Advancing women in leadership

The issue

47.3% of the Canadian labour force is female

But women make up only:
- 5.3% of CEOs/Heads
- 6.9% of Top Earners
- 15.9% of Board Directors
- 18.1% of Senior Officers
- 35.7% of Management Occupations

43% of CPAs are female

48% of CPAs under the age of 60 are female

43.3% of the Canadian labour force is female

in the CPA profession, for every dollar a man makes, a woman makes only:

83 cents

The case for gender equality

Gender equality is not only the right thing to do, it’s the bright thing to do. There are proven bottom line business results with women at the top.

Boards with a higher-than-average % of women outperformed other boards by 36% based on return on equity, net income growth and price-to-book value.

Organizations with female CEOs/Heads average:
- 41% increase in average return on equity
- 56% increase in average earnings before interest and tax

Organizations with more women in leadership roles also achieve better non-financial performance

What can be done by women, men and organizations?

- Seek out and act as mentors and sponsors
- Provide visible role models
- Prioritize career-life integration
- Model inclusive leadership behaviors
- Define clear paths to promotion
- Raise awareness and educate about unconscious bias

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1. Catalyst, Pyramid: Canadian Women in Business, May 2014
2. 2015 CPA Profession Compensation Study: Report on Gender Differences
3. Ernst & Young, Women. Fast Forward. The Time for Gender Parity is Now