



# Gender Quotas and Other Measures towards a Gender-Balanced Representation in Decision-Making

December 2015





# Table of Contents

<b>1. Setting the Context - Issues in Gender Quotas and Gender Balance in Decision Making</b> .....	9
1.1 Introduction.....	9
1.2 Gender Quotas .....	10
1.3 Other Measures Aimed at Achieving Gender Balance.....	11
1.3.1 Corporate Governance Codes .....	11
1.3.2 Gender Mainstreaming .....	12
1.3.3 Women’s Charters .....	12
1.3.4 Voluntary Commitments .....	13
<b>2. Gender Quotas: Good Practices</b> .....	15
2.1 Gender Quotas in Boardrooms .....	15
2.1.1 Norway: A Success Story? .....	15
2.1.2 Other Legislative Initiatives .....	17
2.2 Electoral Quotas .....	18
<b>3. Local Perspectives On Gender Quotas And Gender Balance In Decision Making</b> .....	19
3.1 Maltese Political Parties represented in Parliament .....	19
3.2 The Private Sector .....	19
3.3 Non-Governmental Organisations and Civil Society .....	20
<b>4. Barriers To Success: Implementing Gender Quotas And Other Measures</b> .....	21
4.1 Different Legislative forms .....	21
4.2 The way forward? .....	22
<b>5. Survey Methodology</b> .....	25
5.1 Sampling.....	25
5.1.1 Data Collection for the General Public .....	26
5.1.2 Quality Control .....	26
5.1.3 Weighting of Results.....	26
5.1.4 Errors.....	26
5.1.5 Data Collection for NGOs and Trade Unions, Companies, and Political Parties .....	27
5.1.6 Quality Control .....	27
5.1.7 Weighting of Results.....	27
5.1.8 Errors.....	28
5.2 General Public.....	28
5.2.1 Coverage and Response.....	28
5.2.2 Sampling .....	29
5.2.3 Estimates of Precision.....	31
5.3 NGOs and Trade Unions .....	31
5.3.1 Coverage and Response.....	31
5.4 Public and Private Companies.....	33

5.4.1 Coverage and Response.....	33
5.4.2 Sampling Errors .....	33
5.5 Members of political parties.....	33
5.5.1 Coverage and Response.....	33
<b>6. Findings.....</b>	<b>37</b>
6.1 Respondents' profile .....	37
6.1.1 General Public.....	38
6.1.2 NGOs and Trade Unions.....	44
6.1.3 Public and private companies.....	48
6.1.4 Members of Political Parties.....	50
6.2 Should Gender Quotas be introduced? .....	51
6.2.1 Perception on the introduction of Gender quotas in company boards: General Public.....	51
6.2.1.1 How should gender quotas be introduced?.....	53
6.2.1.2 Where Gender Quotas should be introduced?.....	53
6.2.2 Perception on the introduction of gender quotas: NGOs and trade unions, public and private companies, political parties .....	54
6.2.2.1 NGOs and Trade Unions .....	59
6.2.2.2 Public and private companies .....	60
6.2.2.3 Why Gender quotas should not be introduced at company level?.....	62
6.2.2.3.1. NGOs and Trade Unions .....	62
6.2.2.3.2. Public and private companies.....	64
6.2.2.4 Perception on the advantages of gender quotas .....	66
6.2.2.5 Members of political parties .....	67
6.2.2.6 How should gender quotas be introduced?.....	67
6.2.2.7 In which companies should gender quotas be introduced?.....	69
6.3 Should Electoral Quotas be introduced? .....	69
6.3.1 Perception on the introduction of electoral quotas: General Public .....	69
6.3.2 How should electoral quotas be introduced?.....	71
6.3.3 Perceptions on how electoral quotas should be introduced: General Public .....	71
6.3.4 Perception on the introduction of electoral quotas: NGOs and trade unions, public and private companies, political parties .....	74
6.3.5 How should electoral quotas be introduced?.....	77
6.3.5.1 NGOs and Trade Unions .....	78
6.3.5.2 Public and private companies .....	78
6.3.5.3 Members of political parties .....	79
<b>7. Recommendations and Conclusions.....</b>	<b>83</b>
7.1 Introduction of quotas: overall perception.....	83
7.1.1 Gender quotas in Company Boards.....	83
7.1.2 Electoral quotas .....	85
<b>8. Action Plan .....</b>	<b>87</b>
8.1 Gender quotas .....	87
8.1.1 Action Plan 1: Introduction of gender quotas in government structures .....	87
8.1.2 Action Plan 2: Introduction of gender quotas in publicly-listed companies on the Malta Stock exchange and large companies .....	88
8.1.3 Legal Actions.....	88

8.2 Concluding Remarks .....	90
<b>Bibliography</b> .....	<b>91</b>
<b>Annex I - Research Tools</b> .....	<b>99</b>
General public.....	99
NGOs and Trade Unions .....	105
Public and private companies .....	115
Members of political parties.....	125
<b>Annex II - Internal Classification of Non-Profit Organisations (ICNPO)</b> .....	<b>133</b>
<b>Annex III - NACE (Nomenclature des Activités Économiques dans la Communauté Européenne) Rev.2 classification of economic activities</b> .....	<b>139</b>

# List of Figures

Figure 1: Level of education of the respondents - General Public .....	39
Figure 2: General Public - level of education .....	40
Figure 3: Representation of women's level of education.....	42
Figure 4: Representation of men's level of education .....	42
Figure 5: General public - Respondents' labour status by gender.....	43
Figure 6: NGOs and Trade Unions - Respondents' role within their organisation.....	45
Figure 7: NGOs and Trade Unions - Role in the organisation based on the respondents' gender.....	46
Figure 8: NGOs and Trade Unions - Role in the organisation.....	47
Figure 9: NGOs and Trade Unions - Women's role within their organisation.....	47
Figure 10: NGOs and Trade Unions - Men's role within their organisation.....	48
Figure 11: Public and private companies - Respondents' role in the organisation by gender.....	50
Figure 12: General Public- Perception on the introduction of gender quotas.....	51
Figure 13: Perception on the introduction of gender quotas based on the respondents' gender.....	52
Figure 14: Perception on the introduction of gender quotas based on the respondents' labour status.....	53
Figure 15: NGOs and Trade Unions - Perception on the introduction of gender quotas .....	55
Figure 16: NGOs and Trade Unions - Perception on the introduction of gender quotas based on the respondents' gender .....	56
Figure 17: Public and Private companies - Perception on the introduction of gender quotas.....	57
Figure 18: Public and private companies - Perception on the introduction of gender quotas based on the respondents' gender .....	58
Figure 19: Political Parties - Perception on the introduction of gender quotas.....	59
Figure 20: NGOs and Trade Unions - Perception on the introduction of gender quotas by the respondents' role in the organisation .....	60
Figure 21: Public and Private Companies - Perception on the introduction of gender quotas by the respondents' role in the organisation.....	61
Figure 22: NGOs and Trade Unions - Percieved reasons why gender quotas should not be introduced in organisation.....	63
Figure 23: Public and Private Companies - Public and private companies- Perceived reasons why gender quotas should not be introduced in organisation.....	65
Figure 24: Members of Political Parties - Perception on the introduction of gender quotas, by gender ....	67
Figure 25: General Public - Perception on the introduction of electoral quotas .....	70
Figure 26: General Public - Perception on the introduction of electoral quotas based on the respondents' gender.....	71
Figure 27: General Public - Perception on reserving parliamentary seats for women.....	72
Figure 28: General Public - Perception of establishing fixed minimum percentage of women to contest elections.....	73
Figure 29: General Public - Perception on the introduction of political party quotas .....	74
Figure 30: NGOs and Trade Unions - Perception on the introduction of electoral quotas by gender.....	75
Figure 31: Public and private companies-Perception on the introduction of electoral quotas by gender ..	76
Figure 32: Political parties- Perception on the introduction of electoral quotas by gender.....	77

# List of Tables

Table 1: General public population - distribution of individuals by gender and age group .....	29
Table 2: General public population - distribution of individuals by gender and district.....	29
Table 3: Distribution of effective gross sample by type of response .....	30
Table 4: Distribution of net sample of the general public by gender and age group .....	30
Table 5: Distribution of net sample of the general public by gender and district.....	30
Table 6: Estimates of precision. ....	31
Table 7: Distribution of non-governmental organisations, including trade unions and civil society organisations, by type of response.....	32
Table 8: Distribution of respondents in non-governmental organisations, including trade unions and civil society organisations, by type of organisation.....	32
Table 9: Public and private companies population - distribution of enterprises by type of response. ....	33
Table 10: Distribution of members of political parties by type of response.....	34
Table 11: Members of political parties - distribution of sample by gender.....	34
Table 12: Members of political parties - distribution of sample by age group. ....	34
Table 13: Distribution of the research participants by gender. ....	37
Table 14: General public population - distribution by gender and age group.....	38
Table 15: General public sample - distribution by gender and age group.....	38
Table 16: General public- level of education based on the respondents' sex. ....	40
Table 17: General public - women's level of education according to age.....	41
Table 18: General public - men's level of education according to the age.....	41
Table 19: Distribution of the NGOs and trade unions population depending on their gender and age group. ....	44
Table 20: NGOs and trade unions sample - distribution by age and gender groups.....	44
Table 21: Distribution of the public and private companies population by gender and age .....	48
Table 22: Public and private companies sample by gender and age .....	49
Table 23: Distribution of the members of political parties by gender and age group .....	50
Table 24: NGOs and trade unions, public and private companies and political parties - perception on introduction of gender quotas.....	54
Table 25: NGOs and trade unions and public and private companies - perceived reasons why gender quotas should not be introduced in organisations.....	62
Table 26: NGOs and trade unions and public and private companies - perceived reasons of the benefits of gender quotas in organisations.....	66
Table 27: Perception on ways to introduce gender quotas in Maltese company boards.....	68
Table 28: Gender quotas introduction within companies .....	69
Table 29: Perception on the introduction of electoral quotas.....	74
Table 30: Ways to introduce electoral quotas.....	78





# 1. Setting the Context - Issues in Gender Quotas and Gender Balance in Decision Making

## 1.1 Introduction

The principle of equality between women and men is a fundamental right. The States' responsibility to protect and promote equality and non-discrimination on the ground of gender is bound by a number of international and EU measures.<sup>1</sup> Despite such measures, the achievement of gender equality still remains a challenge and progress is required in this field. Women generally remain under-represented in the decision making levels within public and private sector organisations, as well as in political participation. This is evident from women's lower rate of managerial role incumbencies in the labour market as well as women's relatively low level of incumbency on the boards of the top-listed companies and in parliaments across Europe.

International research conducted by the United Nations on women's representation in politics as of 1<sup>st</sup> January 2014, shows that women only constitute 21.8% of the members of parliament across various countries<sup>2</sup>. In Malta's case, 25 women contested the 2013 general elections. Of these, only a total of 10 candidates were elected to parliament, constituting a mere 14.3% representation rate<sup>3</sup>. Moreover, following the appointment of her Excellency Marie Louise Coleiro Preca as President of the Republic in April of 2014 (who served as a member of parliament at the time), the representation of women in parliament in May of 2014 stood at 13%<sup>4</sup>. This representation is not only below the EU's average representation of women in national parliaments which presently stands at 27%<sup>5</sup> but also below the global average which stands at 22%<sup>6</sup>.

Looking at the position of women on company boards across the EU, it is noted that women account for just below 18% of board members in the largest publicly-listed companies and for only just over 3%

---

1 Such as the Charter of Fundamental Human Rights (Article 23), the Universal Declaration of Human Rights (UDHR), the Lisbon Treaty (which emphasises the importance of the principles of non-discrimination and equality as fundamental principles of EU), the European Union Directive 2010/41/EU, the Europe 2020 Strategy, the EU Women's Charter, and also the latest legal measure, the EU strategy for equality between women and men (2010-2015).

2 United Nations. (2014). *Women in Politics 2014*. Retrieved on 17<sup>th</sup> March, 2014 from [http://www.ipu.org/pdf/publications/wmnmap14\\_en.pdf](http://www.ipu.org/pdf/publications/wmnmap14_en.pdf)

3 Electoral Commission Website. (2014). Accessed on 15<sup>th</sup> April, 2014 from: <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTR-j%2bVUC%2bV%2bUE2O2A%2bhJiqqzFJpfCPfasq3UeHI1Y1uK0vg48th55fibDFSaQtY27PIEKLZ59IFmZfKmOM2zsvFruAICQzcsJUytZQfi-hDI0uSkqRjw%3d%3d>

4 European Commission, Justice Database. (2014). Accessed 17<sup>th</sup> March, 2013 from: [http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/politics/national-parliaments/index\\_en.htm](http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/politics/national-parliaments/index_en.htm)

5 Ibid.

6 Quota Project - Global database of quotas for women (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.quotaproject.org/aboutquotas.cfm>

of board chairs<sup>7</sup>. In 2013, the representation of women on boards of Maltese publicly-listed companies stood at 2.8%, the lowest in the EU<sup>8</sup>.

In view of this data, we find a solid base to argue that such unequal representation among the genders, particularly regarding their low participation in policy decision-making, hinders democratisation and social development in general<sup>9</sup>. The needs of women and men with caring responsibilities must also need to be taken into consideration to ensure equal opportunities for individuals to participate in Parliament. Within the context of a fuller participation of both women and men, there is empirical evidence that supports the expectation that the presence of women in parliament may be necessary to propose policies that men are usually less likely to put in place, and thus, a larger female representation may be justified as a way to redirect policy implementation and public spending towards specific areas of importance to women<sup>10</sup>.

58.9% of university graduates in Malta are women, putting Malta alongside the EU average of 60%. Although this may lead to women having the necessary education and skills to hold top jobs -women are not suitably represented in the public nor in the private sector.

This shortfall is a detriment to businesses, as increased female representation brings financial benefits to organisations, as companies would have at their disposal the most qualified and skilled employees, thereby resulting in increased labour productivity<sup>11,12</sup>. In order to address the current state of affairs, where economic growth potential is not taken advantage of, the European Commission, with the backing of the European Parliament, has proposed a directive establishing a procedural gender quota<sup>13</sup>, as will be outlined below.

## 1.2 Gender Quotas

The issue of women's representation has become more prominent over recent decades. In some EU member states, besides the legal directives, other measures, such as the establishment of statutory gender quotas, policies for increasing women's participation and policies for achieving a more gender-balanced representation, were also introduced.<sup>14</sup> The establishment of these quotas may be attained by mandating a certain percentage of the members of an organisation to be of one gender, and are usually used as an instrument for attaining equal representation in boardrooms, committees, governments and parliaments<sup>15</sup>. The introduction of gender quotas at an EU level would mean that qualification and merit remain the key criteria to be appointed on a company board, but in the case of equal qualification, priority will have to be given to the candidate of the under-represented gender<sup>16</sup>.

---

7 European Commission, Press Releases IP/10/237. (2010). *European Commission strengthens its commitment to equality between women and men*. Retrieved on 17<sup>th</sup> March, 2013 from: [http://europa.eu/rapid/press-release\\_IP-10-237\\_en.htm](http://europa.eu/rapid/press-release_IP-10-237_en.htm)

8 European Commission. (2013). *Women and Men in Leadership positions in the European Union, 2013*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/gender\\_balance\\_decision\\_making/131011\\_women\\_men\\_leadership\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_balance_decision_making/131011_women_men_leadership_en.pdf)

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

10 Lijphart. (1991) pp42-48; Schwindt-Bayer and Mishler. (2005) pp 407-428.

11 United Nations Economic Commission for Europe. (2012). pp 3-46.

12 Dezso and Ross. (2012). pp 1072-1089; Fortunato and Panizza. (2011). Polis Working Paper 155.

13 European Commission. (2014). *Gender balance on corporate boards: Europe is cracking the glass ceiling*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/documents/140303\\_factsheet\\_wob\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

14 Murray, Krook and Opello. (2012). pp 529-543.

15 Baltruniate et al. (2012). CESifo Working Paper 3734.

16 European Commission. (2014). *Gender balance on corporate boards: Europe is cracking the glass ceiling*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/documents/140303\\_factsheet\\_wob\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

Reference is made to the Maltese Constitution, Article 45(11) which states that justifiable special measures can be undertaken in order to accelerating *de facto* equality between men and women. Reference is also made to the Laws of Malta, Chapter 456, Equality for Men and Women Act, Article 2(4)(b) states that difference of treatment between men and women is not deemed to constitute discrimination so far as such treatment constitutes measures of positive action for the purpose of achieving substantive equality for men and women.

On an EU level, the 2014 European Commissioner for Justice, Fundamental Rights and Citizenship, Ms. Viviane Reding called on EU Member States to set a target to voluntarily increase the number of women, being the under-represented gender, on boards to 30% by 2015 and 40% by 2020<sup>17</sup>. These voluntary initiatives include governance codes, charters, training, mentoring and databases promoting female candidates. Moreover, in November 2012, the European Commission proposed the introduction of legally-binding gender quotas, which provided for publicly-listed companies to raise their proportion of women on company boards to 40%. This would not apply to small- and medium- sized enterprises<sup>18</sup>. This proposal is expected to apply to approximately 5,000 publicly-listed companies in the European Union.

One of the countries that addressed the principle of gender balance as early as 2006 was Norway, with the introduction of quotas for gender parity<sup>19</sup>. Other such measures relating to gender quotas, that have been introduced at national as well as European levels, are being presented in the following sections.

## 1.3 Other Measures Aimed at Achieving Gender Balance

### 1.3.1 Corporate Governance Codes

In a broad sense, corporate governance codes, are a set of controls and business practices that a company adopts in order to ensure business continuity and long-term survival<sup>20</sup>. Following recent financial turmoil, regulatory bodies require publicly-listed companies and organisations operating in the financial industry to adopt corporate governance codes that regularise the way boards and companies function, and assure investors in a company that the company's objectives and operations will be carried out in a manner that benefits the best interests of the company<sup>21</sup>. Some corporate governance codes promote and stress the importance of the principle of gender equality. In the Swedish Corporate Governance Code, emphasis is placed on corporate fostering of diversity and gender equality. They also mandate for boards to have equal gender parity<sup>22</sup>. Generally, member states that have introduced corporate governance codes with such clauses tend to have a higher proportion of women at board level. The examples of Sweden and Finland are illustrative<sup>23</sup>. The Malta Financial Services Authority (MFSA) which is the regulator for the financial services sector in Malta, provides

---

17 European Commission. (2013). *Women and Men in Leadership positions in the European Union, 2013*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/gender\\_balance\\_decision\\_making/131011\\_women\\_men\\_leadership\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_balance_decision_making/131011_women_men_leadership_en.pdf)

18 European Commission. (2012). *The Current Situation of Gender Equality in Malta*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/epo\\_campaign/130911\\_epo\\_country\\_profile\\_malta.pdf](http://ec.europa.eu/justice/gender-equality/files/epo_campaign/130911_epo_country_profile_malta.pdf)

19 European Commission, Justice Directorate. (2011). Report on Progress on Equality between Women and Men in 2010, The Gender Balance in Business Leadership. Retrieved 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/progressreport\\_equalwomen\\_2010\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/progressreport_equalwomen_2010_en.pdf)

20 Brink. (2011).

21 Malta Financial Services Authority Website. Accessed 18<sup>th</sup> August, 2014 from: <http://www.mfsa.com.mt/pages/viewcontent.aspx?id=365>

22 Swedish Corporate Governance Code. (2010). Retrieved on 18<sup>th</sup> March, 2014 from: [http://www.enirogroup.com/sites/default/files/files/svensk\\_kod\\_bolagsstyrning\\_en.pdf](http://www.enirogroup.com/sites/default/files/files/svensk_kod_bolagsstyrning_en.pdf)

23 European Commission, Justice Directorate. (2011). Report on Progress on Equality between Women and Men in 2010, The Gender Balance in Business Leadership. Retrieved 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/progressreport\\_equalwomen\\_2010\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/progressreport_equalwomen_2010_en.pdf)

codes of principles for good corporate governance of organisations<sup>24</sup>. However, these guidelines do not stress the importance of the principle for gender equality.

### 1.3.2 Gender Mainstreaming

Gender mainstreaming is an important strategy to be undertaken by policy-makers and implementers alike to strive for gender equality. The Council of Europe (2009) defines gender mainstreaming as *'the (re) organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in policies at all levels and at all states, by the actors normally involved in policy-making'*. This argument has been sustained by many scholars including Njenga and colleagues (2010), who point to the process of gender mainstreaming as the most proper tool to address inequalities. Therefore, the ultimate goal of this process is the achievement of gender equality, which requires a strong political will, accountability, a change in culture, as well as technical capacity<sup>25</sup>.

Gender mainstreaming has been official Government policy since 26 June 2000 (OPM Circular No 24/2000), which policy was reiterated in 2012 (OPM Circular No.15/2012). Thus Ministries, departments and public entities are required to gender mainstream both their internal as well as their external policies, planned actions and practices.

Gender mainstreaming is a process which should be implemented as a strategy to achieve gender equality at all strata, including equal representation in parliament and company boards.

### 1.3.3 Women's Charters

Another strategy being pursued to achieve gender balance is that of enacting charters. At the EU level, the first women's charter was introduced in 2010, with the aim of achieving gender balance, promoting equality in the labour market, and reducing the gender pay gap. This charter also aims to open up access to management positions to the female gender and to provide women with an incentive not only to enter but also to remain in the labour market<sup>26</sup>. This was successfully applied in the Netherlands, where the public and private sectors have been collaborating to participate in the *'Talent to the Top: Women in Decision-Making'* Charter<sup>27</sup>. The critical success factor here has been the existence of open interaction among all relevant parties: organizations in the Netherlands have been invited to join and sign the charter. In doing so, they commit to develop and pursue a strategy that enhanced possibilities for women to take managerial positions. The goals and achievements attained are reported to a monitoring commission, which reports annually to the Ministry of Economic Affairs and announces the results of the signatories in the media, referring to the names of the organizations and companies concerned<sup>28</sup>. The Dutch Government is also committed to the charter as an exemplary employer. Therefore, in Dutch governmental advisory bodies, it is now compulsory to ensure a proportional representation of women and men, and as from 2010 all new appointments have been made accordingly. This may be considered to be effective in achieving gender balance, since the share of women on the highest decision-making body of the largest Dutch companies has tripled from 5% in 2004 to 15% in 2010<sup>29</sup>, which is still not the case in most of the EU Member States.

---

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

25 Njenga et al. (2011). pp 379-391.

26 European Commission, Press Releases IP/10/237. (2010). *European Commission strengthens its commitment to equality between women and men*. Retrieved on 17<sup>th</sup> March, 2014 from: [http://europa.eu/rapid/press-release\\_IP-10-237\\_en.htm](http://europa.eu/rapid/press-release_IP-10-237_en.htm)

27 United Nations Economic Commission for Europe. (2012) pp 3-46.

28 Talent to the Top Charter. (2008) Retrieved on 17<sup>th</sup> March, 2014 from: [http://www.talentnaardetop.nl/uploaded\\_files/mediaitem/Charter\\_Talent-NaarDeTop\\_EN\\_03.pdf](http://www.talentnaardetop.nl/uploaded_files/mediaitem/Charter_Talent-NaarDeTop_EN_03.pdf)

29 European Commission, Justice Directorate (2011). Report on Progress on Equality between Women and Men in 2010, The Gender Balance in Business Leadership. Retrieved 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/progressreport\\_equalwomen\\_2010\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/progressreport_equalwomen_2010_en.pdf)

### 1.3.4 Voluntary Commitments

Other measures to improve gender balance in the workplace include voluntary commitments. In March 2011, the EU Commissioner for Justice Viviane Reding issued a challenge to companies listed on the stock exchange in Europe, to voluntarily increase the number of women on their governing bodies by signing a “*voluntary commitment by publicly listed companies to increase women’s presence on corporate boards*” in Europe<sup>30</sup>. However, this has not been successfully taken up when considering that in 2012, only 24 companies across Europe had joined the initiative aimed at attaining the 30% target by 2015 (as indicated in the strategy directive)<sup>31</sup>.

---

30 European Commission. (2011). *Justice Commissioner Reding challenges business leaders to increase women’s presence on corporate boards with “Women on the Board Pledge for Europe.”* MEMO/11/124. Accessed on 14<sup>th</sup> March, 2014 from: [http://europa.eu/rapid/press-release\\_MEMO-11-124\\_en.htm](http://europa.eu/rapid/press-release_MEMO-11-124_en.htm)

31 European Commission. (2013). *Cracking Europe’s glass ceiling: European Parliament backs commission’s women on board’s proposal.* IP/13/1118. Accessed 14<sup>th</sup> March, 2014 from: [http://europa.eu/rapid/press-release\\_IP-13-1118\\_en.htm](http://europa.eu/rapid/press-release_IP-13-1118_en.htm)



## 2. Gender Quotas: Good Practices

### 2.1 Gender Quotas in Boardrooms

Legislative measures for gender quotas in boardroom representation have been adopted in a number of European states. Norway was the first state to implement a legislative framework for gender quotas and to have over 40% female representation on the boards of publicly listed and state-owned companies<sup>32</sup>. A closer look at Norway's approach to increasing the representation of women on boards is therefore warranted.

#### 2.1.1 Norway: A Success Story?

Norway introduced gender quotas in state-owned companies in 2003 and on a voluntary basis for publicly-listed companies. Eventually, after little progress was attained with the voluntary system, in 2006, the measure became mandatory for public limited companies listed on the Norwegian stock-exchange<sup>33</sup>. For boards composed of more than nine members, a 40% quota was mandated, whereas for boards with nine members or less, the quota was set for a minimum of 33.33%<sup>34</sup>. State-owned companies were given one year to reach the 40% target. Following the drafting of further legislation, private companies were given until the 1<sup>st</sup> of January of 2008 to meet the quota, before sanctions for non-compliance began to apply. Sanctions included official warnings, financial penalties and delisting of the company from the stock exchange. Since the introduction of quotas, representation of women on the boards of Norwegian enterprises has increased from 6.8% in 2002 to 44% in 2011. The Norwegian government announced full compliance in the second quarter of 2008, having almost 600 women voted onto company boards<sup>35</sup>.

Although the introduction of quotas was successful, the overall process of implementation was challenging. Those who opposed the quotas scheme claimed that increasing the number of women on boards would introduce a sense of tokenism<sup>36</sup>, and that good-quality male board members would be ousted to make way for poorer-quality female candidates<sup>37</sup>. This is similar to the stance taken by most

---

32 Bratton and Ray.(2002). pp 428-437.

33 Sweigart. (2012). *Women on Board for Change: The Norway Model of Boardroom Quotas As a Tool For Progress in the United States and Canada*. Retrieved on 15<sup>th</sup> April, 2014 from: <http://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=1007&context=njillb>

34 Fichtl. (2013). pp 62-64.

35 European Commission, Justice Directorate. (2011). Report on Progress on Equality between Women and Men in 2010, The Gender Balance in Business Leadership. Retrieved 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/progressreport\\_equalwomen\\_2010\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/progressreport_equalwomen_2010_en.pdf)

36 The practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from under-represented groups in order to give the appearance of sexual or racial equality within a workforce. (Oxford dictionary, <http://www.oxforddictionaries.com/> retrieved 01.12.15)

37 Reimann, A. (2012). *Norway's Gender Quota: A laboratory for the advancement of women*. Spiegel online 29<sup>th</sup> May, 2012. Accessed 14<sup>th</sup> April, 2014 from: <http://www.spiegel.de/international/topic/norway/>



persons who opposed gender quotas, including women who consider quotas as tokenism for gender diversity and that board pressures may increase, when women are appointed as a result of legislative or societal pressure rather than on the basis of merit, skills and their credentials<sup>38</sup>. To this effect, the Norwegian government established the Female Future programme, a training and networking programme where companies identified a minimum of three women candidates to participate. Thanks to this initiative, 600 women successfully completed the programme, 360 of whom joined a number of Norwegian company boards<sup>39</sup>.

European institutions and academics took into consideration the necessity of voluntary programmes, such as the Female Future programme for promotion of gender equality in companies. Visser (2011) divides these voluntary measures into three categories:

- Good practice in companies (e.g. setting targets; developing training programmes);
- Cross-company and sector initiatives (e.g. awards, charters); and
- Industry self-regulation instruments (e.g. Corporate Governance Codes).

Voluntary measures are also supported by the European Commission, which points out that good practices in companies must include training and mentoring or sponsor programmes, as well as the implementation of voluntary gender quotas at the company level<sup>40</sup>.

Looking back at the case of Norway, the introduction of quotas has also led to the emerging trend that even companies outside the legislative framework seem to have increased the number of women on their boards. This may be due to the benefits that gender diversity may bring to a boardroom, such as a broader spectrum of skills to the board of directors. In this regard, some authors stressed that diverse gender representation on the boards, could be considered as a strong driver of innovation<sup>41</sup>, and therefore, having more women on boards could contribute to improving innovation in the business and possibly to improving the firm's performance<sup>42</sup>. This strand of research also supports a more global cultural change in terms of diversity management at the human resources level<sup>43</sup>, and gives credibility to the establishment of critical quotas of female representation within boardrooms such as that proposed by the European Union Justice Commissioner referred to earlier on.

Notwithstanding the apparent success of quotas, non-executive director appointments account for most of the increase in representation<sup>44</sup>. In the case of Norway, quotas have not been able to effectively address the issue of increased women representation in executive positions, nor their increased presence at the organisation's higher echelons. According to the available data, in Norway the percentage of women still stands at only 2% of CEOs and 10% of executive committee members<sup>45</sup>. Moreover, the increased number of women board members was partly achieved through an increase in board size, rather than by replacing significant

---

38 Campbell and Miguez-Vera. (2008). pp 435–451.

39 Reimann, A. (2012). *Norway's Gender Quota: A laboratory for the advancement of women*. Spiegel online 29<sup>th</sup> May, 2012. Accessed 14<sup>th</sup> April, 2014 from: <http://www.spiegel.de/international/topic/norway/>

40 For details of best practices in specific companies see: European Commission. (2007).; Maier. (2011).; Thomson. (2011).; Burke and Mattis. (2005).

41 Calabro. (2011).

42 Torchia, Calabro and Huse. (2011). pp 299–317.

43 Alcazar, Fernandez and Gardey. (2012). pp 511–531.

44 Ibid.

45 Government Equalities Office United Kingdom. (2014). Accessed 15<sup>th</sup> April, 2014 <https://www.gov.uk/government/organisations/government-equalities-office>



numbers of existing members<sup>46</sup>. Additionally, some studies suggest that the plummeting value of the companies involved might be partly a result of the lack of experience of the women, appointed to company boards, in accordance with the quota legislation<sup>47</sup>.

Norway's achievements in this milieu, however, should also be taken into the broader contextual framework, since the state has an institutional and policy setup that is very much unlike other European countries. Aside from this setup, Norway remains one of the few states with a significant state support system for childcare, a progressive welfare state and a generous parental (both maternity and paternity) leave entitlement<sup>48</sup>.

### 2.1.2 Other Legislative Initiatives

In 2007, Spain introduced legislation that encourages a balanced representation of women and men in corporate boards for companies employing more than 250 employees<sup>49</sup>. The legislation recommends that companies gradually increase the representation of women on their boards to 40% by 2015. As such, there are no penalties that organisations incur if they do not reach the targeted representation, although preference for public contracts is given to bidding companies in possession of an 'equality label'<sup>50</sup>. From October 2010 to October 2013, Spain registered a 5.3% increase in women occupying positions on company boards.

Italy and France introduced quotas in 2011, experienced changes of 10.4% and 17.4% respectively<sup>51</sup>. In Italy, a 33% quota was set for publicly-listed companies and state-owned companies. The target date for reaching this quota is 2015 and sanctions for non-compliance are being progressively introduced. These range from official warnings to fines and forfeiture of the offices of elected board members. On January 13<sup>th</sup> 2011, the French Parliament approved a law for the adoption of a two-stage gender quota<sup>52</sup>. The first-stage target was set at 20% and had to be attained by 2014. The second-stage target is set at 40% and the quota is to be reached by 2017. The quota is applicable to state-owned companies, stock exchange listed companies, as well as non-listed companies with at least 500 employees and revenues of over €50 million.

Another state that has taken a considerable step towards attaining gender balance on company boards<sup>53</sup> is the Netherlands. In comparison with the above mentioned EU states, is that the gender quotas instituted in the Netherlands are not applicable to publicly-listed enterprises and state-owned corporations. The quota is valid for boards of directors of public and private companies that meet at least two of three set criteria. These criteria are that the total valuation of assets is greater than €17.5 million, a net annual turnover of €35 million and/or an annual average number of employees exceeding 250 people. Data shows that between 2010 and 2013, the number of women on boards following this

---

46 Reimann, A. (2012). *Norway's Gender Quota: A laboratory for the advancement of women*. Spiegel online 29<sup>th</sup> May, 2012. Accessed 14<sup>th</sup> April, 2014 from: <http://www.spiegel.de/international/topic/norway/>

47 Ahern and Dittmar. (2012). pp 137-197.

48 Norwegian Government Website (2014). Accessed 14<sup>th</sup> March, 2014 from: [http://www.regjeringen.no/en/dep/bld/topics/child-welfare.html?reg\\_oss=1&id=1058](http://www.regjeringen.no/en/dep/bld/topics/child-welfare.html?reg_oss=1&id=1058)

49 European Commission. (2012). *The current situation of gender equality in Malta – Country Profile*. Retrieved on 21<sup>st</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/epo\\_campaign/130911\\_epo\\_country\\_profile\\_malta.pdf](http://ec.europa.eu/justice/gender-equality/files/epo_campaign/130911_epo_country_profile_malta.pdf)

50 Ibid. (2012).

51 European Commission. (2014). *Gender balance on corporate boards: Europe is cracking the glass ceiling*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/documents/140303\\_factsheet\\_wob\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

52 Nekhili and Gatfaouri. (2013). pp 227-249

53 Applies to publicly listed companies, excluding the small and medium enterprises with less than 250 employees and an annual turnover not exceeding EUR 50 million.

measure has increased by 10.2%<sup>54</sup>. The statutory 30% quota which was set in 2011 must be reached by 2016, with a conditional statutory requirement for companies that they must explain publicly why they have not complied with this quota if they fail to do so. The system is based on the premise that having a one-size-fits-all legislation that would impose fines/penalties on all companies might not be the best solution. When explaining non-compliance publicly, organisations are exposing their reasons and a market sanction, rather than a legal sanction, would apply as investors and clients may not look at the company favourably for not putting in place the quota system.

To sum up, based on the empirical evidence presented above, some conclusions can be drawn:

- when legislative gender quotas are introduced, the changes in the share of women on company boards may be expected to rise faster when these are backed by penalties (Norway and Italy), compared with the case when quotas were taken in the context of unrestricting regulations (Spain). Additionally, the evidence shows that, where no penalties are applied (the Netherlands), quotas could still be effective, which suggests that in this context, importance is given on having gender equality at board level without the need for penalties.
- while quotas seem to be effective in ensuring that there is female representation at board level, it does not necessarily break the “glass ceiling”, as the case of Norway, where the number of females holding executive positions remains low and almost unchanged, amply illustrates. Further study in understanding the various outcomes related to quotas is warranted and could contribute towards understanding the main obstacles that prevents women from breaking the glass ceiling.

## 2.2 Electoral Quotas

Electoral quotas may be defined as, ‘an affirmative measure that establishes a fixed percentage or number for the nomination or representation of a specific group, in this case women – most often in the form of a minimum percentage, which may be 20, 30 or 40’<sup>55</sup>. Therefore, the main idea behind electoral quota systems is similar to that of gender quotas in boardrooms, which have recently been introduced in a number of states. The three types of gender quotas used are the following:

1. Reserving parliamentary seats for women which would require constitutional and/or legislative changes;
2. Legal candidate quotas: setting a minimum for the share of women on candidate lists which may also require constitutional and/or legislative changes;
3. Political party quotas where the parties voluntarily initiate a measure written in their statutes.

Looking at the latest findings, women across the EU constituted 25.6% of the members of national parliaments (2013)<sup>56</sup>. In the case of Malta, women constitute 13% of members of parliament, whereas by way of illustration, in Spain, this percentage stands at 36% and in Sweden 45%<sup>57</sup>, which is the highest percentage rate of women in parliament among all of the EU Member States. Thus, an interesting research question to be followed in this study is to establish the willingness of women to participate in political life in Malta and to establish what obstacles may be at play.

---

54 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](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

55 Dahlerup. (2006).

56 Quota Project - Global database of quotas for women. (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.quotaproject.org/aboutquotas.cfm>

57 Sweden has the highest percentage rate of women in parliament among the EU states.

### 3. Local Perspectives On Gender Quotas And Gender Balance In Decision Making

#### 3.1 Maltese Political Parties represented in Parliament

The Labour Party has a voluntary 20% quota for women on its electoral list. In the electoral manifesto of 2013, it declared that a Labour government would ensure gender equality through initiatives mandated at European Level from Directives, as well as holistically through the United Nations (UN) conventions to eliminate discrimination against women. In this manifesto, the Labour Party also pledged to ensure that more women will sit on government boards and will nominate more women to occupy key government positions.

The Nationalist Party electoral manifesto of 2013 declares that the party pledges that company boards of public entities will have a female representation of at least 40% and will strive to invite private firms to do the same by the year 2020<sup>58</sup>.

#### 3.2 The Private Sector

The private sector in Malta has a number of organisations representing the interests of the local business community. The three main entities representing the private sector in Malta are the Malta Chamber of Commerce, Enterprise and Industry, the Malta Employers Association (MEA) and the General Retailers and Traders Union (GRTU). All entities have, in the past, concurred with the stance of the government of the time to oppose any form of legal imposition such as quotas, although they had acknowledged the need to have more women representation on boards<sup>59</sup>.

The Malta Chamber of Commerce stressed that quotas do not adequately address the need to improve gender balance on boards and that skill, merit and qualifications should be considered as a priority instead of gender. Furthermore, with quotas taking precedence over competences, females may be given jobs on the basis of gender rather than academic qualifications and merit<sup>60</sup>. According to the Chamber of Commerce, an ideal approach would be to implement measures that encourage a natural rise in the number of women at decision-making level, including incentives for females to retain their employment and help strike a balance between work and family<sup>61</sup>. The MEA is against the

---

58 Partit Nazzjonalista Electoral Manifesto. (2013).

59 Spiteri, L. (2012). Promoting Women in Decision Making in the Economy through Quotas: A Maltese Perspective. Retrieved 18<sup>th</sup> August, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/exchange\\_of\\_good\\_practice\\_no/mt\\_comments\\_paper\\_no\\_2012\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/exchange_of_good_practice_no/mt_comments_paper_no_2012_en.pdf)

60 Malta Chamber of Commerce Website. (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.maltachamber.org.mt/content.aspx?id=335674>

61 Ibid.

introduction of legal quota obligations on organisations, stating that by time more women will make it to board level<sup>62</sup>.

The GRTU had adopted a similar stance, strongly objecting to the imposition of quotas and declaring that in important economic functions such as directorship and senior management, merit should be the sole criterion for appointment<sup>63</sup>. The GRTU made it amply clear that it would also object to any selection criteria imposed on private businesses, especially small owner-managed and mainly family-run businesses<sup>64</sup>. Interestingly, the GRTU also suggested supporting specialised funded schemes to train more people in order to be able to take board directorship, including special support for women who wish to train for such roles<sup>65</sup>. Additionally, the GRTU objected to appointments of men in these roles when made without any consideration of the individual's ability and training. It had added that the very livelihoods of people and their well-being should be dependent on the success of enterprises, and that logically, the choice of leaders should be based on qualifications and skills alone, excluding choices based on other criteria.

### 3.3 Non-Governmental Organisations and Civil Society

The issue regarding the gender imbalance on company boards in Malta was also addressed by the civil society organisations working on gender issues such as the Malta Confederation of Women's Organisations (MCWO) and the National Council of Women in Malta (NCW). In March 2012, the MCWO and the NCW had urged the Maltese government to take up the challenge and follow in the footsteps of other EU Member States – notably Belgium, France, Italy, the Netherlands and Spain – that have adopted legislation to introduce gender quotas for company boards<sup>66</sup>. In view of the fact that progress has been slow, more effort is required to attain a better gender balance in economic decision-making. It is to be noted that since these organisations put forward their original request, the government's position is in favour of the 'Proposal for a directive of the European Parliament and of the Council on improving the gender balance amongst directors of companies listed on stock exchanges and related measures' introducing target dates for achieving quantified objectives.

---

62 Spiteri, L. (2012). Promoting Women in Decision Making in the Economy through Quotas: A Maltese Perspective. Retrieved 18<sup>th</sup> August, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/exchange\\_of\\_good\\_practice\\_no/mt\\_comments\\_paper\\_no\\_2012\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/exchange_of_good_practice_no/mt_comments_paper_no_2012_en.pdf)

63 General Retailers and Traders Union Website. (2014). Accessed 14<sup>th</sup> March, 2014 from: [http://grtu.net/data/index.php?option=com\\_content&task=view&id=1613](http://grtu.net/data/index.php?option=com_content&task=view&id=1613)

64 Ibid.

65 This is an initiative similar to that which Norway had pursued in its quota implementation by setting up the Female Future Programme.

66 National Council of Women in Malta Website. (2014). Accessed on 14<sup>th</sup> March, 2014 from: <http://www.ncwmalta.com/home?!=1>; Malta Confederation of Women's Organisations Website (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.mcwo.net/>

## 4. Barriers To Success: Implementing Gender Quotas And Other Measures

### 4.1 Different Legislative forms

In attempting to narrow the gender gap on corporate boards, there is some divergence among EU states that have implemented different legislative provisions for gender quotas. Although adoption is multi-causal and cannot be ascribed to just one factor, the type of penalty for non-compliance, for instance, seems to affect the share in the change of female representation.

Another determinant seems to be the size and type of inclusion of companies in the law, i.e. whether it will be for publicly-listed companies alone or whether it will also be extended to private companies that fall within particular pre-established thresholds, such as the number of employees and/or turnover. Norway, Spain, Italy and Belgium have opted for state-owned and publicly-listed firms on their national stock exchanges, while France and the Netherlands have also included private companies based on the number of people they employ and turnover figures. It is expected that attaining the targeted quotas will take longer given the larger number of firms that needs to conform to the legislation. Thus, while Norway managed to reach a 40% quota for private companies within three years, France is envisaging that attaining the quota will require at least six to seven years, whereas the Netherlands has set a five-year target to reach a 30% quota<sup>67</sup>. This may also seem ambitious for the Netherlands when considering that the quota also applies for senior management positions besides board members, although this type of legislative form may enable women to reach those executive positions. As referred to earlier on, complementing their efforts to reach such an ambitious target, the Netherlands have also promoted a charter that has had considerable success in increasing female participation at the executive level. In the case of Norway, it is worth mentioning that quotas have only resulted in more female participation at board level and not at senior managerial levels.

In sum, despite the fact that the representation of women on company boards has increased across most member states, Malta has actually registered a decrease over the past years from October of 2011 to October 2013, as the number of women sitting on boards has dropped slightly from 3.3% in 2011 to 2.8% in 2013<sup>68</sup>.

---

67 Fichtl. (2013). pp 62-64.

68 European Commission. (2014). *Gender balance on corporate boards: Europe is cracking the glass ceiling*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/documents/140303\\_factsheet\\_wob\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

## 4.2 The way forward?

Before undertaking the survey as an integral part of this study, we need to add a note regarding the sentiments on the basis of which gender quotas seem to be characterised. When it comes to public perception regarding the state of gender equality, the national survey on gender inequality (conducted in 2009) shows that 49% of Maltese respondents believe that inequality among genders is rare, which contrasts with the perception of the majority of respondents in EU, where 62% of the respondents believe that gender inequality is widespread<sup>69</sup>. Additionally, the survey shows that the majority of the Maltese perceive the business community and politics to be a male-dominated world, where training and more support measures are required for women to enter the labour force and political life, rather than through the use of quotas<sup>70</sup>.

In the ambit of what seems to be an apparent divergence of views between two different spheres of society, there is clear general agreement that breaking the glass ceiling requires additional measures such as: specialised training and other support measures (as expressed by the public, the business community, organisations representing the interest of women and implemented by government at the political level), fiscal incentives, and support facilities such as access to free childcare centres. In the case of Norway, some of the critical success factors for the introduction of gender quotas included specialised training programmes and significant state support for women.

Thus, a political decision needs to be taken to implement the positive action provisions within Maltese Legislation, as outlined in section 1.2. Also, it is to be noted, that although Maltese legislation allows for positive action as a temporary special measure, this should not be taken as a standalone measure. Any positive action measure or temporary special measure which is undertaken with the aim to redress a past discriminatory situation must be implemented alongside other measures which support the underrepresented group to break the glass ceiling in decision making and political participation.

---

69 European Commission. (2010). Gender Equality in the European Union in 2009. Special Eurobarometer 326. Retrieved on 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/public\\_opinion/archives/ebs/ebs\\_326\\_en.pdf](http://ec.europa.eu/public_opinion/archives/ebs/ebs_326_en.pdf)

70 Ibid.

# Methodology

Gender Quotas and Other  
Measures towards a Gender-  
Balanced Representation in  
Decision-Making





## 5. Survey Methodology

The aim of this study was to collect information about Gender Balance and Gender quotas in Malta. To collect this information, the NCPE adopted a quantitative approach and designed four questionnaires for this purpose. Each questionnaire essentially targets each one of the four groups identified in the tender document setting out the scope of this project, namely:

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

Each questionnaire addressed both the matter of Gender Balance in Decision-Making, as well as the introduction of gender quotas in the Maltese commercial and political environments. Each of these questionnaires were piloted by the contractor and optimised in accordance with the pilot study outcome. The NCPE subsequently 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, perhaps more importantly, about its confidentiality status beforehand. The results were then given to the contractor for analysis and for the compilation of this report and another one.

The four questionnaires used to conduct these surveys can be found in the appendices at the end of this document.

### 5.1 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.

### 5.1.1 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.

### 5.1.2 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.

### 5.1.3 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.

### 5.1.4 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*.

### 5.1.5 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.

### 5.1.6 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.

### 5.1.7 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.

### 5.1.8 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.

## 5.2 General Public

### 5.2.1 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
<b>Total</b>	<b>173,061</b>	<b>100.0</b>	<b>176,347</b>	<b>100.0</b>	<b>349,408</b>	<b>100.0</b>

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

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

#### 5.2.2 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	-	-
<b>Total</b>	<b>2,721</b>	<b>100.0</b>	<b>1,411</b>	<b>100.0</b>

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

Table 4 and 5 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
<b>Total</b>	<b>504</b>	<b>100.0</b>	<b>513</b>	<b>100.0</b>	<b>1017</b>	<b>100.0</b>

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

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

### 5.2.3 Estimates of Precision

Table 6. 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 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.  $72.2\% \pm 3.3\%$ .

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.

## 5.3 NGOs and Trade Unions

### 5.3.1 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
<b>Total</b>	<b>389</b>	<b>100.0</b>

**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.



## 5.4 Public and Private Companies

### 5.4.1 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
<b>Total</b>	<b>506</b>	<b>100.0</b>

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).

### 5.4.2 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.

## 5.5 Members of political parties

### 5.5.1 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
<b>Total</b>	<b>86</b>	<b>100.0</b>

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
<b>Total</b>	<b>33</b>	<b>100.0</b>

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
<b>Total</b>	<b>33</b>	<b>100.0</b>

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

# Findings

Gender Quotas and Other  
Measures towards a Gender-  
Balanced Representation in  
Decision-Making



## 6. Findings

This chapter deals with the results obtained from the surveys collected by the NSO. A number of questions related to gender quotas and 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.

### 6.1 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 and Private Companies	Members of Political Parties
<b>Total Population</b>	349,408	833	506	86
<b>Total Participants</b>	1,017	389	315	33
<b>Male</b>	504 49.6%	256 65.8%	204 64.8%	29 87.9%
<b>Female</b>	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 into further detail by analysing the age, gender and labour status of participants.

### 6.1.1 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%
<b>Total</b>	<b>173,061</b> 100%	<b>176,347</b> 100%	<b>349,408</b> 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%
<b>Total</b>	<b>504</b> 100%	<b>513</b> 100%	<b>1017</b> 100%

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

## Level of Education

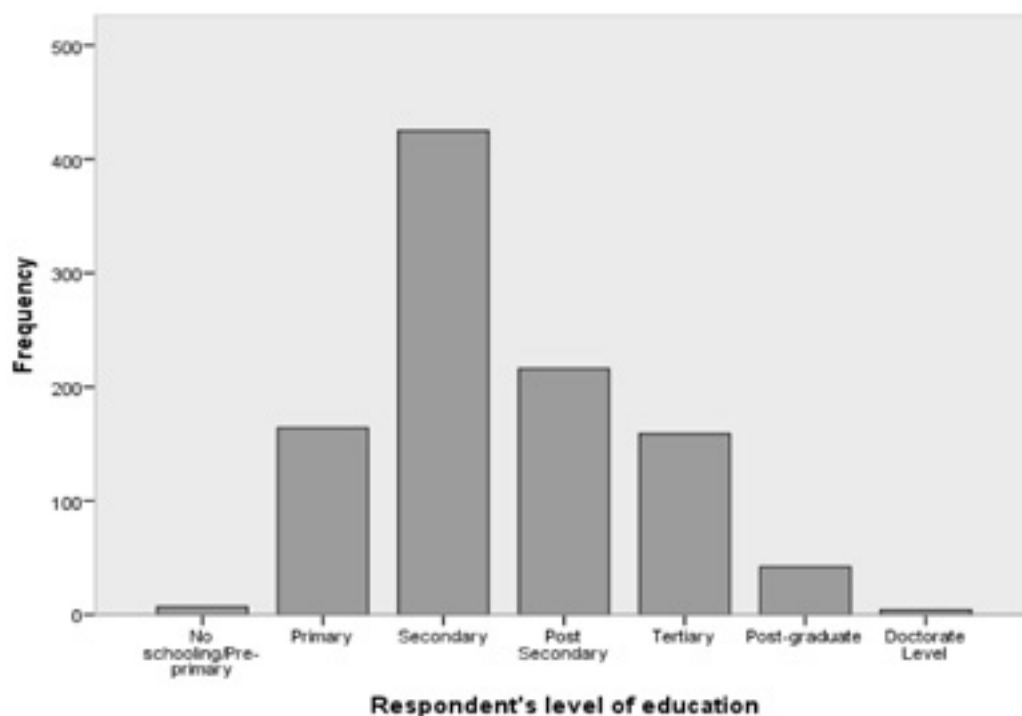


Figure 1: Level of education of the respondents- General Public.

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.

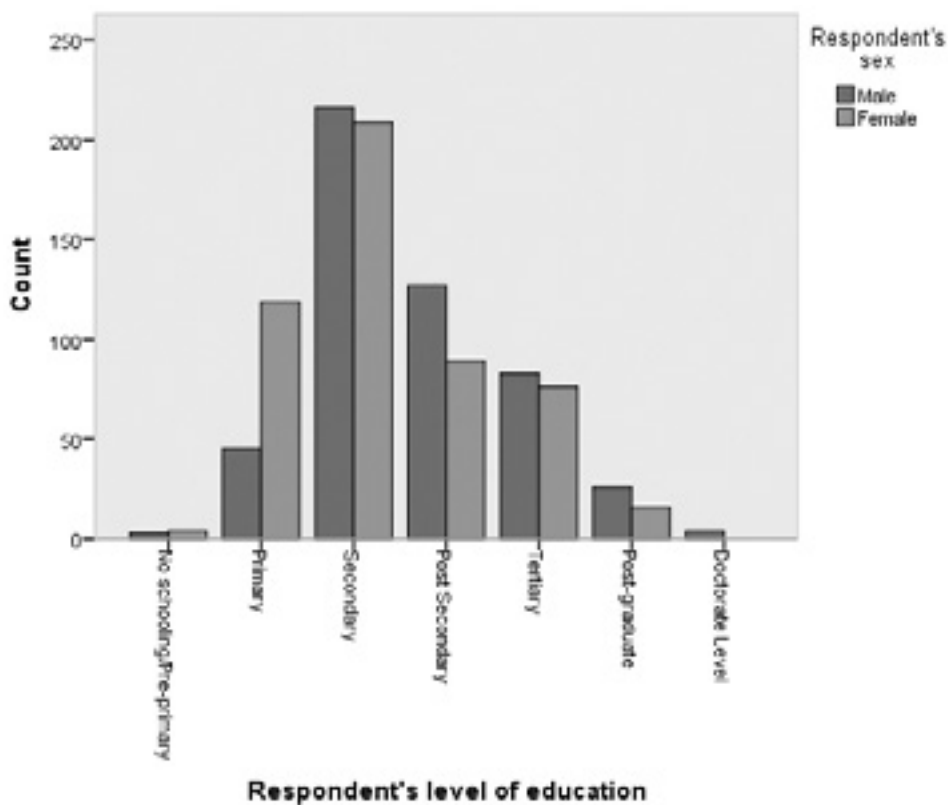


Figure 2: General Public-level of education.

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' sex.

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 married<sup>71</sup>. 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**

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

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

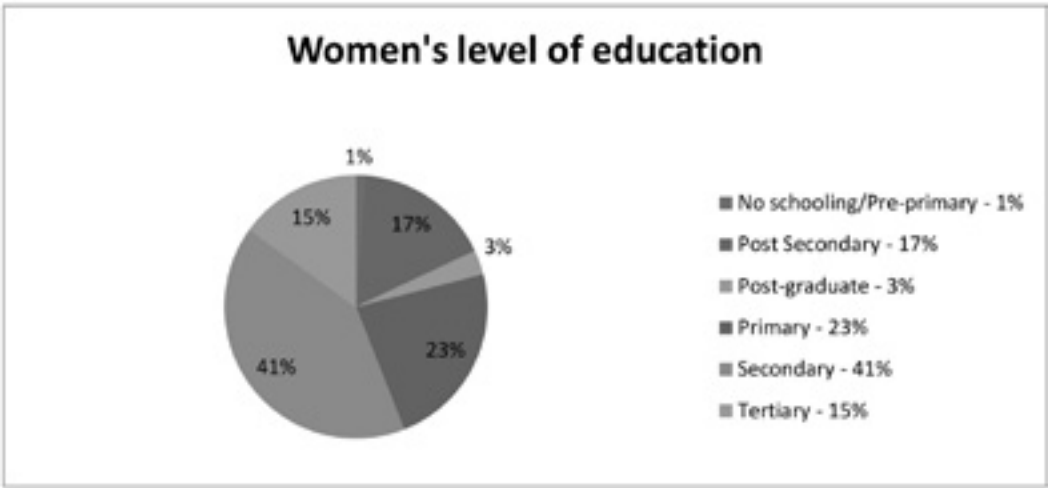


Figure 3: General public- Representation of women's level of education.

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.

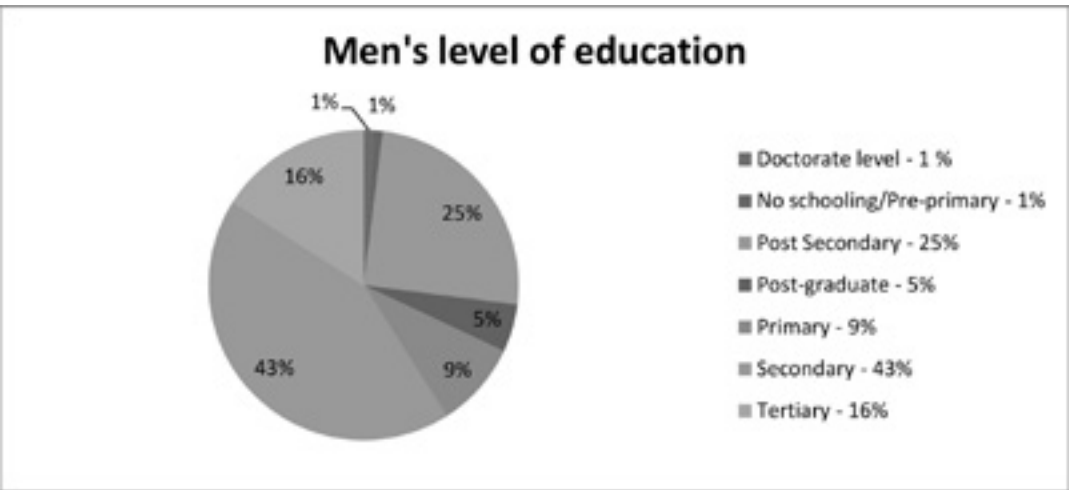


Figure 4: General public- Representation of men's level of education.

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. 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 employed<sup>72</sup>.

As remarked earlier on with regard to female graduate and studentship statistics, is that 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.

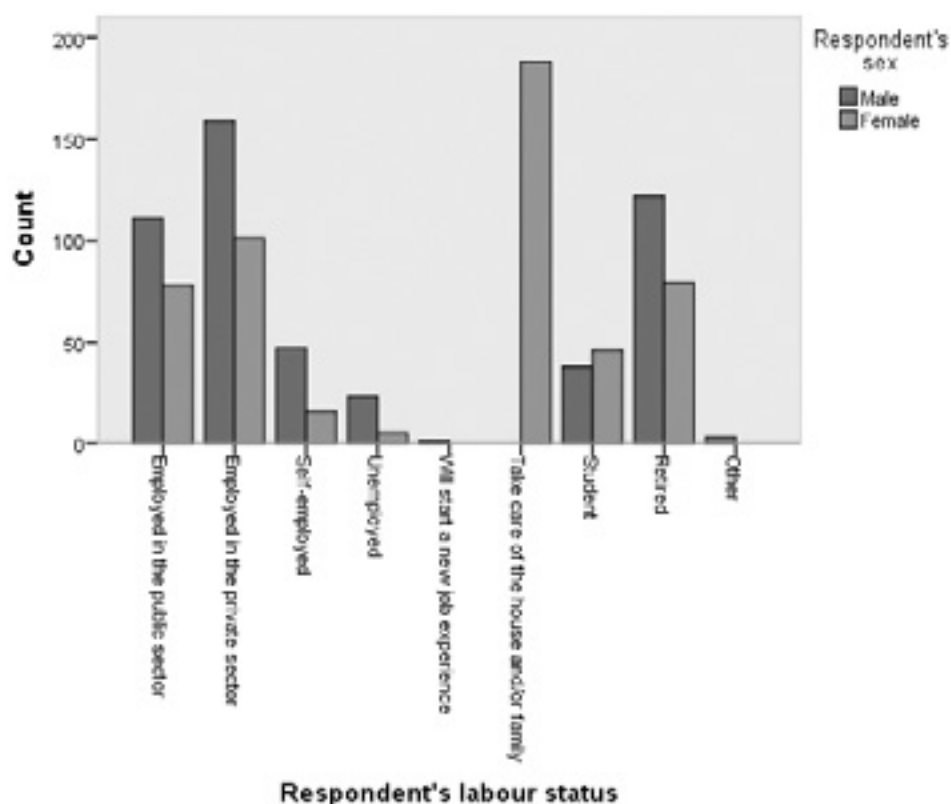


Figure 5: General Public- Respondents' labour status by gender

72 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](https://nso.gov.mt/en/News_Releases/View_by_Unit/Unit_C2/Labour_Market_Statistics/Pages/Labour-Force-Survey.aspx)

### 6.1.2 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 their 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%
<b>Total</b>	<b>544</b> 100%	<b>289</b> 100%	<b>833</b> 100%

Table 19: Distribution of the NGOs and Trade Unions population depending on their gender and age group.

Table 20 gives the distribution of the net sample that being 389 participants, based on the respondents' gender and age group.

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%
<b>Total</b>	<b>256</b> 100%	<b>133</b> 100%	<b>389</b> 100%

Table 20: NGOs and Trade Unions sample- distribution depending on the age and gender group

The above results clearly indicate that far more men work in NGOs and Trade Unions than women. In fact, from 389 participants 256 were men (65.8%) and 133 were women (34.2%), indicating a wide employment gap in the NGO and trade Union sector. Similarly, we have found that men occupy more decision-making roles such as directors and presidents, which is being illustrated in the graphs that follow.

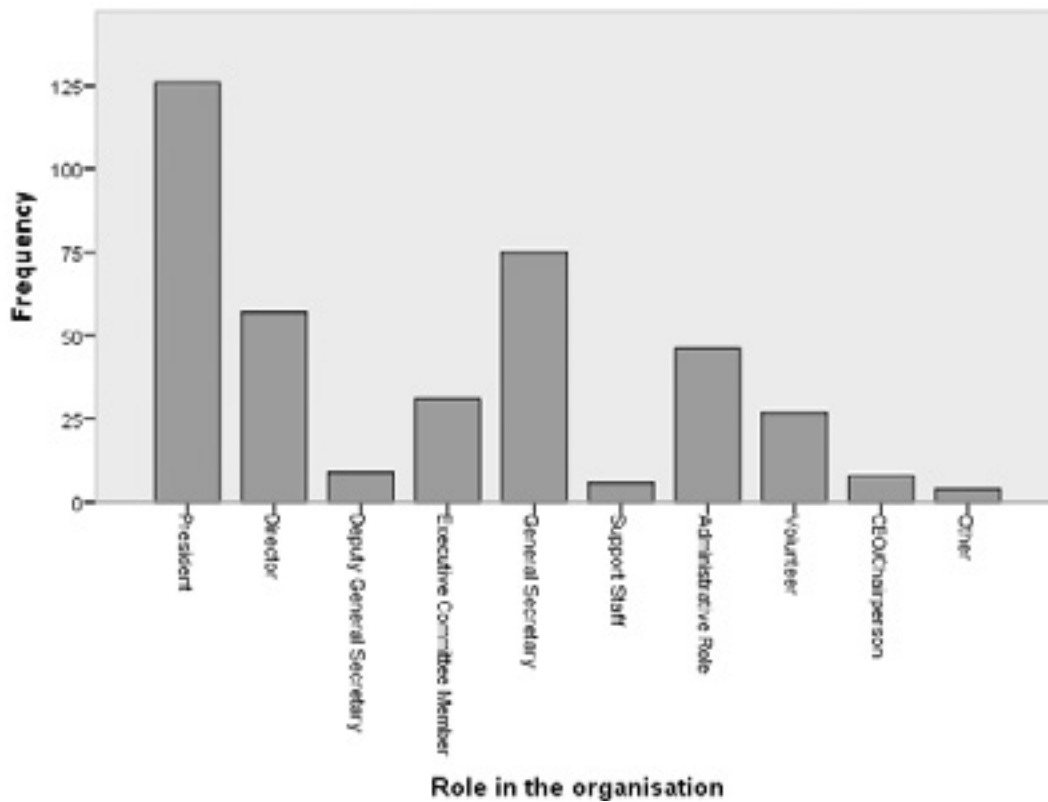


Figure 6: NGOs and Trade Unions- Respondents' role within their organisation.

32.4% of the respondents of NGOs (126 respondents) are presidents in their organisations. 19.3% (75 respondents) are general secretaries and 14.7% (57 respondents) are directors. 11.8% (46 respondents) have administrative roles within their organisation. However, when considering these roles according to the respondent's gender, it becomes evident that females are generally outnumbered by men in top decision-making positions within NGOs and Trade Unions.

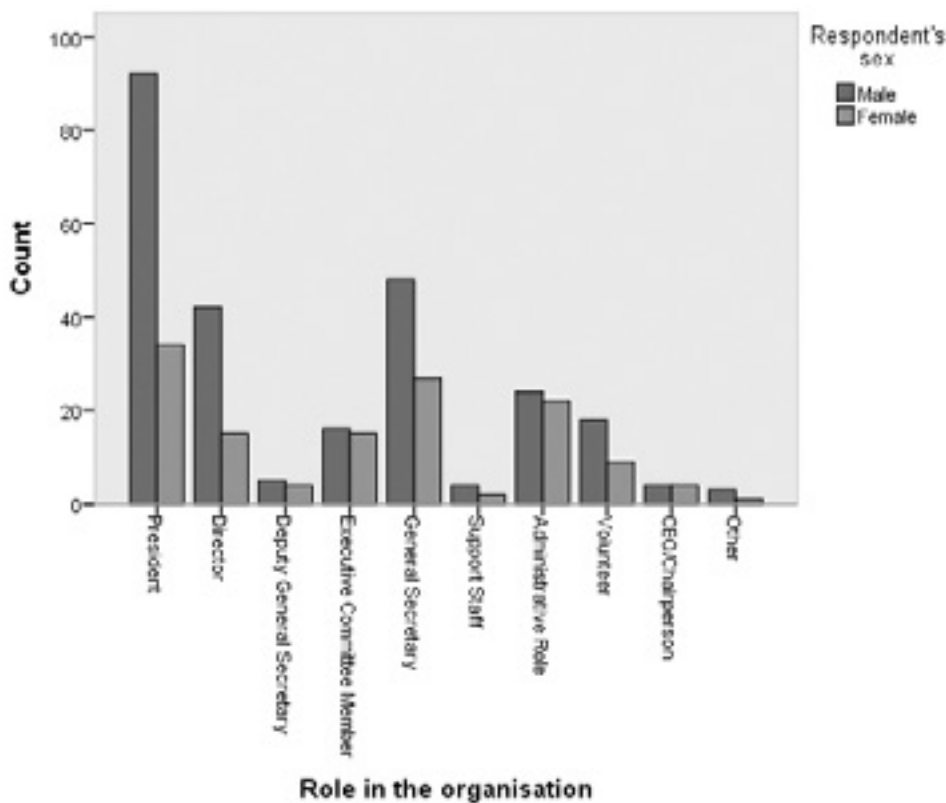


Figure 7: NGOs and Trade Unions- Role in the organisation based on the respondents' gender.

As illustrated in Figure 7 and Figure 8, 126 respondents occupied the role of president, of which 92 respondents (73%) were male, and 34 (27%) were female. The unequal representation is also evident in directorship roles, with 73.7% of respondents being male (42 respondents) and 26.3% (15 respondents) being female. This trend is also visible in general secretary roles, with 64% (48 respondents) being men and 36% (27 respondents) being women. These results are illustrated in the pie charts below.

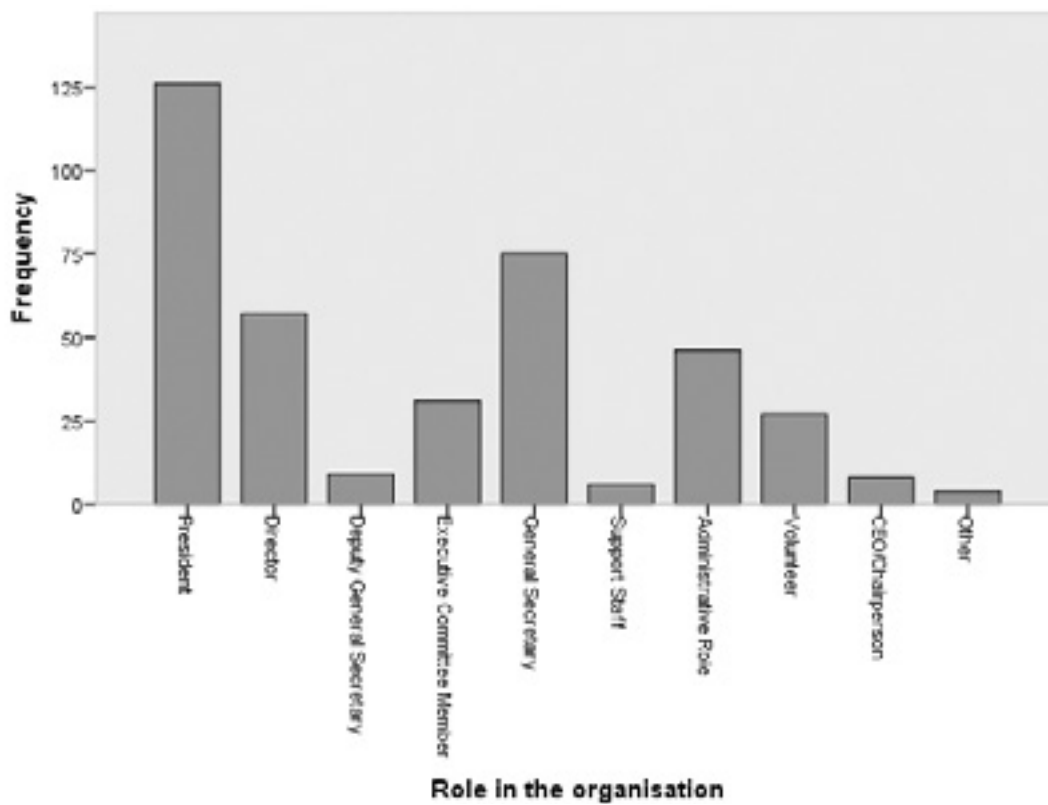


Figure 8

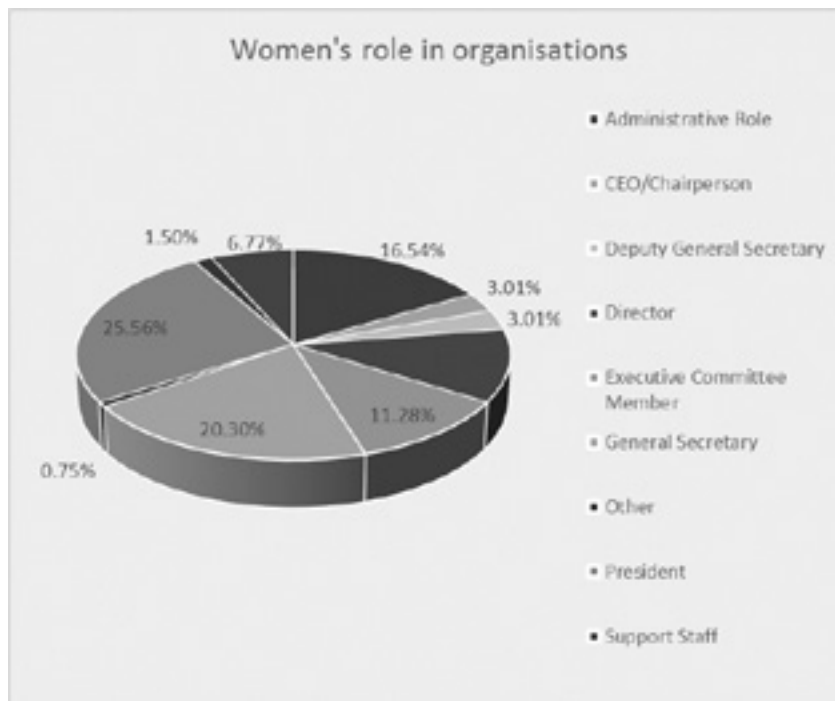


Figure 9: NGOs and Trade Unions-Women's role within their organisation.

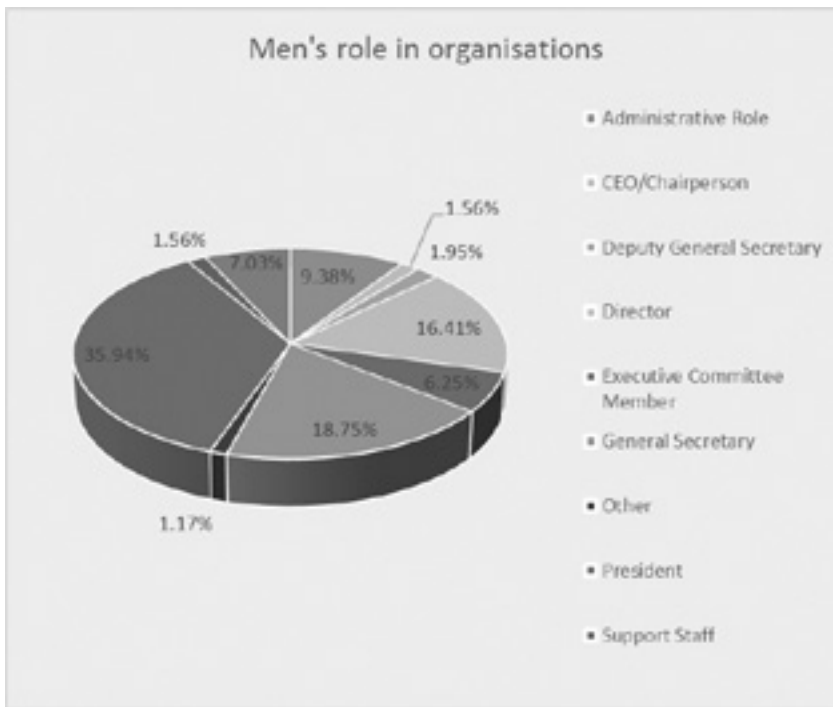


Figure 10: NGOs and Trade Unions- Men's representation within their organisation.

### 6.1.3 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%
<b>Total</b>	<b>336</b> 100%	<b>171</b> 100%	<b>506</b> 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 participants 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 sex 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 11 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.

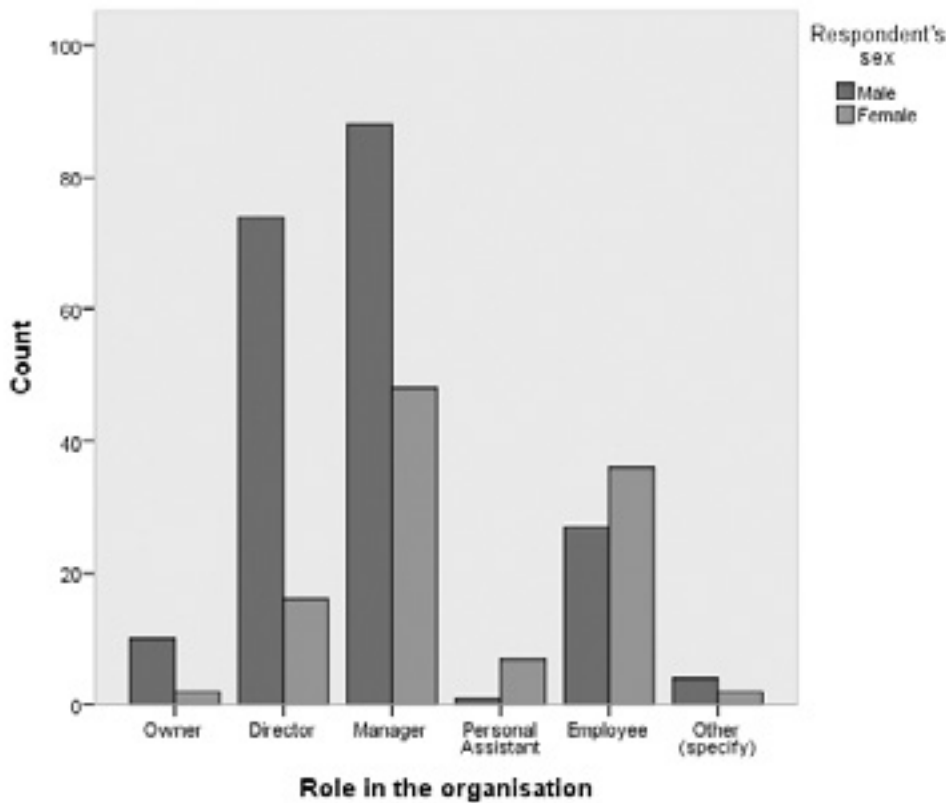


Figure 11: Public and private companies- Role in the organisation by gender

#### 6.1.4 Members of Political Parties

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. From this target population, 33 individuals responded to this questionnaire. The large majority of the representatives of the political parties are male (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 the table below.

Age Group	Gender		Total
	Male	Female	
25-44	8 27.6%	3 75.3%	11 33.3%
45-64	20 69%	1 25%	21 63.6%
65+	1 3.4%	-	1 3%
<b>Total</b>	29 100%	4 100%	33 100%

Table 23: Distribution of the members of political parties depending on their gender and age group.

## 6.2 Should Gender Quotas be introduced?

In order to get a better understanding of the perceptions of individuals representing the four targeted groups, participants were asked questions in relation to the introduction of gender quotas.

Firstly, participants were asked whether they agree with the introduction of quotas in Malta to achieve a gender-balanced representation in boards of directors. Gender quotas were defined in the questionnaire as follows “*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.*”

The findings of each targeted group are discussed in the sections that follow.

### 6.2.1 Perception on the introduction of Gender quotas in company boards: General Public

With respect to the introduction of gender quotas in company boards, the general public is of the opinion that this measure should be introduced in Malta as illustrated in the chart below.

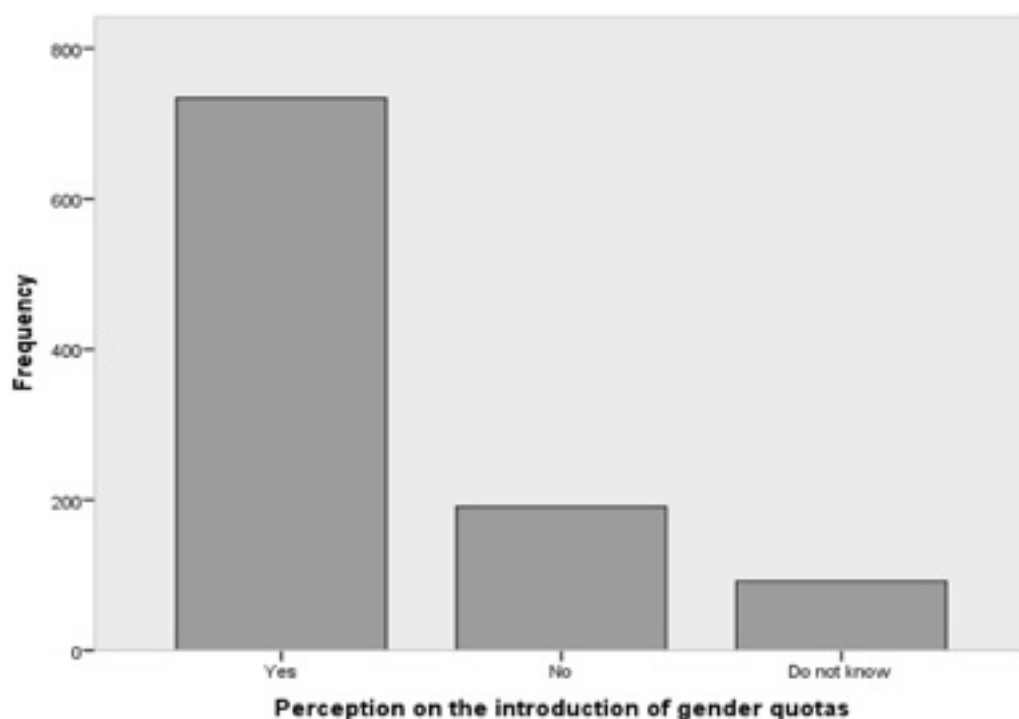


Figure 12: General Public- Perception on the introduction of gender quotas

The vast majority of the respondents from the general public (72.2%, equivalent to 734 respondents) is in favour of the introduction of gender quotas. 18.8% (191 respondents) are against it and 9% (91 respondents) do not have a clear opinion on the issue.

The graph below describes the perception on the introduction of gender quotas according to the respondents' gender.

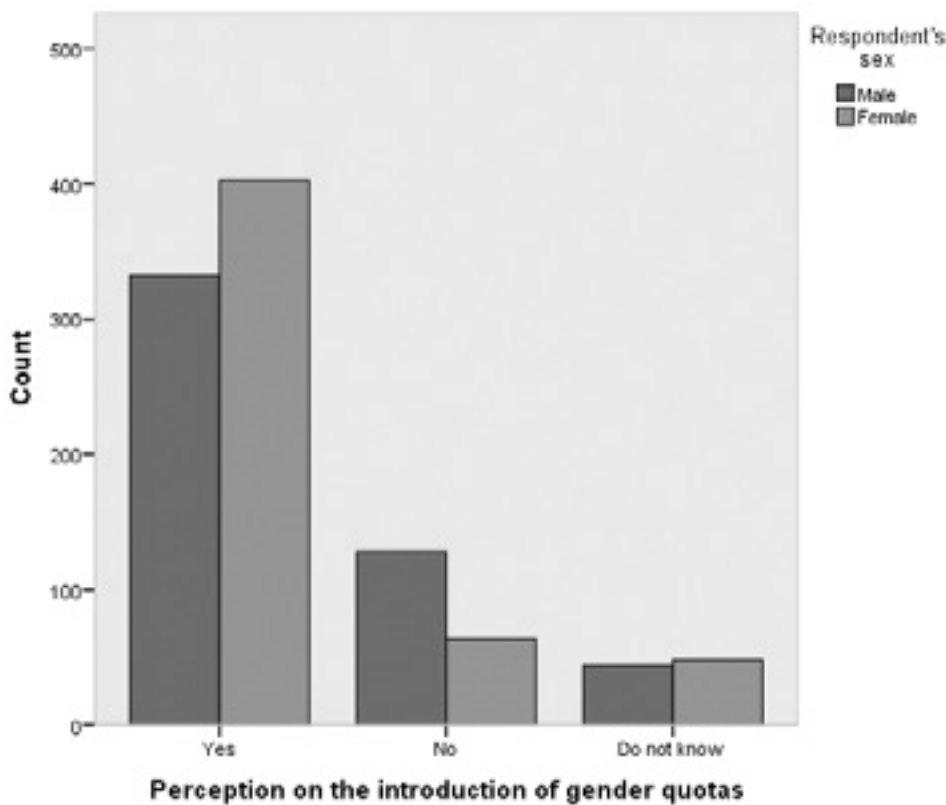


Figure 13: General public- Perception on the introduction of gender quotas by gender

Within the general public group, 65.9% of the male respondents (332 respondents) and 78.4% of the female respondents (402 respondents) are in favour of the introduction of gender quotas. This finding shows that although some have advocated (including women) that quotas are a form of tokenism and that women are capable of fighting their own battles for representation<sup>73</sup>, the majority of women from the sample of respondents agree with the introduction of gender quotas.

On the other hand, there were 191 respondents or 18.8% who do not agree that gender quotas should be introduced. The majority of these (67%) were male respondents, whereas 33% were female respondents.

It is also interesting to note that most of the respondents from the general public who favour the introduction of gender quotas are employed in the private sector (25.5% - 187 respondents), followed by homemakers (19.3% - 142 respondents), retirees (19.2% - 141 respondents) and public sector employees (18.1% - 133 respondents) as shown in Figure 14 below.

What is interesting about this finding is that quotas are favoured not only by those who are currently in employment, but also by respondents who take care of the house and/or family as well as by respondents who have now retired. This indicates that the workplace is perceived by the working population as well as by those not engaged in employment, to present obstacles to women that may be hindering them from progressing in their careers and being represented in decision-making positions, such as on company boards.

73 Byrne, J.D. (2015). Gender quotas are not the answer for women in politics. The Irish Times. 24<sup>th</sup> August, 2015. Accessed 24<sup>th</sup> August, 2015 from: <http://www.irishtimes.com/opinion/gender-quotas-not-the-answer-for-women-in-politics-1.2131839>

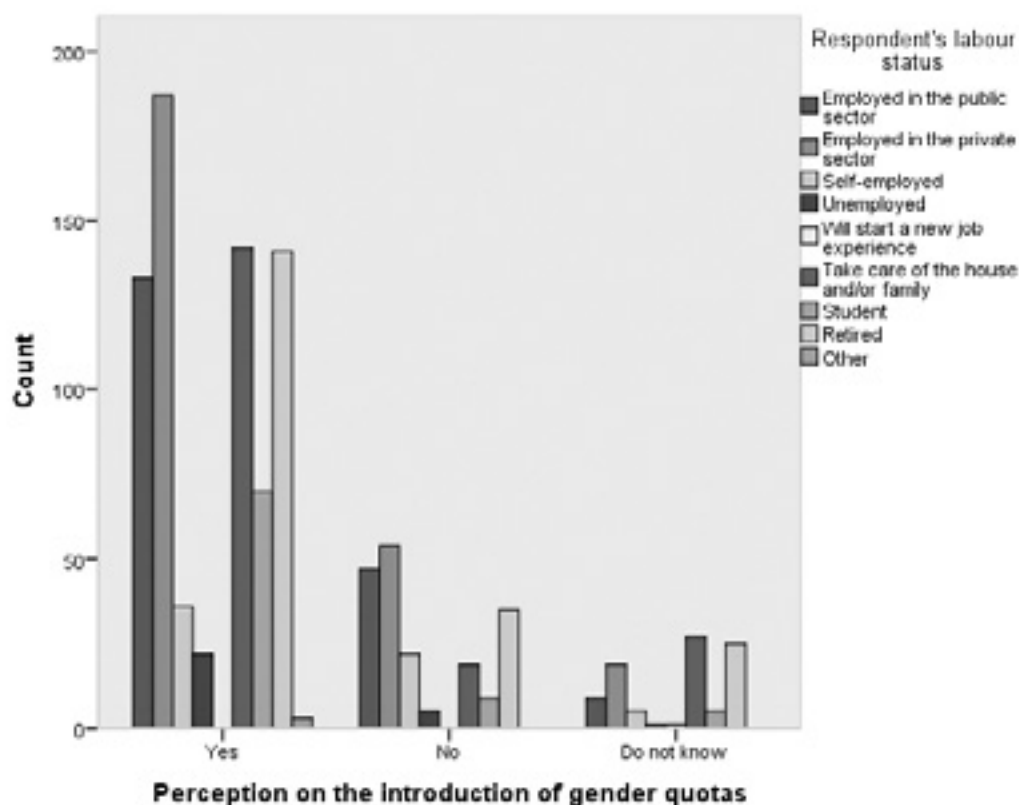


Figure 14: General public- Perception on the introduction of gender quotas based on the respondents' labour status

#### 6.2.1.1 How should gender quotas be introduced?

Respondents who were in favour of gender quotas were asked whether the introduction of gender quotas should be accompanied by penalties if companies fail to adhere to the quota percentage. 58% of these respondents (426), of which 42.9% are male and 57.1% are female, think that penalties should be introduced if gender quotas are not adhered to when introduced in Malta. However, a significant 27.4% (201) of the respondents from the general public who agree with the introduction of quotas are against having penalties in the case of non-compliance by an organisation. Moreover, 14.6% of these respondents (107) did not express their opinions in relation to penalties when gender quotas are not adhered to. A graphical representation of these replies is presented below.

#### 6.2.1.2 Where Gender Quotas should be introduced?

Respondents from the general public who are in favour of the introduction of gender quotas were then asked to submit their opinion on which entities gender quotas should be introduced in. Respondents were asked if they think that gender quotas should be introduced in:

- Government appointed boards;
- State owned companies;
- Publicly-listed companies;
- Small and medium companies (employing less than 250 persons);
- Large companies (employing 250 persons or more).

Respondents could agree with the introduction of quotas in any of these entities. In effect, the majority of the respondents from the general public favour the introduction of gender quotas in all the proposed entities. There are slight differences in preferences of the respondents who agree with the introduction of quotas, with the highest preference being for the introduction of gender quotas in large companies

where 92.5% (679 respondents) of the respondents, showed such a preference. This was followed by 89.8% of the respondents supporting the introduction of gender quotas (659 respondents), in state-owned companies and 87.6% (643 respondents), in government appointed boards. 87.5% (642 respondents) of this group of respondents also supported the introduction of gender quotas in publicly-listed companies, with the lowest preference registered in having quotas introduced in the small to medium enterprises with 82.4% (605 respondents) of the respondents indicating such a preference.

### 6.2.2 Perception on the introduction of gender quotas: NGOs and trade unions, public and private companies, political parties

Contrary to the case of respondents from the general public, where the majority favoured the introduction of quotas, the majority of respondents from non-governmental organisations and trade unions; public and private companies and political parties are against the introduction of gender quotas as shown by the figures in the table below.

Perception on the introduction of gender quotas	NGOs and Trade Unions	Public and Private Companies	Members of Political Parties
<b>Total respondents</b>	389	315	33
<b>Gender Quotas should not be introduced in Malta</b>	197 50.6%	163 51.7%	23 69.7%
<b>Gender Quotas should be introduced in Malta</b>	147 37.8%	110 34.9%	10 30.3%
<b>Do not know</b>	45 11.6%	42 13.4%	0 0%

Table 24: NGOs and trade unions; public and private companies and political parties - Perception on the introduction of gender quotas

The respondents from NGOs and trade unions, public and private sector companies and political party members are against the introduction of gender quotas.

Indeed, as illustrated in the graph below, 50.6% (197 respondents) of the respondents from NGOs and trade unions are against the introduction of gender quotas. On the other hand 37.8% (147 respondents) of the respondents from NGOs and trade unions favour the introduction of gender quotas, whilst 11.6% (45 respondents) do not have a clear stand.

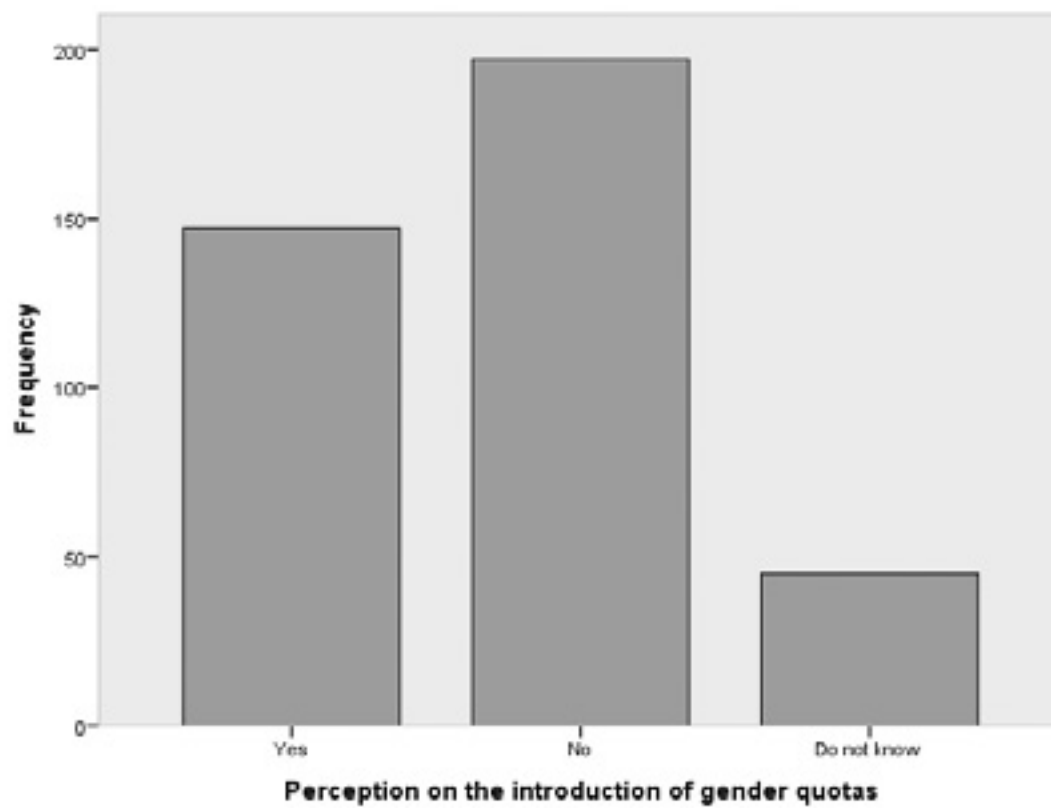


Figure 15: NGOs and trade unions- Perception on the introduction of gender quotas

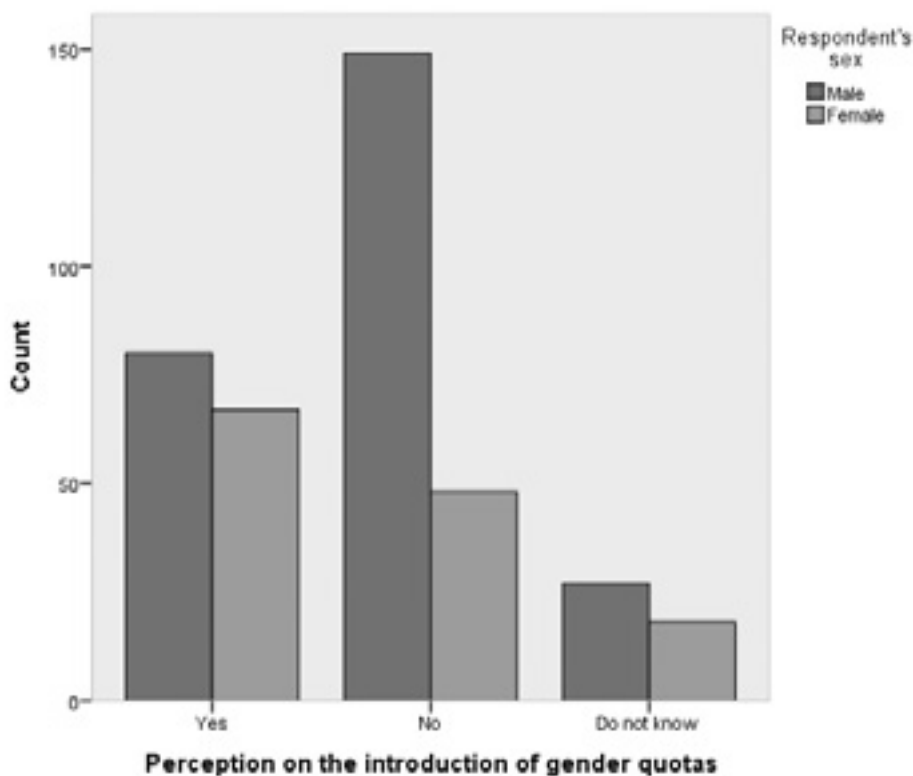


Figure 16: NGOs and Trade Unions-Perception on the introduction of gender quotas by gender

Analysing further the results for the NGO and trade unionist group, it is amply clear that far more men oppose the introduction of quotas. In fact, out of the members of NGOs and trade unions who disagree with the introduction of quotas, 75.6% (149 respondents) are men whereas 24.4% (48 respondents) are female respondents.

On the other hand, out of all the respondents from NGOs and trade unions, 37.8% (147 respondents) are in favour of quotas, with 54.4% (80 respondents) being men and 45.6% (67 respondents) women.

Similar results to those analysed within the NGO and trade union group, were obtained from respondents in public and private sector companies. In fact, the graph below illustrates that 51.7% (163 respondents) of the respondents from public and private companies are against the introduction of gender quotas in contrast to 34.9% (110 respondents) who are in favour of their introduction, while 13.3% (42 respondents) do not have a clear stand.



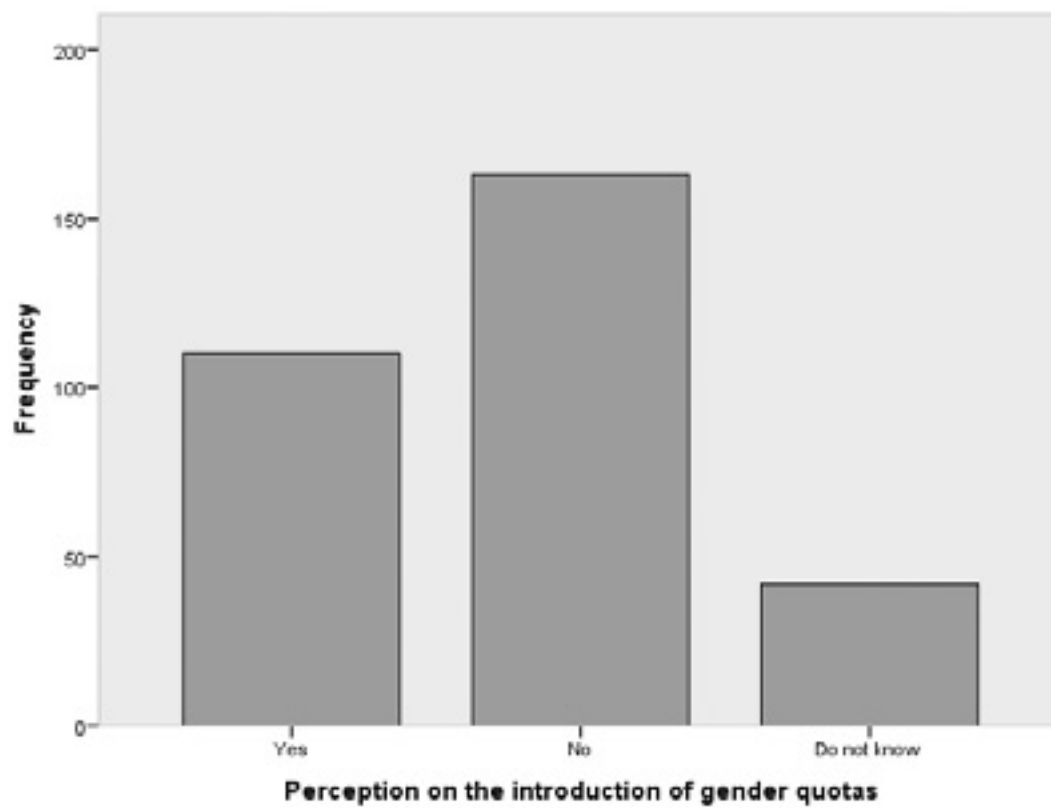


Figure 17: Public and private companies- perception on the introduction of gender quotas

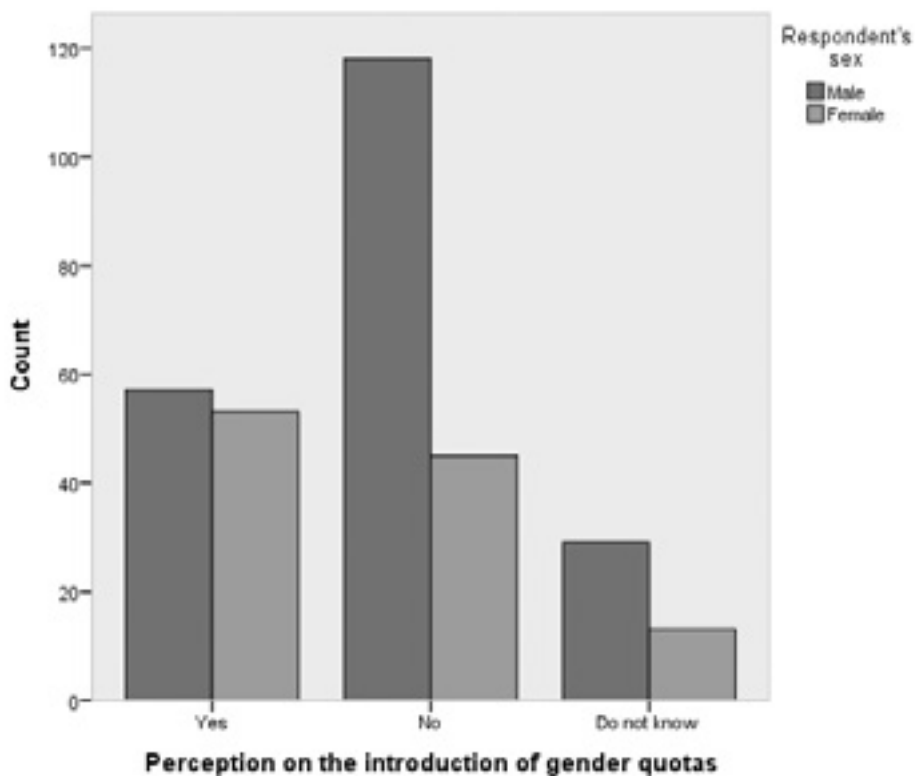


Figure 18: Public and private companies- perception on the introduction of gender quotas by gender

Among the respondents from public and private companies who think that gender quotas should not be introduced in Malta, 72.4% (118 respondents) are male and 27.6% (45 respondents) are female respondents.

Within the subgroup of respondents within public and private companies who favour the introduction of quotas, 51.8% (57 respondents) are men and 48.2% (53 respondents) are women.

When considering the results from the political parties group, the majority of respondents, that is 69.7% or 23 respondents out of 33, are against the introduction of gender quotas in organisations. Only 10 respondents are in favour of the introduction of gender quotas as illustrated in Figure 19 below.

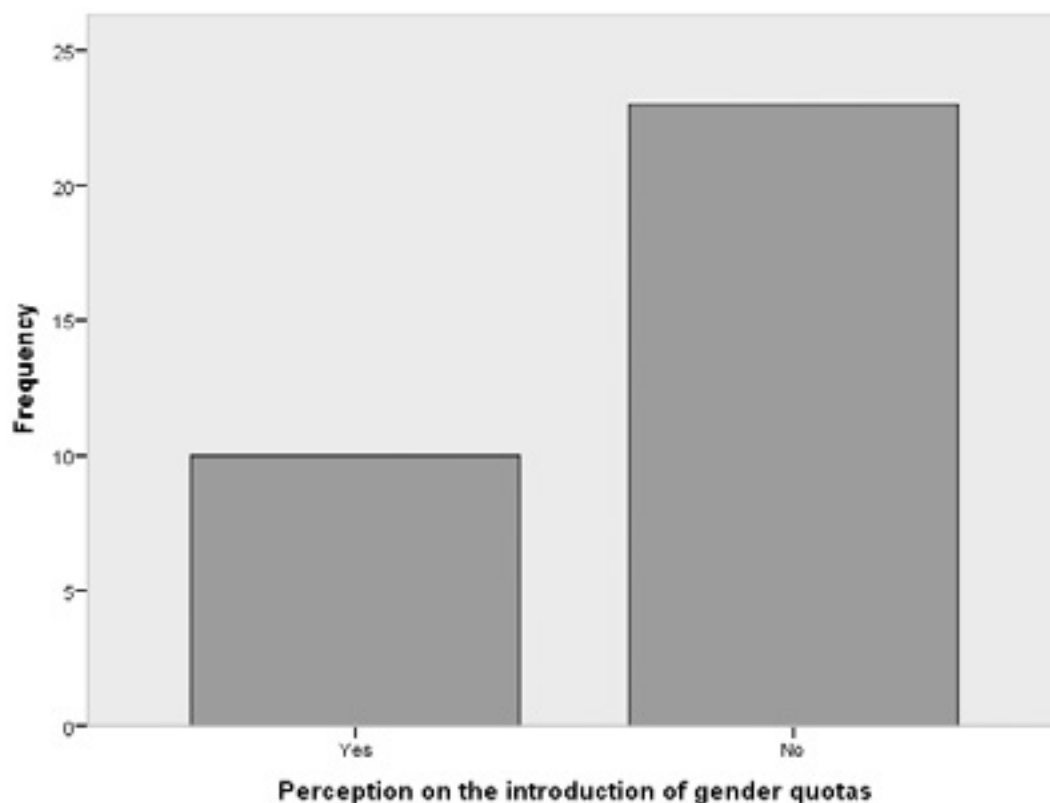


Figure 19: Political parties- perception on the introduction of gender quotas

Out of the 4 women members of political parties, two are in favour of the introduction of quotas, and two are not. On the other hand, out of the 29 men members of political parties that participated in this study, 8 (27.6%) are in favour and 21 (72.4%) are against the introduction of gender quotas in company boards.

From the results attained in all target groups, it is quite evident that women are far more in favour of quotas than men, which continues to suggest that the majority of women feel that unless measures are taken they will remain underrepresented at the higher echelons of organisations. In order to examine this phenomenon in further detail, the following sections undertake an analysis of the differences in how respondents viewed quotas vis-à-vis the role they occupied in their respective organisations.

#### 6.2.2.1 NGOs and Trade Unions

It is interesting to note that respondents who occupied a decision-making position in an NGO or trade union were against the introduction of gender quotas. Figure 20 shows that most of the respondents who are against the introduction of gender quotas are presidents within their organisation (34.5% - 68 respondents), followed by directors (17.3% - 34 respondents), general secretaries (16.8% - 33 respondents) and those who have administrative roles in their organisations (12.7% - 25 respondents). This finding indicates that the majority of individuals who have been successful in obtaining a decision-making position feel that gender quotas should not be introduced.

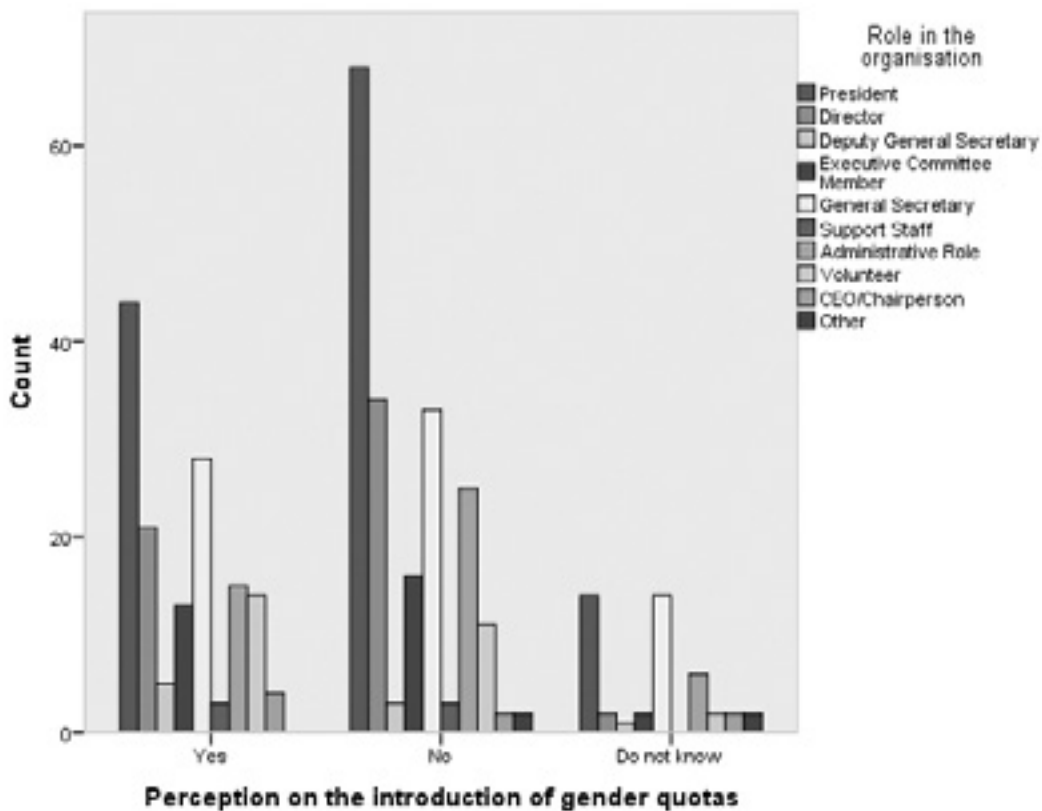


Figure 20: NGOs and Trade Unions-Perception on the introduction of gender quotas by the respondents' role in the organisation.

#### 6.2.2.2 Public and private companies

Respondents who occupied a decision-making position in public and private companies were also against the introduction of gender quotas. Figure 21 shows that most of the respondents who are against the introduction of gender quotas are managers within their companies (47.2% - 77 respondents), followed by directors (30.7% - 50 respondents) and employees (14.1% - 23 respondents). This finding indicates that the majority of individuals who have been successful at obtaining a decision-making position feel that gender quotas should not be introduced.

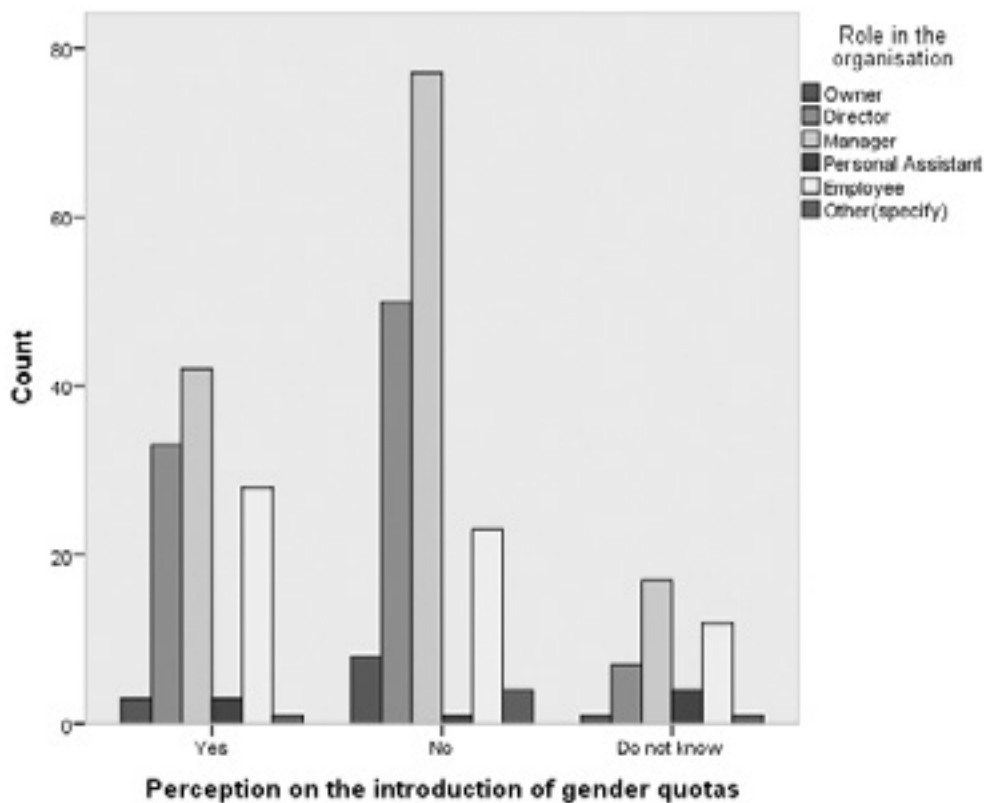


Figure 21: Public and private companies- perception on the introduction of gender quotas by the respondents' role in the organisation.

Since gender quotas are generally introduced in public and private companies, respondents from public and private companies were also asked for their opinion about the potential problems that their organisation would encounter if gender quotas were to be introduced. 132 respondents from public and private companies, equivalent to 41.9% of the respondents from public and private companies do not envisage any problems related to the introduction of gender quotas within their organisation, while 34.9% (110 respondents) of the respondents believe that quotas would create problems. 73 respondents (23.2%) do not have a clear opinion on this.

The 110 respondents who deemed that their organisation would encounter problems if quotas were introduced were asked to elaborate on the potential problems that would be encountered if quotas are introduced. The main problem referred to by the members of public and private companies (43.6% or 48 respondents) is that there are not enough capable women within the organisation to be appointed on boards. 28% of these respondents (31) believe that quotas would create tension at board level, and 21% (23) deem that women in the organisation are not willing to occupy a board position. Only 16.4% of the respondents (18 respondents) think that some current board members may resign and leave the organisation if gender quotas were introduced within their organisation.

The questionnaire also allowed respondents from public and private companies to add any further problems that they envisaged should quotas be introduced in their companies. Some respondents have stated that quotas dilute the board appointment process by making it dependant on the gender of the candidates rather than on their capabilities. A few respondents also commented that they are against quotas even if men were the under-represented gender, which is the reality of very few organisations that are female-based and therefore introducing men would be a problem. Other respondents commented that quotas cannot be applied in family-run businesses as all directors are family members and that in other publicly-listed organisations, since in such cases shareholders nominate and appoint the directors through a vote.

### 6.2.2.3 Why Gender quotas should not be introduced at company level?

The reasons for which respondents from non-governmental organisations and trade unions; and public and private companies are against the introduction of gender quotas are summarised in the table below. Respondents could indicate multiple reasons on why gender quotas would not be beneficial if introduced in their organisations, as indicated in the table below.

Limits of gender quotas	NGOs and trade Unions	Public and private companies
<b>Respondents who replied that gender quotas should not be introduced in Malta</b>	197	163
<b>Gender quotas would not ensure that capable women occupy board positions</b>	153 77.7%	145 89%
<b>Tension between boards members due to gender quotas</b>	96 48.7%	76 46.6%
<b>Worsened performance of organisations due to gender quotas</b>	128 65%	103 63.2%
<b>Undermined meritocracy due to gender quotas as they would not necessarily ensure that qualified women occupy top positions</b>	162 82.2%	145 89%
<b>Gender quotas are an unnecessary burden for the organisation, that the organisation is not ready to deal with</b>	96 48.7%	89 54.6%
<b>There is no evidence to suggest that gender quotas are of any benefit to organisations</b>	102 51.8%	107 65.6%

Table 25: NGOs and trade unions; and public and private companies - Perceived reasons why gender quotas should not be introduced in organisations

The main concerns for these respondents are that gender quotas may undermine meritocracy and that they do not ensure that qualified women occupy top positions. A significant majority of respondents also believe that gender quotas may worsen the performance of the organisation. Moreover, about half of the respondents who replied that gender quotas should not be introduced in Malta believe that there is no evidence to suggest that gender quotas are of any benefit to organisations; gender quotas are an unnecessary burden for the organisation, that the organisation is not ready to deal with; and that tension between boards members may arise due to gender quotas. The following section will consider the responses of individual target groups.

#### 6.2.2.3.1. NGOs and Trade Unions

The analysis provided below takes into consideration the data obtained from respondents within the NGOs and trade unions group who are against the introduction of gender quotas. From this population, 74.5% of male respondents think that quotas may undermine meritocracy as they would not necessarily ensure that qualified women occupy top positions. 87.5% of the female respondents share the same belief.

A considerable number of respondents also believe that quotas may worsen the performance of the organisation. 78.1% of men, and 21.9% of female respondents believe this to be the case. 51.8% of respondents also believe that gender quotas provide no evidence that they may be of benefit to an organisation.

A smaller number of respondents (48.7% - equivalent to 96 respondents), of which 77.1% are male (74 respondents) and the remaining being women, believe that quotas could lead to tension between board members. The graphs below illustrate these findings visually.

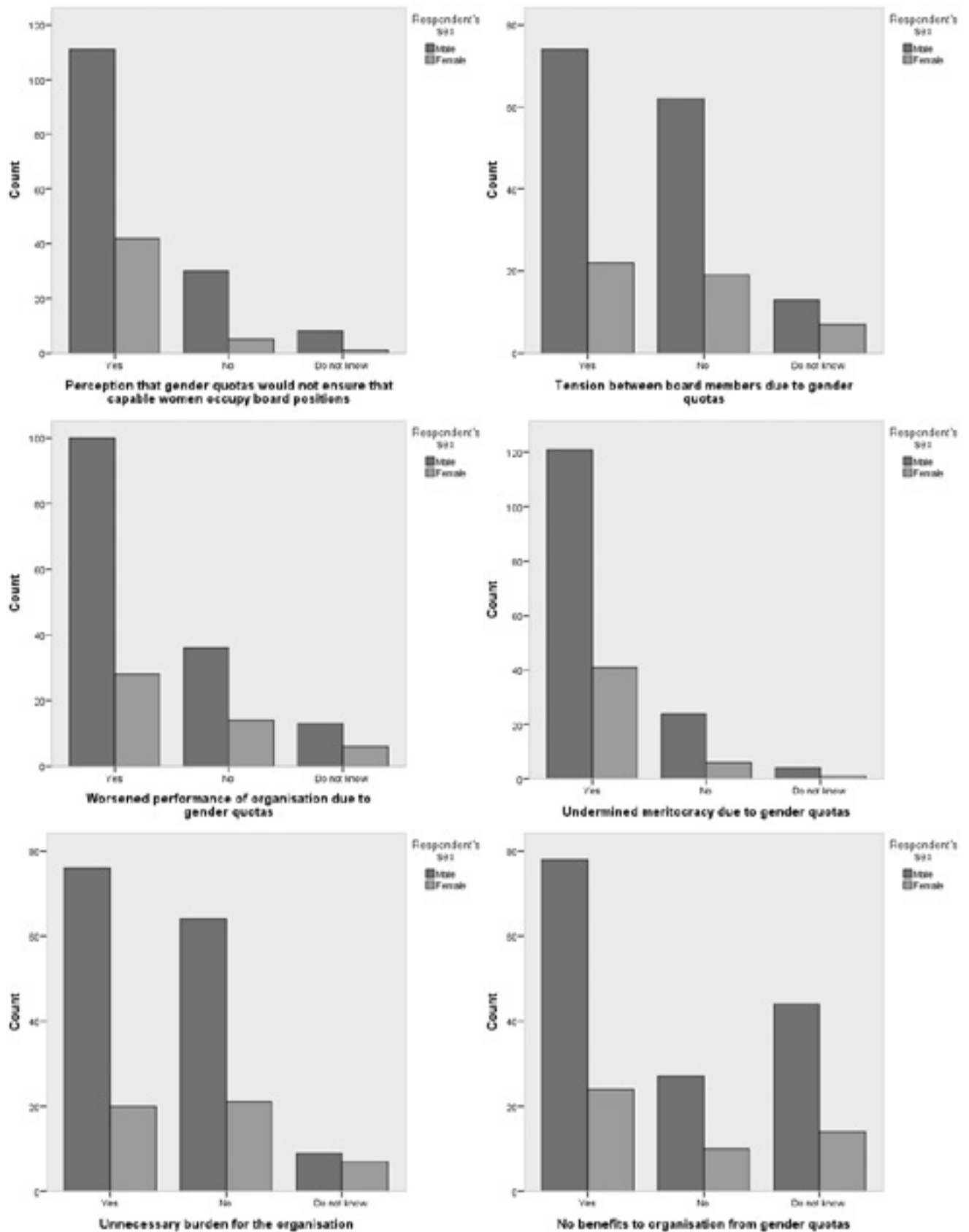


Figure 22: NGOs and Trade Unions- Perceived reasons why gender quotas should not be introduced in organisation

#### 6.2.2.3.2. *Public and private companies*

Similarly, the respondents from public and private companies who are against the introduction of quotas in Malta indicated that one of their major concerns is that quotas would not ensure that capable women occupy board positions. 89.4% of the respondents, think that this may be the case. 88.3% of respondents also believe that quotas may undermine meritocracy as they would not necessarily ensure that qualified women occupy top positions. 74.7% of these respondents are male and 25.3% are female.

Moreover, 65.9% of respondents are against the introduction of gender quotas because there is no evidence to suggest that quotas are of any benefit to organisations. 62.1% of respondents deem that gender quotas may worsen the performance of the organisation, while a smaller number of respondents (47.5%) believe that quotas could lead to tension between board members.

These findings indicate that the major concerns for both men and women when it comes to gender quotas, is that having women on company boards for the sake of having gender parity is a great cause for concern as it may undermine meritocracy, individual skill and capability. The below graphs (illustrated in Figure 23) indicate the major reasons why respondents from this target group are against the introduction of quotas according to gender. Although these findings may indicate that more men believe in the limitations that gender quotas may bring than women, the analysis discussed earlier on indicated that far more men than women were against quotas and this is also reflected in the findings below. Interestingly, however, notwithstanding that more men than women have answered these questions, women seem to subscribe to the view that although quotas may undermine skill and capability, ultimately having more women on boards will bring benefits to the organisation as illustrated in the last graph of Figure 23. This shows that women believe that more women should be present on boards but not necessarily through gender quotas.



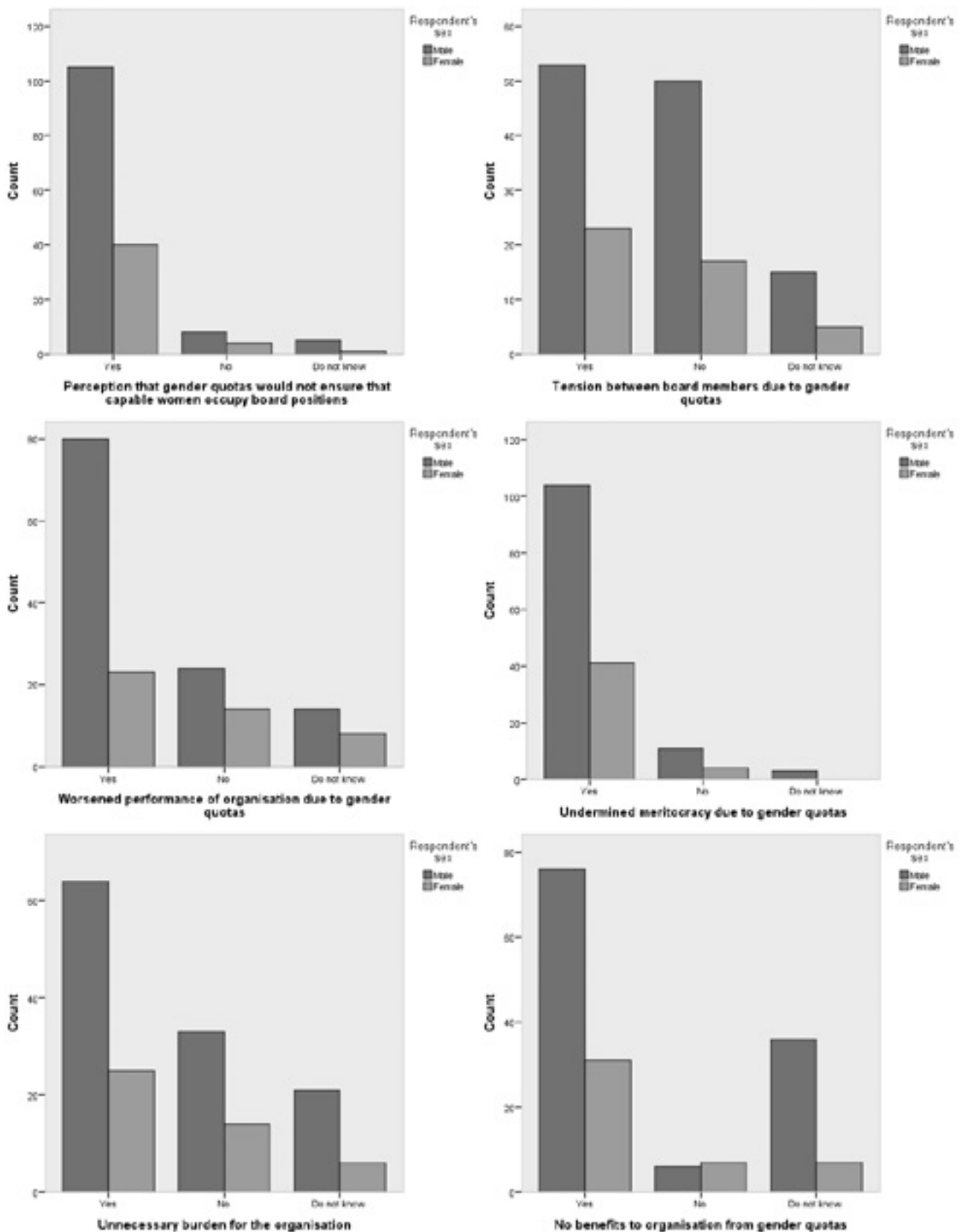


Figure 23: Public and private companies- Perceived reasons why gender quotas should not be introduced in organisation

#### 6.2.2.4 Perception on the advantages of gender quotas

The respondents who are for the introduction of gender quotas within NGOs and companies were asked why they think quotas would lead to more benefits. The table below summarises the results.

Benefits of gender quotas	NGOs and Trade Unions	Public and Private companies
<b>Respondents who replied that gender quotas should be introduced in Malta</b>	147	110
<b>Quotas will bring more board diversity which would improve innovation</b>	126 85.7%	99 90%
<b>Quotas will ensure that gender equality is safeguarded within an organisation</b>	109 74.1%	81 73.6%
<b>Quotas would bring more capable women on company boards who would act as role models to other employees</b>	115 78.2%	93 84.5%
<b>Quotas are needed to ensure that companies make best use of human resources potential</b>	116 78.9%	71 64.5%

Table 26: NGOs and trade unions; and public and private companies - Perceived reasons on the benefits of gender quotas in organisations

In view of these results, it is evident that the majority of respondents within NGOs and trade unions and public and private companies who believe that quotas should be introduced think that quotas will bring more diversity within the board composition, which would improve innovation. A large number of respondents within these groups of respondents also believe that 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.

According to these respondents, gender quotas will ensure that gender equality is safeguarded within an organisation and that quotas are needed in order to ensure that companies make best use of human resources potential.

### 6.2.2.5 Members of political parties

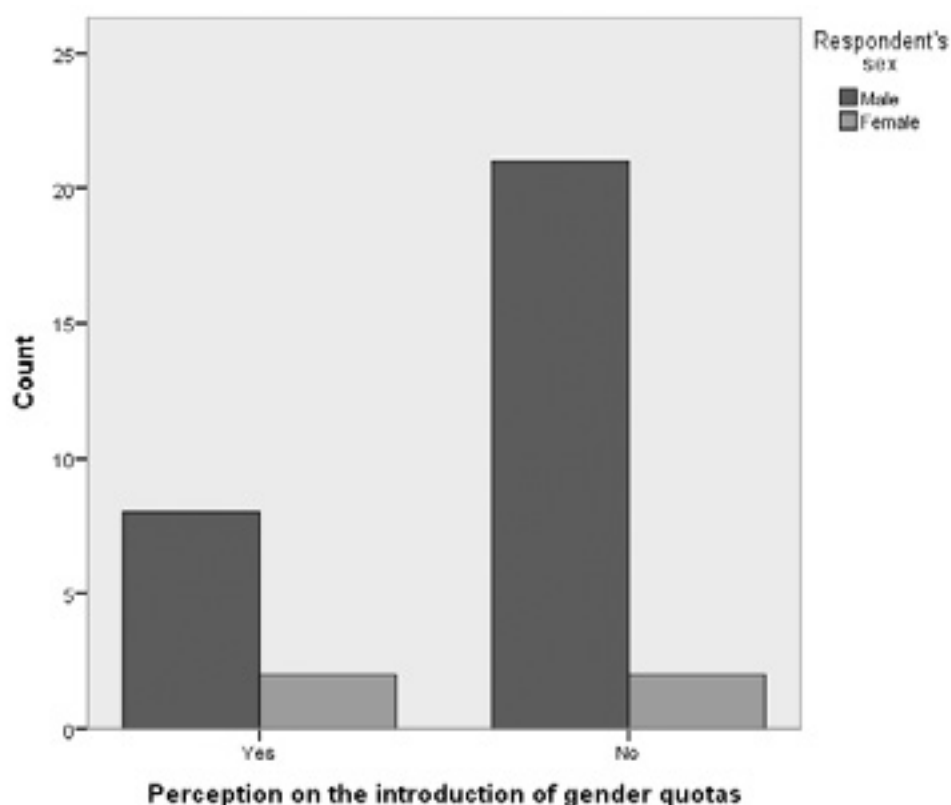


Figure 24: Members of political parties- perception on the introduction of gender quotas, by gender

Members of political parties were asked about their views on the introduction of gender quotas. 23 respondents out of 33, equivalent to 69.7%, think that gender quotas should not be introduced in Malta. 21 of these respondents are men and 2 respondents are women.

On the other hand, 30.3% of respondents (10) think that quotas should be introduced ie. 8 are men and 2 women. This finding, once again, shows that men are generally not amenable to the idea of introducing gender quotas.

### 6.2.2.6 How should gender quotas be introduced?

Respondents from NGOs and trade unions, public and private companies, and members of political parties who are in favour of the introduction of quotas were asked to consider their preferred methods of introduction of gender quotas. Respondents were provided with a list of possible ways on how quotas can be introduced and they could express their agreement to multiple replies. Table 27 shows the results of this question according to the groups.

Participants mostly preferred the introduction of gender quotas as a voluntary measure, which is temporary. In effect, respondents from political parties think that gender quotas should be introduced as a temporary measure and first be introduced on a voluntary basis and then through legislation. They have however also shown a preference to include penalties once this is made mandatory, with 40% of respondents having shown a preference for this. This contrasts with the preferences of NGOs and Trade Unions, and public and private companies who were less amenable to gender quotas being made mandatory and enforced through penalties if companies failed to adhere to the quota. In fact, 52.7% of respondents from public and private companies and 40.1% of respondents from

NGOs and trade unions showed preference for quotas to be introduced on a voluntary basis and then through legislation if companies fail to take it upon themselves to ensure that a percentage of board representation is occupied by women. There was consensus among the three target groups that gender quotas would not remain in force once the target quota was attained.

Ways to introduce gender quotas	NGOs and Trade Unions	Public and Private companies	Members of political parties
<b>Participants who agree with the introduction of quotas</b>	147	110	10
<b>As a temporary measure</b>	31 21.1%	19 17.3%	6 60%
<b>Introduced on a voluntary basis</b>	42 28.6%	38 34.5%	7 70%
<b>Mandatory through legislation (including penalties)</b>	28 19%	16 14.5%	4 40%
<b>Mandatory through legislation (without penalties)</b>	37 25.2%	22 20%	1 10%
<b>First on a voluntary basis and then through legislation</b>	59 40.1%	58 52.7%	6 60%
<b>Mandatory through legislation for a number of years until the targeted representation is achieved</b>	61 41.5%	42 38.2%	3 30%

Table 27: Perceptions on ways to introduce gender quotas in Maltese company boards

These findings indicate that overall, respondents preferred to have quotas introduced on a voluntary basis and to have legislation in the event that no progress is attained in terms of women's representation on boards. If this was to be the case, then quotas would be mandatory for a number of years until the target representation is achieved.

### 6.2.2.7 In which companies should gender quotas be introduced?

Participants who agreed with the introduction of quotas were asked to indicate their preference on which entities (organisations and companies) gender quotas should be mandated. Table 28 below illustrates this finding.

	NGOs and Trade Unions	Public and Private companies	Members of political parties
<b>Participants who agree with the introduction of quotas</b>	147	110	10
<b>Government appointed boards</b>	139 94.6%	103 93.6%	9 90%
<b>State-owned companies</b>	117 79.6%	98 89.1%	10 100%
<b>Public-listed companies</b>	108 73.5%	89 81%	8 80%
<b>Small and medium companies</b>	78 53.1%	62 56.4%	5 50%
<b>Large companies</b>	122 83%	96 87.3%	9 90%

**Table 28: Gender quotas introduction within companies.**

The results show that the majority of respondents believe that gender quotas should be introduced on government-appointed boards, public listed companies, state-owned companies and large companies that employ more than 250 persons. A slight majority of respondents agree with the introduction of gender quotas in small-to medium-sized enterprises (SMEs). Generally speaking, most SMEs are of the micro-type employing less than 10 persons and it would be more complex to introduce quotas in this type of companies. That said, the findings indicate that respondents are mostly in favour of the introduction of quotas in government appointed boards and that government should lead by example and ensure gender parity on such boards.

## 6.3 Should Electoral Quotas be introduced?

In order to get a better understanding of the perceptions of individuals representing the four targeted groups, participants were asked questions related to electoral quotas. Electoral quotas were defined in the questionnaire as follows: *“Electoral quotas are measures that establish a fixed percentage of qualified and competent women to occupy a political position.”*

The findings of each targeted group are discussed in the sections that follow.

### 6.3.1 Perception on the introduction of electoral quotas: General Public

With respect to the introduction of electoral quotas, the general public is of the opinion that this measure should be introduced in Malta as illustrated in the chart below.

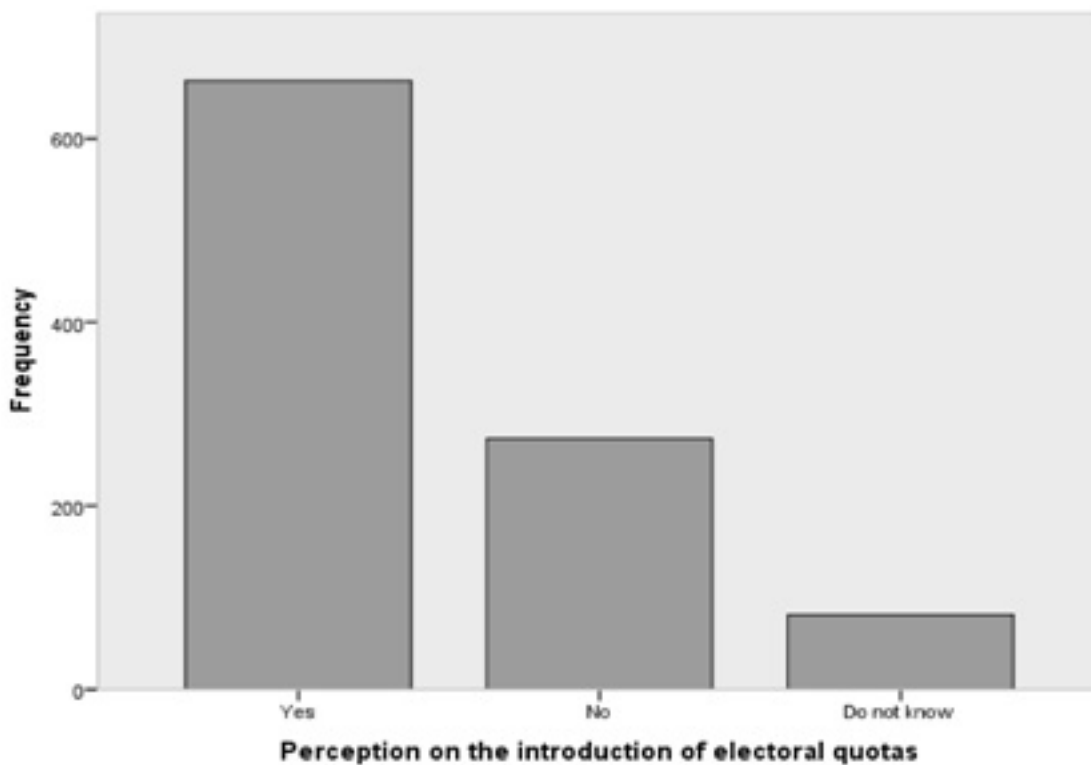


Figure 25: General Public- Perception on the introduction of electoral quotas.

65.2% (663) of the respondents from the general public are in favour of the introduction of electoral quotas. On the other hand, 273 respondents (26.8%) believe that electoral quotas should not be introduced. 81 (8%) of the respondents do not have a clear opinion on whether electoral quotas should be introduced.

The graph below represents the perception on the introduction of electoral quotas based on the respondents' gender. It shows that 57.5% of the male respondents (290 respondents) and 72.7% of the female respondents (373 respondents) are in favour of the implementation of electoral quotas. On the other hand, 34.7% of the male respondents (175 respondents) and 19.1% of the female respondents (98 respondents) are against this measure.

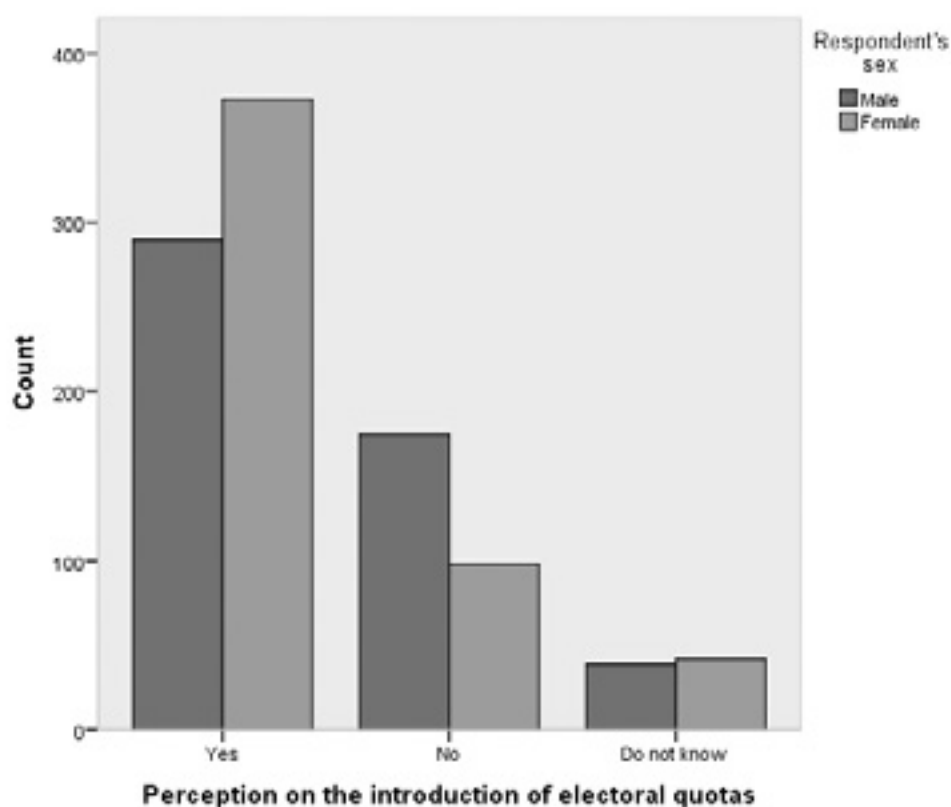


Figure 26: General Public- Perception on the introduction of electoral quotas by gender

### 6.3.2 How should electoral quotas be introduced?

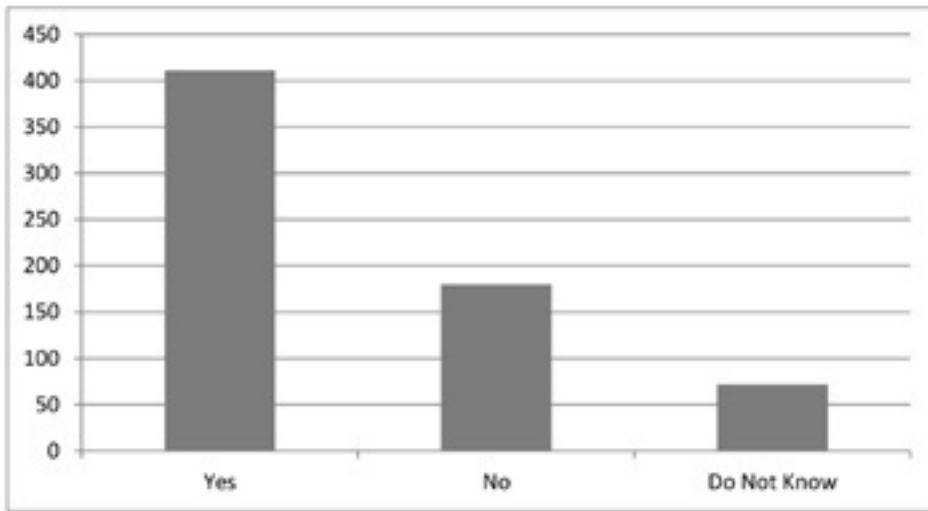
Respondents from the general public who agree with the introduction of electoral quotas were asked whether they agree that the Maltese legislation should be amended to ensure that more women are represented in parliament.

74.5% (494 respondents) of the respondents from the general public who agreed with the introduction of electoral quotas, of which 41.5% are male (205 respondents) and 58.5% are female (289 respondents), are in favour of amending the Maltese legislation to ensure that there are more women in parliament. 18.3% (121 respondents) do not agree with amending the Maltese legislation to ensure that more women are represented in parliament. Moreover, 48 respondents (7.2%) do not have a clear opinion on this.

### 6.3.3 Perceptions on how electoral quotas should be introduced: General Public

The 663 respondents who agreed with the introduction of electoral quotas were asked how this should be done. They were provided with a list of options, on which they could express their agreement or otherwise. The majority of these respondents agreed with different forms of electoral quotas. In effect 61.7% (409) agree with political party quotas setting the minimum number of women on a party's candidate list, 61% (402) agree with constitutional and/or legislative changes to reserve parliamentary seats for women; and 58.8% (390) approve of legal candidate quotas (establishing a fixed minimum percentage of women to contest elections which may also require constitutional and/or legislative changes).

Yes	No	Do Not Know
411	180	72



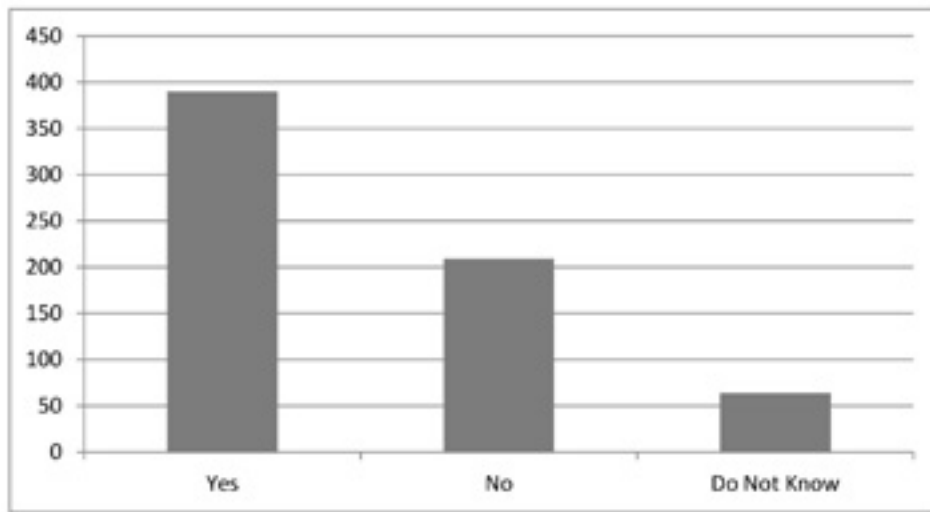
Perception on reserving parliamentary seats for women

Figure 27: General public- Perception on reserving parliamentary seats for women.

Within the group of respondents from the general public who were in favour of the introduction of electoral gender quotas, 61% (402 respondents), of which 39.3% are male (158 respondents) and 60.7% are female (244 respondents), are in favour of the reservation of parliamentary seats for women.



Yes	No	Do Not Know
390	209	64

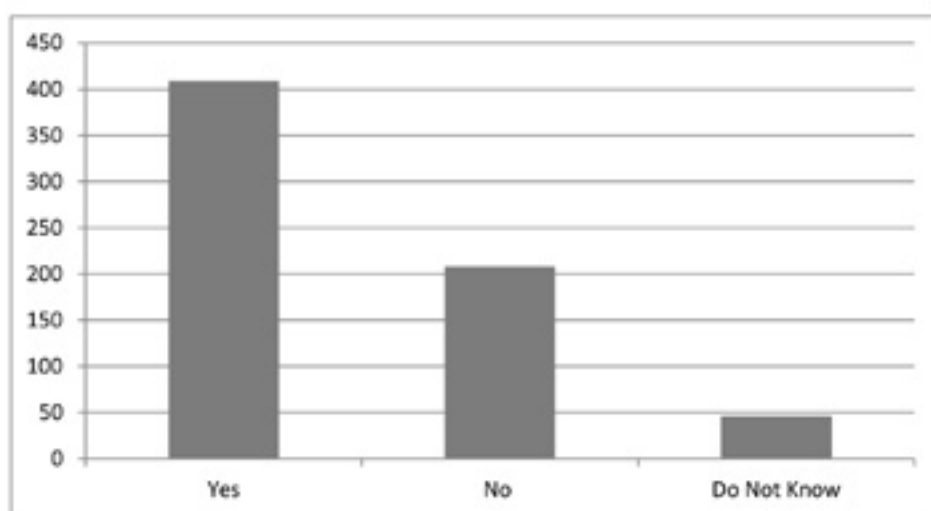


Perception of establishing fixed minimum percentage of women to contest elections

Figure 28: General public- Perception of establishing fixed minimum percentage of women to contest elections.

Within the general public respondents group who answered the question on the establishment of a fixed minimum percentage of women to contest elections, 58.8% (390 respondents), of which 42.3% are male (165 respondents) and 57.7% are female (225 respondents), are in favour of the establishment of a fixed minimum percentage of women to contest elections.

Yes      No      Do Not Know  
 409      208      46



#### Perception on the introduction of political party quotas

Figure 29: General public- Perception on the introduction of political party quotas.

Within the group of respondents from the general public who are in favour of the introduction of gender quotas, 61.7% (409 respondents), of which 43.8% are male (179 respondents) and 56.2% are female (230 respondents), is in favour of the introduction of quotas in political parties.

#### 6.3.4 Perception on the introduction of electoral quotas: NGOs and trade unions, public and private companies, political parties

Perception on the introduction of electoral quotas	NGOs and Trade Unions	Public and Private Companies	Members of Political Parties
Electoral Quotas should not be introduced in Malta	224 57.6%	193 61.3%	27 81.8%
Electoral Quotas should be introduced in Malta	125 32.1%	90 28.6%	5 15.2%
Do not know	40 10.3%	32 10.1%	1 3%

Table 29: Perception on the introduction of electoral quotas.

The majority of respondents from NGOs and trade unions; public and private companies and members of political parties expressed their objection towards the introduction of electoral quotas in Malta. The following sections will describe the opinions of women and men within these groups in relation to the introduction of electoral quotas in Malta.

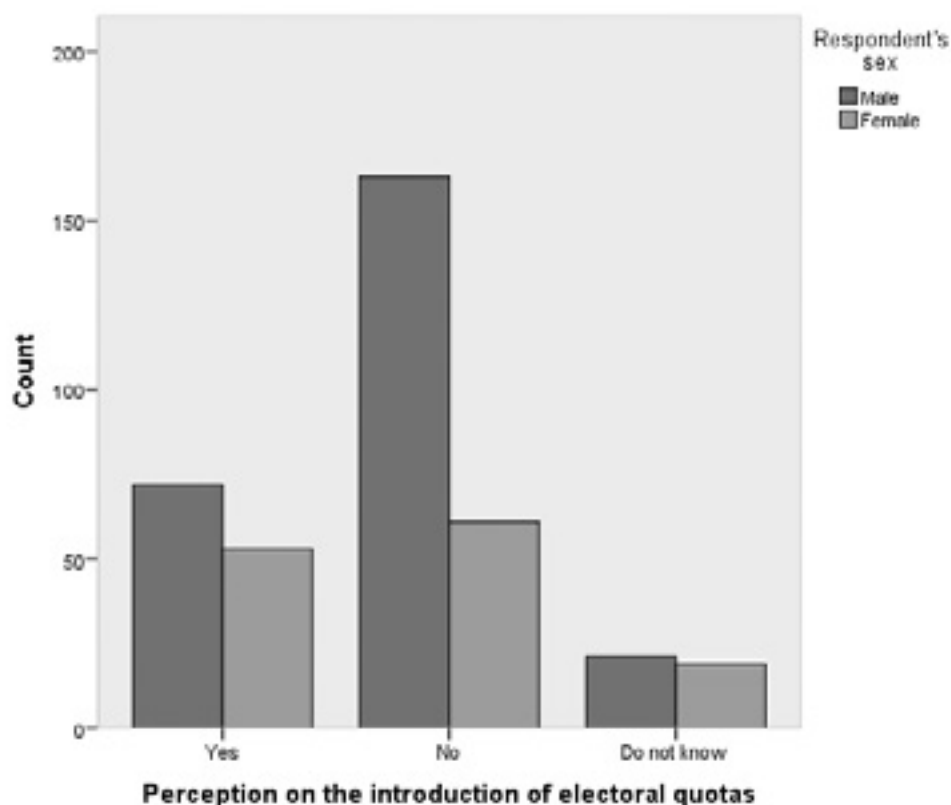


Figure 30: NGOs and Trade Unions- Perception on the introduction of electoral quotas by gender

Within the group of respondents from NGOs and trade unions, 63.7% of the male respondents (163 respondents) and 45.9% of the female respondents (61 respondents) are against the introduction of electoral quotas. On the other hand, 125 respondents (representing 32.5% of the total number of respondents from NGOs and trade unions), composed of 72 male and 53 female respondents are in favour of this measure. Thus, 28.1% of men and 39.8% of women from NGOs and trade unions agree with the introduction of electoral quotas.

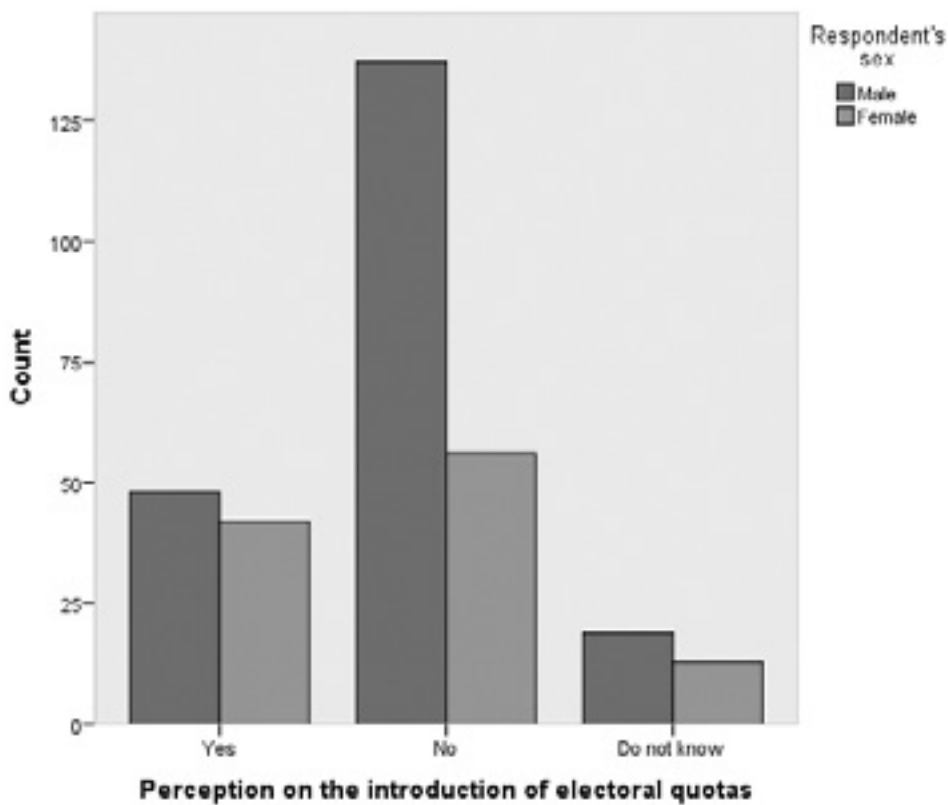


Figure 31: Public and private companies-Perception on the introduction of electoral quotas by gender

Among the respondents from public and private companies, 67.2% of the male respondents (137 respondents) and 50.5% of the female respondents (56 respondents) are against the introduction of electoral quotas. On the other hand, 90 respondents (28.6%), of which 48 are male and 42 are female, are in favour of the introduction of electoral quotas. These make up 23.5% of the men from NGOs and trade unions and 37.8% of women from this group.

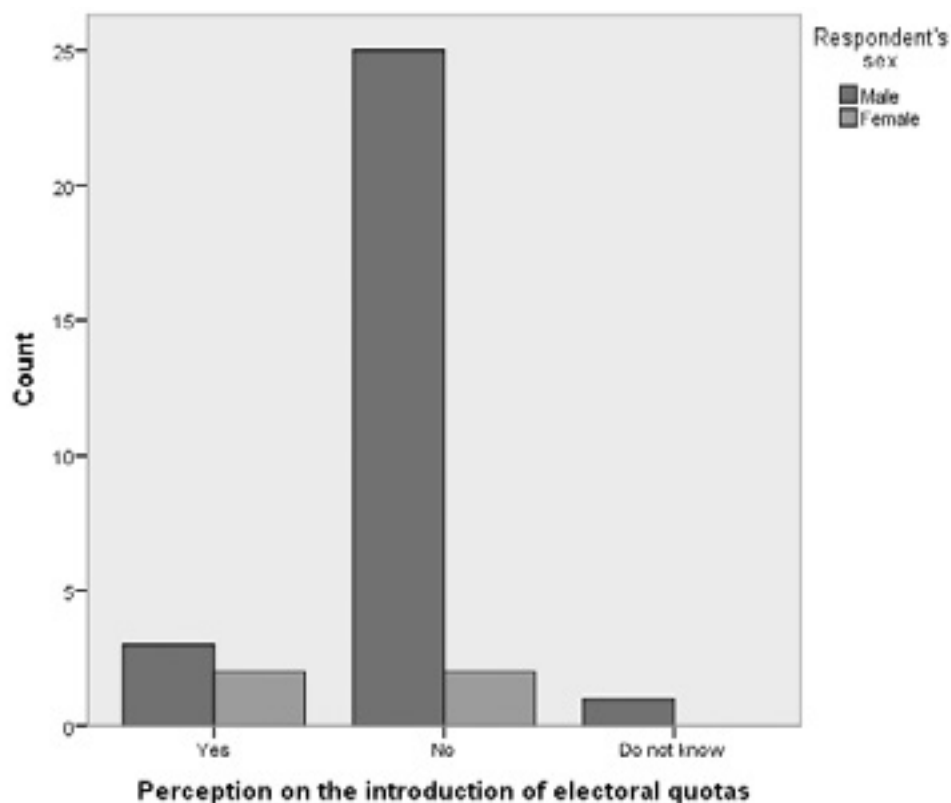


Figure 32: Political parties- Perception on the introduction of electoral quotas.

86.2% of the male respondents (25 respondents) and 2 out of the 4 female respondents from political parties are against the introduction of electoral quotas. Conversely, out of the 33 respondents from political parties, 5 respondents, of which 3 are male and 2 are female, are in favour of the introduction of electoral quotas. Thus 10.3% of the men and two out of four women respondents from political parties agree with the introduction of electoral quotas.

### 6.3.5 How should electoral quotas be introduced?

Within each group, the respondents who are in favour of the introduction of electoral quotas were then asked to submit their perception on efficient ways to introduce gender quotas. Three types of quotas were mentioned to respondents to analyse their opinions on how electoral quotas should be. The table below summarises the results, indicating the levels of agreement with these types of quotas by respondents.

Ways to introduce gender quotas	NGOs and Trade Unions	Public and Private companies	Members of political parties
Respondents that agree with the introduction of electoral quotas	125	90	5
Parliamentary seats for women	50 40%	44 48.9%	2 40%
Legal candidate quotas	63 50.4%	62 68.9%	3 60%
Political party quotas	101 80.8%	63 70%	4 80%

**Table 30: Ways to introduce electoral quotas.**

In view of the results above, it appears that within the group of respondents who are in favour of the introduction of electoral quotas, an absolute majority approves of the introduction of political party quotas that set the minimum number of women on a party's candidate list. On the other hand, the vast majority is against reserving parliamentary seats for women which would require constitutional and/or legislative changes.

#### 6.3.5.1 NGOs and Trade Unions

Among the respondents who support electoral quotas, female respondents are mostly against reserving parliamentary seats for women (with 23 women in favour of and 26 women against these measures). They are more in favour of legal candidate quotas (with 33 women in favour and 16 women against) and political party quotas (44 women being in favour and 6 women against).

Male respondents from NGOs and trade unions who agree with the introduction of electoral quotas are mostly against reserving parliamentary seats (ie. 37 men are against and 27 men in favour of this measure) and setting legal candidate quotas (whereby 30 men agree with this measure in contrast to 34 men who disagree with this measure). On the other hand, more men are more likely to agree with political party quotas that set the minimum number of women on a party's candidate list (ie. 57 men support this measure compared to 11 who do not).

#### 6.3.5.2 Public and private companies

Contrary to the NGOs and trade unions respondent group, female respondents from public and private companies who are in favour of the introduction of gender quotas mostly think that parliamentary seats should be reserved for women (20 women agree compared to 17 women who disagree with this measure). A larger number of female respondents (31 women) think that legal candidate quotas should be introduced, and 8 disagree with this. Similarly, women from public and private companies also support the introduction of political party quotas (34 women support this measure in contrast to 7 women who do not).

Male respondents who are favourable to electoral quotas are mostly in favour of reserving parliamentary seats (24 men agree to this compared to 19 men who disagree), setting legal candidate quotas (31 men support this measure while 13 men do not support it) and introducing political party quotas (29 men are in agreement to this in contrast to 15 men who are not).

#### 6.3.5.3 Members of political parties

Among the respondents that support electoral quotas, female respondents have fairly mixed opinions regarding the proposed measures since from the two women in this group, one agrees with the measures proposed while the other one does not.

Male respondents have more clear-cut opinions with most of them being against reserving parliamentary seats (namely two men are against this measure compared to another one who supports it). They are in favour of the introduction of legal candidate quotas (two men in favour and none against) and of political party quotas (three men support this measure and none of the men in this study disagrees with it).





# Recommendations and Action Plan

Gender Quotas and Other  
Measures towards a Gender-  
Balanced Representation in  
Decision-Making



## 7. Recommendations and Conclusions

### 7.1 Introduction of quotas: overall perception

#### 7.1.1 Gender quotas in Company Boards

The issue of gender quotas has been highly-debated over the past two decades, having two opposing camps: those who are against and those who are in favour of the introduction of quotas. The aim of this study was to determine the views of the different target groups of this research and also to identify what people opposed in gender quotas and why. The results of this research confirm that this divergence in opinion is also present in Malta. The majority of respondents from the general public are in favour of the introduction of gender quotas in organisations. On the other hand, a slight majority of respondents from NGOs and trade unions, as well as public and private sector companies do not agree with the introduction of gender quotas in company boards. Respondents from political parties do not support the idea of having gender quotas in company boards in Malta.

The data collected also revealed that even though the majority of respondents from public and private sector organisations, NGOs and trade unions, and political parties are against the introduction of gender quotas, the majority of women respondents across all target groups are in favour of the introduction of gender quotas in company boards. This comes as no surprise as history shows that women's attempt to gain a 'voice' in politics and life in-general has been an on-going debate and process, created not only by a division of labour based on sex, but also by contrasting possibilities of expressions by both men and women<sup>74</sup>.

In effect, the participation of women in politics and in company boards is low. This research is in fact characterised by an under-representation of women at the political level. In fact, the sample of respondents was made up of 33 parliamentarians, with replies received from only four women. Moreover, the number of women occupying senior roles in NGOs, trade unions and companies was also very low when compared to that of men. This is a reflection of how the business community and politics remain very much a male-dominated world. Furthermore, studies have shown that the business community is dominated by men who might not have confidence in women<sup>75</sup>. Male dominance may make it relatively easy for the voice of women in organisations (who are mostly in favour of the introduction of quotas), to remain stifled. This is evident from the finding that those occupying top decision-making positions in organisations are men who are against the introduction of gender quotas. It is therefore quite clear that women will find it substantially difficult to obtain a position at board level if they are already under-represented in top managerial positions.

---

74 Gal, S. (2002). *Between Speech and Silence*, In Vincent, J (Eds.), *The Anthropology of Politics*, Blackwell Publishers

75 European Commission. (2010). *Gender Equality in the European Union in 2009. Special Eurobarometer 326*. Retrieved on 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/public\\_opinion/archives/ebs/ebs\\_326\\_en.pdf](http://ec.europa.eu/public_opinion/archives/ebs/ebs_326_en.pdf)

The findings of this research highlight that the prime objections to having gender quotas in Malta included the following:

- Introducing gender quotas will not necessarily mean that women will occupy top positions such as managerial positions;
- Gender quotas do not guarantee that the organisation's performance will be improved.

According to the majority of respondents from NGOs and trade unions, as well as company representatives that are against the introduction of quotas in company boards, gender quotas make the board appointment process a number process rather than a process based on the capability of the individual.

The findings also show that the majority of respondents from the political, public and private companies and NGOs and trade unionistic camps believe that gender quotas in company boards are not the appropriate solution as the concept in itself undermines meritocracy, while failing to ensure that qualified and capable women occupy top positions. On the other hand, one must also be cognisant of the fact that women may be in favour of quotas because they find that there are subtle and hidden obstacles holding them back. In fact, in this regard the United Nations Beijing Platform for Action recommends actions to be taken by political parties: "*Consider examining party structures and procedures to remove all barriers that directly or indirectly discriminate against the participation of women*"<sup>76</sup>. Corporations may claim to be meritocratic where career advancement and progression is based on performance and skills. The reality, however, can easily be that despite men's and women's similar educational attainments, ambitions, status, starting salaries, and commitments to their careers, men generally progress faster, attain higher-status positions, and receive significantly higher compensation than women. This is potentially due to a number of hidden and subtle factors that together make up the glass-ceiling effect. One such obstacle is the "old-boy network" that may shut women out of top management positions. This old-boy network consists of males who have received formal education at the same institutions or who have climbed the corporate ladder together. The "old boys" tend to promote like-minded individuals, and often look to former colleagues and friends who they can trust on the basis of past personal experiences and friendships to fill these positions. Women are frequently not even considered when it comes to promotions because they are outside these networks. The counter-argument may be that women may have their own networks, but given that women have traditionally not been an integral force within corporations they simply have not developed networking systems that are as strong and that therefore can add the same value to career progression.

One must also keep in mind that there is a wide gender gap in Malta with more men in the labour market than women. However, it is also a fact that the amount of skilled and educated women entering the labour force is on the rise with the gender employment gap narrowing rather than increasing. Nevertheless, the representation of women on boards of Maltese publicly-listed companies stood at 2.8% in 2013, the lowest in the EU<sup>77</sup>. It is therefore evident that the status-quo is not making efficient use of available resources, which makes it both important and pressing to establish a quick and effective measure to ensure that more women occupy positions at board level if Malta wants to ensure that the investment made in education results in planned outcomes. There are various measures that can be adopted to address this situation, among these the introduction of corporate governance codes, gender mainstreaming and voluntary commitments. These are very important tools that can

---

76 United Nations Entity for Gender Equality and the empowerment of women. Beijing Platform for Action. Retrieved on 2nd December, 2015 from: <http://www.un.org/womenwatch/daw/beijing/platform/decision.htm>

77 European Commission. (2013). Women and Men in Leadership positions in the European Union, 2013. Retrieved on 14th March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/gender\\_balance\\_decision\\_making/131011\\_women\\_men\\_leadership\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_balance_decision_making/131011_women_men_leadership_en.pdf)

facilitate the representation of women on company boards. However, it was evident, as discussed in the literature review, that these measures are limited in terms of the effect that they are likely to have on the number of women being represented on boards. If the gender mainstreaming initiative within the Maltese Public Service<sup>78</sup> of 2005 is taken as an example, one would easily come to the conclusion that although this initiative may have created greater awareness in taking into account the objective of gender equality, the number of women on boards has not increased over the past 10 years. The percentage of women on company boards is so small that the only conclusion that can be drawn is that the gender mainstreaming policy has been at best ineffective in bringing about its intended outcomes. Gender quotas in countries such as Norway have ensured that capable women were appointed on company boards in less than five years before sanctions began to be applied.

Thus, the first recommendation for the introduction of gender quotas in organisations is to ensure that gender quotas are not only an attempt to ensure that more women occupy directorship positions in organisations, but also act as a stimulus to address the obstacles that talented and skilled women may currently be facing. As such, the findings of this study also indicate that when management agrees with the introduction of gender quotas in company boards, they consider these measures as a way of bringing diversity and innovation to the board.

The results of the research have also shown that government should lead by example and take it upon itself to introduce and implement the system of quotas on government boards and state corporations before proceeding to the private sector. In the private sector, preference was given to publicly-listed company boards and large organisations excluding small- and medium- sized enterprises (SMEs). On the other hand, there appears to be no preferred way by respondents as to how to introduce gender quotas in company boards. On the other hand, the majority of respondents from political parties who agreed with the introduction of gender quotas, believed that this should be a temporary measure until the quota is reached, and that quotas should be first introduced on a voluntary basis and then through legislation.

### 7.1.2 Electoral quotas

The study has also shown that in the case of electoral quotas, the majority of the respondents from NGOs and trade unions, public and private companies and members of political parties were against the introduction of electoral quotas. This time round, the majority of women from public and private companies and members of political parties commented that they would be against the introduction of electoral quotas. On the other hand the majority of respondents from the general public are in favour of the implementation of electoral quotas.

It transpired that one prime issue is that political parties sometimes struggle to have a good number of women on the party ticket. In fact, in the 2013 general election, 25 women contested these elections, which is in sharp contrast with the 144 male candidates contesting these elections<sup>79</sup>. The success rate of women in these elections was only marginally lower than that of men and although history seems to suggest that female candidates are less successful than male counterparts<sup>80</sup>, this seems not to have been the case in practice for the 2013 general election. Moreover, this was amply evident in the MEP elections of 2014, where out of 6 seats, 4 women were elected to represent Malta in the European Parliament. This suggests that the electorate equally values the ability of men and women to represent them in parliaments<sup>81</sup>. Some have also argued that given the number of direct votes that women

---

78 NCPE (2011) Gender Mainstreaming in Practice. A Step by Step Guide for Gender Impact Assessment.

79 Electoral Commission Website. (2014). Accessed 15<sup>th</sup> June, 2014 <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTRi%2bVUC%2b-V%2bUE202A%2bhJigqzFJpfCPfasq3UeHl1Y1uK0vg48th55fibDFSaQtY27PIEKLZ59IFmZfKmOM2zsvFruAICQzcsJUytZQfihDIOuSkqRjw%3d%3d>

80 Cutajar, J. (2014). Women and political participation in Malta. Office for Democratic Institutions and Human Rights (ODIHR)

81 Ibid.

received, the respective political parties were amply supporting their female candidatures, even though this is sometimes lacking from the party apparatus when women contest elections<sup>82</sup>.

Moreover, besides party support, the pool of women that presented themselves for MEP elections was found to be higher than that for national elections and according to academic researcher Dr. Carmen Sammut, one of the possible reasons for this is that the EU structures are more gender-friendly<sup>83</sup>.

The political arena might therefore present obstacles to women that make it difficult for them to break into the political scene and pursue a political career path. Once they are able to establish their political careers, contest elections and are equally backed as other male counterparts by their respective party they are generally successful in obtaining representation. This is evident from other studies which show that one of the biggest obstacles that women face are their own party contestants, where copious bullying and politicking tactics are adopted, which women may not want to get involved in<sup>84</sup>. Moreover, parliamentary sittings and meetings are generally held in the evening, sometimes lingering well into the night. This is undoubtedly a hindrance to many women as evident from the findings of the study *Gender Balanced Representation in Decision-Making*. It is clear that the needs of parents and persons with caring responsibilities, particularly women, have to be addressed.

The lack of women in the political arena was also earmarked by the respondents in the study who commented that there should be a bigger pool of women candidates to choose from. This is potentially why the majority of respondents have shown preference towards having party quotas that would ensure that women are given prominence in the political camp and the opportunity to be elected to parliament. This would be achieved if the two major parties mandate that a gender quota for women on party lists is established for national elections. Currently, the two major parties have their own systems in terms of ensuring that both genders are represented on the respective party's national executive, but there is no mandatory quotas for party candidate lists.

On the basis of this current state of affairs and the findings of the study, it can be concluded that political parties have already shown the importance of having a gender balanced national executive. Moreover, both parties have pledged in their electoral programmes the introduction of legislation for gender quotas in large companies. Now, in line with their professed commitment to gender equality, the next step would be for political parties to elaborate their discussions and deliberations on electoral quotas together with other supporting measures in order to bring about higher representation of women in the political arena and effectively put paid to their declarations.

---

82 Sansone, K. (2014). Women to the fore in European elections. Timesofmalta.com. Retrieved 27<sup>th</sup> August, 2015 <http://www.timesofmalta.com/articles/view/20140529/local/Women-to-the-fore-in-European->

83 Sansone, K. (2014). Women to the fore in European elections. Timesofmalta.com. Retrieved 27<sup>th</sup> August, 2015 <http://www.timesofmalta.com/articles/view/20140529/local/Women-to-the-fore-in-European-elections.521006>

84 Cutajar, J. (2011). Women and the Malta Labour Party. In J. Chircop (Ed.), *Revisiting Labour History* (pp. 393-441). Malta: Horizon.

## 8. Action Plan

### 8.1 Gender quotas

#### 8.1.1 Action Plan 1: Introduction of gender quotas in government structures

The analysis undertaken through this study shows that although gender quotas may be an effective measure to have more women on boards, there is no one best way to carry out the process of introducing gender quotas. Norway remains the only case of a State that has reached its target gender quotas in boardrooms in the European context to date, although progress has been registered by Italy and France following the introduction of quotas through legislation in recent years. However, the national contexts in which such legislation has been implemented vary among countries and this makes it difficult to provide a substantial analysis of any other factors that might be contributing to these outcomes. However, the results obtained from this study and the current experience of the countries that have embarked on introducing quotas reviewed indicate that reaching quota targets works best when:

- Government leads by example by first introducing quotas in state corporations and boards prior to extending this measure to the private sector;
- A timeframe is identified for companies to conform to the new legislation;
- Introducing penalties such as fines and/or exclusion from government procurement process if companies fail to attain the quota within the set timeframe;
- Quota targets serve as a temporary measure with a sunset clause which means that once the quota target is reached the law ceases to have effect.
- Quotas cannot be taken as a stand-alone measure. For quotas to be effective on a long term basis supporting measures, such as care services and training, must also be introduced alongside quotas.

The necessary actions to introduce quotas would therefore require a review of all government boards and the boards of state-owned companies, or of those where government has a 51% minimum shareholding. For boards composed of more than nine members, a 40% quota is then set, whereas for boards with nine members or less, the quota would be set for at least 33.33%<sup>85</sup>. State-owned companies would be given three years to reach the 40% target in order to take into account the timeframe of appointments and the subsequent opportunity to select new members to form a balanced board. The findings of the study indicate a strong sentiment towards merit and capabilities, and therefore a recruitment policy and process will need to be drawn up to ensure that the appropriate capable individuals are recruited to the right government/company boards according to their technical

---

<sup>85</sup> This would be in line with the European Commission's proposed Directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures

expertise. This recruitment drive could also make use of an already-established and updated database of professional women which the NCPE launched in May of 2015<sup>86</sup>. This database can be utilised by government entities to match individuals to the appropriate board according to their academic background and experience.

### 8.1.2 Action Plan 2: Introduction of gender quotas in publicly-listed companies on the Malta Stock exchange and large companies

The government's position is in favour of the '*Proposal for a directive of the European Parliament and of the Council on improving the gender balance amongst directors of companies listed on stock exchanges and related measures*' introducing target dates for achieving quantified objectives. In 2014, there were 41 companies listed on the Malta Stock Exchange<sup>87</sup> and 54 large enterprises<sup>88</sup>. It would need to be determined whether any of the large enterprises are also publicly-listed, or are in the process of an Initial Public Offering (IPO), but generally speaking, in this context, quotas would apply to not more than 90 companies as at the end of 2014. Once the companies are identified, Government would launch a consultation process to identify any potential problems that such firms may encounter.

For a period of 12 months, these companies would be encouraged to start a process to ensure that more women are provided with the opportunity to be appointed on the company board. This could be done by identifying three (3) to four (4) women, depending on the size of the board and the organisation, to participate in a training programme specifically designed for women who would like to hold a directorship position. Such a training programme was considered to be one of the critical success factors of gender quotas in Norway<sup>89</sup>. In addition, training on good practice in companies and industry self-regulation instruments are fundamental to ensure good corporate governance in publicly-listed companies and large companies, and are also supported by the national company regulator (the MFSA) and the European Commission<sup>90</sup>.

Following a review of progress after a one-year period, Government can then reward those companies attaining their targets and analyse developments to establish whether the need for drafting legislation would be required. If this is the case, legislation would be drafted and passed through Parliament and the target companies would be given a maximum of three years to meet the quota, before sanctions for non-compliance begin to apply. Sanctions would include official warnings, financial penalties and eventually potential delisting of the company from the stock exchange and/or MFSA-imposed sanctions. It would also be important for the other supporting measures, recommendations and action plans proposed in the study conducted on gender balance in decision-making to be addressed during this stage of quota implementation, as otherwise quotas may not effectively address the issue of increased women representation in executive positions.

### 8.1.3 Legal Actions

To bring such gender quotas into effect, whether through the use of sanctions or otherwise, Maltese legislation would need to be changed. This can be done through amendments to existing laws, such as the Public Administration Act (Chapter 497 of the Laws of Malta), or to the laws setting up the

---

86 NCPE Annual Conference (2015). Retrieved 25<sup>th</sup> May, 2015 [https://ncpecms.gov.mt/en/Documents/Updates%20and%20Upcoming%20events/annual%20conference%202015/4.%20Annalise%20Franz\\_presentation.pdf](https://ncpecms.gov.mt/en/Documents/Updates%20and%20Upcoming%20events/annual%20conference%202015/4.%20Annalise%20Franz_presentation.pdf)

87 Malta Stock Exchange plc (2014) Annual Report. Accessed 20<sup>th</sup> August, 2015 from: <http://www.borzamalta.com.mt/Sitelmages/Documents/annualreport2014.pdf>

88 European Commission (2014). Enterprise and Industry - 2014 SBA fact Sheet, Malta. Accessed 20<sup>th</sup> August, 2015 from: [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2014/malta\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2014/malta_en.pdf)

89 Reimann, A. (2012). *Norway's Gender Quota: A laboratory for the advancement of women*. Spiegel online. 29<sup>th</sup> May, 2012. Accessed 14<sup>th</sup> April, 2014 from: <http://www.spiegel.de/international/topic/norway/>

90 For details of best practices in specific companies see: European Commission. (2007); Maier. (2011); Thomson. (2011); Burke and Mattis. (2005).



various public and state-owned entities; alternatively, a new cross-cutting law could be drafted to cater for this matter. Whichever option is adopted, it is being suggested that a time period should be given for entities to eventually comply with the quotas in any manner they deem fit for their particular circumstances. Furthermore, since the objective of this legislation would be to address the gender balance, once this is achieved said legislation would become null and void. This positive action is in line with Art 45 (11) of the Constitution of Malta that provides for temporary special measures to address discrimination in society. Enactment of legislation and amendments of legislative acts in Malta are generally conducted through a number of parliamentary procedures<sup>91</sup>.

Once the gender quotas are properly implemented within public and state-owned companies, this measure can eventually be applied to private sector entities following the same principle, namely by giving these entities the time to initiate and conclude the process over a one-year period. In the case of private sector entities, as argued above, application of these quotas should only be directed at entities that meet specific criteria, as many companies registered in Malta are small or single member entities and such a measure would thus not be feasible. In this respect, an amendment to the Companies Act (Chapter 386 of the Laws of Malta) would be required to ensure compliance by those public companies listed on the Malta Stock Exchange. This may entail the need to amend the Listing Rules issued by the Listing Authority, which is an integral part of the MFSA. Where legislation is to be amended, the same process described above would need to be followed. Again, a time period should be given for entities to eventually comply with the quotas in whichever manner they deem fit for their particular circumstances.

However, it is being proposed that prior to mandatory quotas, efforts are made to introduce this measure on a voluntary basis. The first step in the case of private sector companies would be to engage the main regulator, namely the MFSA, to act as leaders regarding the introduction of gender quotas by having more women appointed within its structures. For this purpose, in view of the results of the survey, a good start would be to bring together all the relevant actors of the private sector, namely the Malta Chamber of Commerce, Enterprise and Industry, the Malta Employers Association as well as the General Retailers and Traders Union (GRTU) in order to identify an effective process to introduce gender quotas within companies and organisations. Moreover, other actors may need to be involved to represent foundations, associations and partnerships to ensure the inclusion of all entities falling within the scope of gender quotas.

A direct dialogue with companies and other organisations could commence for companies to propose the quota that they will commit to respect within a specified number of years. At this stage, as in the case of the public and state-owned companies, no sanctions would be considered for those that would not meet their quota, but some form of positive incentives would be given to companies and organisations that have honoured their commitments. The ones who failed will have to explain the reasons for their failure publicly.

If, however, these measures prove to be unsuccessful, the competent authorities would need to intervene to introduce quotas on a mandatory basis. Again, this mandatory implementation must take into account criteria such as the size of the company and the number of persons that constitute the company board. The sanctions could be similar to the ones referred to above for state-owned companies.

---

91 More details on parliamentary procedures can be accessed from: <http://www.parliament.mt/legislativeprocess>.

## 8.2 Concluding Remarks

In sum, the findings of this study show that the majority of respondents from NGOs and trade unions, private and public sector companies, and political parties, are against the introduction of gender quotas in their company boards. Further analysis showed that those already occupying a decision-making role are mainly against the introduction of quotas. On the other hand, the majority of the women respondents across all target groups were in favour of the introduction of gender quotas. The results also showed that the educational level of women is on the rise, often exceeding that of men. Thus a pool of highly-educated and talented women have been and continue entering the labour market. The data collected, however, has shown that few women made it to board level, and it is therefore clear that women's relatively higher achievement in education is not being reflected in the work place. In Malta's case, given the very low percentage of women occupying board incumbencies, quotas should be considered as the potentially effective solution for addressing this substantive lacuna.

It would be advisable that prior to introducing quotas in private organisations, Government should lead by example and start such a process in Government-appointed boards and on the boards of state-owned companies with relatively low percentage targets and then gradually increase the required percentage in order to facilitate implementation of this measure. Moreover, it should be ensured that quotas target qualified women in order to bring about gender balanced boards for the benefit of the companies themselves.

When it comes to the role of women in politics, electoral quotas together with other supporting measures should be considered as the way forward. This is because there are far few women entering the political scene and such a direction would empower women to take a more active role in the political sphere and contest elections. As highlighted above a higher representation depends on a higher number of women candidates who have been at least as successful as men in getting elected. This way forward is in line with internal quotas adopted by the two main political parties as well as, with the government's position that is in favour of the *'Proposal for a directive of the European Parliament and of the Council on improving the gender balance amongst directors of companies listed on stock exchanges and related measures'* introducing target dates for achieving quantified objectives.

At times, women have been even more successful than men, as is evident from the MEP elections of 2014. Political parties need to attract more female talent by ensuring that they provide a gender-friendly environment and the needed support. Parliament, on the other hand, would need to apply more gender-friendly measures such as earlier parliamentary sessions and care support services. It is the introduction of quotas together with a combination of various supportive actions that can bring about a balanced representation in the short term in Malta.

## Bibliography

- Ahern, K. and A. Dittmar (2012). The Changing of the Boards: The Impact on Firm Valuation of Mandated Female Board Representation, *Quarterly Journal of Economics*, 127, 137–197.
- Alcazar, M.F., Fernandez, R. P. M., and Gardey, S.G. (2012). Transforming human resource management systems to cope with diversity. *Journal of Business Ethics*, **107** (4), 511–531.
- Baltrunaite, A., Bello, P., Casarico, A., and Profeta, P. (2012). Gender Quotas and the Quality of Politicians. CESifo, *Working Paper Number 3734*.
- Bratton, K.A., and Ray, L.P (2002). “Descriptive Representation, Policy Outcomes and Municipal Day-Care Coverage in Norway.” *American Journal of Political Science*, **46** (2), pp 428–437.
- Brink, A. (2011). *Corporate Governance and Business Ethics*. Dordrecht: Springer Publications.
- Byrne, J.D. (2015). Gender quotas are not the answer for women in politics. The Irish Times. 24th August, 2015. Accessed 24th August, 2015 from: <http://www.irishtimes.com/opinion/gender-quotas-not-the-answer-for-women-in-politics-1.2131839>
- Calabro, A. (2011). *Boards of directors and state-owned enterprises' innovation. In Governance structure and mechanisms in public service organizations—theories, evidence and future directions*, Berlin: Springer.
- Campbell, K. and Mínguez-Vera, A. (2008). Diversity in the Boardroom and Firm Financial Performance. *Journal of Business Ethics*, **83** (3), 435–451.
- Constitution of Malta. Retrieved on 18<sup>th</sup> August, 2014 from: <http://justiceservices.gov.mt/DownloadDocument.aspx?app=lom&itemid=8566>
- Dahlerup D. (2006). *Women, Quotas and Politics*. New York and London: Routledge
- Dezso, C.L., and Ross, G.D. (2012). Does Female Representation in Top Management Improve Firm Performance? A Panel Data Investigation. *Strategic Management Journal*, **33** (9), pp 1072-1089.
- Directive 2010/41/EU of the European Parliament and of the Council of 7 July 2010 on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity and repealing Council Directive 86/613/EEC.

Dovi, S. (2002). Preferable Descriptive Representatives: Will Just Any Woman, Black, or Latino Do? *American Political Science Review*, **96**, pp729-43.

Electoral Commission Website. (2014). Accessed 15th June, 2014 <http://www.electoral.gov.mt/electionindex.aspx?x=%2bhwnTRj%2bVUC%2bV%2bUE2O2A%2bhJigqzFJpfCPfasg3UeHl1Y1uK0vg48th-55fibDFSaQtY27PIEKLZ59IFmZfKmOM2zsvFruAICQzcsJUytZQfihDI0uSkqRjw%3d%3d>

Ellis, E. (2010). *The Impact of the Lisbon Treaty on Gender Equality*, in: European Gender Equality Law Review No. 1/2010, pp. 7-13, European Commission 2010. Accessed on the 17th December, 2013 from: [http://ec.europa.eu/justice/gender-equality/files/egelr\\_2010-1\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/egelr_2010-1_en.pdf)

European Commission. (2010). *Gender Equality in the European Union in 2009. Special Eurobarometer 326*. Retrieved on 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/public\\_opinion/archives/ebs/ebs\\_326\\_en.pdf](http://ec.europa.eu/public_opinion/archives/ebs/ebs_326_en.pdf)

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/COM-PLET%20EN%20BARROSO%20%20%20007%20%20Europe%202020%20-%20EN%20version.pdf>

European Commission. (2011). *Justice Commissioner Reding challenges business leaders to increase women's presence on corporate boards with "Women on the Board Pledge for Europe."* MEMO/11/124. Accessed on 14<sup>th</sup> March, 2014 from: [http://europa.eu/rapid/press-release\\_MEMO-11-124\\_en.htm](http://europa.eu/rapid/press-release_MEMO-11-124_en.htm)

European Commission. (2012). *The Current Situation of Gender Equality in Malta*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/epo\\_campaign/130911\\_epo\\_country\\_profile\\_malta.pdf](http://ec.europa.eu/justice/gender-equality/files/epo_campaign/130911_epo_country_profile_malta.pdf)

European Commission. (2013). *Cracking Europe's glass ceiling: European Parliament backs commission's women on board's proposal*. IP/13/1118. Accessed 14<sup>th</sup> March, 2014 from: [http://europa.eu/rapid/press-release\\_IP-13-1118\\_en.htm](http://europa.eu/rapid/press-release_IP-13-1118_en.htm)

European Commission. (2013). *Women and Men in Leadership positions in the European Union, 2013*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/gender\\_balance\\_decision\\_making/131011\\_women\\_men\\_leadership\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_balance_decision_making/131011_women_men_leadership_en.pdf)

European Commission. (2014). *Gender balance on corporate boards: Europe is cracking the glass ceiling*. Retrieved on 14<sup>th</sup> March, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/documents/140303\\_factsheet\\_wob\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/documents/140303_factsheet_wob_en.pdf)

European Commission. (2014). *Enterprise and Industry - 2014 SBA fact Sheet, Malta*. Accessed 20<sup>th</sup> August, 2015 from: [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2014/malta\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2014/malta_en.pdf)

European Commission, Justice Database. (2014). Accessed 17<sup>th</sup> March, 2013 from: [http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/politics/national-parliaments/index\\_en.htm](http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/politics/national-parliaments/index_en.htm)

European Commission, Justice Directorate (2011). *Report on Progress on Equality between Women and Men in 2010, The Gender Balance in Business Leadership*. Retrieved 15<sup>th</sup> April, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/progressreport\\_equalwomen\\_2010\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/progressreport_equalwomen_2010_en.pdf)

European Commission, Press Releases IP/10/237. (2010). *European Commission strengthens its commitment to equality between women and men*. Retrieved on 17<sup>th</sup> March, 2013 from: [http://europa.eu/rapid/press-release\\_IP-10-237\\_en.htm](http://europa.eu/rapid/press-release_IP-10-237_en.htm)

Fichtl, A. (2013). Gender Quotas on Boardroom Representation in Europe. *CESifo DICE Report*, 11(3), 62-64.

Fortunato, P. and Panizza, U. (2011). Democracy, education and the quality of Government. *POLIS Working Papers* No. 155.

Funk, P. and Gathmann, C. (2008). Gender Gaps in Policy Making: Evidence from Direct democracy in Switzerland. *Department of Economics and Business, Universitat Pompeu Fabra, Economics Working Paper* number 1126.

Gal, S. (2002). Between Speech and Silence, In Vincent, J (Eds.). *The Anthropology of Politics*, Blackwell Publishers

General Retailers and Traders Union Website (2014). Accessed 14<sup>th</sup> March, 2014 from: [http://grtu.net/data/index.php?option=com\\_content&task=view&id=1613](http://grtu.net/data/index.php?option=com_content&task=view&id=1613)

Government Equalities Office United Kingdom Website. (2014). Accessed 15<sup>th</sup> April, 2014 <https://www.gov.uk/government/organisations/government-equalities-office>

Labour Party. (2013). *Manifest Elettorali, 2013, Malta Taghna Lkoll*. Retrieved 14<sup>th</sup> March, 2014 from:

<http://3c3dbeaf6f6c49f4b9f4-a655c0f6dcd98e765a68760c407565ae.r86.cf3.rackcdn.com/082d10b-0fed6c04d78ced4e7836e1dc11067452380.pdf>

Lijphart, A. (1991). Debate-Proportional Representation: III. Double Checking the Evidence. *Journal of Democracy*, **2**, pp 42-48.

Malta Chamber of Commerce Website (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.malta-chamber.org.mt/content.aspx?id=335674>

Malta Confederation of Women's Organisations Website (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.mcwo.net/>

Malta Financial Services Authority Website (2014). Accessed 18<sup>th</sup> August, 2014 from: <http://www.mfsa.com.mt/pages/viewcontent.aspx?id=365>

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

Malta Stock Exchange plc (2014) Annual Report. Accessed on 20<sup>th</sup> August, 2015 from; <http://www.borzamalta.com.mt/SitelImages/Documents/annualreport2014.pdf>

Mansbridge, J. (1999). Should Blacks Represent Blacks and Women Represent Women? A Contingent 'Yes.' *Journal of Politics*, **61**, pp 628-57.

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

Ministry for Finance (2013). Budget Document 2014. Accessed on 17<sup>th</sup> March, 2014 from: [https://mfin.gov.mt/en/The-Budget/Documents/The\\_Budget\\_2014/Budget2014\\_Document.pdf](https://mfin.gov.mt/en/The-Budget/Documents/The_Budget_2014/Budget2014_Document.pdf)

- Murray, R., Krook, M.L., and Opello, K.A.R. (2012). Why Are Gender Quotas Adopted? Party Pragmatism and Parity in France. *Political Research Quarterly*, **65** (3), pp. 529-543
- NCPE Annual Conference (2015). Retrieved 25th May, 2015 [https://ncpecms.gov.mt/en/Documents/Updates%20and%20Upcoming%20events/annual%20conference%202015/4.%20Annalise%20Franrz\\_presentation.pdf](https://ncpecms.gov.mt/en/Documents/Updates%20and%20Upcoming%20events/annual%20conference%202015/4.%20Annalise%20Franrz_presentation.pdf)
- National Council of Women in Malta Website (2014). Accessed on 14<sup>th</sup> March, 2014 from: <http://www.ncwmalta.com/home?l=1>
- Nekhili, M and Gatfaoui, H. (2013) Are Demographic Attributes and Firm Characteristics Drivers of Gender Diversity? Investigating Women's Positions on French Boards of Directors. *Journal of Business Ethics*, **118**, 227-249.
- Njenga, M., Karanja, N., Prain, G., Lee-Smith, D., and Pigeon, M. (2011). Gender mainstreaming in organisational culture and agricultural research processes. *Development in Practice*, **21** (3), 379-391.
- Norwegian Government Website (2014). Accessed 14<sup>th</sup> March, 2014 from: [http://www.regjeringen.no/en/dep/bld/topics/child-welfare.html?regj\\_oss=1&id=1058](http://www.regjeringen.no/en/dep/bld/topics/child-welfare.html?regj_oss=1&id=1058)
- Partit Nazzjonalista (2013). *Electoral Manifesto, General Elections 2013-Futur fis-sod*. Pieta: Information Office Partit Nazzjonalista.
- Paxton, P., Kunovich, S., and Hughes, M.M. (2007). Gender in Politics. *Annual Review of Sociology*; **33**, 263-284.
- Phillips, A. (1995). *The Politics of Presence*. New York: Clarendon Press.
- Quota Project - Global database of quotas for women (2014). Accessed 14<sup>th</sup> March, 2014 from: <http://www.quotaproject.org/aboutquotas.cfm>
- Reimann, A. (2012). *Norway's Gender Quota: A laboratory for the advancement of women*. Spiegel online 29<sup>th</sup> May, 2012. Accessed 14<sup>th</sup> April, 2014 from: <http://www.spiegel.de/international/topic/norway/>
- Schwindt-Bayer, L.A., and Mishler, W. (2005). An Integrated Model of Women's Representation. *Journal of Politics*, **67**, pp 407-428.
- Spiteri, L (2012). Promoting Women in Decision Making in the Economy through Quotas: A Maltese Perspective. Retrieved 18<sup>th</sup> August, 2014 from: [http://ec.europa.eu/justice/gender-equality/files/exchange\\_of\\_good\\_practice\\_no/mt\\_comments\\_paper\\_no\\_2012\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/exchange_of_good_practice_no/mt_comments_paper_no_2012_en.pdf)
- Stevens, A. (2007). *Women, Power and Politics*. Palgrave Macmillan, Houndmills.
- Swedish Corporate Governance Code (2010). Retrieved on 18<sup>th</sup> March, 2014 from: [http://www.eniro-group.com/sites/default/files/files/svensk\\_kod\\_bolagsstyrning\\_en.pdf](http://www.eniro-group.com/sites/default/files/files/svensk_kod_bolagsstyrning_en.pdf)
- Sweigart, A. (2012). Women on Board for Change: The Norway Model of Boardroom Quotas as a Tool for Progress in the United States and Canada. Retrieved from: <http://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=1007&context=njilb>

Talent to the Top Charter. (2008) Retrieved on 17<sup>th</sup> March, 2014 from: [http://www.talentnaardetop.nl/uploaded\\_files/mediaitem/Charter\\_TalentNaarDeTop\\_EN\\_03.pdf](http://www.talentnaardetop.nl/uploaded_files/mediaitem/Charter_TalentNaarDeTop_EN_03.pdf)

Torchia, M., Calabro, A., & Huse, M. (2011). Women directors on corporate boards: From tokenism to critical mass. *Journal of Business Ethics*, **102** (2), 299–317.

United Nations. (2014) *Women in Politics 2014*. Retrieved on 17<sup>th</sup> March, 2014 from [http://www.ipu.org/pdf/publications/wmnmap14\\_en.pdf](http://www.ipu.org/pdf/publications/wmnmap14_en.pdf)

United Nations Economic Commission for Europe (2012). *Promoting gender equality and women's economic empowerment and the road to sustainable development: good practice from the UNECE Region*. New York and Geneva: United Nations, pp 3-46

United Nations Women Website (2014). Accessed 18<sup>th</sup> August, 2014 from: <http://www.un.org/women-watch/osagi/gendermainstreaming.htm>

University of Malta (2015). Malta Elections – A collection of electoral data for the Maltese Islands. Accessed 18<sup>th</sup> May, 2015 from: <http://www.um.edu.mt/projects/maltaelections/stvsystem>





# Annexes



# Annex I - Research Tools

## 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
a. Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. 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
a. 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
b. 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
c. 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  1

Female  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  1

Primary  2

Secondary  3

Post-Secondary  4

Tertiary  5

Post-graduate  6

Doctorate Level  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.



# 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.**

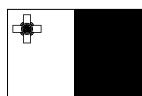
**If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to [research.nso@gov.mt](mailto:research.nso@gov.mt).**

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*)

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 (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
a. 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
b. 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
c. 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
d. Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. 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
f. 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
g. 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
a. 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
b. 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
c. 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
d. 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
e. 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
f. 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
a. 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
b. 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
c. 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
d. 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
a. Quotas would not ensure that capable women occupy the board positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Quotas could lead to tension between board members.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Quotas may worsen the performance of the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. 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
e. 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
f. 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
g. Other (specify)			

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

	Yes	No	Do not know
a. Quotas will bring more board diversity which would improve innovation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Quotas will ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. 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
d. 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
e. Other (specify)			

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

	Yes	No	Do not know
a. As a temporary measure	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Introduced on a voluntary basis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Mandatory through legislation (including penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Mandatory through legislation (without penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. First on a voluntary basis and then through legislation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f. 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
a. There should be more awareness on gender equality.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. 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
c. 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
d. 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
e. 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*)

a. The organisation has obtained the NCPE Equality mark.	<input type="checkbox"/> 1
b. The organisation has set a genderual harassment policy.	<input type="checkbox"/> 2
c. The organisation has set a gender equality policy.	<input type="checkbox"/> 3
d. The organisation has human resource policies and procedures that ensure gender equality in recruitment and selection.	<input type="checkbox"/> 4
e. The organisation regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.	<input type="checkbox"/> 5
f. My organisation has done nothing.	<input type="checkbox"/> 6
g. Other (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
a. Parliamentary sessions are not suited to meet the exigencies of working parents.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Women are not interested in being engaged in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Women prefer to nurture the family instead of involving themselves in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. 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
e. 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
f. 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
g. Women are expected to attend to both familiar and professional duties.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
h. 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
i. 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
a. 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
b. 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
c. 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
a. 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
b. Political parties should enhance the promotion of female candidates during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. 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
d. 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
e. 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.



## 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.

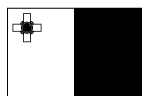
If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to [research.nso@gov.mt](mailto:research.nso@gov.mt).

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
e. 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
a. 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
b. 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
c. 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
d. Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. 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
f. 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
g. 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
a. Gender balance at board and senior management levels does not provide any benefits to an organisation.	1	2	3
b. 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.	1	2	3
c. The gender balance initiative cannot be successfully implemented since women prefer to focus on the family rather than their careers.	1	2	3
d. Having a gender balanced representation would not ensure that gender equality is safeguarded within an organisation.	1	2	3
e. There are not enough women that are qualified and experienced to occupy top positions.	1	2	3
f. 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
a. 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
b. 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
c. 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
d. 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
a. Quotas would not ensure that capable women occupy the board positions.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Quotas could lead to tension between board members.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Quotas may worsen the performance of the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. 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
e. 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
f. 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
g. Other (specify)			

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

	Yes	No	Do not know
a. Quotas will bring more board diversity which would improve innovation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Quotas will ensure that gender equality is safeguarded within an organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. 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
d. 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
e. 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
a. I do not envisage any problems.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Women in the organisation are not willing to occupy a board position.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Tension would be created at board level.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Some current board members may resign and leave the organisation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. Not enough capable women within the organisation to be appointed on boards.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
g. 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*)

- |  |                            |
|--|----------------------------|
| a. The organisation has obtained the NCPE Equality mark.   | <input type="checkbox"/> 1 |
| b. The organisation has set a sexual harassment policy.  | <input type="checkbox"/> 2 |
| c. The organisation has set a gender equality policy.  | <input type="checkbox"/> 3 |
| d. The organisation has human resource policies and procedures that ensure gender equality in recruitment and selection.                 | <input type="checkbox"/> 4 |
| e. The organisation regularly promotes gender equality in the workplace through a number of employee relation activities and programmes. | <input type="checkbox"/> 5 |
| f. My organisation has done nothing.   | 6                          |
| g. 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
a. Parliamentary sessions are not suited to meet the exigencies of working parents.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Women are not interested in being engaged in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Women prefer to nurture the family instead of involving themselves in politics.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. 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
e. 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
f. 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
g. Women are expected to attend to both familiar and professional duties.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
h. 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
i. 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
a. 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
b. 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
c. 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
a. 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
b. Political parties should enhance the promotion of female candidates during electoral campaigns.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. 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
d. 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
e. 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.

# 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.

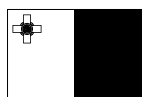
If you encounter any difficulties in completing this questionnaire you are kindly requested to contact the National Statistics Office on 2599 7309 between 8:00am and 2:00pm, from Monday to Friday. You can also send an e-mail to [research.nso@gov.mt](mailto:research.nso@gov.mt).

Thank you in advance for your cooperation.

Yours faithfully,



M Pace Ross  
Director General



Il-prattici li tħaddan l-NSO dwar l-ambjent jipromwovu 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. 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
a. 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
b. 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
c. 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
d. Women are not interested in occupying directorship roles.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. 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
f. 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
g. 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
a. 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
b. 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
c. 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
d. 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
e. 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
g. 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
a. 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
b. 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
c. 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
g. 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
a. As a temporary measure	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. Introduced on a voluntary basis	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Mandatory through legislation (including penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Mandatory through legislation (without penalties)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. First on a voluntary basis and then through legislation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f. 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
a. Government appointed boards	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b. State owned companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c. Public listed companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d. Small and medium companies (employing less than 250 persons)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e. 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
a. There should be more awareness on gender equality.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3



b. 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
c. 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
d. 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
e. 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*)

a. The party has published studies on the importance of gender equality at work.	1
b. The party has set up a specific section to further promote gender equality at work.	2
c. The party has proposed a legal bill on gender equality at work.	3
d. The party participates in national and international activities on gender equality.	4
e. The party regularly promotes gender equality in the workplace through a number of employee relation activities and programmes.	5
f. The party has a gender equality policy in its commercial divisions.	6
g. The party has done nothing.	7
h. 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)

## 1. 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.

## 2. 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.

### **3. 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.

### **4. 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.

## **5. 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.

## **6. 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.

## **7. 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.

#### **8. 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.

#### **9. 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.

#### **10. 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.

#### **11. 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.

#### **12. 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  
Electricity, gas, steam and air conditioning supply.

## Water supply; sewerage, waste management and remediation activities

Water collection, treatment and supply;

Sewerage;

Waste collection, treatment and disposal activities; materials recovery;

Remediation activities and other waste management services.

## Construction

Construction of buildings;

Civil engineering;

Specialised construction activities.

## Wholesale and retail trade and repair of motor vehicles and motorcycles

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

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

Accommodation;

Food and beverage service activities.

## Information and communication

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

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.





**National Commission for the  
Promotion of Equality (NCPE)**

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

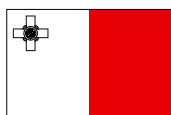
**f** [facebook.com/NCPE.Malta](https://www.facebook.com/NCPE.Malta)

**☎** +00356 2590 3850

**✉** [equality@gov.mt](mailto:equality@gov.mt)

**🌐** [www.equality.gov.mt](http://www.equality.gov.mt)

**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



***Investing in your future***