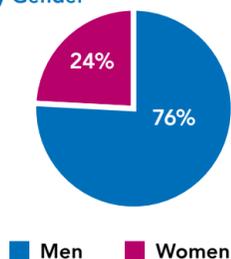


Women's Initiatives Executive Committee CPA Firm Gender Survey

JUST THE FACTS ON WOMEN IN THE PROFESSION

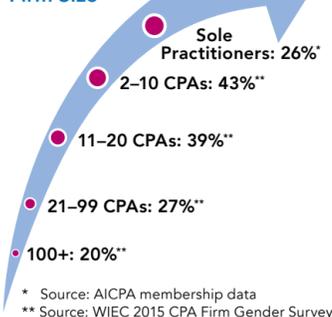
CPA Firm Partnership by Gender



Despite years of dedicated efforts to promote women's advancement within accounting firms, numbers for women at leadership levels still come up short. While the most recent AICPA trends report found that the gap between male and female partners in CPA firms had narrowed slightly in 2014, women still hold fewer than one-quarter of firm partnerships.

To gain more insights into the status and situation of women in CPA firms, the Women's Initiatives Executive Committee (WIEC) commissioned the 2015 CPA Firm Gender Survey. Here's a look at some of its findings.

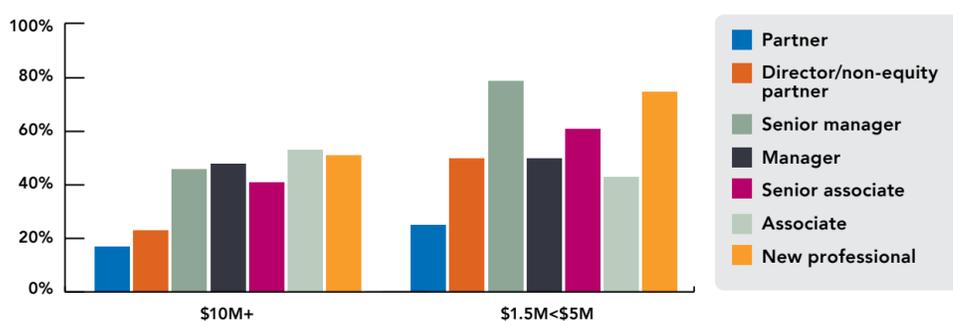
Percentage of Female Partners by Firm Size



A FIRM OF ONE'S OWN

Women have made up roughly half of accounting program enrollment for a few decades. They're also well-represented at entry levels in accounting firms, but their numbers tend to decline as they move up the career ladder. Where do those women go if they're not advancing in firms? While the AICPA surveys and statistics have not investigated career trajectories or choices, they note that women make up 26% of sole practitioners and 43% of partners at firms with 2-10 professionals. That may indicate that women who don't advance in larger firms may be deciding to set up their own shops or may be moving to smaller firms as an alternative.

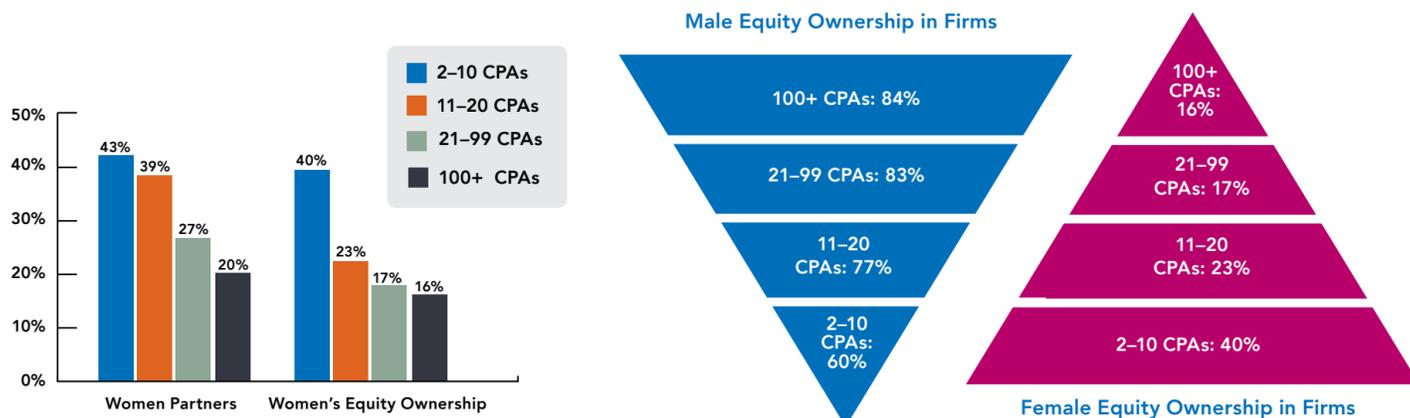
Women in Leadership



Women may be represented in large numbers in the lower and middle ranks, but as the chart above shows, their numbers decline at top leadership levels. Based on data from the 2014 PCPS/TSCPA National Management of an Accounting Practice Survey, the chart shows average percentages from two firm segments: those with more than \$10 million in revenues and those with over \$1.5 million to \$5 million in revenues.

IMBALANCES IN EQUITY OWNERSHIP

Many firms have non-equity partner tracks that don't include ownership in the practice. The WIEC survey found women were somewhat less likely to be equity owners as firm size grew, and that men were more likely to be equity owners across the board. Male equity ownership in firms is significantly higher at all firms with more than one equity owner.

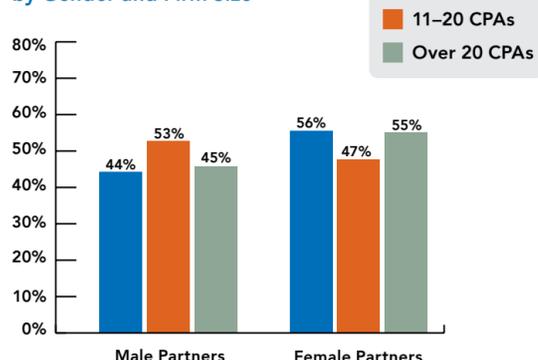


FLEXIBLE WORK ARRANGEMENTS

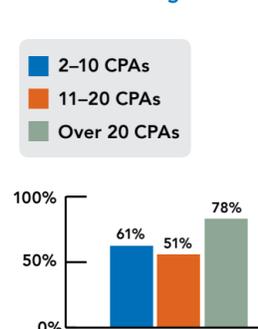
The percentage of partners making use of flexible work arrangements (FWAs) is overall in favor of women. The fact that so many large-firm partners used FWAs on their path to partnership may indicate that these firms have formal, established programs. Smaller firms with ad hoc arrangements may want to develop more structured approaches to encourage wider use.

55%
of firms have partners with FWAs

Partners Using FWAs by Gender and Firm Size

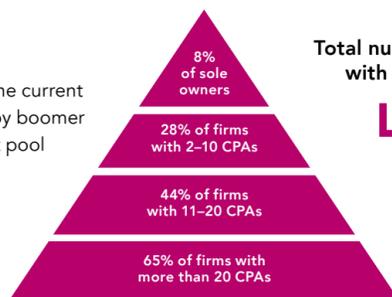


How Many Used an FWA Before Becoming Partner?



WHO HAS A SUCCESSION PLAN?

Roughly two-thirds of surveyed firms are working without a succession plan. Given the current scramble for top talent in the profession — and the ongoing retirement of many baby boomer partners — there's clearly a strong business case for recruiting from the entire talent pool and setting up formal plans to nurture the full range of promising professionals for leadership positions. That includes formulating career paths and succession plans that take intentional steps to address women's advancement.



Total number of succession plans with a gender component:

Less than 5%

The WIEC's mission is promote and support the success of women for the broader purpose of sustaining the profession by creating an inclusive environment, increasing talent engagement and leadership opportunities for women.