Since our last survey, the world has experienced a number of seismic changes as socio-political systems are challenged, economies are increasingly under pressure, and global supply chains are under threat from impending tariffs. However, the procurement profession is a driver of change and innovation.

From Brexit to Trump, the move from globalisation to one of nationalism, protectionism and trade barriers, combined with falling sterling and rising inflation, means organisations need talent in procurement more than ever before. This profession can moderate and indeed create competitive advantage from many of the highs and lows that will impact on markets, businesses and economies in the months and years to come. Which means the highly-skilled will continue to be highly sought-after.

So, it’s no surprise that this year’s survey sees a rise in the number of procurement jobs created across both the public and private sectors. These professionals are becoming more focussed on strategy and alignment to organisational goals, on relationship building and developing forecasting skills needed to understand the implications of world-changing events.

These skills are all the more crucial as more transactional activities become automated. The speed of technological advancement is astonishing and, therefore we will need to develop a new skillset to make full use of this new disruptive technology.

With the rise of SMEs and sole traders, more and more non-professionals are entering the procurement and supply management space without the mantle of ‘professional’. This means that the boundaries of the profession must also change. Procurement must become even more creative, more strategic, and more influential to become elevated to the role of trusted adviser and guardian of the profession, and to promote and develop standards of good practice. This has to be conducted in the most collaborative, supportive and consultative way to bring non-professionals along with us.

The key learning I would take from the report is that once again, MCIPS professionals earn more than non-MCIPS. The value of the designation is clearly recognised, when it comes to salary, bonuses and opportunity. Similarly, the gender gap is closing, but not fast enough. Men earn an average of 26% more than women at advanced level. That’s a shocking statistic in a profession that prides itself on moving away from the stereotypes of old. Our membership is split 50/50 between men and women, so the profession’s rewards should too.

Procurement professionals are the innovators and the drivers of change. We must continue to equip ourselves with the right skills and abilities to drive our organisations forward and to develop ourselves as individuals. This is the single largest contribution we can make to an organisation, to drive the agenda onwards instead of waiting for change to come.

Andrew Coulcher FCIPS
Director of Membership and Knowledge
Chartered Institute of Procurement and Supply
Increased confidence despite market uncertainty

We are pleased to be partnering with CIPS for a third year to continue to provide insight into the key trends and issues impacting on the procurement and supply chain profession.

2016 was a year of economic and political uncertainty, however within procurement and supply, confidence in the UK economy continues to grow. This is reflected by increased salaries and Hays has seen a higher number of procurement jobs being registered across both the private and public sectors.

We have seen more organisations move from a tactical to a more strategically aligned procurement function as they take advantage of the efficiencies this can bring. There is also continued development in the technological side of procurement, with investment in more sophisticated sourcing tools becoming prevalent. Candidates with the right mix of technical and soft skills are therefore in high demand.

Skills shortages are still affecting many organisations as demand outstrips supply in many areas of procurement. Competition for the best procurement professionals remains fierce, so in order to attract and retain candidates many organisations are reviewing their benefits packages.

We have seen a number of employers investing in training and development of their procurement teams, such as offering the opportunity to achieve the MCIPS qualification.

Employers able to identify skills shortages in their procurement function as well as adapt their benefits offerings will find themselves in good shape to compete for the best talent in the market.

We hope you find this report useful in planning your workforce requirements, and/or as a guide for your own career development.

www.hays.co.uk/procurement

SCOTT DANCE

Director
Hays Procurement & Supply Chain

This year’s report continues to report buoyant demand for procurement professionals in both the public and private sector in the UK and globally in MENA, Sub Saharan Africa and Australasia. Salaries paid to procurement professionals continue to outstrip the rate at which salaries are increasing generally in the UK economy.

Furthermore there is clear evidence that procurement employees with professional status, MCIPS and FCIPS, receive a ‘pay premium’ indicating a clear return to professional development. This effect is further enhanced by the clear indication that employers are exhibiting a preference for procurement professionals with ‘soft skill’ when recruiting and are willing to pay a premium to attract such employees. Finally, in relation to salaries, it would appear that the differential between male and female salaries is declining with an expectation that this differential will close more rapidly in the future due to legislation that will make reporting of gender differences in pay mandatory.

With buoyant demand and rising wages comes the risk that the labour market for procurement professionals becomes very ‘tight’. This report does draw attention to the number of employers reporting difficulties when seeking to employ new hires. The profession therefore must concentrate on marketing careers in procurement and supporting the development of capability within the profession as well as facilitating movement from other professions into procurement.

Dr John Glen

CIPS Economist and
Senior Lecturer Economics
Cranfield School of Management
About this report

The CIPS/Hays Procurement Salary Guide and Insights 2017, Africa Region allows procurement professionals and employers to:

- Benchmark salary and bonuses for different roles and profiles
- Highlight career aspirations
- Understand perceptions of procurement.

Within each section we have set out the statistical findings of our survey alongside conclusions drawn by the experts involved in putting together the report, as well as six case studies that illustrate examples of best practice.

The findings in this report are based on research conducted in September 2016 via an online survey among professionals currently working in procurement. This year over 4000 professionals globally completed the survey. The results were analysed by the Professional Associations Research Network (PARN).

Statistics throughout this report have been rounded to the nearest decimal point.

The report is divided into four sections:

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<td><strong>Advanced Professional</strong></td>
<td>Head of Procurement, Procurement Director, Commercial Director, Chief Procurement Officer, Supply Chain Director, Head of Sourcing.</td>
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<tr>
<td><strong>Professional</strong></td>
<td>Procurement Manager, Purchasing Manager, Senior Category Manager, Supply Chain Manager, Strategic Procurement Manager, Operations Manager, Commercial Manager, Head of Logistics.</td>
</tr>
<tr>
<td><strong>Managerial</strong></td>
<td>Senior Buyer, Category Manager, Contracts Manager, Contracts Officer, Logistics Manager, Supply Chain Executive.</td>
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<tr>
<td><strong>Operational</strong></td>
<td>Buyer, Procurement Specialist, Supply Chain Analyst, Procurement Executive, Procurement Officer, Supply Chain Planner, Logistics Analyst.</td>
</tr>
<tr>
<td><strong>Tactical</strong></td>
<td>Purchasing Assistant, Assistant Buyer, Admin. Assistant, Stock Controller, Contracts Administrator, Inventory Planner, Assistant Contracts Officer.</td>
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www.CIPS.org/salariesurvey
Sub-Saharan Africa

Across Sub-Saharan Africa, we are seeing governments seeking to improve their procurement to get more value for money, but equally importantly to reduce fraud and corruption.

As part of this, Duncan Brock, CIPS Group Customer Relationships Director, commented: “There is an increasing focus on updating procurement legislation and, in some cases, funding agencies stepping in to invest in improved processes and capability building. This could be leading to the increased demand for procurement professionals that we are seeing and a recognition that employers need to pay more and offer high-quality benefits packages in order to attract and retain the right people.” The CIPS Ethics Test and training will also be key to ensuring that procurement functions and individuals operate responsibly and with integrity.

At every level of seniority, procurement professionals feel more strongly than those in the UK about the value their skills can bring, and this may be a reflection of the fact that procurement is a developing profession in the region. At CIPS, we are seeing an increasing demand for our services within the public sector rather than from the private sector where in general procurement seems to be less recognised as an important function.

ANDRE COETZEE
Sales Director, Africa
Chartered Institute of Procurement & Supply
Salaries and bonuses

In a change from 2016 when the Private Sector reported the highest average salaries, last year’s top performer was the Charity/Not For Profit sector, increasing from £18,136 in 2016 to £24,935 in 2017.

Men earn more than women at more senior levels, especially at Advanced Professional level where the pay gap is 26%, which is comparable to 25% in the UK. However, unlike the UK and in line with last year, women tend to earn more than men at Managerial, Operational and Tactical levels. This pay gap is smaller than last year: 13% for Managerial and Tactical roles, compared with 23% and 54% last year, and nearly no gap for Operational roles, compared with 11% last year.

57% of respondents received a salary increase in the last 12 months and 41% received a bonus. This is all in spite of the fact that the economy in the region has not seen much of an upturn.
Benefits

As in the UK and similar to last year, pension contributions is the most commonly received benefit at 55%. Flexible working, which features strongly in the UK and Australasia, does not make it into the top five in Sub-Saharan Africa at just 18%, although this is an increase of 2% compared to the previous year.

Top five benefits

- Pension contributions: 55%
- Private medical insurance: 41%
- Life assurance/death in service benefits: 28%
- Free mobile phone: 23%
- Long service award: 22%

Finding talent

Compared to the UK (51%) and to last year’s figure (63%), fewer recruiters in the region struggled to find the right talent in the last 12 months (48%).

Challenges in recruiting the right talent

- Budget restraints: 56%
- Candidate salary expectations: 41%
- Internal processes/HR: 40%
- Lack of sector skills and experience: 39%
- Lack of technical skills/evidence of formal procurement training: 36%
- Organisational fit: 17%
- Lack of soft skills: 16%
- Competition from other employers: 14%
- Location: 12%
Importance of key skills

Communication and soft skills are viewed as important to job performance (ranging, according to level, from 74%-89%). Again this year, procurement professionals in Sub-Saharan Africa feel more strongly about the importance of their skills than their UK counterparts at all levels of seniority, and this may be a reflection of the developing nature of procurement as a profession here.

Top skills required by seniority

Key skills required

- Market Analysis
- Influencing Skills
- Communication/Soft Skills
- Leadership
- Negotiation
- Raising the Profile of Procurement
- Supplier Relationship/Management
- Supplier Evaluation and Appraisal
- Contract Management
- Sourcing
Perceptions of procurement

The broad picture of a real regard for procurement within organisations is even more marked than last year. The most striking improvement is in the number of professionals who felt that other departments in their organisations understand what procurement specialists can offer: 76% for directors/heads of other departments compared to 71% last year, and 70% for staff in other departments compared to 64% last year. This could be an indicator that the developing profession of procurement and supply is maturing in the region.

The wider organisational view of procurement

- Procurement is very much valued within my organisation: 80%
- Perception of procurement has improved in the last 12 months: 78%
- Directors and Heads of other departments in my organisation understand what procurement specialists can offer: 76%
- Staff in other departments in my organisation understand what procurement specialists can offer: 70%
- Procurement is engaged from the start of a project: 70%
Awarded the prestigious CIPS Procurement and Supply Management professional of the year 2015, Alan Hartley is an innovative global procurement leader who has had much success in transforming procurement teams into high-performing business functions that deliver stunning results and strong ROI.

“The challenge the profession has faced has always been for those outside procurement to truly believe in the value it can deliver; that it is real, tangible and validated. We have to demonstrate the value we can add to other functions, without them thinking we’re taking something away from them or ‘interfering’. How do we become a business partner to reticent or suspicious parts of the organisation? How can we work collaboratively? Finding and implementing the answers is how we start to lower barriers and enable other functions to work profitably with procurement.

“The strategy to achieve this depends on the audience. In my previous role, I implemented ‘gaffer tape sessions’ at team level, bringing together users of procurement from different parts of the business and encouraging them to provide honest perceptions – good, bad and ugly. The key is to encourage complete openness, without procurement defending or retaliating. At a pre-agreed time we then reconvened to present procurement’s informed response and future commitment. We found that while some improvements needed to be made, much negative perception was due to lack of awareness so the sessions were also a chance to re-educate.

“At more senior levels, a similar approach is needed to engage with every business leader and allow them to talk about their perceptions candidly. It is then the procurement leader’s role to tailor the message back into business leaders and detail future actions to accelerate procurement’s performance.

“Once you understand the past perception and value, you are in a position to put in place a workable solutions to improve procurement’s performance within a business function.

One of procurements USPs and a very important value stream is that is often overlooked is knowledge, to achieve this I have focused on ‘externalisation’, taking learnings and solutions from different sectors or even competitor businesses. Due to our wide supply chain networks and professional connections through, for example, CIPS, procurement is unlike any other function in that we have an excellent view of what good looks like in other industries and how challenges can be overcome.

“In my experience, it pays for all key people to have agreed externalisation plans in place. One of the major successes I have seen from this was the implementation of a facilities management transformation project in the UK, inspired by a direct competitor, that delivered incredible value in just 18 months and was a model being considered for a broader geographical rollout.

“Results drive perceptions. An evolved procurement organisation should have demonstrated its worth through tangible results and earned their seat as a true business partner, and demonstrated how so much more can be achieved. At this level, it is all about total business cost. An effective partner can start to challenge business strategies and support the business in building more effective ones. Procurement is also uniquely positioned in terms of reach and span of influence; we touch every part of the business. This gives us insight and an ability to put together the right cross-functional teams that can ensure projects succeed from the start.

“There are two other key elements to improving perceptions. First, procurement must make available all the necessary information to allow value to be validated, so the business can see that it is genuine and track it through to the bottom line. Second, we cannot be seen to take the glory for ourselves. Unlocking value and maximising ROI is a collaborative process, that requires the appropriate parts of the business to partner both in the planning and execution of such initiatives. Failure to recognise this can generate animosity and resentment, and undermine all the good work procurement has done to engage the business and improve perceptions.”

ALAN HARTLEY FCIPS
Chief Operating Officer
Sovereign Living
Conclusion...
Be passionate about procurement; be passionate about your business

Procurement continues to be more valued by organisations, as shown in this year’s report, but there is still work to be done. It is the mission of new CIPS President Sam Walsh (November 2016 – October 2017) to convince CEOs that we are ready to face the future, and to do this he has outlined three observations on how procurement leaders can work better with their senior leaders and give their procurement teams the spotlight that they deserve:

1. Get under the skin of your organisation
   “Ensure you have a good nexus with your end customer and understand what creates value for them. This is what I mean when I say you need to get under the skin of your organisation. Too many procurement teams still focus on the ‘busy work’; for example, the number of contracts they’ve signed, cost savings or how many supplier visits they have made. What they need to focus on is the value that they deliver to the organisation. Of course, to do this often means gaining support for a value policy that doesn’t only recognise cost savings. So understanding what creates the right value that your business partners need is critical.”

2. Invest in good people
   “Building a strong brand for your procurement team and selling the benefits to senior stakeholders is important, but a strapline isn’t enough. Surround yourself with smart people, and don’t be afraid of people who are smarter than you. A diverse team with a wide range of skills, knowledge and backgrounds can collectively make a real difference. Identify where you have gaps and fill them with complementary people. It might be that you have to draw on talent from other sectors or outside procurement. Good people have access to the most up-to-date thinking, so a life-long approach to learning and development is critical and I believe that investing in licensing is a way for us to ensure this as a profession.”

3. Add game changing value
   “The traditional functional boundaries of business are becoming more blurred. Appreciating that many problems in business today are on a global level and too complex to be solved by just one specialised discipline, means a trans-disciplinary and cross-industry solution is required. Procurement must also take on the role of trusted advisor, becoming guardians of procurement standards, but working more collaboratively with business partners. Whether it is operations, finance, marketing, sales, or external multi-stakeholder initiatives working on a specific problem, the ability to work together towards joint goals is where value can be optimised.”

Sam Walsh’s key tips for embracing opportunity and managing your own career

1. Make sure you fill the skills gaps in your repertoire, whether that’s legal, marketing, or finance skills, knowledge, or communication and interpersonal skills. Work out what it is and get up to speed.

2. Form both formal and informal networks to surround yourself with experts, especially the ones that help you address your skills gaps.

3. Have a sense of urgency and understand the pressing needs of others too. This will get you recognised as someone who understands and delivers the needs of the business.

4. Opportunity knocks but once – I’m a true believer in this. Jump at opportunities even if it makes you feel out of your depth. Someone must believe in you in order to offer you the opportunity, so start to believe in yourself and rise to the challenge.

5. Know and work to the limit of your authority. Often people work well below their limit, which is very frustrating for CEOs and senior leaders as it pushes delegation up the chain. Take the initiative and move work forward as far as you’re able to.

6. Stretch your experience. Take on non-exec roles or volunteer with clubs and charities, even try out being a school governor. These experiences will expose you to all the activities of running a business, but on a smaller scale.

7. And lastly, if there was one piece of advice I could give myself early on in my career it would be to have more confidence in my decision making. Have some conviction and don’t be afraid to stick your neck out.

We hope you found our Procurement Salary Guide and Insights 2017 useful and we value your contribution. Procurement is on the precipice of change resulting from volatile trading environments, increased supply chain complexity, changing trade dynamics, and the disruptive impact of technology. Here lies an opportunity for CIPS and procurement and supply professionals to carve out a more strategic role where we maximise value across the entire enterprise, and for society too.

SAM WALSH
CIPS President

It is encouraging to see salaries in procurement and supply continue to rise above the national average across all sectors despite uncertainty in the market. Employers must however take heed of the increasingly competitive war for procurement talent. Skills shortages in many sectors will only continue to be exacerbated as recruitment continues to increase, making recruitment planning more important than ever for procurement functions to deliver results.

Scott Dance, Director
Hays Procurement & Supply Chain