>17</sup>

Quality findings from interviews with the representatives of the institutions indicate that only 2 men at Tirana Municipality requested the parental and paternity leave over the past two years compared to 87 women. The phenomenon was more common at the Ministry of Health, especially among physicians appointed to work in regions other than Tirana. Further in-depth research should be performed on whether the physicians request the paternity leave to care for their newborn or to stay in Tirana.



17. Source: Law No. 7753, dated 11/5/1993 "On social insurances in the Republic of Albania", as amended, Article 27/7

In general, seven out of ten women who have taken the maternity declared to have fully used it and one out of five women has partly done so.

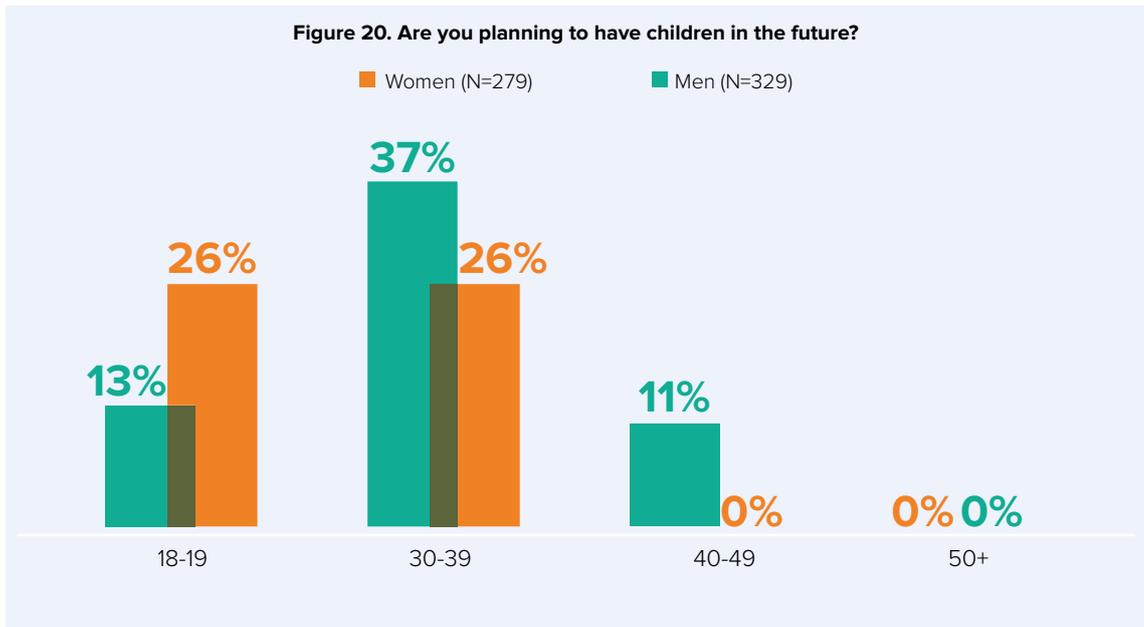


Further focusing the analysis on women who have not taken the maternity leave, the main reason they declare for not doing so is that they have not been in employment when became mothers.

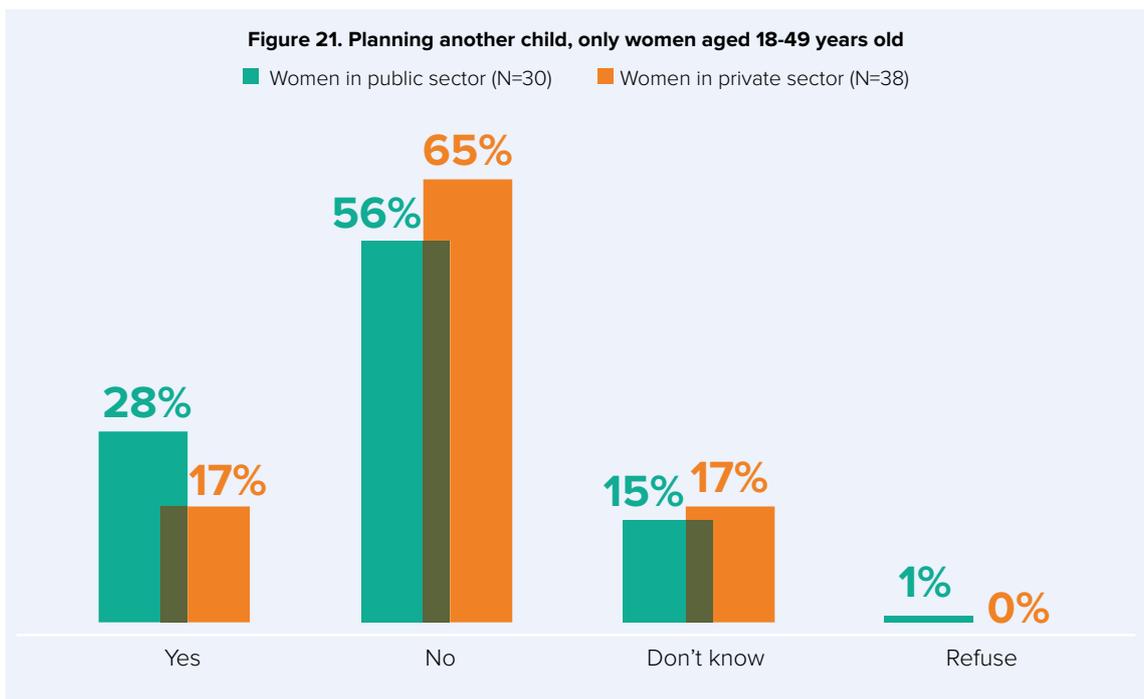
**Table 9. Reasons behind women parenting children younger than 7 years old not taking the maternity leave**

Reasons	Percentage
I was not employed at that time	44%
I worked informally, so I could not benefit from the insurance	27%
It was my personal choice	15%

52% of women employees are planning to become mothers pretty soon, with 26% aged 18-29 years old and 26% aged 30-39 years old. No woman older than 40 years old is planning to have children.



Upon analyzing the fertile age group only (18-49 years old),<sup>18</sup> it was noted that more women that work in the public sector are planning to have children compared to women working in the private sector – 28% and 17% respectively.

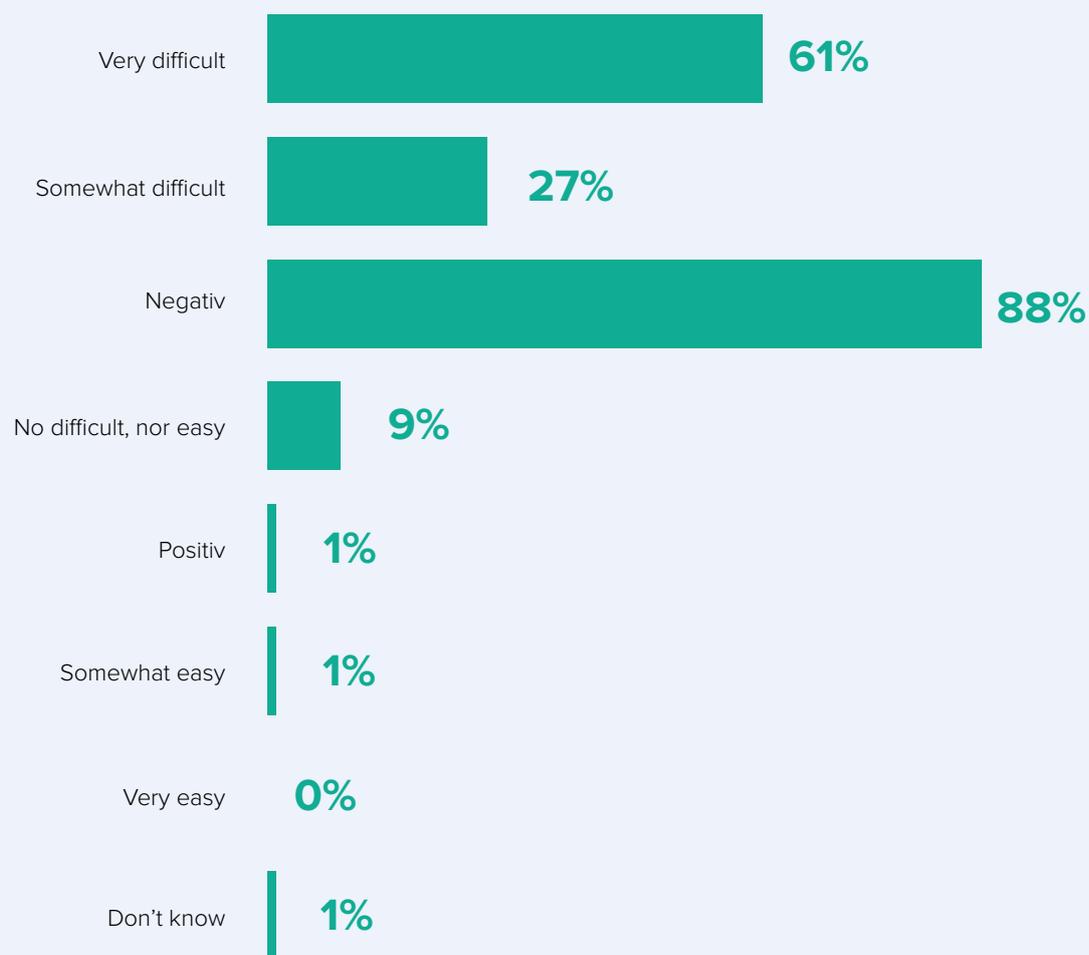


Most respondents consider child rearing in our country as extremely difficult or mostly difficult. This is a general perception and no perception-related differences are noted between genders, or those having children and those childless.

18. The fertile age spans over from 15 to 49 years old, but we will rather upgrade it to 18-49 years old age group because the research included adults older than 18 years.

**Figure 22. Perception on child rearing**

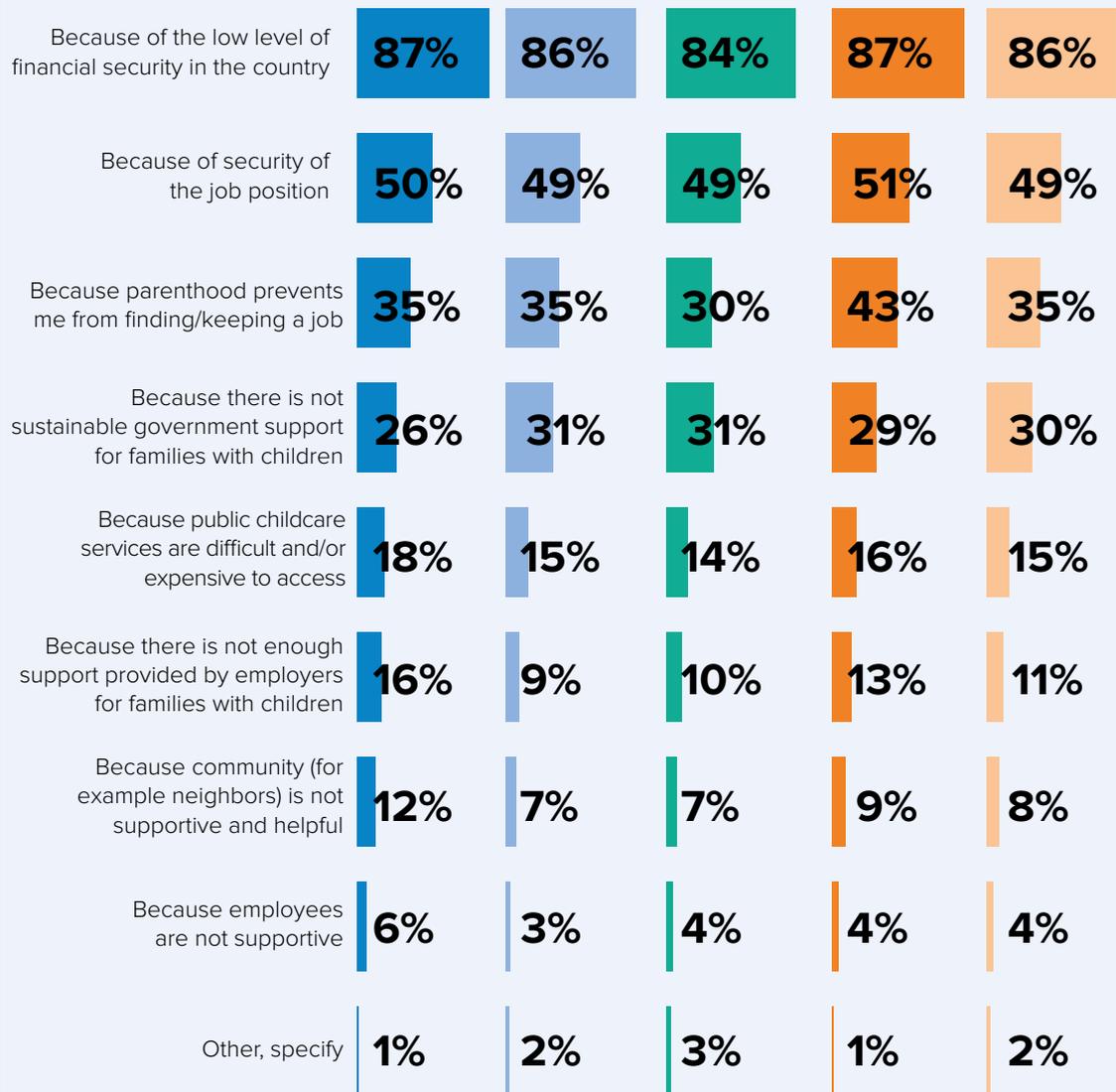
Total (N=605)



The financial insecurity in the country is mentioned as the main reason why child rearing is considered difficult. This was an opinion shared by 86% of employees. Meanwhile, half of them think that the main reason relates to job insecurity, with no difference if the employee works in the public or private sector, or if the employee is a woman or a man. Almost 35% of employees think that parenting makes finding or keeping a job difficult, more specifically 30% men and 43% women.

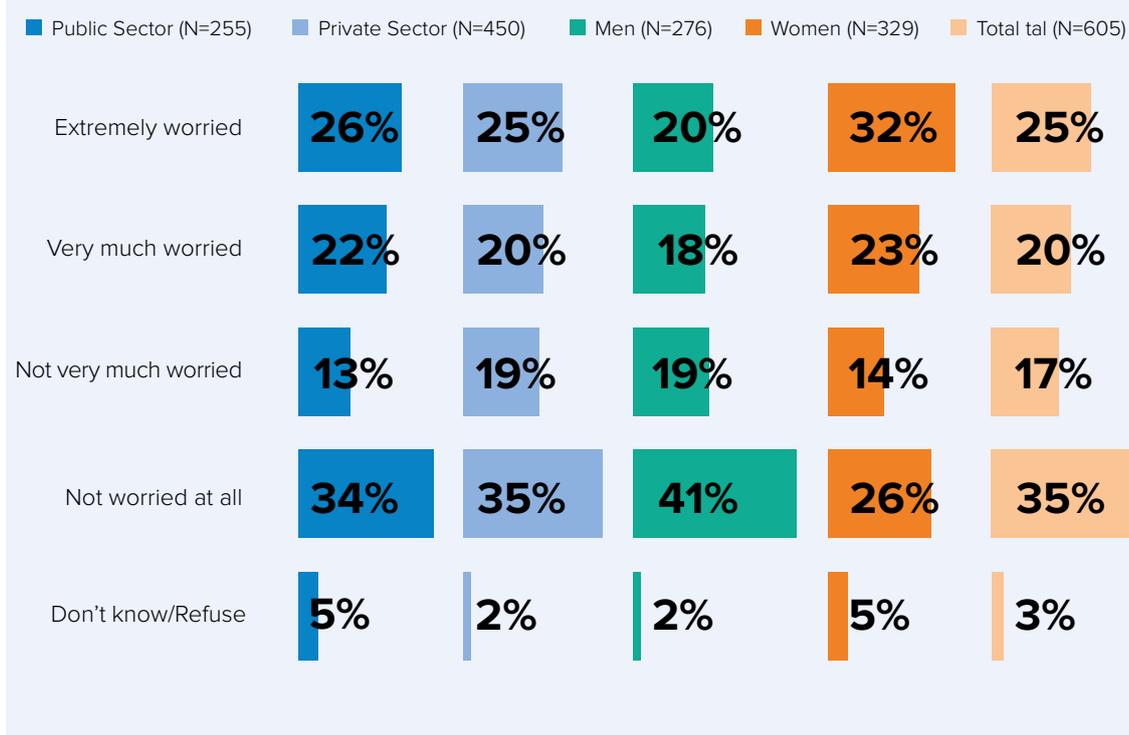
**Figure 23. Why child rearing is considered difficult, several options**

■ Public Sector ■ Private Sector ■ Male ■ Female ■ Total



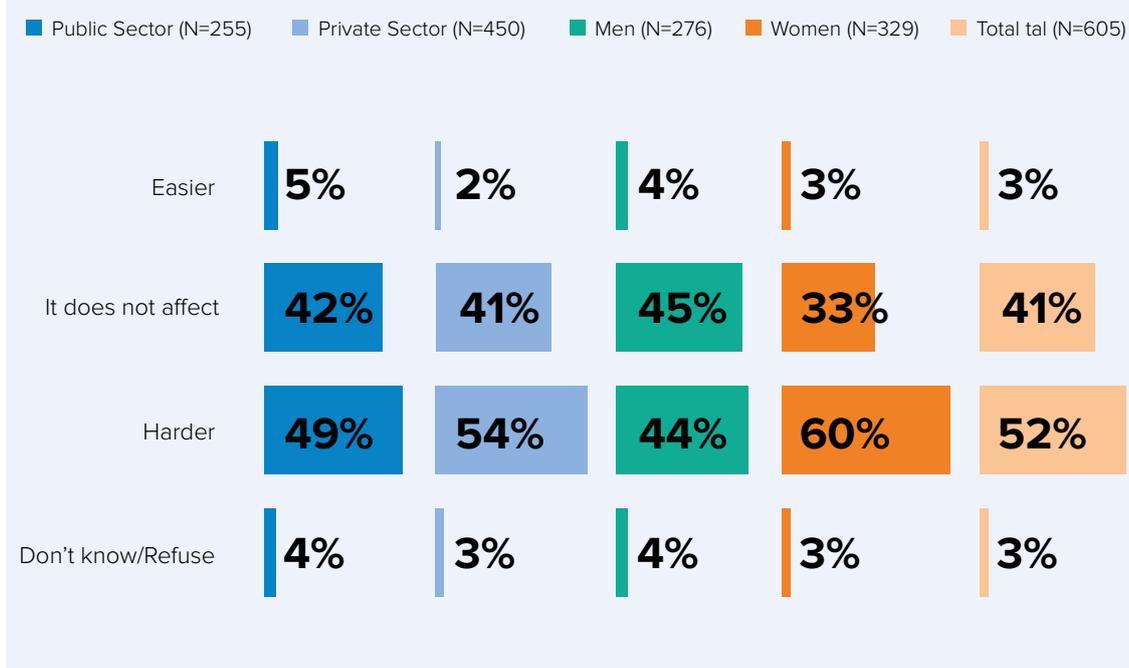
**Meanwhile, it is noted that women display higher levels of concern compared to men about to losing their job position if they become mothers.** 44% of men declare to have not been concerned about losing their job if a child is born, compared to 26% of women. Almost one out of three women declare to have been worried about losing their job position compared to 20% of men.

**Figure 24. How worried would you be for losing your job position in case you were to have a baby (or another baby)**



**Women employees think that parenting would make career advancement more difficult compared to men employees.** 60% of women employees think that parenting would make it more difficult for them to progress their career compared to 47% of men.

**Figure 25. How do you think parenting would affect career?**



Younger employees think that parenting would negatively impact career advancement. Data indicate that 60% of employees aged 30-39 years old share this opinion compared to 45% of employees older than 40 years.

**Table 10. Thinking about your job or career, do you think that being a working mother/father makes it harder or easier for you to advance in your career? (by age group)**

	18-29 years (N=208)	30-39 years (N=147)	40-49 years (N=145)	50+ years (N=105)
Easier	2%	1%	5%	6%
It does not affect my career	39%	37%	47%	41%
Harder	55%	60%	45%	48%
Don't know/Refuse	3%	2%	4%	5%

### Unemployed women: Findings from focus group interviews

Interviews with unemployed women and mothers with children younger than 7 years old showed that they consider **difficulties with balancing working time and child care to be the main cause of their unemployment**. Almost all mothers stated to have taken their children to private nurseries or kindergartens, despite the limited economic opportunities. Most of them were skeptical about the quality and safety of state pre-school institutions.

There are differences between women from Tirana group and women from other regions. No mother from Tirana group had any preferences for public nurseries or kindergartens. Some of them had previous experiences and had transferred their children to private kindergartens for better conditions. While women who had no economic opportunities to send their children to kindergartens prefer not to work and care for their little ones, or be assisted by their relatives. Mothers from other regions too were generally unsatisfied with the conditions of public pre-school institutions, but were nevertheless forced to enroll their children due to the limited economic opportunities, or a lack of private kindergartens in Albanian cities.

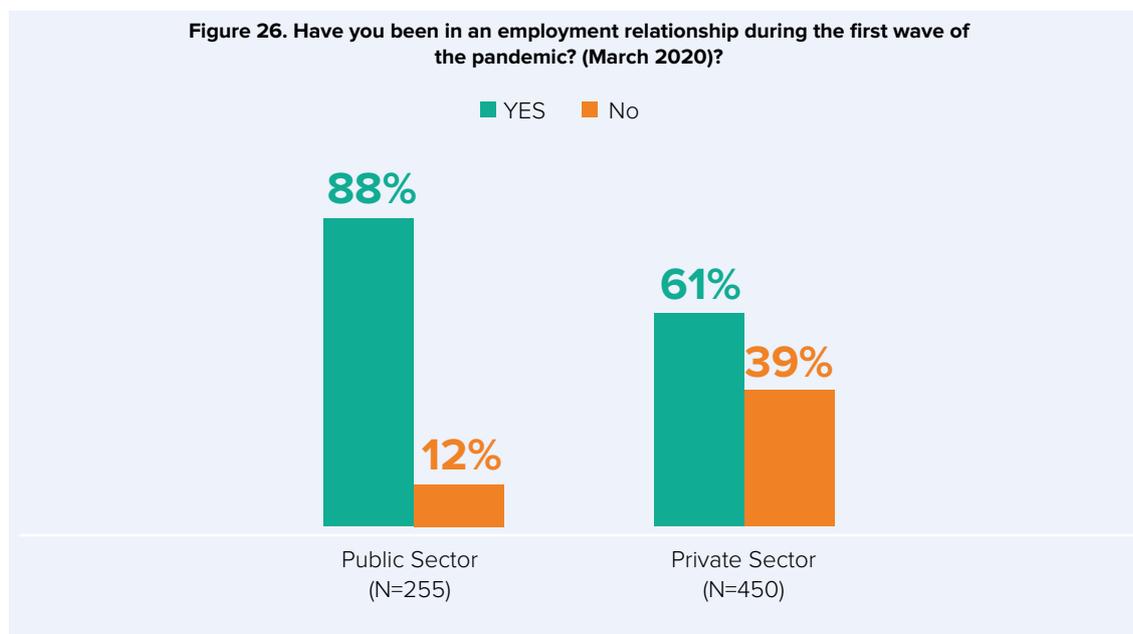
The main elements they consider before looking for a job are the salary and the working conditions such as working time, leaves, official holidays. Career progression and a friendly workplace come next. Unemployed mothers say it's difficult to find a job when parenting young children. Mothers from regions other than Tirana were unanimous about women being discriminated against by the employer the moment they realized they were parents to young children.

When asked about previous job experiences, annual leaves and maternity leaves, the situation in other regions was depicted as far more favorable than Tirana's. Most mothers who have worked in private institutions say to have been entitled a maternity leave of two calendar weeks, tops. They also said not to find it easy to take parental leave for meeting child and family needs. About the maternity leave, only a small number declared to experience job security upon completing the leave. Most of them described their employers as lacking the willingness to wait for them until completing the maternity leave. Employers in Tirana are more compliant and enable women employees to take the maternity leave in line with the legal provisions.

The quality findings revealed that the only way to redress all irregularities affecting the working conditions in private companies is for the state to step in. All participants were familiar with the Labor Code, but lack of transparency and corruption makes companies operate with impunity when exploiting employees or not complying with the Labor Code provisions. State institutions exercising frequent controls at workplaces and fine sanctions to employers were mentioned by most of the interviewers as ways to ensure law enforcement and Labor Code implementation.

## COVID-19 impacts and experiences

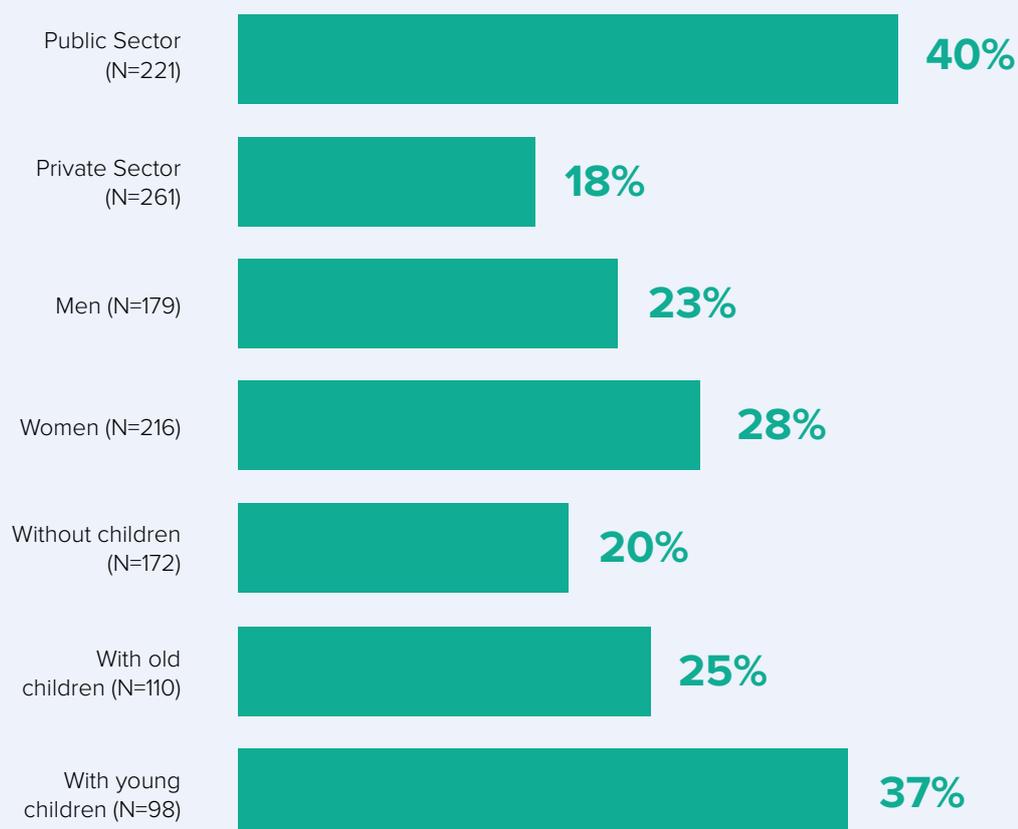
Research participants were asked whether they were in any employment relationships when the first wave of the COVID-19 struck. 88% of public sector employees declare to have been in employment relationships compared to 61% of employees in the private sector. Most of the people who continued working during the pandemic declared to not have lost their job as a result thereof. 98% of employees currently working in the public sector and 94% of private sector employees declare to not have lost their jobs due to COVID-19.



**The public sector dismissed 40% of the employees to work from home during the first wave of the pandemic compared to 18% in the private sector.** When asked whether they were allowed working from home, more than nine out of ten employees answered that their job position was inappropriate for working from home- 95% from the public sector and 98% from the private sector more specifically.

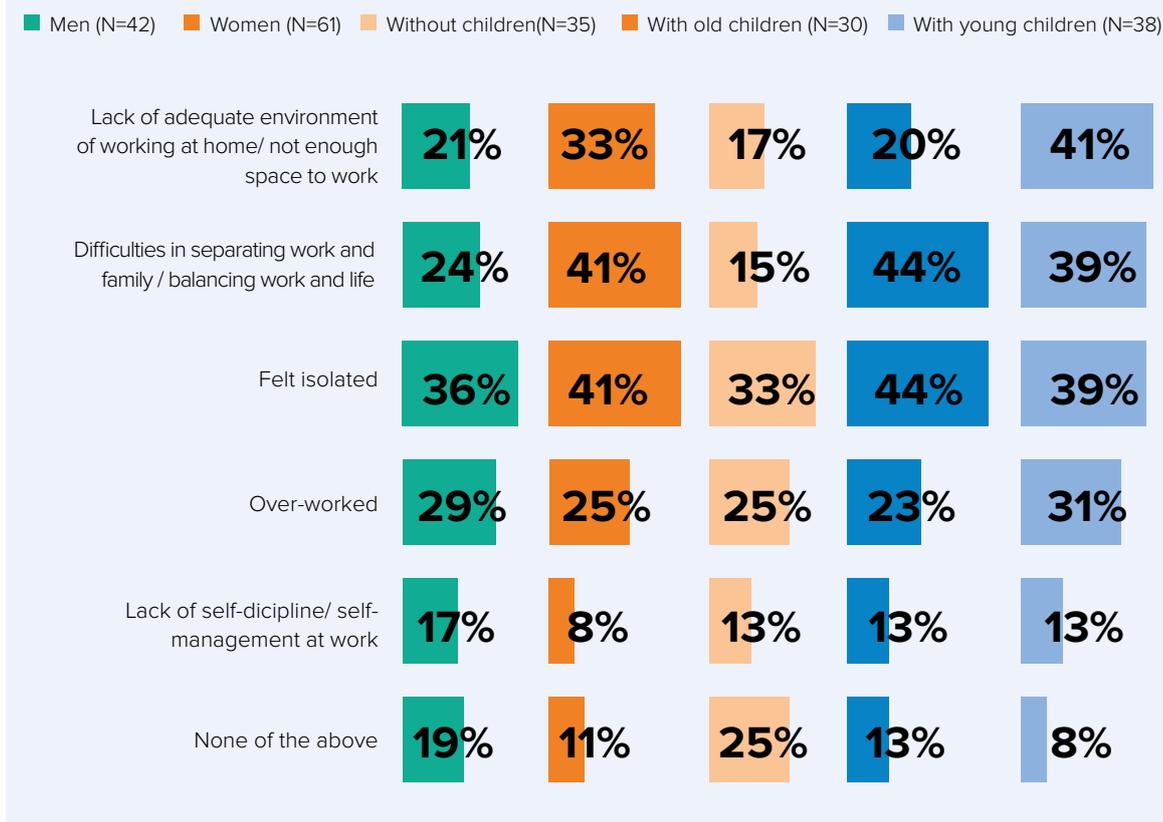
There are differences noted with regards to the family status of the employee. Seems like employers were far more empathetic with employees parenting children younger than 7 years old, with 37% stating to have worked from home, compared to 25% of employees parenting older children, and 20% of childless employees. Minor gender differences too are noted with 28% of women being allowed to work from home compared to 23% of men employees.

Figure 27. Proportion of employees allowed working from home during the pandemic



Working from home is absolutely a facility in the face of a pandemic that caught the employers and employees in an unusual lockdown reality. This was the best way for both parties to continue working under brand new conditions now. However, to make this new way feasible over the long-term, a new mindset is required and some conditions should be enabled to make it work. Employees who worked from home during the pandemic experienced a series of feelings or difficulties in connection with this new way of working. **Women felt like they had no sufficient or appropriate space to work from home compared to men**, respectively 33% and 21%. This is far more noticeable in employees parenting children younger than 7 years old compared to childless children – 41% and 17% respectively. **Women perceived more difficulties to balance work and family life when working from home compared to men** – 41% and 24% respectively. **More than one out of three employees felt isolated when working from home, with women feeling such more than men** – 41% and 36% respectively.

**Figure 28. Employee experiences when working from home by gender**



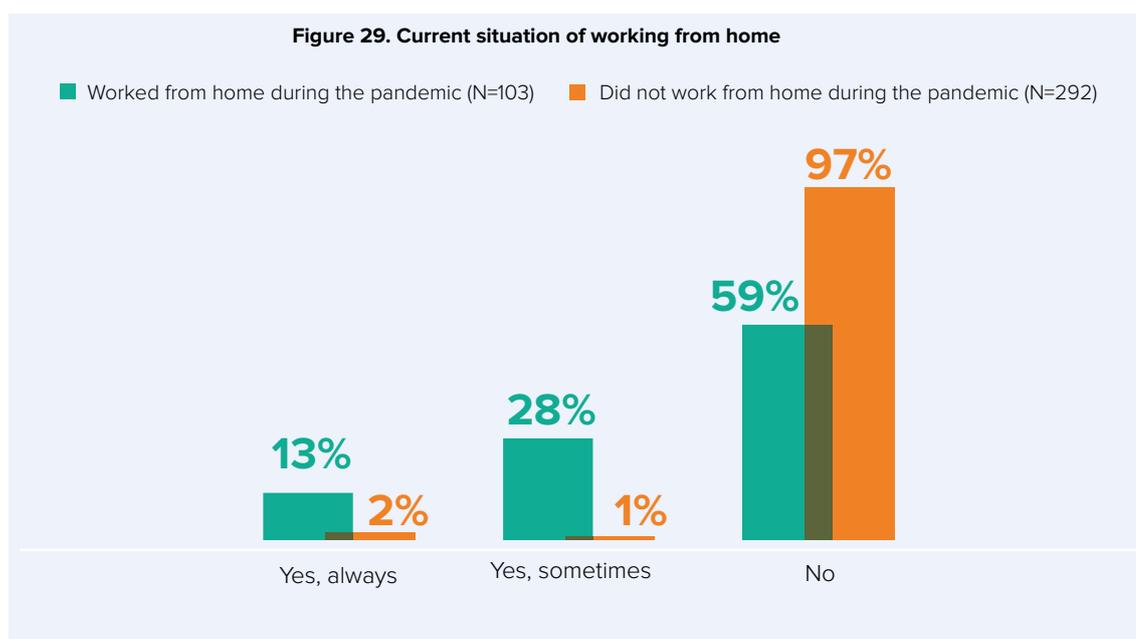
Considering that both genders have had different experiences and difficulties not to the same extent to balance work and life, 41% of women have mostly had negative experiences about working from home. On the other hand, almost half of men considered combining working from home and office as ideal.

**Table 11 Overall, how would you evaluate your experience of working from home?.**

	Men (N=42)	Women (N=61)
Very positive, it suits me very well	7%	7%
Somewhat positive, this working method suits me	14%	11%
I think ideally is to alternate between home and physical presence at office or at work	48%	39%
Negative experience, it does not suit me at all	31%	41%
I have no opinion	0%	2%

In order to analyze how the dynamics of working from home have changed, results indicate that 59% of employees who worked from home during the pandemic are no longer allowed to do so. Employees who weren't working from home during the pandemic continue to not be allowed to do so.

*Interviews with state institutions (December 2021- January 2022) revealed that all employees were working from office, except for those who had tested positive for Covid-19.*



## Employee knowledge on family-friendly policies and gender-responsive policies

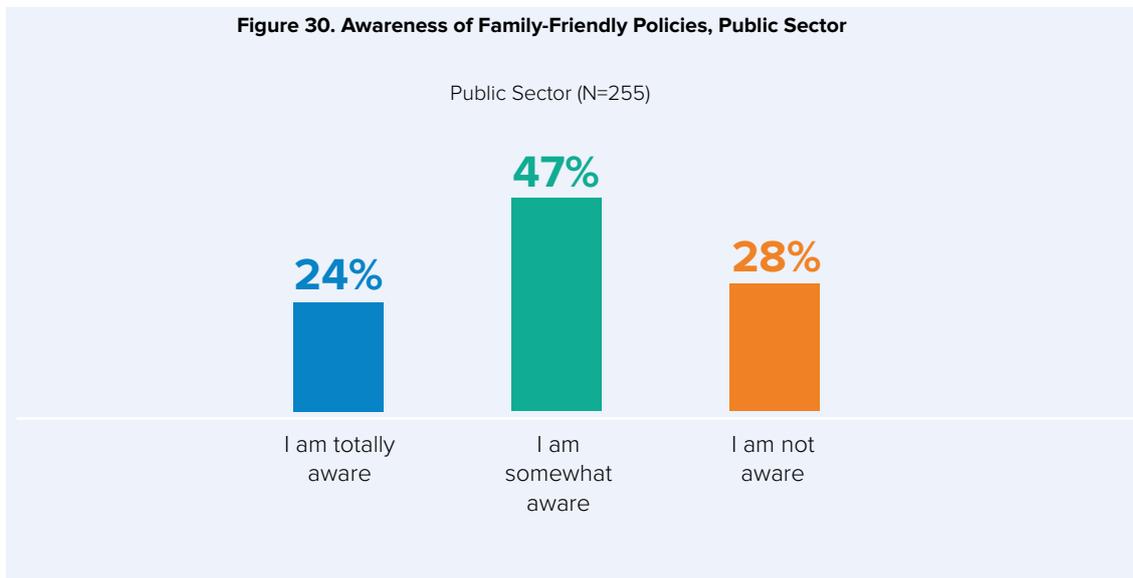
**Public sector employees are noted to be more informed on family-friendly policies and gender-responsive policies.** The interviewers were explained what family-friendly policies basically entail<sup>19</sup>. This clarification was more than necessary to understand and measure the level of knowledge and establish the basis for result comparison.

24% of employees in this sector consider themselves thoroughly informed on such policies compared to only 7% in the private sector. Almost half of employees in the public sector have partial information compared to 28% in the private sector. One out of three employees

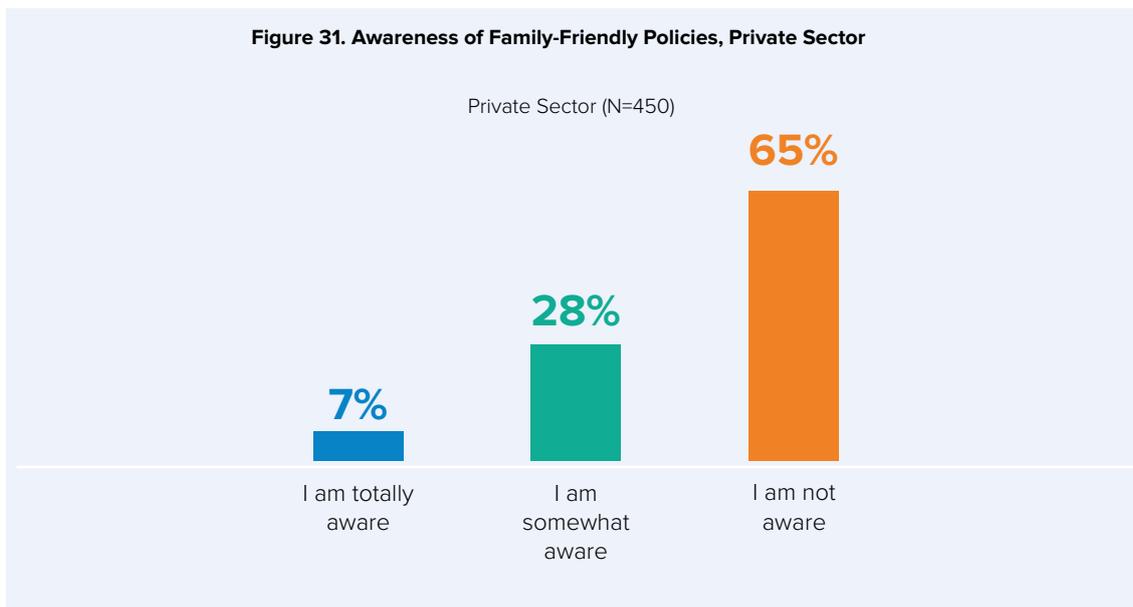
19. Family-friendly policies aim at balancing personal and professional life. Such policies are implemented by the public and private sector both. Those are powerful tools to change gender discrimination norms, reduce inequalities, and support the fair re-distribution of unpaid work, so that men and women be able to achieve their career aspirations and goals to have children.

in the public sector have no information at all compared to 65% in the private sector. On these grounds, **more should be done to level up employee information on such policies in general, focusing especially on the private sector.**

**Figure 30. Awareness of Family-Friendly Policies, Public Sector**

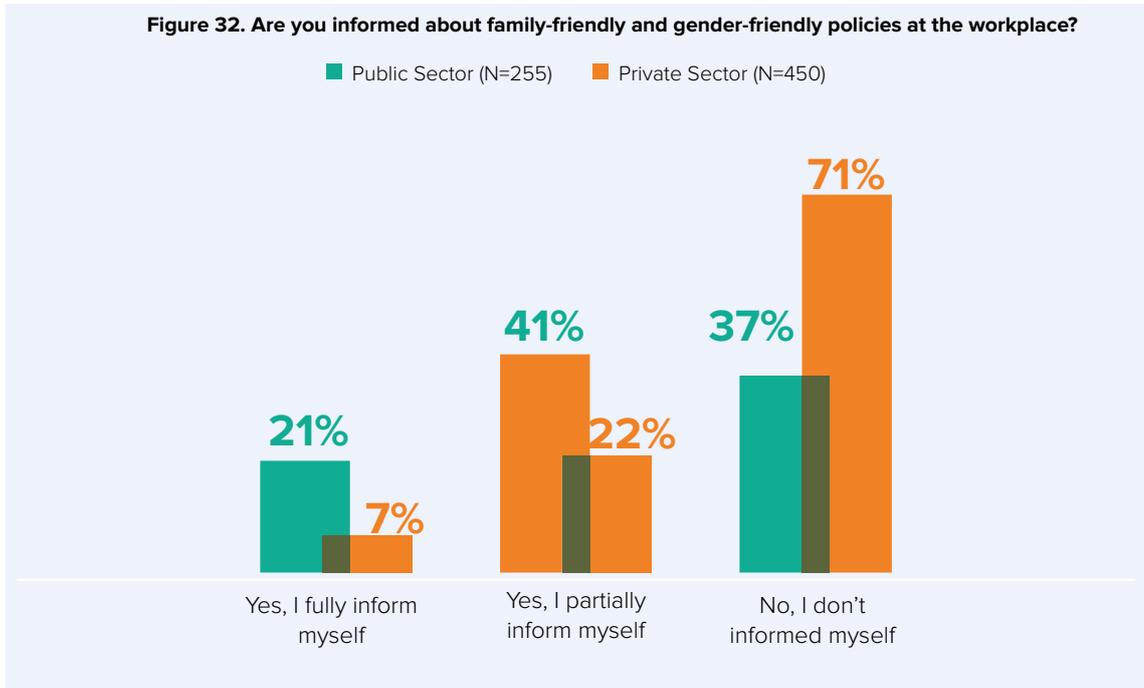


**Figure 31. Awareness of Family-Friendly Policies, Private Sector**



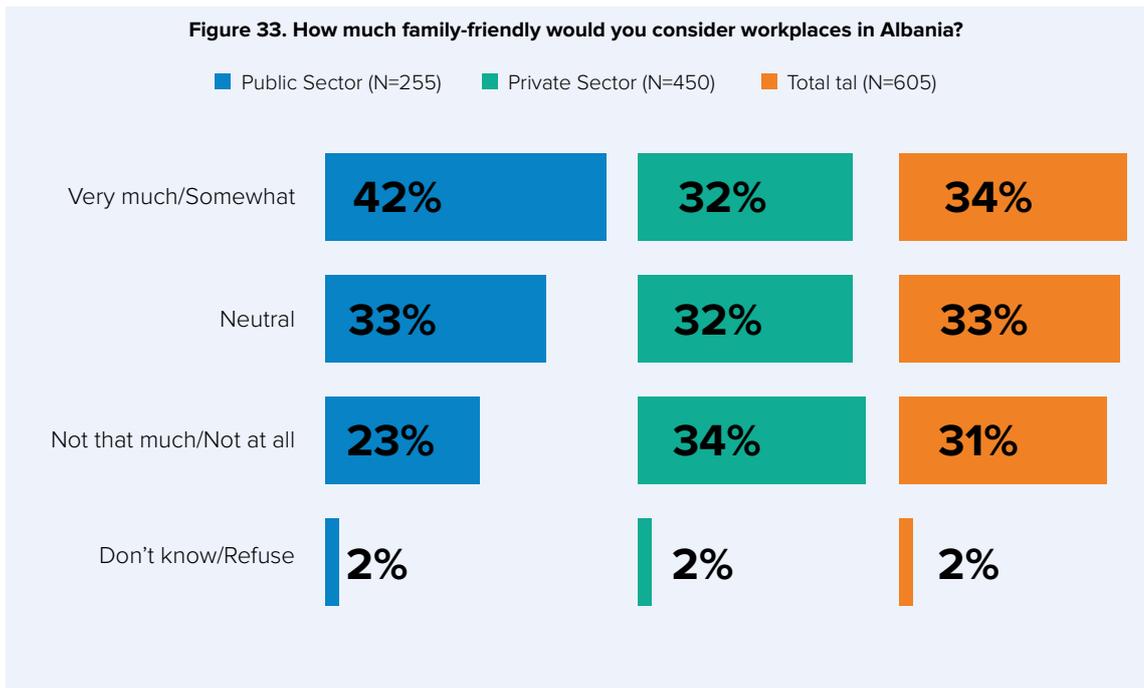
Public sector employers better inform their employees on family-friendly and gender-friendly policies, which is a factor why the employees of this sector are better informed on such topics. On the other hand, more than seven out of ten employees in the private sector declare that their employers provide no information at all on such policies to them.

**Figure 32. Are you informed about family-friendly and gender-friendly policies at the workplace?**

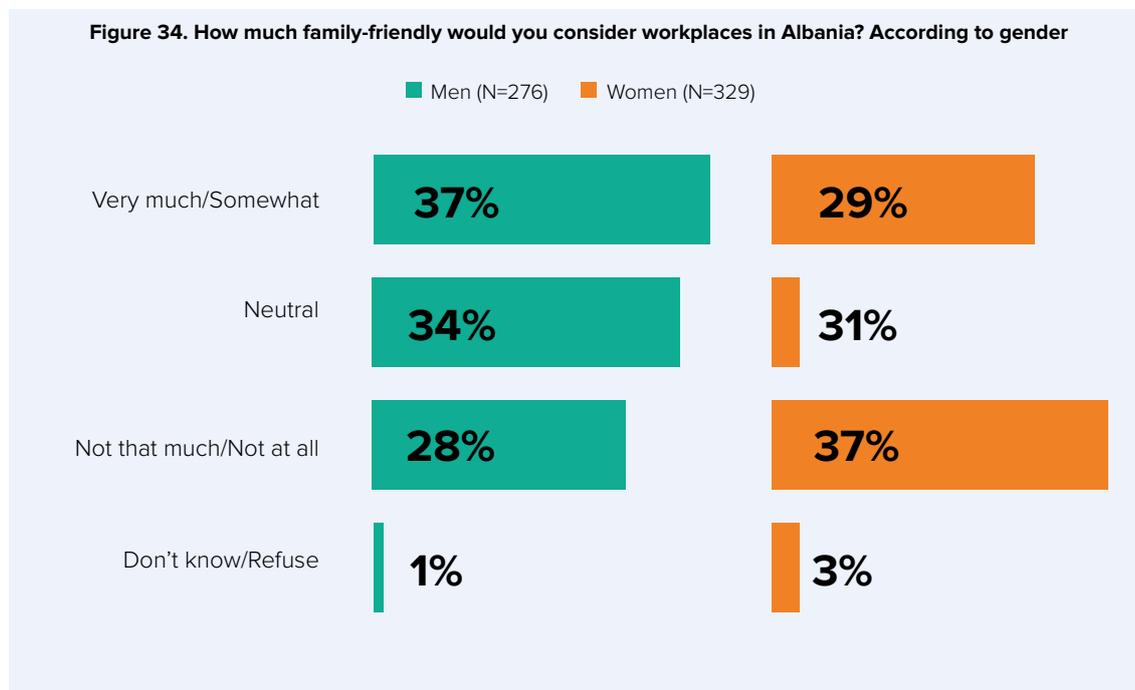


Employees seem to be divided when assessing how friendly they consider the workplaces to be in Albania. Roughly one third assesses them as friendly, one third as neutral and one third as unfriendly. The public sector employees score a better evaluation with 42% considering them as friendly compared to 32% of private sector employees. Such an evaluation certainly mirrors employee judgements on their actual workplace, thus implying that the public sector employee shares higher levels of satisfaction than the private sector employees with regards to work-life balance.

**Figure 33. How much family-friendly would you consider workplaces in Albania?**

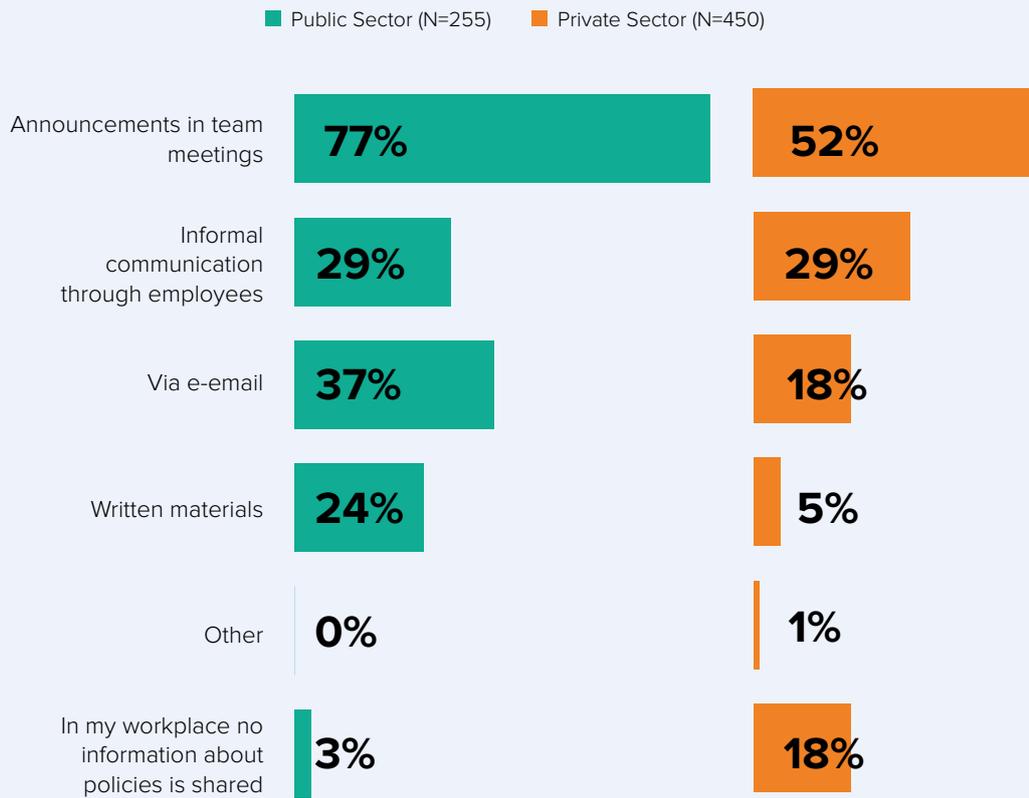


Results according to the gender, show that men value their work environment more family friendly than women, 37% to 27%, respectively. On the other side, 37% of women value their work environment as not very friendly or not friendly at all, compared to 28% of men.



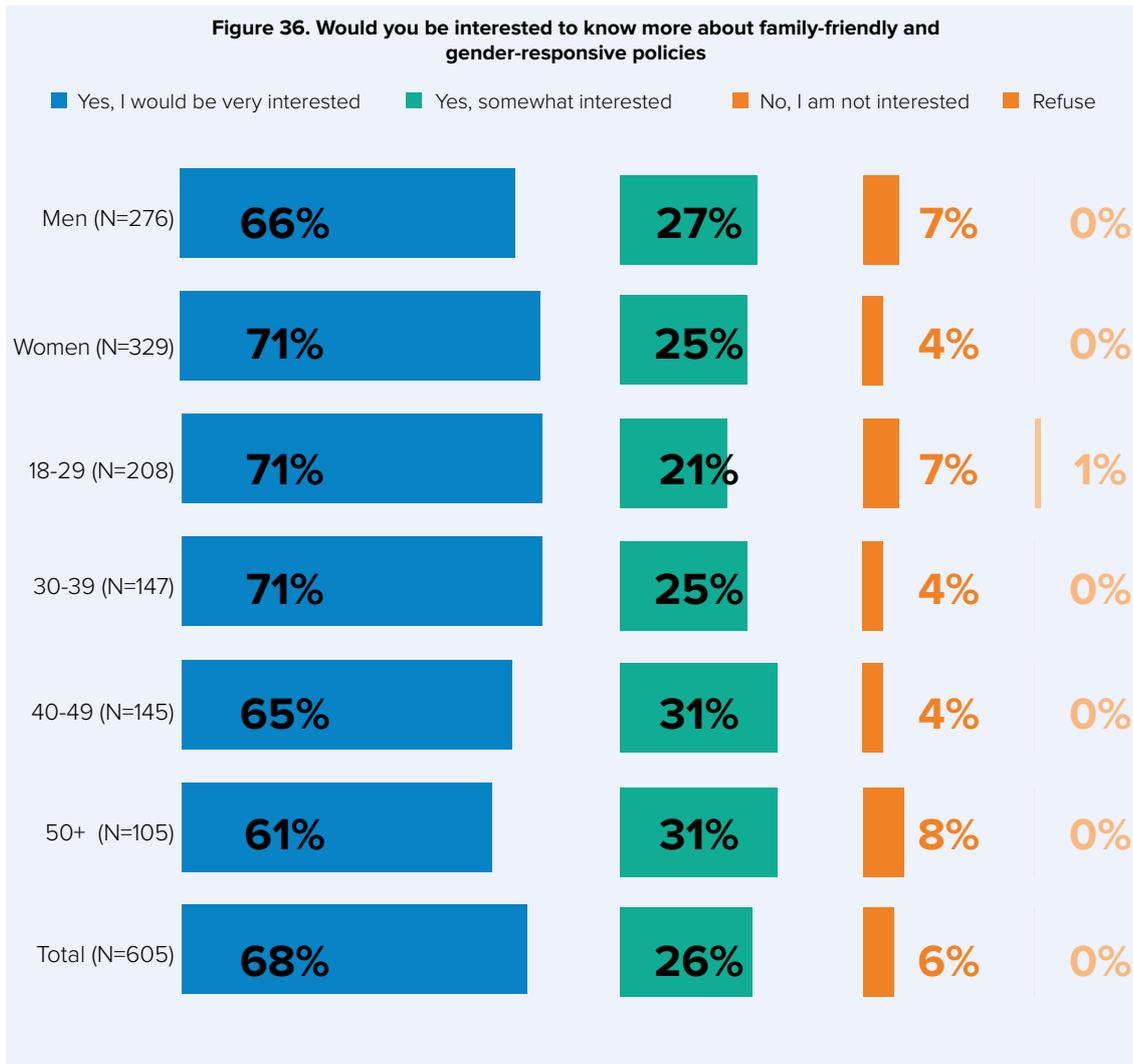
In order to understand the ways that employers use to inform their employees not only on family-friendly policies only but also on general issues related to policies or rules implemented at the workplace, **meetings seem to be the most favored option to inform employees.** Informal and e-mail communication with employees comes second. E-mail communication seems less frequently used by the public sector employees. Written papers are notably used more in the public sector compared to the private sector. This shows that many rules or procedures in the private sector are not written or well-structured, which leads to a lack of information for employees, or informal transmission of information and sometimes inappropriate information due to the lack of written documents. 14% of private sector employees declare that their employers provide no information at all on the general policies and rules applied by the business.

**Figure 35. How does the employer inform you about the general policies applied at workplace in your company/institution?**



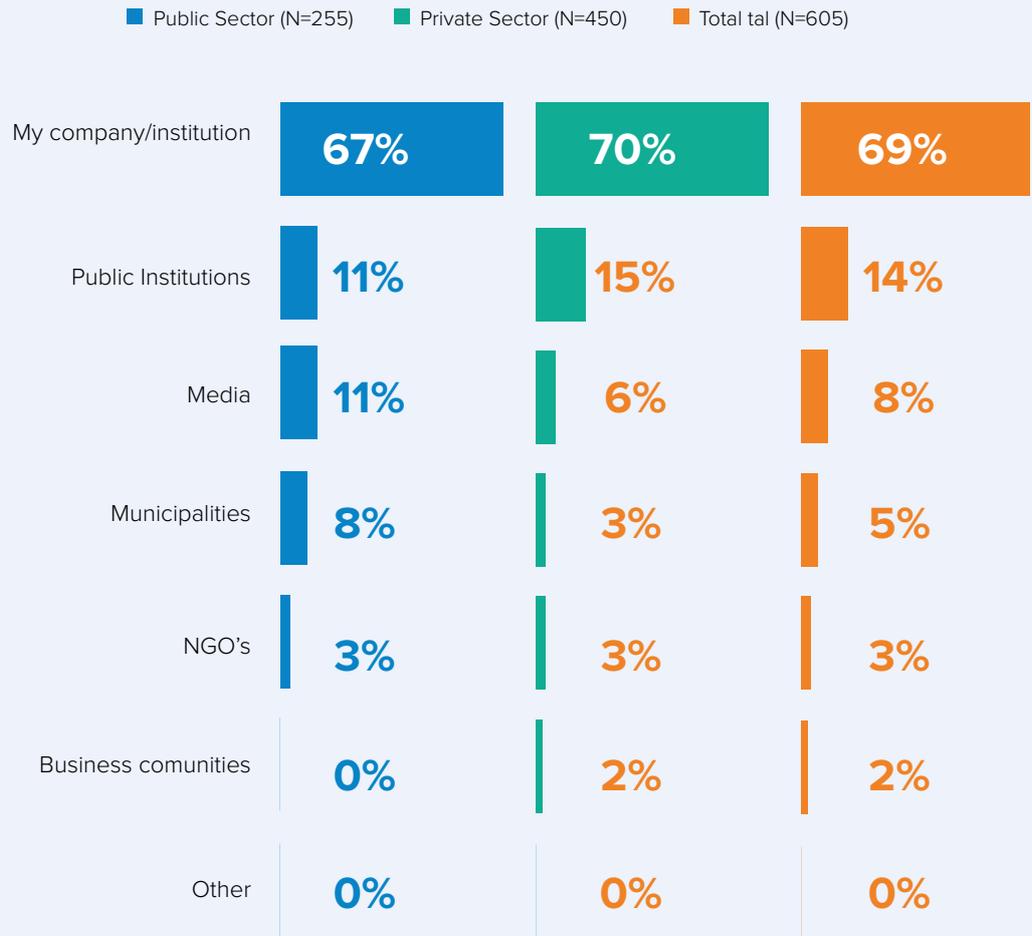
Most employees display high levels of interest to get informed on the content of these policies. Women and young employees seem more interested to get information on such issues.

**Figure 36. Would you be interested to know more about family-friendly and gender-responsive policies**



Almost all employees regard their employer as the main person responsible to inform them on the content of family-friendly policies. 94% of employees think that there's still much to be done by the state to develop family-friendly and gender-responsive policies. Same approach is shared for the businesses too, where the same proportion thinks that private businesses should do more to implement such policies. 94% of employees think that businesses that apply family-friendly policies should be supported by the state.

**Figure 37. Who will be responsible for providing information on family-friendly policies?.**



# Research findings, Business perspectives

The research included 201 businesses staffing at least 10 employees or more. Smaller businesses were left out because they are more likely to be family businesses, which may impact the impartiality of the research results.

The person selected to conduct the interview was a representative sufficiently knowledgeable on the application of family-friendly procedures in the business. 28% of interviewees were economists, 21% managers, 21% owners, 15% administrators.

**Table 12. The position of the interviewee in the company**

Job Position	Percentage
Economist	28%
Manager	21%
Owner	21%
Administrator	15%
Executive Director	5%
Other	15%

When asked if they have staffed women employees, 96% of the companies responded positively. Meanwhile, 15% of businesses declare to have staffed part time employees. Eight out of ten businesses have staffed employees with children under 18 years old and almost one out of three businesses have staffed single parent employees. Meanwhile, 21% of businesses have staffed employees having other responsibilities such as caring for sick children, sick parents, or other family members with special needs and 6% of businesses have staffed employees with disabilities.

**Table 13. Businesses by employee category**

	10-49 employees (N=156)	50+ employees (N=45)	No Tirana (N=101)	Tirana (N=100)	Total (N=201)
Company with women employees	95%	100%	96%	96%	96%
Company with part time employees	12%	27%	17%	13%	15%
Company with employees with children under 18 years old	76%	80%	68%	86%	77%
Company with employees who are single parent	21%	49%	34%	21%	27%
Company with employees who have a disability or that need special care	4%	13%	3%	9%	6%
Company with employees that have some extra caring responsibilities such as sick child, sick parent and elder or any other family member with special needs	16%	38%	13%	29%	21%

Interviewed businesses have staffed more than 8 thousand two hundred employees. One fifth are women. Roughly 2% of employees work on a part-time basis. Almost half (47%) are parents to young children, 3% are single parents, 1% are employees with disabilities or in need of special care and 1% are responsible to care for sick children/parents or other family members.

**Table 14. Employee information by business type**

	10-49 employees (N=156)	50+ employees (N=45)	No Tirana (N=101)	Tirana (N=100)	Total (N=201)
Total employees	2910	5323	3517	4716	8233
Ratio of women employee	38%	33%	38%	32%	34%
Ratio of employees with part time	1%	2%	2%	2%	2%
Ratio of employees with children under 18 years	21%	26%	13%	34%	47%
Ratio of employees who are single parent	2%	1%	2%	1%	3%
Ratio of employees with disabilities or that need special care	0%	0%	0%	0%	1%
Ratio of employees who have extra caring responsibilities such as sick child, sick parent or any other family member	1%	2%	0%	2%	1%

The following table shows the gender participation for different categories of employees. Roughly one out of three employees are a woman; 23% of employees that work part time are women; 44% of employees are parents to children younger than 18 years old; and 75% of single parent employees are women. One out of three employees with disabilities are women.

**Table 15. Employee gender composition by different categories**

	10-49 employees (N=156)	50+ employees (N=45)	No Tirana (N=101)	Tirana (N=100)	Total (N=201)
Total employees	2.910	5.323	3.517	4.716	8.233
Women percentage	38%	33%	38%	32%	34%
Part time employees	42	121	82	81	163
Women percentage e	45%	16%	35%	11%	23%
Employees with children under 18 years	607	767	384	990	1.374
Women percentage	37%	50%	52%	41%	44%
Employees who are single parent	50	34	48	36	84
Women percentage	78%	71%	73%	78%	75%
Employees with disabilities or that need special care	7	9	2	14	16
Women percentage	43%	22%	50%	29%	31%
Employees who have extra caring responsibilities such as sick child, sick parent or any other family member	28	87	10	105	115
Women percentage	54%	85%	100%	75%	77%

Data show that six to ten businesses staff more men employees (57%), one out of three staff more women employees (34%). and one out of ten businesses show an equal gender participation of employees (9%). These results are anticipated because the official employment data show a higher participation of men in the labor market compared to women.

Large companies are noted for a more equal distribution among those declaring to staff more men and those declaring to staff more women (47% and 44% respectively). Meanwhile, more than seven out of ten companies in Tirana declare to staff more men (72%).

**Table 16. Employee gender participation by type of business**

	10-49 employees (N=156)	50+ employees (N=45)	Not in Tirana (N=101)	Tirana (N=100)	Total (N=201)
Has more women (female)	31%	44%	48%	21%	34%
Has more men (male)	60%	47%	42%	72%	57%
Equal participation	9%	9%	11%	7%	9%
No information	0%	0%	0%	0%	0%

Quality findings from in-depth interviews with businesses indicate that the majority of businesses participating in the research are not attentive to gender equality at workplace. They state that the candidate qualifications and profile are the ones mostly regarded during recruitment. When asked whether their companies staff more men or women, most of them declared to staff more men, only due to the nature of the work. On the other hand, they stated that management positions are occupied by women too. Large businesses participating in the research report a growing number of women in decision-making.

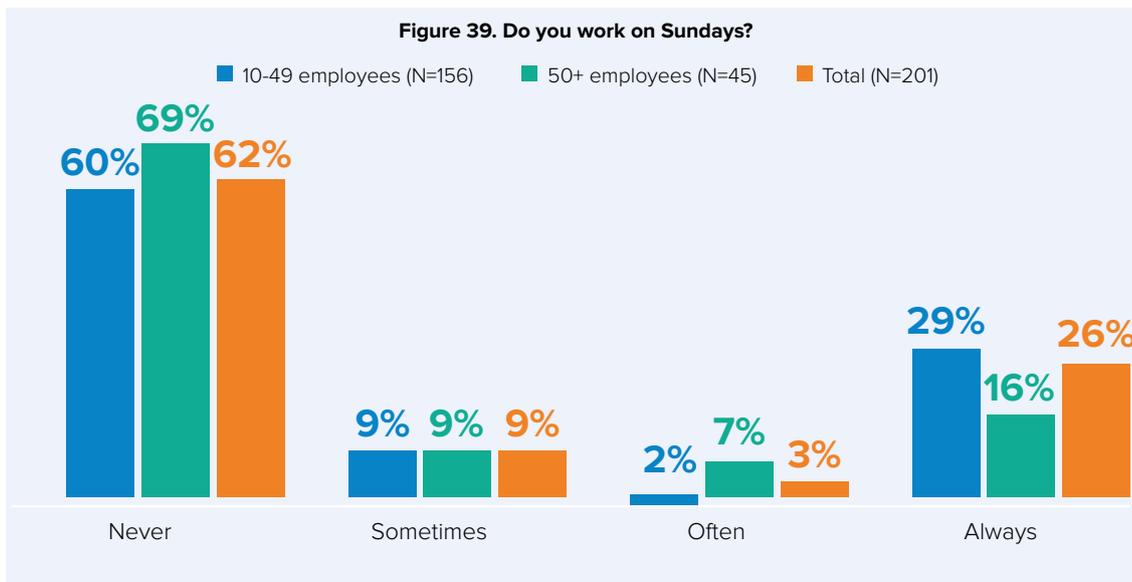
## Actual job positions

**Most of the businesses declare that their employees work on a regular basis on Saturdays.**

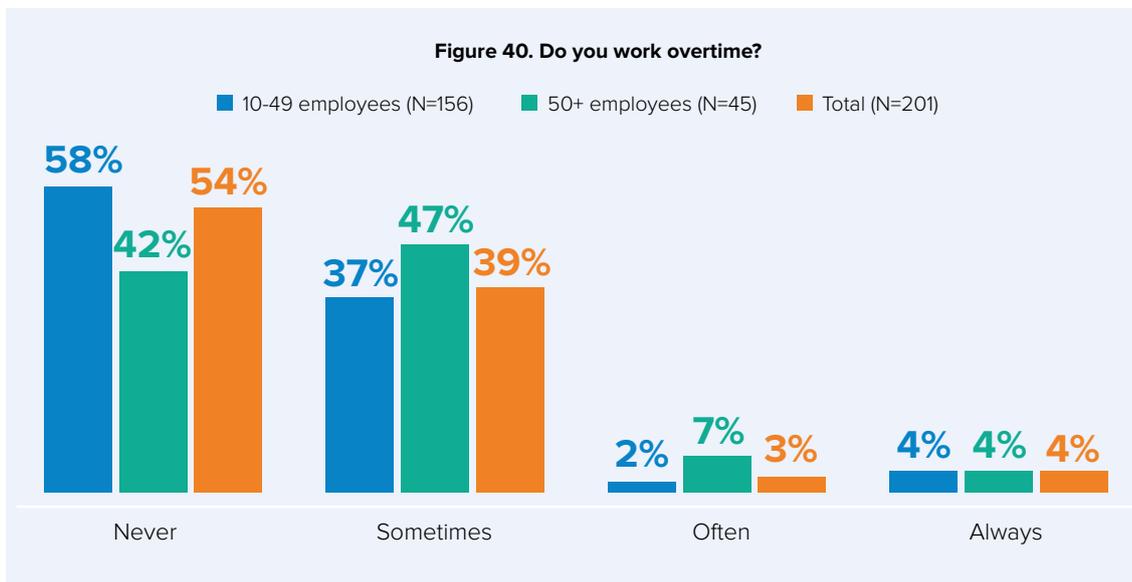
This is far more noticeable in businesses with less than 50 employees compared to larger businesses, with 78% and 64% respectively.



**Small businesses have less of an established practice of working on Sundays compared to larger businesses** - 29% compared to 16%.



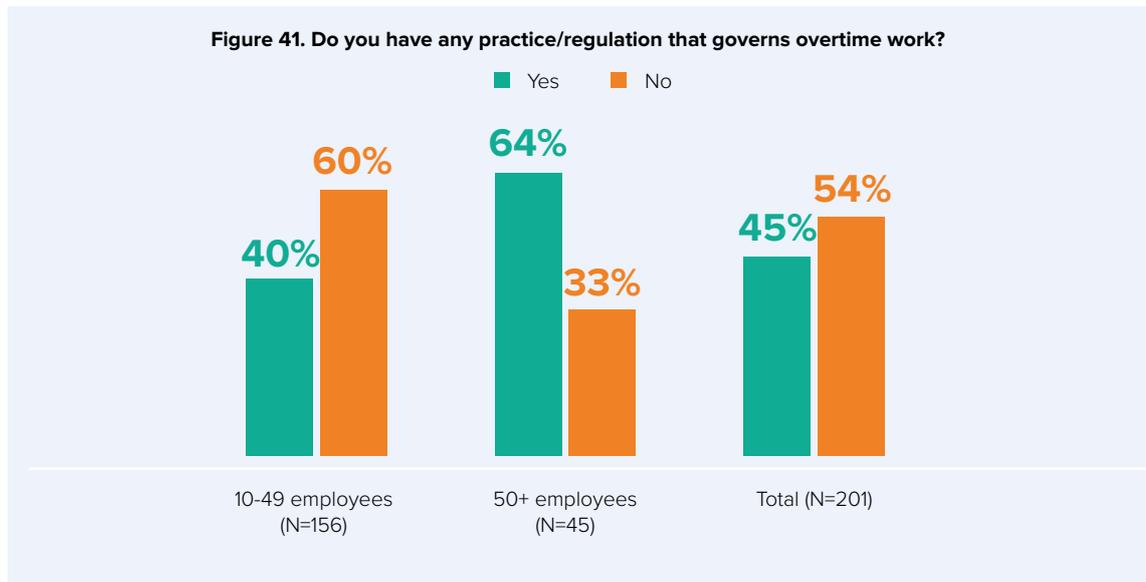
On the other hand, working overtime is a practice applied most by larger businesses compared to smaller ones, with 47% of businesses with more than 50 employees declaring to sometimes work overtime, compared to 37% in smaller businesses with fewer than 50 businesses. Meanwhile, 7% of large businesses declare to frequently work overtime compared to 2% of smaller businesses. **About nine out of ten businesses, 89%, declare to remunerate their employees when working overtime.**



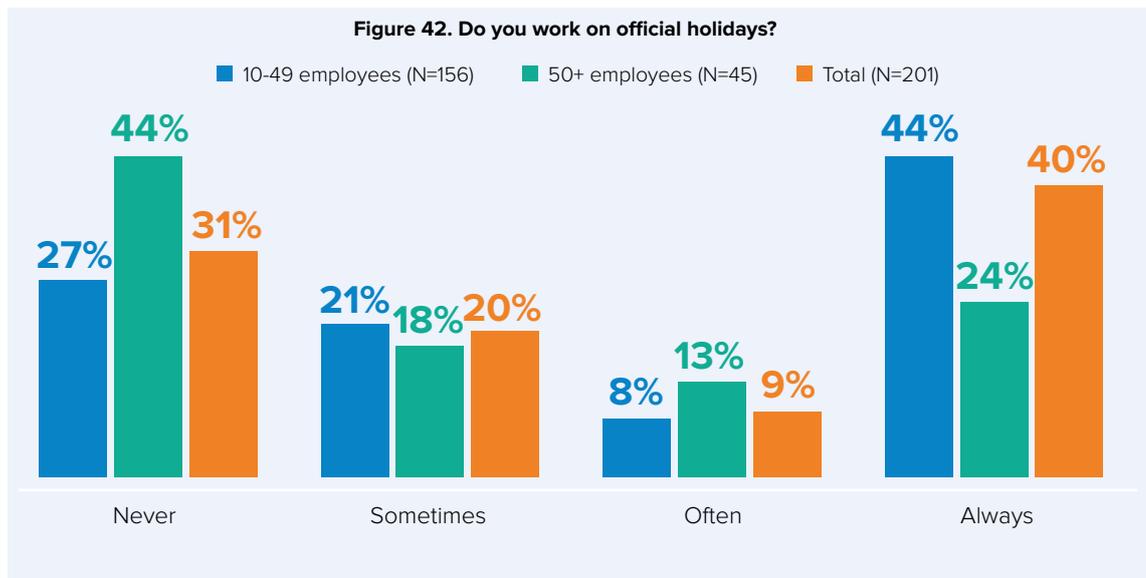
Large businesses are better organized in connection with the rules or practices that regulate overtime work.<sup>20</sup> Approximately 60% of businesses with more than 50 employees declare to have in place practices and rules that regulate overtime work, as compared to 40% of smaller businesses. Although the data show that both types of businesses remunerate employees, seems

20. Source: Labor Code for the private sector and Labor Code and DCM No. 568/2021 for the public sector

like smaller businesses regulate such cases mostly based on practices that are not well-regulated or well-defined.

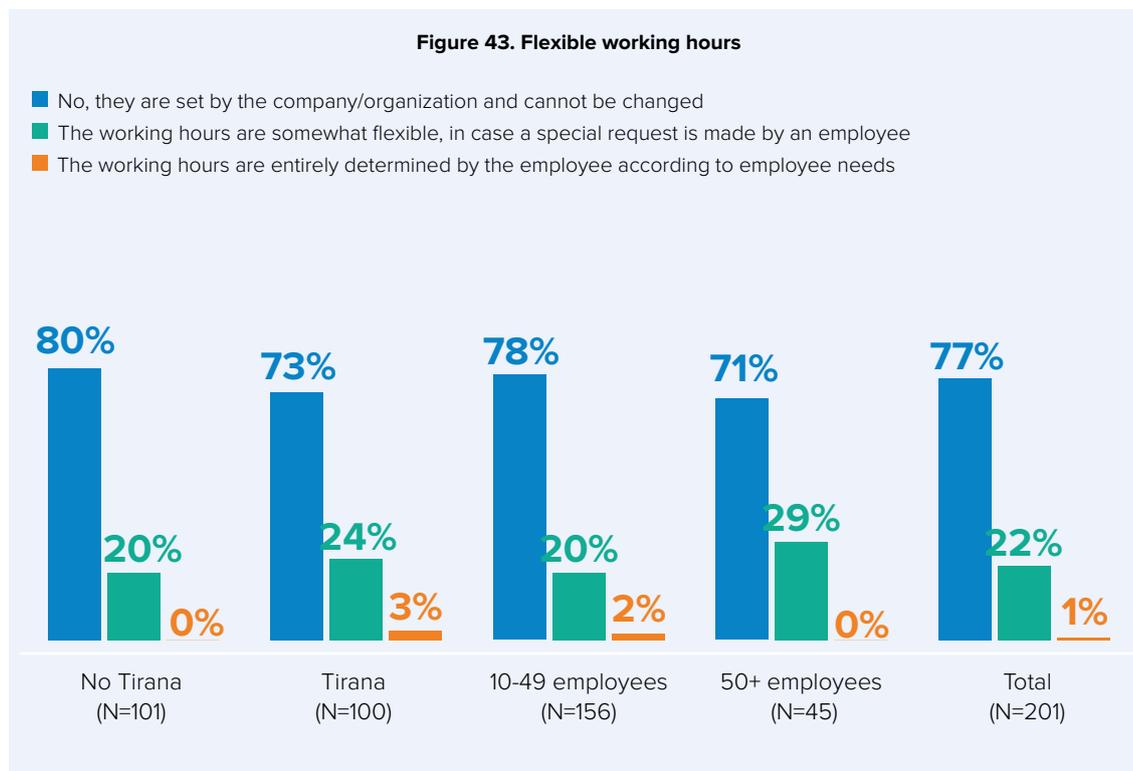


Roughly 44% of businesses with less than 10 employees declare to work on a regular basis on official holidays compared to 24% of large businesses. 44% of large businesses never work on official holidays compared to 27% of smaller businesses. **Approximately seven out of ten businesses, 69%, declare to remunerate employees who work on official holidays.**



Most of the private businesses do not offer flexible working hours. There is a difference between businesses operating in Tirana and businesses not operating in Tirana. About 27% of businesses operating in Tirana declare to enable flexible working hours when requested by employees, or on a full flexible working hours basis, compared to 20% of businesses not operating in Tirana.

Differences were also noted in terms of size, with many large businesses enabling more flexible working hours compared to smaller businesses - 29% and 20% respectively.



Same difference has been noted with regard to the opportunities that private companies provide to employees to shift from full time to part time and vice versa. The employees are given this opportunity more by larger companies, 22% compared 14% for smaller businesses.

**Table 17. If you would need to switch from full time to part time job would this be possible in your workplace?**

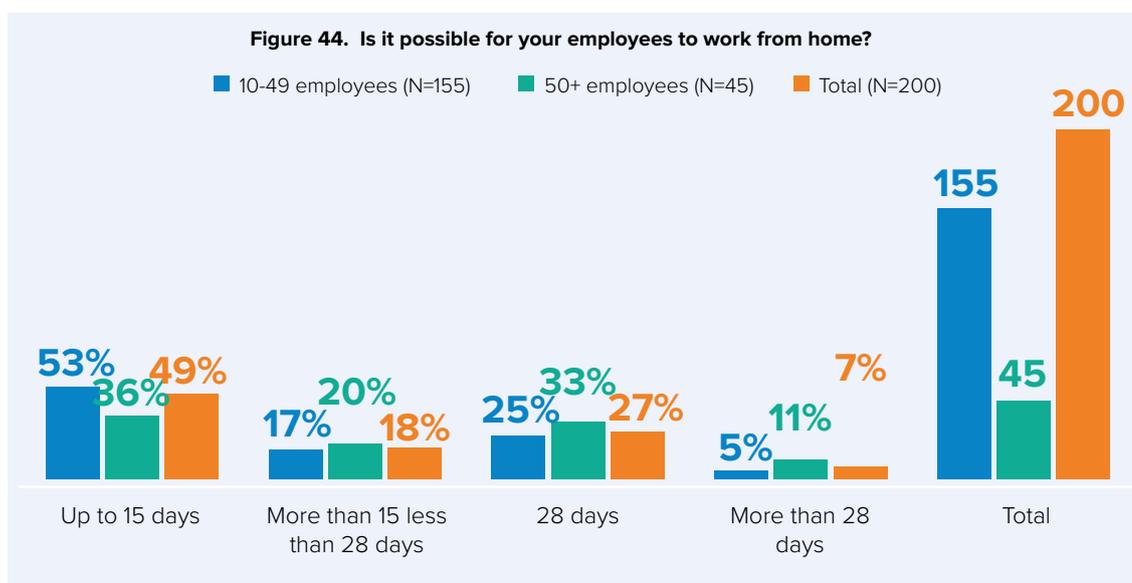
	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Yes	14%	18%	14%	22%	16%
No	84%	81%	85%	76%	83%
I have no information	2%	1%	1%	2%	1%

When asked if the employees of interviewed businesses allow employees to work from home, more than nine out of ten businesses declared to not provide such opportunity. It was however noted that almost one out of ten large businesses allow employees to work from home if they want to.

**Table 18. Is it possible for your employees to work from home?**

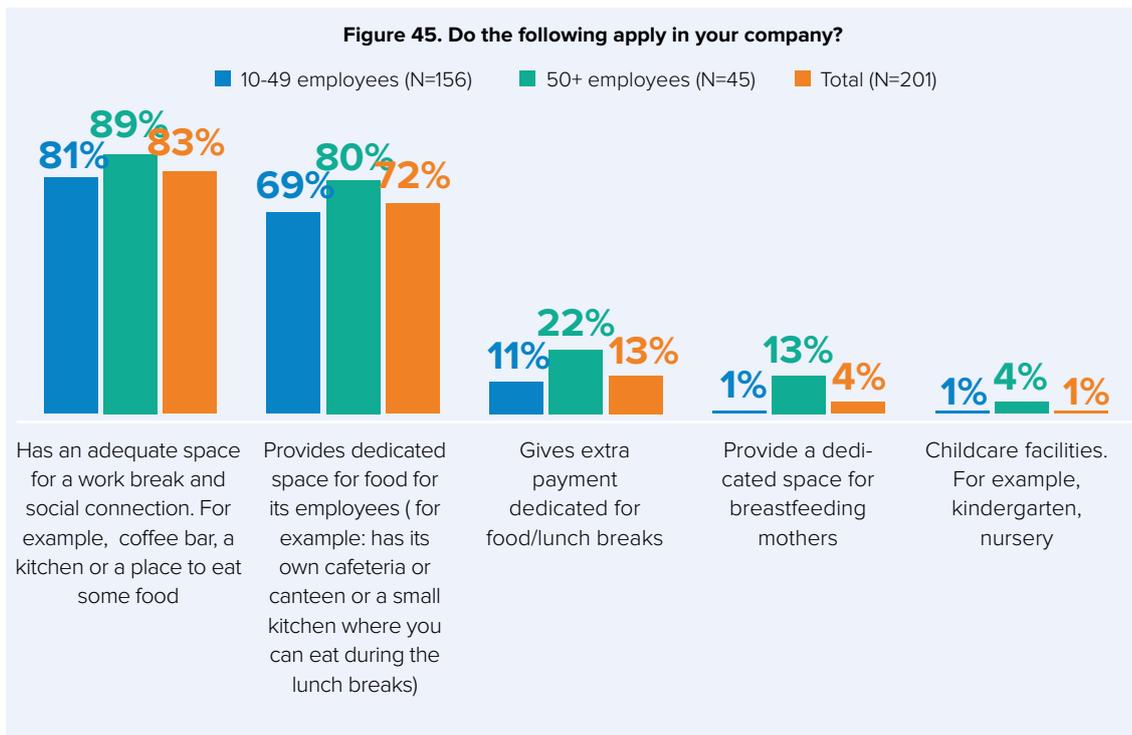
	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Yes always, if they want to do so	0%	1%	1%	0%	0%
Yes, there are some days that they can work from home if they wish	7%	4%	4%	9%	5%
No, it is not allowed	93%	95%	95%	91%	94%

Access to annual leave shows that 25% of businesses with less than 50 employees enable to their employees an annual leave of 28 calendar days, pursuant to the Labor Code. The percentage goes up for large businesses staffing more than 50 employees, with 33% making available to their employees an annual leave of 28 days. More than half of smaller businesses enable their employees an annual leave of 15 regular days and 17% grant them more than 15 days but less than the minimum laid down under the Labor Code (28 days).



Larger companies provide more premises to their employees to socialize or have their meals during breaks at work. 83% of companies declare to have socialization premises suitable for breaks at work, 72% offer dedicated eating or drinking premises during work or break time; 13% of businesses offer additional salaries to their employees, only 4% provide dedicated space for breastfeeding mothers and 1% provide premises for their employees' child care needs such as kindergartens or nurseries.<sup>21</sup>

21. Results for businesses differ from employees, as the survey did not ask employees working in selected companies. These questions also measure different perspectives, respectively of businesses and employees.



The qualitative research consisting of business interviews brought to the surface the existence of different working conditions for different categories of employees in the same company. Generally speaking, administration clerks are far more privileged when it comes to working conditions, schedules and opportunities for flexibility. While employees working in warehouses, manufacturing, on site etc. are more limited and have less suitable schedules.

A small number of employers, especially distribution companies, stated that employees work on Saturday or official holiday. Moreover, these companies frequently apply shift work for warehouse and manufacturing employees. However, they say that employees are paid in line with the Labor Code directives on extra hours and holiday work.

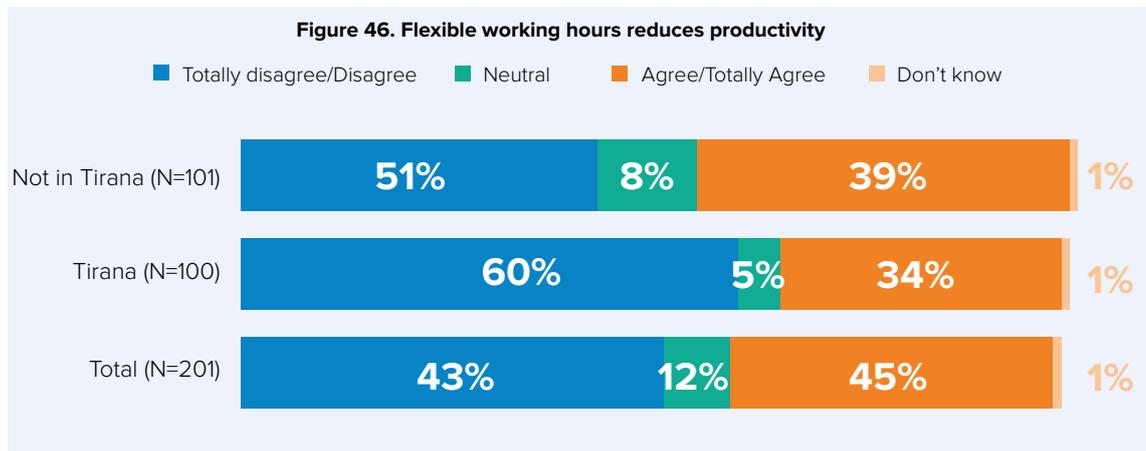
*Quality findings suggest that employees would be happier if allowed some flexible working hours and opportunities to work from home, even in a combined system (some days at the office, other days from home). However, improvements have been noted in this regard in the aftermath of the pandemic. A lot of companies, especially those operating in the service sector, have realized that employees are more efficient and happier when engaged in flexible working hours and working from home. All companies participating in this research, providing ICT services, allow flexibility in this regard. On the other hand, distribution and manufacturing companies do not provide flexible working hours due to the work profile. Applying uniform working conditions for all employees, irrespective of the job position, is among the main recommendations of participants on strengthening the employee work-life balance.*

## Approaches and perceptions on family-friendly policies, business perspective

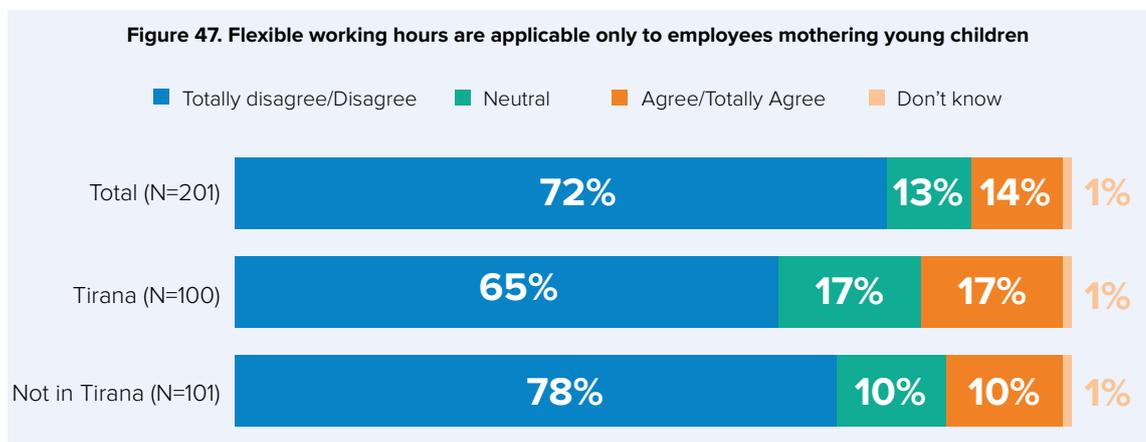
This section shows the approaches of private businesses on different aspects related to family-responsive policies. The measurement of business perceptions and approaches enables a full picture of the prevailing spirit and a better understanding of how to improve the situation.

### Approach towards flexible working hours

The section on working conditions showed that the majority of the private businesses do not enable flexible working hours. In order to better understand their approach in connection with their application, about 4 to ten businesses think that flexible working hours reduces job performance. This opinion prevailed more among the businesses that operate in Tirana, with 45% agreeing with the statement that flexible working hours reduced job performance. On the other hand, six out of ten businesses operating in Tirana do not agree with this approach, as opposed to 43% not operating in Tirana. The fact that the majority of businesses had a well-defined and rigid working time may relate to their shared opinion that flexible working hours reduces job performance.

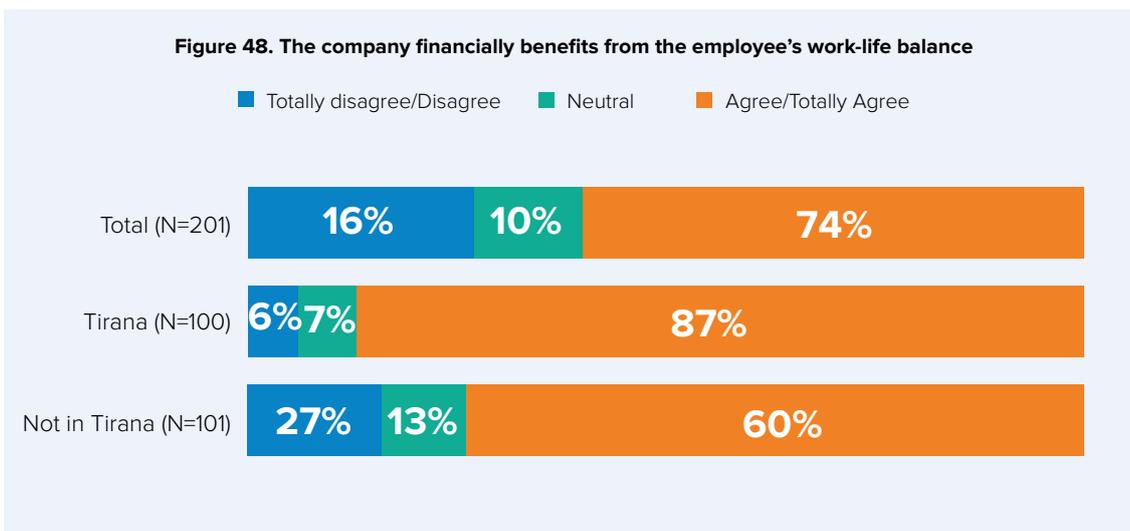


Generally speaking, businesses do not regard flexible working hours as suitable only for employees mothering young children. This shows that they are not discriminatory towards flexible working hours applications. In line with the above analysis, what mostly prevents businesses to apply flexible working hours is irrelevant to the employee status but rather relevant to their shared opinion that flexible working hours application will reduce job performance.

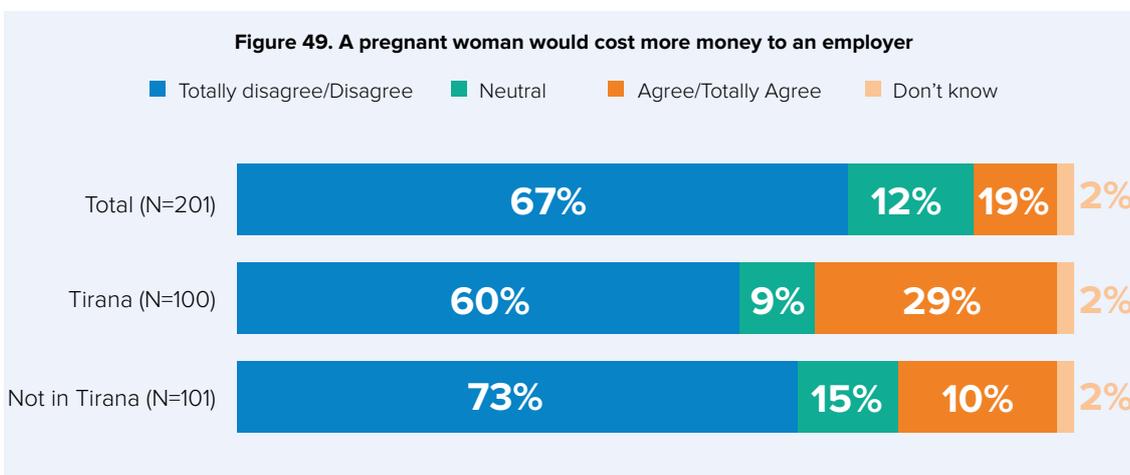


## Approaches on aspects relating to the application costs of family-friendly policies

It is noted that the majority of businesses uphold that if their employees will have a work-life balance, this would translate into financial benefits for them. This shows the positive approach of businesses towards the family-friendly policies. There are attitudinal differences between businesses operating in Tirana and those not operating in Tirana. Roughly one out of three businesses operating in Tirana disagree with the fact that companies may have financial benefits if their employees enjoy a work-life balance. Meanwhile, only 6% of businesses operating in Tirana share such an approach, with almost nine out of ten businesses upholding that companies financially benefit from the employee's work-life balance.

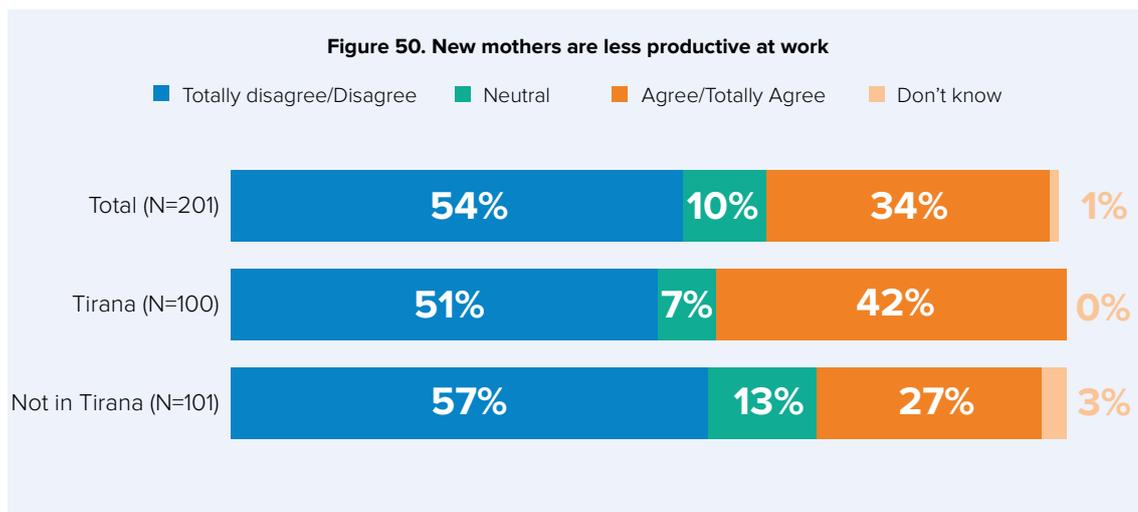


Most of the businesses in the country (67%) disagree with the statement that pregnant women cost more money to employers. Although businesses in Tirana appreciate the employee's work-life balance and have an overall positive approach towards flexible working hours, they seem to adopt less positive approach towards pregnant employees in connection with company costs. One out of three businesses operating in Tirana uphold that a pregnant woman would cost more money to an employer, compared to only one out of ten businesses not operating in Tirana, but sharing the same approach.

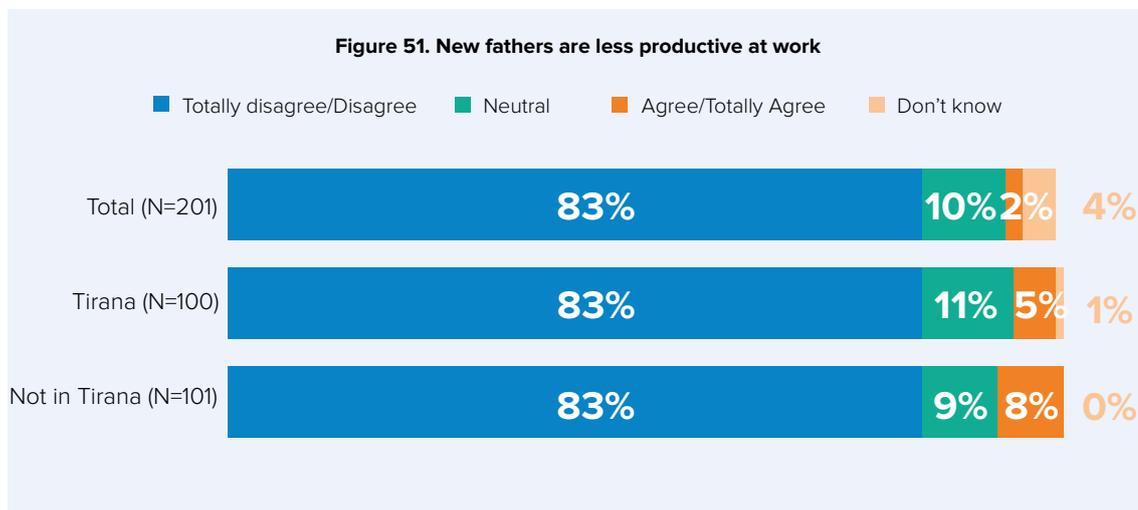


One out of three businesses agree that new mothers are less productive at work. Disaggregated by region, businesses operating in Tirana have a far more critical approach compared to businesses not operating in Tirana. More specifically, data show that 42% of businesses operating in Tirana agree with the statement compared to 27% of businesses not operating in Tirana.

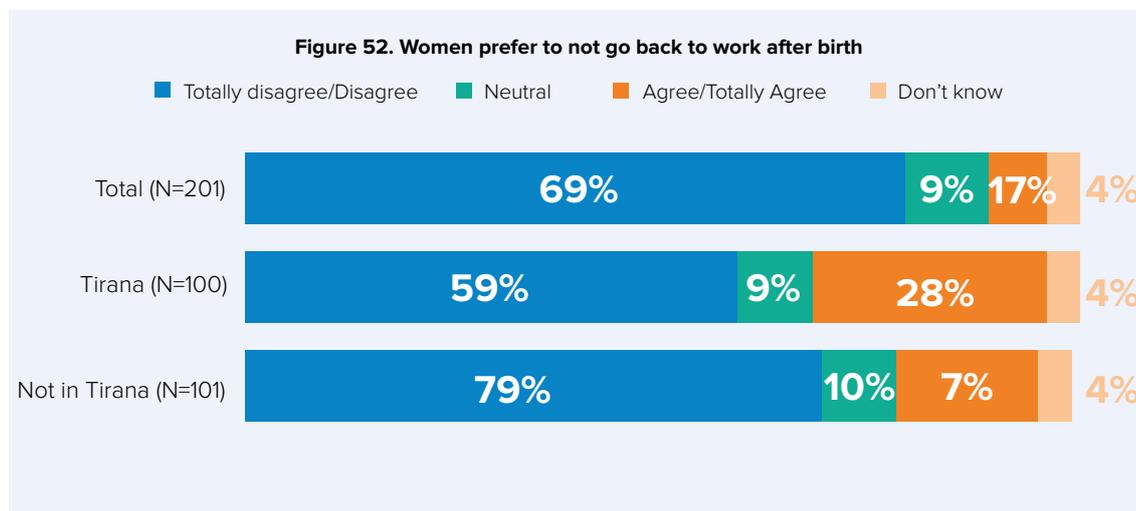
This approach shows that there is a need for intervention in order for the mindset to change. This mindset may surely trigger a reduction of women at workplaces, or their deprivation of support when wanting to start a family because the employer will fear a possible productivity reduction. Businesses should be made aware that starting a family is an improvement and development driver and will not trigger any productivity reduction if the business supports the family. On the contrary, this will enhance the employees' engagement with the business, level up trust, and build a strong connection which will bring a productivity hike.



While half of the businesses disagree with the statement that new mothers are less productive at work, more than eight out of ten businesses disagree that fathers would be less productive at work, thus showing a more discriminatory approach against women employees after they start a family compared to men employees. Likewise, if there were differences between businesses operating in Tirana and businesses not operating in Tirana on mothers with young children, the approach on fathers was far more universal with no huge differences among the regions.



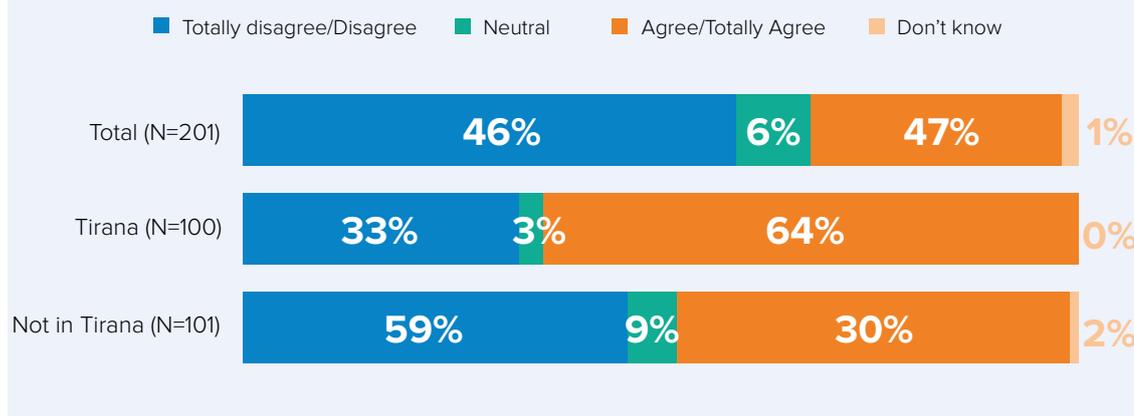
Businesses generally think that after giving birth, women will go back to work. However, 28% of businesses operating in Tirana think that women will not go back to work after giving birth. This is surely indicative of a discriminatory approach adopted by several companies against women, thus reflecting the opinion that a woman employee who starts a family is an employee disengaged with the company. The opinion of such companies is definitely a barrier to birth rate aspirations of their employees.



If a woman takes the maternity leave, she gets paid by the social insurances. The legislation foresees that the payment should equal 80% of the net salary for the first six months and 50% of the net salary for the remaining months. According to the legislation, the payment starts from the date when the payment entitlement is created during the prenatal period and lasts for 150 calendar days after giving birth, equal to 80% of the net salary benefited over the last twelve months. The payment for the remaining days (365- 185 days) is equal to 50%. A family-support policy that companies may adopt is to pay the remaining part to employees when being on maternity leave. This is not a legal obligation and is up to the company to decide if it considers the practice to be a positive aspect for its employees. Also, the question was rather hypothetical and not relating to any actual actions. It's goal was to measure the willingness to pay and not the actual payments.

Data indicate that there are huge differences between businesses operating in and outside Tirana. More specifically, 64% of businesses in Tirana agree that full maternity leaves (i. the compensation of the difference from what we pay to social insurances) would be more costly, thus implying that they perceive this policy as something that would bring more costs than benefits. On the other hand, 30% of businesses not operating in Tirana agree with this aspect. Almost six out of ten businesses not operating in Tirana disagree with the statement that full maternity leaves would be more costly, thus considering the practice as an aspect that would bring more benefits than costs to the company.

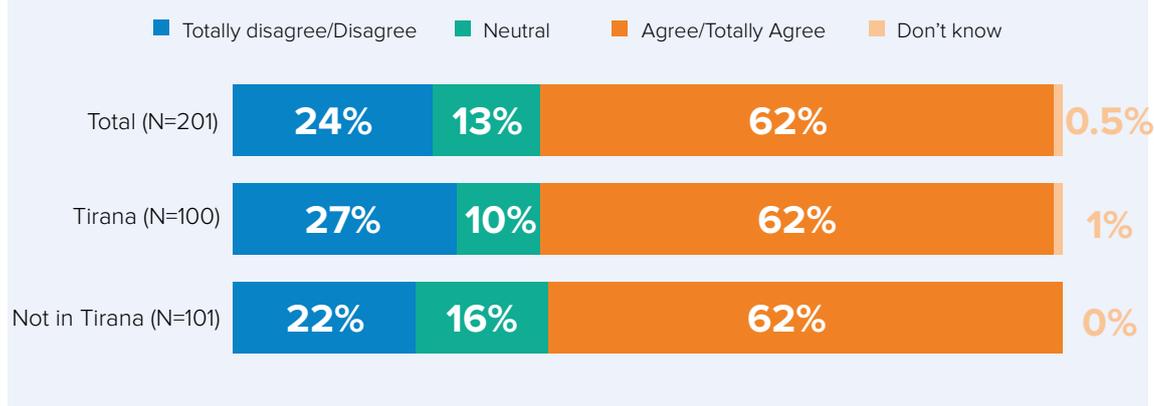
**Figure 53. Fully-paid maternity leaves would bring a salary-related cost increase for the company**



## Other approaches

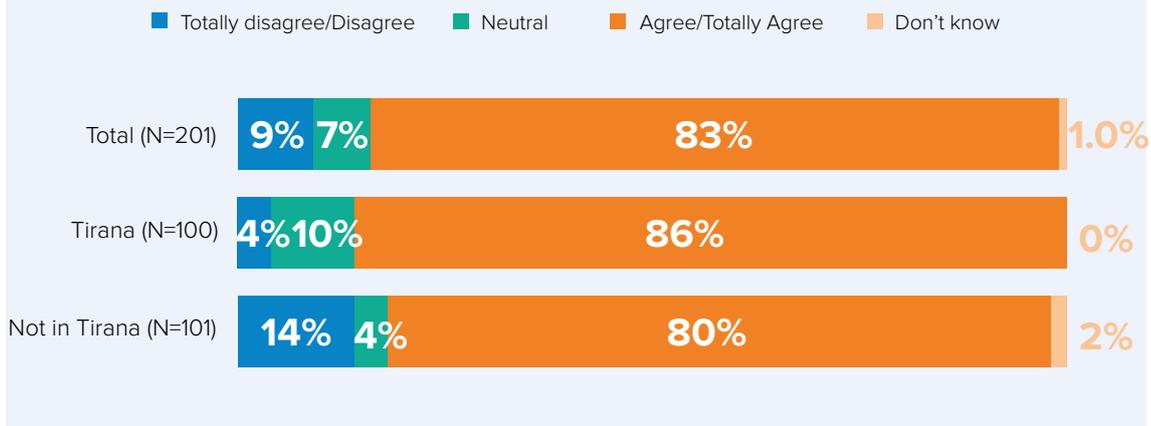
There is a debate whether it would be ethical for the job-seeking applicants to be asked on their family status or whether job interviews should focus on professional aspects only. About six out of ten companies agree that applicants may be asked about their marital status or if they have children. It's important that having at hand such information leads to no prejudgment or discrimination during the review of applications. The only legal regulation affecting the issues is the prohibition of employers to ask women employees to hand over a pregnancy test before getting hired, unless the workplace and working conditions would negatively impact the pregnancy.

**Figure 54. There are no problems whatsoever if the applicant is asked during the job interview about the marital status of if she/he has children**



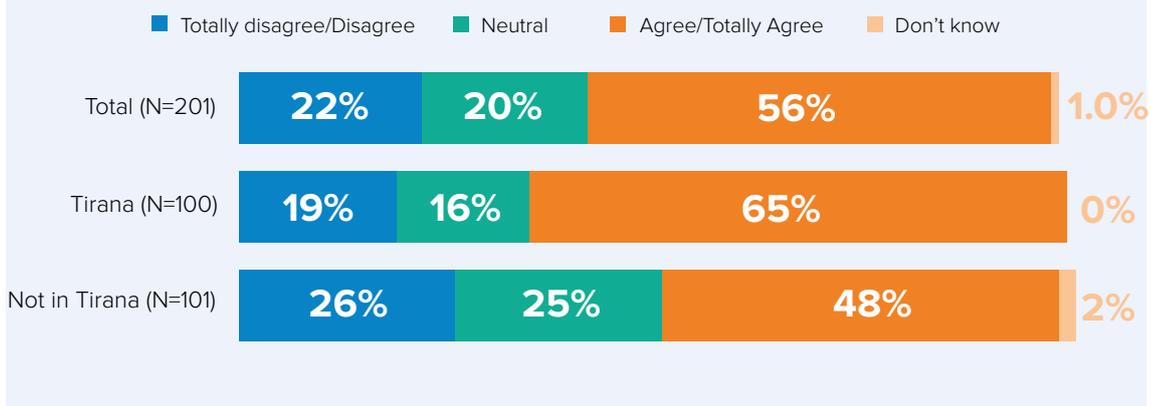
Private companies are generally supportive of youth wanting to start a family and should further support employees to meet their family-related aspirations. This question shows the availability of businesses to support new families and they should surely be guided on how to implement this.

**Figure 55. Companies/institutions should support youth that want to or have children**



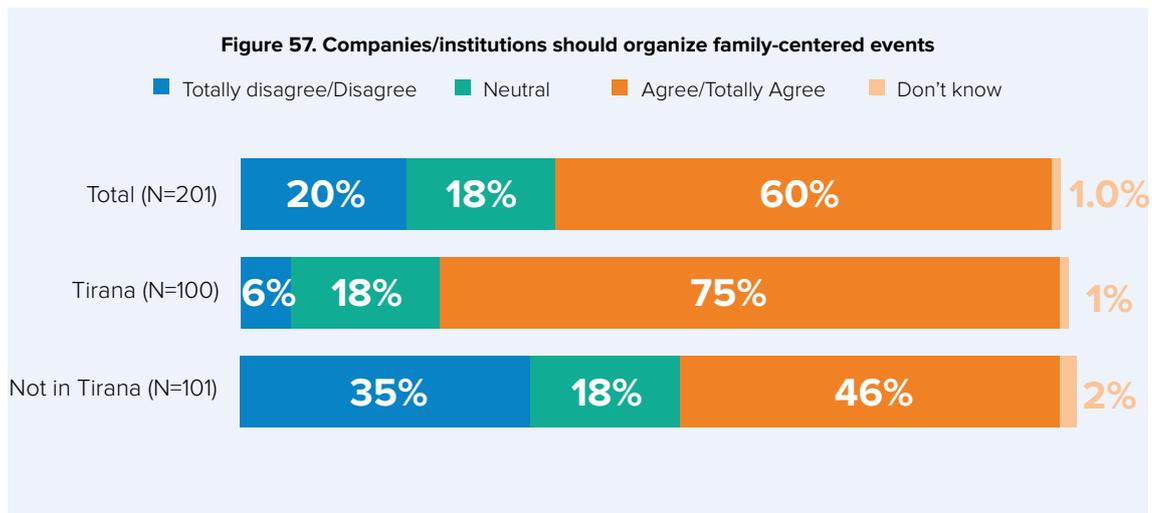
When further asked if companies would support employees that got loans to send their children to school, more than half of the businesses agreed.

**Figure 56. Companies/institutions should support employees with the loans they get to educate their children**



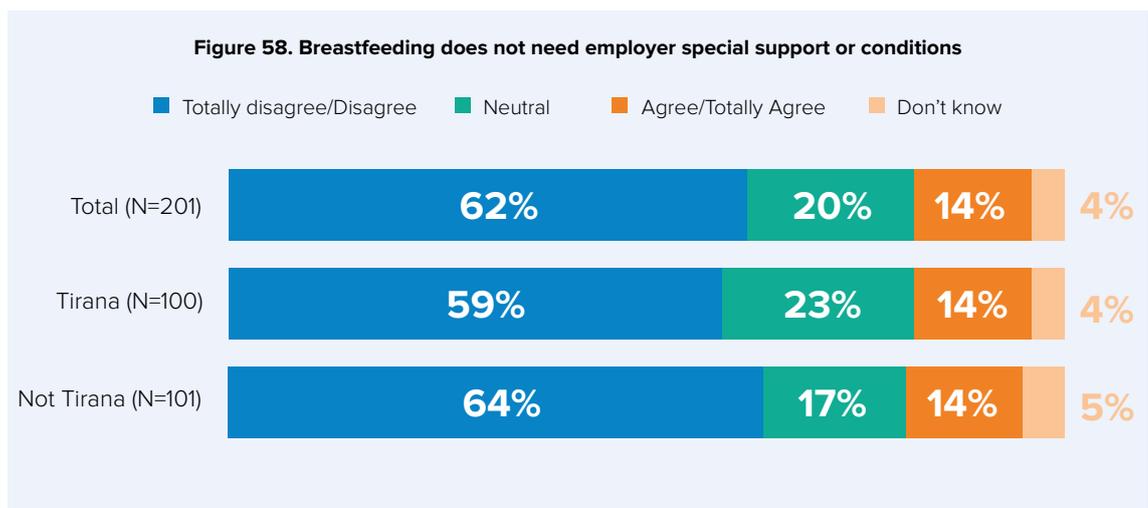
Organizing family-focused events is also embraced by most of the businesses. All these data show a positive business approach towards families.

However, businesses should be made aware and supported to implement policies that really favor the family by realizing that they boost employee engagement, reduce employee turnover and lower dismissals, and build more long-term relationships with the employees. Thus, enhancing trust and consequently business productivity and benefits.

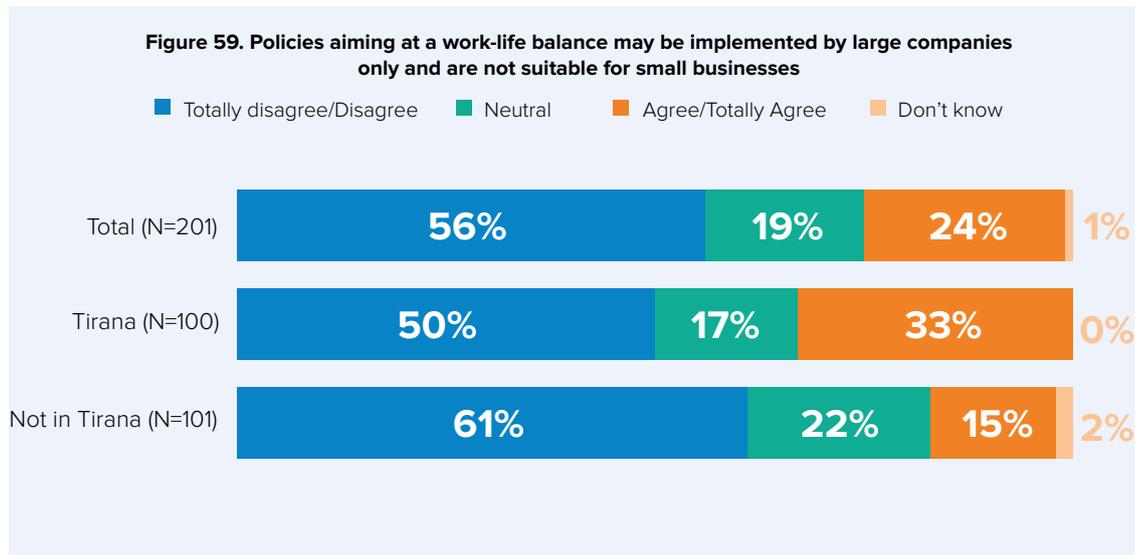


**Data from the employee research revealed that only 5% of women mothering a three-year-old or younger child** were given breastfeeding support by the employer during 2019-2021. This shows that little work is done by the employer to support women employees throughout this stage of their lives. When speaking about support we imply dedicated premises for pumping or keeping breast milk during the working time and allowing women employees to breastfeed their young children when working.

Businesses retrieved data show that only 4% of businesses provide such premises. When asked about the approach that the businesses adopted to provide breastfeeding support or enabling dedicated premises, the majority reported to be quite positive and willing to support women employees in the process. On the one hand there is this positive approach, and on the other hand there are only a few businesses enabling such premises. This indicates that businesses should be supported to implement such policies in their companies, because there is some willingness noted.

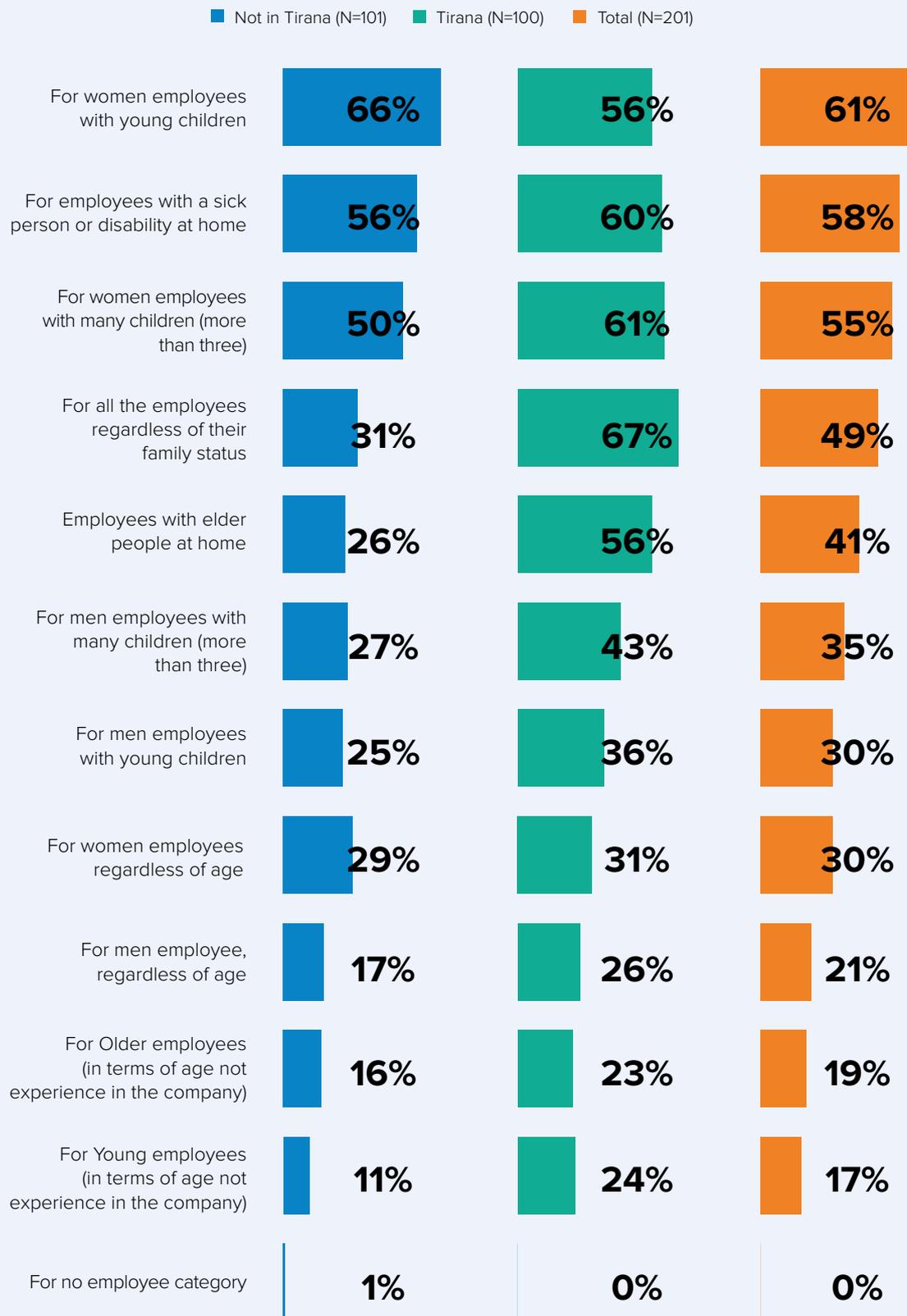


Family-friendly policies are viewed as a responsibility for all companies. More than half of the private businesses consider that family-friendly policies should be implemented by both large and small companies. Out of all the companies operating in Tirana, 33% uphold that family-friendly policies should be implemented by large companies only because they are not suitable for small businesses.



When asked what categories are considered most important to apply family-friendly policies, six out of ten businesses responded that women employees with young children would be more important. Almost half of the businesses think that these policies are important to all employees, irrespective of their family status (49%). There is a sharp difference about this approach between businesses operating in Tirana and those not operating in Tirana. More specifically, one out of three businesses not operating in Tirana think that these policies are important to all employees. In the meanwhile, the majority of the businesses operating in Tirana consider the application of such policies as important to all employees irrespective of their status (67%). About men employees, a lower assessment level has been noted for all categories, with less than one third assessing those men employees with young or multiple children may find these policies more important to be implemented.

**Figure 60. What category of employees find the implementation of work-life balance policies more important?**

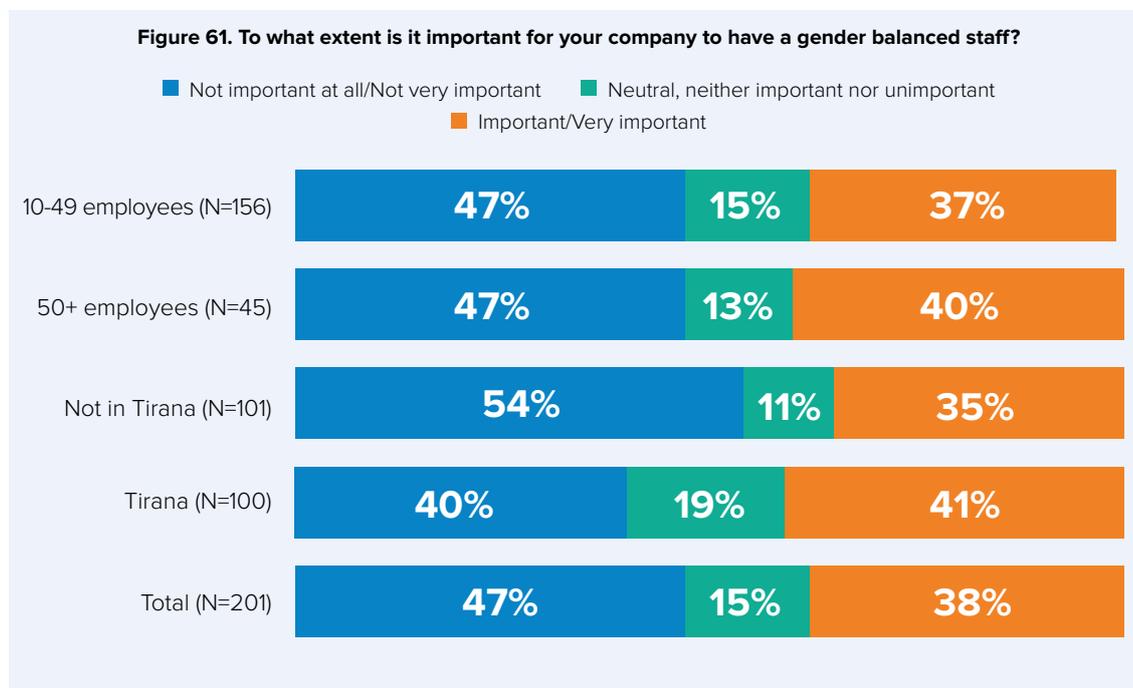


More than one out of ten companies think that if a man employee takes the paternity leave, he would be discriminated against by his colleagues, for example harassed, bullied, or prevented from getting promoted. This opinion prevailed mostly among the businesses not operating in Tirana (20%). Upon performing a gender-based analysis of respondents who responded, it was noted that men representatives are two times more likely to think this, as opposed to women representatives (20% and 10% respectively). Moreover, when asked if there have been any specific cases of men discrimination on grounds of taking the paternity leave, only 1% of companies declared such a fact.

**Table 19. Do you think that if a man asks of the parental leave, he will be somehow discriminated by other colleagues?**

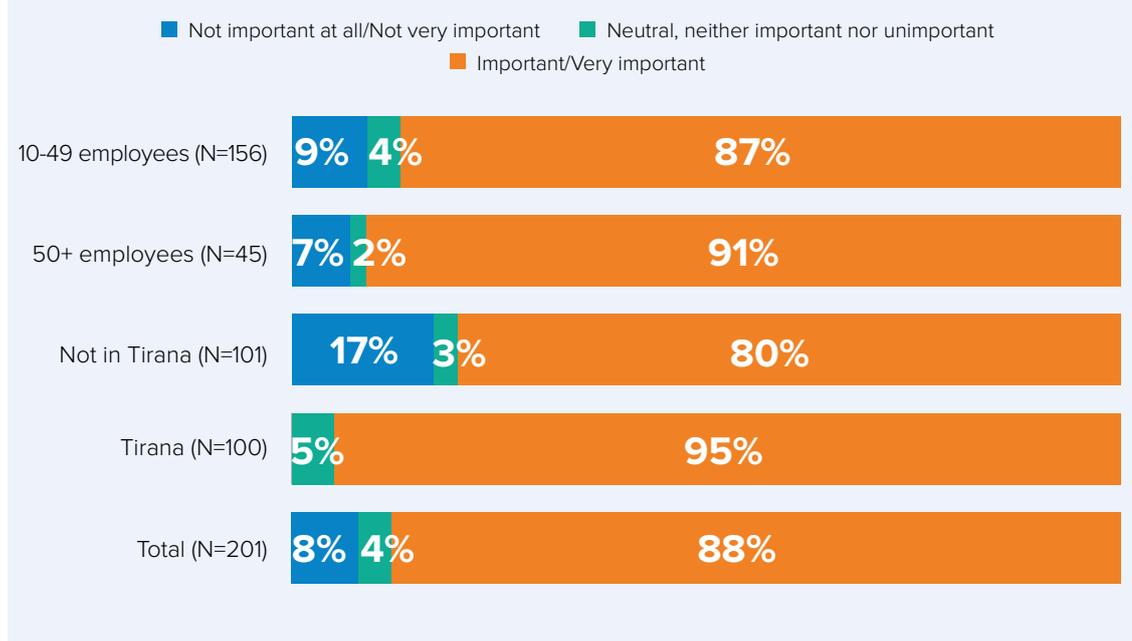
	10-49 employees (N=156)	50+ employees (N=45)	No Tirana (N=101)	Tirana (N=100)	Women (N=89)	Men (N=112)	Total (N=201)
Yes	15%	16%	20%	11%	10%	20%	15%
No	76%	78%	68%	85%	81%	73%	77%
I don't know	8%	7%	12%	4%	9%	7%	8%

**Less than half of the businesses consider staff gender balance as important.** Businesses operating outside Tirana seem to be indifferent to striking such a balance, compared to businesses operating in Tirana.



**Almost nine out of ten businesses consider the work-life balance as important to their employees.** This is mostly noted among the businesses operating in Tirana with no company deeming that the application of such policies is not important for employees.

**Figure 62. To what extent is it important for your company to have its staff enjoy the work-life balance?**



### Qualitative findings

All interviewed companies reported to comply with all the leaves foreseen under the Labor Code. They also admit medical reports as evidence for their employees to benefit a paid leave day. When asked if there is discrimination when recruiting mothers with children, the larger part answered that there is no discrimination at all - on the contrary their workplace is more than understanding and supportive of such women. By providing services such as flexible working hours and parental leave.

Business representatives were asked next about the maternity leave. This ranks among the few topics that actually divided the businesses into two opposing groups - some businesses were completely welcoming of their employees to take a full maternity leave and to retain their job position. On the other hand, some business representatives reported that they “recommend” their employees to return to work after the six-month period, by reasoning their “recommendation” with the employee’s demanding work profile. This category stated that employees are able to retain their job position after returning from the maternity leave, but this may sometimes be not the case, depending on company requirements. About the discussion on men employees being able to take the paternity leave, all businesses stated that all men employees are entitled to take the paternity leave as per the law requirements. However, very few cases of men employees in their companies taking paternity leaves were mentioned. They also think that our society is culturally opening up and fathers taking parental leaves are no longer discriminated against by their colleagues.

When asked about other facilities, events, child-centered events organized by companies for their employees, all employers admitted to take into account the impact of such activities on employee satisfaction, but such events are not always scheduled.

## Are such events scheduled by the company?

Private businesses were asked about the types of leave or facilities provided by the company. 44% of businesses declared to give their employees unpaid leaves. The proportion was higher in Tirana with almost half of the businesses (49%) giving unpaid leaves to their employees.

Unpaid parental leave lasts for four months, until the child reaches the age of 6. The leave can be granted separately, but not less than one week a year. When asked if businesses used to provide such leaves, 30% declared that the policy was implemented by the company.

30% of businesses declared to give unpaid parental leaves without granting the payment that belongs to the employee by the social insurances. Data show that companies not operating in Tirana are more likely to make available such payments compared to businesses operating in Tirana (44% compared to 17%). These results are in the same line with the findings relating to businesses approaches, where businesses not operating in Tirana had more positive approaches towards pregnant employees or women employees with young children.

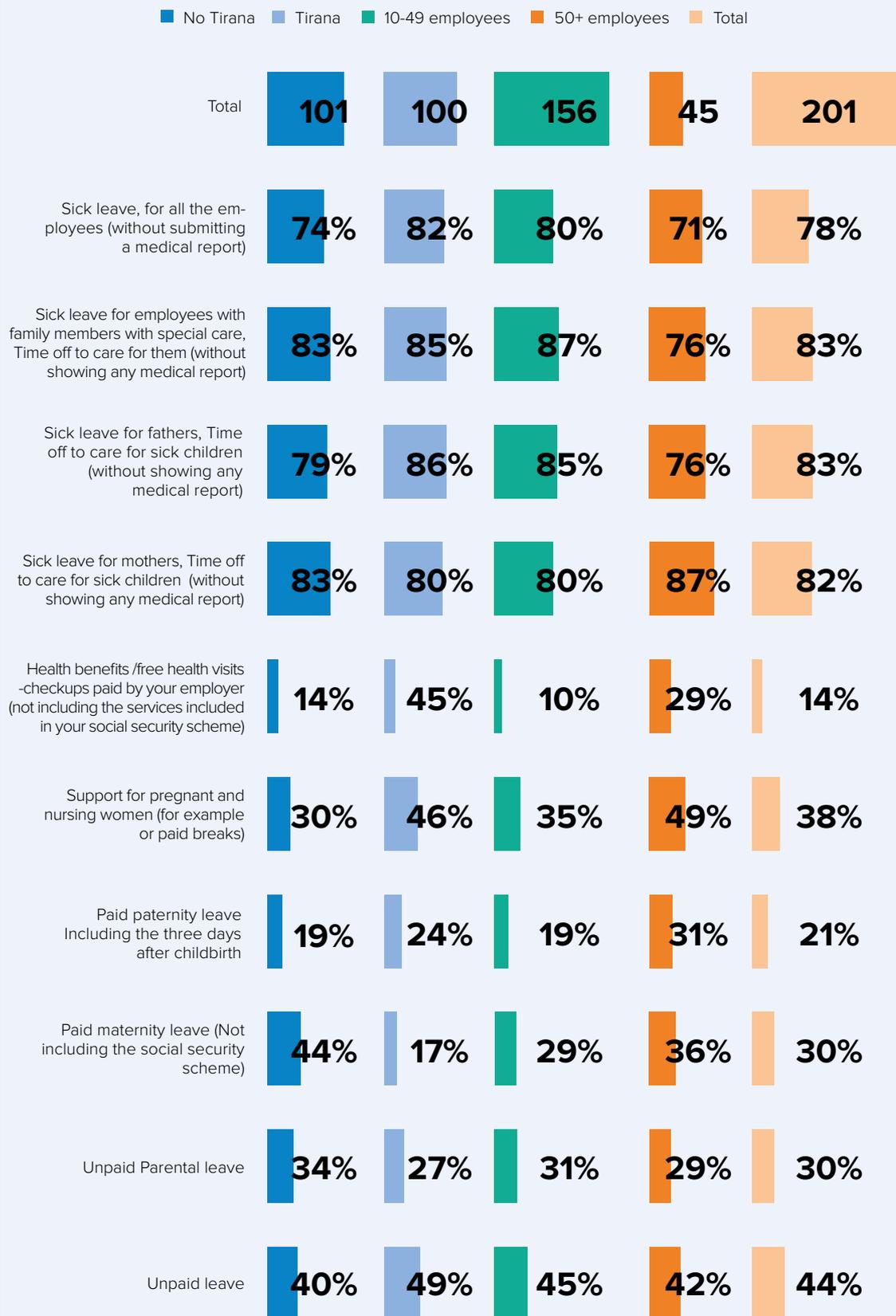
Roughly four out of ten businesses (38%) declare to support pregnant or breastfeeding women by enabling them to discontinue their work. Data show that almost half of the large businesses staffing more than 50 employees apply such practice. The practice is less applied by businesses not operating in Tirana, or small businesses.

In the meanwhile, 14% of businesses declare to make available health benefits/free checkups to their employees. Data show that this is mostly applied by large businesses staffing more than 50 employees (29%) and only 10% by smaller businesses staffing 10-49 employees.

Most of the businesses give leaves for health reasons so that mothers be able to care for their children with no need to file a medical report. Same situation applies to fathers with more than eight out of ten businesses giving paternity leaves to fathers to care for their children. Small businesses are far more tolerant of the medical report submission compared to large businesses.

Additionally, 83% of businesses give health leaves to their employees asking to assist their family member requiring special care with no medical report being submitted. Smaller businesses score a higher percentage (87%) compared to large businesses staffing more than 50 employees (76%). Almost eight out of ten businesses give health leaves to employees with no need to submit a medical report.

**Figure 63. In your knowledge, which of the following is implemented in the company you are employed in? (Percentage Yes)**



## Covid-19 impact

The pandemic has impacted not only individuals, but businesses too, therefore it's essential to understand if the situation has led to any novelty or adaptation to how businesses work. Research results show that when asked about operation during the pandemic, 38% of respondent businesses reported to have been fully operational. In the meanwhile, 31% declared that the company was partly operational, including in this category the businesses that had closed down several branches of their activity. 31% of businesses declared to have been closed down due to the pandemic.

Data show that businesses not operating in Tirana had stayed open more than the businesses operating in Tirana. Fewer differences are noted by business size.

**Table 21. Which statement describes the situation of your company during the first wave of the Covid-19 pandemic?**

	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
The business remained opened and totally functional	44%	32%	37%	42%	38%
The business remained opened and partially functional (this includes even the option that some of the branches might have been closed)	34%	28%	32%	27%	31%
The businesses closed temporarily due to lock down and Covid-19 measures	23%	40%	31%	31%	31%

When asked about the impact of the pandemic on the number of employees, the majority of the businesses stated that the situation was pretty much the same (63%) and the number of employees hadn't changed after the pandemic. Tirana hosts a larger number of businesses declaring that there's been an increase in the number of employees compared to the pre-pandemic period, as opposed to businesses not operating in Tirana.

**Table 22. The number of employees compared to the pre-pandemic period**

	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Has increased	11%	22%	16%	18%	16%
Has remained the same	69%	57%	65%	58%	63%
Has decreased	19%	20%	18%	24%	19%
DK/NA	1%	1%	1%	0%	1%

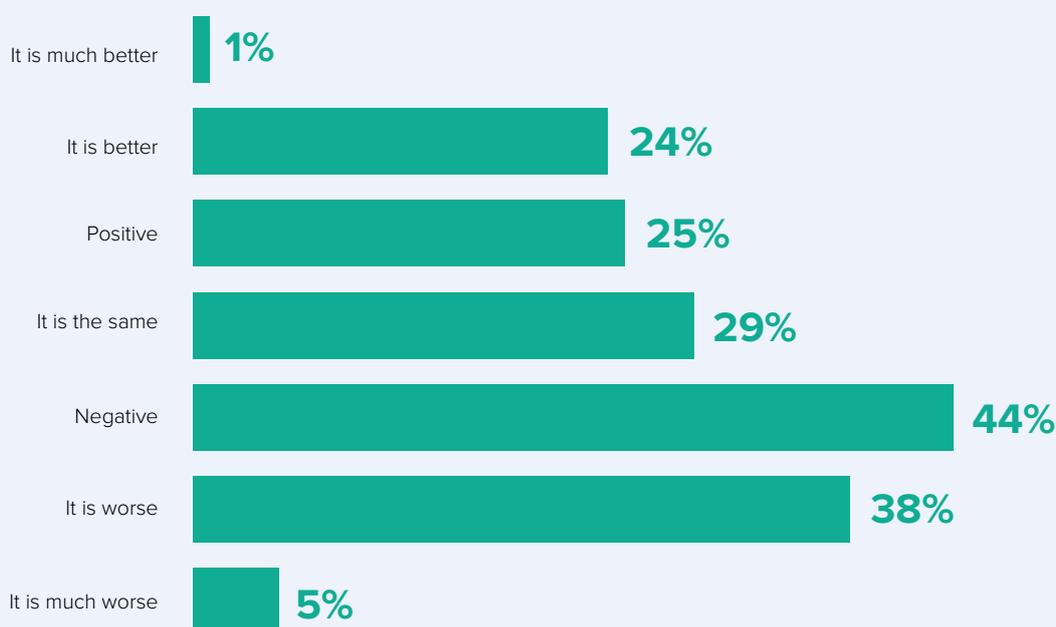
Data on the number of clients are in the same line with the number of employees, thus indicating an increase of activity for businesses operating in Tirana compared to those not operating in Tirana. More specifically, 32% of businesses in Tirana declare a growing number of clients compared to 16% of businesses not operating in Tirana.

**Table 23. Number of clients compared to the pre-pandemic period**

	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Has increased	16%	32%	23%	27%	24%
Has remained the same	52%	35%	42%	51%	44%
Has decreased	31%	32%	34%	22%	31%
DK/NA	1%	1%	1%	0%	1%

Most of the surveyed businesses stated that the pandemic has negatively impacted their financial performance. 44% of businesses stated that the financial situation of the company got worse after the pandemic. On the other hand, 25% of businesses saw their performance improved after the pandemic. Almost one third of surveyed businesses (29%) stated that their financial situation has not changed compared to the pre-pandemic situation. Data on business size show minor changes that are statistically insignificant, thus leading us to conclude that the impact of the pandemic on business finances has seen similar levels, irrespective of the business size.

**Figure 64. The financial performance compared to the pre-pandemic situation**



Results depict an **optimistic situation** for businesses with regards to **near future expectations**. The overwhelming part of surveyed businesses, 84%, state that the situation in the next two years will be much better. Businesses in Tirana seem to have greater expectations compared to businesses not operating in Tirana. This is also reflected by the growing number of employees and clients compared to the pre-pandemic situation. This fact makes them more optimistic about their near future expectation.

**Table 24. Expectation on company growth in the next two years**

	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Better than now	77%	90%	82%	89%	84%
No change	15%	5%	11%	7%	10%
Worse than now	5%	2%	4%	2%	3%
DK/NA	3%	3%	3%	2%	3%

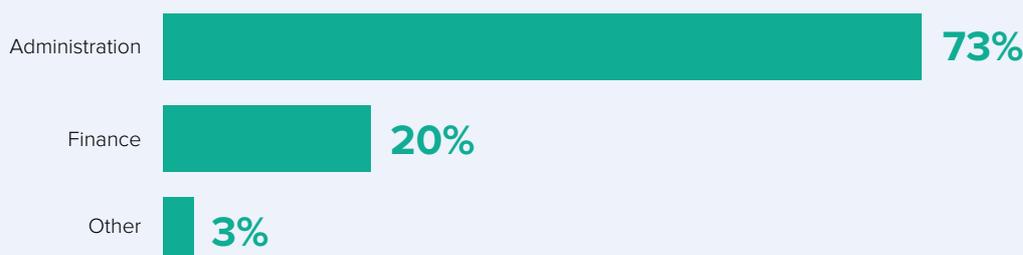
During the pandemic, most of the companies worldwide transitioned to online work. The practice is still pursued by a number of companies and businesses although we're 2 years now into the pandemic. A considerable number of businesses in our country, especially in Tirana, have enabled their employees to work from home during the pandemic. Large companies have been more inclined to enabling employees to work from home compared to smaller companies.

**Table 25. Employees who engaged in distance work (working from home) during the pandemic**

	No Tirana (N=101)	Tirana (N=100)	10-49 employees (N=156)	50+ employees (N=45)	Total (N=201)
Yes, all of them	0%	4%	1%	4%	2%
Yes, some of them	12%	29%	18%	29%	20%
No	88%	67%	81%	67%	78%

Surveyed businesses only that have allowed some employees to engage in distance work (N=45) were asked to state which category of employees were allowed to work from home. Findings indicate that the public administration is the category that may engage in distance work the easiest, with 73%. Finance department employees have been enabled to engage in distance work by roughly 20% of the businesses.

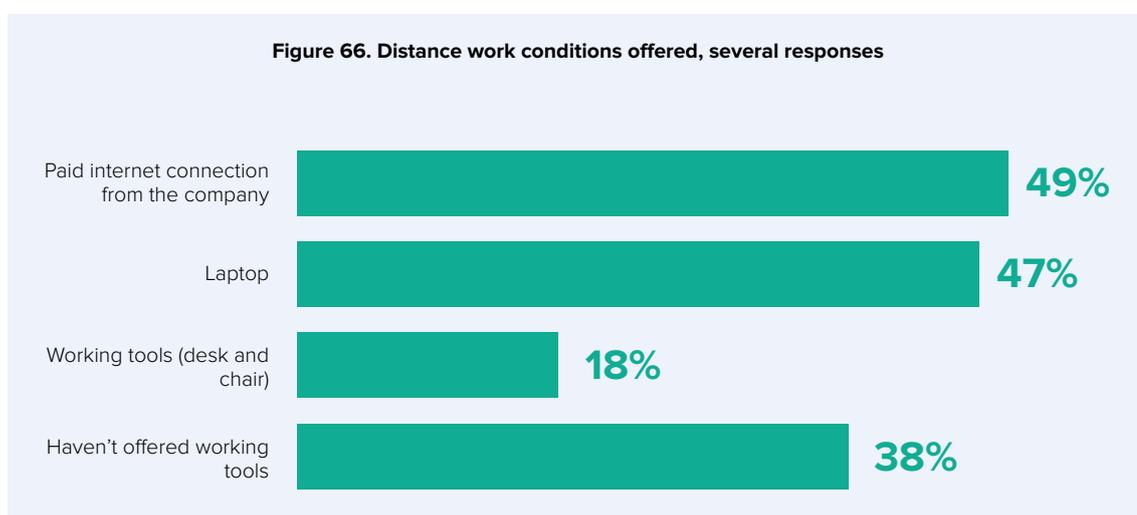
**Figure 65. Category of employees engaged in distance work, several responses**



Distance work requires some conditions to be met by the employees in order for them to perform as requested. This implies that distance work requires the necessary tools and equipment such as computer, access to the Internet, and other conditions to perform the work as requested by the employer.

**Research results show that 38% of businesses have not made available a single tool to the employees to work from home, while 62% of businesses have made available at least one support service/tool to those working from home.** Data show that approximately half of the companies, 49%, that allowed employees to engage in distance work declare to have paid the Internet bill in favor of the employee or have provided them with a lap top to work (47%). About 18% have provided the employees with other support tools such as computer desks or chairs.

Companies that didn't allow their employees to work from home defined the type of work to be the main reason why it was not possible for employees to benefit such a facility during the pandemic. Only 1% of the businesses think that working from home reduces employee engagement and does not provide proper monitoring.



*With regard to the pandemic impact, quality findings from in-depth interviews with the businesses showed that the majority of the businesses have adopted innovative policies to move forward the work process. Most of the employees have worked online, while warehouse, manufacturing, and other on-site employees engaged in shift or reduced-hours works. Businesses state to have provided all the necessary materials to employees, such as lap tops, Internet, other basic materials.*

*Interviews with the businesses revealed that some businesses, especially those operating in the ICT and services, are open to be more flexible in the future with their employees working from home.*

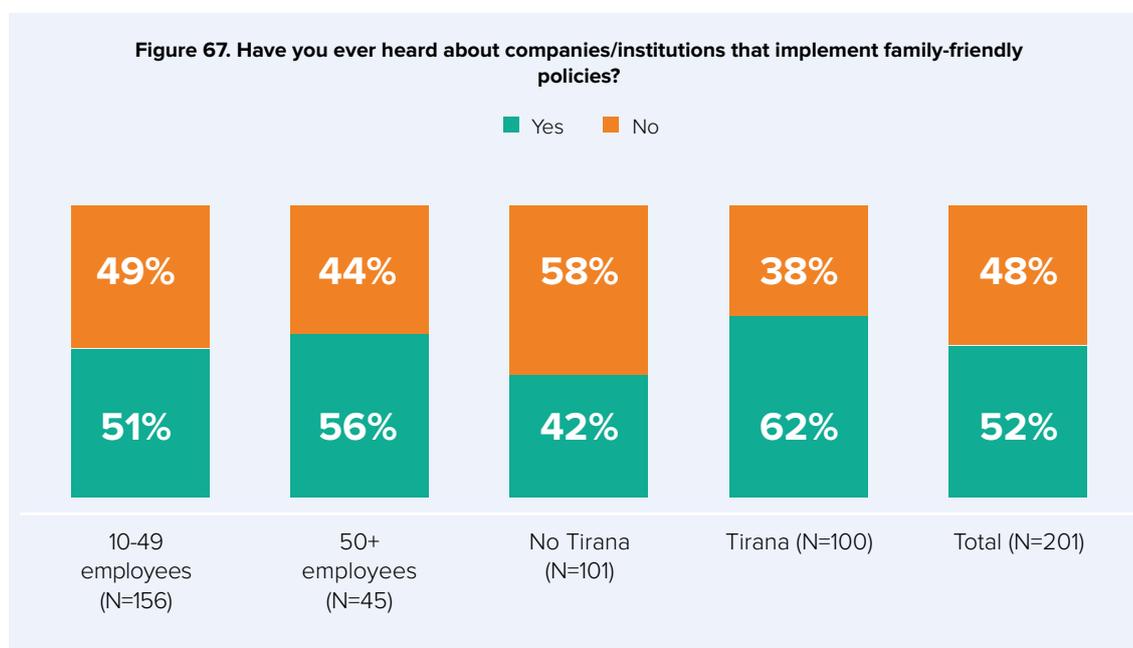
*When asked about the pandemic impact on the number of employees, business representatives stated that it didn't impact the reduction of their number. However, it had a negative impact on the increase of human resources and the number of employees in the company.*

*The representatives of state institutions declared that institutions have been working online during the lockdown and then by taking turns on a chart-basis to implement the anti-Covid measures. Employees were made available lap tops to work on, although some of them opted for their personal devices. None of the interviewed institutions provided the employee with Internet connection during the pandemic.*

## Knowledge on family-friendly and gender-responsive policies

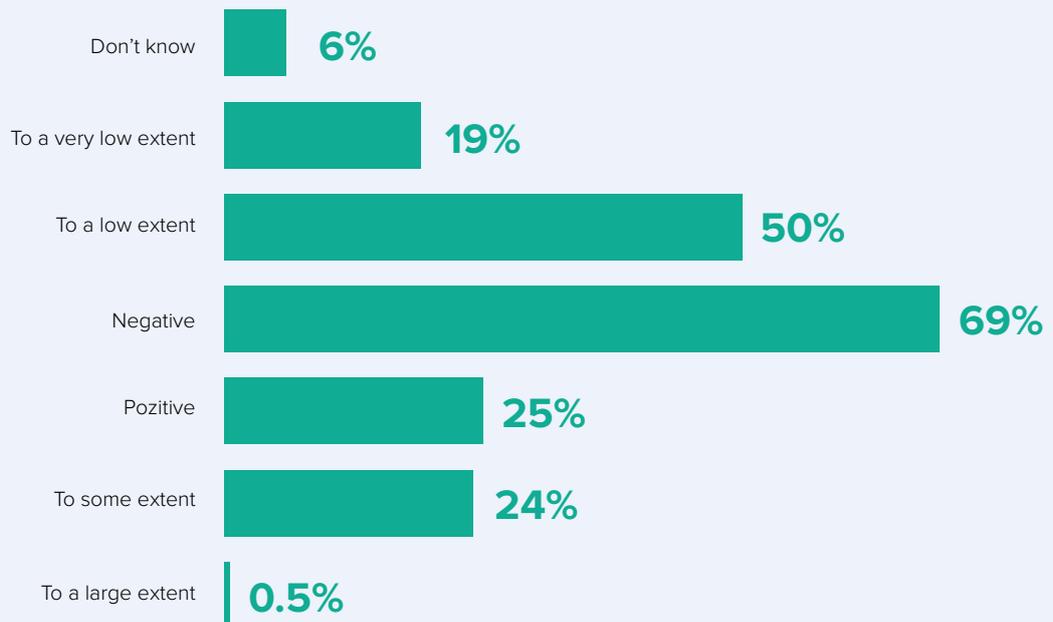
Measuring the level of knowledge is essential to improve the current situation. Businesses were asked whether had they ever heard about the application of family-friendly policies in the company or other institutions. It should be highlighted that the interviewer initially read to the businesses the definition of the application of family-friendly policies. Then, based on this definition, they were asked if they were aware of any company or institution applying such policies in the country or abroad.

Data show that companies operating in Tirana and large companies have heard a lot about other companies applying such policies. However, it should be stressed that only half of the businesses have heard about companies or institutions that implement family-friendly policies. It's very important that companies or institutions applying such policies be promoted as positive examples. This makes it more concrete how a company may implement such policies and better understand the impact of these policies on the smooth business operation.



Businesses were further asked about their opinion on the level of the application of family-friendly policies in Albania. The majority of the companies (69%) think that family-friendly policies are generally not applied by the businesses in the country, and only one fourth (25%) think that these policies are applied by the businesses in the country.

**Figure 68. To what extent do you think private companies in Albania are implementing family-friendly policies for their employees?**



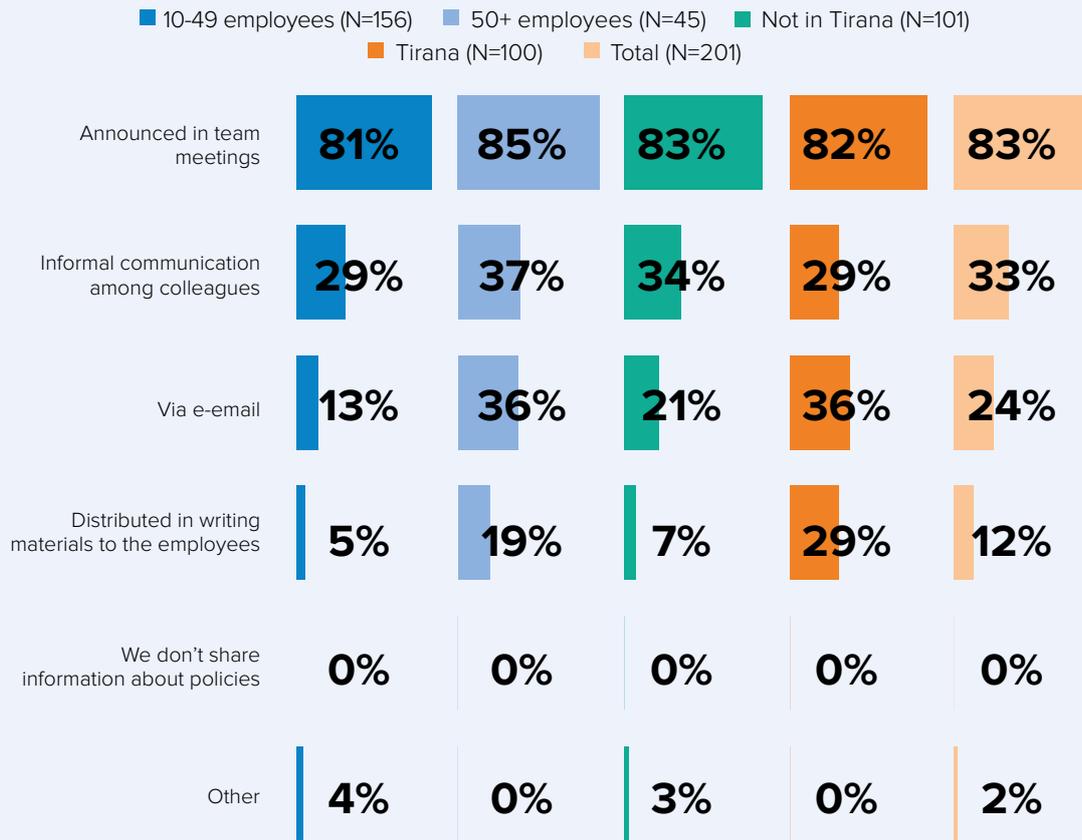
When asked how the companies see themselves with regard to the implementation of family-friendly policies, the majority of them consider themselves as companies supporting workers and that have the implementation of such policies part of their agenda. More than one in three companies (36%) state that they are active and promote such policies publicly. The data indicate that companies have a better perception of themselves compared to what they think of other companies in general.

**Table 26. The companies' self-perception related to the implementation of family-friendly policies**

The company applies only the official laws and regulations without wanting to discuss internal issues or have internal discussions on the agenda. (Does not offers the full law interpretation to the employees)	7%
The company has on its own agenda a family-friendly work environment and supports employees who are parents (financial aid, benevolent behavior)	57%
The company promotes family-friendly policies and is publicly active. The company pays attention to these policies by discussing financial and human resources, promoting these policies in public, and providing support to employees who are parents.	36%

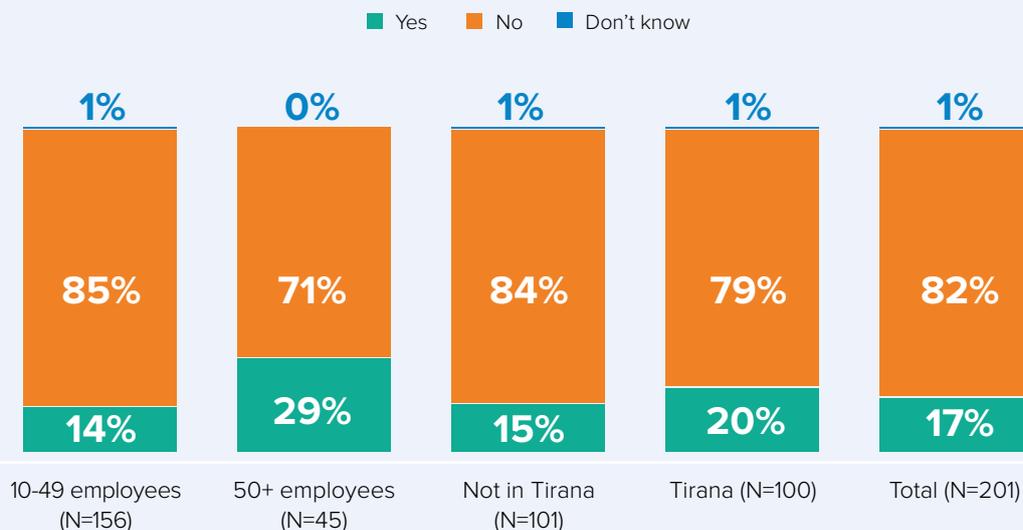
The data indicate that Albanian companies prefer verbal communication with their employees to communicate the company's rules or procedures. The data indicate that the most widely used method is communication with the staff in meetings (83%). The second widely used method is informal communication with employees for one-third of companies. A wide use of such method is noticed in large companies with more than 50 employees (37%), as well as in those not operating in Tirana (34%). E-mail is less used by companies with 10-49 employees (13%) and companies not operating in Tirana (21%). Other methods are phone calls and WhatsApp groups (2%).

**Figure 69. Business information sharing method (several options)**

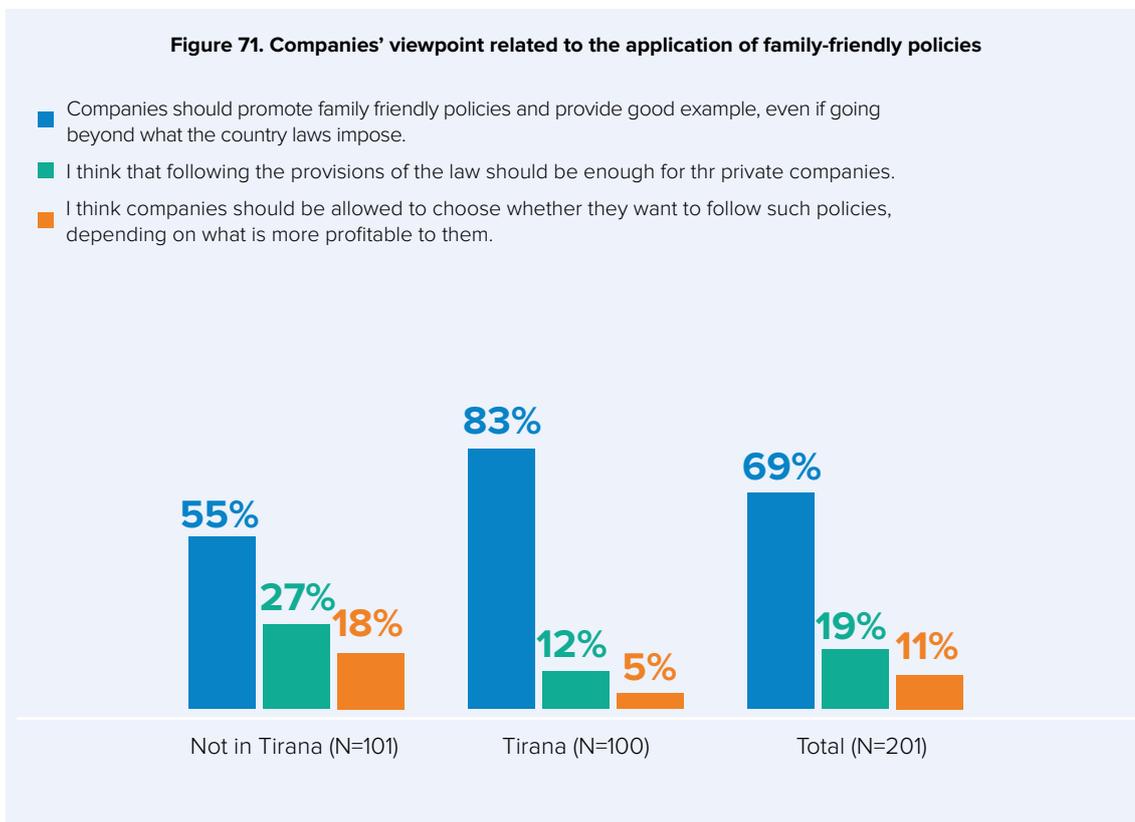


Furthermore, nearly one in five companies have specific rules in case of discrimination against employees (17%). These rules are more available in businesses operating in Tirana (20%) and in large companies with more than 50 employees (29%).

**Figure 70. Do you have specific rules in place in case an employee feels discriminated?**



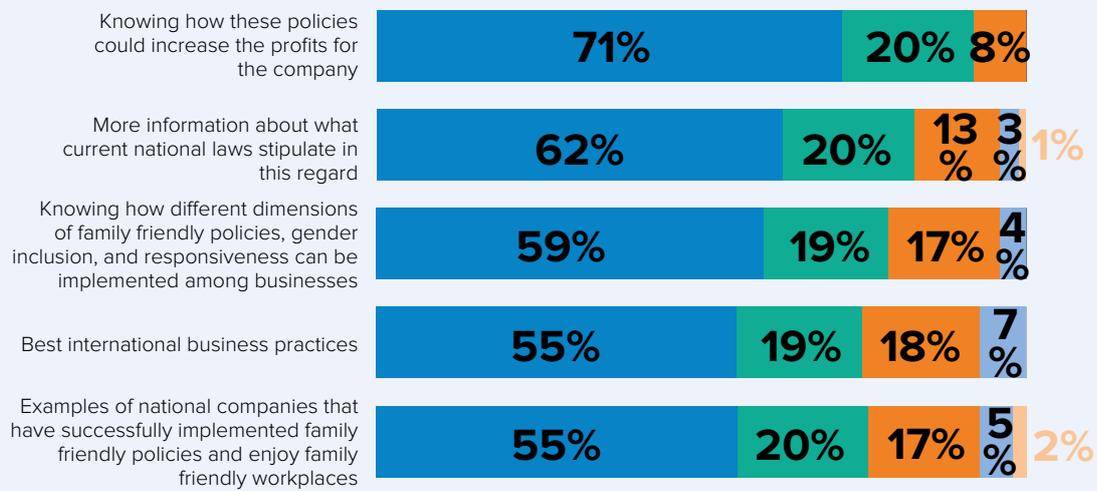
The general perspective of companies related to their commitment in applying and implementing family-friendly policies is different at regional level. **The companies operating in Tirana are more supportive towards the implementation of family-friendly policies.** More than eight in ten companies in Tirana believe that not only should the company apply the country's rules and laws, but they must promote such policies. Meanwhile, only half of companies not operating in Tirana support a similar attitude.



Businesses demonstrate a high level of interest in obtaining information about a series of issues related to the implementation of family-friendly policies. More than seven in ten businesses are very interested in acquiring knowledge on how such policies may increase the company's profits. More than six in ten businesses are very interested in being more informed of the country's existing laws in this regard. Nearly 59% of businesses request information on how family-friendly policies and gender-responsive policies can be applied in respective companies. Meanwhile, 55% of companies are very interested in being introduced to international good practices of family-friendly policies' implementation and examples of domestic companies that have proved to be successful in implementing family-friendly policies and in providing family-friendly jobs.

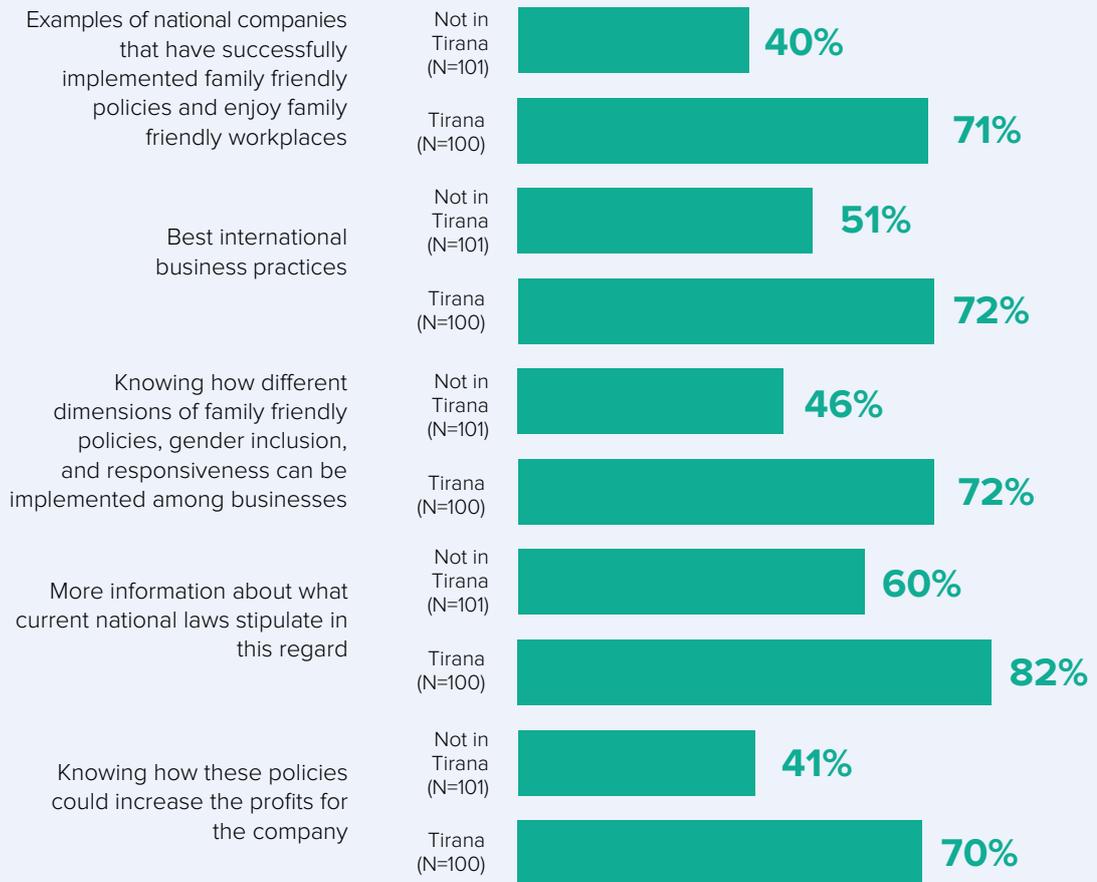
**Figure 72. How interested would your company be to obtain information for the followings?**

1. Not interested at all    2    3    4    5. Very much interested



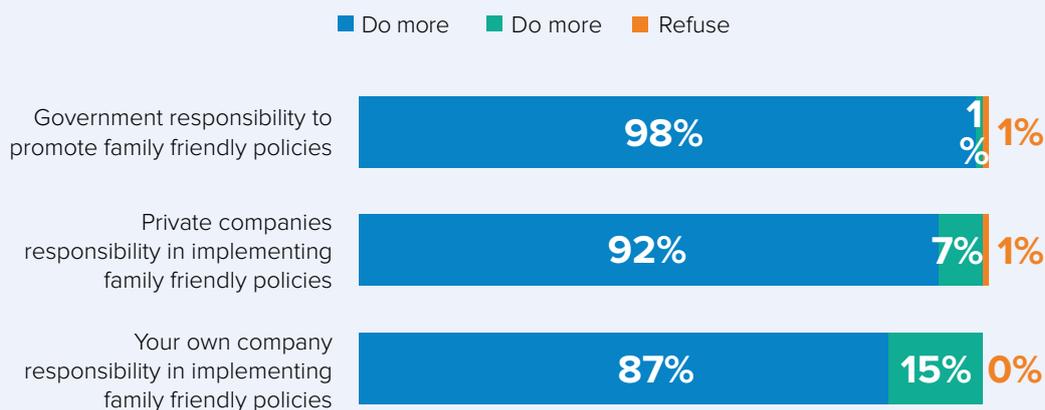
The data indicate that company’s level of interest varies greatly between the companies operating in Tirana and those operating outside Tirana. In general, for all the fields, **companies operating in Tirana demonstrate a higher interest in being informed of family-friendly policies.**

**Figure 73. Proportion of companies that are very interested in the fields of family-friendly policies by regions**



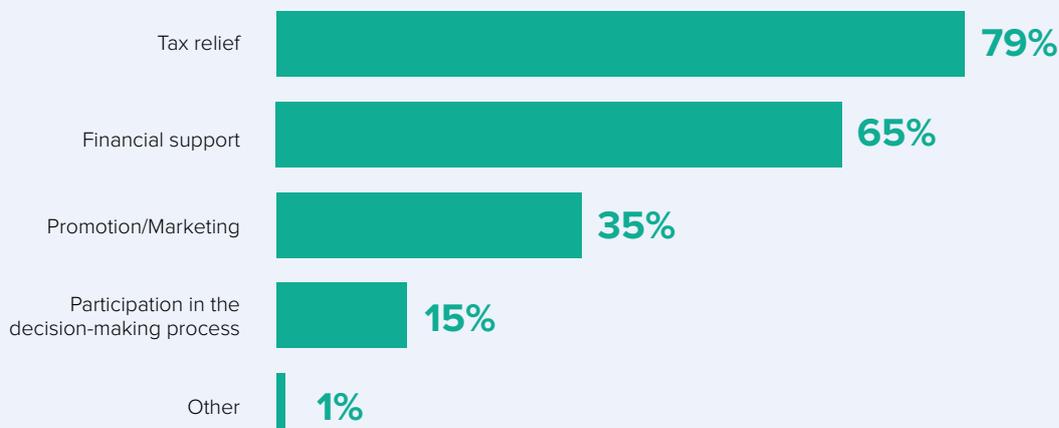
The majority of businesses believe that the government, private companies and the company themselves must play a better role with regard to the implementation of family-friendly policies.

**Figure 74. Perceptions of the government and companies' commitment**



Almost all the companies (95%) believe that the government must support companies to implement family-friendly policies or gender-responsive policies in their workplace. The main types of support are mainly related to financial aspects, such as tax relief (79%) and financial support (69%). Fewer believe that a type of support may be the promotion/marketing (35%) or being involved in governmental decision-making (15%). Another type of support is through scholarships for employees' children who are students, or support in creating child-friendly premises (1%).

**Figure 75. What type of support should the government provide? (Several options)**



*Based on in-depth interviews, the state representatives' perceptions on what more can be done by their institution with regard to the improvement of family-friendly and family-sensitive policies indicated that more cooperation with private enterprises is needed, not only for the integration of women in the workplace, but to encourage private enterprises to build premises for child care (such as kindergartens and nurseries) close to working premises, as well to increase the number of kindergartens and nurseries, so that they can be closer to young parents' place of residence. Apart from gender-based violence, it is also suggested that the civil society organizations focus on issues of family-friendly policies to raise awareness on such policies.*

# Conclusions and recommendations

## Duration of working time and break time, extra hours, their remuneration and flexible working hours

With regard to the **duration of working time**, the research findings indicate that, on average, the private sector employees work more hours compared to those employed in the public sector. Findings are similar even for the working time during weekends or official holidays, where the private sector employees are more likely to work on Saturdays, Sundays and holidays, but in contrast to the public sector they are more likely to be remunerated for that. This aspect has been legally regulated for both the public and private sector through provisions of the Labor Code and DCM No. 568, dated 06.10.2021, defining the duration of working hours, as well as the remuneration method for extra hours, working on weekends or official holidays.

### Recommendation

The application and implementation of regulations on duration of working time and break time, extra hours and their remuneration requires the willingness of private sector and state administration institutions to draft and approve standard working procedures in line with the regulations in force. Raising the awareness of employees and employers on what are their rights for extra hours or working on holidays, and where they can address their claims in this regard is required. It is recommended that the State Labor Inspectorate and the Department of Public Administration play a more proactive role in monitoring the implementation of such provisions, thus establishing more complaint mechanisms for the employees, without affecting their workplace.

**Flexible working hours** show that the private sector offers more opportunities than the public one, although both sectors are still rigid when it comes to offering flexible working hours for their employees. They believe that flexible working hours may decrease work productivity. This attitude is widely shared by businesses operating outside Tirana.

### Recommendation

The application of more flexible working hours would help employees to adapt their personal life needs more to the professional ones. In addition, such working hours help in encouraging unemployed women with young children to enter the labor market. The in-depth interviews with unemployed women demonstrated that non-flexible working hours were a very important factor preventing them from searching for a job. Furthermore, it is recommended to raise awareness of businesses operating in districts on the importance of family-friendly policies. Such awareness can be raised in cooperation with representatives from Local Self-Government Units and Chambers of Commerce.

## Premises for socialization and consumption of food meals

The research findings reflect significant differences between the private and public sectors with regard to the provision of premises for socialization or meal consumption. A worrying difference for all the state administration employees is that, apart from not having dedicated premises, they do not have lunch breaks. The interviews with representatives from state institutions indicated that there is a silent agreement among the superiors and employees to have a minimum 30-minute break, but this has not been formally regulated. Exceptions might be any specific institution that has foreseen this opportunity in their internal regulation.

### Recommendation

The legislation in force provides for a non-favorable treatment to state administration related to the opportunity of taking a short break during the day. As for the private sector, the duration of lunch break is determined in the individual or collective employment contract, whereas such regulation is not available for state administration employees, either part of civil service or not. This regulation needs to be harmonized to include and treat equally those employed in the private sector and those employed in the public sector. Although, in practice, the employees take their break through a silent agreement, this is a regulation that needs to be formalized through the amendment of sub-legal acts or through a specific internal regulation for every institution.

## Combining in-office and telework

More public sector employees worked from home during the first wave of pandemic, specifically during March 2020, compared to the private sector. However, it is noted that this practice was seen more as a temporary solution rather than a special policy for a long-term application. The research data indicate that the majority of employees that were allowed to work from home are no more allowed to do that. Furthermore, the research revealed discrimination against employees that are not part of the administration, but who work in service delivery or production and distribution sector, thus not allowing them the opportunity to work from home.

### Recommendation

The application of a hybrid methodology, with a combination of in-office and telework, seems to be the most preferred by employees. This is mostly requested by men employees rather than women employees. This is related to the finding that women have experienced more isolation or difficulties in finding the life-work balance when working from home. A regulation of such aspect, which can be made through an internal regulation of institutions or businesses providing employees the opportunity to choose certain days when they need to work from home, is recommended. Such regulation should also cover the employees not being part of the administration, but who work in service delivery and in production or distribution line, thus allowing them the chance for a staff rotation so that they can cover the institutions and businesses' needs, while addressing at the same time the employees' demands or needs for a better balance between personal and professional life.

## Leaves

### Annual leave

The data on access to annual leave highlighted the fact that the public sector employees have full access and opportunities to be granted annual holidays, which is not the case for the private sector. Meanwhile, based on the data obtained from employees, private businesses allow their employees nearly 15 calendar days out of a 28-days leave provided for in the Labor Code.

### Recommendation

Access to annual leave should be the same for all the employees, both in public and private sector. Although state institutions guarantee this right to their employees, in most private companies, the situation is quite different. An intervention in this regard is very important and quite necessary. Such intervention can be made by the State Labor Inspectorate, which can inspect the implementation of employment contracts from civil society organizations with activities focused on workers' rights, which can work for awareness-raising or specific in-depth studies on why a significant number of employees are not allowed access to annual leaves. Another suggestion that might regulate the concern in question are trade unions. The international organizations and donors can finance projects on establishing trade unions for the private sector.

### Maternity leave

With regard to the **maternity leave**, when analyzing only women with 7-year-old or younger children, nearly 70% of them state that they have been granted the maternity leave. Among men employees, only 3% of them state that they have been granted the maternity leave and 81% of them state that it was their wives who were granted the leave. These data prove that mothers remain the main parent entitled to maternity leave in our country. Among women that have not been granted the maternity leave, the main reasons for that were that they were unemployed at the time they gave birth or they were informal workers who could not be entitled to such right.

### Recommendation

The awareness of male parents needs to be raised so that they can be more proactive in their parental role and child care. Awareness must be raised through short movies or videos, television debates and positive role models of fathers involved in such roles. On the other hand, as a way to avoid any room for abuse is recommended the establishment of a system as a specific mechanism to register maternity leaves, connected to the civil registry, tax directorate and social insurance systems. Not only would this system allow the generation of data on maternity leave, but it would also allow tracking from state institutions of the number of women and men that request it, as well as the reasons why they do not spend it fully. In addition, establishing such a centralized system with access from businesses would have an impact on reducing informality and off the books employment.

### Parental leave

The vast majority of employees with children under 6 years old stated that they did not request parental leave, thus demonstrating low levels of information on this right by young parents. The parental leave is not paid and this can be another reason discouraging parents to request it, even if they are aware of it.

## Recommendation

Awareness-raising campaigns and training of representatives from human resources departments are required to increase young parents' level of knowledge of access to such leave. On the other hand, legal initiatives on amending existing regulations are required, as well as their approximation to the European Union legislation, so that this type of leave be paid and encourage parents to request it.

## Breastfeeding support

The data from businesses indicate that one in three businesses have provided breastfeeding support to their employees, with dedicated premises or shortened working hours. The businesses operating in Tirana and large businesses with more than 50 employees have provided more than such a service. In addition, the stance taken by businesses on provision of support and necessary conditions for breastfeeding employees indicates positive numbers, where more than six in ten businesses agree to provide such type of support to their employees. This fact is an indicator that businesses share positive stances and support such policies, but they need guidance on how to implement them. Both sectors remain behind in providing breastfeeding premises or child care to employees during their working hours.

## Recommendation

It is recommended that the chambers of commerce and business hold consultation roundtables with businesses that have a positive approach with regard to providing breastfeeding support and other family-friendly policies to guide businesses how to implement such policies. At the same time, champion companies can organize meetings with those businesses to share their experiences and best practices.

## Perceptions, experiences and knowledge on family-friendly policies

### Information on family-friendly policies

The public sector employees are more informed on family-friendly policies compared to the private sector employees. In addition, 71% of private sector employees state that they are not informed by companies on family-friendly policies. However, the research showed that only half of businesses had heard of other companies, domestic or international, applying such policies. Differences are noted on the level of knowledge among businesses operating in Tirana and outside Tirana.

## Recommendation

A communication strategy needs to be drafted with partners implementing the project and champion companies so that information on family-friendly policies is massively transmitted, not only through traditional and social media, but also on site through awareness-raising campaigns conducted in every city or region, with the aim of increasing the businesses' level of knowledge on family-responsive policies and their potential benefits.

Employees were asked a series of questions to have a better understanding of their life and work balance. It seems that women face more difficulties in balancing work and life. Nearly one in three women employees state that they experience frequent difficulties to meet their family obligations due to the time spent at work, compared to 19% of men. Furthermore, it is noted that having a young child causes higher levels of stress and uneasiness to employees due to failure of meeting family obligations, as a result of the working schedule. There is also noted an unmet need for sleep due to work or frequent work-related fatigue or illnesses compared to employees having no children. Businesses have a perception that young mothers are less productive in the workplace compared to young fathers. In addition, women employees are more afraid of losing their job if they have babies compared to men. Approximately 60% of women believe that the birth of a child would prevent them from their career advancement. All of these prove the discrimination against women in the labor market and a higher level of hesitation compared to men in having a family, as this would have consequences in their professional life.

### **Recommendation**

Raising awareness to break biases and discriminatory opinions against women and young mothers is a very important measure to be taken by responsible state structures on gender equality and by civil society organizations dealing with gender equality issues.

### **Governmental support**

Almost all the companies (95%) believe that the government must support companies to implement family-friendly policies or gender-responsive policies in the workplace. The main types of support are mainly related to financial aspects, such as tax relief and subsidies. In addition, even state sectors, which are responsible to develop and monitor such policies, are focused on better cooperation with the private sector in creating family-friendly jobs.

### **Recommendation**

In order to increase the number of businesses being involved in the implementation of family-friendly policies, it is recommended that the government offers financial aid packages to those businesses, as a means of encouraging them to implement family-responsive policies. At the same time, there is a need to establish a joint structure such as a thematic group or a steering council among state institutions responsible for family-friendly policies, business community, and champion companies for a close and fruitful cooperation to make steps forward towards family-friendly policies.

# Annex I: Employees profile

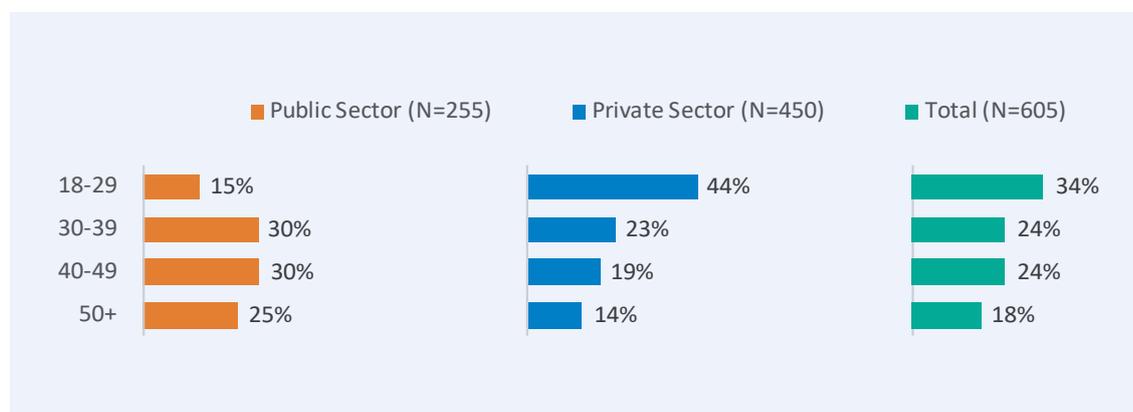
**Table A 1. Job position of employees employed in public sector**

Public sector	
Teacher	18%
Specialist	15%
Worker	11%
Nurse	5%
Chief/Head	5%
Sanitary	4%
Director	4%
Kindergarden Teacher	4%
Pipelinier	3%
Inspector	3%
Driver	3%
Engineer	2%
Economist	2%
Police	2%
Soldier	2%
Other	18%

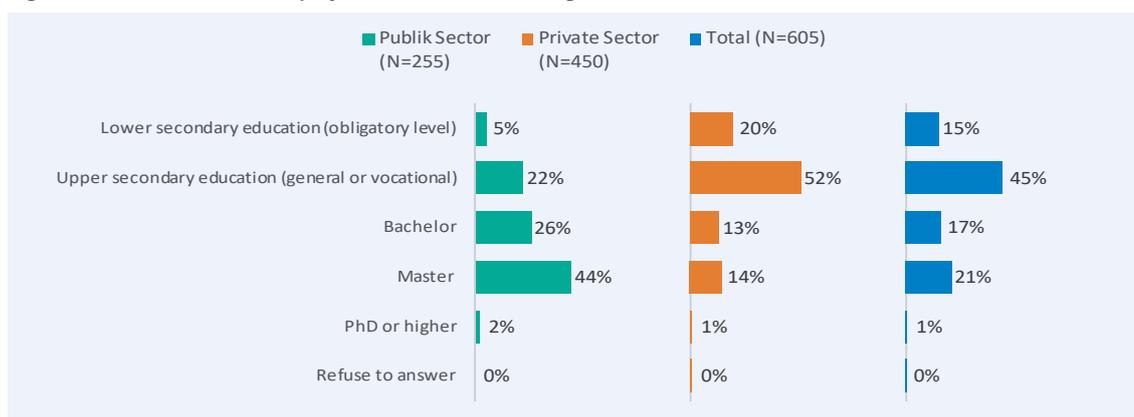
**Table A 2. Job position of employees employed in private sector**

Private sector	
Worker	22%
Vendor	11%
Manager	5%
Operator	4%
Waiter	4%
Chef/ Vice Chef	4%
Tailor	4%
Sanitary	4%
Driver	4%
Textile	3%
Banker	3%
Mechanic	2%
Constructor	2%
Chief/Head	2%
Economist	2%
Other	23%

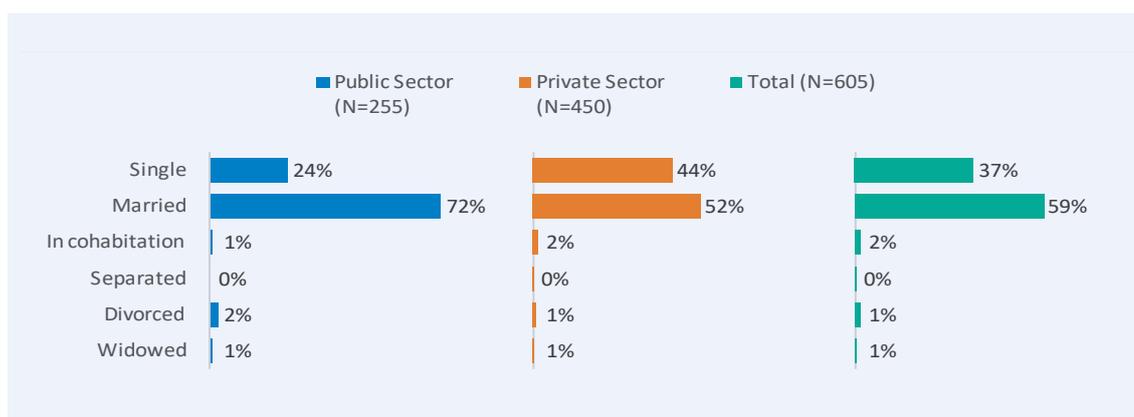
**Figura A. 1. Distribution of group ages according to employment sectors**



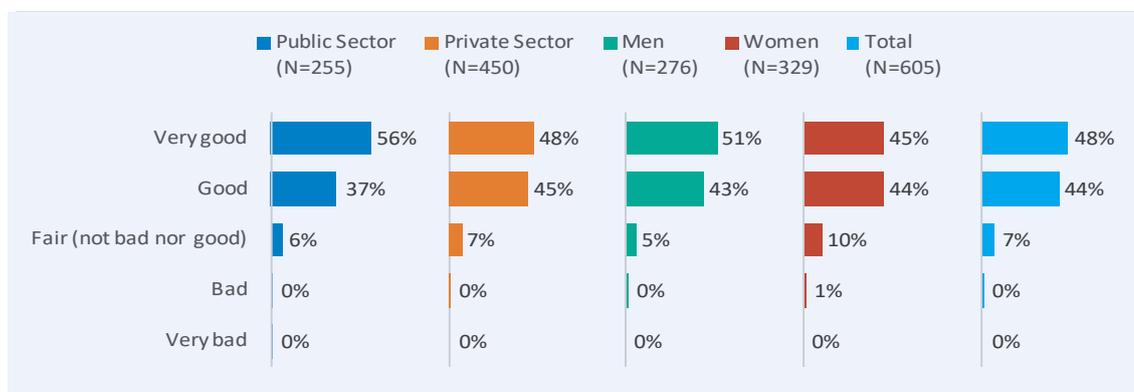
**Figura A. 2. Distribution of employed individuals according to sector and education level**



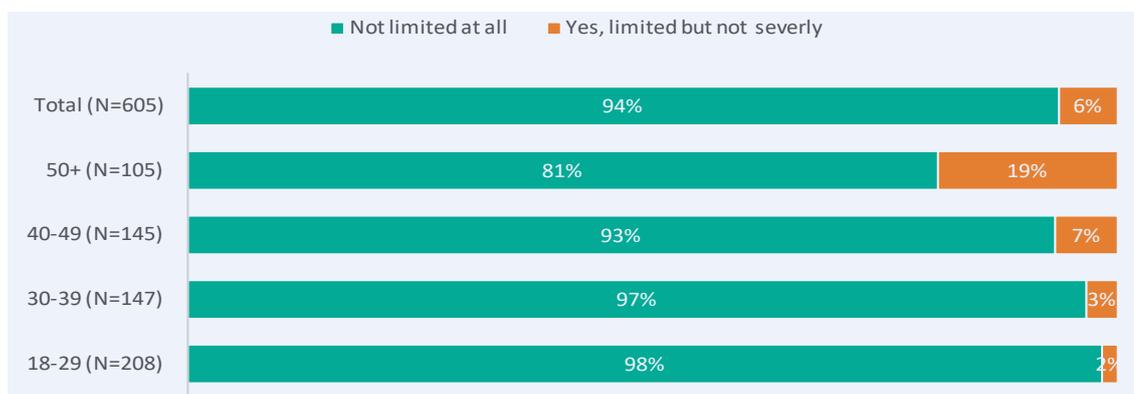
**Figura A. 3. Distribution of employed individuals according to sector and marital status**



**Figura A. 4. Health status self-valuation according to gender and sector**



**Figura A. 5. Restriction of daily activities according to group age**



# Annex IA: Businesses profile

**Table 27. Businesses by activity**

Activity	Business number
Bar-restaurant	18
Textile	13
Hotels	12
Market/Supermarket	23
Construction	15
Production	31
Sale	17
Telecommunication	2
Trade	27
Import_export	7
Furniture	7
Printing House (Printery)	3
Transport	2
Insurance	2
Energy	3
Agency	1
Refinement	3
Other	15
<b>TOTAL</b>	<b>201</b>

**Table 28. Respondents by gender**

	10-49 employees (N=156)	50+ employees (N=45)	No Tirana (N=101)	Tirana (N=100)	Total (N=201)
Women	42%	51%	45%	44%	44%
Men	58%	49%	55%	56%	56%

# Annex II: Employees survey

Hello, my name is \_\_\_\_\_. I work for IDRA Research & Consulting. This company is specialized in conducting different research studies in the country. This specific survey is related to work-life balance, family friendly and gender responsive policies in the framework of UNFPA “Expanding Choices” project financially supported by ADC. The objective is to identify the level of understanding and implementation of family friendly and gender responsive policies in the workplace, be it a private company or a public institution. Through these questions we aim to better understand whether the company/ institution you are employed in is aware of and implements family friendly policies. Through the questions included in this questionnaire, we also seek to understand your point of view regarding family friendly policies and initiatives that work, as well as challenges that exist both in the private and public sector. Please allow me to emphasize here that your participation is voluntary, and any information provided will be used only for the purposes of this study and no personal data will be released or published. You are also free to choose to not respond to any question below. If you agree, I will kindly invite you to start with the questions. (About 20 minutes).

**Attention! Please do not include people working in agriculture sector**

**Qo. Do you agree to be interviewed?**

- Yes
- No- interrupt the interview

## Screening questions

**Q\_A. Are you employed?**

- Yes
- No – terminate the questionnaire

**Q\_B. In yes, where are you working in?**

- In public sector
- In private sector

**Q\_C. If private sector, are you self-employed** (meaning that you are working in a private business that you are the owner as well?)

- Yes – terminate the questionnaire
- No

## GENERAL INFORMATION ABOUT THE RESPONDENT

This section collects some general information about the respondent, employee in public or private sector

<b>Q1. What is your gender identity?</b>	<ol style="list-style-type: none"><li>1. Man</li><li>2. Woman</li><li>3. Transgender</li><li>4. Non-binary</li><li>5. Other, specify (_____)</li><li>99. Prefer not to respond</li></ol> <hr/>
<b>Q2. What is your age?</b>	_____years <hr/>
<b>Q3. Please specify the Region that you are living.</b>	<ol style="list-style-type: none"><li>1. Berati</li><li>2. Dibra</li><li>3. Durrresi</li><li>4. Elbasani</li><li>5. Fieri</li><li>6. Gjirokastra</li><li>7. Kukesi</li><li>8. Korca</li><li>9. Lezha</li><li>10. Shkodra</li><li>11. Tirana</li><li>12. Vlora</li></ol> <hr/>
<b>Q4. What is your highest level of education?</b>	<ol style="list-style-type: none"><li>1. No formal education</li><li>2. Primary education</li><li>3. Lower secondary education (obligatory level)</li><li>4. Upper secondary education (general or vocational)</li><li>5. Bachelor</li><li>6. Master</li><li>7. PhD or higher</li><li>99. Refuse to answer (spontaneous)</li></ol> <hr/>
<b>Q5. What is your current marital status?</b>	<ol style="list-style-type: none"><li>1. Single</li><li>2. Married</li><li>3. In cohabitation</li><li>4. Separated</li><li>5. Divorced</li><li>6. Widowed</li><li>99. Refuse to answer (spontaneous)</li></ol> <hr/>
<b>Q6. Do you have children?</b>	<ol style="list-style-type: none"><li>1. Yes</li><li>2. No – Go to Q8</li><li>99. Refuse (spontaneous)</li></ol> <hr/>

---

**If Q6=1**  
**Q7. If yes, is any of them?**

---

		1.Yes	2.No	99. Refuse (spontaneous)
Q7_1	Under 7 years old	1	2	99
Q7_2	7 -18 years old	1	2	99

---

---

**Q8. Do you have to look after, provide regular care, or help for any sick, elderly or disabled adult in your family/household?**

1. Yes
2. No
99. Refuse (spontaneous)

---

**Q9. How would you define your health in general?**  
**Self-perceived health**

1. Very good
  2. Good
  3. Fair
  4. Bad
  5. Very bad
  99. Refuse (spontaneous)
- 

**Q10. Are you limited because of a health problem in your daily activities?**

1. Not limited at all
  2. Yes, limited but not severely
  3. Yes, severely limited
  99. Refuse (spontaneous)
- 

**A household may have different sources of income and more than one household member may contribute to it.**

**Q11. Thinking of your household's total monthly income, how easy/difficult would you say it is to afford your monthly family expenses**

1. Very easy
  2. Easy
  3. Neither easy nor difficult
  4. Somewhat difficult
  5. Very difficult
  99. Don't know/Refuse (spontaneous)
-

## COVID SESSION

This section requires information about the possible effects that Covid-19 pandemic

**Q12. Have you been employed during the first wave of Covid-19 emergency (March 2019)?**

1. Yes
1. No, during that time I was unemployed – Go to Q17
99. Refuse (spontaneous)

If Q12=1

**Q12\_1. Thinking about that time, which of the following apply to you?**

1. I did not lose my job because of Covid-19
2. I lost my job because of Covid-19 – Go to Q17
99. Refuse (spontaneous)

**Note: Please take into account that in case of the person have lost the job, this should be only because of Covid-19 consequences.**

If Q12\_1=1

**Q13. Thinking about the start of the pandemic Covid-19, have you personally worked remotely (from home)?**

3. Yes
4. No – Go to Q16
99. Refuse (spontaneous) - Go to Q17

If Q13=1

**Q14. Which of the following situation have you experienced working from home?**

**Check all that apply**

- A. Lack of self-discipline /self-management at work
- B. Felt isolated
- C. Over-worked
- D. Difficulties in separating work and family / difficulties in balancing work and life
- E. Lack of adequate environment of working at home/ not enough space to work
- F. Other, specify \_\_\_\_\_
- G. None of the above

If Q13=1

**Q15. Overall, how would you evaluate your experience of working from home?**

1. Very positive, it suits me very well
2. Somewhat positive, this working method suits me at some extent but I think ideally is to alternate between home and physical presence at office or at work
3. Negative experience, it does not suit me at all I have no opinion

If Q13=2

**Q16. If no, why were you not allowed to work remotely?**

- A. Because of the type of job, it is not possible to work from home
- B. Because it was not allowed from the employer to do so
- C. Lack of necessary facilities to do my work at home such as no laptop, no internet connection etc.
- D. Other, specify (\_\_\_\_\_)

**Q17. Referring to now, are you allowed to work remotely in your company/institution?**

1. Yes, always if I want to do so
2. Yes, there are some days that I can work from home if I wish
3. No, I am not allowed

**GENERAL INFORMATION ABOUT THE CURRENT JOB**  
**This session provides information about some information related to the actual workplace**

**Q18. In your main job are you working?** 1. Full time  
 2. Part time  
 99. Refuse (spontaneous)

---

**Q19. How many years have you been working in total?** \_\_\_\_\_ years  
 99. Refuse (spontaneous)

---

**Q20. How many years have you been working in your current job?** \_\_\_\_\_ years  
 99. Refuse (spontaneous)

---

**Q21. What kind of position do you have in your company/institution? You could refer to the hierarchy in your institution or company**  
 1. Low level, I am not involved in the decision-making process  
 2. Middle level, I am somehow involved in the decision-making process  
 3. High level, my job involves making decisions every day  
 4. Other, specify \_\_\_\_\_

**The position here refers to how much you are involved in the decision-making process in your work.**

---

**Q22. At your workplace, is your immediate boss/supervisor a man or a woman?**  
 1. A man  
 2. A woman  
 3. Not applicable, in case no immediate boss/supervisor  
 4. Other, specify \_\_\_\_\_  
 99. Don't know/ Refuse (spontaneous)

---

**Q23. Would you say that in general in your company/ institution?**  
 1. There are more men  
 2. There are more women  
 3. Equal gender staff  
 99. Don't know (spontaneous)

---

**Q24. How many hours do you currently work per week (as an average)?** \_\_\_\_\_ hours (if more than 60 hours pls verify)  
 99. Refuse (spontaneous)

---

**Q25. Does your employment include?**

	1.Never	2.Sometimes	3. Often	4. Regularly	99. Refuse (spontaneous)
Q25_1 Saturday work	1	2	3	4	99
Q25_2 Sunday work	1	2	3	4	99
Q25_3 Overtime work	1	2	3	4	99
Q25_4 Working on national holidays	1	2	3	4	99
Q25_5 Shift work	1	2	3	4	99
Q25_6 Night work	1	2	3	4	99

**Q26. Do you get compensated if you work? Compensation implies money or day off**

			1.Yes, always	2.Yes, sometimes	3.No, never	99. Refuse (spontaneous)
If Q25_1 =2 or 3	Q26_1	Saturday	1	2	3	99
If Q25_2 =2 or 3	Q26_2	Sunday	1	2	3	99
If Q25_3 =2 or 3	Q26_3	Overtime	1	2	3	99
If Q25_4 =2 or 3	Q26_4	On national holidays	1	2	3	99

**Q27. Do you have flexible working hours in your company/institution?**

**Flexible working hours means that employees are allowed to deviate from the traditional nine-to-five, Monday to Friday work schedule. In other words, they can customize their schedule to fit their specific needs. This could mean starting work early and leaving early, starting later in the day and leaving late, or even working on different days of the week**

1. No, the working hours are set by the company / institution and cannot be changed
2. Yes, the working hours are somewhat flexible, in case a request is made
3. Yes, the working hours are entirely determined by me
4. DK/no opinion (spontaneous)
99. Refuse (spontaneous)

**Q28. If you would need to switch from full-time to part time job would this, be possible in your workplace?**

1. Yes, it is possible
2. No, this is not possible in my workplace
3. I have no information
99. Refuse (spontaneous)

**Q29. During the last year, have you personally made any request to your employer for...?**

		1.Yes, it was accepted	2.Yes, but it was denied	3.No	99. Refuse (spontaneous)
Q29_1	Flexible working hours	1	2	3	99
Q29_2	To switch from full time to part time job	1	2	3	99

**Q30. In case you miss work for health-related reasons, personal or to your family members do you have to provide to your employers a doctor's note?**

		1.Yes, always	2.Yes, but not always	3. No, it is not necessary to show to the employer the doctor's note	99. Refuse (spontaneous)
Q30_1	Personal health related reasons	1	2	3	99
Q30_2	Children health reason	1	2	3	99
Q30_3	Other family members that need your assistance if they are ill.	1	2	3	99

**Q31. Are you entitled to have an annual paid leave at your workplace?**

1. Yes
2. No
99. Refuse (spontaneous)

**Q32. How much annual paid leave are you entitled to get?**

- \_\_\_\_\_ days  
99. Refuse (spontaneous)

**Q33. How easy/difficult is for you to have your annual leave according to your preferences?**

1. Very easy
2. Fairly easy
3. Fairly difficult
4. Very difficult
99. Don't Know/ Refuse (spontaneous)

**Q34. If you would need to take an hour or two off during working hours to take care of personal or family matters, how easy/difficult would it be for you?**

1. Very easy
2. Fairly easy
3. Fairly difficult
4. Very difficult
99. Don't Know/ Refuse (spontaneous)

**Q35. Thinking about bringing your work at home, which of the following situations would fit you best?**

1. I never bring my work home
2. I randomly bring work home
3. I Sometimes bring my work home to finish a few remaining tasks (at least once per week)
4. I often work at home, beyond working hours to meet my deadlines (almost every day)
5. I very often bring work at home, even work on weekends sometimes to get my job done
99. Don't know / Refuse (spontaneous)

**Q36. Considering the following situation, during the last year how often have you...?**

		1.Very often	2.Sometimes	3.Rarely	4.Never	99. Don't know/Refuse (spontaneous)
Q36_1	It has been difficult to you to fulfil your family responsibilities because of the amount of time you spend on the job.	1	2	3	4	99
Q36_2	Problems at work make you irritable at home.	1	2	3	4	99
Q36_3	When you are home, you spend time thinking about work.	1	2	3	4	99
Q36_4	You have experienced mental exhaustion or illness caused by your work.	1	2	3	4	99
Q36_5	Work activities have stopped you from getting the amount of sleep you need.	1	2	3	4	99
Q36_6	You have found it difficult to concentrate on your job because of your family responsibilities.	1	2	3	4	99
Q36_7	Family issues do not allow you to concentrate at work	1	2	3	4	99

**Q37. Thinking about your company/institution, to what extent do you agree with the following?**

		1.Fully Agree	2.Somewhat agree3.	3.Neutral	4.Somewhat disagree	5. Fully disagree	99. Don't know/Refuse (spontaneous)
Q37_1	I believe that having a career and a family are compatible for women/men in my business/ institution.	1	2	3	4	5	99
Q37_2	My current job allows me to balance my personal and professional life.	1	2	3	4	5	99
Q37_3	My immediate supervisor is flexible when I have a personal or family situation, I need to take care of.	1	2	3	4	5	99

**Q38. Does your company/institution?**

		1.Yes	2.No	99. Don't know/Refuse (spontaneous)
Q38_1	Have an adequate space for a work break and social connection.	1	2	99
Q38_2	Provides dedicated space for food for its employees (for example: has its own cafeteria or canteen or a small kitchen where you can eat during the lunch breaks)	1	2	99
Q38_3	Gives you extra payments dedicated for food/ lunch breaks.	1	2	99
Q38_4	Provide a dedicated space for breastfeeding mothers.	1	2	99
Q38_5	Childcare environments in the company for the employers with children.	1	2	99

**Q39. How important would you consider the following?**

		1. Not important at all	2	3	4	5. Extremely important	99. Don't know/Refuse (spontaneous)
Q39_1	Having a high-paid job	1	2	3	4	5	99
Q39_2	Having a secure job	1	2	3	4	5	99
Q39_3	Being able to take time off for family or childcare needs during the working hours.	1	2	3	4	5	99
Q39_4	Having a job, you enjoy doing.	1	2	3	4	5	99
Q39_5	Having a job that offers health benefits (excluding the salary)	1	2	3	4	5	99
Q39_6	Having opportunities for promotions or advancement	1	2	3	4	5	99
Q39_7	Having a job that supports its community and society overall	1	2	3	4	5	99
Q39_8	Having a good work environment for example friendly colleagues	1	2	3	4	5	99
Q39_9	Having healthy work relationships	1	2	3	4	5	99
Q39_10	Having a work-life balance.	1	2	3	4	5	99

## Fertility and fertility aspirations

This session provides information about fertility history and some impact that fertility might have on employment

If Q7\_1 =1 (If a parent of a child under 7 years old )

**Q40. Referring to the time you had your youngest child.**

**Did you take the maternity/paternity leave to take care of the baby?**

1. Yes, I took the maternity/paternity leave
2. Yes, my partner took the maternity/paternity leave- Go to Q44
3. No, not me neither my parent did not take it - Go to Q43
99. Refuse (spontaneous)

**Q41. If Q40=1 (If you took the maternity/paternity leave)**

**How many days/months did you stay at home to take care for your baby**

1. Full maternity leave (11 months)
2. \_\_\_\_\_ months or \_\_\_\_\_ days
99. Refuse (spontaneous)

If Q41=2 (If partial maternity/paternity leave)

**Q42. Why did you not take the (full) maternity leave?**

**Check the most important**

- A. I was worried of losing my job
- B. The payment from the social insurance was not sufficient to afford living
- C. My employer pressured me to return due to workload in the workplace
- D. It was my personal choice
- E. Other, specify (\_\_\_\_\_)

If Q40=3 (If no leave)

**Q43. Why did you not take the maternity/paternity leave?**

**Check the most important**

- A. I was worried to lose my job
- B. I worked informally, so I could not benefit from the insurance
- C. The payment from the social insurance was not sufficient to afford living
- D. My employer pressured me to return due to workload in the workplace
- E. It was my personal choice
- F. Other, specify (\_\_\_\_\_)

**Q44. Do you plan to have children (to have other children) in the near future/ for example within the next two years?**

1. Yes
2. No
3. Don't know/ I am not sure

---

**Q45. How easy/difficult do you think it is to raise a child in Albania?**

**This is your general perception regardless of whether you have children**

1. Very difficult
2. Somewhat difficult
3. Neither difficult, nor easy
4. Somewhat easy
5. Very easy
6. Don't know/Refuse (spontaneous)

---

**If Q45=1 or 2 (Those that consider it very difficult or somewhat difficult)**

**Q46. Why do you think so?**

**Check all that apply**

- A. Lack of job security in the country
- B. Because of the low level of financial security in the country
- C. Because parenthood prevents me from finding/keeping a job
- D. Because there is not sustainable government support for families with children
- E. Because public childcare services lack quality
- F. The proper childcare services are difficult and/or expensive to access
- G. Because the community (for example neighbors) is not supportive and helpful
- H. Because employees are not supportive
- I. Because there is not enough support provided by employers for families with children
- J. Other, specify \_\_\_\_\_

---

**Q47. Which would you consider as the most important reason? Choose one from the selected above**

\_\_\_\_\_

---

**Q48. Would you be worried of losing your job if you have a child (another child)?**

1. Yes, extremely worried
2. Yes, very much worried
3. Not very much worried
4. Not at all worried
5. Don't know (spontaneous)

---

**Q49. Thinking about your job or career, do you think that being a working mother/father makes it harder or easier for you to advance in your career?**

**This is your general perception regardless of if you have children**

1. Easier
  2. It does not affect my career
  3. Harder
  4. Don't know/Refuse (spontaneous)
-

**General perception about family friendly policies**  
**This session provides information about general perception among the employees related to family friendly policies.**

**Q50. To what extent would you agree/disagree with the following?**

		Totally disagree	Disagree	Neutral	Agree	Totally agree
Q50_1	When employees have a balanced work and personal life this provides positive feedback in terms of company profits.	1	2	3	4	5
Q50_2	During a job interview, it's not a problem whether the employer ask the applicants about their marital status or whether they have children.	1	2	3	4	5
Q50_3	Women in general do not return to work after maternity leave.	1	2	3	4	5
Q50_4	A pregnant woman will cost the employer a lot of money.	1	2	3	4	5
Q50_5	A pregnant women will not perform equally or successfully when pregnant compared to other women.					
Q50_6	Fathers who take their paternity leave will be later discriminated in their workplace, such as teased by other colleagues or will be not be given the opportunity to be promoted	1	2	3	4	5
Q50_7	Maternity leave with full pay would affect businesses and drive-up wage costs.	1	2	3	4	5
Q50_8	New mothers are less productive in work.	1	2	3	4	5
Q50_9	New fathers are less productive in work.	1	2	3	4	5
Q50_10	Flexible working arrangements are only mother with young children.	1	2	3	4	5
Q50_11	Flexible working arrangements decrease productivity.	1	2	3	4	5
Q50_12	Companies/institutions are obliged to support young men/women that want or have children.	1	2	3	4	5
Q50_13	Companies/ institutions should support employees with loans for college scholarship for their children.	1	2	3	4	5
Q50_14	Companies /institutions should organize family-oriented events.	1	2	3	4	5
Q50_15	Breastfeeding is easy and does not need special support from employers.	1	2	3	4	5
Q50_16	Policies that target the balance between work and personal life can be applied only in big companies and are not suitable for small business.	1	2	3	4	5

**Q51. In general, on a scale from 1 to 5, how important would you say that work life balance is for the following groups?**

		1.. Not important at all	...	5. Extremely important	99. Don't know/Refuse (spontaneous)
Q51_1	Women employees	1		5	99
Q51_2	Men employees				
Q51_3	Mothers, with young children				
Q51_4	Fathers, with young children				
Q51_5	Mothers with many children (more than three children)				
Q51_6	Fathers with many children (more than three children)				
Q51_7	Employees with a person sick or with disability at home.				
Q51_8	Employees with elder people at home.				
Q51_9	For all the employees regardless of their family status				
Q51_10	Young employees (in terms of age not years in the company).				
Q51_11	Older employees (in terms of age not years in the company).				

**Q52. Which of these two statements comes closer to your own views—even if neither is exactly right?**

1. Albania has made the changes needed to give men/young men and women/young women equality in the workplace
2. Albania needs to continue making changes to give men/young men and women/young women equality in the workplace
3. Don't know/Refuse

**KNOWLEDGE/AWARENESS ABOUT FAMILY FRIENDLY AND GENDER RESPONSIVE POLICIES**  
 This session provides information about the level of knowledge among the employees regarding family friendly and gender responsive policies

- Q53. How aware are you about family-friendly and gender responsible policies?**
1. I am totally aware
  2. I am somewhat aware
  3. I am not aware
  99. Refuse (spontaneous)

For example, here you can include even policies that might be exist in other countries

**Family friendly policies aim to balance the personal and professional life. They are implemented by both the public and private sectors. They are a powerful tool in shifting discriminatory gender norms, reducing inequalities, and supporting the redistribution of unpaid care work, so that both men and women can realize their career aspirations and their fertility intentions.**

- Given the above definition:**
1. Very much
  2. Somewhat
  3. Neutral
  4. Not that much
  5. Not at all
  99. Don't know/Refuse (spontaneous)
- Q54. According to you, how family friendly would you consider companies/ institutions in Albania?**

**Q55. Referring to the last two years the period 2019-2021, have you personally benefited from the following in your workplace?**

		1.Yes, I requested was my request was accepted	2.No, my request was denied	3.No, I did not request	4. Not applicable in my workplace	99. Refuse (spontaneous)
Q55_1	Annual leave	1	2	3	4	99
Q55_2	Unpaid leave	1	2	3	4	99
Q55_3	Unpaid parental leave	1	2	3	4	99
Q55_4	Support for breastfeeding mothers (paid breaks for nursing)	1	2	3	4	99
Q55_5	Health benefits / free health visits -checkups paid by your employer (not including the services included in your social security scheme)	1	2	3	4	99
Q55_6	Sick leave for yourself	1	2	3	4	99
Q55_7	Sick leave for care for a sick child	1	2	3	4	99

- Q56. How does your employer inform you about the general policies in your company/ institution?**
- Check all that apply**
- A. Via e- email
  - B. Announced in team meetings
  - C. Distributed in writing materials
  - D. Word of mouth
  - E. Other, specify (\_\_\_\_\_)
  - F. In my workplace no information about policies is shared

<p><b>Q57. Does your company / institution inform you about family friendly and gender responsive policies?</b></p>	<ol style="list-style-type: none"> <li>1. They inform fully inform me</li> <li>2. They partially inform me</li> <li>3. They do not inform me</li> <li>99. Don't know/Refuse (spontaneous)</li> </ol>
<p><b>Q58. Would you personally be interested to know more about family friendly and gender responsive policies?</b></p>	<ol style="list-style-type: none"> <li>1. Yes, I would be very interested in</li> <li>2. Yes, somewhat interested</li> <li>3. No, I am not interested</li> <li>99. Don't know/Refuse (spontaneous)</li> </ol>
<p><b>Q59. According to you, who should be the responsible authority for sharing more information about such policies?</b></p> <p><b>Choose the most adequate</b></p>	<ol style="list-style-type: none"> <li>A. My company/my institution</li> <li>B. Public institutions</li> <li>C. Municipalities</li> <li>D. Business community</li> <li>E. NGOs</li> <li>F. Media</li> <li>G. Other specify_____</li> </ol>
<p><b>Q60. Do you think that private companies should do more to implement family friendly policies?</b></p>	<ol style="list-style-type: none"> <li>1. Private companies should do more</li> <li>2. Private companies should do about the same as now</li> <li>3. Private companies should do less</li> <li>99. Don't know / Refuse (spontaneous)</li> </ol>
<p><b>Q61. Do you think that the government should do more to develop family planning policies?</b></p>	<ol style="list-style-type: none"> <li>1. Government should do more</li> <li>2. Government should do about the same as now</li> <li>3. Government should do less</li> <li>99. Don't know / Refuse (spontaneous)</li> </ol>
<p><b>Q62. Do you think that government should promote/ support those companies that implement family friendly policies in the country?</b></p>	<ol style="list-style-type: none"> <li>1. Yes</li> <li>1. No</li> <li>99. 99. Don't know/Refuse (spontaneous)</li> </ol>

# Annex III: Employers survey

*Hello, my name is\_\_\_\_\_. I work for IDRA Research & Consulting. This company is specialized in conducting different research studies in the country. This specific survey is technically and financially supported by UNFPA and is related to work-life balance, gender sensitive and family friendly workplaces. The overall objective is to identify the level of understanding and implementation of family friendly policies and principles in the workplace. Through these questions we aim to better understand whether private companies are aware of and implement family friendly policies. We also seek to understand the companies view regarding family friendly policies and effective initiatives, as well as challenges that exist in the private sector for their implementation. Please allow me to emphasize here that your participation is voluntary, and any information provided will be used only for the purposes of this study and no personal data will be released or published. If you agree, I would kindly invite you to start with the questions. (About 20 minutes).*

**Qo. Do you agree to participate in this interview?**

Yes

No- *interrupt the interview*

### GENERAL INFORMATION ABOUT THE RESPONDENTS

The respondent should be a person that is mostly aware of family friendly policies in the company  
This session will collect some information about you and the company that you represent.

**Q1. Gender of the respondent**

1. Man
2. Woman
3. Transgender
4. Non-binary
98. Other, specify (\_\_\_\_\_)
99. Prefer not to respond (spontaneous)

---

**Q2. Age of the respondent** \_\_\_\_\_years

---

**Q3. What is your position in this company?**

1. Entry level staff
2. Intermediate or
3. Senior staff
4. First level management
5. Middle management
6. Executive or senior management
99. Other, specify\_\_\_\_\_

---

**Q4. Your position falls within which department?**

1. Human resources management unit
2. Legal Unit
3. Finance Unit
4. Administration
5. Owner/CEO
99. Other, specify\_\_\_\_\_

---

**Q5. What is the main sector/industry that you company operates in?** Specify\_\_\_\_\_

---

**Q6. How long has this company been operating in the market?** \_\_\_\_\_years

---

**Q7. How many employees are in this company ....?**

		Total	W	M
Q7_1	Total			
Q7_2	Full time			
Q7_3	Part time			

---

**Q8. In your company, you would say that ...?**

		1. There are more women (women)	2. There are more women (man)	3. Equal participation	4. We don't have data
Q8_1	In total				
Q8_2	In positions, without a decision – making role				
Q8_3	In decision making positions/ managerial positions				
Q8_4	In the highest-level positions (General director/CEO)				

---

---

**Q9. Do you have data/information on the number of employees within the company, that have children?**

- 1. Yes
- 2. No – Go to 10
- 99.Dont know (spontaneous)

---

**If Q9=1**  
**Q9.1. If yes, how many employees in this company have children?**

---

1.Total                      2.W                      3.M

---

---

**Q10. In your knowledge do you have data /Evidences if any employee is a single parent?**

- 1. Yes
- 2. No
- 99.Dont know (spontaneous)

---

**If Q10=1**  
**Q10\_1. If yes, how many employees in are single parents?**

---

1. Total                      2.Single mothers                      3.Single fathers

---

---

**Q11. Do you have data/information on the number of employees within this company, with a disability or that need special care?**

- 1. Yes
- 2. No
- 99.Dont know (spontaneous)

---

**If Q11=1**  
**Q11\_1. If yes, how many?**

---

1.Total                      2.W                      3.M

---

---

**Q12. Do you have data/information on the number of employees that had some extra caring responsibilities such as sick child, sick parents, and elder or any other family member with special needs that the employees need to take care of?**

- 1. Yes
- 2. No
- 99.Dont know (spontaneous)

---

**If Q12=1**  
**Q12\_1. If yes, can you provide the information on the number?**

---

1.Total                      2.W                      3.M

---

### Covid section

**This session will collect some information about the impact that Covid-19 pandemic have had on the businesses.**

<p><b>Q13. Thinking about the start of Covid-19 pandemic, which of the following section would better apply for the business?</b></p>	<ol style="list-style-type: none"> <li>1. The business remained opened and functional (this includes even the option that some of the branches might have been closed, but in general the business continued to operate)</li> <li>2. The businesses closed temporarily due to lock down and Covid-19 measures</li> </ol>
<p><b>Q14. Compared to the period before the pandemic the number of the employees in this business?</b></p>	<ol style="list-style-type: none"> <li>1. Has increased</li> <li>2. Has remained the same</li> <li>3. Has decreased</li> <li>99. DK/NA (spontaneous)</li> </ol>
<p><b>Q15. Compared to the period before the pandemic, how would you evaluate the number of your clients/customers?</b></p>	<ol style="list-style-type: none"> <li>1. Has increased</li> <li>2. Has remained the same</li> <li>3. Has decreased</li> <li>99. DK/NA (spontaneous)</li> </ol>
<p><b>Q16. How would you evaluate the financial performance, compared to the period before Covid-19?</b></p>	<ol style="list-style-type: none"> <li>1. It is much worse</li> <li>2. It is worse</li> <li>3. It is the same</li> <li>4. It is better</li> <li>5. It is much better</li> <li>99. DK/NA (spontaneous)</li> </ol>
<p><b>Q17. Thinking about the future (next two years) what do you expect for the business growth?</b></p>	<ol style="list-style-type: none"> <li>1. Much better than now</li> <li>2. Better than now</li> <li>3. No change</li> <li>4. Worse than now</li> <li>5. Much worse than now</li> <li>99. DK/NA (spontaneous)</li> </ol>
<p><b>Q18. Thinking about the start of the pandemic Covid-19, have your employees worked from home?</b></p>	<ol style="list-style-type: none"> <li>1. Yes, all of them</li> <li>2. Yes, some of them – Go to Q18_2</li> <li>3. No– Go to Q18_3</li> </ol>
<p>(if Q18=2) <b>Q18_1. If some please specify who ( _____ )</b></p>	
<p>(if Q18=1 or 2) <b>Q18_2. If yes, have you provided them with any facilities?</b></p> <p><b>Check all that apply</b></p>	<ol style="list-style-type: none"> <li>1. Laptop</li> <li>2. Paid internet connection from the company</li> <li>3. Working tools (desk and chair) that they can use while working</li> <li>99. Other, specify _____</li> </ol>
<p>(if Q18=3) <b>Q18_3. If no, could you please specify why your employees did not work from home?</b></p>	<ol style="list-style-type: none"> <li>1. Because of the type of job, it is not possible to work from home</li> <li>2. Because the company could not provide to the employees the necessary facilities to work from home.</li> <li>3. Because the company think that employees do not have full commitment to their work if they work from home.</li> <li>99. Other, specify _____</li> </ol>

**General information about work life balance**

**This session will collect information about politics that you company might apply, and that might help the employees in balancing their work and life.**

**Q19. Does the company have flexible working hours?**

**Flexible working hours means that employees are allowed to deviate from the traditional nine-to-five, Monday to Friday work schedule. In other words, they can customize their schedule to fit their specific needs. This could mean starting work early and leaving early, starting later in the day and leaving late, or even working on different days of the week**

1. No, they are set by the company / organization and cannot be changed
  2. The working hours are somewhat flexible, in case a special request is made by an employee
  3. The working hours are entirely determined by the employee according to employees needs
98. DK/no opinion (spontaneous)  
99. Refuse (spontaneous)

**Q20. If case an employee would need to switch from full-time to part time job would this, be possible in your company?**

1. Yes, it is possible
2. No, this is not possible in my company
3. I have no information

**Q21. Is it possible for your employees to work from home?**

1. Yes, always if they want to do so
2. Yes, there are some days that they can work from home if they wish
3. No, it is not allowed

**Q22. How many days of annual leave is an employee entitled to in this company?**

\_\_\_\_\_ days, for full time employee  
\_\_\_\_\_ days, for part time employee

**Q23. How many hours do the employees in your company work per week (on average)? (Only for full time workers)**

\_\_\_\_\_ hours

**Q24. Does your employees work?**

	1.Never	2.Sometimes	3.Often	4.Regularly/Always	99. Refuse (spontaneous)
Q24_1 Saturdays					
Q24_2 Sundays					
Q24_3 Overtime					
Q24_4 Working on national holidays					
Q24_5 Shift work					
Q24_6 Night work					

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**Q25. Are they compensated if they work during?**

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Yes, always    Yes, sometimes    No, never

---

If Q24\_1=2,3,4    Q23\_1    Saturday

---

If Q24\_2=2,3,4    Q23\_2    Sunday

---

If Q24\_3=2,3,4    Q23\_3    Overtime work

---

If Q24\_4=2,3,4    Q23\_4    Working on national holidays

---

If Q24\_5=2,3,4    Q23\_5    Night shift

---

**Q26. Do you have any policy in place that regulates working overtime?**

1. Yes
  2. No
  99. Don't know (spontaneous)
-

**Perceptions about family friendly policies**

**This session will collect some data in order to understand the company view point according to the politics that help the employees to balance work and family.**

**Q27. To what extent would you agree with the following statements?**

		1.Totally disagree	2.Disagree	3.Neutral	4.Agree	5.Totally agree	99. DK
Q27_1	When employees have a balanced work and personal life this provides positive feedback in terms of company profits.	1	2	3	4	5	99
Q27_2	During a job interview, it not a problem whether the employer ask the applicants about their marital status or whether they have children.	1	2	3	4	5	99
Q27_3	Women do not prefer to return at work after maternity leave.	1	2	3	4	5	99
Q27_4	A pregnant woman will cost the employer a lot of money.	1	2	3	4	5	99
Q27_5	A pregnant women will not perform equally or successfully when pregnant compared to other women.	1	2	3	4	5	99
Q27_6	Maternity leave with full pay would affect businesses and drive-up wage costs.	1	2	3	4	5	99
Q27_7	New mothers are less productive in work.	1	2	3	4	5	99
Q27_8	New fathers are less productive in work.	1	2	3	4	5	99
Q27_9	Flexible working arrangements are only mother with young children.	1	2	3	4	5	99
Q27_10	Flexible working arrangements decrease productivity.	1	2	3	4	5	99
Q27_11	Companies/institutions are obliged to support young men/ women that want or have children.	1	2	3	4	5	99
Q27_12	Companies/ institutions should support employees with loans for college scholarship for their children.	1	2	3	4	5	99
Q27_13	Companies /institutions should organize family-oriented events.	1	2	3	4	5	99
Q27_14	Breastfeeding is easy and does not need special support from employers.	1	2	3	4	5	99
Q27_15	Policies that target the balance between work and personal life can be applied only in big companies and are not suitable for small business.	1	2	3	4	5	99

---

**Q28. How important would the company consider work life balance for the following groups of employees?**

		1. Not important at all	...	5. Very important
Q28_1	Women, regardless of age			
Q28_2	Men, regardless of age			
Q28_3	Mothers, with young children			
Q28_4	Fathers, with young children.			
Q28_5	Mothers with many children (more than three children)			
Q28_6	Fathers with many children (more than three children)			
Q28_7	Employees with a person sick or with disability at home			
Q28_8	Employees with elder people at home.			
Q28_9	For all the employees regardless of their family status			
Q28_10	Young employees (in terms of age not experience in the company)			
Q28_11	Older employees (in terms of age not experience in the company)			

---

**Q29. According to you, how important is it for this company to have a gender balanced staff?**

1. Not important at all
  2. Not very important
  3. Neutral, neither important nor unimportant
  4. Important
  5. Very important
  99. Don't know/Refuse (spontaneous)
-

## KNOWLEDGE ABOUT FAMILY FRIENDLY AND GENDER RESPONSIVE POLICIES

This session collects information about knowledge and awareness of the company about family friendly policies and gender responsive workplaces.

Give some definition about family friendly policies

“A family-friendly workplace or employer is one whose policies make it possible for employees to more easily balance family and work, and to fulfill both their family and work obligations.”

Family friendly policies are implemented by both the public and private sectors. They are a powerful tool in shifting discriminatory gender norms, reducing inequalities, and supporting the redistribution of unpaid care work, so that both men and women can realize their career aspirations and their fertility intentions.

**Q30. Have you ever heard about family-friendly workplaces?**

1. Yes
2. No

**Q31. In what at extent would you say that private companies in Albania are family friendly/provide good politics to balance the private life of their employees with their work?**

1. To a large extent
2. To some extent
3. To a low extent
4. To a very low extent
5. Not at all

**Q32. Which of the following statements would better suit to this company?**

1. The company provides only what is required by the laws and regulations in place and does not want to discuss internal issues or have it on the discussion agenda (it does not provide to the employees the law interpretation)
2. The company has on its agenda a family-friendly work environment for the employee and to support employed parents (time and IT, financial aid, attitudes, behavior)
3. The company promotes family friendly policies internally but also is active in public discourse. The company pays attention to the family-friendly workplace by discussing financial and human resources, promoting it in public and providing support for employed parents.

**Q33. Does your company?**

	1.Yes	2.No	99.Don't know (spontaneous)
Q33_1			
	Have an adequate space for a work break and social connection. For example, coffee bar, a kitchen or place to eat some food		
Q33_2			
	Provides dedicated space for food for its employees (for example: has its own cafeteria or canteen or a small kitchen where you can eat during the lunch breaks)		
Q33_3			
	Gives extra payments dedicated for food/ lunch breaks.		
Q33_4			
	Provide a dedicated space for breastfeeding mothers.		
Q33_5			
	Childcare facilities		

**Q34. In your knowledge, which of the following is implemented in the company you are employed in?**

		1.Yes	2.No	99.Don't know (spontaneous)
Q34_1	Unpaid leave	1	2	9
Q34_2	Unpaid Parental leave	1	2	9
Q34_3	Paid maternity leave (Not including the social security scheme)	1	2	9
Q34_4	Paid paternity leave Including the three days after childbirth	1	2	9
Q34_5	Support for pregnant and nursing women (for example or paid breaks)	1	2	9
Q34_6	Health benefits /free health visits -checkups paid by your employer (not including the services included in your social security scheme)	1	2	9
Q34_7	Child benefits/allowance	1	2	9
Q34_8	Sick leave for mothers, Time off to care for sick children (without showing any medical report)	1	2	9
Q34_9	Sick leave for fathers, Time off to care for sick children (without showing any medical report)	1	2	9
Q34_10	Sick leave for employees with family members with special care, Time off to care for them (without showing any medical report)	1	2	9
Q34_11	Sick leave, for all the employees (without submitting a medical report)	1	2	9

**Q35. How do you share the information about the general policies in you company?**

Check all that apply

1. Via e- email
2. Announced in team meetings
3. Distributed in writing materials to the employees
4. Informal communication between colleagues
5. Other, specify (\_\_\_\_\_)
6. We do not share information about policies

**Q36. Regarding family friendly policies, which statement best reflects your point of view?**

1. Companies should promote family friendly policies and provide good example, even if going beyond what the country laws impose.
2. I think that following the provisions of the law should be enough for the private companies
3. I think companies should be allowed to choose whether they want to follow such policies, depending on what is more profitable to them.

**Q37. Have you had cases when an employee has become parent during the last year?**

1. Yes
2. No -Go to Q38
99. I don't know (spontaneous)

If q37=1  
**Q37\_1. If yes, do you know how many women and men?**

\_\_\_\_\_men  
 \_\_\_\_\_women  
 \_\_\_\_\_total  
 Don't know (spontaneous)

**Q37\_2. During the last year how many of them have taken the parental leave?**

\_\_\_\_\_men  
 \_\_\_\_\_women  
 \_\_\_\_\_total  
 Don't know (spontaneous)

<p><b>Q38. Do you think that if a man asks of the parental leave, he will be somehow discriminated by other colleagues?</b></p>	<p>1. Yes 2. No 99. I don't know (spontaneous)</p>
<p><b>such as teased by other colleagues or will be not given the opportunity to be promoted</b></p>	
<p><b>Q39. Do you know any cases when a man employee was discriminated by other colleagues because he took a parental leave?</b></p>	<p>1. Yes 2. No 99. I don't know (spontaneous)</p>
<p><b>such as teased by other colleagues or will be not given the opportunity to be promoted</b></p>	
<p><b>Q40. Do you have specific company regulations in case an employee is feeling discriminated?</b></p>	<p>1. Yes 2. No</p>
<p><b>Q41. On a scale from 1 to 5, how interested would this company be in receiving information on the following?</b></p>	
	<p>1. Not interested at all      ...      5. Very much interested</p>
<p>Q41_1</p>	<p>Having national examples of companies that have successfully implemented family friendly policies and enjoy family friendly workplaces</p>
<p>Q41_2</p>	<p>Having more information about what current national laws stipulate in this regard.</p>
<p>Q41_3</p>	<p>Knowing how different dimensions of family friendly policies and gender inclusion and responsiveness can be implemented among businesses.</p>
<p>Q41_4</p>	<p>Knowing how these policies could increase the profits for the company.</p>
<p>Q41_5</p>	<p>Best international business practices.</p>
<p><b>Q42. Thinking about government responsibility to promote family friendly policies, do you think that?</b></p>	<p>1. Government should be doing more 2. Government should be doing about the same as now 3. Government should be doing less 99. Refuse (spontaneous)</p>
<p><b>Q43. Thinking about private companies in implementing family friendly policies, do you think that?</b></p>	<p>1. Private companies should be doing more 2. Private companies should do about the same 3. Private companies should be doing less 99. Refuse (spontaneous)</p>
<p><b>Q44. Do you think that the government should promote/ support those companies that implement family friendly policies in the country?</b></p>	<p>1. Yes 2. No-end the questionnaire</p>
<p><b>Q45. What kind of support could the government offer to companies that promote and implement family friendly policies?</b></p>	<p>1. Financial support 2. Tax relief 3. Promotion/ Marketing 4. Participation in the decision-making process 99. Other, specify _____</p>

# Annex IV: Survey Procedure

## Survey with employees

The total sample size was representative at the level of the prefecture. Soft quotas for gender were applied in order that data to be representative and analyzed for each sex. This implies that field coordinators have monitored the sex of the respondents; if there were large differences between two sexes (more than 5%), they have been instructed and oriented in order that the data collected for each gender would be representative and in line with official data distribution of population by sex.

The process of sampling has undergone through three stages: a) the selection of the Primary Sampling Unit (PSU),<sup>22</sup> b) the selection of the household unit c) the selection of the respondent. Each of these steps is explained below.

## Selection of the Primary Sampling Units

The sampling frame used to select the PSUs, was the geographic polling areas. Each polling area has a Voting Center (VC) where voters registered in that area cast their vote. Voting Centers are usually located in easily recognized buildings such as schools, kindergartens, etc. The polling area (covered by the VC) serves as geographical cluster of the sampling. Since a VC identifies a polling area, for ease of expression, VCs will be used to denote polling areas. For selection of the VCs the Complex Sample Module of IBM SPSS 20 was used. This module of SPSS<sup>23</sup> allows cross-sectional stratification such as by region and by urbanity. First stage inclusion probabilities and first stage sampling weights have been calculated. The algorithm used for selecting the voting centers is PPS-Systematic (WOR<sup>24</sup>). The number of registered voters is used as MOS (Measure of Size). This algorithm gives a higher chance of selection to those VCs that have a larger number of registered voters. Said differently, more densely populated areas have a larger probability of being selected. VCs with a small number of registered voters have a chance of selection too, but smaller than the ‘denser’ VCs.

PPS is preferred to other techniques of selection such as ‘from the pot’ or as known in statistical community, Simple Random Sampling (SRS). SRS gives each PSU an equal probability of selection, which means that small clusters have also a ‘considerate’ chance of being selected.

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22. *Primary sampling Unit*

23. *Statistical analysis software.*

24. *Without Replacement. This means a VC cannot be selected twice.*

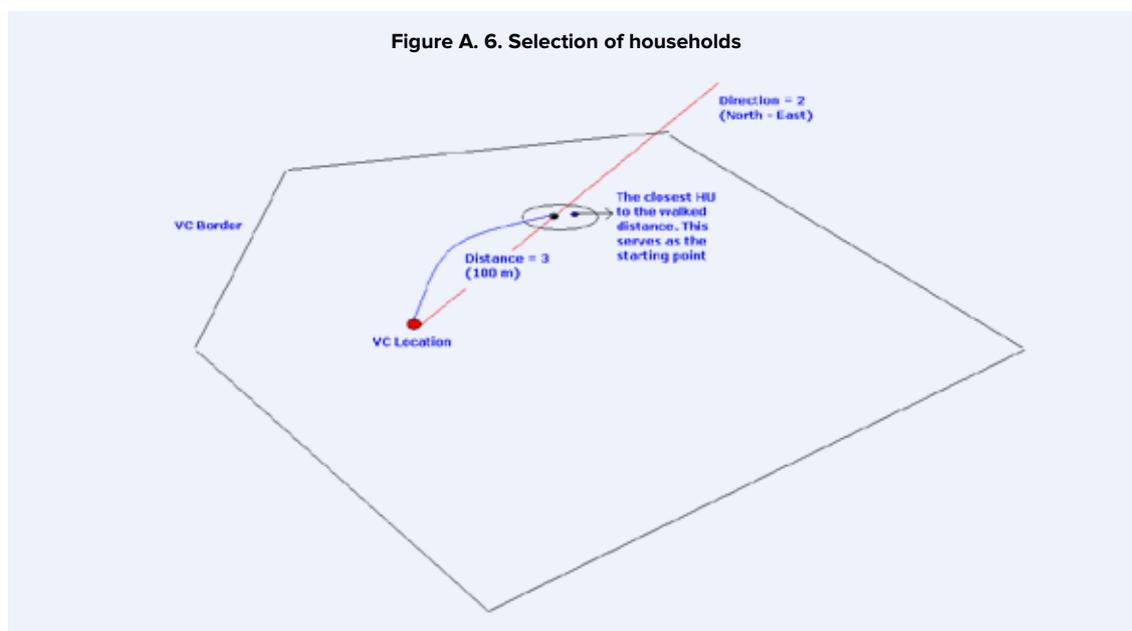
## Selection of the Households

After the selection of the VCs was done the selection of the Household Units (Hus) was carried out. To each of the selected VCs a randomly selected distance and direction was selected. This was done by adding two variables - the database of selected VCs, and Direction and Distance.

The variable Direction was created using the RV.UNIFORM random function in SPSS SYNTAX (the SEED is random and the Mersenne Twister number generator is used). This variable takes values ranging from 1 to 8 which are labelled 1 = North, 2 = North-East, 3 = East, 4 = South-East, 5 = South, 6 = South-West, 7 = West and 8 = North-West.

The variable Distance was created using the RV.UNIFORM random function in SPSS SYNTAX (the SEED is set as random and Mersenne Twister number generator is used) function in SPSS SYNTAX. This variable took value ranging from 1 to 6 which are labelled 1 = 0 metres, 2 = 50 metres, 3 = 100 metres, 4 = 150 metres, 5 = 200 metres and 6 = 250 metres.

The enumerator was given the exact address of the voting poll, the direction and the distance. Once the enumerator located the voting poll, s/he finds the given direction and walks the instructed distance. After walking the instructed distance in the given direction the enumerator located the nearest HH<sup>25</sup> to that point. This is considered as the starting point for the selection of the HHs. (Please see figure below).



Once the starting point was reached the enumerator starts counting the household units. The enumerator knocks on every 3-th door s/he encounters till s/he computes the assigned number of interviews in the voting center. The enumerator approached to the respondent only in the selected HU, i.e. in every 3<sup>th</sup> door.

- a. If the enumerator contacts the eligible member of the HH the enumerator presents her/himself and the purpose of the study and asks the respondent to participate.

---

25. Household

- b. If the enumerator contacts a member of the HU who does not meet the inclusion criteria (i.e. age criteria), the enumerator does a listing of household members to be interviewed and leaves an appointment. The enumerator tries to contact the eligible respondent two other times. If no contact is made after the third attempt the household is considered as ‘unsuccessful’. This method is called the Random Route Method. (For a visual example please see figure below; interval of selection  $K=3$ )
- c. If there is no response from the HH on the first attempt the enumerator writes down the address of the HU and tries to contact a member of the HH two other times by scheduling a meeting at a convenient time. If the enumerator fails to contact a member of the HH in three attempts the selected HH is considered as ‘unsuccessful’ and the reason is recorded.

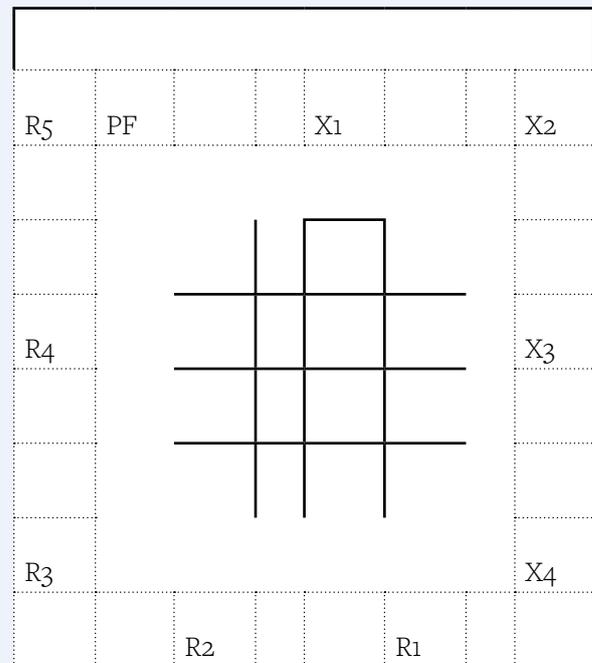
**Figure A. 7. Household selection**

### HOUSEHOLD SELECTION (ILLUSTRATION)

Movement from the Starting Point: The figure is a simplistic description of a city block.

SP denotes the starting point that has been selected. Once at the given starting point, the interviewer will have to place his or her back to the (main) entrance of the structure and move to the right (Rule: Always go to the right).

Counting three households (excluding the starting point), the interviewer will attempt a contact at the third household, marked here as X1. The third household could be a structure like an apartment building, in which case, the interviewer will enter the building and using rules outlined, determine the household to be selected.



Structures that are not occupied or where no one lives or institutions such as schools and hospitals will not be counted as part of the interval. The definition of interval includes only households that are occupied. Interviewer will have to make every effort to find out whether a unit is occupied or not before counting it to skip households.

This household, **X1** is the **first main household** where the interviewer will make three attempts, on separate occasions, to secure an interview with an eligible household member. Every effort should be made so that those attempts are distributed over more than one day to provide an opportunity for hard-to-reach individuals to be included in the sample. There may be times when it is not possible to return to an area on another day and attempts will have to be made on the same day. In this case, it is important to leave a gap of at least 2 hours between each attempt, unless it is by appointment.

## Selection of the respondent

When the Household Unit was selected the enumerator will select eligible persons to be interviewed. An interview is considered successful when the selected respondent is contacted and agrees to participate in the study.

An interview is considered unsuccessful when:

- (i) the selected respondent refuses to participate;
- (ii) the enumerator fails to contact the selected respondent after the third approach;
- (iii) there are no eligible residents in the HU.

After the selection of the household, the interviewer will attempt the interview with one of the adult family members that is working according to the specific criteria for this study. The respondents should fulfill the following criteria's:

- a) Be adult, 18 years and under 60 years old and;
- b) Be employed, either in public sector or in private sector, according to the distribution of the employed individual in these two fields, respectively 1/3 of the respondents working in public sector and 2/3 in the private sector.

The enumerator will knock on the door and introduce himself/herself and explain the objective of the study. The enumerator will ask if there are any adult members in the household working in public or private sectors. In the case that there is no eligible person in the household, the enumerator will thank the household members and will continue to the next household. The same practice will be followed for the subsequent household. In the case that there is one person who meets the inclusion criteria, the enumerator will start the interview (if the respondent agrees to participate, and only after the informed consent process). Demographic data will be collected for all household members, including age, gender, education and employment status.

Both successful and unsuccessful interview records (address of the household, name of a member of the household/name of the respondent, a phone number, successful or unsuccessful, reason of being unsuccessful) are recorded by the enumerators in the Random Route Report. This report is not part of the questionnaire and the data will serve for quality check-only. They are recorded in a separate database than that of the study, abiding to international research standards.

## Survey with private companies

Regarding the survey with private companies, IDRA has carried out a multistage sampling procedure. IDRA possesses the list of businesses (more than 130 000 registered businesses) from National Business Registration Center which has the following information:

- 1) NIPT
- 2) Name of Business
- 3) Date of Registration
- 4) Type of Business (Ltd, JSC, Physical Person, etc)
- 5) Location Address
- 6) Founding Capital
- 7) Legal Representative
- 8) Status (Active, Passive, under bankruptcy)

IDRA Database has more than 130 000 registered businesses. Based on this database businesses have been randomly selected by location and then go through a “Screening procedure”:

1. Contact approach to businesses (using different sources of contacts that IDRA possesses from own databases, extracts from NRC, Chambers of Commerce, yellow pages, etc.)
2. Screen the business (through e mini-survey over the phone) in terms of:
  - a. Size
  - b. region
3. If it fits in the quotas (interlocking quota – region, size, ownership) then proceed asking for a meeting for an interview with the businesses. Such a stage gives us a possibility to preliminary set meetings, explain the purpose of the survey and ask for the appropriate respondent within the company to respond. Normally, when surveying businesses, it is advisable to preset meetings with the respondents.

The team of screening operators will then prepare an agenda for field enumerators who would be given directions where and whom to interview. Such a process is more difficult in terms of logistical coordination, but it ensures that we are capturing the right information regarding the companies interviewed and also ensuring that the field teams are not sent out without proper contact information. Accurate contact information (addresses and phone numbers) is normally missing in the official business databases.

## Electronic Data capturing

IDRA has used the Electronic Data Capturing (EDC) technology for the data-gathering process: all interviews have been conducted via CAPI. IDRA possesses all necessary means, equipment and capacity to conducting the interviews via EDC.

The scripts defining the entry form will automatically perform logical controls and consistency checks and immediately notify interviewers of potential issues.

- Range checks are intended to ensure that every variable in the survey contains only data within a limited domain of valid values. Categorical variables can have only one of the values predefined for them on the questionnaire (for example, gender can be coded only as 1 for men or 2 for women); chronological variables should contain valid dates, and numerical variables should lie within prescribed minimum and maximum values (such as 0 to 95 years for age.) A special case of range checking occurs when the data from two or more closely related fields can be checked against external reference tables such as the case of Consistency of geographical regions.
- Skip checks. These verify whether the skip patterns have been followed appropriately. Depending on his or her age and gender, each respondent is supposed to answer (or skip) specific sections of the questionnaire.
- Consistency checks. These checks verify that values from one question are consistent with values from another question. A simple check occurs when both values are from the same statistical unit, for example, the date of birth and age of a given individual.
- Typographical checks. Control totals and check digits' procedures are followed when possible.

The use of tablets offers also other data quality assurance possibilities. It allows an increase in the quality and speed of the work process with conveniences, among others, such as:

- Automatic recording in the system of the time and date of the interview.
- Geo-location function allows the recording and tracking of the location of the interview and by bringing a graphical representation of each questionnaire in the fieldwork (checking also whether the interviews are conducting in the specified primary sampling unit).
- Managing the duration of the interview (no question can be skipped without being answered to).





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