



# CORPORATE GOVERNANCE IN MALDIVES GENDER DIVERSITY AND EMPOWERMENT

## AN ASSESSMENT AND ROAD MAP

*The first ever national survey conducted by the Women on Boards, Maldives to capture the gender diversity on company boards and in management*

Date of Interview: \_\_\_\_\_

Time of the Interview: \_\_\_\_\_

Name of the Investigator: \_\_\_\_\_

Signature of the Investigator: \_\_\_\_\_

Signature of the Respondent: \_\_\_\_\_



## THANK YOU

- We urge you to support this research, however your response to the survey is entirely voluntary
- The survey should only take about 20 minutes of your precious time to complete
- We appreciate your input
- We at WOB value your trust in us and we will be a responsible custodian of your data and responses
- Be assured that your responses will be kept in the strictest confidentiality
- We are committed to address any concern you may have on sharing personal data
- This survey is for research and information gathering purpose only and will not be used for any other purpose nor will the information be sold to any third party
- We thank you for agreeing to take part in this survey and for your cooperation



## INTRODUCTION

### **Gender Diversity**

Equal opportunity is a moral right for all citizens and especially working women. This issue is not limited to only women but has broader | wider implications on the business model and ideals of corporate governance. Introducing diversity and creating an inclusive workspace in the corporate environment is no longer a matter of choice but has gained significance and become a reality.

Maldives has a respectable track-record in this area. The government has set high standards by appointing 3 lady cabinet ministers, 4 lady state ministers and 1 lady has been accorded ministerial rank. Further, the Ministry of Gender and Family is headed by a lady.

### **Women on Boards**

WOB is an NGO operating out of Maldives with a mission and mandate to promote the empowerment of women in leadership roles in Maldives and uphold the principles of good governance, gender equality and universal human rights. It aims to encourage women to join in the inclusive drive and push corporates to embrace gender diversity.

### **The Survey**

The Survey will be administered by the project staff of WOB. They can clarify any questions the respondents could have regarding the survey.

We undertake this study | research as we believe that it is in Maldives's public interest to have a balanced representation on Boards and in key management positions.

Through this national survey, WOB will reach out to working women in all 20 atolls and gain insight on the perspective of women on this issue. The research will be conducted across all relevant committees, regulators, organizations and state owned enterprises of Maldives. The survey will also attempt to create awareness on this subject and promote the concept in Maldives through focused campaigns within the 20 atolls.

The findings will enable us to draw out a road map for timely pursuit of gender diversity within leadership in organizations and pave the pathway for economic empowerment of women across the Maldives. The findings will be discussed at a national seminar bringing credibility and visibility to the subject of gender diversity and will form part of academic literature for academics, the public and the donor agencies. It will also help policy makers by providing them with recommended actions.

## TELL US SOMETHING ABOUT YOURSELF

1. Name of Respondent: \_\_\_\_\_

2. Age: \_\_\_\_\_ 3. Sex: \_\_\_\_\_ 4. Religion: \_\_\_\_\_

5. Birthday: \_\_\_\_\_ 6. Marital Status: \_\_\_\_\_

### Contact Details:

7. Address: \_\_\_\_\_  
\_\_\_\_\_

8. Telephone: \_\_\_\_\_ 9. Hand-Held Device: \_\_\_\_\_

10. Email: \_\_\_\_\_

### 11. What are your hobbies?

\_\_\_\_\_

### 12. Have you travelled abroad?

Education

Pleasure | Holiday

Work

### 13. What is your favourite holiday destination?

\_\_\_\_\_

## TELL US SOMETHING ABOUT YOUR EDUCATION

Q No.	Education	Done in Maldives (Yes   No)	Done Abroad (Country   City)	Year of Completion	Institution	Specialization (Please Mention Main Subjects)
14.	Under Graduation					
15.	Graduation					
16.	Post Graduation					
17.	Ph.D					
18.	Professional Development Programmes					
19.	Certifications   Professional Examinations					
20.	Any other (please mention details)					

## TELL US SOMETHING ABOUT YOUR FAMILY BACKGROUND

Q No.		Education	Business (Yes   No)	Working Professional (Yes   No)	Industry	Name of Institution	Annual Income*
21.	Father's Name (Age)						
22.	Mother's Name (Age)						
23.	Husband's Name (Age)						
24.	Son's Name (Age)						
25.	Son's Name (Age)						
26.	Daughter's Name (Age)						
27.	Daughter's Name (Age)						
28.	Your Annual Income*						
29.	Your Annual Family Income*						

\*Please provide a range to know economic status: details not required

**TELL US SOMETHING ABOUT YOUR WORK**

Please mention your professional experience:

Q No.	Name of the Organization	Is it your First Job (Yes   No) (Mention which)	Years Worked	Nature of Responsibility	Position at the Time of Joining	Position at the Time of Leaving   Now	How many Times were You Promoted	Any Professional Degrees   Certificates Obtained	Specific Training Undergone (in Maldives   Abroad)	Reason for Leaving, if any	How do you rate your Job (On a scale of 1 to 5 where 1 is Excellent and 5 worst)	Any Particular Reason (to Substantiate your View)
30.												
31.												
32.												

33. Given the current position which you are in, what do you aspire to achieve in your profession?

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34. In how many years do you expect to reach the position that you are aspiring for?

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35. What is the kind of support that you will require to fulfill your aspiration?

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**36. In any of your professional roles, did you have any financial powers?** Yes  No

**37. In any of your professional roles, have you handled a team?** Yes  No

38. If Yes, the size of the team handled? Number of ladies in that team?

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**39. Have you prepared any Board Notes or given Inputs?** Yes  No

40. If Yes Kindly mention how many were approved and if you were called to the meeting to put up your note | discuss your note:

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**41. Have you ever worked in the Board Secretariat?** Yes  No

**42. Have you attended any Board meeting as a member of the Board?** Yes  No

**43. Have you attended any Board meeting to assist the proceedings?** Yes  No

**44. How many Board Directors have you worked with | for earlier?** \_\_\_\_\_

**45. How many Board Directors do you know personally?** \_\_\_\_\_

**46. Are you currently pursuing any professional development programme?** (Please mention)

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**47. Are you a member of any professional body | association | Government Committee?**  
(Kindly mention)

In Maldives  Abroad

**48. What journals | publications do you read | subscribe to?**

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**49. How often do you read?**

Regular  Occasional  Need based

**50. Have you contributed any articles in any publication or journal in Maldives or abroad?**  
(Kindly mention)

Yes  No

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**51. What is the subject of your writings | contributions?**

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**52. Have you ever been interviewed by any publication | newspaper | journal | electronic media?**

Yes  No  (Kindly mention) \_\_\_\_\_

**53. Have your quotes | comments appeared in any newspaper | journal | electronic media, etc.?**

Yes  No  (Kindly mention) \_\_\_\_\_

## TELL US SOMETHING ABOUT YOUR COMPANY

54. Company Name: \_\_\_\_\_

55. Company Address: \_\_\_\_\_

56. Date of Incorporation: \_\_\_\_\_

### 57. Company:

First Generation  Professional Management  Government   
 Family Run  Start Up  Other

### 58. Legal Status of Firm | Ownership:

Government <input type="checkbox"/>	Proprietary <input type="checkbox"/>	
Family Controlled <input type="checkbox"/>	Public (listed) <input type="checkbox"/>	Private Ltd <input type="checkbox"/>
Foreign:		
African <input type="checkbox"/>	South Asian <input type="checkbox"/>	European <input type="checkbox"/> US <input type="checkbox"/> Middle East & Gulf <input type="checkbox"/>

### 59. Industry:

Regulatory Institutions <input type="checkbox"/>	Government Think Tanks <input type="checkbox"/>
Secondary Education <input type="checkbox"/>	Higher Education <input type="checkbox"/>
Media : Electronic <input type="checkbox"/>	Media : Print <input type="checkbox"/>
Tourism <input type="checkbox"/>	Hotels   Resorts <input type="checkbox"/>
Water Sports <input type="checkbox"/>	Boat Building <input type="checkbox"/>
Cruise   Boating <input type="checkbox"/>	Shipping <input type="checkbox"/>
Marine Repairs <input type="checkbox"/>	Transport & Storage <input type="checkbox"/>
Fishing   Processing <input type="checkbox"/>	Bottled Water <input type="checkbox"/>
Quarrying <input type="checkbox"/>	Sand Mining <input type="checkbox"/>
Cottage Industry <input type="checkbox"/>	Printing <input type="checkbox"/>
Construction <input type="checkbox"/>	Brick Making <input type="checkbox"/>
Garments <input type="checkbox"/>	Manufacturing: PVC Pipes <input type="checkbox"/>
Communication <input type="checkbox"/>	Finance <input type="checkbox"/>
Agriculture <input type="checkbox"/>	Media : Print <input type="checkbox"/>
Tourism <input type="checkbox"/>	Services: Water <input type="checkbox"/>
Services: Health Care <input type="checkbox"/>	Services: Electricity   Gas <input type="checkbox"/>
Services: Lawyers <input type="checkbox"/>	Services: Libraries <input type="checkbox"/>
Development Centres <input type="checkbox"/>	Others (specify) <input type="checkbox"/>

60. Number of locations from which the company operates? \_\_\_\_\_

61. Number of international offices (Asia, Europe, N. America, Middle East)? \_\_\_\_\_

**Size of the Company :**

		2015   Latest
62.	Turnover   Sales Volume	
63.	Balance Sheet Size	

**64. The size of your company in terms of market share in your industry?**

Major Player (Above 60 %)  Medium Player (50 – 60 %)  Small Player (30 – 49 %)

**65. Number of Employees:**

	Total	Male	Female
Chairperson			
Number of Board Seats   Directors			
Leadership Position - CEO   CFO   CBO   CTO			
Decision Making – ED   EVP   SrVP   VPs			
Managers - AVPs			
<b>Total Employees</b>			

**66. By your general observation which segment is low in attrition levels?**

Male  Female

67. What would you say is the reason for leaving:

Marriage  Asked to Leave   
 Lack of Acknowledgement for Hard Work  Work Environment   
 Maintaining Work | Life Balance  Better Prospects

68. Are you aware if women are present on the Board of your company? Yes  No

**69. Board Seats held by Women:**

Name	Age	Education	Occupation	Years of Service	I or N*	No. of other Directorship

*\*Independent | Non-Independent*

**70. Do you see the possibility of women to get onto the Board of your company?**

Yes  No

71. Over a 10 year period, in your estimate how many women would be on the Board of your company? \_\_\_\_\_

**72. What are your prospects to get onto the Board of your company in future?**

Very Likely  Likely  Dim

## SHARE WITH US YOUR PERCEPTIONS

73. What are the facilities for working women in Maldives?

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74. How do you view the status of women in Maldives?

Equal  Not so equal  More than equal  Less than equal

75. Do you think women have equal opportunities in jobs and professions?

Yes  No

76. Where do you find the presence of women more and significant?

Government Sector  Corporates  Self Employment

77. According to you in which sectors women are represented in decision making positions?

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78. Do you think that women are adequately represented in the management of companies in Maldives?

Yes  No

79. If No, what are the important reasons for the same? (Rank 1 - 7; 1 being maximum)

- Less risk taking
- Not qualified enough
- No regulatory requirement
- Personal reasons – maintaining work | life balance
- Work environment - attitude in the workplace
- Traditional bias – male culture
- Lack of opportunities

80. How do you see the prospects for women taking up decision making positions in the future?

Very bright  Reasonably good  Good   
Not so Good  Bad  Very bad

**81. Can you recollect specific measures aimed to empower women in Maldives?**

- Gender diversity Programme (Rules & Laws)
  - Balanced work force management (Setting targets)
  - Creating Awareness
  - Mentoring
  - Opportunities for Women to advance
  - Others (Kindly mention)
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**82. How do you understand the Board Role? What are the Responsibilities and Liabilities of the Board?**

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**83. What do you understand by the term 'decision making position | job'?**

- Responsibility     More salary     Achieving specific outcomes   
Accountability     More privileges     All of the above     Other

(Kindly mention) \_\_\_\_\_

## HOW DO YOU SEE GENDER DIVERSITY

### 84. Has lack of gender diversity caused any particular problems for you?

- Lack of opportunities to grow professionally
- Workplace harassment for women
- Lack of senior women role models and mentorship
- Lack of acknowledgement for hard work
- Lack of communication
- Others (Kindly mention) \_\_\_\_\_

### 85. Do you believe in the greater role for women in corporate governance and management of companies in Maldives?

Yes  No

### 86. Why do you think it is necessary to encourage women for top jobs?

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### 87. What specific benefits can women bring in their responsibility?

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### 88. What impact would gender diversity in senior positions have for a company?

*(Rank 1 - 8; 1 being maximum)*

- Attitude | Behaviour
- New | Different Perspective
- Company Performance
- Balanced Approach
- Brand Image
- Employee Satisfaction
- Work Environment
- Others (Kindly mention) \_\_\_\_\_

### 89. What actions would strengthen women participation in senior positions?

*(Rank 1 - 8; 1 being maximum)*

- Training for Career Advancement: opportunities to be mentored
- Laws & Rules: introduce quotas | legislation making it mandatory
- Better | broader recruiting process
- Flexible working options
- Make it a precondition for raising resources
- Compliance and reporting requirements
- Communication: publicity and promotion of the issue
- Others (Kindly mention) \_\_\_\_\_

90. How receptive are you to a legislature to fix percentage of WOB? Yes  No

91. Do you recollect any women CEO doing a remarkable job in the government or the private sector in Maldives?

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92. Can you recall names of a few top women CEO's from outside Maldives? (name them)

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93. Do you think that women can balance home and work in a way that performance is not affected?

Yes  No

## WOMEN ON BOARDS

94. Have you heard of Women on Boards?

Yes  No

95. Have you interacted with WOB in the past?

Yes  No

96. WOB has been espousing the cause of gender diversity on Boards. Would you like to partner | assist them?

Yes  No

97. What way can you help WOB in its activities?

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