

# WOMEN IN PROCUREMENT

## HOW INCLUSIVE COMPANIES OUTPERFORM THE MARKET

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# Vorwort



Sehr geehrte Damen und Herren,  
die europaweite Befragung von rund 200 Chief Procurement Officer durch die Strategieberatung Oliver Wyman in Zusammenarbeit mit dem BME hat einmal mehr bestätigt: Frauen im Einkauf gehört die Zukunft! Denn: Weibliche Fachkräfte sorgen für mehr Diversität im Einkauf und können damit wesentlich zur Kosteneinsparung beitragen. Gleichzeitig erhöhen sich durch ihren Einsatz Effektivität und Innovationskraft.

Wie in anderen Bereichen unserer Gesellschaft kommt es natürlich auch hier auf den „richtigen Mix“ an. So ergab die Umfrage von Oliver Wyman und BME, dass Unternehmen mit einem Frauenanteil von weniger als 20 Prozent ihre Kosten im Einkauf nur um gut drei Prozent pro Jahr reduzieren. Bei diversen Teams mit einer Frauenquote von 40 bis 50 Prozent summieren sich die Einsparungen dagegen im Durchschnitt auf 5,7 Prozent pro Jahr. Damit steht einwandfrei fest: Diversität rechnet sich!

Die jetzt vorliegende Umfrage von Oliver Wyman und BME lässt zudem Vergleiche zwischen Deutschland und anderen Ländern Europas zu. Dort, auch das ergab die Umfrage, ist die Zustimmungsrate, wonach ein wachsender Frauenanteil im Unternehmen die Effektivität des Einkaufs erhöht, sogar noch größer.

Ich wünsche Ihnen abschließend viel Spaß beim Lesen der Umfrage-Ergebnisse und vor allem großen Erfolg bei der weiteren Optimierung Ihrer Beschaffungsprozesse.

**Dr. Silviu Grobosch**

Mitglied des geschäftsführenden  
BME-Bundesvorstandes

# Vorwort



Sehr geehrte Leserinnen und Leser,  
wir freuen uns, Ihnen die Ergebnisse einer Studie vorzulegen, die sich dem Thema „Women in Procurement“ widmet. Branchenübergreifend sehen immer mehr Unternehmen die Stärkung der Diversity als eine der zentralen Herausforderungen für nachhaltigen Unternehmenserfolg. Inwieweit Frauen mit Nachteilen auf dem Karrierepfad zu kämpfen haben, ist gerade in Deutschland hoch umstritten.

Während laut unserer Untersuchung in anderen Ländern circa 30 Prozent aller Frauen wie Männer sagen, dass Frauen mit Nachteilen zu kämpfen haben, ist in Deutschland die Meinung sehr geteilt – nach Geschlecht. Nur rund 25 Prozent aller Männer sehen Frauen benachteiligt, von den Frauen aber sehen knapp über 60 Prozent eine Benachteiligung. Ein deutliches Indiz dafür, dass das Thema in Deutschland bisher nicht mit der gebotenen Sachlichkeit und Transparenz diskutiert wird. Die Unternehmen, die die Sorgen der Frauen verstehen, werden ihre weiblichen Talente auf dem Weg in Führungsrollen halten können. Mit Hilfe von Daten und Fakten kann ein Dialog mit der Belegschaft geführt werden, die Chancengleichheit sicherstellt. Um das Ziel einer ausgewogeneren Geschlechterdiversität in Führungsrollen zu erreichen, wird entscheidend sein, die Männer mit auf den Weg zu nehmen. Diversität muss man leben – Tag für Tag.

Ich wünsche Ihnen zahlreiche Anregungen durch die Studie.

**Finja Carolin Kütz**

Deutschlandchefin Oliver Wyman

# Executive summary

- Oliver Wyman conducted this study to understand challenges and opportunities of gender diversity in procurement – 182 CPOs/delegates across Europe participated in the survey
- Women ratio in procurement still low at 37% in Germany and 40% in Rest of Europe - even drastically lower for management (19%) and leadership (14%) positions
- At the same time, gender diversity is recognized as a lever for procurement performance by the vast majority of respondents
  - Linking female ratios to cost savings shows tangible impact on P&L performance
  - CPOs also confirm improvement of value creation and effectiveness with more diversity
- For leadership positions in procurement, respondents view particular strengths of women (e.g. collaboration, adaptability) to become more and more relevant in the future
- We still face a strong perception bias of men and women regarding female stereotypes and assertions in German companies, considerably stronger than in the Rest of Europe
- German companies in the survey have substantially less initiatives in place to foster women in procurement in comparison to Rest of Europe, particularly in areas where the commitment to the diversity agenda becomes more explicit in terms of hard rules, responsibilities and KPIs

# Women in Procurement

How inclusive companies outperform the market

1 | Current situation

2 | Action

3 | Conclusion





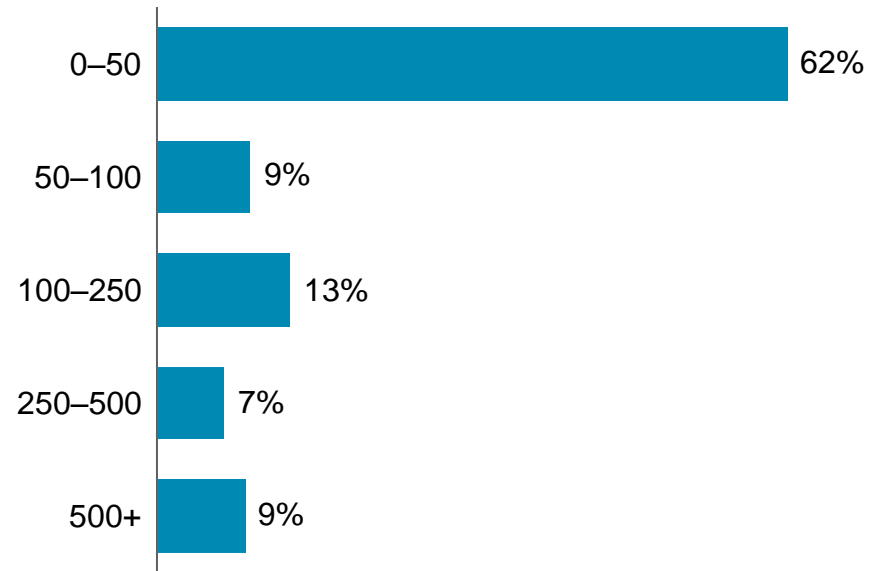
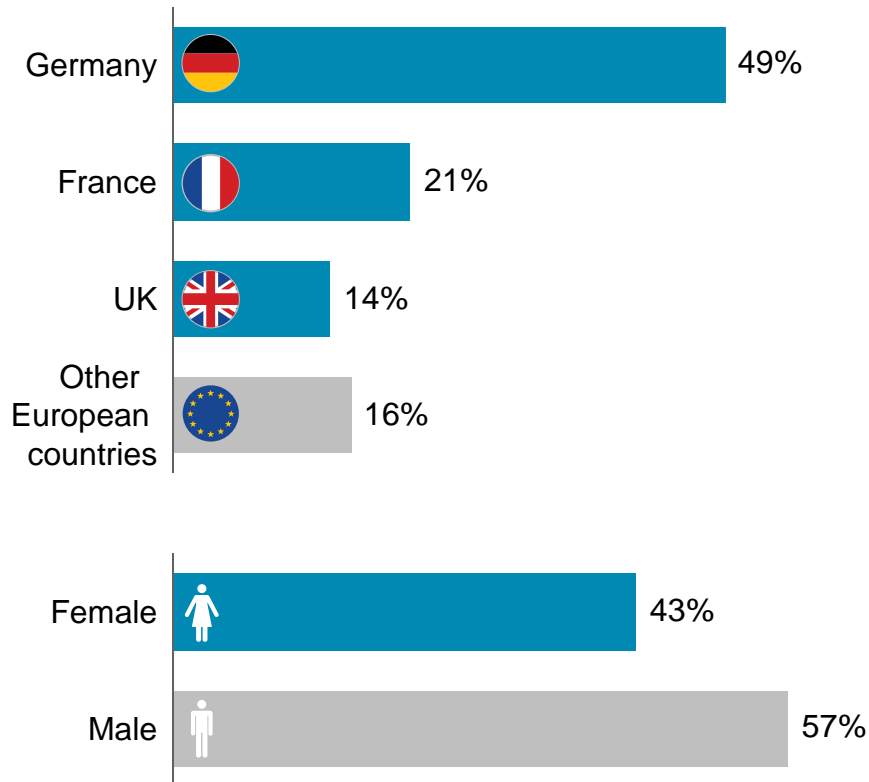
# CURRENT SITUATION

# Study overview “Women in Procurement” (1/2)

Across Europe 182 CPOs/delegates participated in our global study to understand challenges and opportunities of gender diversity in procurement

## 182 Study Participants by country and gender

## ... and by headcount size of procurement function

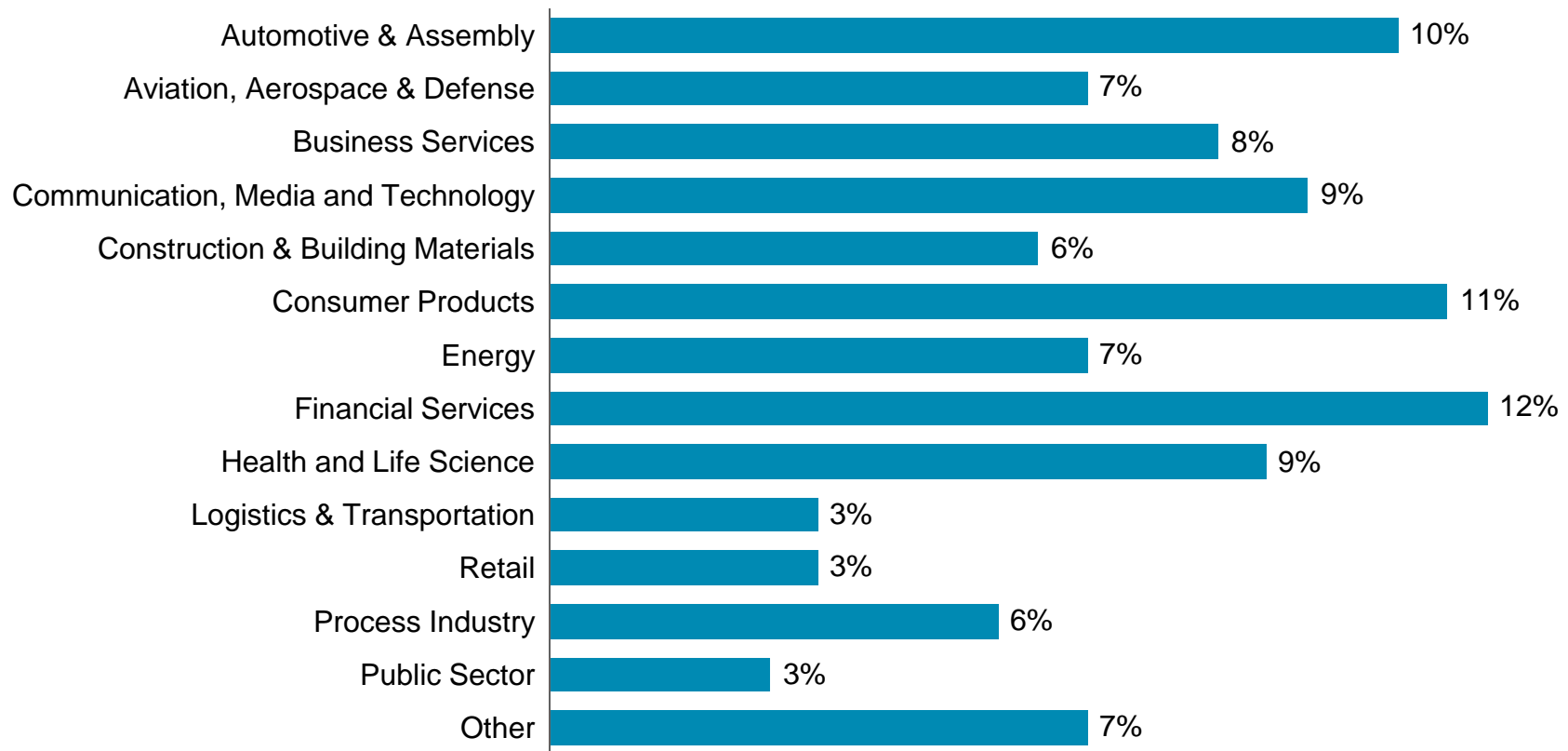


Source: Oliver Wyman Study “Women in Procurement” – Preliminary Findings for BME, European panel (N= 182)

## Study overview “Women in Procurement” (2/2)

The study also reflects a good blend across industries, with no single sector representing more than 12%

### 182 Participants by industry



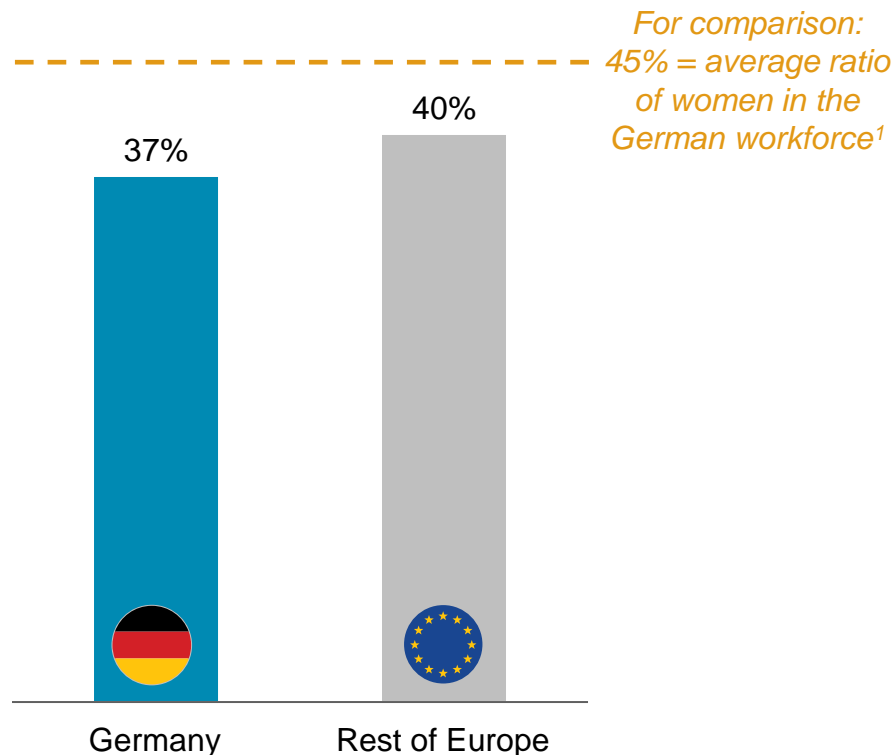
Source: Oliver Wyman Study “Women in Procurement” – Preliminary Findings for BME, European panel (N= 182)



# Share of women in procurement



In our survey 37% of procurement positions in Germany are occupied by women and growing. But, the ratio on leadership levels is well below 20%!

## Average women ratio in procurement





## Observations on distribution and trends

#1 higher women ratio among buyers than in leadership roles

	Leader <sup>2</sup>	Manager <sup>3</sup>
	19%	14%
	31%	28%

#2 positive hiring trend in last 3 years (change in women)

	Increase	Decrease
	54%	12%
	59%	2%

1. destatis.de 2. CPO direct report 3. CPO N-1 and N-2

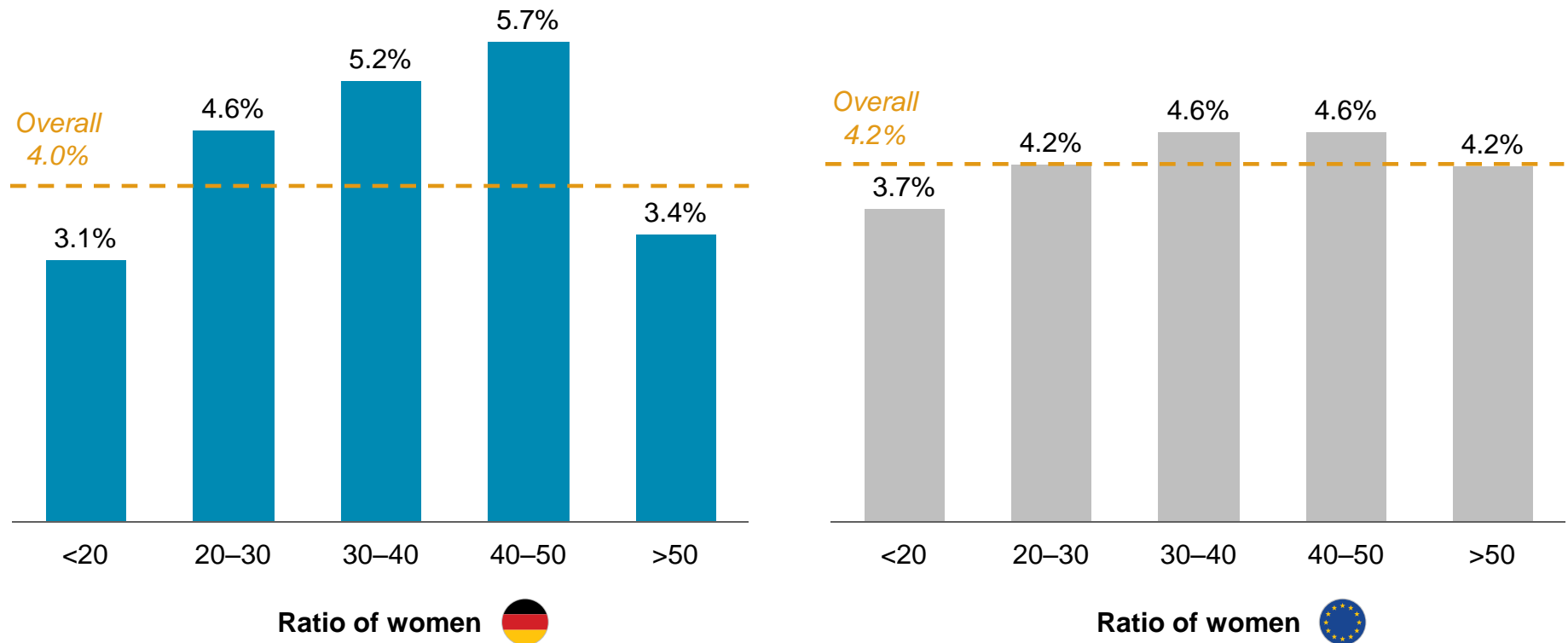
Note: Rest of Europe = Europe excl. Germany

Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

## Correlation with P&L Savings Levels

Performance correlated with the women ratio makes a strong point: it is diversity that drives performance, not maximizing the number of women

### Annual procurement performance in P&L savings vs. current ratio of women



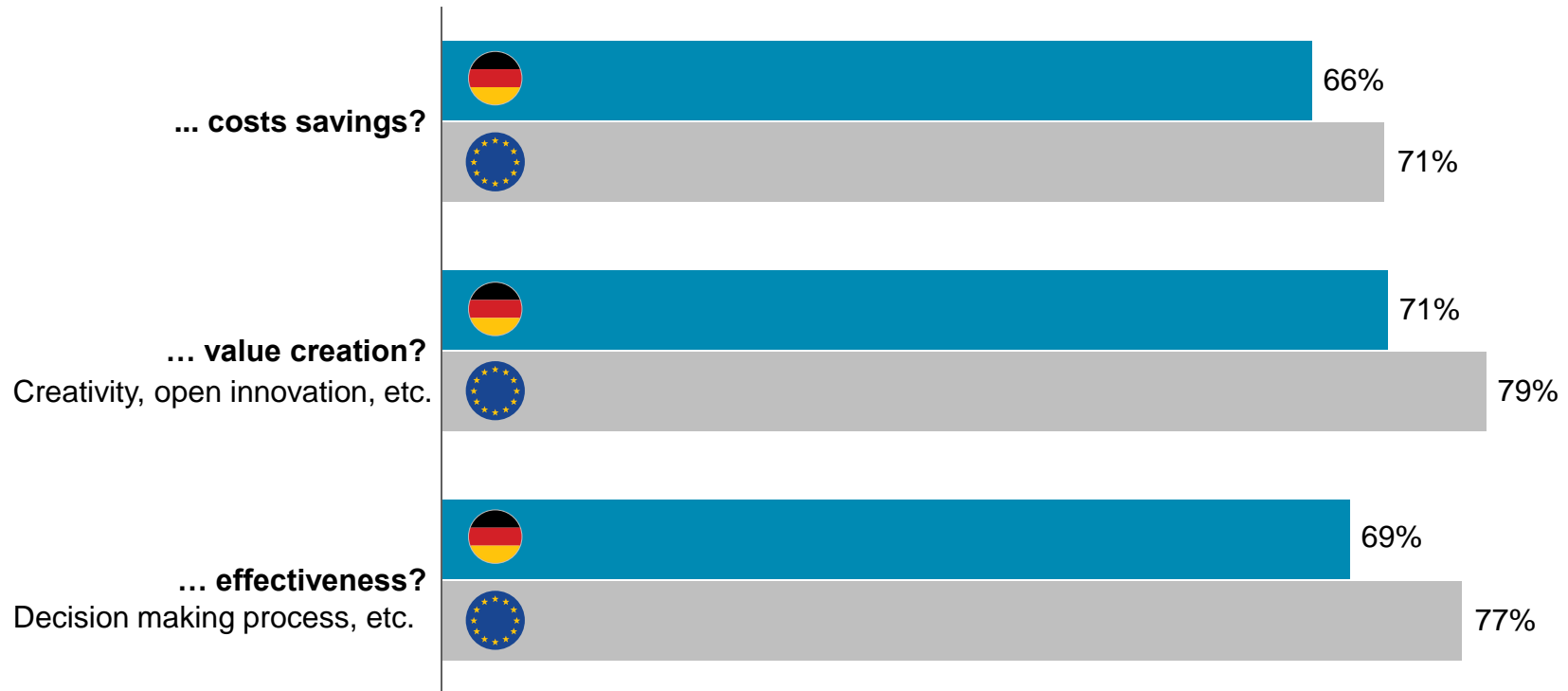
Source: Oliver Wyman Study “Women in Procurement” – Preliminary Findings for BME, European panel (N= 182)

## Indication of further Positive Impact

The vast majority of companies who had recently increased their share of women in procurement also confirm benefits well beyond cost savings

Question posed to CPO/delegates with increase of share of women during the last 3 years:

**Do you agree that women ratio positively impacted your procurement performance in terms of...?**



Note: Germany = 35 respondents; Rest of Europe = 52 respondents

Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

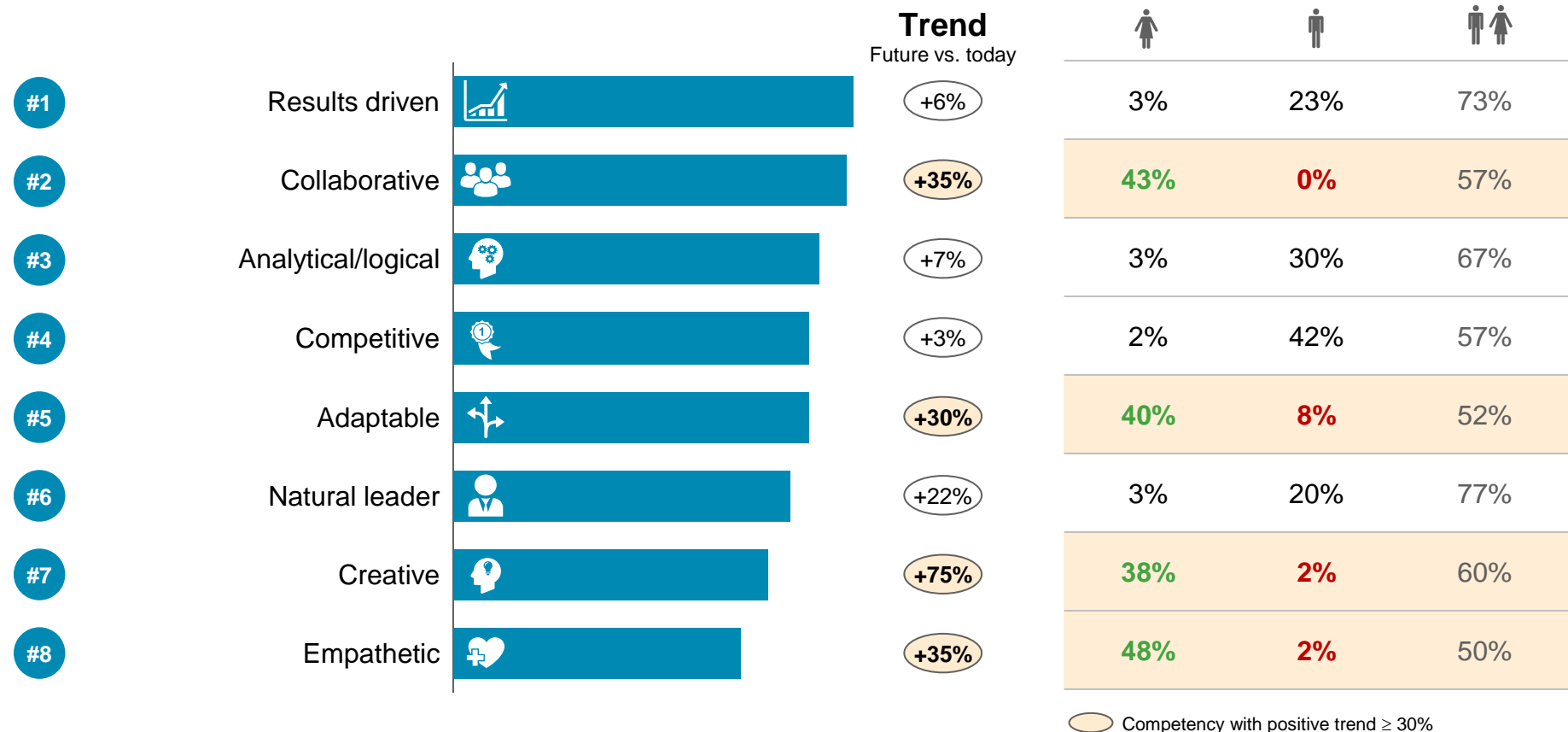
# “Feminine Qualities” and Future Leadership Profile

When inquiring about procurement leadership, “feminine qualities” are actually considered to be highly relevant in the future

## Future importance of qualities in procurement leadership

Score ranked largest to smallest, Germany

## ...respective gender associations



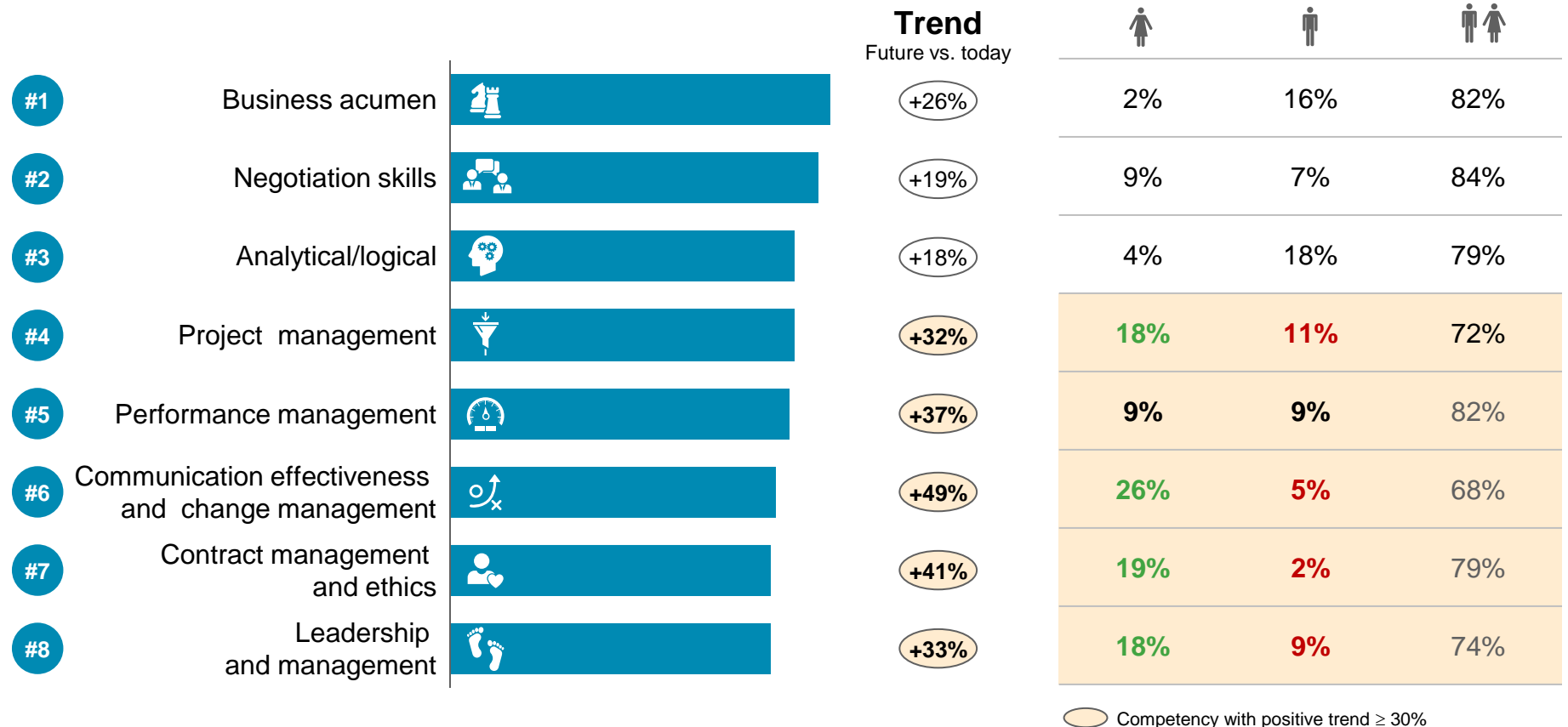
Source: Oliver Wyman Study “Women in Procurement” – Preliminary Findings for BME, European panel (N= 182)

# “Feminine Competencies” and Future Buyer Profile

For buyers “feminine competencies” gain in importance but are valued lower than for leadership roles (in direct contrast to current women ratios!)

## Future importance of competencies for buyers

Score ranked largest to smallest, Germany



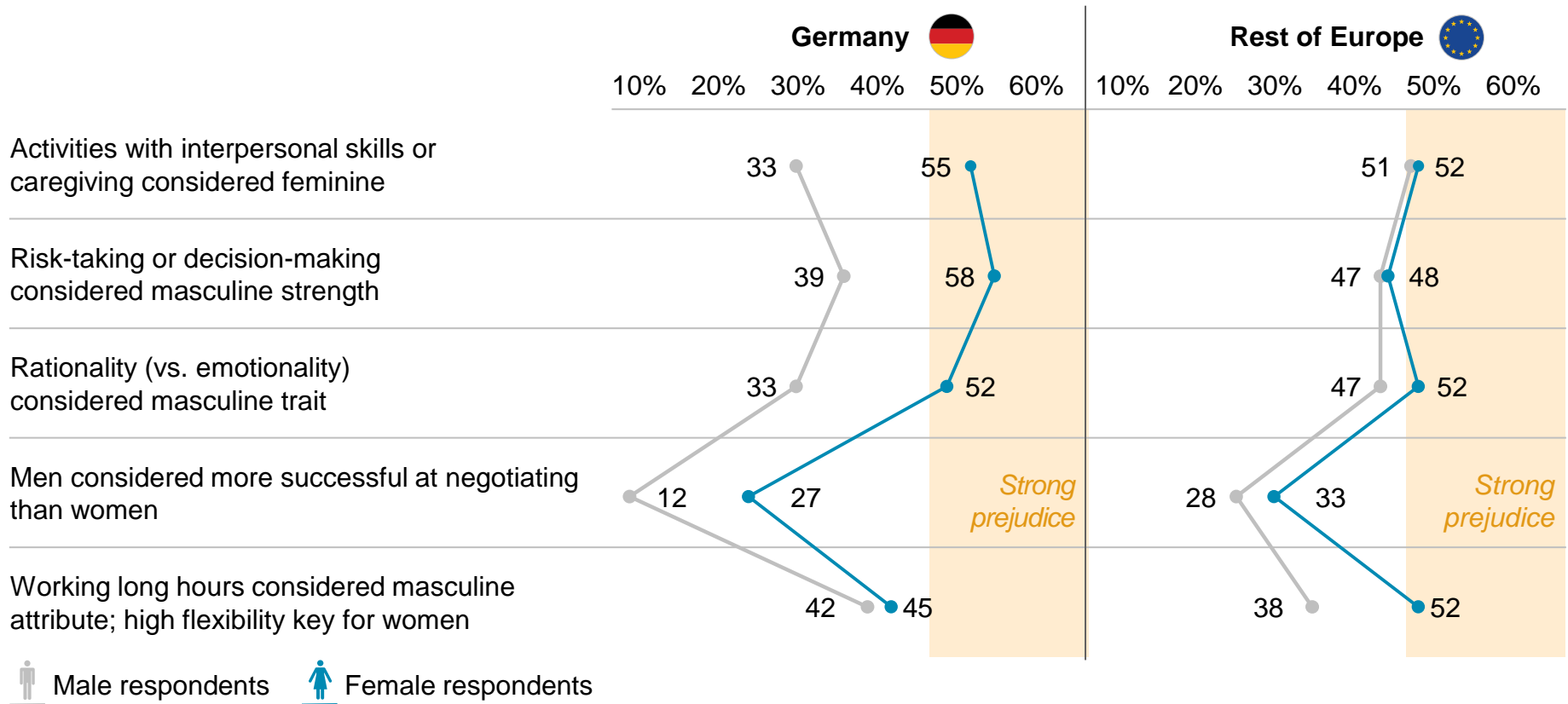
Source: Oliver Wyman Study “Women in Procurement” – Preliminary Findings for BME, European panel (N= 182)

# Stereotypes in organizations

Stereotypes still exist, but are less of a challenge in Germany – however, we face a strong perception bias between men and women

Are the following gender stereotypes widespread in your company?

%share of respondents who agree



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

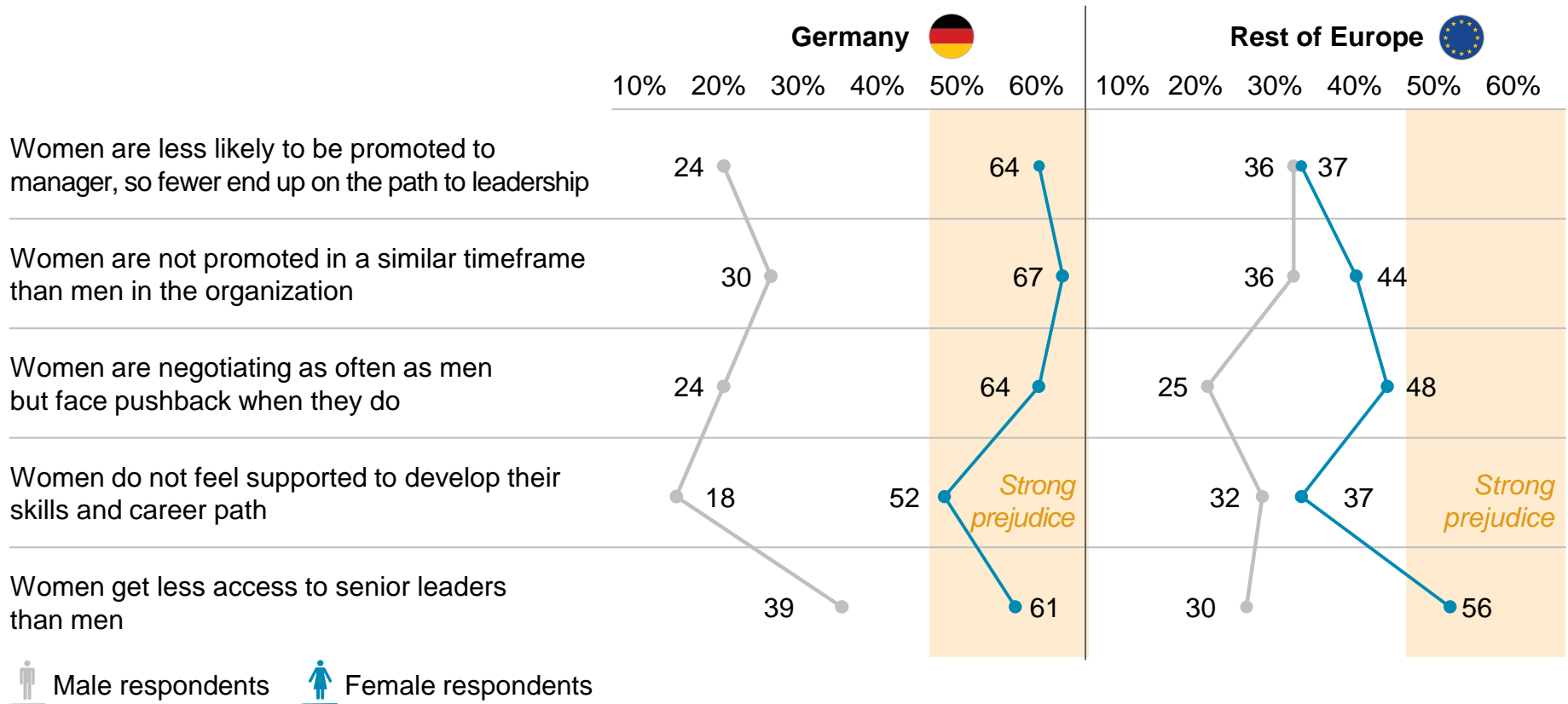


# Assertions in organizations

The perspective of female respondents on gender-related assertions paints a dramatic picture for Germany – suggesting the need for more open dialogues

Are the following assertions on women true in your procurement function?

%share of respondents who agree



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

It appears that...



Gender diversity pays off and procurement in Germany still has ample room to increase the share of women



“Female competencies” are becoming more and more important in, particularly for leadership positions (with current women share <20% !)



The feedback of female survey respondents in Germany on perceived stereotype assertions indicate dramatic need for more open dialogues

**How can this be achieved?**  
**And what needs to happen?**

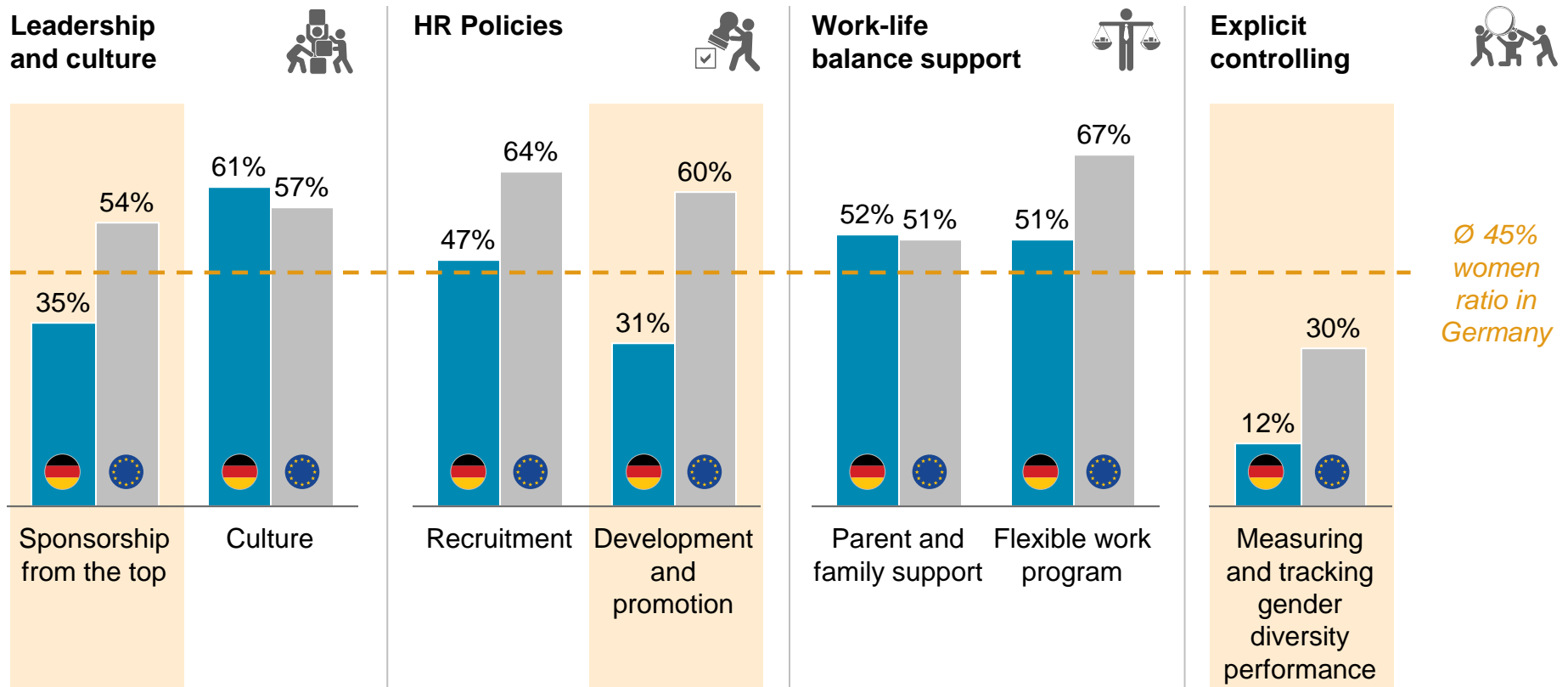
A high-angle, top-down photograph of a diverse group of business professionals in a huddle. In the center, a woman with dark hair pulled back, wearing a light grey blazer over a dark blue top, is smiling broadly at the camera. She has her right arm raised with a clenched fist. Surrounding her are several other people, mostly men, in business suits, looking down or towards the center. The image is split diagonally from the top-left corner, with the white triangle on the left containing the word 'ACTION' and the photograph on the right.

ACTION

# Level of Initiatives to foster Women in Procurement

Contrasting the activity level of Germany vs. Rest of Europe we see three areas of particular focus: sponsorship, development and measurement

## Percentage of companies with initiatives in place



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

# Initiatives in leadership

There seems to be little encouragement for diversity leadership through role models and mentors...



## Sponsorship from the top



**Average:**  
DE 35%  
RoE 54%

#1 Senior leaders are held accountable for improving gender diversity



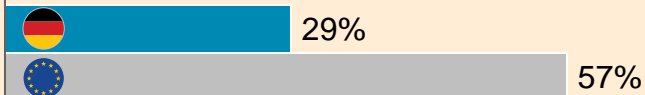
#2 Mentoring and sponsorship programs for talented female staff



#3 Having senior role models that women can identify with



## In procurement function



**Little direct senior support & mentoring in DE vs. RoE**

# Initiatives in culture

... however, German and other European companies promote an inclusive culture revolving around meritocratic ideals



## Culture



### Average:

DE 61%

RoE 57%

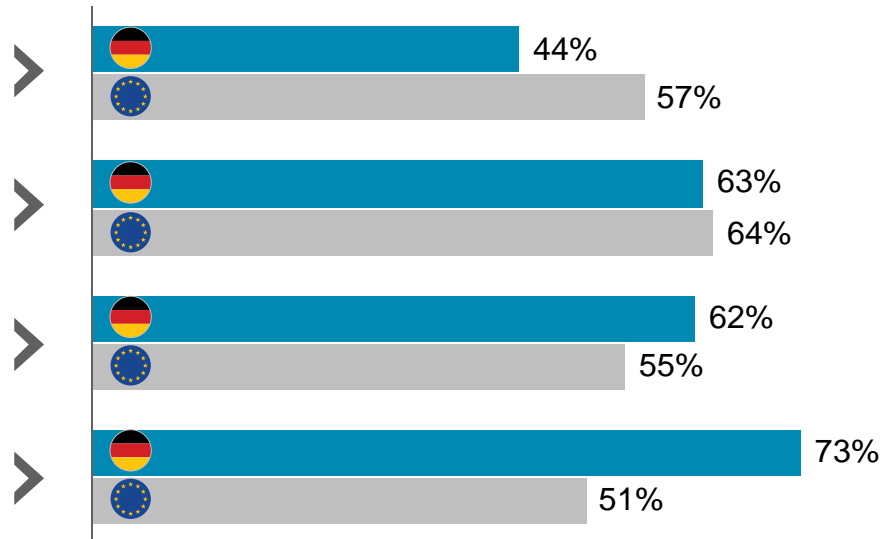
#1 Senior leaders encourage candid, open dialog on gender diversity

#2 An inclusive culture that embraces diverse views

#3 Work output valued over hours worked

#4 Staff training on unconscious gender bias

## In procurement function



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)



# Initiatives in HR policies

HR policies are largely focused on establishing objective and transparent guidelines...



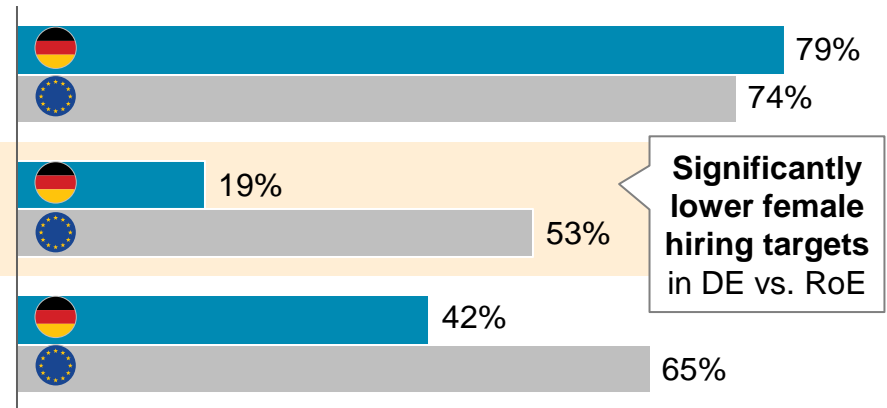
## Recruitment



**Average:**  
DE 47%  
RoE 64%

- #1 Objective and transparent recruitment criteria
- #2 Hiring targets to increase gender diversity
- #3 Removing gender bias in the recruiting process

## In procurement function



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

# Initiatives in HR policies

## ... but lack initiatives specifically targeting gender diversity



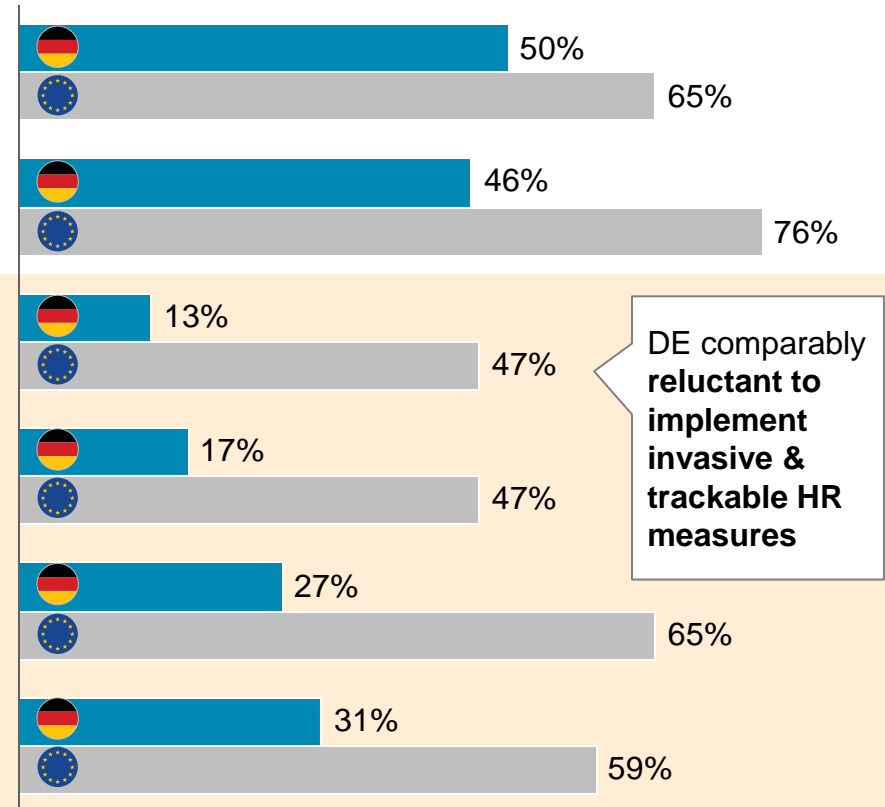
### Development and promotion



**Average:**  
DE 31%  
RoE 60%

- #1 A promotion process that is objective, transparent and meritocratic
- #2 Transparent and level based pay to ensure gender equal pay
- #3 A female candidate required on every promotion shortlist
- #4 Managers are recognized for making progress on gender diversity
- #5 Communication and leadership training targeted at female staff
- #6 Increased gender diversity in positions with revenue/profit responsibilities

### In procurement function



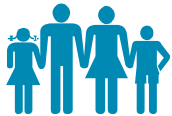
Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

# Initiatives in parent and family support

Across Europe there is apparent support for parents and families, which is reinforced by legislative requirements



## Parent and family support



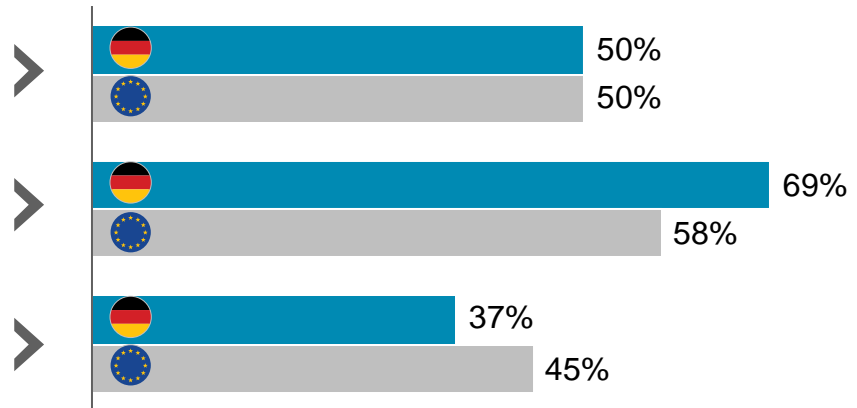
**Average:**

DE 43%

RoE 59%

- #1 Fathers encouraged to take paternity leaves
- #2 Support for working parents
- #3 Maternity and paternity leaves that go beyond legal requirements

## In procurement function



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

# Initiatives in work-life balance support

Work-life balance is seen as a core topic amongst both German and other European companies



## Flexible work programme

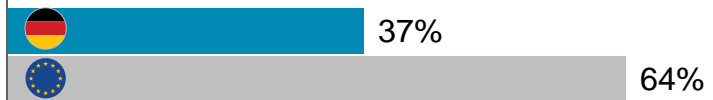


#1 Flexible work programmes (working from home, part-time work...)

**Average:**  
DE 43%  
RoE 59%

#2 Men and women equally encouraged to utilise flexible work programmes

## In procurement function



Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)

# Initiatives in explicit monitoring

Overall, there are little control mechanisms and incentive structures in place to promote and track gender diversity performance



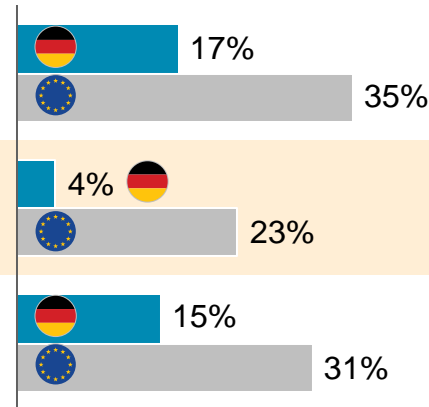
## Measuring and tracking gender diversity performance



**Average:**  
DE 12%  
RoE 30%

- #1 Progress across gender diversity is measured and shared across the company
- #2 Senior staff pay linked to organisation performance on gender diversity
- #3 Gender diversity targets and records publicly disclosed

## In procurement function



Gender diversity in Germany rarely **linked to salary**

Source: Oliver Wyman Study "Women in Procurement" – Preliminary Findings for BME, European panel (N= 182)



CONCLUSION



# Conclusion



Continue to improve gender diversity – there is still “room to go”



Leverage gender diversity for improved financial performance



Acknowledge different skills sets between men and women & provide dedicated trainings to help develop additional capabilities



Overcome stereotypes – especially regarding a strong sentiments bias between men and women



Catch-up in establishing initiatives directly targeted at improving diversity



Track diversity KPIs to monitor improvements & performance

# Germany Study Contacts



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