

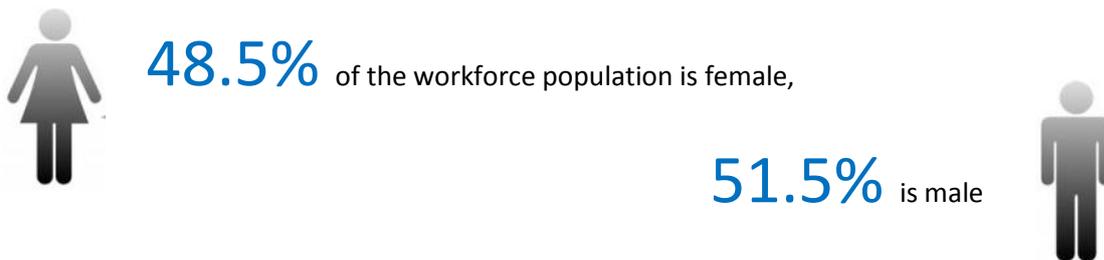
How does the procurement profession measure up in relation to gender equality?



Jigsaw Talent Management is the leading consultancy for the assessment, development and acquisition of procurement talent. Jigsaw proactively engages with the global talent pool, constantly meeting, vetting and categorising new procurement professionals. The foundation of JigsawTM's knowledge is our experience of vetting over 7,000 individuals. Constantly updated, the database provides real-time market information which can be utilised by organisations to gain visibility on position title, gender, remuneration, education and location.

Using this unique search capability in our [Talent Catalogue](#) we are able to give real time information on gender by role in the procurement market. It's a useful tool when trying to manage gender equity which may be initiated by organisations in their recruitment and engagement strategies.

In its recent [report](#) into Australia's gender equality scorecard, the Australian Government, Workplace Gender Equality Agency found:



- The representation of women steadily declines when moving up the management levels, with women comprising only 26.1% of key management personnel (KMP) positions, and 17.3% of CEO positions.

***Gender equality attracts top talent, can reduce expenses and companies with gender equality perform better.**

A workplace that is equally appealing for women and men will provide businesses access to the entire talent pool. As the report reveals, “women are increasingly more highly educated than men, and a workplace that is not attractive to women risks losing the best talent to competitors”.

Replacing a departing employee can cost 75% or more of their annual wage. As both women and men are more likely to remain with an organisation they view as fair, employee turnover for an organisation offering gender equality can be reduced, thereby decreasing the high expense of recruitment.

A considerable body of research suggests a link between gender equality and better organisational performance. While there are a range of reasons to explain this link, one factor is that diversity brings together varied perspectives, produces a more holistic analysis of the issues an organisation faces and spurs greater effort, leading to improved decision-making.*

(*Reference: Workplace Gender Equality Agency | Australia's gender equality scorecard)

When analysing the data on gender, JigsawTM found:

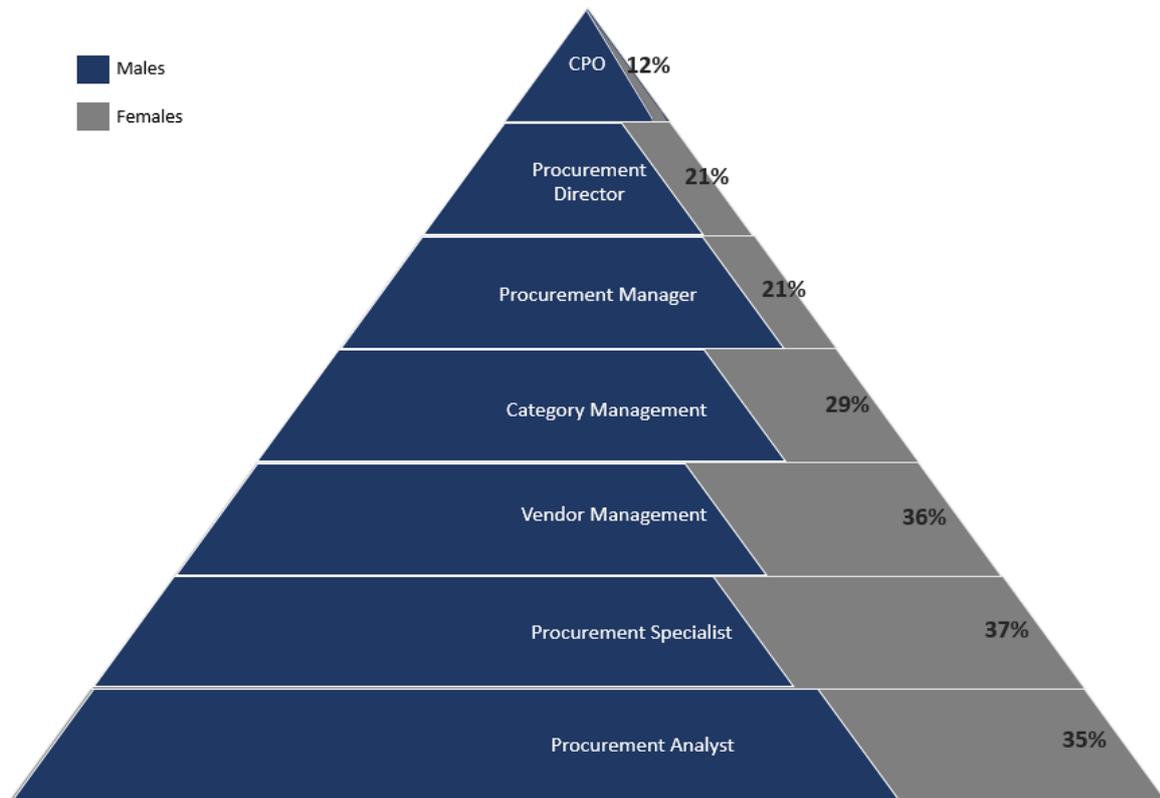


37% are female



63% are male

When examining the career pyramid from junior to senior roles throughout a procurement career we found:



(Source: JigsawTM's Talent Catalogue)

Our empirical data suggests the same trends that are found across various industry sectors; the more experienced a woman becomes in the procurement profession, the less likely she is to gain a management role. While the gender division at the start of a procurement career in an analyst role is roughly 35/65, by the time the senior role of CPO is reached the split is roughly 12/88. i.e. only 12% of these roles in Australia will be filled by women.

Whilst there are many factors contributing to this – child birth, career breaks and want for part time work, all organisations should be better positioned to manage such life events with internal policies addressing these areas. The WGEA report found that

- Few employers are taking a strategic whole of-enterprise approach to gender equality. Only 7.1% of employers have a standalone overall gender equality strategy.

What role does procurement have to play in gender equality?

Procurement has a prime role in influencing sourcing strategies and relationships by working closely with business units on supplier engagement through the procurement process - i.e. when working with human resources on recruitment sourcing policy and mandates. These are areas that can influence gender equity when taken as one part of a holistic approach to managing gender disparity in an organisation. A number of organisations we supply now mandate that we must endeavour to shortlist at least one woman for each role and the recruitment process is not valid without this. Whilst all roles must be recruited on merit, these policies make people strive to identify new talent both within and externally.

To discuss how we can assist in information on gender equity and data points please contact [Sarah Fenton](#). Sarah is a Manager in our Melbourne office and has a strong interest in diversity in the workplace. sarah@jigsawtm.com 03 9998 6264 or 0410 547 500.

