



Gender-Balanced Representation in Decision-Making

December 2015

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Literature Review

Gender-Balanced Representation in Decision-Making

1. General Thematic Introduction

Gender equality is considered to be one of the main founding values of the European Union. Achieving gender equality, fundamentally refers to: equality between men and women in all areas including the labour market; equal remuneration for same work and work of equal value; equal treatment in employment; equal treatment in social security and the elimination of any form of gender-based discrimination¹.

The European Union's commitment to fostering equality between men and women has provided a good foundation on which to build a de facto equal society. In an attempt to continue building and strengthening its perspective on the principle of gender equality in its policies, various strategies were adopted at a European level to promote gender equality namely: the Strategy for equality between men and women 2010-2015²; A Strengthened Commitment to Equality between Women and Men: A Women's Charter³; the European Pact for Gender Equality (2011-2020)⁴, and objectives of the Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth⁵ that seek to enhance the participation of women and men in the labour market.

1.1 Towards a Gender-Balanced Representation in Decision-Making

As a result of long-standing and more recent initiatives, some progress can be noted in terms of the level of gender equality across EU Member States⁶. Moreover, the participation of women in the labour market and politics has also increased, both at the EU and at the international level⁷. However, academics have expressed their concern about women's representation in the higher echelons of organisations, as this still remains considerably low⁸ and progress has been described as being

1 Charter of Fundamental Human Rights (Article 23). Retrieved on 17th March, 2014 from: http://www.europarl.europa.eu/charter/pdf/text_en.pdf

2 European Commission. (2010). Strategy for equality between women and men 2010-2015. COM (2010) 491 Final. Retrieved on 17th March, 2014 from: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0491:FIN:en:PDF>

3 Communication from the Commission. COM(2010)78 final. A Strengthened Commitment to Equality between Women and Men: A Women's Charter. Retrieved on 24th November 2015 on: <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52010DC0078&from=EN>

4 Official Journal of the European Union (2011). Council conclusions of 7 March 2011 on European Pact for Gender Equality (2011-2020). Retrieved on 24th November 2015 on: [http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011XG0525\(01\)&from=EN](http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011XG0525(01)&from=EN)

5 European Commission. (2010). Europe 2020 Strategy – A European Strategy for Smart, Sustainable and Inclusive Growth. Retrieved on 17th March, 2014 from: <http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20%20Europe%202020%20-%20EN%20version.pdf>

6 European Commission, Press Releases IP/10/237 (2010). European Commission strengthens its commitment to equality between women and men. Retrieved on 17th March, 2014 from: http://europa.eu/rapid/press-release_IP-10-237_en.htm

7 Pande and Ford. (2011).

8 Burgess and Tharenou. (2002); Burke. (1997); Oakley. (2000); Peterson and Philpot (2007).

markedly slow and stagnant⁹. In fact, in October of 2013, the presence of women in top-listed companies in the EU stood at 17.8%¹⁰.

Looking at the case of Malta, gender-balanced representation at the company board level is the lowest among the EU-28 member states, with only 2.7% of women represented on the boards of the largest publicly listed companies¹¹. Given the situation presented by this data, this study analyses what is hindering a balanced representation of women at senior and leadership positions. These issues can be probed further by asking the following questions:

- Why are women not represented at company board level in view of the fact that there have been more female than male students at the University of Malta since 1991?¹²;
- Why is it that with a greater pool of female graduates over a 23-year period, women still remain largely underrepresented in decision-making positions?

The choice of career paths could be one of the reasons for underrepresentation of women in decision-making positions. Traditional gender stereotypes such as the expectation of women to be the primary carers within the family could attribute to women's selection of careers that would allow for work-life balance¹³. Although women have traditionally opted for courses in education and health, over the past few years women have also been following courses in other areas of study. At tertiary level of education some faculties which have traditionally been considered to be male oriented such as economics, management and accountancy, now host more female than male students. In the 2013-2014 scholastic year, females accounted for 51% of the whole student body within the Faculty for Economics, Management and Accountancy (FEMA)¹⁴.

In 2013, there were more female (55%) than males (45%) FEMA graduates¹⁵. In view of this data presented on female studentship and graduate rates, what one would expect *a priori* is for more females to occupy senior positions in the labour market. However, the EU labour force survey (2012) reveals that in the Maltese private sector, only 1,000 women (25%) are directors or CEOs of small enterprises compared to over 4,000 men who have a similar role within the private sector¹⁶.

This scenario is also evident within the public administration. There are almost twice as many female students reading for a degree in public administration than male students¹⁷ yet, the share of women in the top levels of the Maltese public administration remains low. In fact, women holding Permanent Secretary and Director positions in the public administration stood

9 Singh and Vinnicombe. (2006); Treanor (2007).

10 European Commission, (2014). Gender balance on corporate boards: Europe is cracking the glass ceiling. Retrieved on 14th March, 2014 from: http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf

11 European Commission, (2014). Gender balance on corporate boards: Europe is cracking the glass ceiling. Retrieved on 14th March, 2014 from: http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf

12 Camilleri, P. (2006). The rise and rise of the female graduate: Some milestones in tertiary education for women in Malta. Retrieved 17th March, 2014 from: https://www.um.edu.mt/__data/assets/pdf_file/0003/88941/theriseandrise.pdf

13 National Commission for the Promotion of Equality Malta, National Machinery for Women's Rights, Cyprus., and Coalition for Gender Equality, Latvia (2006). Facilitating Equality through Education. Retrieved on the 13th February, 2014.

14 University of Malta. (2014). Graduate statistics 2011-2012. Retrieved on 18th August, 2014 from: http://www.um.edu.mt/__data/assets/pdf_file/0010/175357/graduatestatistics11-12.pdf

15 National Statistics Office. (2014). Graduate Students: 2011-2012. New Release 11th April, 2014; 068/2014. Retrieved on 15th April, 2014 from: http://nso.gov.mt/statdoc/document_file.aspx?id=4003

16 European Commission, Justice Database (2014). Accessed 17th March, 2013: http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index_en.htm

17 National Statistics Office. (2014). Graduate Students: 2011-2012. New Release 11th April, 2014; 068/2014. Retrieved on 15th April, 2014 from: http://nso.gov.mt/statdoc/document_file.aspx?id=4003

at 13% and at 32% respectively in 2013¹⁸, which is below the EU average level of 30% and 39% respectively. On the other hand, a noticeable difference is evident in the representation of women in the Maltese Central Bank, where in 2013 the representation of women was of 23.1%, which is above the EU average of 18.6%¹⁹.

18 European Commission, Justice Database (2014). Accessed 17th March, 2013: http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index_en.htm

19 Ibid.

2. The Importance of Gender-Balanced Representation in Corporate Boards

Beyond the social and ethical implications that gender equality implies, research evidence suggests that female representation at the top levels of an organisation or company has important implications for firm performance and competitiveness²⁰. In general, research shows that greater diversity paves way for generating more comprehensive solutions, leading to higher quality decisions²¹.

A study on gender equality and representation indicates that a gender-balanced board is more likely to improve the organisational and financial performance of an organisation than one which is not gender-balanced²². A study carried out by Catalyst in Fortune 500 companies revealed that boards with a higher female representation were found to outperform their rivals with a 42% higher return in sales, a 66% higher return on invested capital and a 53% higher return on equity²³. The World Bank also finds that eliminating gender discrimination against workers and managers could significantly increase productivity per worker by 25% to 40%²⁴.

The main reason for higher organisational performance lies in the fact that women add to the diversity of life experiences among a decision-making team such as senior management or company board members, providing additional insights, especially those that relate to female consumers, employees, and other stakeholders²⁵. More women on boards also reflect a wider range of consumers' choices and economic behaviour through a better insight of the needs and preferences of women consumers²⁶.

Studies conducted in various countries also show that companies with a higher share of women at top levels lead to increased perceptions of the board's trustworthiness, which in turn fosters shareholders' trust in the firm²⁷. A key component for an organisation to be effective and reach its goals and objectives is the degree to which the owners/shareholders trust those in a leadership position²⁸.

20 Dezso and Ross. (2012) pp.1072-1089.

21 Wiersema and Bantel. (1992) pp.91-121.

22 European Commission, Press Release MEMO 12/860 (2012). Questions and Answers: Proposal on increasing Gender Equality in the Boardrooms of Listed Companies. http://europa.eu/rapid/press-release_MEMO-12-860_en.htm

23 Catalyst. (2007). The bottom Line: Corporate Performance and Women's Representation on Boards. Retrieved 17th March, 2014 from: <http://www.catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards>

24 World Bank. (2012). World Bank Development Report 2012: Gender Equality and development. Retrieved on 21st April, 2014 from: <https://sitere-sources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf>

25 Daily, Certo, and Dalton. (1999) pp.93-99.

26 European Commission (2012). Women in Economic Decision-Making in the EU: Progress Report. A Europe 2020 Initiative.

27 Perrault. (2014) pp.1-17.

28 Burke et al. (2007) pp.909-915.

Making use of the untapped potential of highly qualified women for corporate decision-making positions also contributes to make use of talent which is underutilised, thus contributing to enhance the quality of appointments²⁹.

Yet, while the literature suggests that a gender-balanced representation in corporate decision-making can be of great benefit and importance to organisations, a number of obstacles seem to hinder gender-balanced representation at board level. The next section discusses and analyses these obstacles further.

29 European Commission (2012). Women in Economic Decision-Making in the EU: Progress Report. A Europe 2020 Initiative.

3. What hinders a Gender-Balanced Representation in Boardrooms?

A combination of structural and organisational obstacles can hinder the participation of women from corporate decision-making posts.

Structural barriers, such as the traditional division of labour where women are the primary carers of the family while men are the primary breadwinners, hinder women's career advancement in employment and their consequent participation in decision-making posts³⁰. This traditional distribution of tasks can also perpetuate discriminatory attitudes in business cultures that are based on assumptions that women may not be able to assume top posts in employment, while having caring responsibilities at home³¹. Moreover, organisations with inadequate working arrangements and lack of family-friendly measures, alongside the lack of access to care services for children and dependent adults, can augment the difficulties faced by persons with caring responsibilities, particularly women, to advance in their careers³².

Stereotypes and perceptions on the characteristics related to leadership also tend to put women at a disadvantage when accessing corporate decision-making posts. In effect, gender stereotypes tend to correlate male characteristics with strong leadership and good business skills. This puts doubts on the credibility of women in leadership in business³³.

The glass ceiling hinders women from reaching the upper echelons of the corporate ladder. This effect is described as the unseen barriers that keep women from reaching top positions regardless of their qualifications and achievements. The research study *'Unlocking the Female Potential'* in its policy considerations has highlighted that the glass ceiling's 'unseen barriers' could include: the 'sticky floor' effect by which women could be in jobs with no room for progression, as well as face discrimination on the ground of gender in employment such as, lower wages and discriminatory promotion and training opportunities.³⁴ To this effect, the glass ceiling may be a contributing factor to the underrepresentation of women on company boards. In this regard, Malta has the lowest share of female board members represented in publicly-listed companies (only 2.7%) when compared with other EU member states, and still remains below the EU average (17.8%). The latest data also indicates that, despite the fact that the average rate of representation of women on a company board level across the EU, increased by 4% (2010-2012), during the same period, the rate in Malta increased by only 1.2%, despite the increase

30 European Commission (2010). More Women in Senior Positions. Key to Economic Stability and Growth.

31 Ibid

32 European Commission (2011). SEC (2011) 246 final. Commission Staff Working Paper. The Gender Balance in Business Leadership.

33 European Commission (2010). More Women in Senior Positions. Key to Economic Stability and Growth.

34 National Commission for the Promotion of Equality Malta. (2012). *Unlocking the Female Potential*. Retrieved on 13th February, 2014 from: http://msdc.gov.mt/en/NCPE/Documents/Our_Publications_and_Resources/Research/ESF_3.47/final_report.pdf

in the number of women graduates³⁵. This again reflects a rather slow progress, which is significantly lower in comparison to the EU average.

The current gender imbalance on company boards limits the possibilities of having female role models, and consequent female mentors, for other women aspiring to hold corporate decision-making positions³⁶. In addition, business cultures that perpetuate stereotypical attitudes towards women and men in decision-making positions may also limit for women the possibilities of training and promotion to middle level management posts that would prepare them for high level management posts³⁷.

35 European Commission. (2013). Labour Market developments in Europe 2013. Retrieved on 21st March, 2014 from: http://ec.europa.eu/economy_finance/publications/european_economy/2013/pdf/ee6_en.pdf

36 European Commission (2010). More Women in Senior Positions. Key to Economic Stability and Growth.

37 European Commission (2011). SEC (2011) 246 final. Commission Staff Working Paper. The Gender Balance in Business Leadership.

4. The Importance of Gender-Balanced Representation in Political Decision-Making

Evidence in favour of the hypothesis that the higher the number of women in political office, the greater the positive effects, underlines the importance of gender representation in political decision-making. The absence of women from political structures inevitably leads to policy and law development with limited input from women. Women holding political office provide a voice in favour of overlooked interests and may ultimately contribute to a stronger democratic and more representative political system³⁸. There is strong empirical evidence in support of the hypothesis that women in political office would place issues of interest to women on their agendas and support policies that would benefit women³⁹. Female politicians in democratic nations also serve as role models, thus inspiring other women to become politically active⁴⁰.

In the 2013 Maltese General Election, the electorate had the option to vote for 25 female candidates across the 13 electoral districts. Of these, 10 candidates (40%) were elected to Maltese Parliament, translating into a 14.3% female parliamentary representation.⁴¹ On the other hand, 60 male candidates (42%) out of 144 male candidates across the 13 electoral districts were elected to parliament. This shows that the success rate of women was only marginally lower than that of men, suggesting that the electorate equally values the ability of men and women to represent them in the national Parliament. This is further reflected in the 2014 MEP elections in which more women were elected than men, resulting in women now holding two-thirds of Malta's seats in the European Parliament⁴².

4.1 What are the Obstacles of a gender-balanced representation in political decision-making?

A number of studies have looked at why most States fall short of attaining gender parity, as well as the obstacles which women tend to encounter in trying to enter the political arena⁴³. A main obstacle for women is that of being expected to attend to primary care, household tasks as well as professional duties⁴⁴ or political commitments.

38 Phillips (1995); Dovi (2002) pp.729-743; Mansbridge (1999) pp.628-657; Stevens (2007).

39 Lijphart (1991) pp.42-48; Schwindt-Bayer and Mishler (2005) pp.407-428; Funk and Gathmann (2008). Working Paper 1126.

40 Wolbrecht and Campbell. (2007) pp.921-939.

41 Electoral Commission (2014). Accessed 15th April, 2014. <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTRj%2bVUC%2bV%2bUE20-2A%2bhJigqzFJpfCPfasg3UeHl1Y1uK0vg48th55fibDFSaQtY27PIEKLZ59IFmZfKmoM2zsvFruAICQzcsJUytZQfihDI0uSkqRjw%3d%3d>

42 Electoral Commission (2014). Accessed 18th August, 2014 - <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTRj%2bVUC%2bV%2bUE202A%2bhJigqzFJpfCZU8rgyWOSu8Hk6Fth2lfdfZRHGFLFB4%2bkheH9wmFXnV317VkiV3wvMC3%2blaqvo7XgwilUgxHRTPaC8rA81PX-Tw%3d%3d>

43 E.g. Norris. (1985) pp.90-101; Paxton et al. (2006) pp. 898-920; Reynolds. (1999) pp.547-572; Rule. (1987) pp.477-498.

44 Shvedova. (2005).

Apart from barriers present in the broad social context hindering women from attaining decision-making positions (as identified in section 3), there are obstacles that may be specific to the political sphere. One argument in this regard points to the influence of the single-transferable voting system (STV) as a factor that hurts women's electoral chances, although others suggests that it is incorrect to attribute a universal effect to the STV, as STV translates voters' sincere preference for candidates⁴⁵.

With reference to the statistics presented earlier, in the last General Election of 2013 in Malta, only 25 female candidates participated when compared to 144 male candidates⁴⁶. It is evident, that in the case of Malta, relatively few women participate as candidates in elections. Research needs to be conducted to further explore what hinders Maltese women from entering the political scenario and tabling their candidature. This shall shed light on the existing obstacles in place that hinder women from entering the political arena and what measures could encourage more women's political participation. Research would assist policy-makers and legislators in the implementation of effective public policy with regards to gender-balanced representation in politics.

4.2 Maltese political parties' and gender-balanced representation

4.2.1 The Labour Party

The Labour Party (PL) had several women elected on its behalf and women appointed to posts of political power on a national level. Agatha Barbara was the first PL female representative to be elected in the Legislative Assembly in 1947. She went on to serve as the first female Minister in 1955, and became the first woman to become President of the Republic in 1982⁴⁷. In 1996, Myriam Spiteri Debono was the first and only woman to date to be appointed Speaker of the House of Representatives⁴⁸; and since 2009 the PL was and still is the only party to have introduced a voluntary 20% quota for women on its electoral candidate list. In April of 2014, the PL Government nominated Hon. Marie Louise Coleiro Preca to serve as the country's ninth president, which nomination was unanimously approved by National Parliament.

4.2.2 The Nationalist Party

The Nationalist Party (PN) has recently launched a new forum for equal opportunities. The aim of this forum is to eliminate any form of discrimination, and to ensure that the rights and liberties of individuals, particularly those of women, are safeguarded at the party's administrative and executive levels. The PN is in favour of gender quotas in company boards of public entities and of having a female representation of at least 40% in such entities, and will strive to invite private firms to do the same by 2020, if elected in Government⁴⁹.

4.2.3 Alternattiva Demokratika

The Alternattiva Demokratika (AD) is also in favour of gender quotas, but sees these as a last resort. In its electoral manifesto of 2013, the AD suggested that there should be more efforts to improve the participation of women in corporate governance⁵⁰. The AD also asserts that despite the great strides women have made in education, not enough support structures exist to ensure women's participation in public life⁵¹.

45 Schwindt-Bayer, Malecki and Crisp. (2010). pp.693-709.

46 Electoral Commission (2014). Accessed 15th April, 2014. <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwntRj%2bVUC%2bV%2bUE20-2A%2bhJigqzFJpfCPfasg3UeHI1Y1uK0vg48th55fibDFSaQtY27PIEKLZ59IFmZfKm0M2zsvFruAICQzcsJUytZQfihDIOuSkqRjw%3d%3d>

47 Pirota, 2006.

48 Ibid.

49 Partit Nazzjonalista Electoral Manifesto, 2013.

50 Alternattiva Demokratika (2013). Electoral Manifesto. Retrieved 3rd March, 2014 from http://www.alternattiva.org/mothership/wpcontent/uploads/2011/08/AD_Manifesto2013_A4.pdf.

51 Ibid.

5. Conclusion

What we can surmise in the light of the above is that substantial work to enhance the gender balance in decision-making positions in Malta is being carried out at political and social levels. Nevertheless, there is a need for conducting a further and more-targeted analysis in this field to better understand critical success and failure factors, since Malta, according to the latest-available data, remains below the EU average in terms of gender-balanced representation across the political, business and public administration sectors⁵².

In Malta, there is a relatively low female participation rate in the labour market. However, more women than men are graduating from University. Yet at the top levels of business, women remain under-represented. In economic terms, the underutilised potential of women is detrimental to businesses and society, as well as to the general prospects for prosperity and growth in Malta. There is therefore an economic justification and a business case for taking further action to address the situation and to spur female participation in the labour market in general and in decision-making positions in particular. This task would require the identification of obstacles women are encountering, together with the implementation of a course of action that would increase the rates of female participation at all levels of society, including the social, economic and political spheres.

It is important to understand what different social groups such as political parties, voluntary organisations, private companies and the public at large, are doing in order to promote and increase gender-balanced representation. It is also pertinent to evaluate the perception of these groups on the benefits of having more gender-balanced participation in decision-making. Ultimately research should determine the main causes why women still remain underrepresented, and provide suggestions on how governments and other social actors can contribute towards providing equal gender representation in society.

52 European Commission. (2014). Gender balance on corporate boards: Europe is cracking the glass ceiling. Retrieved on 14th March, 2014 from: http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf

Methodology

6. Survey Methodology

The aim of this study was to gather information about the representation of women and men in decision-making positions in Malta. To collect this information, the NCPE designed four questionnaires for this purpose. Each questionnaire essentially targets each one of the four following groups, namely:

- The General Public;
- Public and Private Companies;
- Non-Governmental Organizations and Trade Unions; and
- Members of Political Parties

Each questionnaire raised both the matters of gender balance in decision-making, as well as the introduction of gender and electoral quotas in the Maltese working and political environments. The NCPE engaged the National Statistics Office (NSO) to collect the data for this study. For each survey, the NSO ensured that respondents were fully informed of the aim of the study, its conditions and the confidentiality of the replies beforehand. A copy of these questionnaires is found in Annex I – Research Tools.

6.1 Sampling

A stratified random sampling procedure was employed for undertaking this survey. This probability sampling method entails partitioning the population into mutually exclusive sub-groups, and selecting an independent (simple) random sample from each of these sub-groups to ensure a uniform distribution of the sample relative to a number of pre-selected characteristics of the population. In this case, sub-groups were constructed relative to different combinations of gender, age group and geographical district. The stratified random sampling approach ensures a good spread of the sample relative to the population and yields an unbiased gross sample.

In addition to this, quotas were used throughout the data collection phase to ensure that the required number of individuals from each sub-group was obtained. The main advantage of using quotas is to ensure that an adequate number of units are sampled from every sub-group, even in very small ones for which the probability of selection or the probability of eliciting a response are relatively small compared to other groups. Since the mechanism of selecting persons was made in a random manner, no significant bias was introduced by applying such quotas.

6.1.1 Data Collection for the General Public

Data from the general public was collected by means of Computer Assisted Telephone Interviewing (CATI) between 27 October 2014 and 7 November 2014. By means of CATI, although respondents are contacted by telephone, computers are used to enter the data obtained from respondents

during an interview. In addition, another important aspect of CATI surveys is that each sampling unit is randomly assigned among interviewers, and hence helps reduce interviewer bias to the barest minimum possible.

6.1.2 Quality Control

A series of measures were implemented to certify that optimum quality was achieved in this survey. These consisted of quality checks and in-built validation rules in the data collection program to limit the occurrence of non-sampling errors. The data-entry program had a number of in-built validations so that skip patterns are executed exactly as intended while responses are within a specific range. In addition, constant supervision during the data collection stage ensured a harmonised data collection process.

The dataset was further subject to a series of other checks during the data-editing stage in order to identify any remaining incorrect or logically misleading data. Missing values were imputed using a hot deck methodology. More specifically, observations were grouped according to district, age group and gender. The mode of the respective category was then taken as the imputed value.

6.1.3 Weighting of Results

When conducting sample-based research, it is vital that the sample is representative of the population it is being extracted from if inferences are going to apply to the population at large rather than just to the sample itself. The survey data obtained was weighted to align and gross-up sample estimates with the benchmark distribution in terms of gender, age group and district of individuals. Samples may also be subject to over/under representation of individuals with respect to socio-demographic aspects. Thus, sampling weights were used to correct for biases and discrepancies present in the final sample of participating units arising from different response rates observed in different categories. Post-stratification weights were also used to match the net sample with the target population.

6.1.4 Errors

The survey was subject to two main sources of errors, technically referred to as *Sampling* and *Non-Sampling errors*.

Non-sampling errors are human errors that are not attributed to chance. Numerous measures were taken to ensure that non-sampling errors were kept to a bare minimum. Experienced interviewers were deployed throughout the data collection process and appropriate supervision was implemented to ensure that mistakes made by interviewers were kept to a minimum. Interviewers were provided with precise definitions of the terms used in the survey to avoid varied interpretations. In order to reach a broader range of respondents and hence reduce non-response bias, surveys were carried out between 1600hrs and 2000hrs on weekdays and between 0900hrs and 1300hrs on Saturdays. The CATI program also allowed interviewers to schedule appointments. Recoding errors were reduced as answers in the CATI program were instantly recorded.

Sampling errors are those that are purely attributable to probability. The *margin of error*, which constitutes sampling error, is of particular interest in interpreting the data. The margin of error quantifies uncertainty about a survey result and expresses the amount of sampling error in a survey's results. This is normally associated with a statistical level of confidence in such a way as to make it possible for us to calculate confidence intervals of the form *estimate ± margin of error*.

6.1.5 Data Collection for NGOs and Trade Unions, Companies, and Political Parties

Data from NGOs and trade unions, public and private companies and political parties was collected by means of self-completion questionnaires that were mailed to the sampled entities within the respective category in September 2014. Questionnaires were mailed in English and were sent in Maltese only upon request. When requested, questionnaires were also sent by e-mail. This strategy allowed respondents to fill-in the questionnaire at their convenience in order to reduce the burden on them. Undelivered questionnaires were checked manually and alternative addresses were retrieved from other auxiliary sources to enhance the response rate.

Two weeks after the first mail-out, a reminder letter was mailed to non-participating organisations together with another copy of the questionnaire, followed by another reminder two weeks later. Reminders proved to be very effective to enhance respondent participation.

6.1.6 Quality Control

Various control measures were applied throughout the survey process to ensure high quality data output. The data entry program used in the process of transferring collected data to the computer for analysis had a number of built-in validation rules to ensure the quality of captured data and that data-entry errors were kept to an absolute minimum. The dataset was further subject to a series of other checks during the data-editing stage in order to identify any remaining incorrect or logically misleading data.

When required, organisations providing incomplete information were re-contacted to collect the missing information. The remaining missing data was imputed using statistical imputation techniques, namely cold-deck and hot-deck.

Hot-deck imputation fills in missing values on incomplete records using values from similar, but complete records from the same dataset. Cold deck-imputation, by contrast, retrieves data from auxiliary sources, normally registers or censuses.

6.1.7 Weighting of Results

When conducting sample-based research, it is vital that the sample is representative of the population it represents. The survey data obtained was weighted to align and gross-up sample estimates with the benchmark distribution in terms of the Internal Classification of Non-Profit Organisations (ICNPO) for NGOs, the NACE category and number of employees of a company for Public and Private Sector firms. Sampling weights were also used to correct for biases and discrepancies present in the final sample of participating units arising from different response rates observed in different categories. In the case of Political Party Members, in view of the small target population and sample obtained, weights were not computed.

6.1.8 Errors

Surveys are liable to two main sources of errors, which are technically referred to as *sampling errors* (estimation errors) and *non-Sampling errors* (bias). In this survey, *Sampling errors* are not present, as a census of companies which employ 50 individuals or more was considered.

On the other hand, non-sampling errors can occur whether the whole population or a sample is being used. Non-sampling error refers to the deviations from the true value that are not a function of the sample chosen, including various systematic errors and any random errors that are not due to sampling.

These are normally associated with data collection and processing procedures, which are unpredictable and difficult to quantify, such as misleading concepts and definitions, inadequate sampling frames (e.g. multiple records for the same sampling unit, missing records with some eligible sampling units not included in the frame), unsatisfactory questionnaires, non-response, defective methods of data collection, human errors committed during the data inputting processes, incomplete coverage of sample units, imputations of missing data at the editing stage and the weighting procedure applied.

Such errors were mitigated by means of the following:

- Good quality supervision enhanced the data collection method, thus reducing errors;
- Checking for any duplicates in the data before designing the sample to reduce any over coverage with such units having larger probabilities of selection;
- A number of validations in the data entry programme to minimise data entry errors;
- In order to minimise the non-response bias, alternative addresses for undelivered questionnaires were retrieved, reminders were mailed and call back procedures were put in place and implemented;
- A covering letter was included along with the questionnaire in order to explain the scope of the survey in detail and this helped to enhance participation. An assurance of privacy and confidentiality was also given in the letter.

While every effort was made to minimise these types of errors, they are still likely to be present and must be borne in mind by the users of these data. In fact, it is very difficult, if not impossible, to measure non-sampling errors, and for this reason one can only try to limit its occurrence through the various quality checks outlined above.

The following sub-sections give an overview of the most important methodological issues related to the four groups that participated in this study, ie. the general public; NGOs and trade unions; private and public companies; and members of political parties. A copy of the questionnaires utilised for every group are presented in Annex I - Research Tools.

6.2 General Public

6.2.1 Coverage and Response

The target population for this survey consisted of all persons aged 16 and over, residing in private dwellings in Malta and Gozo. A total of 349,408 persons met the sampling eligibility conditions for being able to participate in the survey. Tables 1 and 2 below show the distribution of the individuals in the target population by gender, age group and district.

Distribution of individuals by gender and age group

Age Group	Gender					
	Male		Female		Total	
	Count	%	Count	%	Count	%
16-24	24,238	14.0	22,897	13.0	47,135	13.5
25-44	58,809	34.0	56,358	32.0	115,167	33.0
45-64	55,854	32.3	55,881	31.7	111,735	32.0
65+	34,160	19.7	41,211	23.4	75,371	21.6
Total	173,061	100.0	176,347	100.0	349,408	100.0

Table 1: General public population-Distribution of individuals by gender and age group

Distribution of individuals by gender and district

District	Gender					
	Male		Female		Total	
	Count	%	Count	%	Count	%
Southern Harbour	32,550	18.8	33,315	18.9	65,865	18.9
Northern Harbour	50,440	29.2	52,301	29.7	102,741	29.4
South Eastern	26,245	15.2	26,314	14.9	52,559	15.0
Western	23,945	13.8	24,236	13.7	48,181	13.8
Northern	26,708	15.4	26,783	15.2	53,491	15.3
Gozo and Comino	13,173	7.6	13,398	7.6	26,571	7.6
Total	173,061	100.0	176,347	100.0	349,408	100.0

Table 2: General public population-Distribution of individuals by gender and district

6.2.2 Sampling

A total of 2,721 persons were contacted for this survey. Of these 1,017 participated, while another 1,310 persons were not eligible for participation. The ineligible entities were made up of wrong telephone numbers and persons who were contacted at least once to no avail. The latter were not contacted again due to the fact that quotas had been reached. This resulted in a net effective response rate of 72.1%. Table 3 below shows the distribution of the gross sample by the type of response.

Distribution of effective gross sample by type of response

Description	No.	%	No. (Effective)	% (Effective)
a) Good responses	1,017	37.4	1,017	72.1
b) Refusals	174	6.4	174	12.3
c) Other (no reply etc.)	220	8.1	220	15.6
d) Ineligibles (Reached quotas, Wrong telephone numbers etc.)	1,310	48.1	-	-
Total	2,721	100.0	1,411	100.0

Table 3: Distribution of effective gross sample by type of response

Table 4 and Table 5 below show the distribution of the net sample by gender, age group and district.

Distribution of net sample by gender and age group

Age Group	Gender					
	Male		Female		Total	
	Count	%	Count	%	Count	%
16-24	69	13.7	67	13.1	136	13.4
25-44	172	34.1	159	31.0	331	32.5
45-64	165	32.7	165	32.2	330	32.4
65+	98	19.4	122	23.7	220	21.6
Total	504	100.0	513	100.0	1017	100.0

Table 4: Distribution of net sample of the general public by gender and age group

Distribution of net sample by gender and district

District	Gender					
	Male		Female		Total	
	Count	%	Count	%	Count	%
Southern Harbour	92	18.3	97	18.9	189	18.6
Northern Harbour	146	29.0	149	29.0	295	29.0
South Eastern	78	15.5	75	14.6	153	15.0
Western	72	14.3	70	13.6	142	14.0
Northern	76	15.1	81	15.8	157	15.4
Gozo and Comino	40	7.9	41	8.0	81	8.0
Total	504	100.0	513	100.0	1,017	100.0

Table 5: Distribution of net sample of the general public by gender and district

6.2.3 Estimates of Precision

Estimates of precision

Percentage rate (p %)	Number of persons (N)						
	152,388	164,822	176,347	180,095	228,094	229,386	252,328
0.01	0.9%	0.9%	0.9%	0.9%	0.8%	0.8%	0.7%
0.03	1.6%	1.5%	1.5%	1.5%	1.3%	1.3%	1.2%
0.06	2.2%	2.1%	2.1%	2.0%	1.8%	1.8%	1.7%
0.1	2.8%	2.7%	2.6%	2.6%	2.3%	2.3%	2.2%
0.2	3.7%	3.6%	3.5%	3.4%	3.0%	3.0%	2.9%
0.4	4.6%	4.4%	4.2%	4.2%	3.7%	3.7%	3.5%
0.5	4.6%	4.5%	4.3%	4.3%	3.8%	3.8%	3.6%
0.6	4.6%	4.4%	4.2%	4.2%	3.7%	3.7%	3.5%
0.7	4.3%	4.1%	4.0%	3.9%	3.5%	3.5%	3.3%*
0.8	3.7%	3.6%	3.5%	3.4%	3.0%	3.0%	2.9%
0.9	2.8%	2.7%	2.6%	2.6%	2.3%	2.3%	2.2%

Table 6: Estimates of precision.

The *relative margin of error* is simply the margin of error expressed as a percentage of the quantity to which it refers. Table 6 above illustrates estimates of precision for a range of derived percentage rates (p) and the corresponding (weighted) number of persons (N) over which the rates are computed.

The percentage of participants who agree with the introduction of gender quotas, for instance, stood at 72.2%. This is calculated out of the total number of 349,408 individuals. In this case, if a precise calculation is carried out, the margin of error is equal to 3.2%. From the table above, this may be estimated using data for p = 70%. In this case, the margin of error is equal to 3.3%. Thus, if the estimated value is considered, the 95% confidence interval is the range 68.9% to 75.5%, i.e. 72.2% ±3.3%.

It must be emphasised that figures based on a relative margin of error of 30 per cent or more or which are calculated on a small number of reporting individuals (for example 30 or less) must be treated with caution as they may not be statistically representative due to a large percentage of error assigned. These occurrences are shaded in the table above.

6.3 NGOs and Trade Unions

6.3.1 Coverage and Response

The target population for this survey consisted of 833 non-governmental organisations (NGOs), including trade unions and civil society organisations. These entities were selected from a register of NGOs maintained by the NSO.

In total, 389 organisations participated in the study, yielding an overall response rate of 46.7% (if all organisations are considered) or 47.0% in effective terms (if organisations that are no longer operational

are not excluded). The distribution of the net sample (i.e. number of participating organisations) by type of response and type of organisation are included below in Tables 7 and 8 respectively.

Distribution of organisations by type of response

Type of response	No.	%	%-effective
Accepted	387	46.5	46.8
Unreachable	23	2.8	2.8
Business closed down	6	0.7	-
Refused	6	0.7	0.7
No feedback provided	411	49.3	49.7
Total	833	100.0	100.0

Table 7: Distribution of non-governmental organisations, including trade unions and civil society organisations, by type of response.

Distribution of sample by type of organisation

Type of Organisation	Accepted	%
Business and Professional associations, Unions	71	18.3
Culture and recreation	90	23.1
Development and Housing	5	1.3
Education and research	27	6.9
Environment	18	4.6
Health	16	4.1
International	14	3.6
Law, Advocacy and Politics	38	9.8
Philanthropic Intermediaries and Voluntarism Promotion	27	6.9
Religion	32	8.2
Social services	35	9.0
N.E.C	16	4.1
Total	389	100.0

Table 8: Distribution of respondents in non-governmental organisations, including trade unions and civil society organisations, by type of organisation.

The non-governmental organisations (NGOs) considered in this study may be categorised according to the Internal Classification of Non-Profit Organisations (ICNPO), as found in Annex II.

6.4 Public and Private Companies

6.4.1 Coverage and Response

The target population for this survey consisted of 506 enterprises employing 50 or more individuals and performing particular economic activities (excluding Agriculture, Forestry and Fishing). These companies were selected from the Business Register maintained by the NSO.

In total, 315 enterprises participated in the study, yielding an overall response rate of 62.3%. The distribution of the net sample (i.e. number of participating enterprises) by type of response is included below in Table 9.

Distribution of enterprises by type of response

Type of response	No.	%
Accepted	315	62.3
Unreachable	5	1.0
Business closed down	-	-
No feedback provided	186	36.8
Total	506	100.0

Table 9: Public and private companies population-Distribution of enterprises by type of response.

Businesses considered in this study may be categorised according to the NACE (Nomenclature des Activités Économiques dans la Communauté Européenne) Rev.2 classification of economic activities (a list of which is presented in Annex III).

6.4.2 Sampling Errors

In this survey, *sampling errors* are not present as a census of companies which employ 50 individuals or more was included in the survey.

6.5 Members of political parties

6.5.1 Coverage and Response

The target population for this survey consisted of 86 members of political parties; namely all members of the Maltese and European Parliament, as well as the executive members of *Alternattiva Demokratika*. These individuals were selected from the register of individuals maintained by the NSO.

In total, 33 members participated in the study, yielding an overall response rate of 38.4%. The distribution of the net sample (i.e. number of participating members) by type of response, gender and age group are included below in Tables 10, 11 and 12 respectively.

Distribution of members of political parties by type of response

Type of response	No.	%
Accepted	33	38.4
No feedback provided	53	61.6
Total	86	100.0

Table 10: Distribution of members of political parties by type of response.

Distribution of sample by gender

Gender	No.	%
Male	29	87.9
Female	4	12.1
Total	33	100.0

Table 11: Members of political parties-Distribution of sample by gender.

Distribution of sample by age group

Age Group	No.	%
25-44	11	33.3
45-65	22	66.7
Total	33	100.0

Table 12: Members of political parties-distribution of sample by age group.

7. Findings

This chapter deals with the results obtained from the surveys collected by the NSO. A number of questions related to the representation of women and men in decision-making were asked to participants from the four groups earmarked for this study. The following methodology has been used to analyse and interpret the data:

- *Descriptive statistics:* Frequency table analysis is mainly used to have descriptive statistics on all groups of respondents in this study.
- *Inferential Statistics:* Since the type of data is nominal, the inferential statistical tool used for the analyses is the non-parametric test Chi-Square. The test used with contingency tables allows for an analysis of the eventual dependence between questions/answers.

7.1 Respondents' profile

The table below (table 13) describes the distribution of the research participants according to gender. This data shows that a balanced representation of women and men from the general public participated in this study. Yet, the majority of participants representing NGOs and trade unions; public and private sector companies, as well as the members of political parties are male. In particular, 64.8% of respondents from public and private companies were male, compared to 35.2% of female respondents. Similarly, 65.8% of respondents from NGOs and trade unions were male, and 34.2% females. The difference between men and women's participation is even more evident with the members of political party's sample of respondents, whereby out of 33 participants, only 4 were women representing 12.1% of the sample.

Respondents	General Public	NGOs and Trade Unions	Public & Private Companies	Members of Political Parties
Total Population	349,408	833	506	86
Total Participants	1,017	389	315	33
Male	504 49.6%	256 65.8%	204 64.8%	29 87.9%
Female	513 50.4%	133 34.2%	111 35.2%	4 12.1%

Table 13: Distribution of the research participants by gender.

The following sections will consider the data collected from these four target groups in further detail by analysing the age, gender and labour status of participants.

7.1.1 General Public

The target population for this survey consisted of all persons aged 16 and over residing in private dwellings in Malta and Gozo. This corresponds to a total of 349,408 persons. Table 14 below illustrates the distribution of this population according to gender and age groupings.

Age Group	Gender		Total
	Male	Female	
16-24	24,238 14%	22,897 13%	47,135 13.5%
25-44	58,809 34%	56,358 32%	115,167 33%
45-64	55,854 32.3%	55,881 31.7%	11,735 32%
65+	34,160 19.7%	41,211 23.4%	75,371 21.6%
Total	173,061 100%	176,347 100%	349,408 100%

Table 14: General public population-Distribution by gender and age group.

From this population, a total of 1,017 respondents participated in this study. Table 15 gives the distribution of this net sample, based on the respondents' gender and age group.

Age Group	Gender		Total
	Male	Female	
16-24	69 13.7%	67 13%	136 13.4%
25-44	172 34.1%	159 31%	331 32.5%
45-64	165 32.8%	165 32.2%	330 32.4%
65+	98 19.4%	122 23.8%	220 21.7%
Total	504 100%	513 100%	1017 100%

Table 15: General Public sample- Distribution by gender and age group

Level of Education

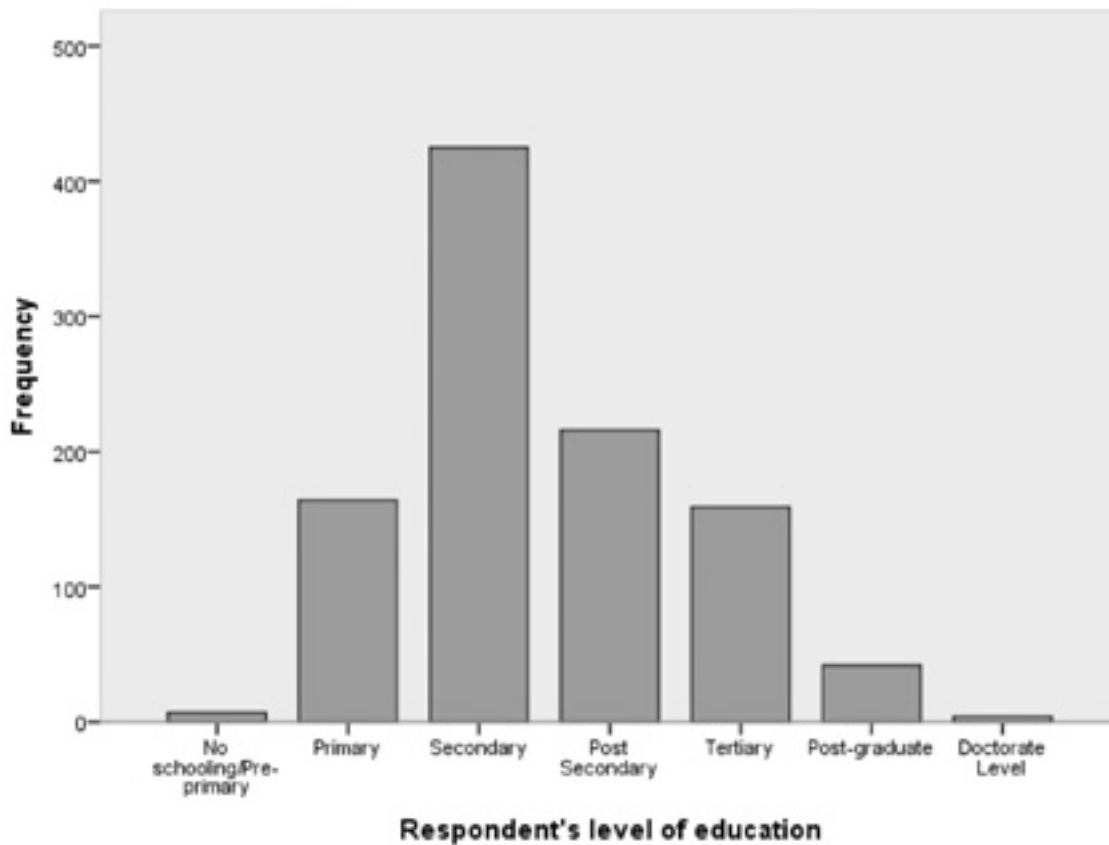


Figure 1: Level of education of the respondents- General Public.

As shown in the Figure 1 above, 99.3% (1000 respondents) of the participants from the general public is literate. 41.8% (425 respondents) have completed secondary level education and, 21.2% (216 respondents) have achieved a post-secondary educational attainment. 15.6% (159 respondents) have a tertiary level of education. This data was then analysed in terms of the respondents' gender to analyse the difference in the educational level of men vis-à-vis that of women, as illustrated in the below graph.

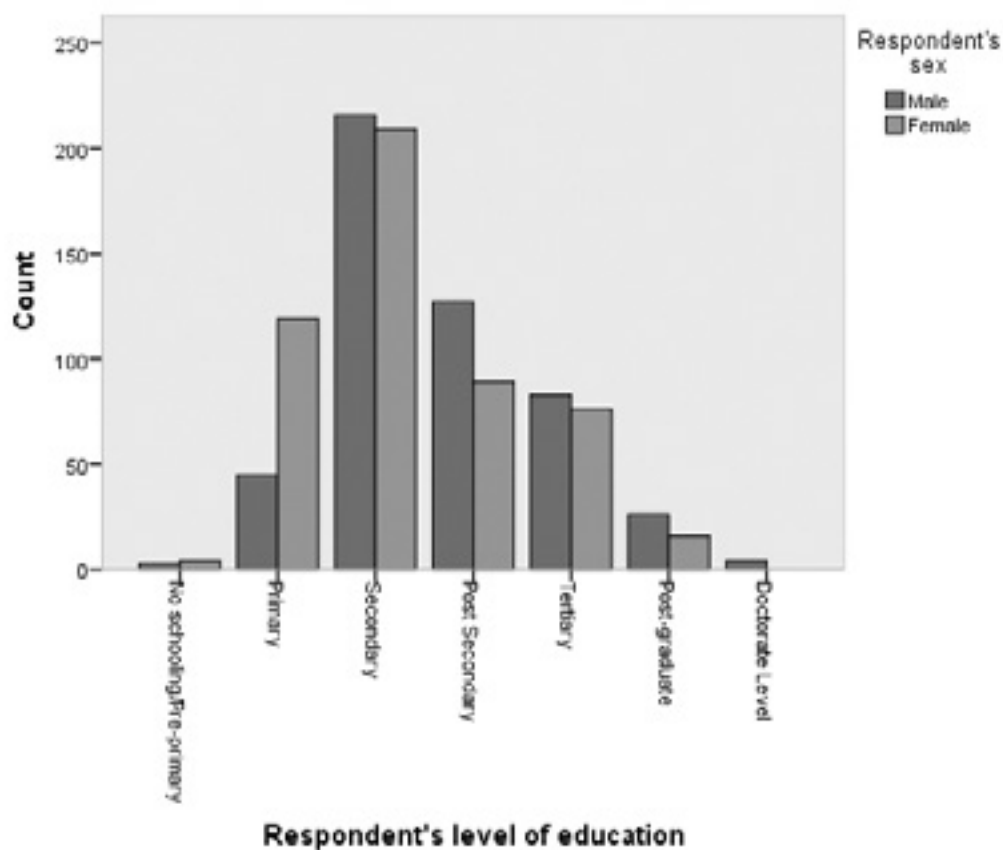


Figure 2: General Public-level of education by gender.

Level of education	Male respondents	Female respondents
No schooling/ Pre-primary	3 0.6%	4 0.8%
Primary	45 8.9%	119 23.2%
Secondary	216 42.9%	209 40.7%
Post-Secondary	127 25.2%	89 17.3%
Tertiary	83 16.5%	76 14.8%
Post-graduate	26 5.2%	16 3.1%
Doctorate level	4	0
Total	504 100%	513 100%

Table 16: General public- level of education based on the respondents' gender.

This representation shows that there is a minimal difference between the educational level of men and women. The findings show that there are slightly more women (0.8%) who have had no schooling when compared to men (0.6%). The results also showed that 0.8% of the male respondents completed studies at doctorate level. The sample, however, provided no women respondents that had completed studies at doctorate level. This indicates that the number of women who have a doctorate is so small that it was not captured by the stratified random sampling process which was extracted for this study.

In view of the fact that currently there are more women pursuing tertiary studies at the University of Malta than there are men, an analysis of the education of respondents according to age was undertaken. As one may note from Table 17 and Table 18 below, there were more women respondents who have a degree than men. There are almost as many men and women who have studied at post-graduate level in the 25-44 age bracket. However, the number of women with a post-graduate level of education drops significantly in relation to that of men in the 45-64 age bracket. This is indicative that educational trends are changing and that nowadays more women are pursuing further studies at graduate and post-graduate levels than before. This is also evident from the data on women in the 65+ age bracket where most never made it beyond primary level. In the 45-64 age cohort, one may notice a shift as most women had a secondary level of education. When we compare these figures with those of men in the 65+ age cohort, it is evident that most men already had a secondary level of education. In the 45-64 age bracket, although most men had a secondary level of education, a considerable number of men also completed post-secondary qualifications. These findings therefore also suggest that traditionally the opportunities for women to continue pursuing further studies was not there.

Evidence from the sociological field further suggests that traditionally women were expected to stop pursuing their studies and dedicate their time to the household and eventually to their husband and children once they got married⁵³. Such trends are a thing of the past as discussed in these same studies, as well as from the data collected for this study. However, one must point out that despite having a pool of well-qualified and well-educated women, they are barely represented at the higher echelons of companies and politics.

Age range	No schooling	Primary	Secondary	Post-secondary	Tertiary	Post graduate
16-25	0	0	23	33	11	0
25-44	0	2	70	31	41	15
45-64	2	51	78	19	14	1
65+	2	66	38	6	10	0

Table 17: General public-Women's level of education according to age

Age range	No schooling	Primary	Secondary	Post-secondary	Tertiary	Post graduate	Doctorate
16-25	0	1	31	33	4	0	0
25-44	0	1	65	44	46	14	2
45-64	1	23	74	40	15	10	2
65+	2	20	46	10	18	2	0

Table 18: General public-men's level of education according to the age

53 Tabone, C. (1995). *Maltese Families in Transition: A Sociological Investigation*. Ministry for Social Development.

The graphs below give a more in-depth description of the repartitioning of the level of education within each gender group.

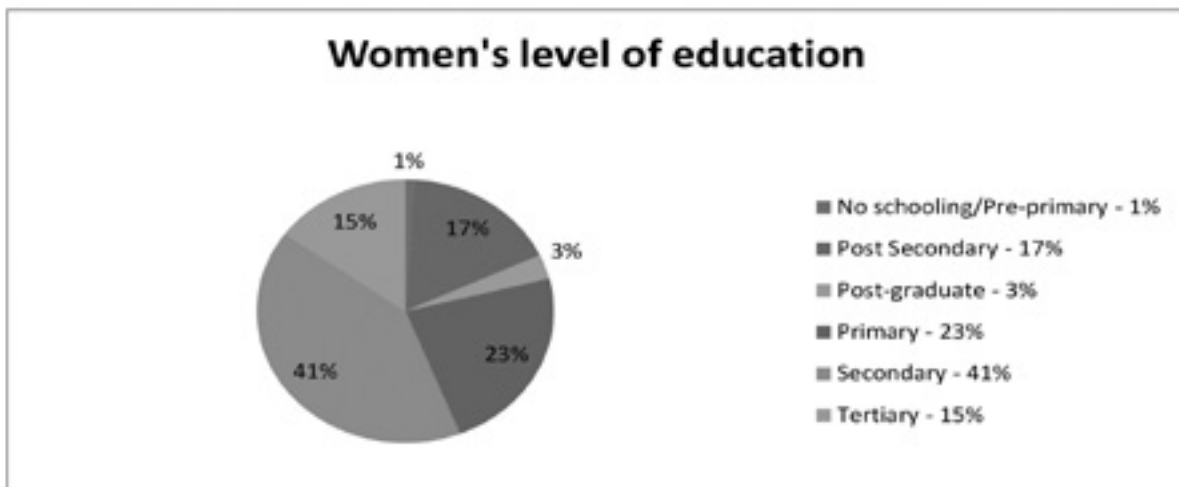


Figure 3: General public- Representation of women’s level of education.

Figure 3 shows that the majority of women have completed secondary school. However, fewer attained a post-secondary level qualification, while 3.12% completed post-graduate studies and no women have completed doctorate level.

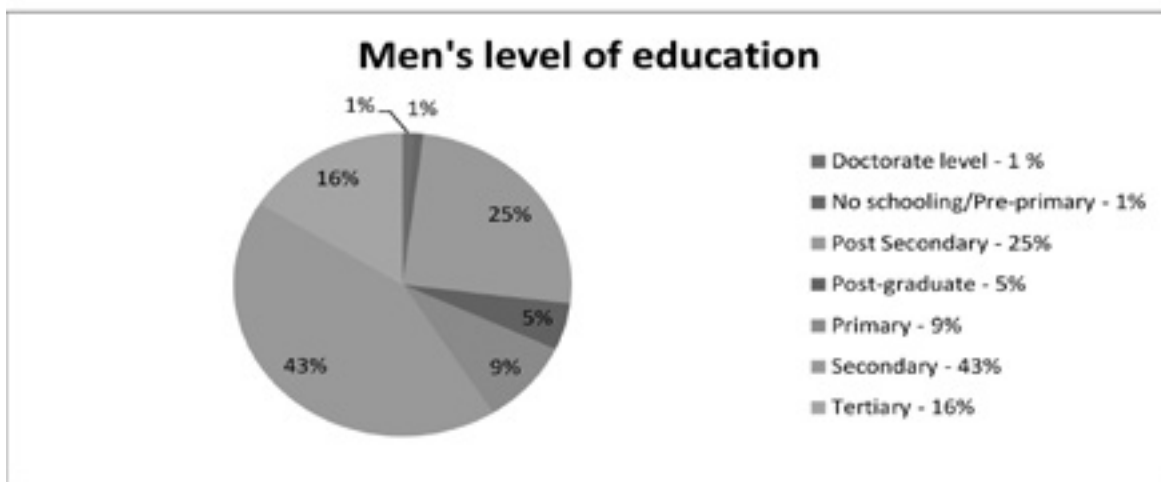


Figure 4: General public- Representation of men’s level of education.

Figure 4 shows that compared to women, slightly more men attained secondary schooling. The difference is more significant at post-secondary level (25.15% against 17.44% for women), but the difference narrows down to less than 2% at post-graduate level.

Labour Status

When comparing the gender of the respondents from the general public with their respective labour status, a significant gender gap is evident. The graph below (Figure 5) shows that women are heavily outnumbered in the labour force, with 38% of female respondents (195 women) being engaged in gainful employment, against 62.8% of the male respondents (317 men). This is comparable to statistical data of the Labour Force Survey conducted for the first quarter of 2015 by the NSO, whereby 62.9% of males aged 15 and over are employed, but only 38.3% of females within the same age group are employed⁵⁴.

As remarked earlier on with regard to female graduate and studentship statistics (Section1), there are slightly more female students (9% of the female respondents) than male students (7.5% of the male respondents). Therefore, while more women continue to progress in their educational endeavours than men, the discrepancy between male and female employment remains high and is lopsided on men. From the perspective of the investment undertaken in educating women, this continues to represent an investment shortfall and a societal deadweight loss that is detrimental to businesses and society, as well as to the general prospects for prosperity and growth in Malta.

On the other hand, the vast majority of respondents who cater for the needs of the family and the household are women.

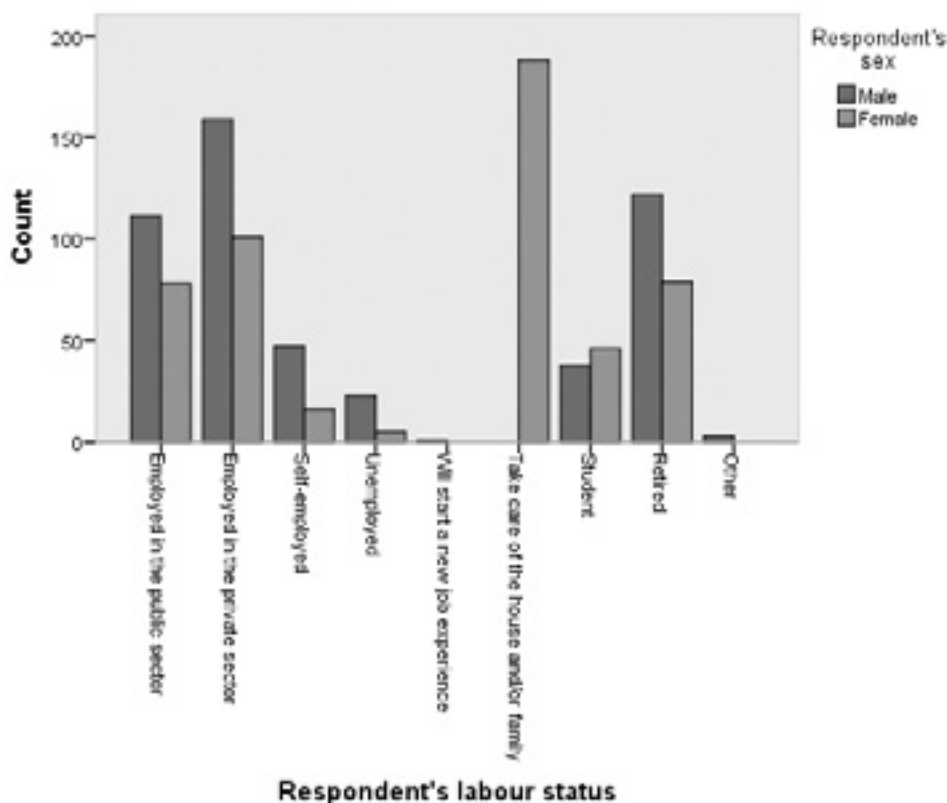


Figure 5: General Public- Respondents' labour status by gender

54 National Statistics Office (2015) Labour Force Survey: Q1/2015. https://nso.gov.mt/en/News_Releases/View_by_Unit/Unit_C2/Labour_Market_Statistics/Pages/Labour-Force-Survey.aspx

7.1.2 NGOs and Trade Unions

The target population for this survey consisted of 833 non-governmental organisations (NGOs), including trade unions and civil society organisations. The table below gives a distribution of the population according to gender and age cohort.

Age Group	Gender		Total
	Male	Female	
16-24	6 1.1%	9 3.1%	15 1.8%
25-44	168 30.9%	109 37.6%	277 33.2%
45-64	230 42.3%	123 42.8%	353 42.4%
65+	140 25.7%	48 16.6%	188 22.5%
Total	544 100%	289 100%	833 100%

Table 19: Distribution of NGOs and Trade Unions population by gender and age group

From this population, a total of 389 individuals (46.7% of the total population) responded to the survey. 65.8% of the respondents from this group are male and 34.2% are female. The majority of these respondents are in the age group of 45-64 years. Further details on the age and sex of these respondents are illustrated in table 20 below.

Age Group	Gender		Total
	Male	Female	
16-24	3 1.2%	4 3%	7 1.8%
25-44	79 30.9%	51 38.3%	130 33.4%
45-64	109 42.6%	57 42.9%	166 42.7%
65+	65 25.4%	21 15.8%	86 22.1%
Total	256 100%	133 100%	389 100%

Table 20: NGOs and Trade Unions sample by gender and age group

When comparing the gender of respondents and the roles they hold within these organisations, it is evident that women are generally outnumbered by men in decision-making positions within NGOs and Trade Unions, and there is a significant gender gap. As illustrated in the graph below (Figure 6), out of 126 respondents who occupied the role of president in such organisations, 92 were males (73%), whereas only 34 presidents were women (27%). Unequal representation is also evident in the directorship roles, with 73.7% of directors being male (42 respondents) and 26.3% being female (15 respondents). This trend is also visible in general secretary roles, with 64% men general secretaries (48 respondents) and 36% women (27 respondents).

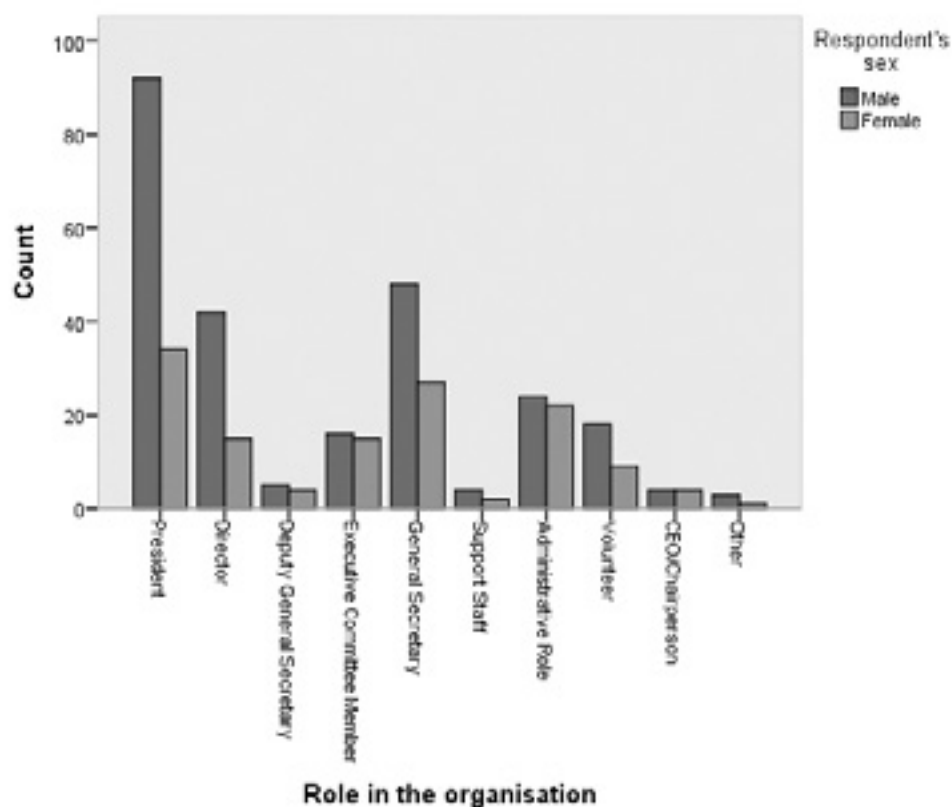


Figure 6: NGOs and Trade Unions- Role in the organisation by gender

7.1.3 Public and private companies

The target population for this survey consisted of 506 enterprises employing 50 or more individuals and performing particular economic activities (excluding Agriculture, Forestry and Fishing). The table below illustrates the distribution of the population according to gender and age group.

Age Group	Gender		Total
	Male	Female	
16-24	9 2.7%	8 4.7%	17 3.3%
25-44	152 45.2%	115 67.3%	267 52.7%
45-64	157 46.7%	44 25.7%	201 39.8%
65+	18 5.4%	4 2.3%	21 4.2%
Total	336 100%	171 100%	506 100%

Table 21: Distribution of the Public and Private Companies population by gender and age group

From this population, a total of 315 individuals (62.2% of the total population) responded to the survey. The majority of respondents representing these companies are men (64.8%), and 35.2% are women. About half of the respondents of this group are in the age group of 25-44 years. Further details on the age and gender of these respondents are illustrated in table 22 below.

Age Group	Gender		Total
	Male	Female	
16-24	5 2.5%	5 4.5%	10 3.2%
25-44	93 45.6%	75 67.6%	168 53.3%
45-64	96 47.1%	28 25.2%	124 39.4%
65+	10 5%	3 2.8%	13 4.1%
Total	204 100%	111 100%	315 100%

Table 22: Public and private companies sample by gender and age group

There is a significant difference in the number of male and female respondents holding decision-making positions in the companies they represent. Figure 7 below represents the gender gap not only in terms of employment, but also in the roles men and women hold within these companies. In effect, the large majority of owners, directors and managers in this study are male. 36.3% of the male respondents (74 males), for example, occupied the role of a director in the company, which is significantly higher when compared to 14.4% (16 women) occupying the position of a director. At the managerial level such a discrepancy is also noted with 64.7% (88 respondents) of the managers being men and 35.3% (48 respondent) being women.

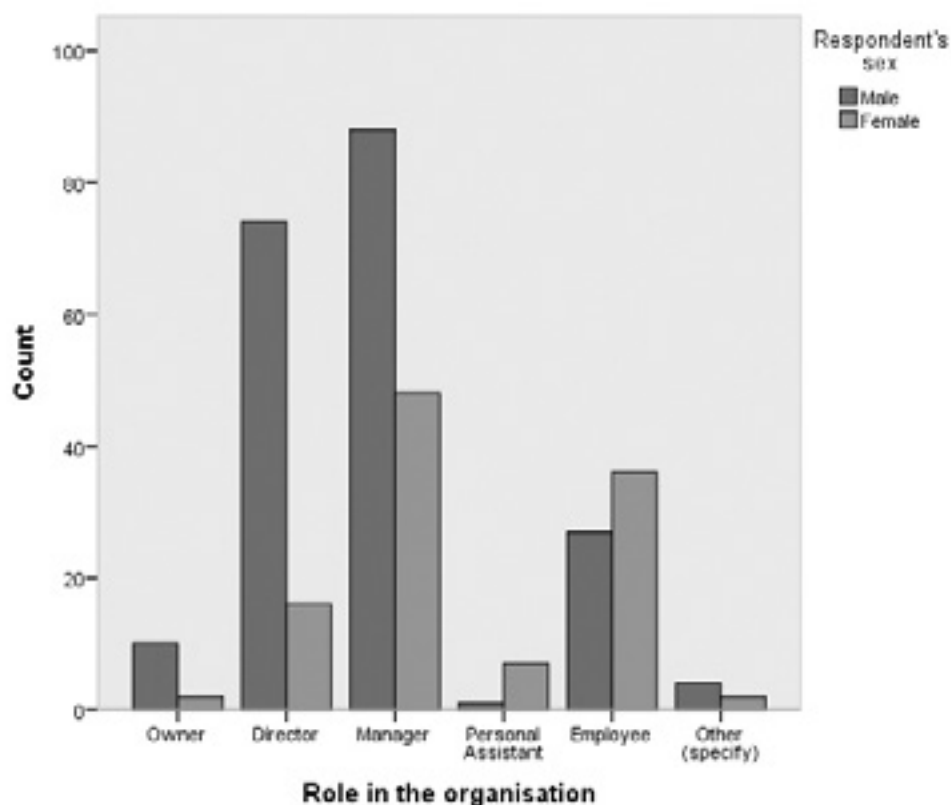


Figure 7: Public and private companies- Role in the organisation by gender

7.1.4 Members of Political Parties

The target population for the group representing the political parties consisted of 86 members. These included all the members of the Maltese and European Parliament, as well as the executive members of Alternattiva Demokratika. From this target population, 33 individuals responded to the questionnaire. The large majority of the representatives of the political parties are men (87.9%), and 12.1% are women. These respondents are mostly within the age bracket of 45-64 years. The distribution of the respondents according to gender and age group is illustrated in table 23 below.

Age Group	Gender		Total
	Male	Female	
25-44	8 27.6%	3 75%	11 33.3%
45-64	20 69%	1 25%	21 63.6%
65+	1 3.4%	-	1 3%
Total	29 100%	4 100%	33 100%

Table 23: Distribution of the members of political parties by gender and age group

After considering the age, occupation and gender of the respondents from the four target groups of this study, some interesting trends are evident. The results of this study continue to affirm that more men are engaged in employment than women⁵⁵. In effect, the respondents from the general public in this study that were not in employment to take care of their house and/or family were women. This indicates that women are giving priority to the needs of their family, consequently putting aside their careers. This is even more evident when considering that the gender gap begins to develop in the 25-44 age bracket, which confirms previous studies that have pointed towards parenthood as one of the most significant factors affecting the participation of women in the labour market⁵⁶. This gap continues to widen further in the 45-64 age bracket. Besides parenthood, there could be other reasons why more women in this age group are not in employment. It may be said, for instance, that a few decades ago it was common for women to stop working after marriage, whereas these days this occurrence is far less common. Another reason could very well be, that after a prolonged period of time away from the labour market, women find it harder to either find or return to employment. Career breaks might also have a negative impact in career progression, which might also partly explain the reversal of the gender gap at lower organisational hierarchy levels, whereby more men than women occupy decision-making roles in public and private companies.

The findings, in fact, show that more men occupy decision-making roles such as directors and managers in organisations. Conversely, more women occupy the role of an employee (a non-decision-making role) than men, notwithstanding the fact that more women graduate from tertiary education institutions and that currently more women are pursuing further studies.

7.2 Gender representation in company boards

This section presents an overview of the perceptions of the general public; representatives of NGOs and trade unions; public and private companies, as well as political parties on the gender representation in company boards.

As summarised in table 24 below, the majority of respondents in all groups interviewed in this study, with the exception of the general public, believe that women are not as equally represented as men on company boards in Malta. The majority of the respondents representing NGOs, public and private companies and political parties broadly think that there are more men occupying roles of directors on company boards than women.

The perception of the general public is marginally different to that of the other groups, as only 43.7% (444 respondents) of the members of the general public believe that women are under-represented on boards in comparison to men. On the other hand, 41.9% (426 respondents) of respondents within the general public believe that there is equal representation at company board level, whereas the remaining respondents did not take a position when confronted with the question. When interpreting this finding, it has to be reiterated that a considerable number of respondents from the general public are not currently in employment, including retired persons, students, unemployed individuals and individuals managing the household and looking after their families. As such, their perceptions might not be informed by real workplace experience but may be more reflective of general impressions based on other sources.

As illustrated in the table below, 42.3% of the female respondents from the general public (217 respondents) and 45% of male respondents from this group (227 respondents) think that men

55 National Statistics Office, 2015. Labour Force Survey. https://nso.gov.mt/en/News_Releases/View_by_Unit/Unit_C2/Labour_Market_Statistics/Pages/Labour-Force-Survey.aspx

56 European Commission, (2013). Council Recommendation on Malta's 2013 National Reform Programme and delivering a Council opinion on Malta's stability programme for 2012-2016. Retrieved on 15th April, 2014 from: http://ec.europa.eu/europe2020/pdf/csr2014/csr2014_malta_en.pdf

and women are not equally represented at company level. On the other hand, the majority of representatives from NGOs and trade unions; public and private companies; and members of political parties believe that there is no equal representation of men and women on company boards.

	General Public		NGOs and Trade Unions		Public and Private Companies		Members of Political Parties	
Total Respondents	1017		389		315		33	
	100%		100%		100%		100%	
Respondents who believe that women are equally represented as men as directors on company boards	426		77		72		1	
	41.9%		19.8%		22.9%		3%	
Respondents who believe that women are under-represented as directors in company boards	444		267		206		31	
	43.7%		68.6%		65.4%		93.9%	
	Male	Female	Male	Female	Male	Female	Male	Female
	227	217	161	106	129	77	27	4
	45%	42.3%	62.9%	79.7%	63.2%	69.4%	93.1%	100%
Do not know		147		45		37		1
		14.5%		11.6%		11.7%		3%

Table 24: Perception of respondents on the representation of women and men in company boards

7.3 Perceptions on the reasons why women are under-represented in decision-making positions in company boards

The respondents who believed that there is low female representation as directors on company boards were also asked about the possible reasons for such low representation. The results are summarised in the table below. Respondents were provided with a list of reasons to which they expressed their agreement or otherwise. Thus they could agree with more than one reason for the under-representation of women as directors in company boards.

Perceived reasons for women's under-representation as directors in company boards	General Public	NGOs and Trade Unions	Public and private companies	Members of political parties
Respondents who believe that there is low female representation as directors in company boards	444	267	206	31
Lack of family-friendly measures and support structures to ensure better participation of women in decision-making positions	261 58.8%	165 61.8%	201 43.5%	19 61.3%
Male candidates are given preference over female candidates with the same qualifications and experience at recruitment and selection stages	274 61.7%	113 42.3%	59 28.6%	14 45.2%
Women are not treated equally to men when tenable for a promotion even though they possess the same qualifications and experience	208 46.8%	92 34.5%	53 25.7%	11 35.5%
Women not interested in occupying directorship roles	86 19.4%	52 19.5%	28 13.6%	3 9.7%
Women give priority to the needs of the family and put aside career progression	287 64.6%	170 63.7%	139 67.5%	17 54.8%
Women and men are not equally supported or encouraged by their employers to progress further in their careers	243 54.7%	109 40.8%	60 29.1%	15 48.4%

Table 25: Perceived reasons for the low representation of women as directors in company boards

From the respondents who subscribe to the view that women are under-represented as directors in company boards, the majority admit that women are interested in occupying directorship roles and that there are reasons that prevent them from accessing such top positions in organisations.

The respondents from all the groups interviewed believe that the leading cause behind this is the fact that women give priority to family needs and consequently put career progression aside. To that, one must add the fact that the respondents felt that there are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.

However, the opinion of the general public tends to differ from that of representatives of NGOs and trade unions; companies and political parties for the other reasons provided. With the exception of the general public, respondents suggest that there are no privileges in favour of men and that this holds both at recruitment stage and when promotions become available even when men and women have the same skills and qualifications. They also broadly contend that men and women are equally supported by their employers to progress further in their careers.

Other reasons that have not been explicitly provided in the questionnaire have also been mentioned by respondents in the open-ended questions provided. These included factors such as the mindset of past generations, employers being discouraged by the cost of maternity leave and the lack of women who are willing to participate in the workforce.

The charts below illustrate the perceptions of the different groups according to gender, on the reasons for low female representation as directors in company boards.

7.3.1 General Public

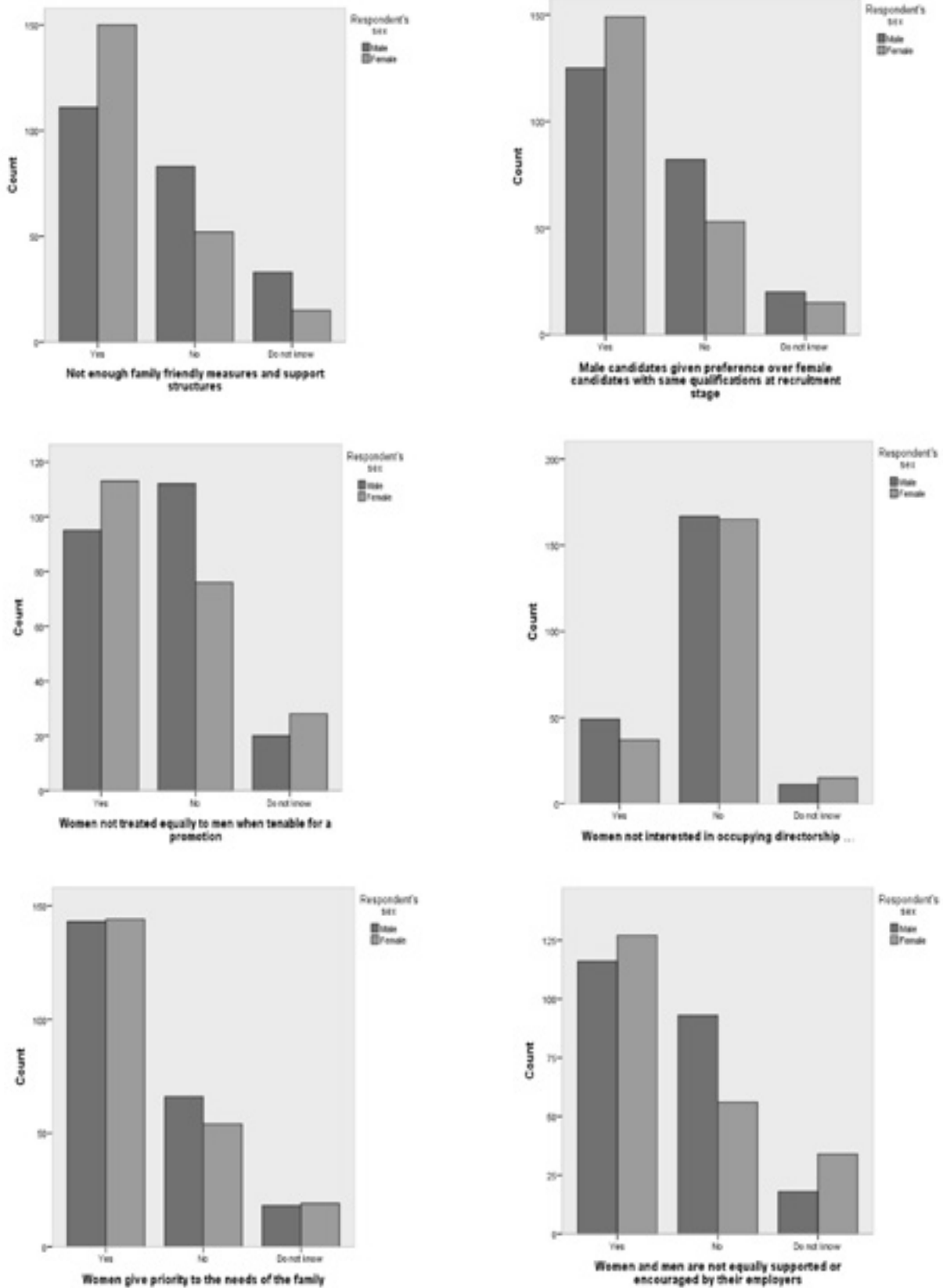


Figure 8: General Public-Perceived reasons for the low representation of women as directors in company boards by gender

Women and men from the general public tend to agree on the reasons given for the low representation of women as directors in company boards. The majority of women and men who believe that women are underrepresented as directors in company boards (i.e. 144 women and 143 men respondents) commented that women give priority to family needs over their careers. Notwithstanding this, the majority of women (76% - 165 respondents) and men (73.6% - 167 respondents) who answered this question also believe that women are interested in directorship roles. This finding indicates that while women are generally interested in advancing further in their careers, when it comes to the needs of the family, it is they who are generally sacrificing their careers. There may be several reasons for this. The first is that perhaps the male counterpart is able to earn a higher wage, thereby making it more economically sensible for the woman to give up her career to attend to household and family needs. In Malta, the average female earns 6.1% less than the average male employee⁵⁷. A second reason may be a socio-cultural one, whereby women end up being responsible for household tasks⁵⁸.

Besides, more women than men from the general public believe that there are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.

Women from the general public tend to be more in agreement than men with the reasons that male candidates are given preference over female candidates with the same qualifications and experience at recruitment and selection stages; that women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience, and that women and men are not equally supported or encouraged by their employers to progress further in their careers.

57 European Commission. (2012). The Current Situation of Gender Equality in Malta. Retrieved on 14th March, 2014 from: http://ec.europa.eu/justice/gender-equality/files/epo_campaign/130911_epo_country_profile_malta.pdf

58 Clavero and Galligan. (2005) pp979-1004

7.3.2 NGOs and Trade Unions

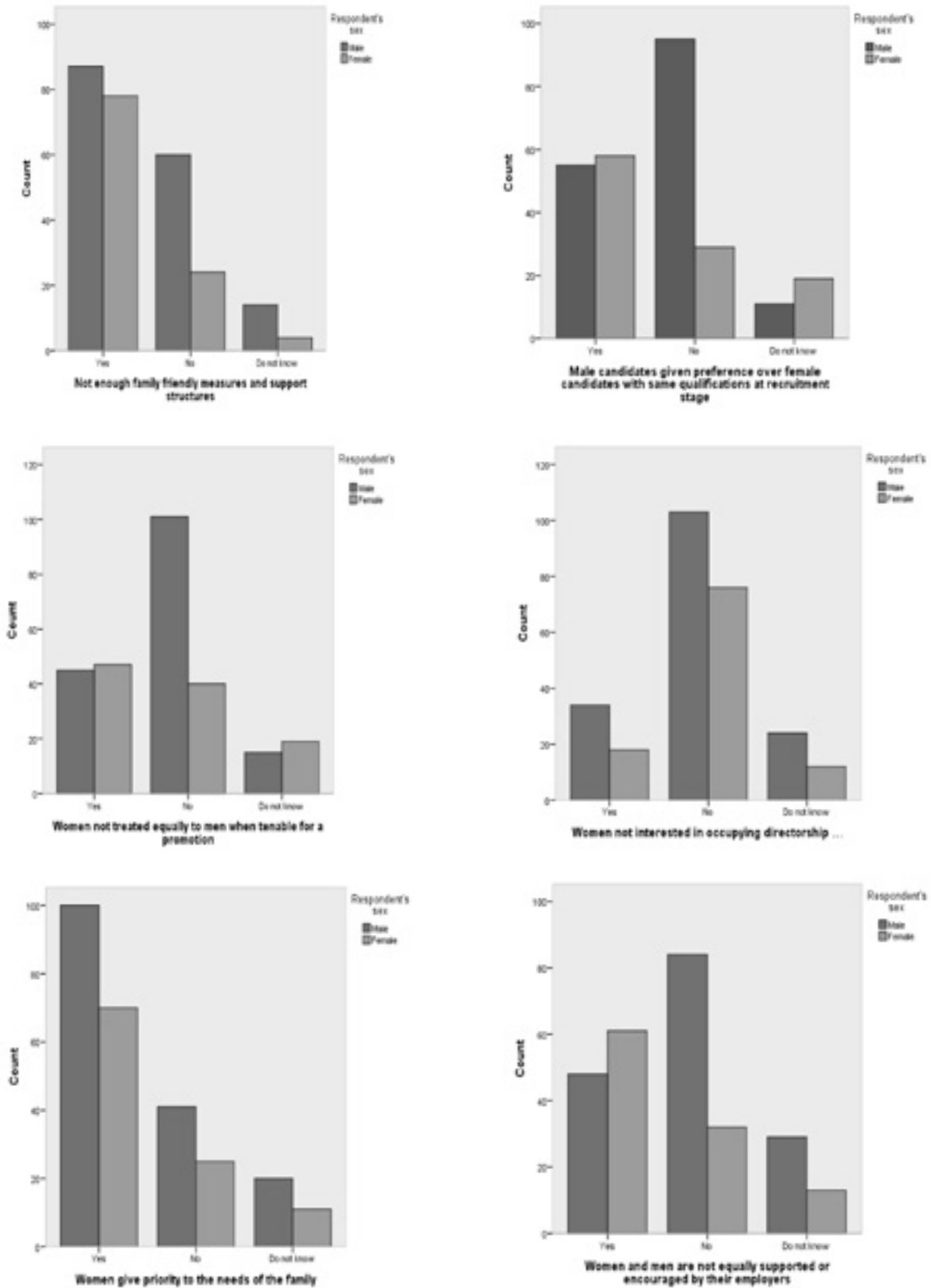


Figure 9: NGOs and Trade Unions- Perceived reasons for the low representation of women as directors in company boards by gender

The results obtained from representatives of NGOs and trade unions are somewhat similar to those obtained from the general public group, but gender differences in the opinions of the NGO and trade union representatives are more evident in some of the reasons given.

The majority of women (that is 66% or 70 respondents) and of men (that is 58.8% or 100 respondents) representatives of NGOs and trade unions who believe that women are under-represented as directors in company boards admit that women tend to give priority to the needs of their family and put aside career progression. Having said that, the majority of these respondents also believe that women are interested in pursuing further their careers. In fact, 71.7% (76 respondents) of these female respondents and 57.5% of male respondents (103 respondents) believe that women are interested in directorship roles. This continues to substantiate the stance that women are more likely to sacrifice their career in order to attend to the needs of the household and family. In effect, the role of family friendly measures and support structures is also highlighted by the majority of women (78 respondents) and men (87 respondents) representatives of NGOs and trade unions as a factor that is keeping women away from positions of directors of company boards.

However, opinions differ between women and men representatives of NGOs and trade unions with regards to the treatment and support that men and women receive by employers. Indeed, 62.7% (101 respondents) of the male respondents from NGOs and trade unions believe that men and women are treated equally when eligible for a promotion. Conversely, 47 women from this same group believe that women are treated equally when eligible for a promotion even though they possess the same qualifications and experience. In addition, a minority of the men respondents (55 respondents) from NGOs and trade unions agree that male candidates are given preference over female candidates with the same qualifications and experience at the recruitment and selection stages in employment, when compared to almost half of the women respondents from the same group (58 women).

Likewise, when it comes to support or encouragement received from employers, women from NGOs and trade unions are more likely to believe that women and men are not as equally supported or encouraged by their employers to progress further in their careers, as their male counterparts. In fact, 57.5% (61 respondents) of female respondents from this group in contrast with 29.8% of men 48 respondents) believe that this is the case.

7.3.3 Public and Private companies

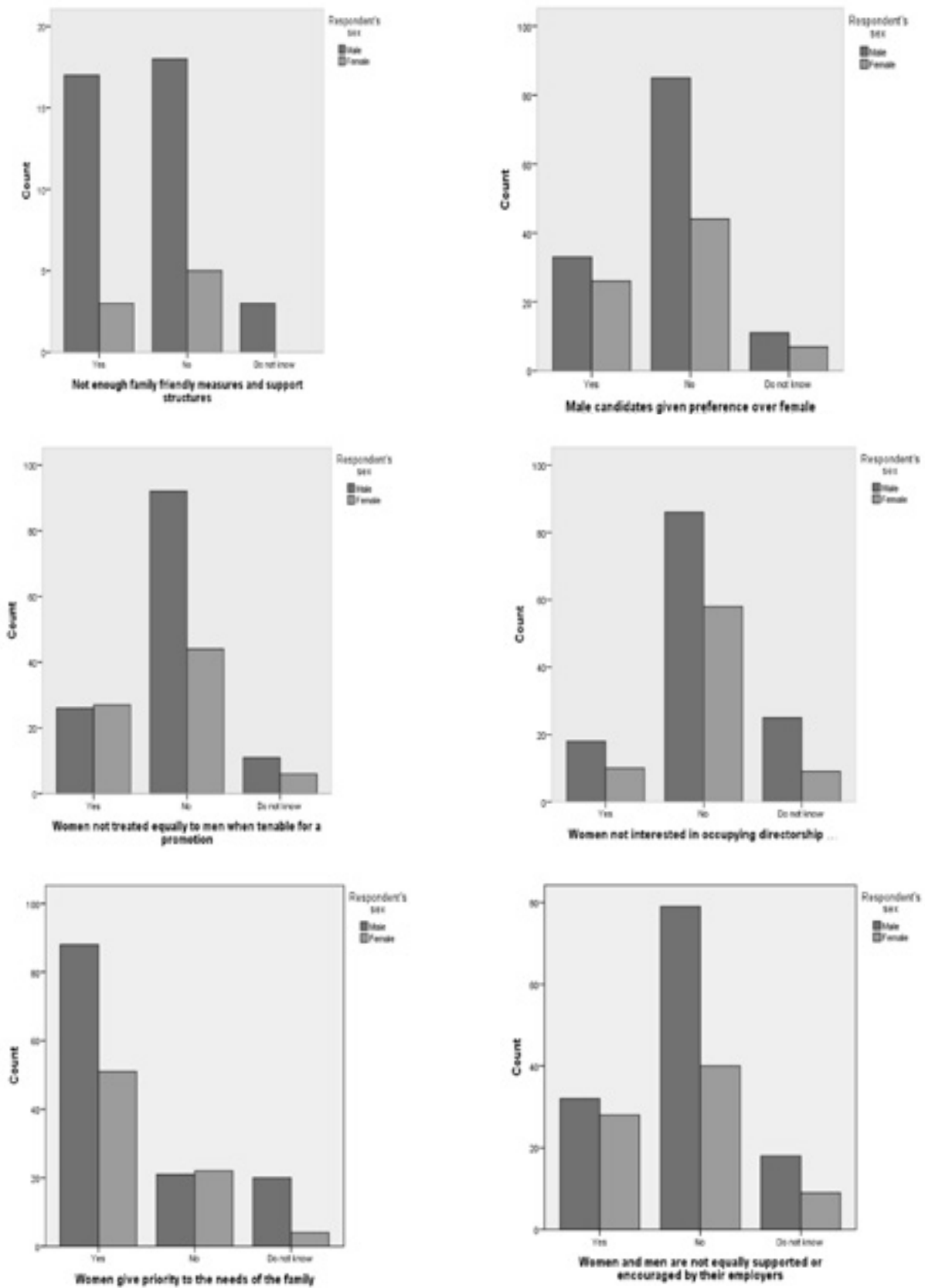


Figure 10: Public and private companies- Perceived reasons for the low representation of women as directors in company boards by gender

Among the respondents from private and public companies who believe women are not equally represented as men as directors of company boards 66.2% of the female respondents and 68.2% of the male respondents of this group believe that women give priority to their family and consequently putting aside their careers. The majority of women and men of these respondents representing private and public companies believe that women are interested in occupying directorship roles.

Respondents from the public and private companies are less likely to think that there are not enough family friendly measures and support structures for women to advance in their careers, than respondents from the other groups. In effect, 3 women and 17 men respondents from this group consider that the lack of such measures as a reason for the under-representation of women as directors in company boards.

26 men and 27 women deem that women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience, while 28 women and 32 men agree that women and men are not equally supported or encouraged by their employers to progress further in their careers. On the other hand, more men (33 respondents) than women (26 respondents) admit that male candidates are given preference over female candidates with the same qualifications and experience at the recruitment and selection stages.

Contrary to the previous groups surveyed, the respondents from public and private companies have asserted that although women are under-represented in decision-making positions, as can be seen in Figure 11, the majority of women do not subscribe to the view that men are privileged in the recruitment stages in the working environment. In medium- to large- public and private organisations (which was the population of this target group), one may expect to find more formal processes and procedures that generally reduce or attempt to circumvent any form of discrimination. On the other hand, in smaller organisations such as NGOs, procedures and policies can be informal, which make them more liable to discrimination or give the perception that discrimination may occur in such work settings. Indeed, in the next sections of this study, it was discovered that companies in public and private companies implement more initiatives and measures to address the issue of gender equality in the work place.

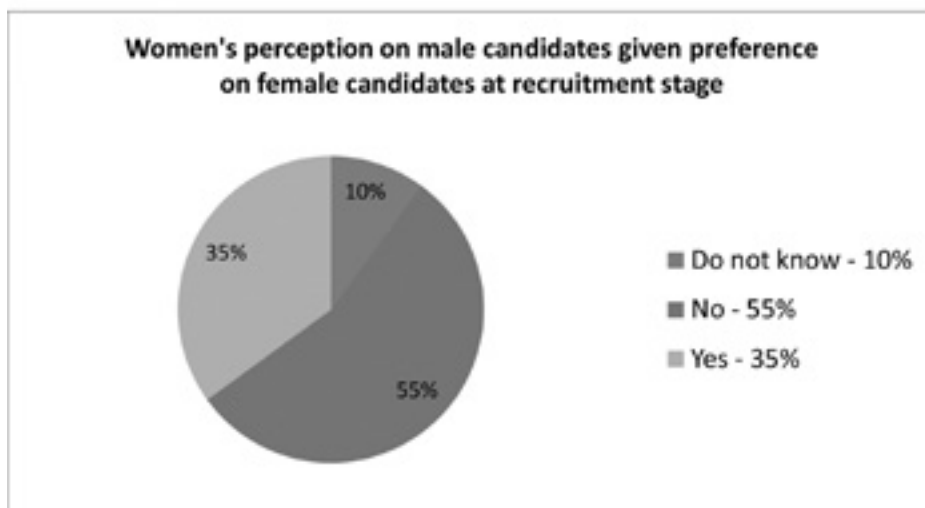


Figure 11: Public and private companies-Women's perception on male candidates given preference on female candidates at recruitment stage.

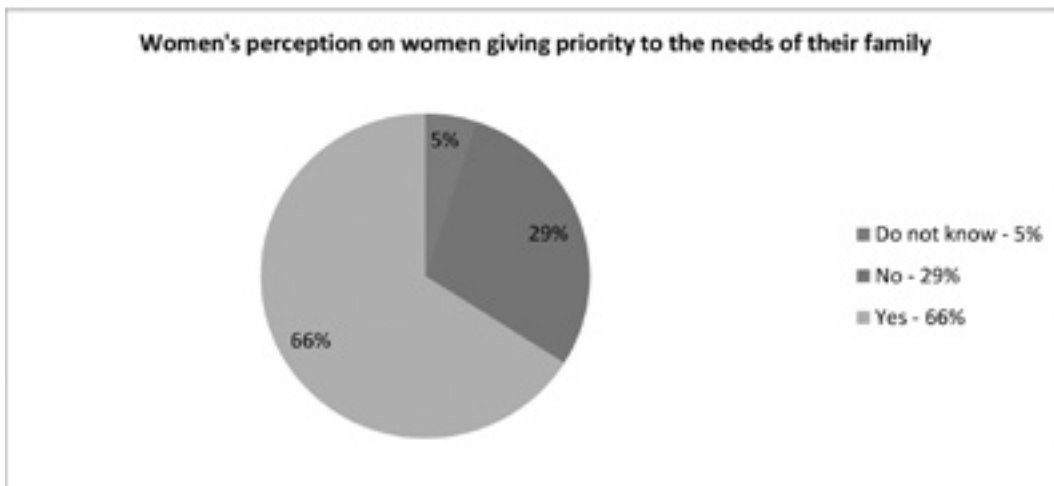


Figure 12: Public and private companies-Women's perception on women giving priority to the needs of their family.

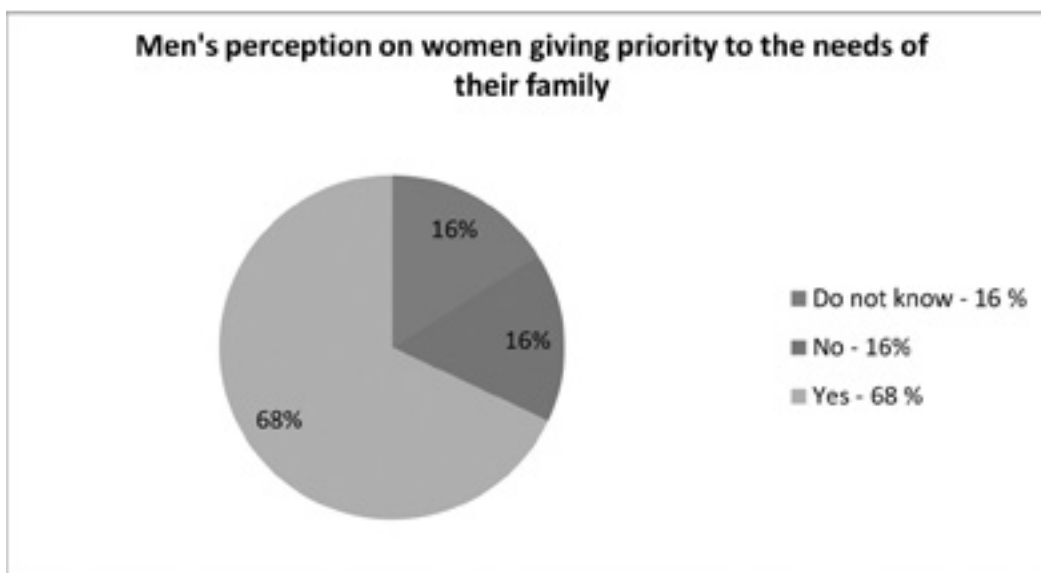


Figure 13: Public and private companies-men's perception on women giving priority to the needs of their family.

It may therefore be surmised that male respondents from public and private companies share the same opinions as women regarding the following issues:

- men are not privileged over women at recruitment stage;
- women give priority to the needs of their family;
- women are interested in directorship roles; and
- to a greater extent, they also believe that men and women benefit from equal support and treatment in their workplace.

7.3.4 Members of political parties

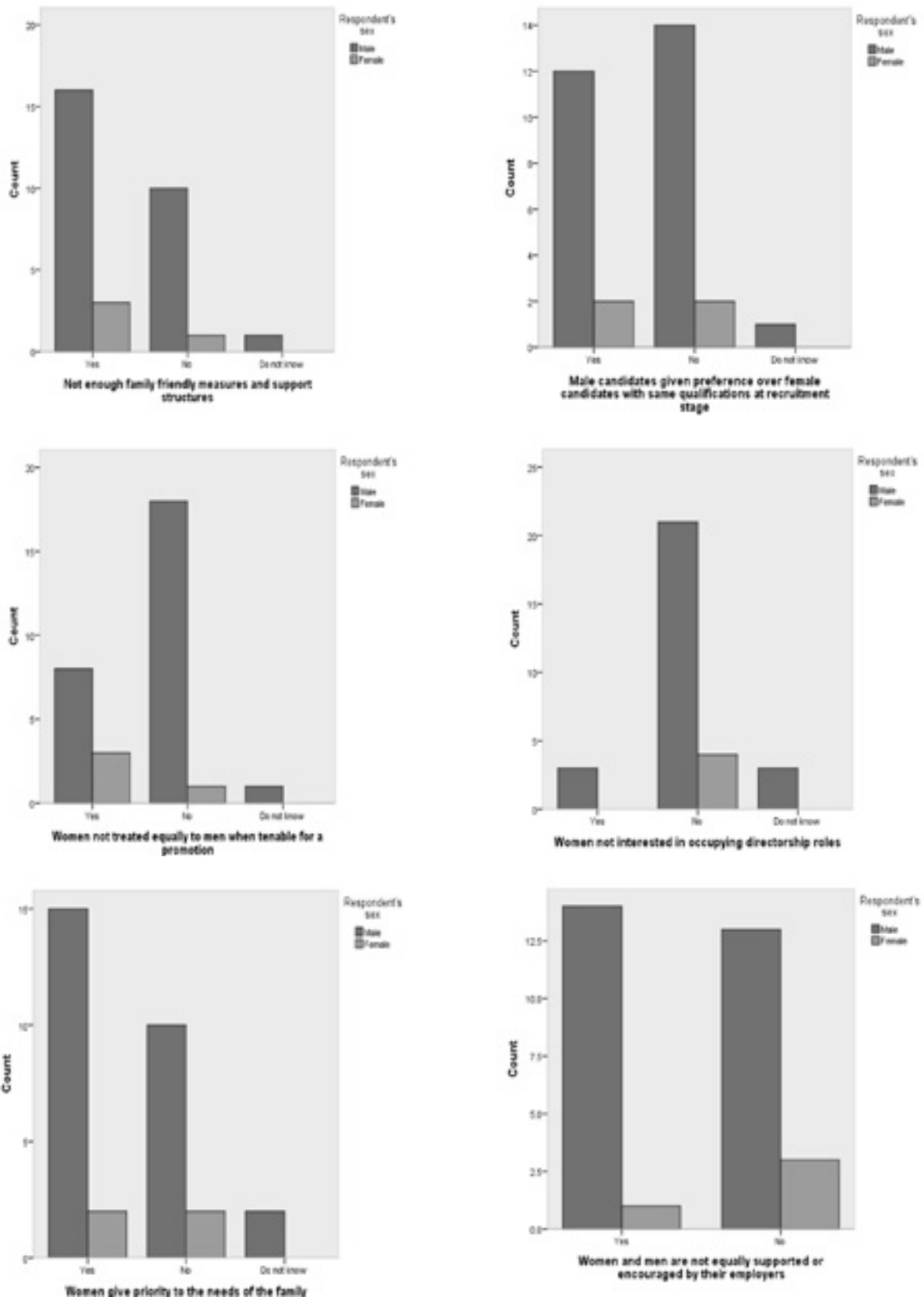


Figure 14: Political parties- perceived reasons for the low representation of women as directors in company boards by gender

All the female respondents (4), and 21 men out of 27, members of political parties who believe that women are under-represented as directors in company boards indicate that women are interested in occupying directorship roles. On the other hand, the opinion is rather mixed in relation to the assumption that women give priority to the needs of their family rather than to their career progression, with half of the female respondents and 15 out of 27 male respondents from political parties believe that this is so.

When it comes to treatment and support within companies, 3 out of these 4 women and 13 out of 27 men believe that men and women are equally encouraged by their employers to advance in their careers. Moreover, one out of these 4 women and 18 out of 27 men members of political parties consider that women are treated equally to men when eligible for a promotion even when they possess the same qualifications and experience.

On the other hand, mixed opinions are expressed by women and men from political parties in relation to equal treatment at the recruitment and selection stages. 14 out of 27 male and 2 out of four female respondents from political parties believe that male candidates are not given preference over female candidates with the same qualifications and experience at recruitment and selection stages.

Given the small sample size here, it is important to note that these conclusions might not apply generally in the political scene given that in order for inferences to be drawn a larger sample would have been required.

7.4 Perceptions on the importance of having gender-balanced representation at top positions of organisations

7.4.1 Perceptions on whether the achievement of an equal representation of women and men at top positions of an organisation is important

Representatives of NGOs and trade unions; public and private companies, and political parties have been asked to submit their opinion on whether the achievement of gender-balanced representation at top positions of organisations is important. As shown by the graphs below, the majority of these respondents believe that achieving equal representation of women and men in the top positions of an organisation is important.

7.4.1.1 NGOs and Trade Unions

The majority of representatives of NGOs and trade unions (272 out of 389) agree that the achievement of equal representation of women and men at top positions of organisations is important, as shown in the figure below.

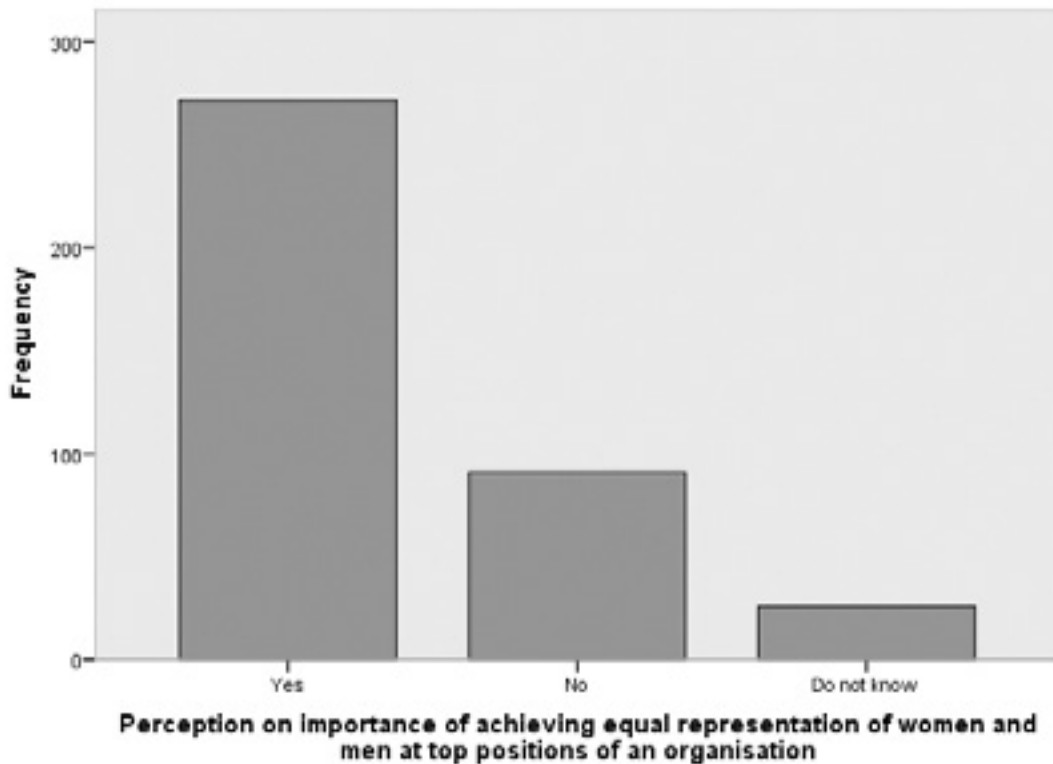
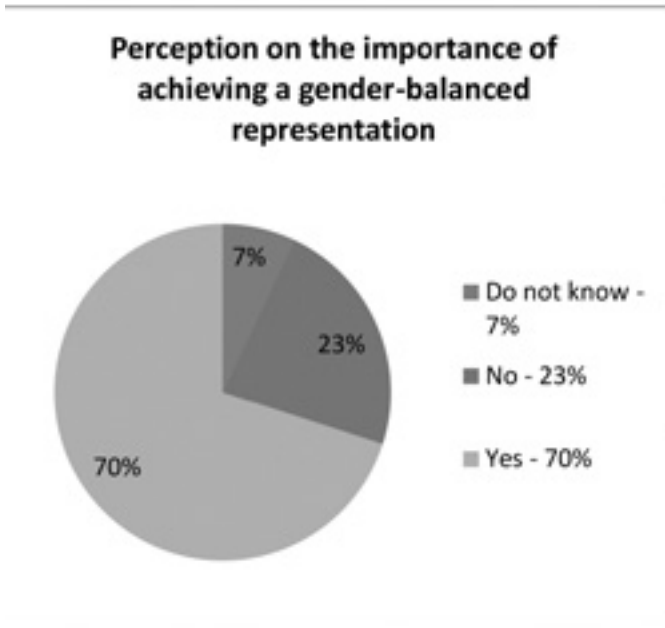


Figure 15: NGOs and Trade Unions- Perception on the importance of achieving an equal representation of women and men at top positions in an organisation

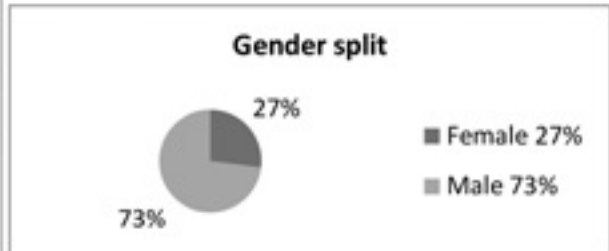
As shown in figure 15, 69.9% of the respondents (272 respondents) from NGOs and trade unions believe that achieving gender-balanced boards in organisations is important. 61.4% (167) of these respondents are men and 38.6% (105) are women.

Women from NGOs and trade unions are more likely than their male counterparts to believe in the importance of gender-balance representation in top positions of organisations. In effect, 79% (105 out of 133 women from NGOs and trade unions interviewed) of all the women from this group agree with this aim, when compared to 65% of all men from NGOs and trade unions (167 out of 256 men from NGOs and trade unions interviewed).

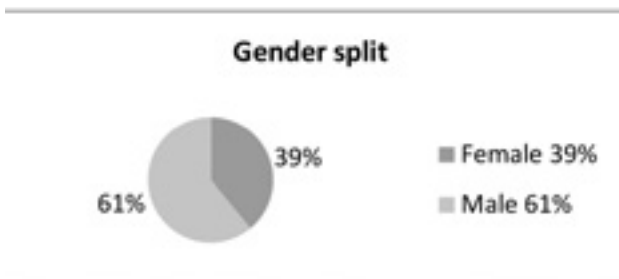
Do not know - 7%	7%
No - 23%	23%
Yes - 70%	70%



Female 27%	27%
Male 73%	73%



Female 39%	39%
Male 61%	61%



Female 23%	23%
Male 77%	77%

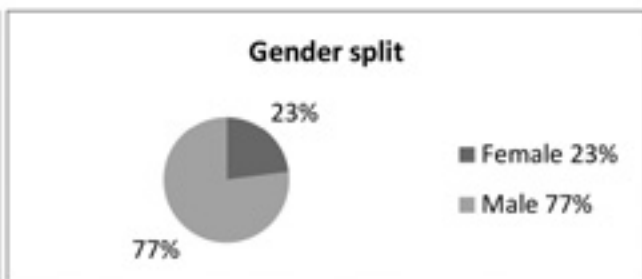


Figure 16: NGOs and Trade Unions-Perception on the importance of achieving a gender-balanced representation.

7.4.1.2 Public and private companies

The figure below shows that 218 out of 315 representatives of public and private companies support equal representation of women and men at top positions of organisations.

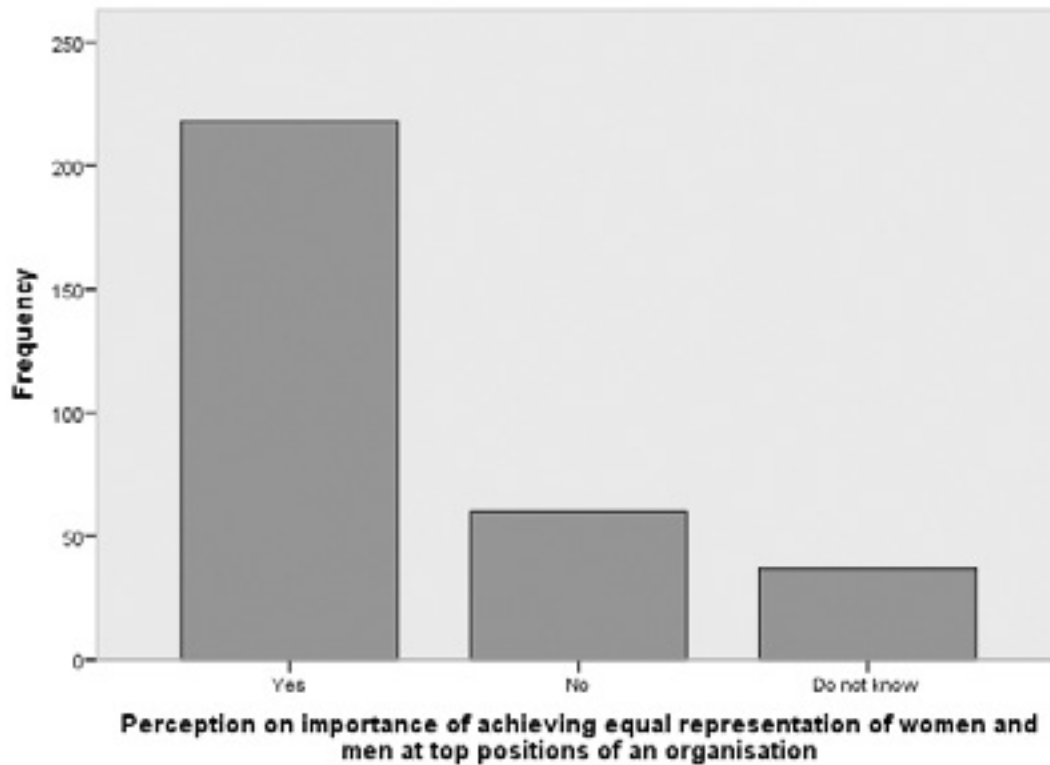
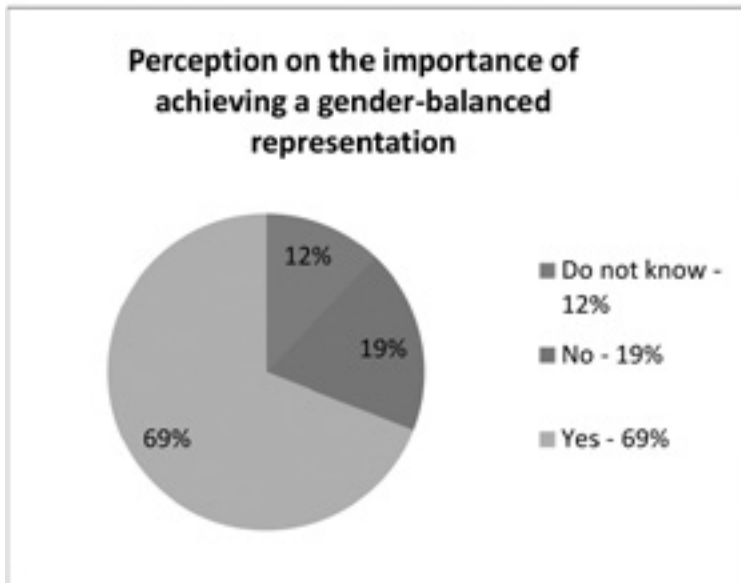


Figure 17: Public and private companies- Perception on the importance of achieving an equal representation of women and men at top positions of an organisation.

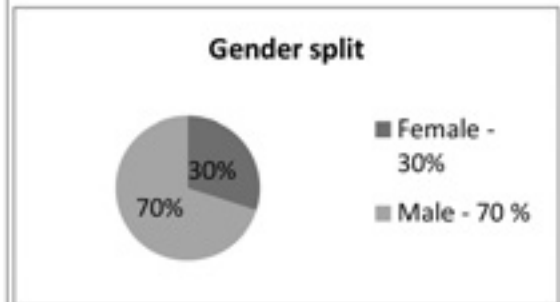
The figure below shows that 69.2% of the respondents of private and public companies (218 respondents), of which 59.2% (129) are male and 40.8% (89) are female, believe that achieving a gender-balanced representation in top positions is important.

Similarly, to the distinction between women and men representatives of NGOs and trade unions, women in public and private companies are more likely than their male counterparts to believe in the importance of gender-balance representation in top positions of organisations. In effect, 80% (89 out of 111 women from public and private companies interviewed) of all the women from this group agree with this aim, when compared to 60% of all men from public and private companies (129 out of 204 men from public and private companies interviewed).

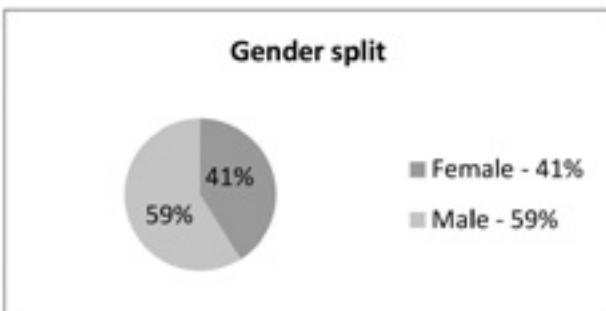
Do not know - 12%	12%
No - 19%	19%
Yes - 69%	69%



Female - 30%	30%
Male - 70 %	70%



Female - 41%	41%
Male - 59%	59%



Female - 18%	18%
Male - 82%	82%

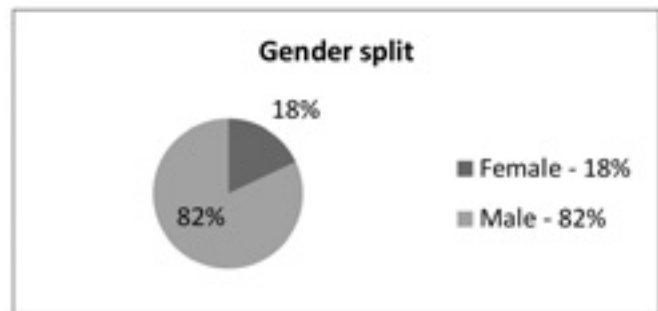


Figure 18: Public and private companies- Perception on the importance of achieving a gender-balanced representation.

7.4.1.3 Members of political parties

Similar to the respondents from the previous groups, the members of political parties interviewed also agree with the importance of gender-balanced representation at top positions of organisations. The figure below shows that out of the 33 members participating in this study, 20 agree with this aim.

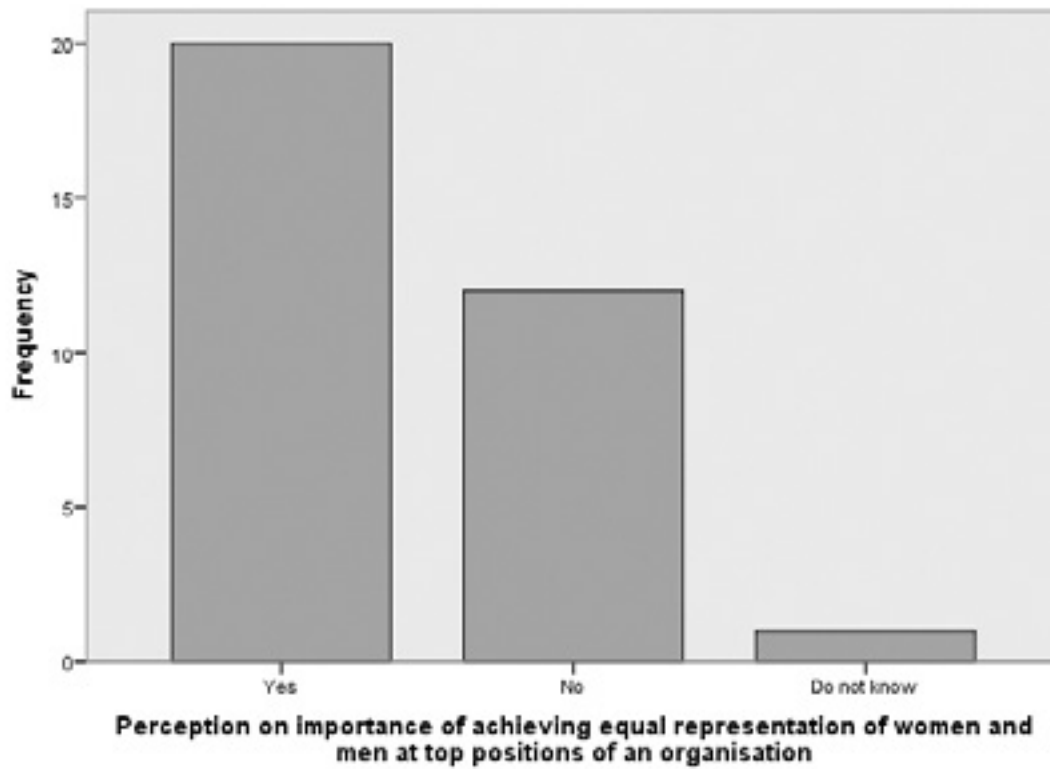


Figure 19: Political parties- Perception on the importance of achieving an equal representation of men and women at top positions of an organisation.

Do not know - 3%	3%
No - 36%	36%
Yes - 61%	61%

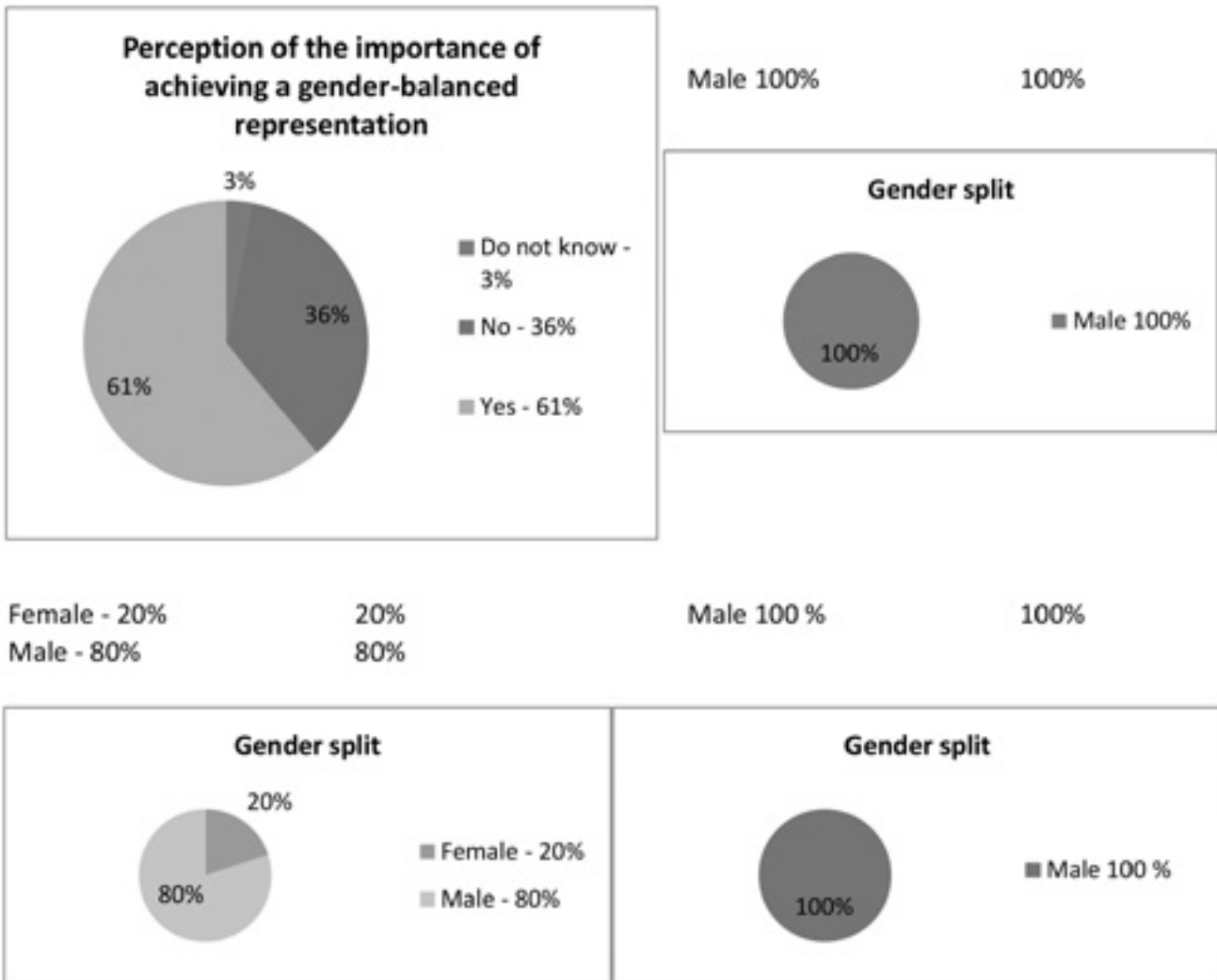


Figure 20: Political parties-Perception on the importance of achieving a gender-balanced representation.

60.6% of the respondents coming from political parties (amounting to 20 respondents), of which 16 are male and 4 are female, believe that achieving gender-balanced boards in political parties is important. All of the four women and 55% (ie. 16 out of 29) of the men interviewed from political parties highlight the importance of gender-balance in top positions in organisations.

7.4.2 Perceived reasons why the achievement of an equal representation of women and men at top positions of an organisation is important

The respondents who believe in the importance of achieving gender-balanced representation at top positions of organisations were asked to elaborate why. They could express their agreement or otherwise to a set of reasons, as mentioned in the table and figure below. They also had the opportunity to mention additional reasons why the achievement of an equal representation of women and men at top positions of an organisation is important.



Figure 21: Awareness of the importance of a gender-balanced representation.

	NGOs and Trade Unions	Public and private companies	Members of Political Parties
Respondents who agree that the achievement of gender-balanced representation at top positions of organisations is important	272 70%	218 69.2%	20 60.6%
Gender balance at board and senior management levels could provide a broader skill set to an organisation	244 89.7%	204 93.6%	20 100%
Gender balance would ensure that capable women are provided with the opportunity to obtain a better position within an organisation	205 75.4%	182 83.5%	16 80%
Gender balance within an organisation would ensure that gender equality is safeguarded within the organisation	192 70.6%	161 73.9%	15 75%

Table 26: Perceived reasons why the achievement of a gender-balanced representation at top positions of organisations is important

In view of these results, it appears that the majority of respondents of the groups analysed (members of NGOs and trade unions, public and private companies and political parties), are aware of the various advantages of a gender-balanced board within organisations. However, by comparing the results, respondents seem to be less convinced that a gender-balanced board could ensure that gender equality is safeguarded within the organisation.

Furthermore, although the majority of these respondents are aware of the importance of gender balance in decision-making positions, it is important to ask the question as to why a non-negligible part of the respondents still think that a gender-balanced board is not important within organisations.

7.4.3 Perceived reasons why the achievement of an equal representation of women and men at top positions of an organisation is not important

Respondents who consider the achievement of an equal representation of women and men at top positions of organisations as not important were also asked to specify why. A list of reasons was given to respondents, whereby they could express their agreement to multiple reasons mentioned. They could also mention other reasons which were not in the list. The table below presents the results of these opinions.

	NGOs and Trade Unions	Public and private companies	Members of Political Parties
Respondents who agree that the achievement of gender-balanced representation at top positions of organisations is not important	91 23.4%	60 19%	12 36.4%
Gender balance at board and senior management levels does not provide any benefits to an organisation	50 54.9%	25 41.7%	4 33.3%
Gender balance does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder	69 75.8%	46 76.7%	9 75%
Gender balance cannot be successfully implemented since women prefer to focus on the family rather than their careers	43 47.3%	13 21.7%	3 25%
Gender-balanced representation would not ensure that gender equality is safeguarded within an organisation	51 56%	32 53.3%	7 58.3%
There are not enough women that are qualified and experienced to occupy top positions	19 20.9%	11 18.6%	4 33.3%

Table 27: Perceived reasons why the achievement of a gender-balanced representation at top positions of organisations is not important

The reasons above were given by respondents who believe that achieving a gender-balanced representation is not important. Indeed, within all the three groups, notably the NGOs, public and private companies and political parties, at least 75% of the respondents believe that achieving gender balance within an organisation does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder.

To a lesser extent, at least 53% of these respondents believe that a gender-balanced board does not bindingly mean that gender equality is observed within the organisation.

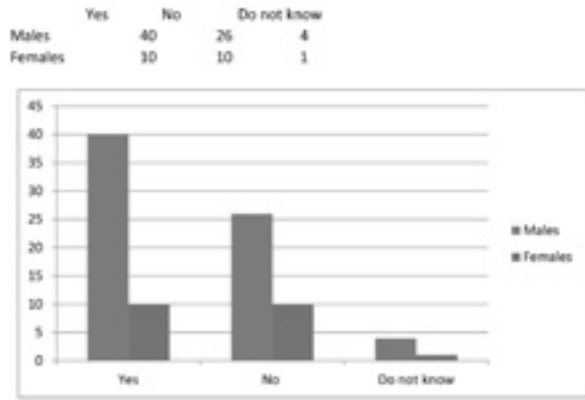
The majority of the respondents from public and private companies (78.3%) and political parties (75%) who think that having a gender-balanced representation is not important, do not believe that women prefer to focus on the family rather than their career. This belief is shared less by respondents from NGOs and trade unions, with 47.3% of the respondents who answered this question believing that women give priority to their family rather than their career.

Furthermore, among the respondents who do not believe that having a gender-balanced representation within companies is important, few respondents believe that there are not enough qualified and experienced women that can occupy top positions.

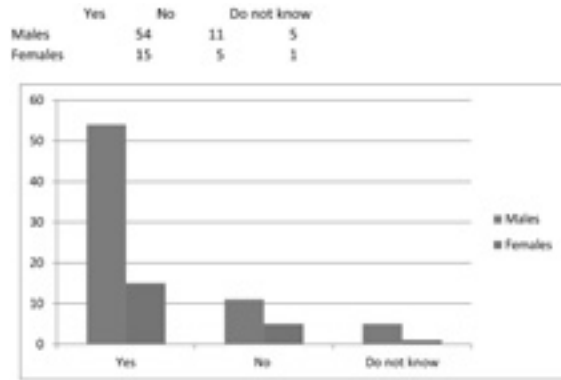
From the answers to the open-ended questions within the questionnaires, it appears that other reasons why these respondents believe that achieving a gender-balanced representation is not important include factors such as the assertion that positions should be earned on the basis of merit and qualities and not on the basis of gender.

The charts below illustrate, for each group, these results based on the respondents' gender.

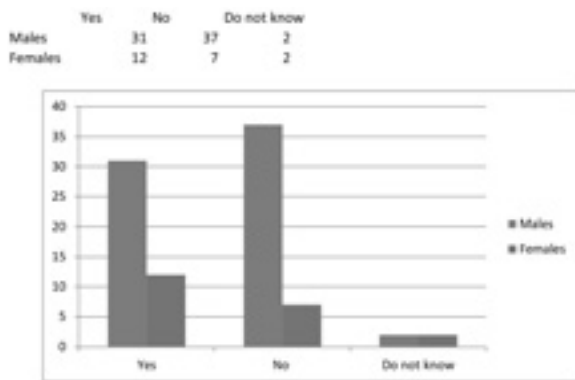
7.4.3.1 NGOs and Trade Unions



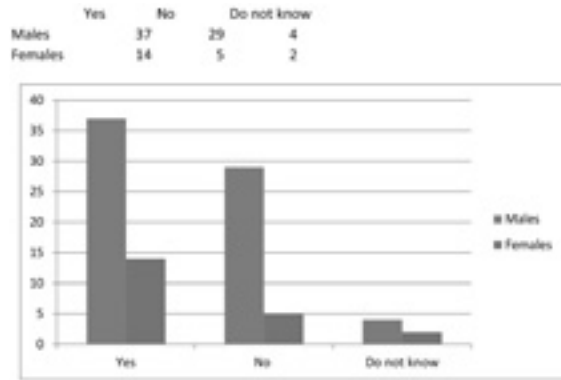
Gender balance at board and senior management levels does not provide any benefits to an organisation



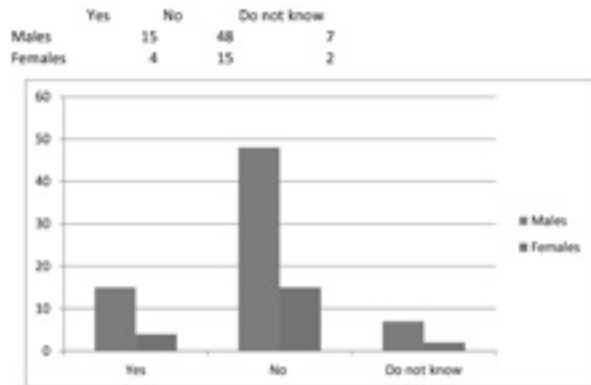
Having gender balance within an organisation does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder



The gender balance initiative cannot be successfully implemented since women prefer to focus on the family rather than their careers



Having a gender balanced representation would not ensure that gender equality is safeguarded within an organisation



There are not enough women that are qualified and experienced to occupy top positions

Figure 22: NGOs and Trade Unions - Perceived reasons why the achievement of a gender-balanced representation at top positions of organisations is not important, by gender

Representation in Figure 22, based on the respondents' gender within the NGOs category demonstrates that most of those who think that achieving a gender-balanced representation is not important, are men. Among the respondents who share the foregoing belief, 78.3% male respondents (54 respondents), against 21.7% of female respondents (15 respondents), find that achieving a gender-balanced representation within an organisation does not mean that capable women and men will have the opportunity to occupy top positions.

7.4.3.2 Public and private companies

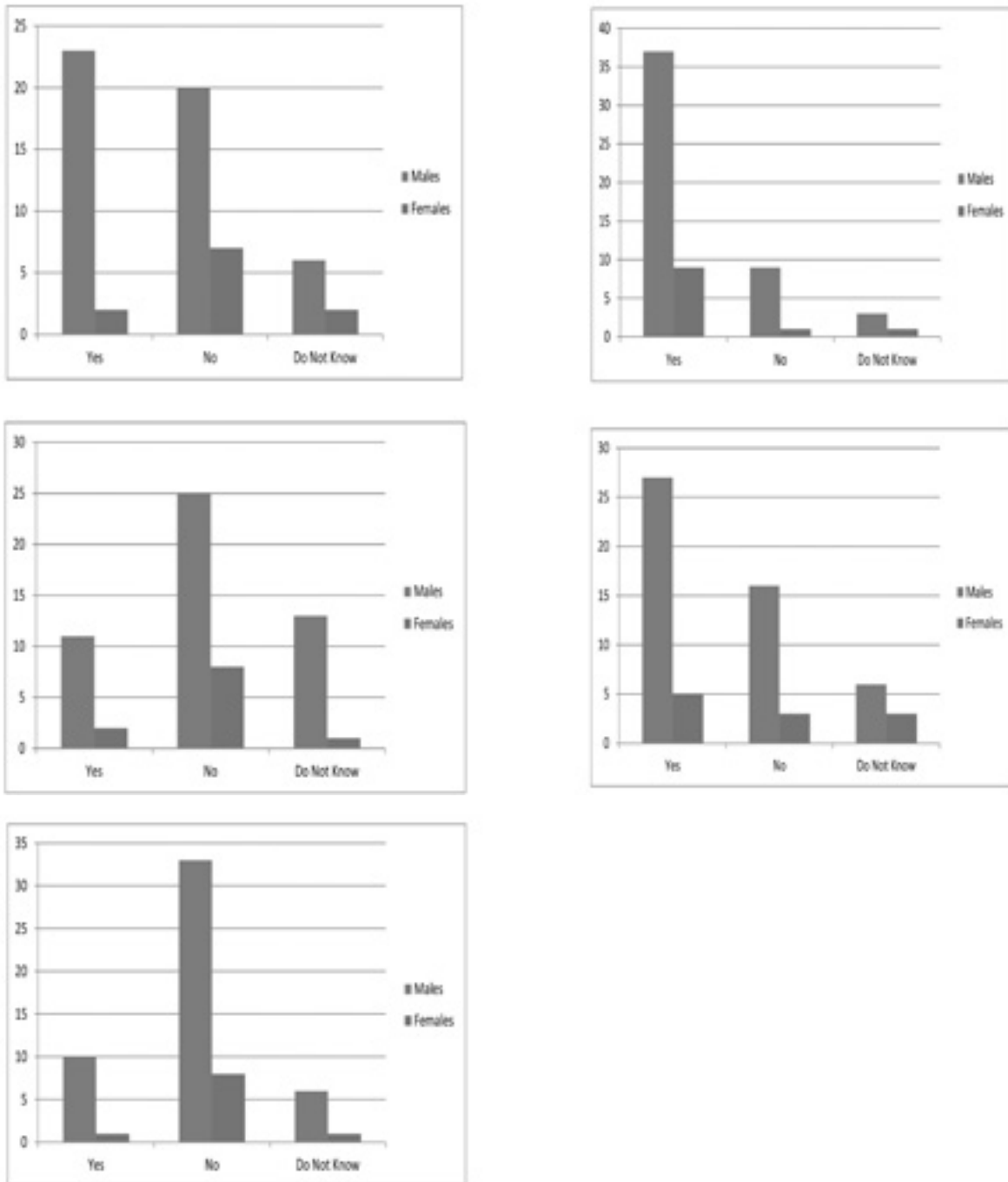


Figure 23: Public and private companies - Perceived reasons why the achievement of a gender-balanced representation at top positions of organisations is not important, by gender

- Similarly, and in line with the findings from the respondents of the NGOs group, among the 60 respondents representing public and private companies that find that gender balance is not important within organisations, 78% of the respondents who believe that it is primarily because it will not provide them with opportunities at the higher echelons of the organisation are men. The other concern, shared by 57.8% of the male respondents and 43.8% of the female respondents who answered this question, is that gender balance will not ensure that gender equality is safeguarded.

7.4.3.3 Members of political parties

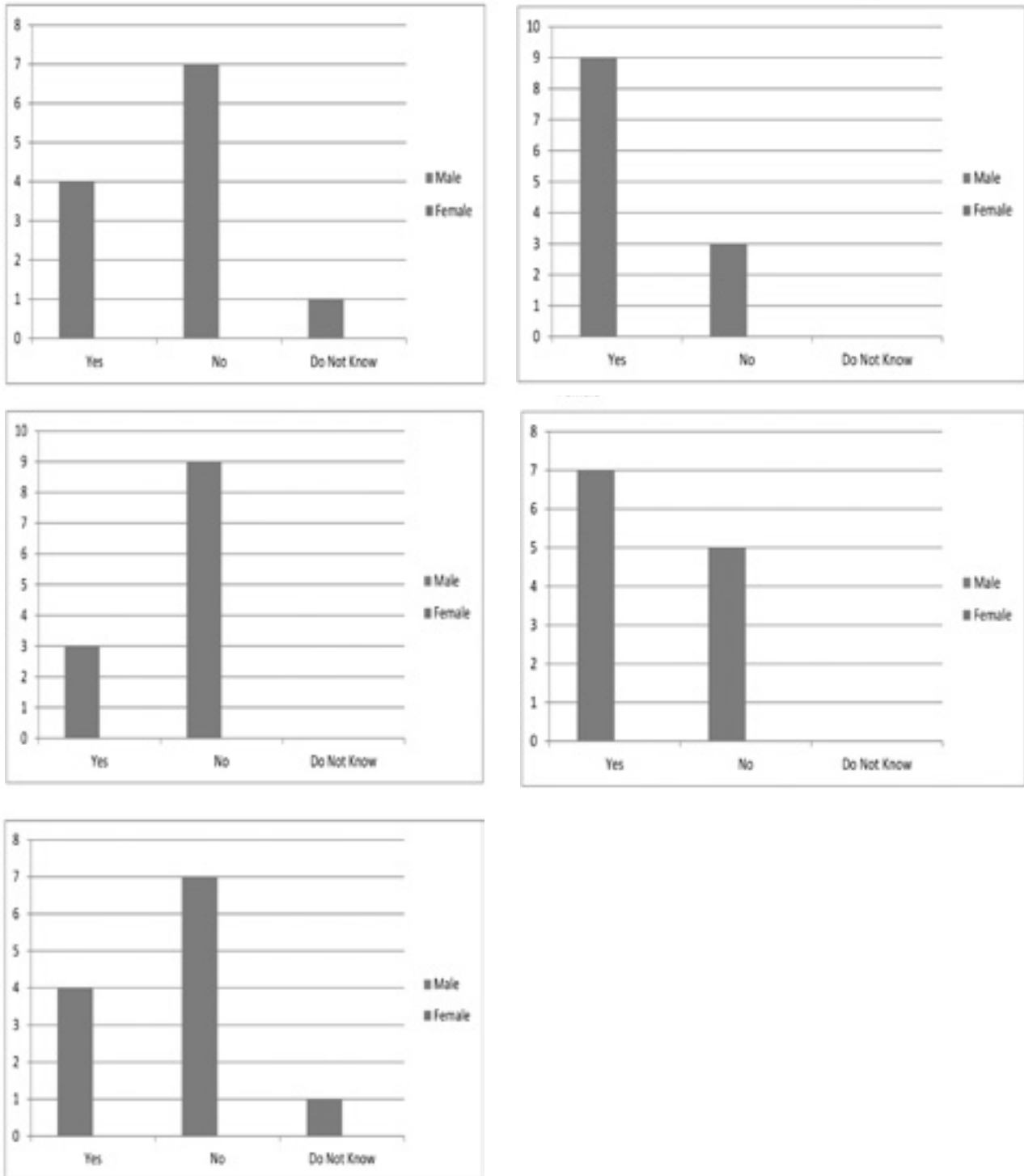


Figure 24: Members of political parties - Perceived reasons why the achievement of a gender-balanced representation at top positions of organisations is not important, by gender

Among the members of political parties, the respondents who think that gender balance is not an important initiative are essentially male. 75% of them believe that it will not help capable men and women climb up the organisational ladder.

7.5 Measures taken to enhance gender equality at the workplace

Respondents from NGOs and trade unions; private and public companies; and political parties were asked what actions they have taken in the past ten years to ensure that there is gender equality in the workplace. They were given a list of measures that enhance gender equality at the workplace to tick the ones they have taken. Respondents could also mention other measures taken besides the ones mentioned.

7.5.1 NGOs and Trade Unions

Around half of the NGOs and trade unions in this study implemented one or more measures to ensure gender equality at the workplace. Figure 25 shows the actions taken by these organisations.

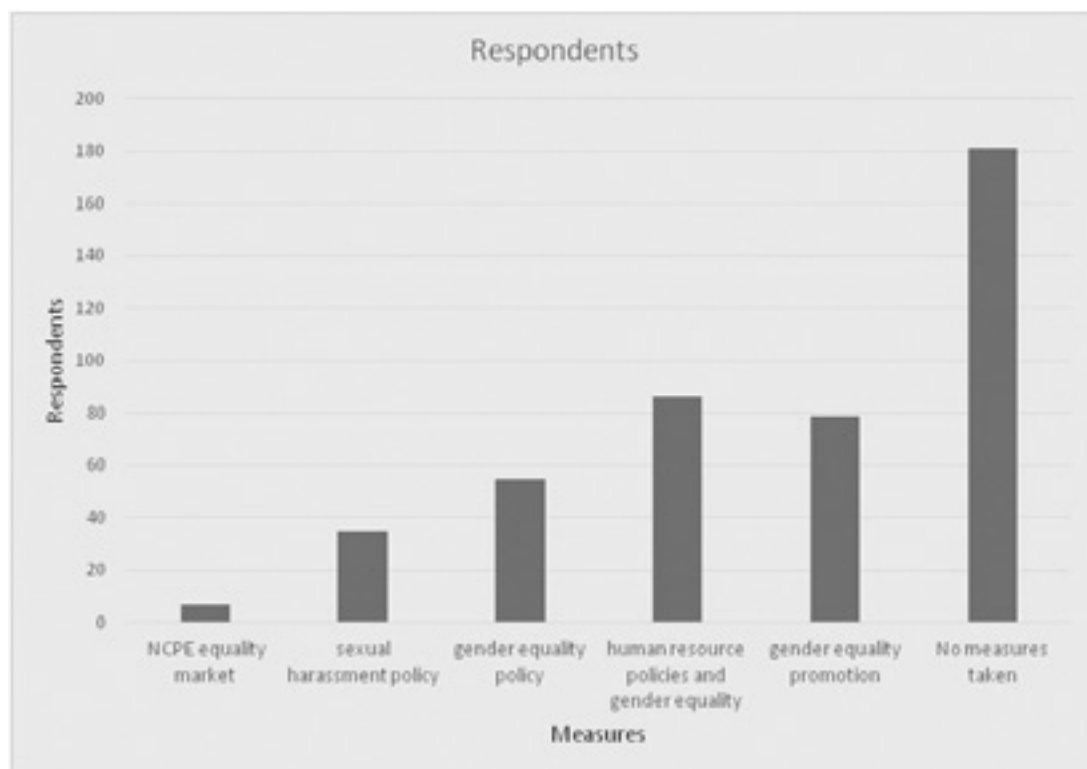


Figure 25: NGOs and Trade Unions- Measures taken to ensure gender equality at the workplace

The results of the measures implemented in the NGOs and Trade Unions grouping demonstrate that:

- 1.8% stated that their organisation has acquired the NCPE equality mark;
- 9%, stated that their organisation has set a sexual harassment policy;
- 14.1%, stated that their organisation has set a gender equality policy;
- 22.1% stated that their organisation has set human resources policies and procedures that ensure gender equality at the recruitment and selection stages;
- 20.3% stated that their organisation regularly promotes gender equality in the workplace through a number of employee relation activities and programmes; and
- 46.5% affirm that no measures have been taken to enhance gender equality at the workplace.

7.5.2 Public and Private Sector Companies

The same measures as those listed above have been proposed to the respondents from the public and private companies. These companies are more likely than NGOs and trade unions to implement concrete measures to ensure that gender equality at the workplace is safeguarded.

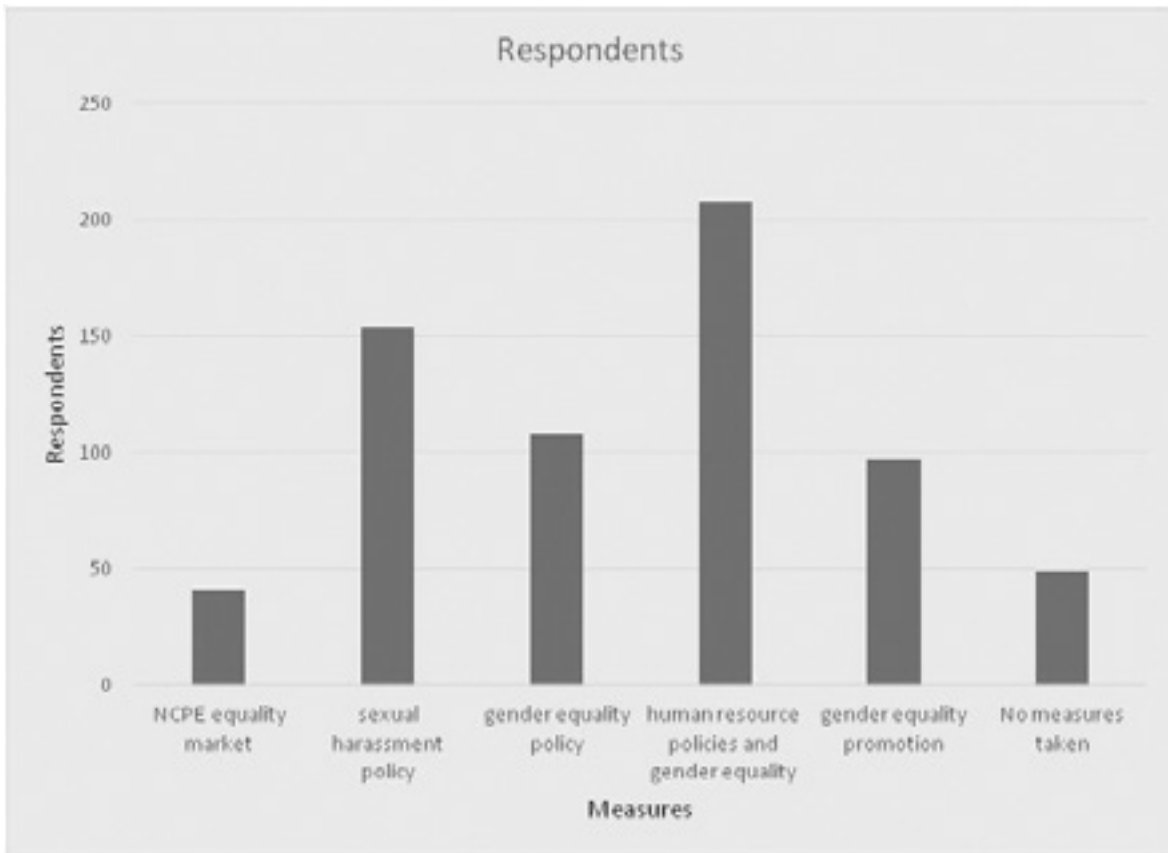


Figure 26: Public and private companies – Measures taken to ensure gender equality at the workplace

Human resources policies and procedures that ensure gender equality at the recruitment and selection stages is the most common measure implemented by public and private companies interviewed (66%).

Almost half of the companies (48.9%) mentioned that they have a sexual harassment policy in place, and around a third (34.3%) of them has a gender equality policy.

30.8% of the companies regularly promote gender equality at the workplace through a number of employee relation activities and programmes, and 13%, affirmed that their organisation has acquired the NCE equality mark.

A few companies (15.6%) affirmed that no measures have been taken by their respective organisations to enhance gender equality in their workplace.

7.5.3 Members of political parties

A list of measures that may have been taken in the past ten years within political parties to ensure that there is gender equality at the workplace have been mentioned to the members of political parties so that they could tick the ones taken. Members of political parties could also mention additional measures taken. The measures delineated for political parties were different from those mentioned to NGOs and trade unions, and private and public companies, since the scope and mission of these organisations are different from those of political parties.

A significant amount of actions have been taken by political parties to ensure that there is gender equality in the workplace:

- 63.6% of the respondents claim that the party has published studies on the importance of gender equality at work;
- 63.6%, assert that the party has set up a specific section to further promote gender equality at work;
- 57.6% claim that the party has proposed a legal bill on gender equality at work;
- 93.9% stated that the party participates in national and international activities on gender equality;
- 51.5% claim that the party regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.
- 69.7% of the respondents assert that their party has not set a gender equality policy in its commercial divisions.

7.6 Perceptions on the measures that should be taken to enhance gender representation in organisations

7.6.1 NGOs and Trade Unions; Public and Private Sector Companies; and Members of Political Parties

A number of possible measures aiming to enhance gender representation on company boards have been proposed to the respondents coming from NGOs and trade unions, public and private companies, and members of political parties. They were asked whether they agree with a set of statements and the respondents agreed with the suggestions as set out in the table below.

	NGOs and Trade Unions	Public and private companies	Members of political parties
Total Respondents	389 100%	315 100%	33 100%
There should be more awareness on gender equality	322 82.8%	272 86.3%	30 90.9%
Additional support to women, such as family-friendly measures and other supportive measures should be given	314 80.9%	255 81%	30 90.9%
Governments should lead by example and ensure gender equality by appointing more capable women in prominent leadership positions and on boards	300 77.1%	262 83.2%	30 90.9%
There should be more training and/or mentoring for women who want to improve their position in an organisation and in society	288 74%	224 71.1%	26 78.8%
Employers should develop and promote re-integration and re-training programmes to returning mothers so that they can effectively rejoin the organisation	304 78.1%	251 79.7%	30 90.9%

Table 28: Respondents who agree with measures to enhance gender balance on company boards

In view of these results, although the majority of the respondents from NGOs and trade unions; public and private companies and political parties agree that the proposed measures will help enhance gender balance within companies, Some of these respondents are less convinced that providing formation for women who want to improve their position in an organisation is as efficient as the other measures proposed.

7.6.2 General Public

The respondents from the general public were asked to submit their perception on the fact that involving more women on company boards would serve as inspiration for other women to continue progressing in their professional careers. The graph below describes the results.

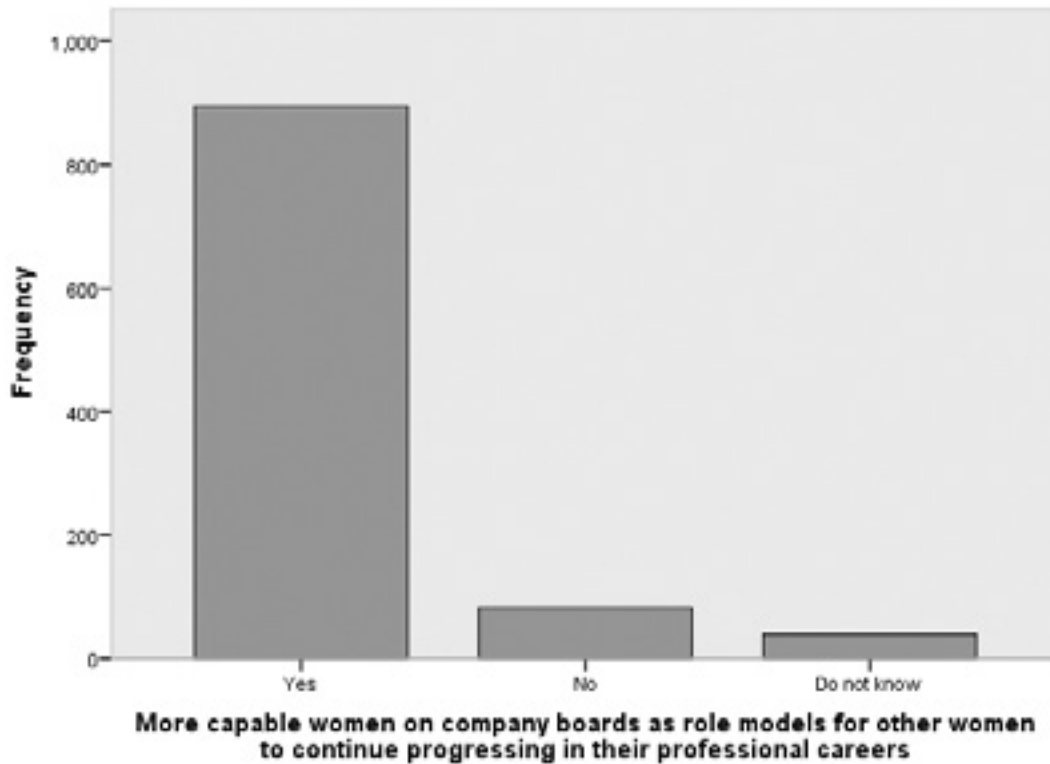


Figure 27: General public-Perception on having more women represented on company boards serving as inspiration for other women to continue progressing in their professional careers

87.9% (894 respondents) of the respondents from the general public believe that having more women represented on company boards could inspire other women to progress in their professional careers.

The majority of the respondents from the general public category who agree with the introduction of quotas also believe that providing incentives to companies aiming to have balanced gender representation within the company will contribute to its enhancement, as shown in the graph below.

58.4% (429 respondents) of the respondents from the general public who answered this question, believe that companies aiming at obtaining gender-balanced representation within their company should be provided with additional incentives and benefits. 225 respondents (30.7%) disagree with providing additional incentives to these companies, and 80 respondents (10.9%) do not have a clear opinion on this matter.

7.7 Gender Representation in Politics

Respondents from NGOs and trade unions; public and private companies and political parties were asked whether women are equally represented as men in politics. It is evident that in all the targeted groups, the majority of respondents agree that women are under-represented at a political level as shown in the table below.

	NGOs and Trade Unions	Public and Private Companies	Members of Political Parties
Total Respondents	389 100%	315 100%	33 100%
Women are equally represented as men in politics	44 11.3%	47 14.9%	3 9.1%
Women are not equally represented as men in politics	312 80.2%	234 74.3%	30 90.9%
Do not know	33 8.48%	34 10.8%	0 0%

Table 29: Perception on women's representation at political level

The graphs below show, for each group, the perception on the representation of women at a political level according to the respondent's gender.

7.7.1 NGOs and Trade Unions

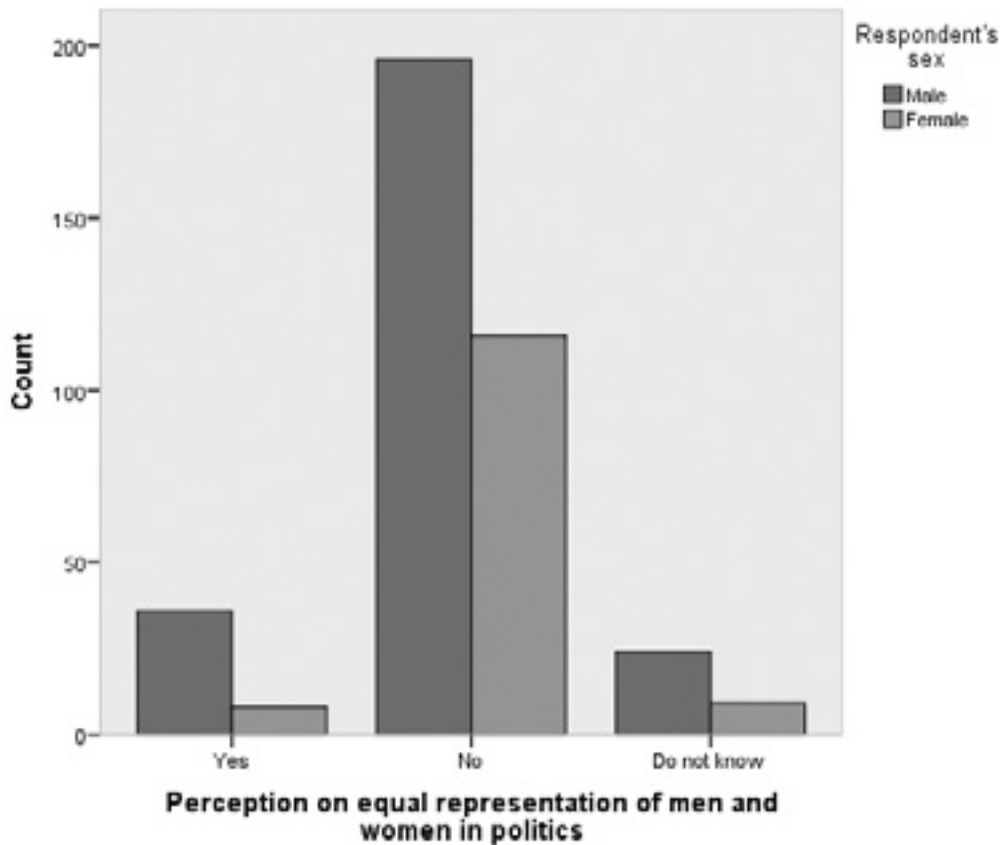


Figure 28: NGOs and Trade Unions- Perception on the equal representation of men and women at political level by gender

80.2% of respondents from NGOs and trade unions (312) believe that women are under-represented in politics. Hence, they are more likely to believe that women are under-represented in politics than at company level (As highlighted in previous sections, 68.6% or 267 respondents from NGOs and trade unions deem that women are under-represented as directors on company boards).

Men and women members of NGOs and trade unions agree on the gender representation in politics since 87.2% of the female respondents (116 women) and 76.6% of the male respondents (196 men) from NGOs and trade unions believe that women are under-represented in politics.

7.7.2 Public and Private Companies

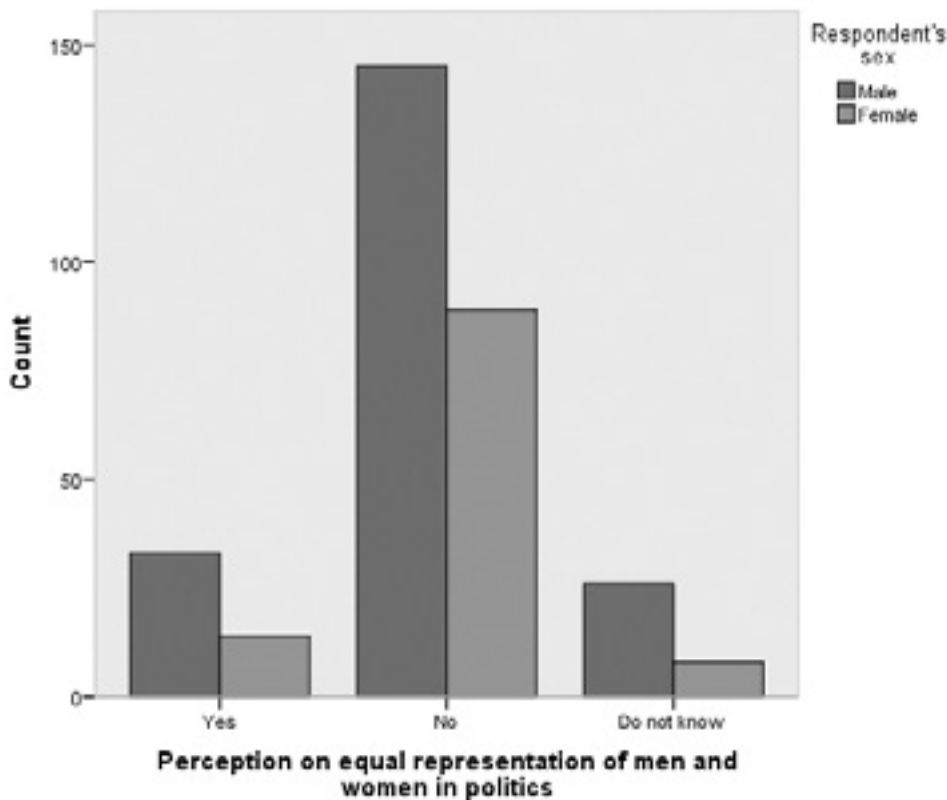


Figure 29: Public and private companies- Perception on the equal representation of men and women at political level by gender

Similarly to the perceptions of NGOs and trade unions, the majority of representatives of public and private companies (74.3% or 234) also deem that women are under-represented in politics. This perception is higher with regard to politics than to the representation of women as directors in company boards. (Previous sections demonstrated that 65.4% or 206 representatives of public and private companies deem that women are under-represented as directors in company boards.)

Within the public and private companies' respondents group, 80.2% of the female respondents (89 women) and 71.1% of the male respondents (145 men) believe that women are under-represented in politics. (This difference, however, is not statistically significant at the 95% confidence level and it may therefore be surmised that the perception of unequal representation is there regardless of gender).

7.7.3 Members of Political Parties

The large majority of members of political parties that participated in this study also believe that women are under-represented in politics, as evident in the figure below.

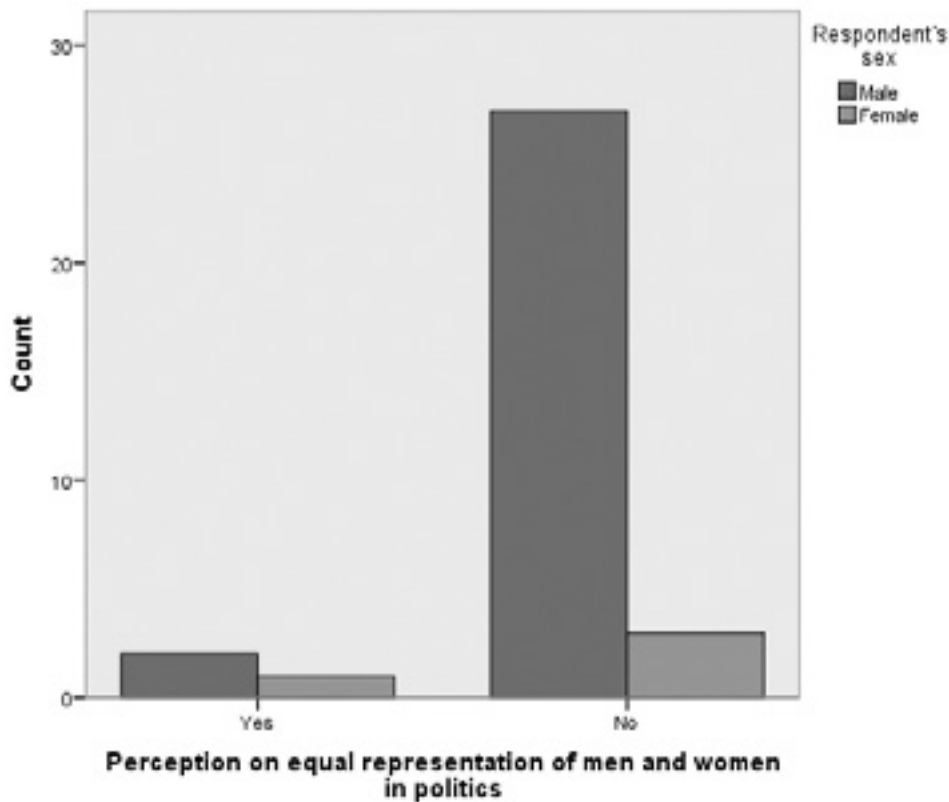


Figure 30: Members of political parties- Perception on the equal representation of men and women at political level by gender

Among the members of the political parties, 3 out of 4 female respondents and 93.1% of the male respondents (27 men) believe that women are under-represented in politics.

In light of such results, it is therefore important to raise questions about the reasons of this under-representation, as delineated in the sections below. Moreover, the measures that can be taken to achieve a gender-balanced representation at a political level will be also delved into.

7.8 Perceptions on the reasons why women are under-represented in Politics

The table below presents some reasons that hinder a gender-balanced representation at a political level according to the respondents from NGOs and trade unions; public and private companies; and members of political parties. Respondents were provided with a list of reasons to which they expressed their agreement or otherwise. They could agree with multiple reasons from the list.

	NGOs and Trade Unions	Public and Private Companies	Members of Political parties
Respondents who believe that women are under-represented in politics	312 80.2%	234 74.3%	30 90.9%
Parliamentary sessions are not suited to meet the exigencies of working parents	134 42.9%	81 34.6%	15 50%
Women are not interested in being engaged in politics	86 27.6%	54 23.1%	9 30%
Women prefer to nurture the family instead of being involved in politics	141 45.2%	117 50%	18 60%
Perception that women do not have the required skills and knowledge to occupy a political decision-making role	91 29.2%	61 26.1%	8 26.7%
Women lack adequate encouragement from their partners to pursue a political career	167 53.5%	119 50.9%	19 63.3%
There are not enough child-minding facilities and support measures to help women pursue a career in politics	156 50%	123 52.6%	16 53.3%
Women are expected to attend both familiar and professional duties	230 73.7%	181 77.4%	25 83.3%
The Maltese political culture is too biased and discourages women from taking an active role in politics	164 52.6%	140 59.8%	17 56.7%
Political parties do not encourage women as much as men during electoral campaigns	83 26.6%	64 27.4%	2 6.7%

Table 30: Perceived reasons for women's low representation at political level

It appears that according to respondent members of NGOs and trade unions; representatives of companies; and members of political parties, the leading cause of women's under-representation at a political level is the fact that women are expected to attend to both familial and professional duties. The lack of encouragement towards women from their partners to pursue a political career; as well as the lack of child-minding facilities and support measures have also been highlighted as major causes.

On the other hand, despite about half of the respondents who think that women are under-represented at a political level believe that women prefer to nurture the family instead of being involved in politics, the majority of these respondents believe that women are interested in being engaged in politics.

Moreover, respondents from NGOs, public and private companies and political parties also believe that women do have the required competences to occupy top political positions.

In relation to parliamentary sessions, about half of respondents from NGOs and political parties, and about third of the respondents from public and private companies who believe that women are under-represented find that they are not suited to meet the exigencies of working parents.

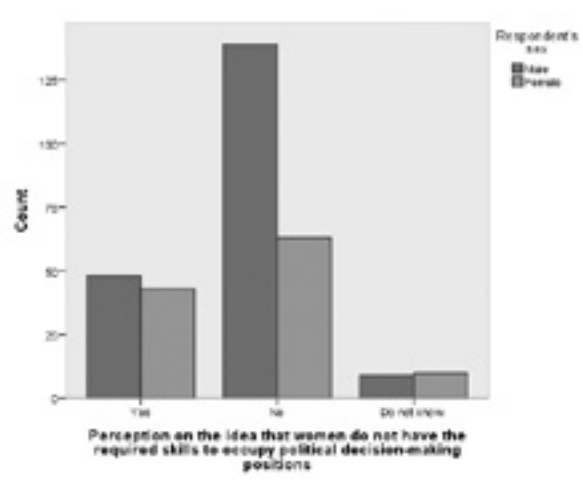
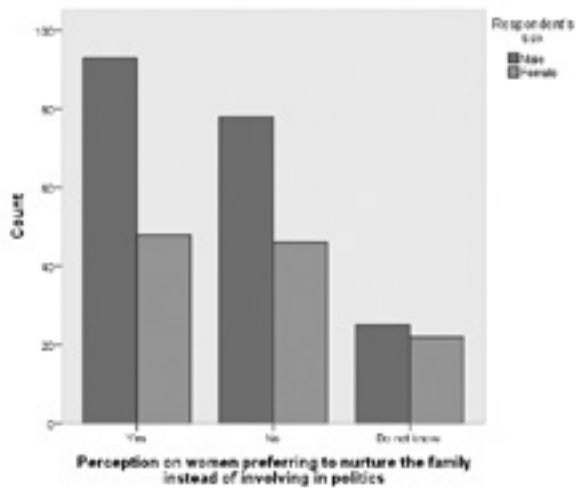
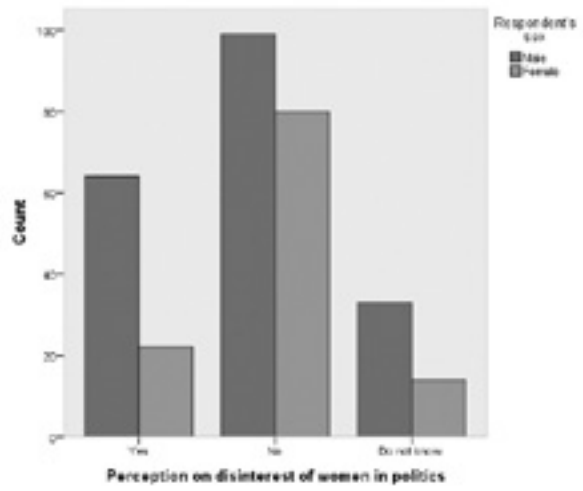
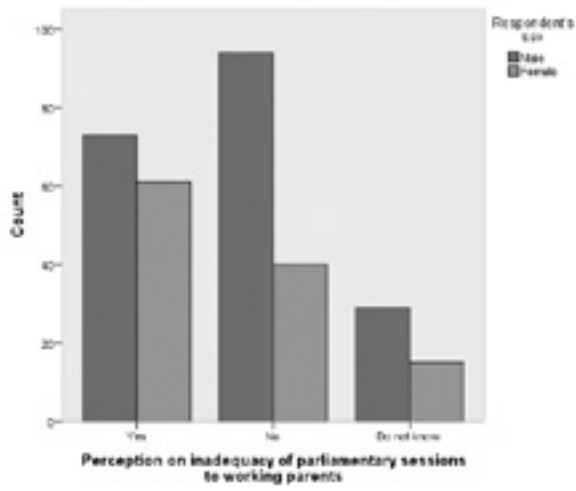
A slight majority of respondents deem that the under-representation of women in politics is due to the fact that the Maltese political culture is too biased and discourages women from taking an active role in politics. A few respondents also sustain that political parties do not encourage women as much as men during electoral campaigns.

The charts below illustrate the perception on the reasons of this under-representation of women based on the respondents' gender and for each group.

7.8.1 NGOs and Trade Unions

Reasons of under-representation of women at political level	Respondents	Male	Female
Respondents who believe that women are under-represented in politics	312	196	116
Women are expected to attend both familiar and professional duties	230 73.7%	142 61.7%	88 38.3%
Women lack the adequate encouragement from their partners to pursue a political career	167 53.5%	100 59.9%	67 40.1%
Maltese political culture too biased, which discourages women from taking an active role in politics	164 52.6%	103 62.8%	61 37.2%
Not enough child-minding facilities and support measures to help women pursue a career in politics	156 50%	91 58.3%	65 41.7%
Women prefer to nurture the family instead of involving themselves in politics	141 45.2%	93 66%	48 44%
Parliamentary sessions not suited to meet the exigencies of working parents	134 42.9%	73 54.5%	61 45.5%
Women do not have the required skills and knowledge to occupy a political decision-making role	91 29.2%	48 52.7%	43 47.3%
Women not interested in being engaged in politics	86 27.6%	64 74.4%	22 25.6%
Political parties do not encourage women as much as men during electoral campaigns	83 26.6%	41 49.4%	42 50.6%

Table 31: NGOs and Trade Unions- Perception on the under-representation of women at political level by gender



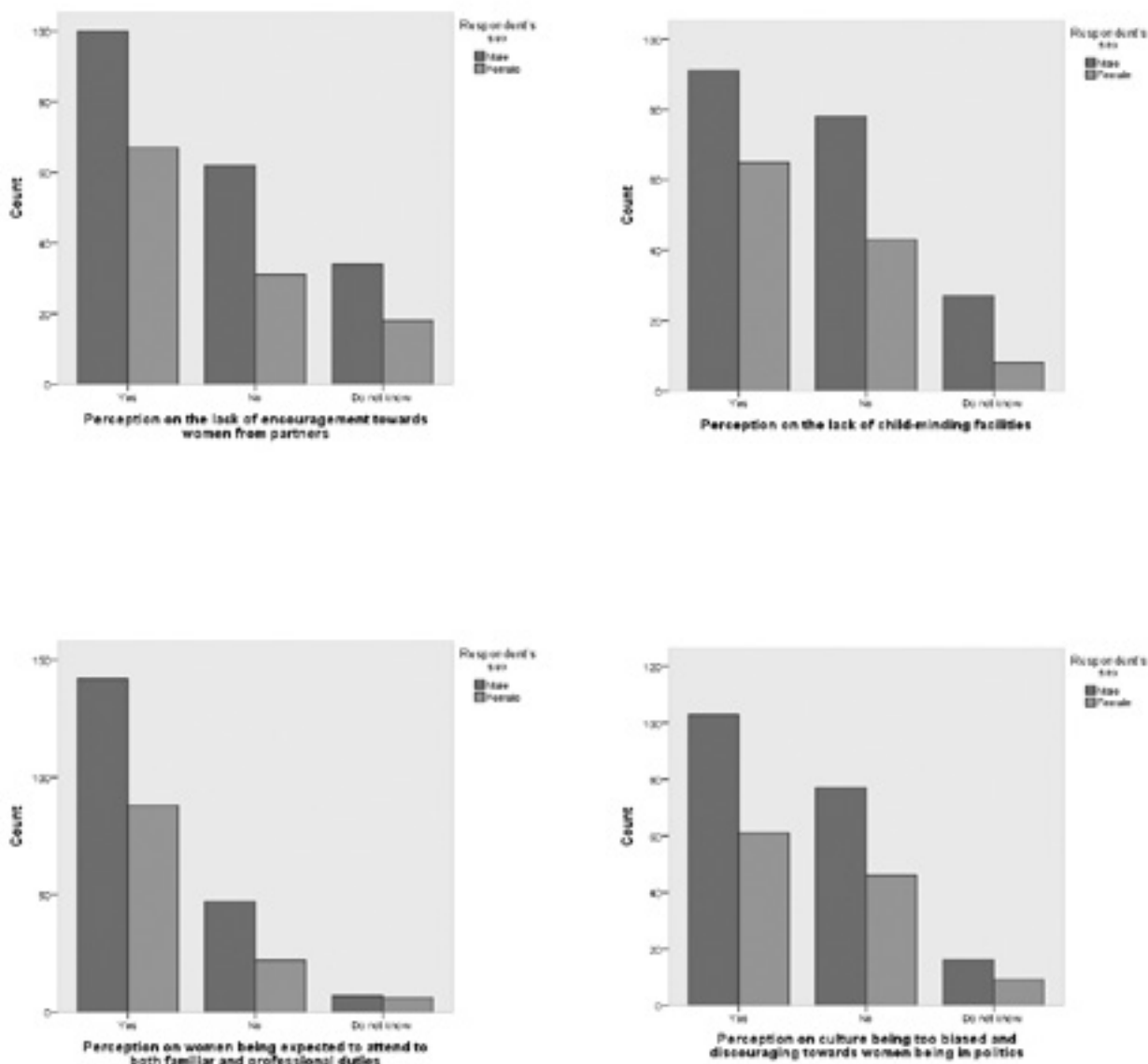


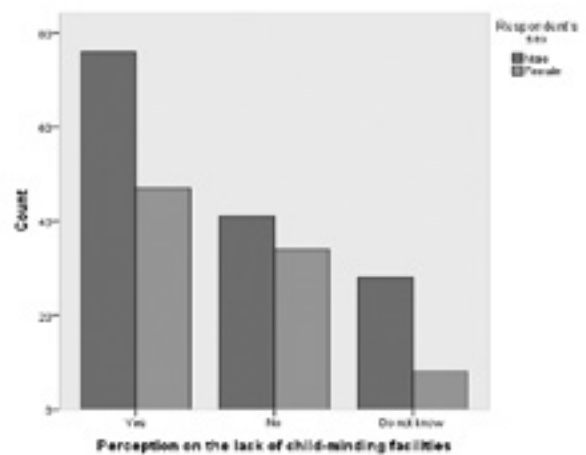
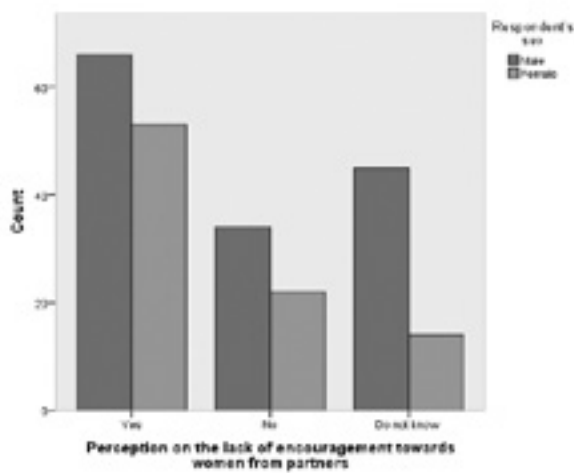
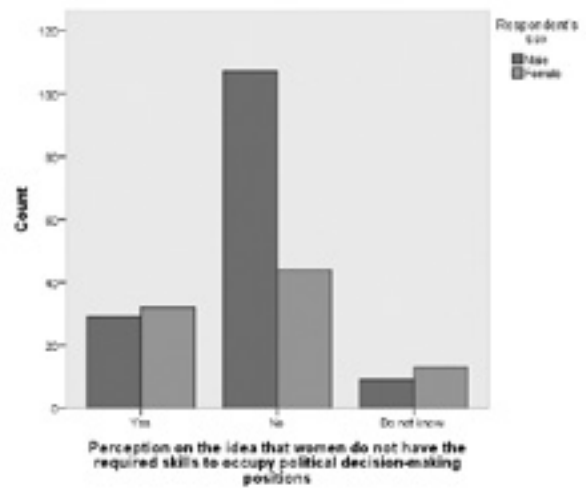
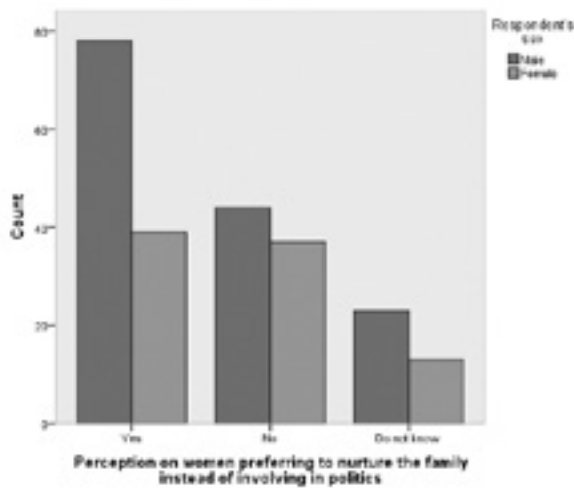
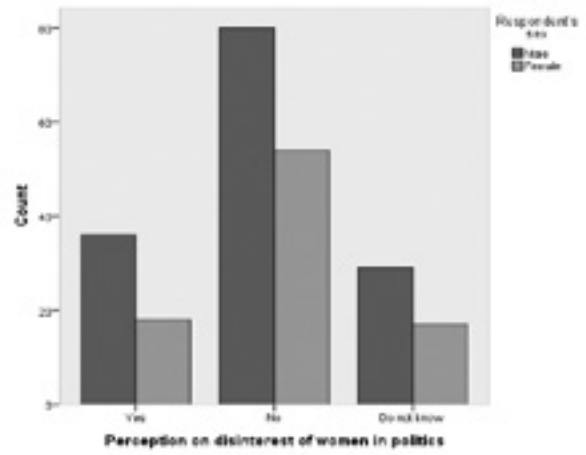
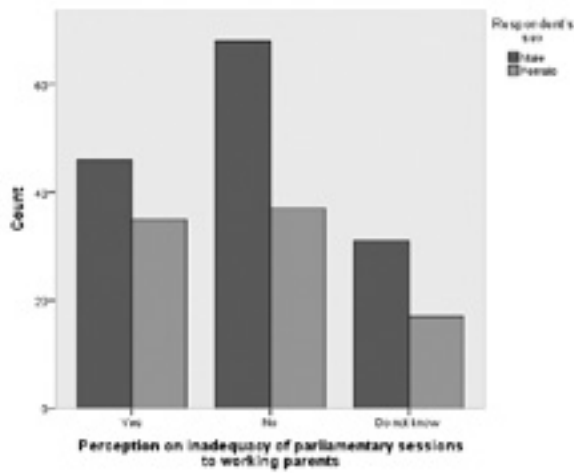
Figure 31: NGOs and Trade Unions- Perception on the under-representation of women at political level by gender

Opinions differ between male and female members of NGOs and trade unions with regard to the adequacy of parliamentary sessions. Indeed, within the respondents who deemed that parliamentary sessions were not suited for working parents, 54.5% were men, and 45.5% women. Their opinion also differs as regards the assumption that women may prefer to focus on their family rather than their careers. Indeed, within this group of respondents, 66% of the respondents were men, against 44% of which were women.

7.8.2 Public and Private companies

Reasons of under-representation of women at political level	Respondents	Male	Female
Respondents who believe that women are under-represented in politics	234	145	89
Women are expected to attend both familiar and professional duties	181 77.4%	104 57.5%	77 42.5%
Maltese political culture too biased, which discourages women from taking an active role in politics	140 59.8%	90 64.3%	50 35.7%
Not enough child-minding facilities and support measures to help women pursue a career in politics	123 52.6%	76 61.8%	47 38.2%
Women lack the adequate encouragement from their partners to pursue a political career	119 50.9%	66 55.5%	53 44.5%
Women prefer to nurture the family instead of involving themselves in politics	117 50%	78 66.7%	39 33.3%
Parliamentary sessions not suited to meet the exigencies of working parents	81 34.6%	46 56.8%	35 43.2%
Political parties do not encourage women as much as men during electoral campaigns	64 27.4%	39 60.9%	25 39.1%
Women do not have the required skills and knowledge to occupy a political decision-making role	61 26.1%	29 47.5%	32 52.5%
Women not interested in being engaged in politics	54 23.1%	36 66.7%	18 33.3%

Table 32: Public and private companies- Perception on the under-representation of women at political level by gender



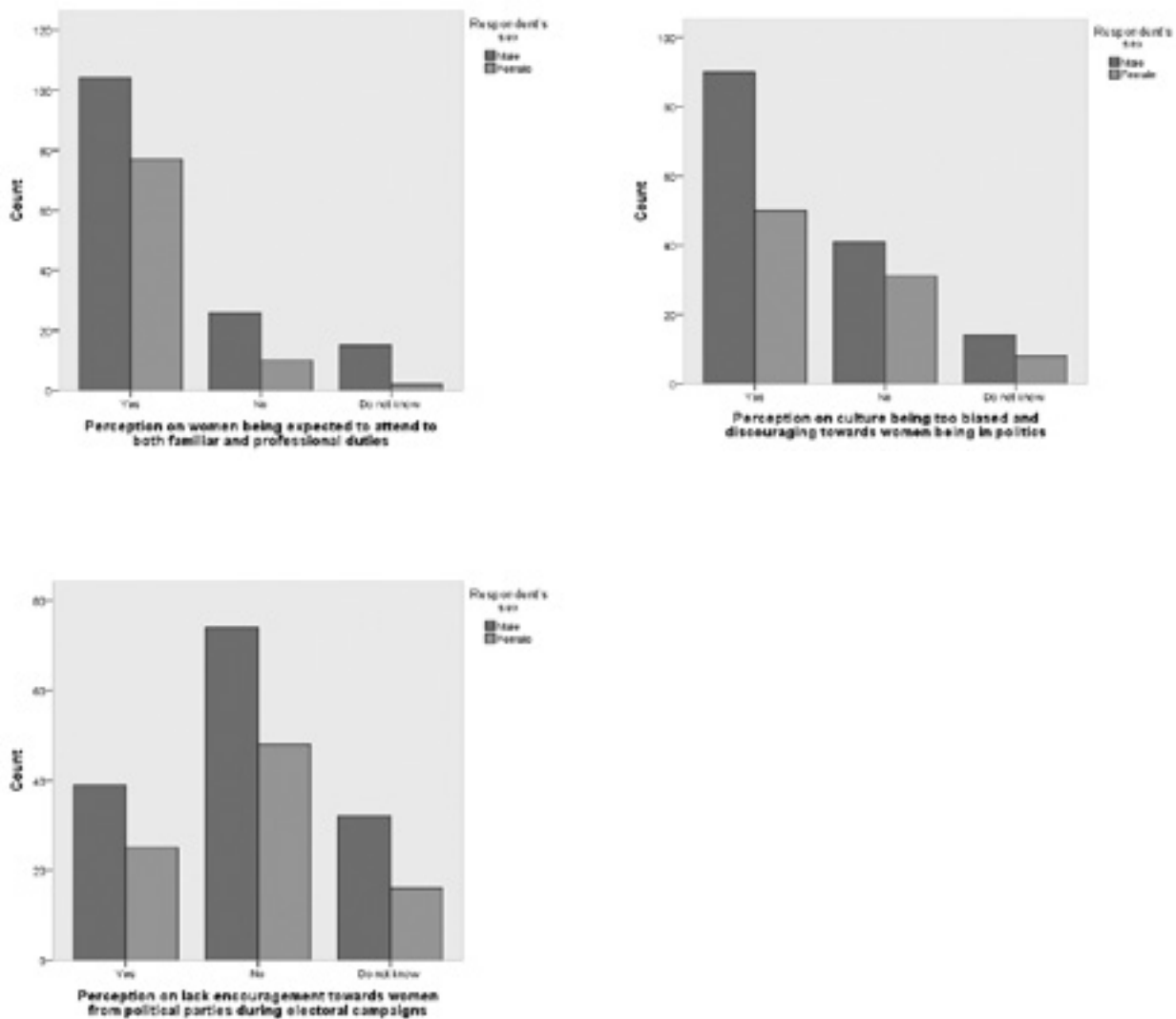
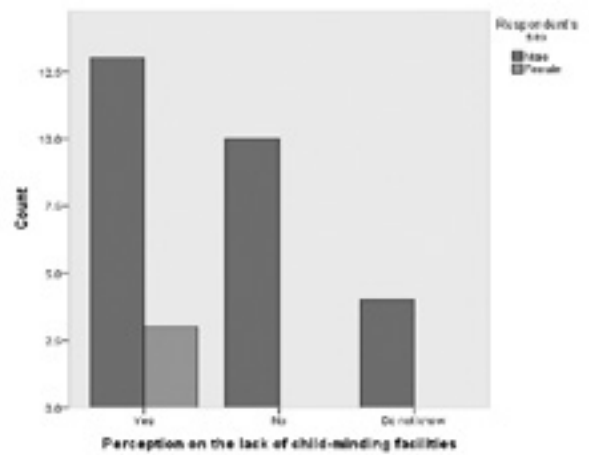
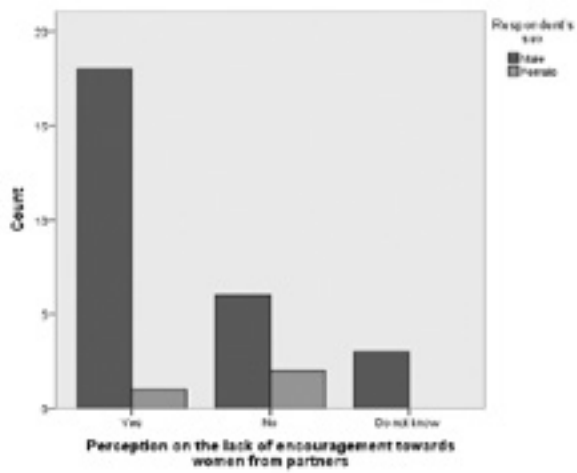
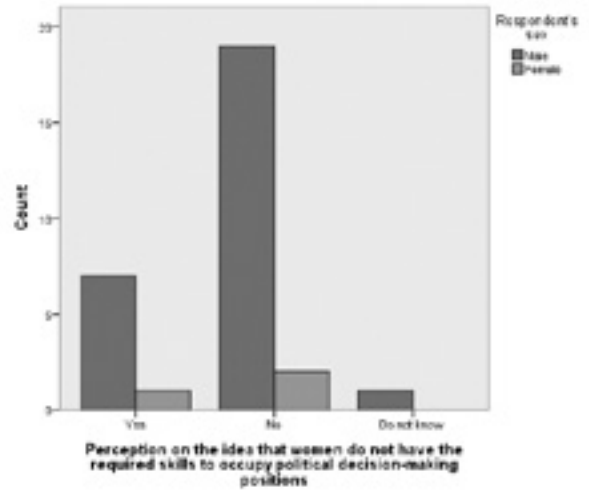
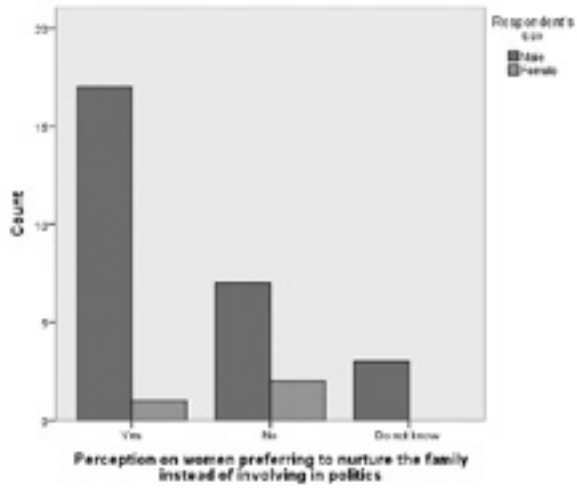
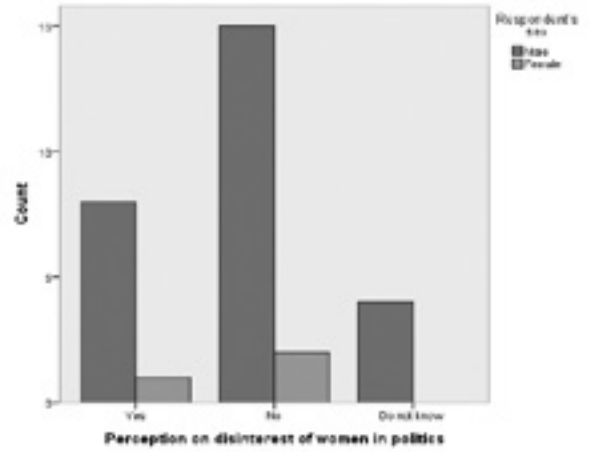
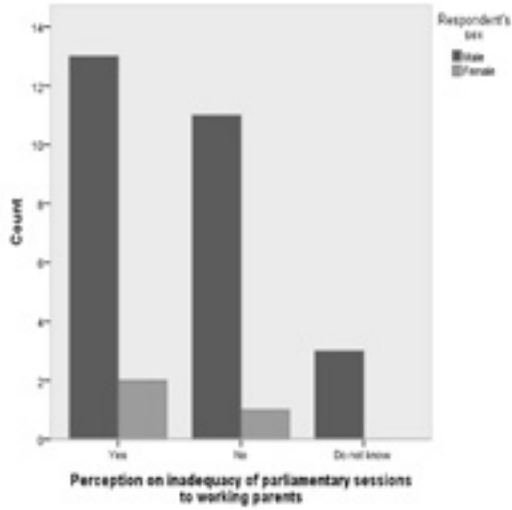


Figure 32: Public and private companies- Perception on the under-representation of women at political level based on the respondents' gender.

Similarly to the responses from the members of NGOs and trade unions, men and women from public and private companies have opposing beliefs as regards the inadequacy of parliamentary sessions. Indeed, within the group of respondents who consider that parliamentary sessions should be adapted to working parents, 56.8% were men, and 43.2% were women. As for the respondents from NGOs, the opinion of these public and private sector respondents also differs with reference to the belief that women may prefer to focus on their family rather than their careers. Indeed, within this group of respondents, 66.7% were men, and 33.3% women.

Furthermore, respondents seem to agree less with political parties on enhancing the promotion of female candidates during electoral campaigns. Indeed, within the respondents who find that women are under-represented at a political level, only 27.4% share that belief.

7.8.3 Members of political parties



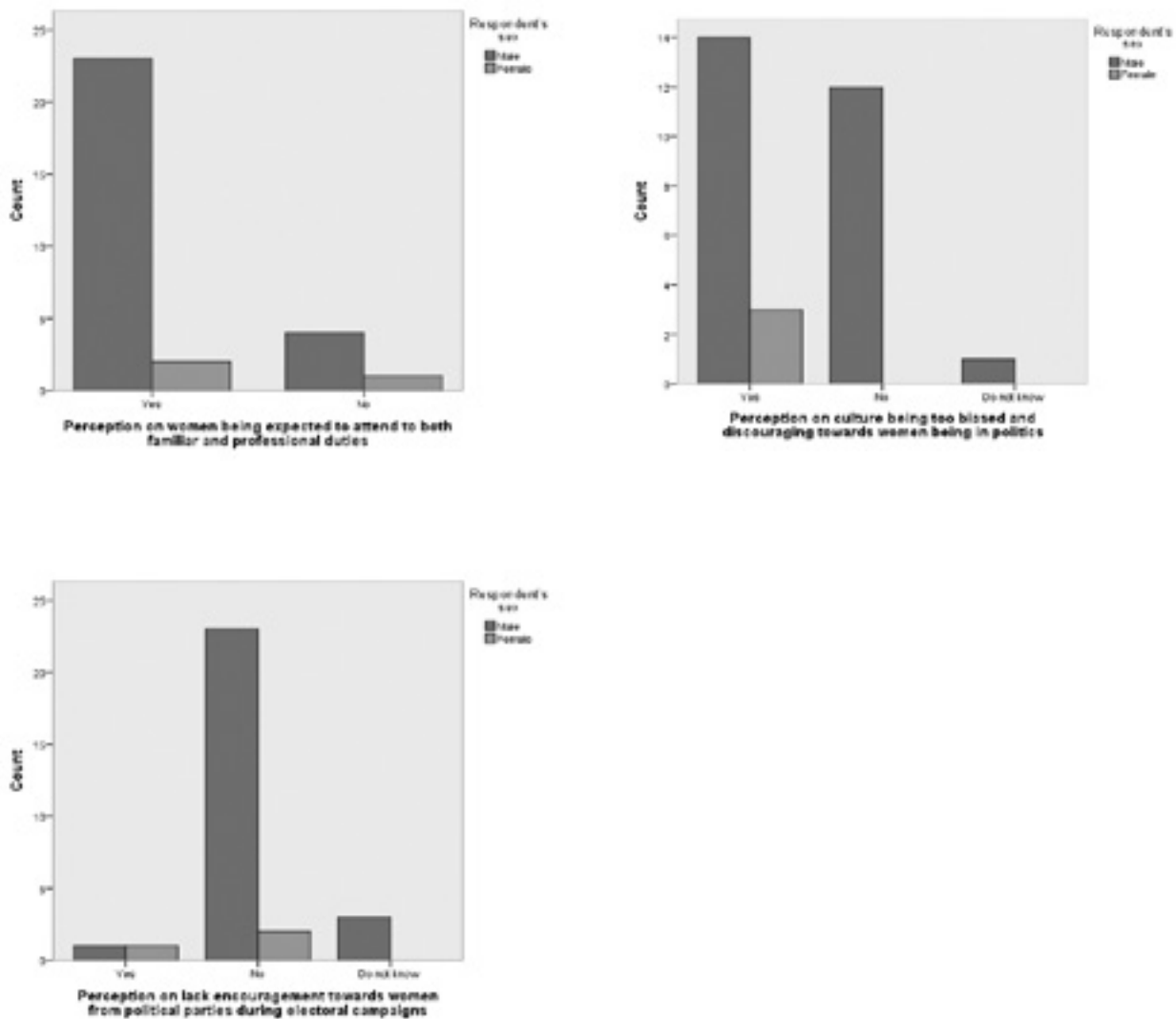


Figure 33: Members of political parties- Perception on the under-representation of women at political level by gender

Contrary to the other respondent groups, within the members of political parties, 86.7% of the respondents who believe that parliamentary sessions are inadequate to working parents are men. Moreover, 63% of these male respondents believe that women prioritise their family over such commitments. Out of the four female respondents from political parties, 1 woman stated that women prefer to nurture their family instead of being involved in politics. 81.3% of the respondents who find that there is a lack of child-minding facilities are male, while 66.7% of the male respondents who answered this question also believe that women are not encouraged enough by their partners.

7.9 Perceptions on the measures that should be taken to enhance gender representation at Political Level

7.9.1 NGOs and Trade Unions; Public and Private Sector Companies; and Members of Political Parties

Respondents from NGOs and trade unions, public and private companies, as well as members of political parties were asked to give their opinion on a number of measures which, if taken, could enhance gender balance at the political level. The table below summarises their responses.

Enhancement of gender representation at political level	NGOs and Trade Unions	Public and Private Companies	Members of political parties
Respondents	165 42.4%	122 38.7%	6 18.2%
Political parties should ensure that more capable women feature in their candidate list	128 77.6%	109 89.3%	4 66.7%
Political parties should enhance the promotion of female candidates during electoral campaigns	113 68.5%	94 77%	4 66.7%
Additional support to parents (family- friendly measures and support measures) should be introduced to help women enter the political scene	118 71.5%	100 82%	5 83.3%
Government should give more prominent leadership roles to women in politically appointed boards	127 77%	107 87.7%	6 100%
More empowering activities should be held for women interested in entering politics	131 79.4%	102 83.6%	6 100%

Table 33: Perceptions on the measures that could be taken to enhance the gender representation at political level

The majority of the respondents expect the Maltese Government to lead by example and to ensure that more capable women are given prominent leadership positions in politically-appointed boards. More broadly, the majority finds that additional support and encouragement should be given to women interested in being engaged in politics.

7.9.2 General Public

Respondents from the general public were asked whether women have enough support from governments and political parties to help them pursue a career in politics. Moreover, the majority of the general public finds that women have enough support from national government and political parties to help them pursue a career in politics (603 respondents – 59.3%). Out of these respondents, 323 are

male and 280 are women. On the other hand, 235 respondents (23.1%) think that women do not have enough support to pursue a career in politics, while 179 (17.6%) do not have a clear idea on this.

Another open-ended question asked respondents which additional support measures should be introduced to have more women occupying a political role. They suggested that the following measures are required:

- More family-friendly measures such as flexible working time or teleworking; and an improved childcare system;
- More education and encouragement by financial incentives;
- More opportunities for women;
- More support from family members and a change of mindset; and
- Enhanced equality between men and women.

Members of the general public were asked whether they agree that having more women represented in parliament would contribute to the political development of Malta. The graph below illustrates that the majority of these respondents agree with this statement.

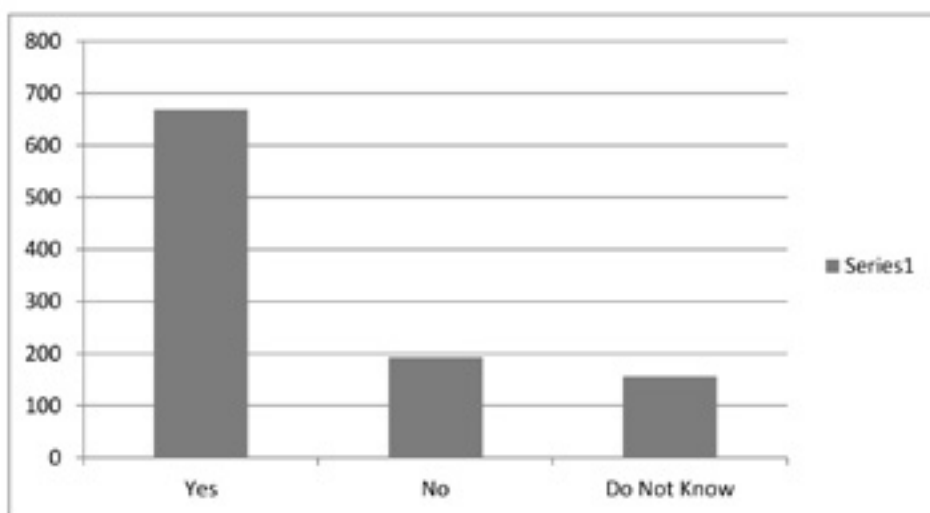


Figure 34: Perception on having more women in parliament contributing to the political development of Malta

65.7% (668 respondents) of the general public group, of which 45.5% (304 respondents) are male and 364 are women (54.5%), believe that enhancing representation of women in parliament would be beneficial to Malta's political development.

Recommendations and Action Plan

Gender-Balanced Representation in Decision-Making

8. Discussion and Conclusions

This research has provided a better understanding of the salient issues of gender-balanced representation in decision-making positions in companies and in politics in Malta and Gozo. Gender-balanced representation at the company board level in Malta is the lowest among the EU-28 Member States, with only 2.7% of women represented on the boards of the largest publicly-listed companies in Malta⁵⁹. Moreover, for every woman that either holds the position of Director or that of Chief Executive Officer, there are four men occupying such a role⁶⁰. In the political sphere, the representation of women in parliament stands at a mere 13%,⁶¹ clearly demonstrating a major gender imbalance. Within this ambit, we have delved further into the reasons for low female representation in the higher echelons of organisations and political institutions.

The research indicated that the prime reasons for low female representation include the following:

- The mind-set of having women feel that they are solely responsible for domestic and children's needs in the family;
- The lack of flexibility in some working environments for parents with family responsibilities;
- Organisations failing to adequately understand and support the needs of working mothers;
- Child care services which do not meet the specific needs of working parents;
- Women giving priority to the needs of the family and consequently putting aside their careers;
- Women being expected to attend to both professional and familial duties;
- Women bearing a greater risk in the eyes of employers as they may be more prone to leaving the organisation once they become parents;
- A high gender employment gap;
- Stereotypes and the lack of gender equality policies;
- A lack of awareness of the benefits that a gender-balanced board or team may bring to the political and organisational domain;
- Capable women being overlooked when government appoints individuals on boards or in decision-making positions.

The above issues will now be discussed in further detail.

59 European Commission, (2014). Gender balance on corporate boards: Europe is cracking the glass ceiling. Retrieved on 14th March, 2014 from: http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf

60 European Commission, Justice Database. (2014). Accessed 17th March, 2013: http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index_en.htm

61 Electoral Commission Website. (2014). Accessed on 15th April, 2014 from: <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTR-j%2bVUC%2bV%2bUE202A%2bhJigqzFJpfCPfsg3UeHI1Y1uK0vg48th55fibDFSaQtY27PIEKLZ59IFmZfKmOM2zsvFruAICQzcsJUytZQfi-hDI0uSkqRjw%3d%3d>

8.1 Gender-Balanced Representation in Decision-Making: The major obstacles

Current child-care facilities and support structures in organisations need to be improved to allow working parents to balance their work with their family responsibilities. This would allow an easier and smoother transition for mothers to return to the workplace and continue progressing in their careers. To date, positive measures have already been taken by the Maltese Government through the Department of Social Welfare Standards (DSWS), by setting up free childcare systems with 81 public and private centres⁶². By means of this scheme, parents and guardians in work and in education have the opportunity to send their children to childcare centres at government's expense depending on their employment or school hours. In addition, the Maltese Government has also set up the breakfast club service that caters for primary school children. This scheme allows working parents to send their children to school one hour earlier for a healthy breakfast before they go to work, thus allowing them greater flexibility⁶³. The Maltese Government also provides after-school hours care service for school-age children through Klabb 3-16. The service bridges the gap between school hours and parents' working hours, and provides care during school holidays when required⁶⁴.

However, while these childcare schemes provide parents with greater flexibility and resources to be able to pursue their careers whilst ensuring that their children are being well taken care of, the *modus operandi* of the system has its limitations. For example, only half of these centres have opening hours that last till 5:00 pm or later⁶⁵. Opening hours are therefore less than the standard office working time. This can therefore be problematic, particularly for women who aspire to rise to, or are currently occupying a managerial or decision-making position, where the working hours for such posts generally exceed the standard 40-hour working week. Similarly, women in politics who must attend parliamentary sittings that are generally scheduled after 5pm, would also require such a facility. Although one may argue that parliamentary sittings ought to be held earlier in the day, given the *status quo*, it remains problematic for parents to simultaneously attend to parliamentary duties as well as to the needs of their families. Moreover, the current free childcare system is only available until children are eligible for kindergarten⁶⁶. After this age, there seems to be a major obstacle posed to parents, as although kindergartens are free, opening hours are shorter than working hours. Therefore bridging this gap by sending their children to childcare centres is not only a financial burden as this is not subsidised, but also creates a logistical problem for the parents to take the child to a childcare facility or Klabb 3-16 after school hours. The findings of the study also show that generally, it is women who give priority to the needs of the family, and consequently, in order to mind the children after school hours, they may be putting aside their careers and sacrificing their aspiration to take on a decision-making or managerial role.

The findings also show that some women subscribe to the view that they are sometimes not treated equally in the workplace. This is, by and of itself, a barrier to women who aspire to have a decision-making role. However, the majority of women in organisations feel that they are treated equally as men, when it comes to being promoted or selected for a position. This suggests that the opportunity for their advancement is hindered more because of a lack of support than as a result of discrimination. The majority of respondents of both sexes have commented that organisations provide both men and women the opportunity to advance in the organisation or to be selected for a decision-making role.

62 Ministry for Education and Employment (2014). Early childhood education & care in Malta: The way forward. Retrieved 15th April, 2014 from: <http://education.gov.mt/en/Documents/Public%20Consultations/White%20Paper.pdf>

63 Ministry for Education, (2015). Accessed 25th May, 2015 <https://education.gov.mt/en/Pages/Breakfast-Club.aspx>

64 Foundation for Educational Services (2015). <http://www.fes.org.mt/service/klabb-3-16-winter/>

65 Ministry of Education and Employment (2014). Free childcare to help families achieve a work/life balance. <https://education.gov.mt/en/Documents/Registered%20Childcare%20Centres%20Updated.pdf>

66 Ministry for Education and Employment (2014). Free Childcare Scheme Terms and Conditions <http://education.gov.mt/en/resources/News/Documents/Terms%20and%20Conditions%2004.02.2014.pdf>

However, while women are interested to take on such positions, they are refraining from doing so. The findings of the study indicate that there may be a number of reasons why this may be the case. For example, the cost of child-minding when the child starts primary school, and of transport for the child from school to the after-school or childcare facility may not prove to make financial and economic sense. Some parents may also work in job roles or in organisations that do not permit such flexibility: Therefore restraining parents from being able to transport the child as required and return to the workplace. The study also shows that the provision of support structures and family-friendly measures need not be regarded as the sole responsibility of government, but that organisations should also have a role in providing such services. Of course, it is also important to ensure that organisations are not overly-burdened with such costs as to make them uncompetitive against international competitors or as to disincentivise local employment. In fact, respondents have indicated that while gender-balanced representation is advantageous for an organisation, this requires organisations to improve their current support structures. Respondents, for example, believe that attaining gender-balance in an organisation requires, training and mentoring for women who want to improve their position in the organisation, and assistance for returning mothers so that they can effectively re-join the organisation and progress to a post that entails more responsibility including decision-making. In addition, family-friendly measures such as flexibility and working remotely would also aid in attaining gender-balance in organisations. This outcome is consistent with the findings of a study undertaken by Regus on flexible work practices, where respondents globally reported that flexible hours, working closer to home and the option to video-conferencing instead of travelling for at least some of the time, are among the top strategies to get more mothers back into the workforce⁶⁷.

As remarked earlier on in this study, the majority of men and women respondents in organisations and NGOs seem not to subscribe to the view that gender discrimination is the prime cause for low female representation in decision-making roles in organisations and institutions. However, this does not mean that the workplace and the political environment is free from gender discrimination. Equally, the study results also suggest that the view held by the general public and a significant minority of respondents from organisations and NGOs is that men are generally preferred over women at appointment stage or when eligible for a promotion. Undoubtedly, this type of stereotype is another barrier hindering gender-balanced representation and therefore needs to be addressed. If better gender representation is to be achieved in top positions, it is necessary to eradicate the stereotypes that define gender roles and prevent women from integrating in the labour market, climb up the corporate ladder and occupy top positions. The results of the surveys have shown that those stereotypes were strongly related to a biased culture that needs to evolve in order to achieve a better representation of women in all the professional hierarchical levels. Maltese women are still considered to be the principal carers of their home and thus feel obliged to cut short their careers in order to take care of their family and children. A real effort is required to make both men and women aware of the need and benefits of women's empowerment, as confining women to the domestic sphere might be negatively impinging on the country's economic and progressive development⁶⁸. This could be implemented through programmes focusing on women's education and development. Such programmes should aim at giving both women and men the right information, knowledge and skills necessary to become decision-makers and leaders while also managing to flexibly safeguard their parental and domestic roles. Stereotypes, however are not the sole reason that may be preventing women from climbing up the corporate ladder and occupying top positions. Women may seem to pose more risk in the eyes of employers as they may be more prone to leaving the organisation once they become parents. In addition, employers are obliged to pay for maternity leave at full pay up to a maximum of fourteen weeks⁶⁹. Men, on the other hand may wish to avail themselves of unpaid parental leave for a period of four months in established

67 Regus (2012), A Regus study into the link between flexible working practices and increased revenues/productivity. Accessed 14th May, 2015: http://www.regus.com/images/Flexibility%20Drives%20Productivity_tcm8-49367.pdf

68 This is not to say that the non-market services offered by women who stay at home are of no value. What is being said is that for someone who has invested greatly in education, staying at home to take care of the house and the family might not represent the best return on that investment.

69 Department of Employment and Industrial Relations (2015). Accessed 20th May, 2015: <https://dier.gov.mt/en/Employment-Conditions/Leave/Pages/Maternity-Leave.aspx>

periods of one-month intervals. In Norway, for example, one important measure that has helped the advancement of women in organisations has been the use of parental leave whereby both the husband and wife are entitled to almost the same amount of paid leave funded through the National Insurance Scheme⁷⁰. In Malta, the Government announced, in the budget for 2015, that a maternity fund will be launched to combat the reluctance by some employers to employ young women for fear that they would have to partially pay for their maternity leave. The contribution made by employers for the payment of maternity leave would be worked out on the basis of all their employees, and not just female employees⁷¹. This measure has only recently been introduced and although it is anticipated that the scheme should make both sexes equally attractive (or equally unattractive) in terms of employment, it would still not provide for paid parental leave.

8.2 Concluding remarks

It is evident, from the findings of this study, that attaining gender-balanced representation in organisations, board rooms and the political sphere is forestalled by a number of obstacles. The analysis of the data collected showed that gender discrimination and stereotyping remain present in some organisations. Although this effectively hinders the progress of women in such organisations, it was only a minority of respondents (men and women) that have reported this observation. The majority of women feel that they work in an environment which promotes gender equality. Yet, statistically speaking, women remain under-represented in board rooms and decision-making positions. This, according to the findings of this study, is potentially due to the fact that support structures and family-friendly measures may be lacking in organisations, and that government schemes aiming to support parents may not be addressing the realities that both men and women occupying a decision-making role may require to balance their careers and family life. When this occurs, it is often the case that it is the woman who seems to be sacrificing her career in order to take care of the family. Not only is this the case, but evidently there exists a mind-set that expects women to give up their career for the needs of the family. In the event that women decide to continue pursuing their career, they are still held responsible for the needs of both family and household. Needless to say, this represents a considerable loss for society and the economy due to unexploited female potential. Thus, the following section shall consider the way forward on how gender-balanced representation can be achieved in the Maltese Islands.

70 Norwegian Government Website. (2014). Accessed 14th March, 2014 from: http://www.regjeringen.no/en/dep/bld/topics/child-welfare.html?regj_oss=1&id=1058

71 Ministry for Finance, (2014). Budget Document 2015. Retrieved 30th April, 2015 https://mfin.gov.mt/en/The-Budget/Documents/The_Budget_2015/Budget_Doc_2015.pdf

9. Action Plan - The way forward for Gender-Balanced Representation in Decision-Making in Malta and Gozo

Action 1: Creating a database of men and women in decision-making positions

The point of departure is to have reliable statistics that can be used to monitor the current situation and trends through time. While a similar database exists on a European level⁷², having a platform which is custom-made for the specific needs of the country will provide a better understanding of progress and the effectiveness of policies and actions aimed at attaining gender balance in organisations and boardrooms. This project may be initiated through the Employment and Training Corporation (ETC) and may potentially qualify for European funding under the European Social Fund.

Action 2: Gender-Balanced representation in government structures

The study earmarked the need for the Maltese Government to set an example to organisations by appointing more capable women in administrative, political, and parastatal structures, as well as in corporations where the government is a major shareholder. In Denmark, state-owned company boards are required to have, as much as possible, equal gender balance⁷³. Authorities empowered to suggest a Board Member are thus obliged to suggest a man and a woman for each post. A similar measure has been implemented in Finland⁷⁴. In Malta, the Government could also set up similar measures that encourage an increase in the number of women in companies and organisations where it is a major shareholder. For this purpose, it can improve the existing measures set as part of the gender mainstreaming policy that aims to assess the implications for women and men when planning actions, such as legislation, policies and programmes at all institutional levels. This can be done by drawing inspiration from Germany, which has set up rules regulating workers' representation on boards and recommending that women and men should be represented in proportion to their representation among the workforce⁷⁵.

It is also important to note that gender mainstreaming requires a strong political will and accountability from authorities and employers, and a change in culture and technical capacity from both male and female workers. The study's respondents also supported the notion that more female representation in business and politics tends to spur engagement of women by inspiring them to act as 'role models'⁷⁶. This might therefore suggest that leading by example and appointing more women to

72 European Commission, Justice Database. (2014). Accessed 17th March, 2013: http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index_en.htm

73 European Commission, (2012) Women in economic decision-making in the EU: Progress Report, A Europe 2020 initiative. Retrieved on 3rd July, 2014 from: http://ec.europa.eu/justice/gender-equality/files/women-on-boards_en.pdf

74 Ibid.

75 Ibid.

76 Wolbrecht and Campbell (2007); pp.921-939.

prominent positions may also motivate women to take on additional responsibility and an active role in decision-making.

Action 3: Gender-Balanced representation in organisational structures

A way forward on how gender-balanced representation could be achieved at the company level is through the adoption of Corporate Governance Codes (CGC) that promote and stress the importance of gender equality. The Swedish Corporate Governance Codes for instance, emphasise corporate fostering of diversity and gender equality⁷⁷. In this sense, it is mandatory for all company boards to have equal gender parity. In Malta, the Malta Financial Services Authority (MFSA) provides codes of principles which regularise the way boards and companies function⁷⁸. However, these codes of principles do not explain how the appointing process is done within company boards, and do not remark or stress the importance of gender equality in company boards⁷⁹. Consultation should be initiated with the MFSA and respective stakeholders to develop and include a code of conduct aiming at addressing gender-balanced representation and the importance of diversity in company boards. As part of this consultation process, it may also be opportune to discuss with the regulator how best to incorporate the recently-launched directory of professional women in this process⁸⁰.

A best practice approach to appointing individuals on boards may be developed by the MFSA on a similar model adopted by the United Kingdom, where executive recruitment firms put together a code of conduct⁸¹. This code outlines the steps to be taken during the recruitment process, in order to ensure gender equality. The first step is to help nomination committees to identify the required experience and skills to optimise the board's efficiency. Then, depending on the board's composition, a decision is taken on whether recruiting women directors is a priority. Through this code of conduct, recruitment firms aim to ensure that there is an emphasis not only on proven career experience but also on relevant skills and competences. They should also ensure, as much as possible, that 30% of the candidates are women or give relevant reasons if they fail to do so. Appropriate support should also be given to first-time candidates. During the evaluation process, the recruitment firms involved will have to ensure that experience is not over-rated compared to skills and competences. They also have to help new board directors settle quickly in their roles by providing them with best practices guides, which will, among other things, aim to enhance gender diversity in company boards. For their part, recruitment firms are also required to show their commitment to gender diversity through their websites and marketing initiatives⁸².

Action 4: Gender Equality in Government Contracts

In conjunction with code of principles, government has the opportunity to enhance gender balance and equality by giving preference to bidding companies in possession of the NCPE 'equality mark' when these compete for public contracts. This can be done through gender mainstreaming strategy either as part of the administrative and technical compliance process of the bidders for contracts which are awarded the cheapest technically compliant bidder or as one of the criteria that would increase the technical score (by, say, at least 10%) of the bidder for the Most Economically Advantageous Tender (MEAT).

77 Swedish Corporate Governance Code. (2010). Retrieved on 18th March, 2014 from: http://www.enirogroup.com/sites/default/files/files/svensk_kod_bolagsstyrning_en.pdf

78 Malta Financial Services Authority. (2014). Codes of Principles of Good Corporate Governance. Retrieved 18th August from: <http://www.mfsa.com.mt/files/Announcements%5CConsultation%5CDocuments%5CAppendix%2008%201%20-%20Clean%20Version.pdf>

79 This measure could have a cost in terms of the number of companies formed. As with any regulation that necessitates compliance, an administrative burden is created.

80 NCPE Annual Conference (2015). Retrieved on 25th May, 2015 http://ncpe.gov.mt/en/Documents/Updates%20and%20Upcoming%20events/annual%20conference%202015/4.%20Annalise%20Franrz_presentation.pdf

81 Government of the United Kingdom, (2015). Standard Voluntary Code of Conduct: Executive Search Firms (2014). Retrieved on 29th May, 2015 - <https://www.gov.uk/government/publications/standard-voluntary-code-of-conduct-executive-search-firms>

82 Ibid.

Action 5: Introduction of Parental Leave

The recently-launched maternity scheme can be improved by introducing parental leave. Parental leave enables a more equal division of work between men and women by fostering paternal involvement in childcare⁸³. This allows parents opportunity and choice in terms of child welfare and career progression. Government should initiate a consultation exercise with the respective partners sitting on the Malta Council for Social and Economic Development (MCSED) to determine the way forward. It would also be opportune for part of this scheme to also take into consideration provisions required such as statutory entitlements to time-off that may be required by parents to look after their children when sick as found in other parental leave schemes such as Austria, France, Germany, Italy, Norway and Sweden⁸⁴. However, the risk of such a scheme is that if employers have to foot the bill, they might move away from a preference for male employees to a preference for employees either without children or with less children.

Action 6: Gender-Balanced Representation in the Political Environment

The study showed that the majority of the respondents believe that women are under-represented at a political level, at an even greater extent than at company level. The lack of support and family-friendly structures to support parents are clear obstacles that discourage women from taking an active role in politics. Moreover, there is also the tendency for men to be less supportive of their female partners in pursuing a political career. This suggests that women are mainly disadvantaged by cultural and traditional mind-sets, as well as due to inadequate support structures that can make political participation easier for women or parents who pursue a political career. To stamp out these barriers, the following actions are being recommended:

- Where possible, running parliamentary sessions at times which are more parent-friendly, such as when children are at school rather than having parliamentary sessions starting after 17:00 hours;
- Parliament should also provide in-house child-minding facilities when evening sessions are being held;
- Political parties should organise and provide child-minding facilities for party candidates / administrators when political meetings are held in the evening;
- Gender-sensitive training to parliamentarians. Training programmes to prepare men and women who would like to pursue political careers. This can be done through skills training in communication, negotiations, media handling, managing campaigns and work-family balance.

Action 7: Increasing Awareness on Gender Equality in the Workplace

Initiatives to promote companies that take it upon themselves to attain gender equality in the workplace should be given more prominence. Currently, the NCPE provides recognition to companies that attain the 'Equality Mark', a certification awarded to those organisations that make gender equality one of their corporate values. This award can be strengthened further by creating an on-line forum and inviting companies that have attained the Equality Mark, or are in the process of doing so, by recounting their experience as to why gender equality is important for them, what their experience has been so far, and what benefits they have attained from having diversity in the workplace, whether they have conducted gender pay gap audits and what they have been doing to support talent (especially female talent) in the organisation. These experience/cases can be promoted on various web platforms, social media, and annual reports and during events such as annual conferences and other activities. The NCPE may also decide to sponsor awards related to equality at the annual company awards ceremony organised through the Ministry for Education and Employment's human resources entity, the Foundation for Human Resources Development (FHRD) to further promote these initiatives.

83 Lanfranconi, L. M., & Valarino, I. (2014). p. 551.

84 Eurofound, (2015) European Observatory of Working Life. Accessed: 18th August, 2015 - <http://www.eurofound.europa.eu/observatories/eurwork/comparative-information/the-eu-parental-leave-agreement-and-directive-implications-for-national-law-and-practice>

Action 8: Challenging the Traditional Roles

Another important outcome of this study was that more often than not, women are expected to attend to both their family and career responsibilities. Both men and women need to be made aware of the need and benefits of women's empowerment. Confining women to the domestic sphere negatively impinges on the country's economic development by depriving it from attaining adequate returns to the investment undertaken in the education of women. Therefore, campaigns similar to the Nista' - Sharing Work-life Responsibilities⁸⁵ project, need to be designed and implemented to empower both men and women to share their domestic and caring responsibilities. The campaign can be split in three phases:

1. The first phase would address the fact that women and men can balance work and family life through the family-friendly measures and support schemes that are currently available, thereby generating more public awareness on the available measures;
2. The second phase would systematically encourage and empower fathers to participate fully in the upbringing of their children and in domestic and family tasks, whilst also having the ability to take up parental leave and making use of other family-friendly measures;
3. The third phase would focus on challenging traditional roles and demonstrating that women can also pursue studies and eventually careers in jobs which are generally considered to be male-oriented such as engineering, ICT and politics.

Action 9: Analysing Skill Gaps, Training Provision and Work Placements for Women who have been Out of Employment

Finally, the study indicated that a substantial gender employment gap currently exists in Malta. One of the possible reasons for this could be due to the fact that women who have been out of employment for a substantial amount of time may find it harder to either return to work or find appropriate employment. Potentially, this may be the case because they may not have the necessary skills required in today's working environment. One can say that certain industrial sectors such as ICT, Financial Services and the Gaming Industry require a totally different skill set than what was required 10 to 15 years ago.

A project targeted towards women who have been out of employment for a substantial amount of time may be launched to assess the skill gaps in key economically viable sectors in Malta. This would encourage women to take up training and employment in sectors of prominence in Malta that recognise their potential.

Moreover, such sectors, like for instance the ICT sector, could come together through stakeholder engagement and highlight the skills foreseen to be required. The Maltese Government can then allocate EU Funding for targeted Training in such key sectors that will bring together the stakeholder needs. Moreover, a follow-up paid placement for a number of weeks within an entity that would provide family-friendly measures, and bring the training into practice, would further strengthen the training experience while also acting as a pilot project for women aiming to return to work.

Such a project would encourage and incentivise women to take up new employment or even step up in sectors that would also be of benefit to the Maltese economy and progress. Addressing such gaps through educational, training programmes and placements through the European Social Fund is an avenue that should be immediately tapped into.

85 Employment and Training Corporation, (2015) Accessed:18th August, 2015 <http://etc.gov.mt/Category/4/94/nista.aspx>

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Annexes

Annex I

Research Tools

Questionnaire for General public

Gender Quotas and Other Measures

Introduction

This is (*name*) calling from the National Statistics Office. The office is currently carrying out a survey on gender balance in employment, on behalf of the National Commission for the Promotion of Equality (NCPE). This survey, which targets all persons aged 16 and over, aims to collect information on gender parity in decision-making. << name >> was randomly selected for this survey which takes about 7 minutes to complete. The information is confidential and will only be used for statistical purposes. May I speak to him/her?

1. Do you think that women are equally represented as men as directors on company boards in Malta? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 3
No	<input type="checkbox"/> 2 > Go to question 2
Do not know	<input type="checkbox"/> 3 > Go to question 3

2. What is the reason for low female representation as directors on company boards?

	Yes	No	Do not know
There are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
At the recruitment and selection stages, male candidates are given preference over female candidates with the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women give priority to the needs of the family and consequently put aside career progression.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women and men are not equally supported or encouraged by their employers to progress further in their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

3. “Gender quotas are policies aimed at achieving a more gender-balanced representation. The aim is to ensure that 80% of board directors are equally represented by men and women”.
Do you think that gender quotas should be introduced in Malta to achieve the above objective?
(Tick one square only)

Yes	<input type="checkbox"/> 1 > Go to question 4
No	<input type="checkbox"/> 2 > Go to question 7
Do not know	<input type="checkbox"/> 3 > Go to question 4

4. If gender quotas are introduced in Malta, do you think that these should include penalties if they are not adhered to?

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

5. Do you think that gender quotas should be introduced in...?

	Yes	No	Do not know
Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Large companies (employing 250 persons or more)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

6. Do you think that companies that aim to have balanced gender representation should be provided with additional incentives and benefits?

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

7. Do you think that women have enough support from their employers to continue progressing in the careers?

(Tick **one** square only)

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

8. Do you think that having more women represented on company boards will serve as inspiration for other women to continue progressing in their professional careers? (Tick **one** square only)

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

9. “Electoral quotas are measures that establish a fixed percentage of qualified and competent women to occupy a political position”.
Do you agree with the introduction of electoral quotas wherein a fixed percentage is established to mark the minimum representation of women? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 10
No	<input type="checkbox"/> 2 > Go to question 12
Do not know	<input type="checkbox"/> 3 > Go to question 10

10. Do you think that Maltese legislation should be amended to ensure that more women are represented in parliament? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

11. If electoral quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
Reserving parliamentary seats for women which would require constitutional and/or legislative changes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Legal candidate quotas: establishing a fixed minimum percentage of women to contest elections which may also require constitutional and/or legislative.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political party quotas that set the minimum number of women on a party's candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

12. Do you think that having more women represented in parliament would contribute to the political development of Malta? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1
No	<input type="checkbox"/> 2
Do not know	<input type="checkbox"/> 3

13. Do you think that women have enough support from governments and political parties to help them pursue a career in politics? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 15
No	<input type="checkbox"/> 2 > Go to question 14
Do not know	<input type="checkbox"/> 3 > Go to question 15

14. What additional support should be introduced to have more women occupying a political role?

15. Indicate your gender.

Male	<input type="checkbox"/> 1
Female	<input type="checkbox"/> 2

16. What is your age? _____

17. What is the level of education that you have successfully completed? (*Tick **one** square only*)

No schooling/Pre-primary	<input type="checkbox"/> 1
Primary	<input type="checkbox"/> 2
Secondary	<input type="checkbox"/> 3
Post-Secondary	<input type="checkbox"/> 4
Tertiary	<input type="checkbox"/> 5
Post-graduate	<input type="checkbox"/> 6
Doctorate Level	<input type="checkbox"/> 7
Other (specify)	

18. What is your current labour status?

Employed in the public sector	<input type="checkbox"/> 1
Employed in the private sector	<input type="checkbox"/> 2
Self-employed	<input type="checkbox"/> 3
Unemployed	<input type="checkbox"/> 4
Will start a new job experience	<input type="checkbox"/> 5
Taking care of the house/family	<input type="checkbox"/> 6
Student	<input type="checkbox"/> 7
Retired	<input type="checkbox"/> 8
Other (specify)	

– Thank you for your time –

Questionnaire for NGOs and Trade Unions

Surveys on Gender Balance in Decision-Making

The National Statistics Office (NSO) has been commissioned by the National Commission for the Promotion of Equality (NCPE) to conduct a survey on gender balance among NGOs, Trade unions and civil society organisations in Malta and Gozo. The main objective of this survey is to extract information on gender quotas and gender parity in decision-making among these organisations. For this purpose, around 800 organisations, including yours, were selected to participate in the survey.

Along with this letter, a short survey is attached with all the relevant information that needs to be collected. The survey does not take more than 10 minutes to complete. You are kindly requested to fill out this questionnaire at your personal knowledge and return it to our Office using the enclosed self-addressed envelope.

In accordance with the provisions of the Malta Statistics Authority Act XXIV of 2000, you are kindly requested to complete and forward this questionnaire to the National Statistics Office by not later than ** September 2014. Collected data will be used for statistical purposes only and will not be disclosed or divulged to third parties in an identifiable form. Indeed, the information collected from this survey will be analysed globally on all answered questions.

If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to research.nso@gov.mt.

Thank you in advance for your cooperation.

Yours faithfully,



M Pace Ross
Director General



Il-prattiċi li tħaddan l-NSO dwar l-ambjent jipromwovu tnaqqis fl-użu tal-karta. Għaldaqstant, qegħdin nipprovdlek verżjoni tal-ittra u tal-kwestjonarju bil-lingwa Ingliża biss. Jekk tixtieq tirċievi verżjoni bil-Malti, ikkuntattja lill-Uffiċċju Nazzjonali tal-Istatistika kif indikat hawn fuq.

Questionnaire

1. Which of the following best describes your role in the organisation? (Tick one square only)

President	<input type="checkbox"/> 1
Director	<input type="checkbox"/> 2
Deputy General Secretary	<input type="checkbox"/> 3
Executive Committee Member	<input type="checkbox"/> 4
General Secretary	<input type="checkbox"/> 5
Support Staff	<input type="checkbox"/> 6
Administrative Role	<input type="checkbox"/> 7
Volunteer	<input type="checkbox"/> 8
Other (Please specify)	

2. Do you think that women are equally represented as men as directors on company boards in Malta? (Tick one square only)

Yes	<input type="checkbox"/> 1 > Go to question 4
No	<input type="checkbox"/> 2 > Go to question 3
Do not know	<input type="checkbox"/> 3 > Go to question 4

3. What is the reason for low female representation as directors on company boards?

	Yes	No	Do not know
There are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
At the recruitment and selection stages, male candidates are given preference over female candidates with the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women give priority to the needs of the family and consequently put aside career progression.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women and men are not equally supported or encouraged by their employers to progress further in their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (Please specify)			

4. Is the aim of achieving equal representation of women and men at top positions of an organisation an important initiative?
(Tick **one** square only)

Yes	<input type="checkbox"/> 1 > Go to question 6
No	<input type="checkbox"/> 2 > Go to question 5
Do not know	<input type="checkbox"/> 3 > Go to question 6

5. Why do you think that having equal representation of women and men at the top positions of an organisation is **NOT** important? **(Go to question 7 after answering this question)**

	Yes	No	Do not know
Gender balance at board and senior management levels does not provide any benefits to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having gender balance within an organisation does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The gender balance initiative cannot be successfully implemented since women prefer to focus on the family rather than their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having a gender balanced representation would not ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough women that are qualified and experienced to occupy top positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (Please specify)			

6. Why is the initiative for equal representation of women and men at the top positions of an organisation important?

	Yes	No	Do not know
Gender balance at board and senior management levels could provide a broader skill set to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance would ensure that capable women are provided with the opportunity to obtain a better position within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance within an organisation would ensure that gender equality is safeguarded within the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (Please specify)			

7. “Gender quotas are policies aimed at achieving a more gender-balanced representation. The aim is to ensure that 80% of board directors are equally represented by men and women”.
Do you think that gender quotas should be introduced in Malta to achieve the above objective?
(Tick one square only)

Yes	<input type="checkbox"/> 1 > Go to question 9
No	<input type="checkbox"/> 2 > Go to question 8
Do not know	<input type="checkbox"/> 3 > Go to question 10

8. Why do you think that gender quotas would not be beneficial if these were introduced in your organisation? **(Go to question 12 after answering this question.)**

	Yes	No	Do not know
Quotas would not ensure that capable women occupy the board positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas could lead to tension between board members.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas may worsen the performance of the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas may undermine meritocracy as they would not necessarily ensure that qualified women occupy top positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas are an unnecessary burden, something the organisation is not ready to deal with.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There is no evidence to suggest that quotas are of any benefit to organisations.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (Please specify)			

9. Why do you think that the introduction of gender quotas would lead to more benefits?

	Yes	No	Do not know
Quotas will bring more board diversity which would improve innovation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas will ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas would bring more capable women on company boards who would act as role models to other employees in the organisation to pursue career development.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas are needed in order to ensure that companies make best use of human resources potential.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (Please specify)			

10. If gender quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
As a temporary measure	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Introduced on a voluntary basis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (including penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (without penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
First on a voluntary basis and then through legislation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation for a number of years until the targeted representation is achieved	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

11. Do you think that gender quotas should be introduced in...?

	Yes	No	Do not know
Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Large companies (employing 250 persons or more)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

12. Do you agree with the following statements?
 “In order to achieve gender balanced representation in organisations in Malta...”:

	Agree	Disagree	Do not know
There should be more awareness on gender equality.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to women, such as family-friendly measures and other supportive measures, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure gender equality by appointing more capable women in prominent leadership positions and on boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more training and/or mentoring for women who want to improve their position in an organisation and in society.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Employers should develop and promote re-integration and re-training programmes to returning mothers so that they can effectively rejoin the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

13. What has your organisation done in the past ten years to ensure that there is gender equality in the workplace? (*Tick **all** that apply*)

The organisation has obtained the NCPE Equality mark.	<input type="checkbox"/> 1
The organisation has set a sexual harassment policy.	<input type="checkbox"/> 2
The organisation has set a gender equality policy.	<input type="checkbox"/> 3
The organisation has human resource policies and procedures that ensure gender equality in recruitment and selection.	<input type="checkbox"/> 4
The organisation regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.	<input type="checkbox"/> 5
My organisation has done nothing.	<input type="checkbox"/> 6
Other (Please specify)	

14. Do you think that women are equally represented as men in politics? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 16
No	<input type="checkbox"/> 2 > Go to question 15
Do not know	<input type="checkbox"/> 3 > Go to question 16

15. In your opinion what are the main reasons for low female representation in politics?

	Yes	No	Do not know
Parliamentary sessions are not suited to meet the exigencies of working parents.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in being engaged in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women prefer to nurture the family instead of involving themselves in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The overall perception that women do not have the required skills and knowledge to occupy a political decision-making role.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women lack the adequate encouragement from their partners to pursue a political career.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough child-minding facilities and support measures to help women pursue a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are expected to attend to both familiar and professional duties.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The Maltese political culture is too biased which discourages women from taking an active role in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties do not encourage women as much as men during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

16. “Electoral quotas are measures that establish a fixed percentage of qualified and competent women to occupy a political position”.
Do you agree with the introduction of electoral quotas wherein a fixed percentage is established to mark the minimum representation of women? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 17
No	<input type="checkbox"/> 2 > Go to question 19
Do not know	<input type="checkbox"/> 3 > Go to question 17

17. If electoral quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
Reserving parliamentary seats for women which would require constitutional and/or legislative changes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Legal candidate quotas: establishing a fixed minimum percentage of women to contest elections which may also require constitutional and/or legislative changes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political party quotas that set the minimum number of women on a party’s candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

18. Do you agree with the following statements?
 “In order to achieve gender balanced representation in the Maltese Parliament ... ”:

	Agree	Disagree	Do not know
Political parties should ensure that more capable women feature on their candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties should enhance the promotion of female candidates during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to parents, such as more family-friendly measures and other support measures to help women enter the political scene, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure that more capable women are given prominent leadership positions in politically appointed boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more empowerment activities for women who are interested in pursuing a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

19. Indicate your gender.

Male	<input type="checkbox"/> 1
Female	<input type="checkbox"/> 2

20. What is your age? _____

- Thank you for your time

Questionnaire for Public and private companies

Surveys on Gender Balance in Decision-Making

The National Statistics Office (NSO) has been commissioned by the National Commission for the Promotion of Equality (NCPE) to conduct a survey on gender balance in public and private companies. The main objective of this survey is to extract information on gender quotas and gender parity in decision-making in medium and large companies employing 50 persons or more. For this purpose, around 500 enterprises, including yours, were selected to participate in the survey.

Along with this letter, a short survey is attached with all the relevant information that needs to be collected. The survey does not take more than 10 minutes to complete. You are kindly requested to fill out this questionnaire at your personal knowledge and return it to our Office using the enclosed self-addressed envelope.

In accordance with the provisions of the Malta Statistics Authority Act XXIV of 2000, you are kindly requested to complete and forward this questionnaire to the National Statistics Office by not later than ** September 2014. Collected data will be used for statistical purposes only and will not be disclosed or divulged to third parties in an identifiable form. Indeed, the information collected from this survey will be analysed globally on all answered questions.

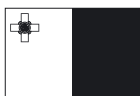
If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to research.nso@gov.mt.

Thank you in advance for your cooperation.

Yours faithfully,



M Pace Ross
Director General



Il-prattiċi li tħaddan l-NSO dwar l-ambjent jippromwovu tnaqqis fl-użu tal-karta. Għaldaqstant, qegħdin nipprovdulek verżjoni tal-ittra u tal-kwestjonarju bil-lingwa Ingliża biss. Jekk tixtieq tirċievi verżjoni bil-Malti, ikkuntattja lill-Uffiċċju Nazzjonali tal-Istatistika kif indikat hawn fuq.

Questionnaire

1. Which of the following best describes your role in the organisation? (*Tick **one** square only*)

Owner	<input type="checkbox"/> 1
Director	<input type="checkbox"/> 2
Manager	<input type="checkbox"/> 3
Personal Assistant	<input type="checkbox"/> 4
Employee	<input type="checkbox"/> 5
Other (specify)	

2. Do you think that women are equally represented as men as directors on company boards in Malta? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 4
No	<input type="checkbox"/> 2 > Go to question 3
Do not know	<input type="checkbox"/> 3 > Go to question 4

3. What is the reason for low female representation as directors on company boards?

	Yes	No	Do not know
There are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
At the recruitment and selection stages, male candidates are given preference over female candidates with the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women give priority to the needs of the family and consequently put aside career progression.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women and men are not equally supported or encouraged by their employers to progress further in their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

4. Is the aim of achieving equal representation of women and men at top positions of an organisation an important initiative? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 6
No	<input type="checkbox"/> 2 > Go to question 5
Do not know	<input type="checkbox"/> 3 > Go to question 6

5. Why do you think that having equal representation of women and men at the top positions of an organisation is **NOT** important? (**Go to question 7 after answering this question**)

	Yes	No	Do not know
Gender balance at board and senior management levels does not provide any benefits to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having gender balance within an organisation does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

The gender balance initiative cannot be successfully implemented since women prefer to focus on the family rather than their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having a gender balanced representation would not ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough women that are qualified and experienced to occupy top positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

6. Why is the initiative for equal representation of women and men at the top positions of an organisation important?

	Yes	No	Do not know
Gender balance at board and senior management levels could provide a broader skill set to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance would ensure that capable women are provided with the opportunity to obtain a better position within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance within an organisation would ensure that gender equality is safeguarded within the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

7. “Gender quotas are policies aimed at achieving a more gender-balanced representation. The aim is to ensure that 80% of board directors are equally represented by men and women”. Do you think that gender quotas should be introduced in Malta to achieve the above objective? (Tick **one** square only)

Yes	<input type="checkbox"/> 1 > Go to question 9
No	<input type="checkbox"/> 2 > Go to question 8
Do not know	<input type="checkbox"/> 3 > Go to question 10

8. Why do you think that gender quotas would not be beneficial if these were introduced in your organisation? (**Go to question 12 after answering this question.**)

	Yes	No	Do not know
Quotas would not ensure that capable women occupy the board positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas could lead to tension between board members.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas may worsen the performance of the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas may undermine meritocracy as they would not necessarily ensure that qualified women occupy top positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas are an unnecessary burden, something the organisation is not ready to deal with.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There is no evidence to suggest that quotas are of any benefit to organisations.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

9. Why do you think that the introduction of gender quotas would lead to more benefits?

	Yes	No	Do not know
Quotas will bring more board diversity which would improve innovation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas will ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas would bring more capable women on company boards who would act as role models to other employees in the organisation to pursue career development.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Quotas are needed in order to ensure that companies make best use of human resources potential.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

10. If gender quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
As a temporary measure	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Introduced on a voluntary basis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (including penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (without penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
First on a voluntary basis and then through legislation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation for a number of years until the targeted representation is achieved	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

11. Do you think that gender quotas should be introduced in...?

	Yes	No	Do not know
Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Large companies (employing more than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

12. Do you agree with the following statements?
 “In order to achieve gender balanced representation in organisations in Malta...”

	Agree	Disagree	Do not know
There should be more awareness on gender equality.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to women, such as family-friendly measures and other supportive measures, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure gender equality by appointing more capable women in prominent leadership positions and on boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more training and/or mentoring for women who want to improve their position in an organisation and in society.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Employers should develop and promote re-integration and re-training programmes to returning mothers so that they can effectively rejoin the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

13. What potential problems would your organisation encounter if quotas were to be introduced?

	Yes	No	Do not know
I do not envisage any problems.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women in the organisation are not willing to occupy a board position.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Tension would be created at board level.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Some current board members may resign and leave the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Not enough capable women within the organisation to be appointed on boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

14. What has your organisation done in the past ten years to ensure that there is gender equality in the workplace? (Tick **all** that apply)

The organisation has obtained the NCPE Equality mark.	<input type="checkbox"/> 1
The organisation has set a sexual harassment policy.	<input type="checkbox"/> 2
The organisation has set a gender equality policy.	<input type="checkbox"/> 3
The organisation has human resource policies and procedures that ensure gender equality in recruitment and selection.	<input type="checkbox"/> 4
The organisation regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.	<input type="checkbox"/> 5
My organisation has done nothing.	<input type="checkbox"/> 6
Other (specify)	

15. Do you think that women are equally represented as men in politics? (Tick **one** square only)

Yes	<input type="checkbox"/> 1 > Go to question 17
No	<input type="checkbox"/> 2 > Go to question 16
Do not know	<input type="checkbox"/> 3 > Go to question 17

16. In your opinion what are the main reasons for low female representation in politics?

	Yes	No	Do not know
Parliamentary sessions are not suited to meet the exigencies of working parents.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in being engaged in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women prefer to nurture the family instead of involving themselves in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The overall perception that women do not have the required skills and knowledge to occupy a political decision-making role.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women lack the adequate encouragement from their partners to pursue a political career.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough child-minding facilities and support measures to help women pursue a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are expected to attend to both familiar and professional duties.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The Maltese political culture is too biased which discourages women from taking an active role in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties do not encourage women as much as men during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

17. “Electoral quotas are measures that establish a fixed percentage of qualified and competent women to occupy a political position”.
Do you agree with the introduction of electoral quotas wherein a fixed percentage is established to mark the minimum representation of women? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 18
No	<input type="checkbox"/> 2 > Go to question 20
Do not know	<input type="checkbox"/> 3 > Go to question 18

18. If electoral quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
Reserving parliamentary seats for women which would require constitutional and/or legislative changes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Legal candidate quotas: establishing a fixed minimum percentage of women to contest elections which may also require constitutional and/or legislative.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political party quotas that set the minimum number of women on a party’s candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

19. Do you agree with the following statements?
 “In order to achieve gender balanced representation in the Maltese Parliament ...”:

	Agree	Disagree	Do not know
Political parties should ensure that more capable women feature on their candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties should enhance the promotion of female candidates during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to parents, such as more family-friendly measures and other support measures to help women enter the political scene, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure that more capable women are given prominent leadership positions in politically appointed boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more empowerment activities for women who are interested in pursuing a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

20. Indicate your gender.

Male	<input type="checkbox"/> 1
Female	<input type="checkbox"/> 2

21. What is your age? _____

- Thank you for your time –

Questionnaire for Members of Political Parties

Surveys on Gender Balance in Decision-Making

The National Statistics Office (NSO) has been commissioned by the National Commission for the Promotion of Equality (NCPE) to conduct a survey on gender balance among members of political parties. The main objective of this survey is to extract information on gender quotas and gender parity in decision-making among these members. For this purpose, all Members of Parliament, Members of the European Parliament and Executive members of *Altenattiva Demokratika*, were selected to participate in the survey.

Along with this letter, a short survey is attached with all the relevant information that needs to be collected. The survey does not take more than 10 minutes to complete. You are kindly requested to fill out this questionnaire at your personal knowledge and return it to our Office using the enclosed self-addressed envelope.

In accordance with the provisions of the Malta Statistics Authority Act XXIV of 2000, you are kindly requested to complete and forward this questionnaire to the National Statistics Office by not later than ** September 2014. Collected data will be used for statistical purposes only and will not be disclosed or divulged to third parties in an identifiable form. Indeed, the information collected from this survey will be analysed globally on all answered questions.

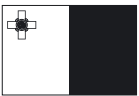
If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to research.nso@gov.mt.

Thank you in advance for your cooperation.

Yours faithfully,



M Pace Ross
Director General

	<p>Il-prattiċi li tħaddan l-NSO dwar l-ambjent jippromwovu tnaqqis fl-użu tal-karta. Għaldaqstant, qegħdin nipprovdulek verżjoni tal-ittra u tal-kwestjonarju bil-lingwa Ingliża biss. Jekk tixtieq tirċievi verżjoni bil-Malti, ikkuntattja lill-Uffiċċju Nazzjonali tal-Istatistika kif indikat hawn fuq.</p>
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Questionnaire

1. Do you think that women are equally represented as men as directors on company boards in Malta? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 3
No	<input type="checkbox"/> 2 > Go to question 2
Do not know	<input type="checkbox"/> 3 > Go to question 3

2. What is the reason for low female representation as directors on company boards?

	Yes	No	Do not know
There are not enough family-friendly measures and support structures to ensure better participation of women in decision-making positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
At the recruitment and selection stages, male candidates are given preference over female candidates with the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not treated equally to men when they are tenable for promotion even though they possess the same qualifications and experience.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women give priority to the needs of the family and consequently put aside career progression.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women and men are not equally supported or encouraged by their employers to progress further in their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

3. Is the aim of achieving equal representation of women and men at top positions of an organisation an important initiative? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 5
No	<input type="checkbox"/> 2 > Go to question 4
Do not know	<input type="checkbox"/> 3 > Go to question 5

4. Why do you think that having equal representation of women and men at the top positions of an organisation is **NOT** important? **(Go to question 6 after answering this question)**

	Yes	No	Do not know
Gender balance at board and senior management levels does not provide any benefits to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having gender balance within an organisation does not necessarily mean that capable women and men are provided with the opportunity to climb up the organisational ladder.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The gender balance initiative cannot be successfully implemented since women prefer to focus on the family rather than their careers.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Having a gender balanced representation would not ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough women that are qualified and experienced to occupy top positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

5. Why is the initiative for equal representation of women and men at the top positions of an organisation important?

	Yes	No	Do not know
Gender balance at board and senior management levels could provide a broader skill set to an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance would ensure that capable women are provided with the opportunity to obtain a better position within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Gender balance within an organisation would ensure that gender equality is safeguarded within the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Other (specify)			

6. “Gender quotas are policies aimed at achieving a more gender-balanced representation. The aim is to ensure that 80% of board directors are equally represented by men and women”.
Do you think that gender quotas should be introduced in Malta to achieve the above objective?
(Tick **one** square only)

Yes	<input type="checkbox"/> 1 > Go to question 7
No	<input type="checkbox"/> 2 > Go to question 9
Do not know	<input type="checkbox"/> 3 > Go to question 7

7. If gender quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
As a temporary measure	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Introduced on a voluntary basis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (including penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation (without penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
First on a voluntary basis and then through legislation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Mandatory through legislation for a number of years until the targeted representation is achieved	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

8. Do you think that gender quotas should be introduced in...?

	Yes	No	Do not know
Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Large companies (employing more than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

9. Do you agree with the following statements?
 “In order to achieve gender balanced representation in organisations in Malta...”:

	Agree	Disagree	Do not know
There should be more awareness on gender equality.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to women, such as family-friendly measures and other supportive measures, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure gender equality by appointing more capable women in prominent leadership positions and on boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more training and/or mentoring for women who want to improve their position in an organisation and in society.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Employers should develop and promote re-integration and re-training programmes to returning mothers so that they can effectively rejoin the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

10. What has your party done in the past ten years to ensure that there is gender equality in the workplace? (*Tick all that apply*)

The party has published studies on the importance of gender equality at work.	<input type="checkbox"/> 1
The party has set up a specific section to further promote gender equality at work.	<input type="checkbox"/> 2
The party has proposed a legal bill on gender equality at work.	<input type="checkbox"/> 3
The party participates in national and international activities on gender equality.	<input type="checkbox"/> 4
The party regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.	<input type="checkbox"/> 5
The party has a gender equality policy in its commercial divisions.	<input type="checkbox"/> 6
The party has done nothing.	<input type="checkbox"/> 7
Other (specify)	

11. Do you think that women are equally represented as men in politics? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 13
No	<input type="checkbox"/> 2 > Go to question 12
Do not know	<input type="checkbox"/> 3 > Go to question 13

12. In your opinion what are the main reasons for low female representation in politics?

	Yes	No	Do not know
Parliamentary sessions are not suited to meet the exigencies of working parents.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are not interested in being engaged in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women prefer to nurture the family instead of involving themselves in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The overall perception that women do not have the required skills and knowledge to occupy a political decision-making role.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women lack the adequate encouragement from their partners to pursue a political career.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There are not enough child-minding facilities and support measures to help women pursue a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Women are expected to attend to both familiar and professional duties.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
The Maltese political culture is too biased which discourages women from taking an active role in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties do not encourage women as much as men during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

13. “Electoral quotas are measures that establish a fixed percentage of qualified and competent women to occupy a political position”.

Do you agree with the introduction of electoral quotas wherein a fixed percentage is established to mark the minimum representation of women? (*Tick **one** square only*)

Yes	<input type="checkbox"/> 1 > Go to question 14
No	<input type="checkbox"/> 2 > Go to question 16
Do not know	<input type="checkbox"/> 3 > Go to question 14

14. If electoral quotas were to be introduced in Malta, do you think that they should be...?

	Yes	No	Do not know
Reserving parliamentary seats for women which would require constitutional and/or legislative changes.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Legal candidate quotas: establishing a fixed minimum percentage of women to contest elections which may also require constitutional and/or legislative.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political party quotas that set the minimum number of women on a party's candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

15. Do you agree with the following statements?

“In order to achieve gender balanced representation in the Maltese Parliament ...”:

	Agree	Disagree	Do not know
Political parties should ensure that more capable women feature on their candidate list.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Political parties should enhance the promotion of female candidates during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Additional support to parents, such as more family-friendly measures and other support measures to help women enter the political scene, should be given.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Governments should lead by example and ensure that more capable women are given prominent leadership positions in politically appointed boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
There should be more empowerment activities for women who are interested in pursuing a career in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

16. Indicate your gender.

Male	<input type="checkbox"/> 1
Female	<input type="checkbox"/> 2

17. What is your age? _____

- Thank you for your time -

Annex II

Internal Classification of Non-Profit Organisations (ICNPO)

Group 1: Culture and recreation

Media and communications: Production and dissemination of information and communication; includes radio and TV stations; publishing of books, journals, newspapers and newsletters; film production; and libraries.

Visual arts, architecture, ceramic art: Production, dissemination and display of visual arts and architecture; includes sculpture, photographic societies, painting, drawing, design centres and architectural associations.

Performing arts: Performing arts centres, companies and associations; includes theatre, dance, ballet, opera, orchestras, and choral and music ensembles.

Historical, literary and humanistic societies: Promotion and appreciation of the humanities, preservation of historical and cultural artefacts and commemoration of historical events; includes historical societies, poetry and literary societies, language associations, reading promotion, war memorials and commemorative funds and associations.

Museums: General and specialized museums covering art, history, sciences, technology and culture.

Zoos and Aquariums.

Sports: Provision of amateur sport, training, physical fitness and sport competition services and events; includes fitness and wellness centres.

Recreation and social clubs: Provision of recreational facilities and services to individuals and communities; includes playground associations, country clubs, men's and women's clubs, touring clubs and leisure clubs.

Service clubs: Membership organisations providing services to members and local communities, for example Lions, Zonta International, Rotary Club and Kiwanis.

Group 2: Education and research

Elementary, primary and secondary education: Education at elementary, primary and secondary levels; includes pre-school organisations other than day care.

Higher education: Higher learning, providing academic degrees; includes universities, business management schools, law schools, medical schools.

Vocational/technical schools: Technical and vocational training specifically geared towards gaining employment; includes trade schools, paralegal training and secretarial schools.

Adult/continuing education: Institutions engaged in providing education and training in addition to the formal educational system; includes schools of continuing studies, correspondence schools, night schools and sponsored literacy and reading programs.

Medical research: Research in the medical field; includes research on specific diseases, disorders, or medical disciplines.

Science and technology: Research in the physical and life sciences and engineering and technology.

Social sciences, policy studies: Research and analysis in the social sciences and policy area.

Group 3: Health

Hospitals: Primarily inpatient medical care and treatment.

Rehabilitation: Inpatient health care and rehabilitative therapy to individuals suffering from physical impairments due to injury, genetic defect, or disease and requiring extensive physiotherapy or similar forms of care.

Nursing homes: Inpatient convalescent care, residential care, as well as primary health care services; includes homes for the frail elderly and nursing homes for the severely handicapped.

Psychiatric hospitals: Inpatient care and treatment for the mentally ill.

Mental health treatment: Outpatient treatment for mentally ill patients; includes community mental health centres and halfway homes.

Crisis intervention: Outpatient services and counsel in acute mental health situations; includes suicide prevention and support to victims of assault and abuse.

Public health and wellness education: Public health promotion and health education; includes sanitation screening for potential health hazards, first aid training and services and family planning services.

Health treatment, primarily outpatient: Organisations that provide primarily outpatient health services e.g., health clinics and vaccination centres.

Rehabilitative medical services: Outpatient therapeutic care; includes nature cure centres, yoga clinics and physical therapy centres.

Emergency medical services: Services to persons in need of immediate care; includes ambulatory services and paramedical emergency care, shock/trauma programs, lifeline programs and ambulance services.

Group 4: Social services

Child welfare, child services and day care: Services to children, adoption services, child development centres, foster care; includes infant care centres and nurseries.

Youth services and youth welfare: Services to youth; includes delinquency prevention services, teen pregnancy prevention, drop-out prevention, youth centres and clubs and job programs for youth; includes Young Men's Christian Association (YMCA), Young Women's Christian Association (YWCA), Boy Scouts, Girl Scouts and Big Brothers/Big Sisters.

Family services: Services to families; includes family life/parent education, single parent agencies and services and family violence shelters and services.

Services for the handicapped: Services for the handicapped; includes homes, other than nursing homes, transport facilities, recreation and other specialized services.

Services for the elderly: Organisations providing geriatric care; includes in-home services, homemaker services, transport facilities, recreation, meal programs and other services geared towards senior citizens (does not include residential nursing homes).

Self-help and other personal social services: Programs and services for self-help and personal development; includes support groups, personal counselling and credit counselling/money management services.

Disaster/emergency prevention and control: Organisations that work to prevent, predict, control and alleviate the effects of disasters, to educate or otherwise prepare individuals to cope with the effects of disasters, or to provide relief to disaster victims; includes volunteer fire departments, life boat services, etc.

Temporary shelters: Organisations providing temporary shelters to the homeless; includes traveller's aid and temporary housing.

Refugee assistance: Organisations providing food, clothing, shelter and services to refugees and immigrants.

Income support and maintenance: Organisations providing cash assistance and other forms of direct services to persons unable to maintain a livelihood.

Material assistance: Organisations providing food, clothing, transport and other forms of assistance; includes food banks and clothing distribution centres.

Group 5: Environment

Pollution abatement and control: Organisations that promote clean air, clean water, reducing and preventing noise pollution, radiation control, treatment of hazardous wastes and toxic substances, solid waste management and recycling programs.

Natural resources conservation and protection: Conservation and preservation of natural resources, including land, water, energy and plant resources for the general use and enjoyment of the public.

Environmental beautification and open spaces: Botanical gardens, arboreta, horticultural programs and landscape services; organisations promoting anti-litter campaigns; programs to preserve the parks, green spaces and open spaces in urban or rural areas; and city and highway beautification programs.

Animal protection and welfare: Animal protection and welfare services; includes animal shelters and humane societies.

Wildlife preservation and protection: Wildlife preservation and protection; includes sanctuaries and refuges.

Veterinary services: Animal hospitals and services providing care to farm and household animals and pets.

Group 6: Development and housing

Community and neighbourhood organisations: Organisations working towards improving the quality of life within communities or neighbourhoods, e.g. squatters' associations, local development organisations, poor people's cooperatives.

Economic development: Programs and services to improve economic infrastructure and capacity; includes building of infrastructure like roads; and financial services such as credit and savings associations, entrepreneurial programs, technical and managerial consulting and rural development assistance.

Social development: Organisations working towards improving the institutional infrastructure and capacity to alleviate social problems and to improve general public well-being.

Housing associations: Development, construction, management, leasing, financing and rehabilitation of housing.

Housing assistance: Organisations providing housing search, legal services and related assistance.

Job training programmes: Organisations providing and supporting apprenticeship programmes, internships, on-the-job training and other training programs.

Vocational counselling and guidance: Vocational training and guidance, career counselling, testing and related services.

Vocational rehabilitation and sheltered workshops: Organisations that promote self-sufficiency and income generation through job training and employment.

Group 7: Law, advocacy and politics

Advocacy organisations: Organisations that protect the rights and promote the interests of specific groups of people, e.g. the physically handicapped, the elderly, children and women.

Civil rights associations: Organisations that work to protect or preserve individual civil liberties and human rights.

Ethnic associations: Organisations that promote the interests of, or provide services to, members belonging to a specific ethnic heritage.

Civic associations: Programs and services to encourage and spread civic mindedness.

Legal services: Legal services, advice and assistance in dispute resolution and court-related matters.

Crime prevention and public policy: Crime prevention to promote safety and precautionary measures among citizens.

Rehabilitation of offenders: Programs and services to reintegrate offenders; includes halfway houses, probation and parole programs, prison alternatives.

Victim support: Services, counsel and advice to victims of crime.

Consumer protection associations: Protection of consumer rights and the improvement of product control and quality.

Political parties and organisations: Activities and services to support the placing of particular candidates into political office; includes dissemination of information, public relations and political fundraising.

Group 8: Philanthropic intermediaries and voluntarism promotion

Grant-making foundations: Private foundations; including corporate foundations, community foundations and independent public-law foundations.

Voluntarism promotion and support: Organisations that recruit, train and place volunteers and promote volunteering.

Fund-raising organisations: Federated, collective fundraising organisations; includes lotteries.

Group 9: International

Exchange/friendship/cultural programs: Programs and services designed to encourage mutual respect and friendship internationally.

Development assistance associations: Programs and projects that promote social and economic development abroad.

International disaster and relief organisations: Organisations that collect, channel and provide aid to other countries during times of disaster or emergency.

International human rights and peace organisations: Organisations which promote and monitor human rights and peace internationally.

Group 10: Religion

Congregations: Churches, synagogues, temples, mosques, shrines, monasteries, seminaries and similar organisations promoting religious beliefs and administering religious services and rituals.

Associations of congregations: Associations and auxiliaries of religious congregations and organisations supporting and promoting religious beliefs, services and rituals.

Group 11: Business and professional associations, unions

Business associations: Organisations that work to promote, regulate and safeguard the interests of special branches of business, e.g., manufacturers' association, farmers' association, bankers' association.

Group 12: Categories not elsewhere classified

These refer to organisations that do not fall in any of the categories above.

Annex III

NACE (Nomenclature des Activités Économiques dans la Communauté Européenne) Rev.2 classification of economic activities

Mining and quarrying

- Mining of coal and lignite;
- Extraction of crude petroleum and natural gas;
- Mining of metal ores;
- Other mining and quarrying;
- Mining support service activities.

Manufacturing

- Manufacture of food products;
- Manufacture of tobacco products;
- Manufacture of textiles;
- Manufacture of wearing apparel;
- Manufacture of leather and related products;
- Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials;
- Manufacture of paper and paper products;
- Printing and reproduction of recorded media;
- Manufacture of coke and refined petroleum products;
- Manufacture of chemicals and chemical products;
- Manufacture of basic pharmaceutical products and pharmaceutical preparations;
- Manufacture of rubber and plastic products;
- Manufacture of other non-metallic mineral products;
- Manufacture of basic metals;
- Manufacture of fabricated metal products, except machinery and equipment;
- Manufacture of computer, electronic and optical products;
- Manufacture of electrical equipment;
- Manufacture of machinery and equipment n.e.c.;
- Manufacture of motor vehicles, trailers and semi-trailers;
- Manufacture of other transport equipment;
- Manufacture of furniture;
- Other manufacturing;
- Repair and installation of machinery and equipment.

Electricity, gas, steam and air conditioning supply	<ul style="list-style-type: none"> - Electricity, gas, steam and air conditioning supply.
Water supply; sewerage, waste management and remediation activities	<ul style="list-style-type: none"> - Water collection, treatment and supply; - Sewerage; - Waste collection, treatment and disposal activities; materials recovery; - Remediation activities and other waste management services.
Construction	<ul style="list-style-type: none"> - Construction of buildings; - Civil engineering; - Specialised construction activities.
Wholesale and retail trade and repair of motor vehicles and motorcycles	<ul style="list-style-type: none"> - Wholesale and retail trade and repair of motor vehicles and motorcycles; - Wholesale trade, except of motor vehicles and motorcycles; - Retail trade, except of motor vehicles and motorcycles.
Transportation and storage	<ul style="list-style-type: none"> - Land transport and transport via pipelines; - Water transport; - Air transport; - Warehousing and support activities for transportation; - Postal and courier activities.
Accommodation and food service activities	<ul style="list-style-type: none"> - Accommodation; - Food and beverage service activities.
Information and communication	<ul style="list-style-type: none"> - Publishing activities - Motion picture, video and television programme production, sound recording and music publishing activities; - Programming and broadcasting activities; - Telecommunications; - Computer programming, consultancy and related activities; - Information service activities.
Financial and insurance activities	<ul style="list-style-type: none"> - Financial service activities, except insurance and pension funding; - Insurance, reinsurance and pension funding, except compulsory social security; - Activities auxiliary to financial services and insurance activities.

Real estate activities	- Real estate activities.
Professional, scientific and technical activities	- Legal and accounting activities; - Activities of head offices, and management consultancy activities; - Architectural and engineering activities; technical testing and analysis; - Scientific research and development; - Advertising and market research; - Other professional, scientific and technical activities; - Veterinary activities.
Administrative and support service activities	- Rental and leasing activities; - Employment activities; - Travel agency, tour operator reservation service and related activities; - Security and investigation activities; - Services to buildings and landscape activities; - Office administrative, office support and other business support activities;
Arts, entertainment and recreation	- Creative, arts and entertainment activities; - Libraries, archives, museums and other cultural activities; - Gambling and betting activities; - Sports activities and amusement and recreation activities.
Other service activities	- Activities of membership organisations; - Repair of computers and personal and household goods; - Other personal service activities.

(Footnotes)

160 respondents out of the 206 from NGOs and Trade Unions who believe that women are not equally represented as men as directors on company boards skipped Question 3.a

National Commission for the Promotion of Equality (NCPE)

Gattard House, National Road,
Blata I-Bajda HMR 9010, Malta

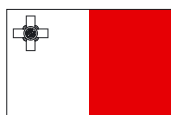
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Partner Organisations



Operational Programme II – Cohesion Policy 2007-2013
Empowering People for More Jobs and a Better Quality of Life
Project part-financed by the European Union
European Social Fund (ESF)
Co-financing rate: 85% EU Funds; 15% National Funds



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