



cutting through complexity

Survey on Gender Balance in Senior Management Positions

Analysis of survey results
22 October 2015



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1 Introduction

This report is written for the Centre for Labour Studies (CLS) at the University of Malta (UOM) and discusses the results of a Survey on Gender Balance in Senior Management Positions.

The European Commission, through its Strategy for Equality between Women and Men, aims to accelerate progress towards a better gender balance on corporate boards of publicly listed European companies. Subsequently, it called for tangible actions to ensure better gender balance in the top company posts through credible self-regulation by companies listed on the stock exchange with the exception of small and medium sized companies. A lack of progress in this policy area across member states instigated the Commission to put forward a proposal in November 2012 for a Directive which sets as an objective a 40% presence of the under-represented sex among non-executive directors in publicly listed companies by 2020.

In order to increase the level of awareness, potential implications and preparedness on relevant stakeholders and organisations at a local level, the Centre for Labour Studies at the University of Malta is participating in a cross-national research programme focusing on the issue of Gender Balance in Senior Management Positions. This research programme has been carried out in collaboration with the University of Iceland, the Institute of Social Research (Norway), and the University of California (San Diego, USA). KPMG in Iceland has also supported the research being carried out by the University of Iceland across three Nordic countries. KPMG in Malta collaborated with the Centre for Labour Studies of the University of Malta in carrying out the survey at a local level.

The survey entitled “*Survey on Gender Balance in Senior Management Positions*” is the only source of data which has been used in this study. As such all analysis, comments and conclusions of this report are based on results obtained through this survey. The individuals asked to take part in the survey were selected based on their roles in the corporate leadership of large organisations within the Maltese business sector. The questionnaire was sent to senior managers working at the 250 largest companies in Malta. The companies were chosen from a list generated by the National Statistics Office (NSO), which classified companies by their turnover. The survey was carried out using KPMG’s proprietary electronic survey platform, and was launched on the 15th June 2015, and remained active until the 15th July 2015. A total of 516 invitations to participate in the survey were sent out, of which 77 individuals completed the survey, and 25 respondents did not complete their survey in full. ‘In Progress’ surveys and results from these were taken into consideration for the purposes of this report. The gender split of respondents was 56% male and 44% female.

This analysis is based solely on the responses received and may not be entirely reflective of the opinions and views held by the wider population on this issue.

2 Important information about this report

This deliverable is addressed to the University of Malta (henceforth referred to as the 'client'), and has been prepared in accordance with our Letter of Engagement dated 30th January 2015.

Nothing in this deliverable shall be construed as meaning that we undertake any advocacy services or managerial function for the client. Any decisions and/or positions taken are solely those of the client.

Our duties in relation to this document are owed solely to the client and accordingly we do not accept any responsibility for loss occasioned to any third party acting or refraining from action as a result of this document. This document has been provided on the basis that it is for your information only and it should not be distributed, quoted or referred to, in whole or in part, without our prior written consent. Our consent for the whole or part of our reports to be copied or disclosed to any third party or otherwise quoted or referred to, in whole or in part, is on the basis that we do not owe such third parties any duty of care as a result of giving such consent.

We will indicate in this document the sources of the information presented. We have not sought to establish the reliability of these sources by reference to information independent of the Client, but where any relevant information has been obtained, this will be indicated in our document. We will, however, satisfy ourselves, as far as possible, that the information presented is consistent with other information that is made available to us in the course of our work in accordance with the engagement terms of reference.

The contents set out in this deliverable takes into account all the information known and made available to us up to the time of its preparation and is therefore current as at the document date, or such other date that may be specified.

3 Survey Results

3.1 Profile of a manager

According to the results obtained through the survey 'Gender Balance in Senior Management Positions', the average Maltese male manager is between 41 and 50 years of age and is likely to have achieved a postgraduate level of education, generally in the field of business and/or finance. The average Maltese male manager is most likely to be married or in a relationship, have an average of two children, and generally works between 41 to 50 hours per week.

A Maltese female manager would, on average, be between 31 and 40 years of age and would likely have achieved a postgraduate level of education, usually in business and/or finance, or in social sciences and/or humanities. 85% Maltese female managers are married or in a relationship, while 50% of female managers do not have any children. Female managers would generally work between 41 to 50 hours per week.

3.1.1 Education

Participants in the survey were asked about their level of education. The response options available were: *Primary school, Secondary school, Sixth Form / Post-Secondary, Undergraduate (Completed Bachelor's level), Postgraduate (Completed Master's level), or Other.*

The results show that the majority of respondents have achieved a tertiary level of education. From the individuals surveyed, 35% of all male respondents and 44% of all female respondents claim to have achieved an undergraduate level of education, while 42% of all male respondents and 50% of all female respondents claim to have achieved a postgraduate level of education.

Participants were also asked to specify the academic field of their studies. The response options available were: *Finance / Business, Technical / Scientific, Engineering, Law, Social science / Humanities, or Other.*

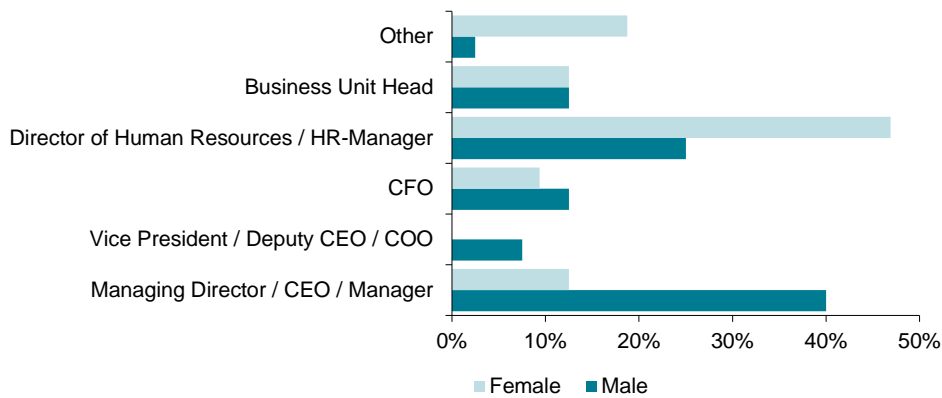
The results reveal a difference in academic preferences between genders. Amongst males, the most common fields of study were Finance/Business, and Engineering, comprising 58% and 16% of responses respectively. Amongst females, the most popular fields were Finance/Business, and Social science / Humanities, comprising 41% and 35% of responses respectively. Significant gendered differences can be noted in the fields of Engineering, chosen by 16% of male respondents but none of the female respondents, and in Social science / Humanities, chosen by 9% of male respondents and 35% of female respondents.

3.1.2 Careers

Participants were asked about their positions in the organisations where they work. The response options available were: *Managing Director / CEO / Manager, Vice President / Deputy CEO / COO, CFO, Director of Human Resources / HR-Manager, Business Unit Head, or Other.*

The most common position amongst male respondents was Managing Director /CEO/ Manager, accounting for 40% of responses. Amongst female respondents the most common position was Director of Human Resources/HR-Manager, accounting for 47% of responses. There was a noticeable gender-gap amongst the more senior of the response options provided, with Managing Director /CEO /Manager being selected by 40% of male respondents and 13% of female respondents, Vice President / Deputy CEO / COO, was selected by 8% of male respondents but none of the female respondents choose this option. On the other hand, CFO was selected by 13% of male respondents and 9% of female respondents.

Career positions of men and women

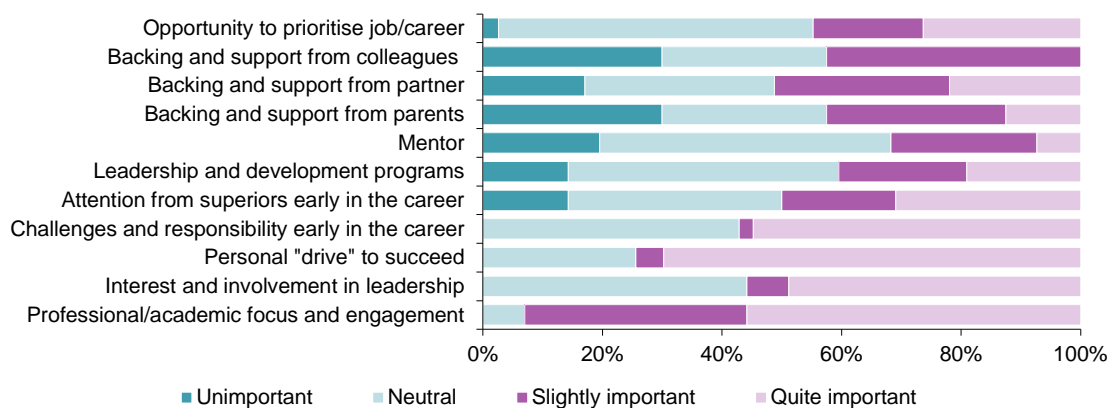


Asked on how long they have held their current positions, 58% of male respondents and 22% of female respondents replied that they have had their current job for seven years or more, whereas 23% of male respondents and 38% of female respondents replied that they have held their current job for between one and three years. This implies that male managers, on average, have had a longer career in management than their female peers. The majority of both male and female respondents claimed to have been recruited externally for their current roles.

When asked on the age at which they first achieved a position at executive management or partner level, most respondents replied that this occurred when they were between the ages of 26 and 30. Nevertheless a gender-gap can be noticed here as it was selected by 34% of male respondents and 50% of female respondents. The second most common response was that individuals were aged between 31 and 35 when they first reached an executive level. This was selected by 24% of male respondents and 17% of female respondents. The implications of this are that women typically achieved an executive management position at a younger age than men.

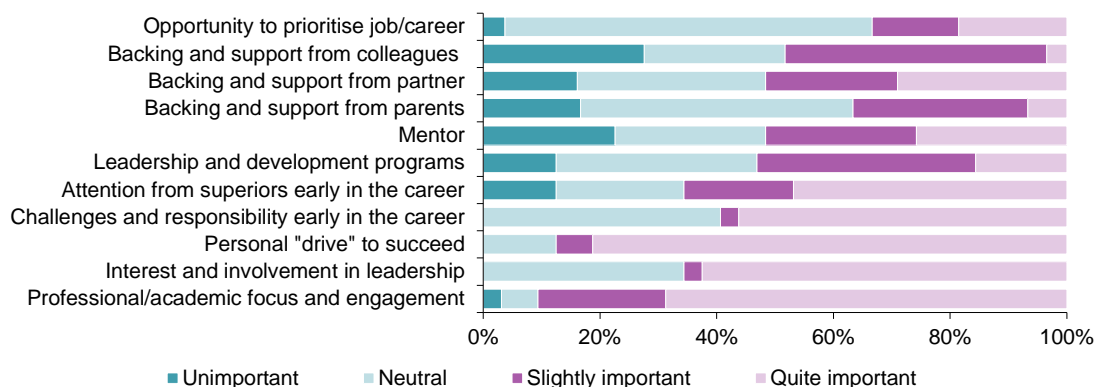
With regards to the factors which enabled respondents to reach their executive management position, participants were asked to assess the importance that certain factors had on their success. Amongst male respondents the most important factors appear to have been: Professional/academic focus and engagement; Personal "drive" to succeed, and Challenges and responsibility early in the career. The least important factors amongst male respondents appear to have been backing and support from colleagues, Backing and support from parents, and Mentor.

Factors contributing to becoming an executive manager - Men



Amongst female respondents the most important factors for success appear to have been: Personal “drive” to succeed, Professional/academic focus and engagement, and Interest and involvement in leadership. The least important factors appear to have been backing and support from colleagues, mentor, and backing and support from parents. Hence, despite some minor differences in proportionality, the main factors which are perceived as being important or unimportant for one’s promotion to an executive management position, do not seem to vary between genders.

Factors contributing to becoming an executive manager - Women



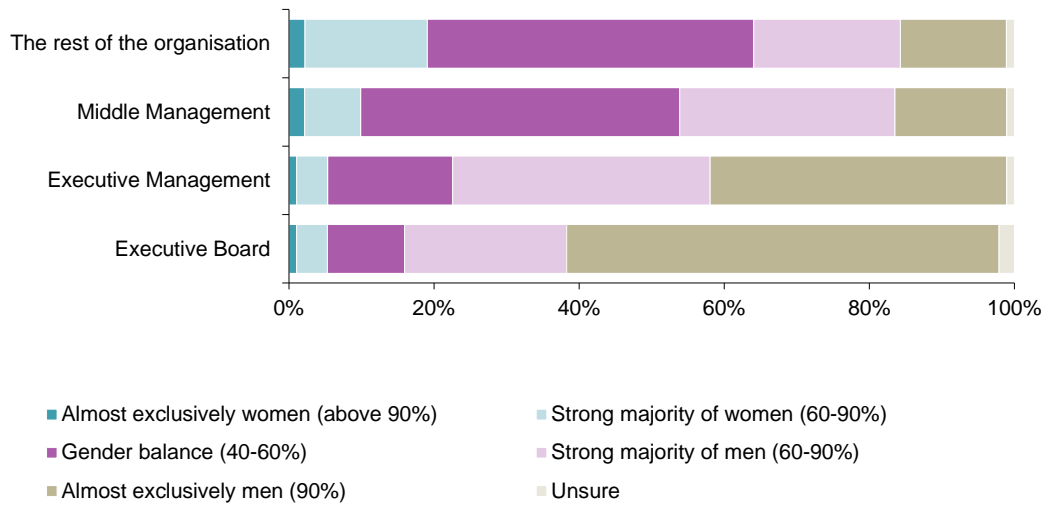
3.2 Gender divisions within the company

3.2.1 Gender composition

Participants were asked to describe the gender composition of various aspects of their organisations. The available responses were: *Almost exclusively women (above 90%)*, *Strong majority of women (60-90%)*, *Gender balance (40-60%)*, *Strong majority of men (60-90%)*, *Almost exclusively men (above 90%)*, or *Unsure*. This question was asked in relation to the following levels of the organisation: *Executive Board*, *Executive Management*, *Middle Management*, and *The rest of the organisation*.

From the results it appears that there is a tendency for managerial positions to be predominantly occupied by males. The extent of this phenomenon increases with the seniority of the management level in question. At Executive Board level, 60% of respondents described the gender composition as being ‘Almost exclusively men’. At Executive Management level 41% of respondents described gender composition as being ‘Almost exclusively men’, with 35% of respondents describing the gender composition as having a ‘Strong majority of men’. At Middle Management level 44% of respondents described their organisation as having ‘Gender balance’ and 30% of respondents described the gender balance as having a ‘Strong majority of men’. 45% of respondents described the composition of the rest of their organisation as having a ‘Gender balance’, at this level the differences in number of organisations which had a majority of men or women were not significant.

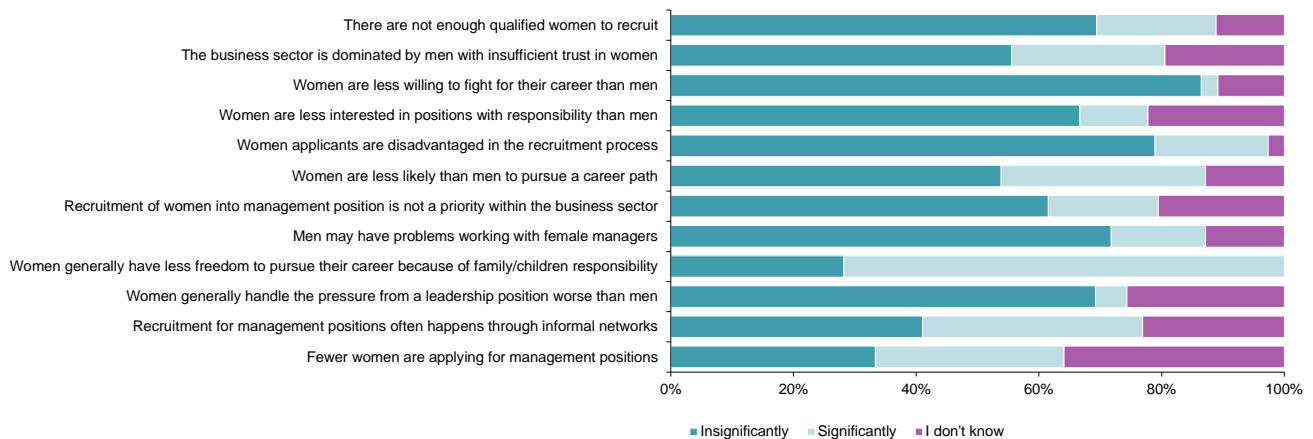
Gender composition at different levels within organisations



3.2.2 Women in management

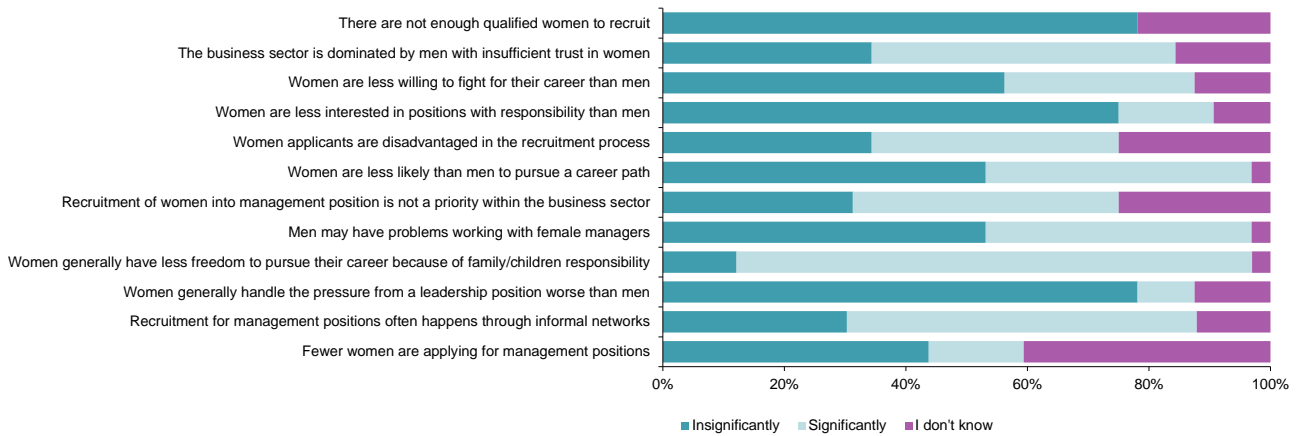
Participants were asked to give their opinions on whether certain factors had a significant or insignificant effect on the underrepresentation of women in managerial positions in Malta. Amongst male respondents it was thought that the most significant factors were 'Women generally have less freedom to pursue their career because of family/children responsibility', 'Recruitment for management positions often happens through informal networks', and 'Women are less likely than men to pursue a career path'. The factors mostly considered to be insignificant were 'Women are less willing to fight for their career than men', 'Women applicants are disadvantaged in the recruitment process', and 'Men may have problems working with female managers'.

Factors contributing to the underrepresentation of women in management - Men



Amongst female respondents it emerged that the most significant factors were 'Women generally have less freedom to pursue their career because of family/children responsibility', 'Recruitment for management positions often happens through informal networks', and 'The business sector is dominated by men with insufficient trust in women'. The factors most considered to be insignificant were 'Women generally handle the pressure from a leadership position worse than men', 'There are not enough qualified women to recruit', and 'Women are less interested in positions with responsibility than men'. Hence it is possible to see that the opinions expressed by men and women on this issue tend to vary rather substantially.

Factors contributing to the underrepresentation of women in management - Women

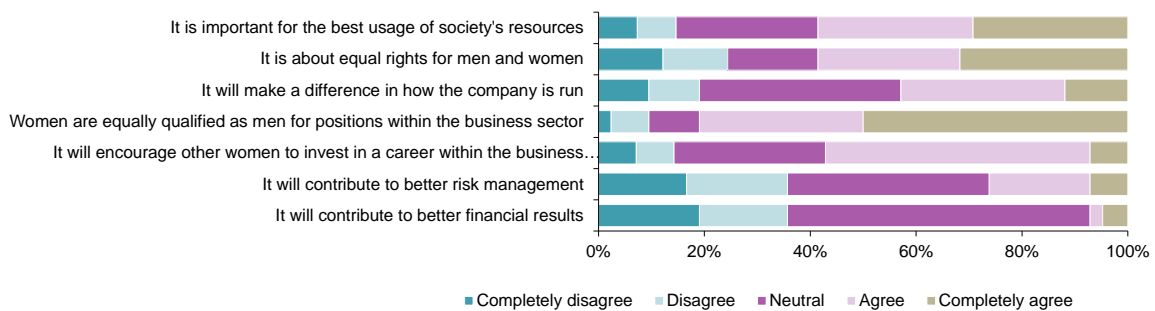


When asked to provide some other factors which could contribute to the underrepresentation of women, the most commonly cited issue was that of achieving a work-life balance and coping with responsibilities outside of work.

When asked if, with equal competence, men and women should be equally represented in executive management positions, responses were very consistent, with 97% of men and 91% of women agreeing to this statement.

The participants were also asked to what extent they agreed with several statements regarding why an equal distribution of men and women in top positions within organisations is important. Amongst male respondents it was mostly agreed that gender balance is important because 'women are equally qualified as men for positions within the business sector', 'it is important for the best usage of society's resources', and 'it is about equal rights for men and women'. The largest proportions of disagreements were with the following statements, 'It will contribute to better financial results', 'It will contribute to better risk management', and 'It is about equal rights for men and women'. The second of these statements is the only one to gather more disagreement than agreement from male respondents.

Equal distribution of men and women in top positions is important because... - Men



Amongst female respondents it was mostly agreed that gender balance is important because 'Women are equally qualified as men for positions within the business sector', 'It will make a difference in how the company is run', and 'It will encourage other women to invest in a career within the business sector'. It is interesting to note that amongst female respondents there was a noticeable lack of disagreement with any of the reasons provided in the survey. Nevertheless the following statements gathered the largest proportion of disagreements, 'It will contribute to better

financial results', 'It will contribute to better risk management', 'It is about equal rights for men and women'. There were no statements which gathered more disagreement than agreement from female respondents.

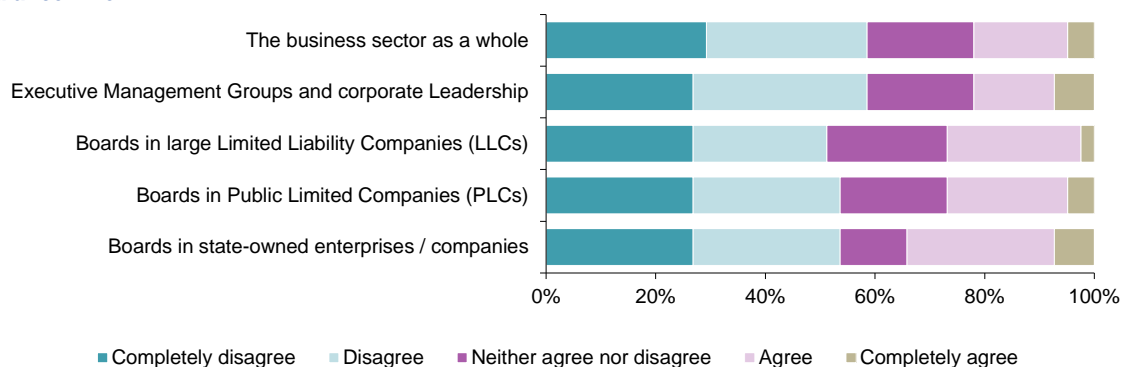
Equal distribution of men and women in top positions is important because... - Women



3.2.3 Achieving gender balance

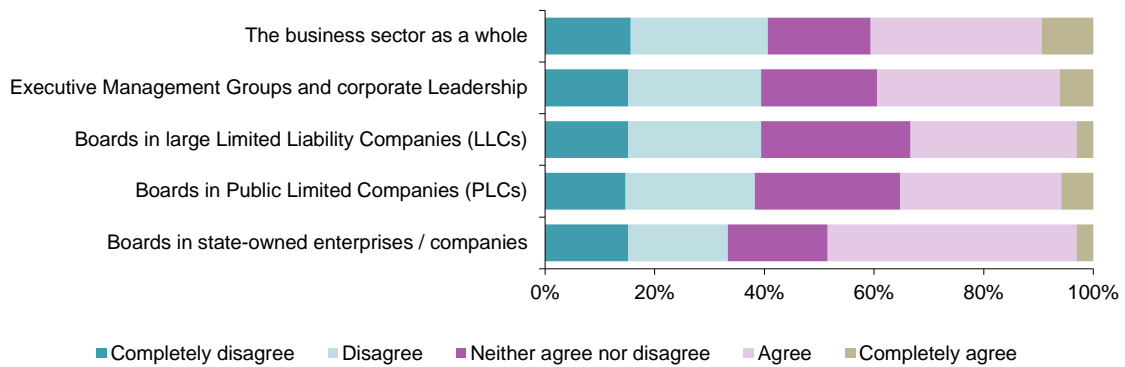
Participants were asked to state to what extent they would agree or disagree, with the introduction of legislation imposing a gender balance quota as a means of achieving gender balance in different business areas. Amongst male respondents, less than 50% of participants agreed to introduction of such legislation in any scenario. The introduction of gender quotas was mostly agreed on as an appropriate way of achieving gender balance on the 'Boards in state-owned enterprises / companies', 'Boards in Large Limited Liability Companies (LLCs)', and 'Boards in Public Limited Companies (PLCs)'. There was most disagreement on the introduction of gender quotas as an appropriate way of achieving gender balance on 'The business sector as a whole', 'Executive Management Groups and corporate Leadership', and 'Boards in Public Limited Companies (PLCs)'.

The imposition of gender quotas as an appropriate mechanism to achieve gender balance - Men



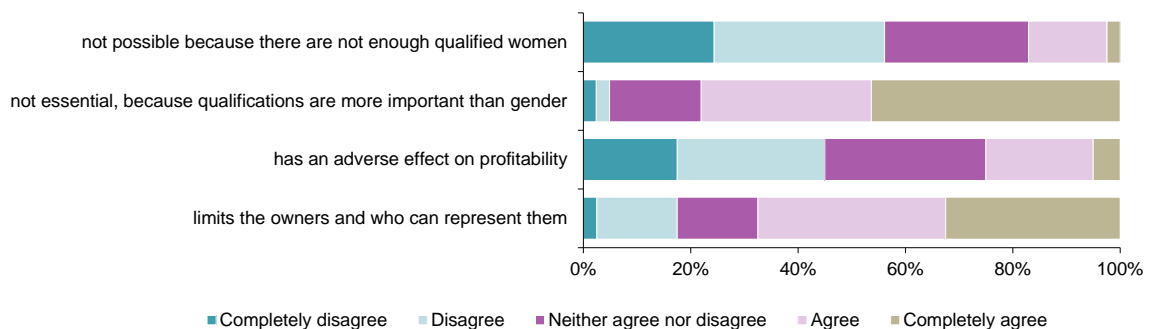
Amongst female respondents, opinion is split with very similar levels of agreement and disagreement regarding the introduction of gender quotas. The introduction of gender quotas was mostly agreed on as an appropriate way of achieving gender balance on the 'boards in state-owned enterprises / companies', 'the business sector as a whole', and 'executive management groups and corporate Leadership'. There was most disagreement on the introduction of gender quotas as an appropriate way of achieving gender balance on 'the business sector as a whole', 'boards in large Limited Liability Companies (LLCs)', and 'executive management groups and corporate leadership'. These responses suggest that the majority of male respondents appear to be against the introduction of gender quotas as a means of increasing gender balance in management. On the other hand female respondents appear to be rather evenly split between those being in favour and those being against such a measure.

The imposition of gender quotas as an appropriate mechanism to achieve gender balance - Women

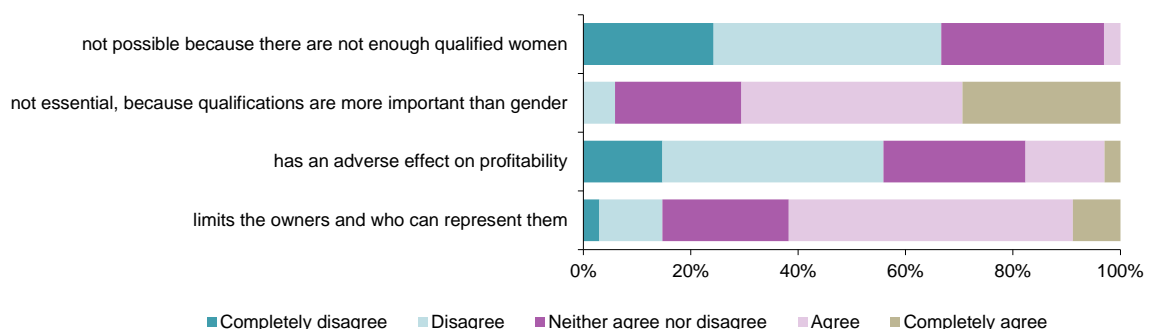


Participants were also asked to provide their opinions on the likely effects of imposing quotas in order to achieve gender balance in executive management positions. This was done by asking to what extent they agreed or disagreed with certain statements. While there was a slight difference in the proportionality of the results, the statements which gathered most agreement and disagreement were the same for both men and women. The most agreed upon statements were that the imposition of a quota is 'not essential because qualifications are more important than gender', 'limits the owners and who can represent them'. Most disagreement were on statements that the imposition of a quota is 'not possible because there are not enough qualified women', and 'has an adverse effect on profitability'.

Imposing a quota to achieve gender balance in executive management positions... - Men



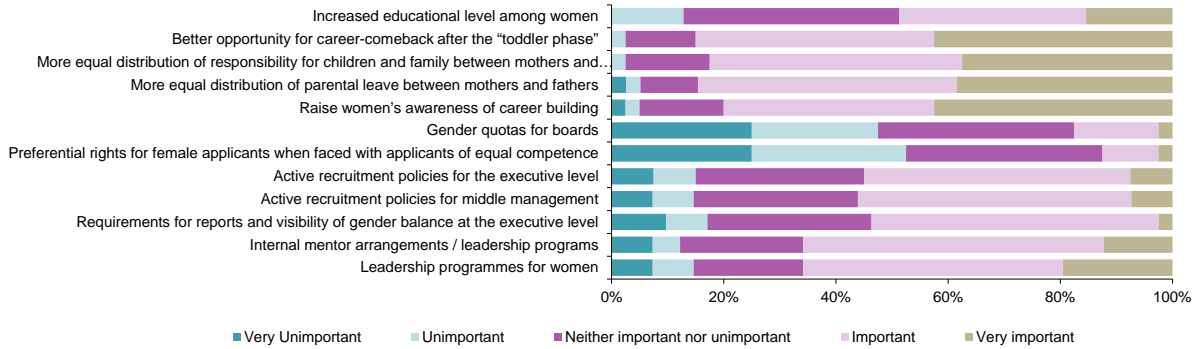
Imposing a quota to achieve gender balance in executive management positions... - Women



In order to further explore the requirements for achieving a gender balance within executive management, survey participants were asked to rate how important they felt several issues were to being able to achieve this goal. Male respondents viewed most issues as being important, however, the following stand out for being considered important by over 80% of respondents, 'better opportunity for career-comeback after the "toddler phase"', 'raise women's awareness of career

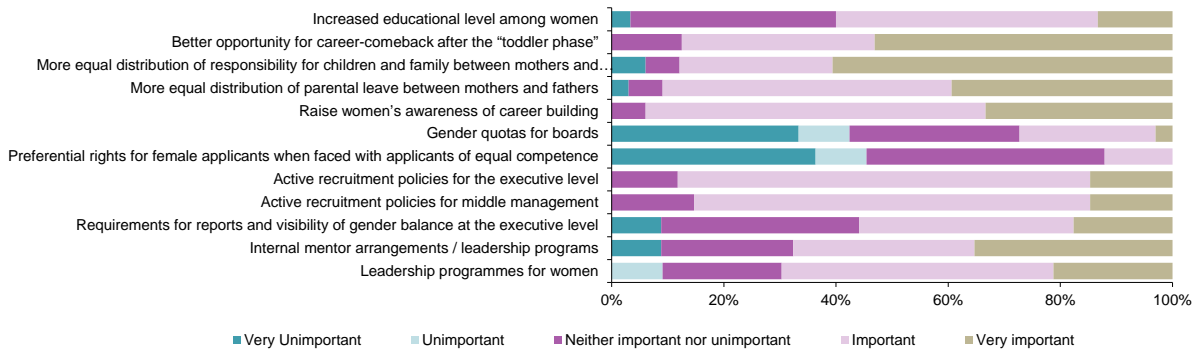
building’, ‘more equal distribution of parental leave between mothers and fathers’, and ‘more equal distribution of responsibility for children and family between mothers and fathers’. Two issues stand out as being considered unimportant, with around half of respondents claiming as such, ‘preferential rights for female applicants when faced with applicants of equal competence’, and ‘gender quotas for boards’.

Conditions for achieving better gender balance in executive management- Men



Female respondents in general viewed all issues as being more important than the male respondents did. The main issues which emerge as being the most important are ‘raise women’s awareness of career building’, ‘more equal distribution of parental leave between mothers and fathers’, ‘better opportunity for career-comeback after the “toddler phase”’, and ‘active recruitment policies for the executive level’. As with the male respondents the two issues which stand out as being seen as the most unimportant are, ‘preferential rights for female applicants when faced with applicants of equal competence’, and ‘gender quotas for boards’.

Conditions for achieving better gender balance in executive management- Women



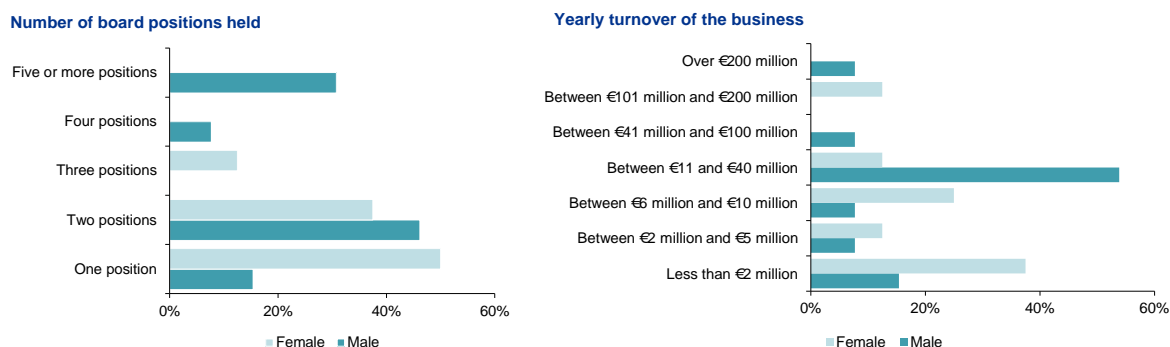
When asked what they felt was the most important factor for achieving gender balance at the executive level, most respondents replied that they felt appointments should be made on the basis of meritocracy and not gender, and that work-life balance and family friendly policies are required.

3.2.4 At board level

Participants were asked if they currently hold a board position within a company, to which 31% of male respondents and 24% of female respondents answered yes. It is worth noting that this leaves a small sample size of 21 individuals for the remainder of this section.

When asked how many board positions they held in the Maltese business sector, results show that most respondents only hold one or two positions however, men are more likely than women to hold multiple positions. 85% of male respondents held more than one board position as against 50% of female respondents. The same trend can be noticed in the value of the turnover of the organisations where board positions are held. Male respondents were more likely to have positions in companies

with high turnovers than female respondents, with 69% of men and 25% of women having a board position in an organisation with a turnover of over €10 million.



Participants were also asked to mention what position they occupied in their organisation’s board. The response options provided were: Chair, deputy/vice Chair, ordinary member (Other member chosen by shareholders), member chosen by employees (employee representative), temporary member, or other.

The majority of both male and female respondents, 50% and 75% respectively, claimed to be Ordinary members. However no women held any higher positions such as: Chair or deputy/vice chair, in comparison 25% of men held such positions. When asked to describe the gender balance at board level 48% of respondents replied that it consisted of a strong majority of men, with only 14% describing their board as having a gender balance.

Participants were also asked what they think the influence on the board of directors of their company would be if a gender quota were to be introduced. The response options were: There may be an improvement, there may be no noteworthy change, management will become more difficult, or other.

The majority of both male and female respondents replied that: There may be no noteworthy change. It is also worth noting that 17% of men and 34% of women replied that: There may be an improvement, while 13% of men and 3% of women replied that management will become more difficult.

3.3 Work-life balance

3.3.1 Work commitments

Participants were asked how many hours they spend working in an average week. Most respondents, 51% of men and 68% of women, work for 41 to 50 hours each week. A gender gap exists when one considers the proportion of participants who work over 50 hours each week, 44% of men as against 21% of women. With regards to work-related travel, 50% of men and 74% of women spend up to ten days each year abroad on work-related travel.

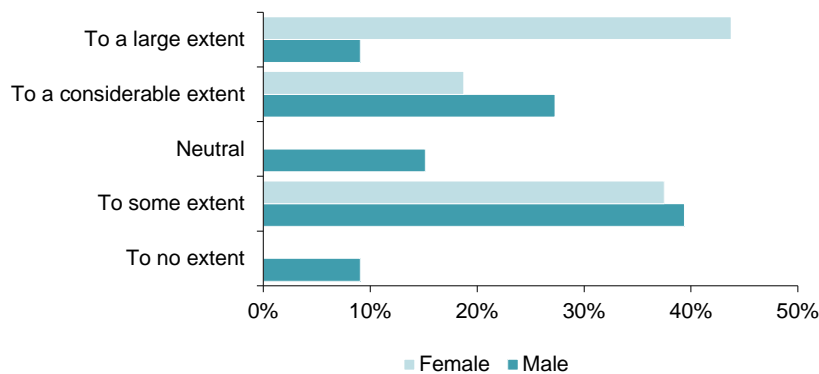
3.3.2 Home and family commitments

Participants were asked questions regarding their home and family commitments. With regards to male respondents 72% indicated that they have children who live at home, 12% have children who do not live at home and 16% do not have any children. Men who have two children amount to 63% of male respondents with children, while equal proportions, 19%, of male respondents with children, have either one child or three or more children. The average age of the male respondents’ youngest children is around 14 years, and respondents were, on average, 29 years old when they had their first child.

Female respondents were less likely to have children, with 47% indicating that they have children who live at home, 3% have children who do not live at home and 50% do not have any children. Women who have two children amount to 60% of female respondents with children, while 27% have one child and 13% have three or more children. The average age of the female respondents' youngest children is around 11 years, and respondents were, on average, 29 years old when they had their first child.

Participants were asked to what extent they feel it is possible for them to combine their current job with the main responsibility for children and family logistics. 39% of male respondents said they could do this 'to some extent', with 27% claiming they could do it 'to a considerable extent'. By comparison, 44% of female respondents said they could do this 'to a large extent, while 38% claim they can do it 'to some extent'. One can also note that 9% of men claimed that they could not combine their job with having the main responsibility for their children and family, whereas none of the women said so.

To what extent would it be possible to combine your current job with the main responsibility for children and family logistics?



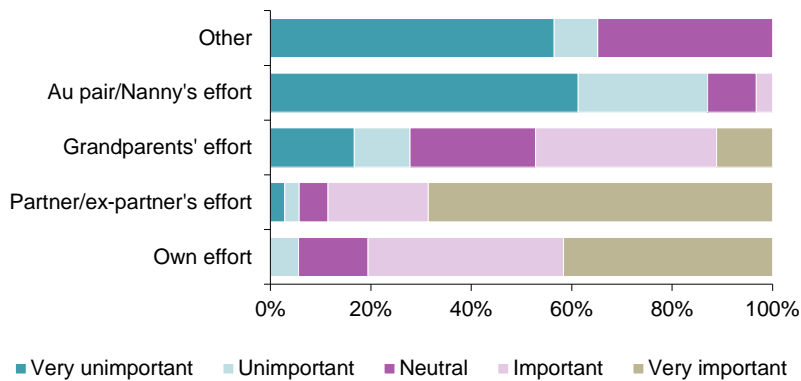
With regards to help in taking care of their children and home responsibilities, participants were asked if they employ an au pair or nanny. Amongst male respondents 92% had never had an au pair or nanny and 8% used to have one in the past. Amongst female respondents 76% had never had an au pair or nanny, 18% used to have one in the past, and 6% currently have one.

Respondents were also asked if they employ somebody who does the cleaning for them. 42% of male respondents claimed that they have such a person in their employ, 35% responded that they have never done so, and 23% used to employ such services in the past. With regards to female respondents, 56% claimed that they employ such services, 35% responded that they have never done so, and 9% used to employ such services in the past.

When asked to estimate their overall responsibility for the care of their children, 37% of male respondents estimated they were responsible for 25 to 39% of the care for their children, and 29% estimated they were responsible for 40 to 60% of the care of their children. By contrast, 59% of female respondents estimated they were responsible for over 75% of the care of their children, and 24% estimated they were responsible for 40 to 60% of the care of their children. No female respondents claimed to be responsible for less than 40% of their children's care as compared to almost half of male respondents.

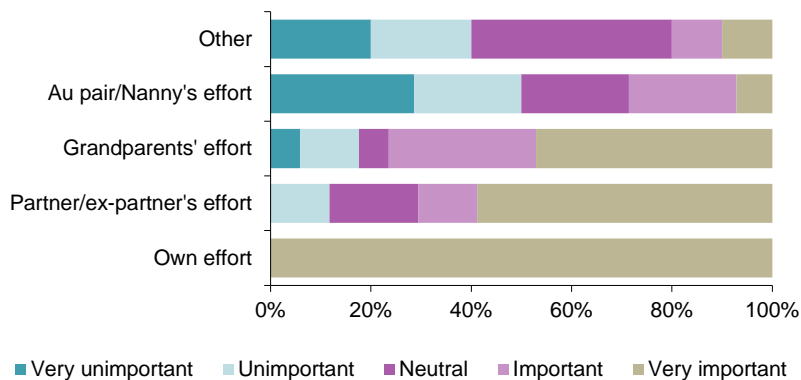
Participants were asked to rate the importance of various factors with regards to their daily family logistics. Male respondents attributed most importance to the efforts of their partners or ex-partners, with 89% considering it to be of importance. 81% of male respondents also considered their own effort as being important to daily family logistics. The least important factor, was the effort of an au pair/nanny, with 87% of men considering it to be unimportant.

For your daily family logistics, how important has the following been? - Men



Female respondents attributed more importance to their own effort, with 100% of them claiming it to be very important. Female respondents also considered grandparents' effort to be more important than the effort of their partners or ex-partners, with the 76% respondents claiming the former was important, as against 71% claiming the latter was important. Similar to male respondents, female respondents also claimed the effort of an au pair/nanny was of least importance, with 50% considering it to be unimportant.

For your daily family logistics, how important has the following been? - Women



3.3.3 Partners

Participants were asked some questions regarding their partners, allowing for a profile of the typical partner of a Maltese manager to be built. From the individuals surveyed, 95% of men and 85% of women are married or have a partner.

With regards to the partners of the male respondents, 39% have achieved an undergraduate level of education, and 33% have achieved a sixth form/post-secondary level of education. 55% have a full time job, while equal proportions (20%) stay at home, or have a part-time job. Amongst the working partners of male respondents, 60% are employed in the private sector, 30% with the public sector, and 10% are self-employed. The majority of male respondents' partners, 43%, work between 31 and 40 hours each week, 40% work up to 30 hours each week, and the remaining 17% work between 41 and 50 hours each week. 83% of male respondents claimed that their partner has a job/position with less responsibility and career status than they do, the remaining 17% claimed their partners' job/position carried a similar level of responsibility and career status. 97% of male respondents report having a higher income than their partners.

With regards to the partners of female respondents, 32% have achieved a postgraduate level of education, and 27% have achieved an undergraduate level of education, and 86% have a full time job. Amongst the working partners of female respondents, 54% work with the private sector, 31% with the public sector, and 15% are self-employed. The majority of the female respondents' partners, 54%, work between 41 and 50 hours each week, 15% work up to 40 hours each week, and 31% work over 50 hours each week. 46% of female respondents claimed that their partner has a job/position with equal responsibility and career status as they do, 27% claimed their partners' job/position carried a lower level of responsibility and career status than theirs, and 19% report that their partners have a job/position with more responsibility and career status than them. 46% of female respondents report having a higher income than their partners, 31% claim to have a lower income, and 23% claim that their incomes are approximately equal.

When asked about how housework is shared, 70% of male respondents replied that their partner does most of the housework and 30% replied that they share the housework equally. 61% of male respondents expressed satisfaction with the current arrangement, and 12% expressed dissatisfaction. Amongst female respondents, 48% replied that they share the housework equally with their partner, 34% replied that they do most of the housework, and 17% replied that their partner does most of the housework. 59% of female respondents expressed satisfaction with the current arrangement, and 14% expressed dissatisfaction.

Finally participants were asked for their opinion on the ideal arrangement for families with young children (under three years of age). Various options were available implying: that only the father should work with the mother taking on the main responsibility for children and home, that both parents should work, but the mother should only work part-time in order to be able deal with the responsibility for children and home, that both parents should work equally with shared responsibility for children and home, that both parents should work, but having the father work part-time with responsibility for children and home, or that only the mother should work, with the father assuming the main responsibility for children and home.

The response from male participants was divided, with 36% responding that 'only father with paid work, mother with responsibility for children and home', 33% responding 'both in paid work, but mother working part-time with responsibility for children and home', and 31% responding 'both parents working equally with shared responsibility for children and home'. Female participants gave a different view with 67% responding that in a family with young children (under three years of age) ideally 'both parents should be working equally with shared responsibility for children and home', 27% responding 'both parents should be in paid work, but having the mother work part-time with responsibility for children and home', and only 6% responded that 'only the father should be in paid work, with the mother bearing the responsibility for children and home'. None of the males or females responded that the mother should be the primary breadwinner whilst having the father assume the main family responsibilities..

3.4 Other comments

At the end of the survey participants were given the opportunity to add any additional comments they felt may be relevant to the topic. The opinions expressed in these comments seemed to highlight the viewpoint that while women are underrepresented in executive positions in Malta, education on the matter may be more effective in the long term than the imposition of a gender quota. Concerns were raised about the effects which quotas would have on the quality of staff at an executive level, with the proposed solutions being to promote the skills and competencies required at the executive level amongst women from a young age, and to encourage family friendly measures to help individuals manage the burdens of work and home life.

4 Conclusion

The results of this survey indicate that the majority of individuals in executive management positions in Malta are men. The survey also revealed areas where men and women show highly similar opinions, as well as vastly differing ones. An initial conclusion which can be drawn is that women in executive management positions tend to be better educated and younger than their male counterparts, they also tend to achieve their executive management roles at a younger age than men.

An absolute majority of both men and women believe that the two most important factors leading to their positions as executive managers are: professional and academic engagement and focus as well as personal drive to succeed. Despite this, the vast majority of individuals in management positions appear to be men. Both genders agree that two of the main factors contributing to the underrepresentation of women are family commitments as well as the fact that recruitment for executive management positions often takes place through informal networks which factor may provide men with an advantage as past studies have shown¹. Men are more likely to believe that women are less inclined to follow a career path, while women are more likely to believe that men in management roles have insufficient trust in women.

Neither gender shows outright support for quotas as an effective means to achieving gender balance at various organisations, however such measures are thought to be most appropriate within the context of state-owned companies. Female respondents were more likely to view such measures as being an appropriate way of achieving gender balance.

A clear gender gap exists at board level, where more men than women occupy board positions, and top positions such as a chair or deputy chair are occupied solely by men. Men are also more likely to occupy positions on multiple boards at the same time. The majority of both genders believe that the imposition of a quota on board membership would not have any significant effect on the board's influence on the company. Notable disparities did show however, as more women than men believed that such an initiative would lead to an improvement, whilst on the other hand, more men than women believed it would make management more difficult.

Women were more likely than men to state that they would be capable of combining their current job responsibilities with the main responsibilities of their household. Women were also more likely to make use of the services of an au pair or nanny, as well as a cleaning service. With regards to the care of children, men generally claimed to be responsible for a smaller proportion of the care and responsibilities of their children than women did. This is reflected in other responses, with men citing the effort of their partners as being the most important factor in their family's daily logistics, while women cited their own effort as being the most significant factor in this regard.

The partners of male managers tend to be more highly educated than the partners of female managers, however male managers' partners are also less likely to hold a full time job. The majority of male managers' partners held a position of less importance or career status than theirs, and they also earned less than them. On the other hand, the partners of female managers were most likely to hold a job of similar importance and career status to theirs.

The share of housework also varies greatly based on the gender of the respondent. Amongst male managers the absolute majority claimed that their partners are responsible for most of the housework, whereas amongst female managers it was most likely that housework was shared

¹ S. McDonald (2011), "What's in the "old boys" network? Accessing social capital in gendered and racialized networks" and S. Rand (undated), "Exploring the nature of the "Old Boy's Network" in the United States: Using electronic networks of practice to understand gendered issues in HRD"

equally with their partner. Men expressed slightly more satisfaction with their current split of housework than women did.

When asked what they believe the ideal split of work and household responsibilities between a couple with young children is, women were more likely to be supportive of an equal split of home responsibilities while both partners held full time jobs. Opinion amongst men appeared quite evenly split between having the father be the sole breadwinner, the primary breadwinner, or an equal split of responsibility.

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