

Procurement Salary Guide 2023

MENA

Key trends and findings



Strength in adversity

Risk, resilience and reward are driving procurement to new heights, says **Nick Welby, CEO, CIPS**

At the end of 2022 “permacrisis” became the word of the year, describing an extended period of instability and insecurity. Today, while the global headwinds are changing and the issues facing organisations are subtly different, the situation remains just as difficult.

In tackling these robust challenges, the procurement and supply profession remains at the coalface finding solutions. We have turned the adversities of the permacrisis into strengths and opportunities and, having played a crucial role in ensuring business continuity through the unprecedented period of business disruption, we have had to find new and innovative ways of keeping the wheels turning.

Year after year the reputation of our profession is rising within organisations and across business. Our skills are valued and our sense of the contribution we make to our organisations and economies is increasing.

Salaries and bonuses awarded at all levels of the profession continue to rise and are again outstripping those across the wider economy. The most highly qualified in our profession – individuals who have achieved MCIPS – are commanding significantly higher salaries than their non-MCIPS colleagues and are increasingly sought after across all sectors.

However, it is worth highlighting that behind the positive headlines there is also another picture. Skills shortages, employee turnover, a scarcity of talent, difficulties recruiting and persistent imbalances in salaries measured by gender and ethnicity remain and have a significant and negative impact on society and economies around the world.

Organisations say they recognise the importance of implementing policies that encourage greater levels of equality, diversity and inclusion, such as adopting cultures and practices that match those of both their current and potential future employees. Unfortunately it would still appear that not enough are walking the talk.

Day to day, procurement and supply professionals are on the frontline minimising risk, reducing volatility, and increasing value and supplier visibility. However, if organisations are to truly embrace and implement important


change, such as sustainable procurement policies that deliver real resilience and value over time, they must also embrace the skills and talents of the entire

workforce equally to capture the knowledge needed for success.

With all these trials and tribulations, the future for the procurement and supply profession is bright. We hold many of the keys that will help organisations unlock a more sustainable and ethical world and offer individuals a rewarding and successful career.

This salary guide, produced with Hays, identifies the definitive trends driving the profession and the motivations of those working in it. It identifies skills gaps, highlights where opportunities exist and offers a roadmap to a more inclusive and diverse procurement and supply profession.

I hope you find the insights and information it contains useful in shaping your own future, and that of your teams and colleagues.

 **We hold many of the keys that will help organisations unlock a more sustainable and ethical world.**



The people of tomorrow

Talented procurement professionals are playing a bigger and more vital role than ever in countering the volatility we're all experiencing, says **Scott Dance, UK&I Procurement Engagement Director, Hays**

We are delighted to partner with CIPS for a ninth year to provide insight into the key trends and issues impacting the procurement and supply chain profession.

In the wake of another tumultuous year beset by political, economic and social challenges, including a cost-of-living crisis, ongoing conflict in Ukraine and an escalating climate emergency, the strategic value of procurement and supply chain continues to be self-evident. The volatility has put the focus squarely on what the sector does best – mitigating risk, managing costs and keeping businesses compliant.



Procurement and supply chain as a function has seen the skills needed to power it continue to evolve.

commitments and an open and transparent culture just some of the key aspects of a role candidates expect to see communicated to them at the initial point of contact.

Furthermore, the increasing complexity of procurement and supply chain as a function has seen the skills needed to power it continue to evolve. The accelerating adoption of digital supply chains is placing emphasis on the meaningful interpretation of data, and whilst technical ability may form the bedrock of any rounded skillset, there is no substitution for the soft skills that make up the human element.

A consequence of soaring inflation rates is that wages have been driven up across the board, with procurement being no exception. Globally, salary increases across procurement have been very positive, with the majority receiving a significant pay rise in the last year.

Remuneration is by no means the only factor driving employee movement, however. Organisations prepared to take a creative and tailored approach to talent attraction will be best placed to secure the skills they need, with flexible working practices, a strong organisational purpose, defined sustainability

Overall, the procurement function is playing a vital part in the ongoing mission to make operations more resilient to disruption. Close collaboration with key suppliers combined with a cross-functional leadership role played across departments in recent years has transformed procurement professionals into true strategic partners.

These are just a few of the trends we can expect to shape the direction of the procurement function in 2023. We hope you find the insights covered in this salary guide useful as you both design your talent management strategies and navigate your own future career path.

About this report

The CIPS Salary Guide 2023, sponsored by Hays, is an authoritative and indispensable tool for procurement professionals and employers. It enables them to:

- **Monitor the changing perceptions of procurement**
- **Benchmark salaries and bonuses across different roles and sectors with up-to-date figures**
- **Identify career aspirations and key motivational influences**
- **Plan effective strategies for attracting, retaining and developing talent**

This 2023 edition is underpinned by research that took place between mid January and late February 2023. Over 5,000 professionals globally completed the detailed and comprehensive questionnaire covering careers, salaries, bonuses and aspirations as well as the perceptions of the profession. We've analysed the results, spotted trends and changes and presented the insights in a clear digestible format with an emphasis on accuracy and usefulness.

Where comparisons with 2022 are illuminating they are included but given each year the research comes from a different sample of respondents in a fast-changing environment, year-on-year data is not always meaningful.

[†] We've added a dagger symbol where a particular sample or subcategory has a low base of respondents and interpretation needs to be cautious. Figures in the report are rounded, which may result in apparent discrepancies.

Throughout this report, different levels of professional seniority are summarised into five levels of competency. These are described here, along with examples of job roles that fall into each group.

Competency level and typical job roles

Advanced Professional

Head of Procurement, Procurement Director, Commercial Director, Chief Procurement Officer, Supply Chain Director, Head of Sourcing

Professional

Procurement Manager, Purchasing Manager, Senior Category Manager, Supply Chain Manager, Strategic Procurement Manager, Operations Manager, Commercial Manager, Head of Logistics

Managerial

Senior Buyer, Category Manager, Contracts Manager, Contracts Officer, Logistics Manager, Supply Chain Executive

Operational

Buyer, Procurement Specialist, Supply Chain Analyst, Procurement Executive, Procurement Officer, Supply Chain Planner, Logistics Analyst

Tactical

Purchasing Assistant, Assistant Buyer, Administrative Assistant, Stock Controller, Contracts Administrator, Inventory Planner, Assistant Contracts Officer

The key takeaways

Global economic uncertainty, huge variations in energy prices and inflationary pressures, and yet more unforeseen effects of climate change means we continue to live in challenging times. For procurement and supply professionals, each new challenge presents a fresh opportunity to step forward and make a difference, maximising efficiency while delivering quality. Here are some of the main highlights of this year's survey...

73% believe the perception of procurement has improved in the past 12 months

The better the perception is of the profession, the easier it becomes to get buy-in both from internal stakeholders and external suppliers. This can become a virtuous circle, helping to create efficient and resilient supply chains which in turn further improve perceptions.

44% say managing risk in the supply chain is the main challenge for organisations over the coming year

In these uncertain times, procurement professionals are learning to expect the unexpected, and build in the ability to react to changing circumstances. In keeping with that, the top priority for the year ahead is building supply chain resilience.

49% have received a pay rise in the last 12 months

It's good to see the value organisations attribute to procurement reflected in salary increases for professionals, with almost half receiving a pay rise. Meanwhile, average salaries have risen again this year, by 14% – that's very positive in the face of a challenging economic background.

62% of respondents are eligible for a bonus

With increased pressure on budgets, bonuses can be a cost-effective way for organisations to reward employees. An even greater proportion of MCIPS professionals across the MENA region are eligible for a bonus (76%) than non-MCIPS (60%).

62% of employers have struggled to find the right talent

There continues to be a skills shortage within the procurement profession, and this year's survey sees retaining staff now the main challenge for the year ahead. Organisations must widen the net when recruiting and offer training to the employees they have already to win the race for the right talent.

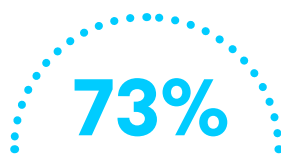
Perceptions of procurement

In the face of the economic uncertainty and market volatility we've experienced in the past year, it's great to see procurement continuing to rise to the challenge. The profession has been front and centre again, helping organisations navigate each new pressure and challenge.

Along with huge fluctuations in energy prices, we've seen high inflation as well as more unforeseen effects of climate change. Procurement professionals, perhaps more than most, have to be ready to deal with whatever the next unexpected event is to come over the horizon.

Even in the face of all that, perceptions of the profession have remained positive, with 73% of those in procurement across the MENA region saying the way their profession is seen has improved over the past year.

Looking ahead, a quarter (26%) of respondents said building supply chain resilience is the main priority for procurement over the coming 12 months. Meanwhile, the main challenge for procurement during the year ahead is managing risk in the supply chain (44%) – the same as in last year's survey. Budget



believe the perception of procurement has improved in the past 12 months

restraints, meanwhile, have increased in importance to become the second most commonly identified challenge this year, at 41%.

Arguably the place where the perception of procurement counts the most is in the boardroom, where buy-in makes a difference to everyone in the profession. So it's very positive that 69% of procurement professionals believe that directors and heads of other departments in their organisation understand what procurement has to offer.

During the past 12 months, 62% of employers have struggled to find the right talent, up from 59% last year. In this climate, professionals with MCIPS are more sought after than ever. In fact, the majority (55%) of employers responding to our survey said they prefer prospective candidates to be MCIPS or be working towards it – and 64% would further consider candidates who are FCIPS. What's more, these

fully qualified professionals command salaries that are significantly higher than the average and are more likely to receive a pay increase too.

Salaries across the whole profession have continued to rise this year in the MENA region, with almost half (49%) getting a raise in the past 12 months, and 62% entitled to a bonus. Employers struggling to find the right talent, yet challenged too by budget restraints, will need to work harder to find the right package of benefits to appeal to candidates. Meanwhile, 74% of professionals said career progression is the most important factor after salary when considering a new job, followed by the organisation's reputation (72%) and commitment to ethics and sustainability (72%).

So whether you're looking at how best to develop your team, or seeking the best move for you as an individual, I hope this year's guide will provide you with the information and insights you need to make a well-informed choice.



Sam Achampong,
General Manager,
CIPS MENA



The value of procurement and supply professionals continues to strengthen. After years of disruption they are now firmly established as gatekeepers for organisational resilience, continuity and ESG strategies. Managing risk, volatility and supply chain visibility continue to be primary goals, but with global cost pressures weighing heavily on organisations, balancing budget restraints while delivering long-term value is paramount. Against this backdrop, perceptions of the profession continue to improve and the most highly qualified individuals are increasingly in demand.

Nick Welby, CEO, CIPS

How procurement is viewed

69%

believe directors and heads of other departments in their organisation understand what procurement specialists can offer (across all sectors)

Despite all the challenges we've faced over the past 12 months (or perhaps even because of them), most procurement professionals (73%) believe that perceptions of their profession have improved.

What's more, it's not only those in procurement roles who see the profession's value – 69% say directors and heads of other departments understand what procurement professionals have to offer. This kind of buy-in helps procurement to play a bigger and more strategic role in organisations, making operations more efficient, cost-effective and sustainable.

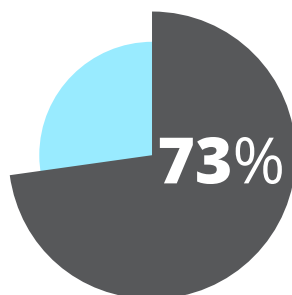
The emergence of market volatility as a key challenge for procurement is no surprise. Macroeconomic fluctuations show little sign of stabilising, and look set to continue well into 2023 and beyond. A strategic approach to category management will be essential if organisations are to successfully combat the rising prices and supply constraints in many areas.

Scott Dance, UK&I Procurement Engagement Director, Hays

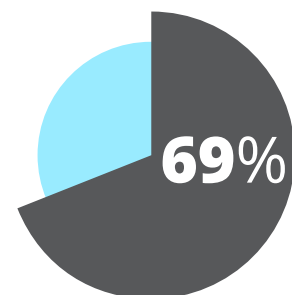


WATCH: *How have the challenges professionals face changed over the last 12 months?*

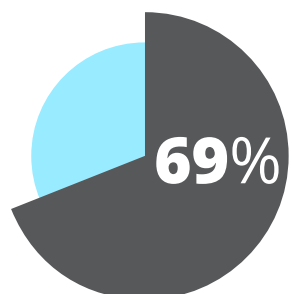
The overall picture: how procurement is viewed



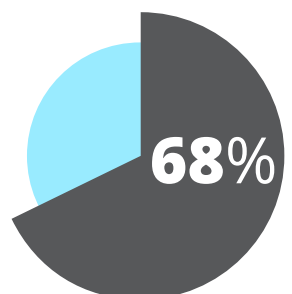
Perception of procurement has improved in the last 12 months



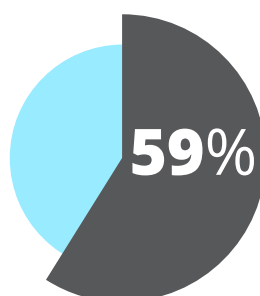
Procurement is very much valued within my organisation



Directors and heads of other departments in my organisation understand what procurement specialists can offer



Procurement is engaged from the start of a project



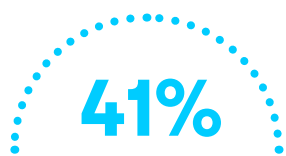
Staff in other departments in my organisation understand what procurement specialists offer



It's great to see so much value attributed to procurement and supply from both inside and outside the profession – making it easier to do more and deliver more."

Sam Achampong, General Manager, CIPS MENA

Key challenges



say budget restraints are their top challenge in the next 12 months

Once again this year the main challenge for procurement is managing risk in the supply chain, identified by almost half (44%) of respondents. That's a clear reflection of the current global economic uncertainty we're experiencing. Market volatility is a new addition to the top-five list this year, cited by 35% of respondents.

In this climate, keeping costs under control is a big factor too, with budget restraints (41%) and managing costs while retaining quality (35%) the second and joint third most commonly identified challenges.

Attracting staff with the right skills is a new top-five challenge this year, reflecting the skills shortage the procurement profession is currently facing, and indicating that those with the right skills are in an increasingly strong

position when it comes to finding the role they want. In that context, it makes more sense than ever for organisations to train and develop their current employees and review their EVPs (employee value propositions), both of which help build loyalty and reduce the need to attract new hires.

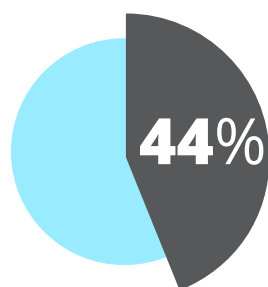
A strong EVP (employee value proposition) from a company-wide perspective, as well as from a personal one, is critical to attracting the right talent. Pre-empting crucial questions candidates might have about an organisation's values, culture and progression opportunities show not only an understanding of what's important to them, but also a genuine interest in fulfilling their expectations of you as an employer.

Scott Dance, UK&I Procurement Engagement Director, Hays

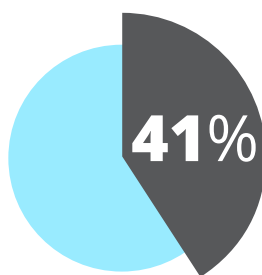


WATCH: *How can organisations keep candidates engaged throughout the hiring process?*

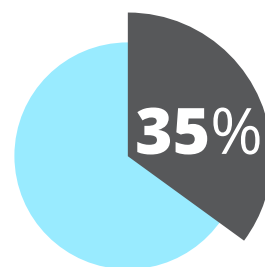
Top five main challenges for procurement in the next 12 months



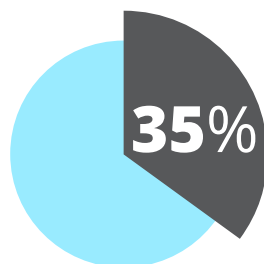
Managing risk in the supply chain



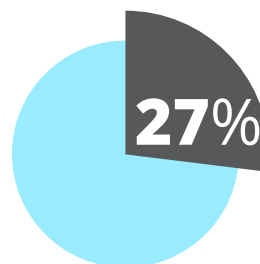
Budget restraints



Managing costs while retaining quality



Market volatility



Attracting staff with the right skills



READ: Procure new skills

Our Procurement Skills Training courses will help you to accelerate and supplement your learning

Priorities for the year ahead




say building supply chain resilience is their top priority in the next 12 months

With market volatility seemingly a fact of life these days, building resilient supply chains is more critical than ever. Indeed, building this resilience ranks as the top priority for the coming year for procurement professionals, at 26%.

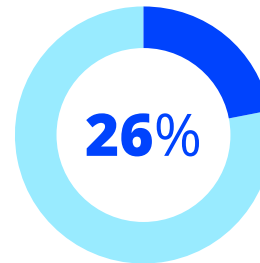
Creating good supply chain visibility, which is the next most commonly identified priority (22%), gives those that need it quick access to information and insights, leading to informed decisions that can optimise processes. That's crucial for good stakeholder management (18%) – to achieve the necessary resilience, stakeholders need to be engaged and relationships managed efficiently.

Building supply chain resilience is a particular priority at Professional level, where it was identified by 32% of respondents. In the public sector, improving stakeholder management (24%) was an even bigger priority than building supply chain resilience (18%), with using and improving technology third on the list (16%).

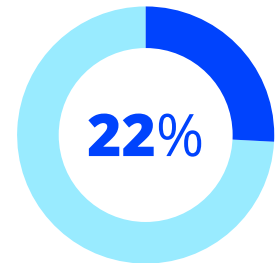
 **As procurement and supply professionals we know better than most the importance of delivering efficiencies, and the first place to look is always at our own operations. Streamlined and efficient functions and processes, aligned to clear priorities that deliver sustainable value, allow us to act with real confidence and strength – ensuring we can truly maximise our efforts.**

Nick Welby, CEO, CIPS

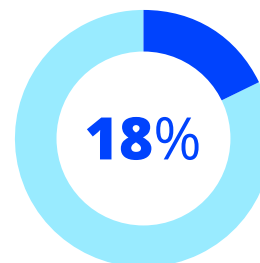
Top five priorities for procurement over the next 12 months



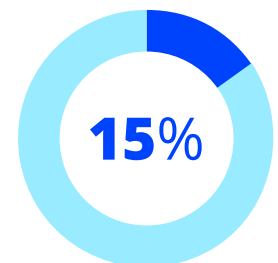
Building supply chain resilience



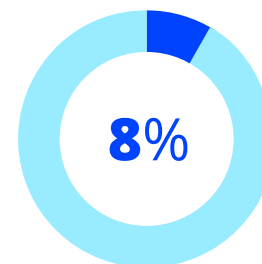
Improving supply chain visibility



Improving stakeholder management



Using and improving technology



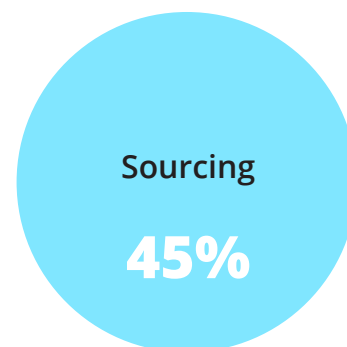
Improving employee value proposition (EVP)



WATCH: How procurement can deliver real change and transform our planet for the future

Importance of key skills

Top three most important skills (all job levels)



It's becoming apparent that the best way to improve your chances of reaching the most senior roles is to focus on keeping up to date with core technical skills, while fine-tuning those increasingly important soft skills. The top three skills for procurement professionals across the MENA region are the same this year as in 2022.

The more senior the position, the more critical soft skills become. It's not a surprise that leadership (50%) is most important at Advanced Professional level, followed by influencing skills (41%) – though this appears only at the most senior level and not in the top 10 overall. In these challenging times, organisations will need to lean more than ever on those abilities

being demonstrated by professionals in the most senior positions, including those in charge of procurement within organisations and those closest to the boardroom, at director level.

Those at Professional level are chiefly responsible for managing the end-to-end procurement process to ensure their organisation is getting the best value for money and minimising risks. Since they work closely with suppliers and stakeholders internally to move things forward and achieve their objectives, having great soft skills is vital. Managing relationships with suppliers is the second most important skill at this level, at 43% – though with the current tough economic conditions we are facing,

it makes sense that the top skill there is negotiation (50%).

Managerial roles, too, require finely-tuned negotiation (70%) and supplier relationship management skills (56%) to enhance the value they generate for the organisation. Negotiation, which includes elements of both technical and soft skills, was identified as the most important skill at every level of the profession other than the most senior this year – in 2022 it was top only at Managerial and Operational levels. That's a clear reflection that across the profession, procurement is being challenged to deliver even greater value for money in the face of budget restraints.

Technical excellence remains vital for the credibility of both the procurement function and its leaders, but building relationships with external stakeholders, challenging and influencing your business partners and translating 'technical' jargon into language everyone can understand are critical soft skills procurement professionals need. To be effective you need both the soft skills and the technical ones.

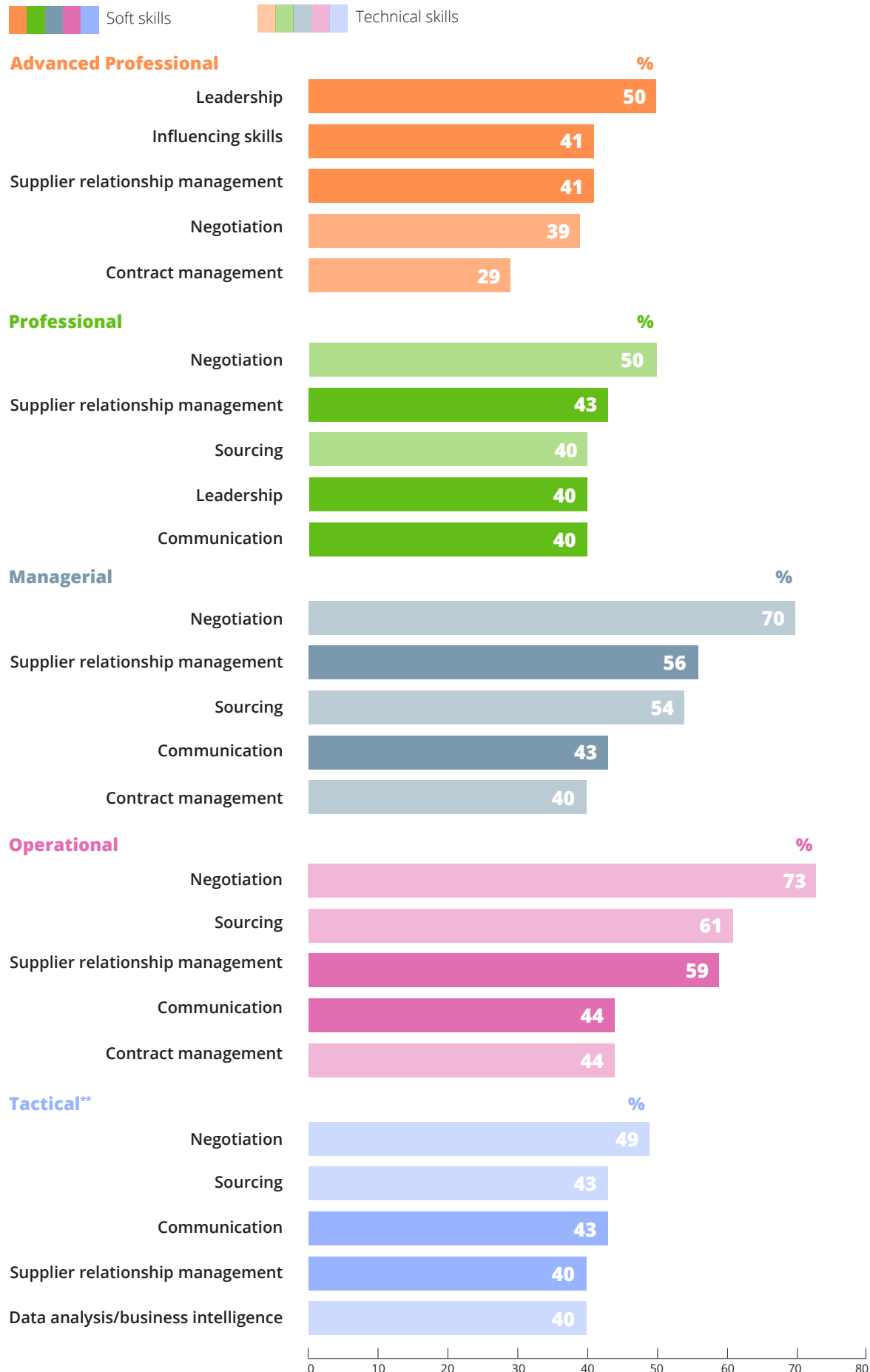
Scott Dance, UK&I Procurement Engagement Director, Hays



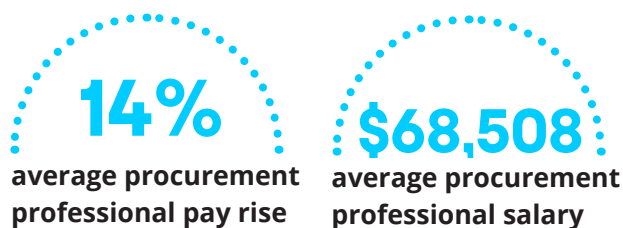
WATCH: *How are skills evolving across all levels of seniority?*

Importance of key skills continued

Top five most important skills by job level



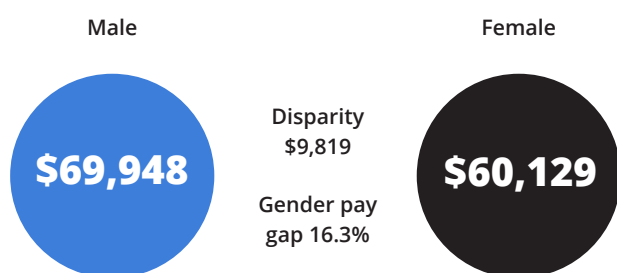
Salaries



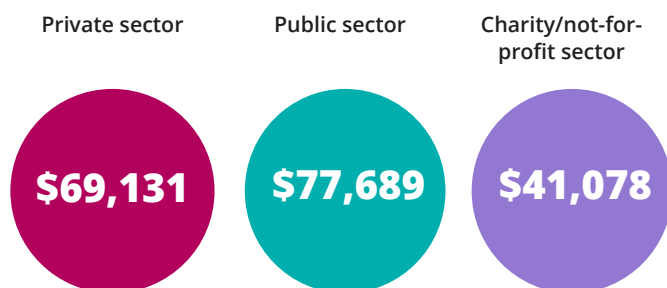
Salaries for procurement professionals continue to be buoyant across the MENA region, and have risen by an average of 14% this year – a clear indication of the value attributed to the profession. This includes not only a recognition that good procurement practices can keep costs down and quality up, but also reflects an increasingly widespread understanding of the importance of factors that affect the reputations of organisations, such as ethical sourcing. Meanwhile, the proportion who have received a pay rise in the last 12 months is 49%, similar to last year's 48%.

This year there's been a salary increase at every level of seniority other than Advanced Professional, meaning the gap between average salaries for Professional and Advanced Professional has narrowed.

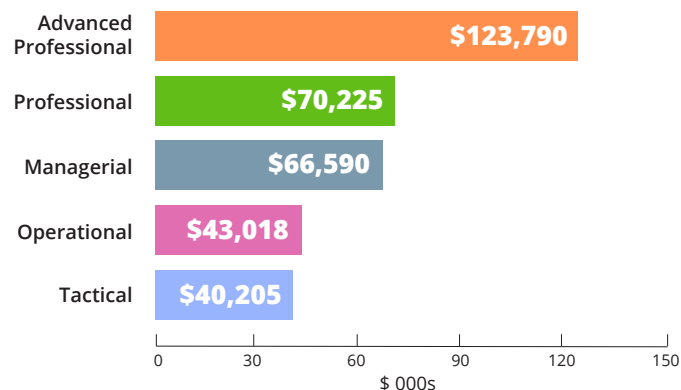
Salaries by gender



Salaries by sector



Average salaries by job level



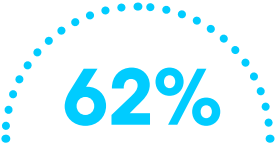
The gap in pay between male and female professionals this year is 16.3%. The gender pay gap is a figure that regularly comes under scrutiny, and rightly so. While the survey data is useful for looking at the overall trends, it's important to note that other factors influence the data too, including salary variations for particular job roles within the levels themselves, as well as sector and industry variances.

To close the gender pay gap further, organisations will need to work towards putting comprehensive equality, diversity and inclusion (ED&I) policies at the centre of their talent attraction and retention strategies, with tailored flexible working options. Policies only go so far, however. To create an environment where everyone feels they can meet their full potential, organisations must embed an ED&I culture right at their core.

Right now, businesses are offering higher-than-average compensation for some roles to secure new employees, but remember that salary isn't everything. It's about the big picture, which includes having a clear understanding of why potential new hires want to work with you, and what will make them stay.

Scott Dance, UK&I Procurement Engagement Director, Hays

Bonuses

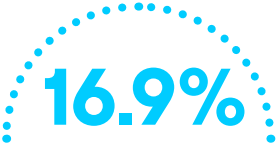


were eligible for a bonus in the past 12 months

This year 62% of procurement professionals surveyed said they are eligible for a bonus. Linking pay more closely to performance makes sense in the current economic climate, helping protect against high inflation and volatile markets.

Bonuses tend to be more common (and bigger) in the private sector where the main focus is on driving profit – with 67% of procurement professionals reporting having received one compared with 61% in the public sector.

Organisations tend to prefer to offer bonuses based on company targets. That way, they are only committed to paying out if the company has performed well, and can afford it.



average bonus as a % of salary

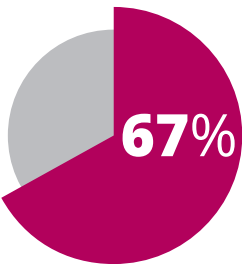
For the employee, however, it can be more appealing (and motivating) when the bonus is based on how well they themselves have performed. Somewhere in the middle of that are team targets – individuals can influence team performance, but are not completely in control of it.

According to this year’s survey, 78% of bonuses are defined by companies achieving targets, even though only 57% prefer their bonus to be defined that way. Personal targets define bonuses in just under half (46%) of cases but are preferred by over two-thirds (69%), while a smaller proportion have team targets define their bonus (29%) or would prefer to have their bonus defined that way (39%).

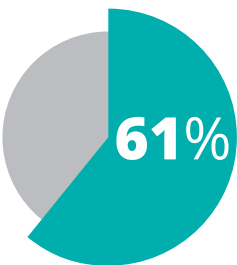
How bonus is defined v preferred

	% Defined	% Preferred
Company achieving targets	78	57
Achieving personal targets	46	69
Team achieving targets	29	39

Bonus eligibility by sector

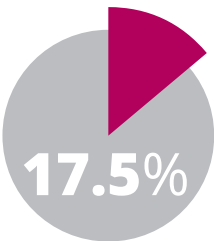


Private sector



Public sector

Average bonus by sector



Private sector



Public sector

Professional recognition

72%

of MCIPS professionals received a salary increase vs 60% non-MCIPS

There's fierce competition right now for talented and self-motivated professionals. Over the past 12 months, 62% of employers have struggled to find the right talent, meaning those with the right experience, technical and soft skills are in a very strong position. Those with MCIPS are especially sought after – and command higher salaries.

MCIPS is a professional designation which represents the global and professional standard within the procurement and supply profession. MCIPS professionals have evidenced their high levels of competency and skills, dedication to their career with life-long learning, and commitment to ethical standards of practice and operating with integrity; all of which makes them more in demand.

This increased employability is also reflected in what they can command in terms of salary and bonus. Employers will pay more and offer more generous packages to those with MCIPS or those working towards it.

Over several years, our surveys have consistently shown that employers value MCIPS at all levels of the profession. This year we see a very significant salary disparity of 36% between MCIPS and non-MCIPS professionals. MCIPS professionals are more likely to be eligible for a bonus too, at 76% compared with 60% for non-MCIPS.

Besides simply earning a bigger salary, those who choose to work towards MCIPS give themselves a distinct advantage over those who don't when it comes to advancing their career. The majority of employers (55%) would prefer candidates with MCIPS (or studying towards it) when recruiting.

MCIPS: Enhance your career

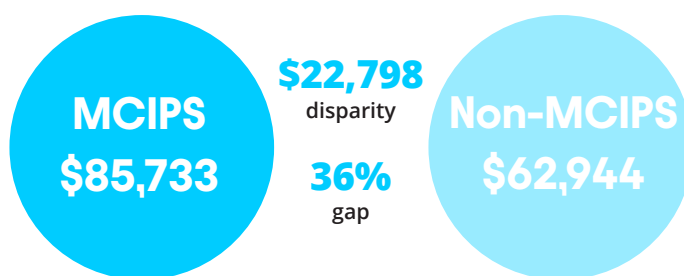
Discover how this globally recognised standard offers significant career benefits

Chartered status

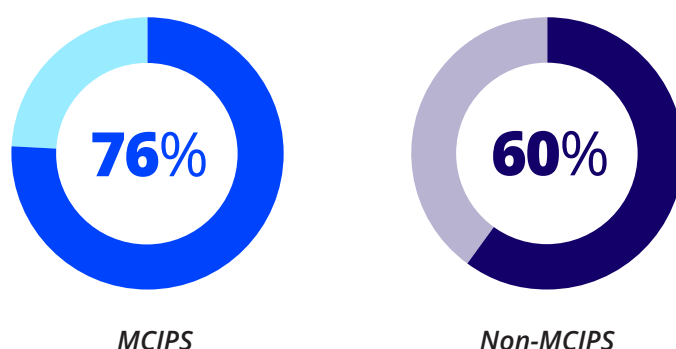
Globally recognised, trusted and influential – shaping business success

cips.org/salaryguide

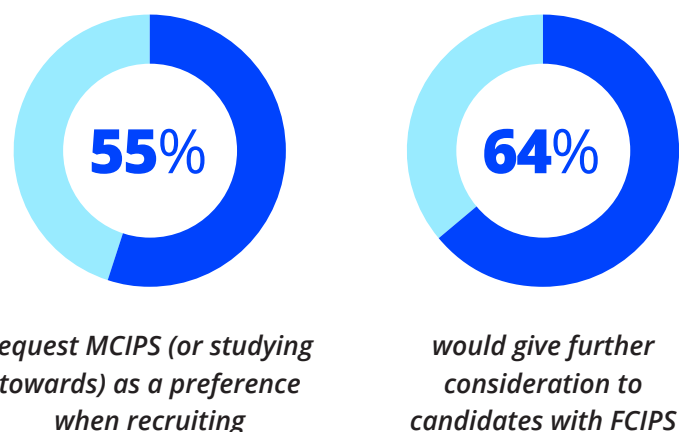
MCIPS vs non-MCIPS salary disparity



Professionals eligible for a bonus



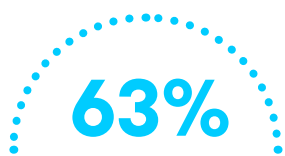
Demand for MCIPS and FCIPS



Not only does MCIPS give employers confidence that those candidates have the technical knowledge they will need to get the job done, but also that they have the kind of dedication, commitment and drive to help move their organisation forward.

What's more, senior advocates at the next level – FCIPS professionals – are also more sought after. Almost two-thirds (64%) of those employers recruiting and looking to add to their organisation's headcount said they would give more consideration to candidates with FCIPS.

Benefits



receive private medical insurance, the most commonly cited benefit


Remote working is now virtually a given for most people where it is a practical option, with home or remote working once again the most common arrangement. It's interesting to note that support for study or career development is the most preferred benefit (43%), but a far smaller proportion of professionals actually receive it (18%) – narrowing that gap could be an excellent way to combat the current skills shortage.

The support most offered by companies to help tackle uncertainty and challenges was the strong use of internal communications channels (49%). That was followed by conducting regular one-to-one meetings between managers (37%), and regular team-building exercises (35%).

Offering employees a choice of benefits is more important than the sheer quantity. The best approach is a tailored package, with a certain amount of money dedicated to benefits and staff allowed to spend it how they like, whether that's on childcare vouchers or medical insurance. This helps companies create benefits packages that are attractive to a wide range of different people with different needs, and enables them to stay relevant to people's lives as they themselves and their circumstances change.

Top five benefits, preferred and received

Benefit	% preferred	% received	% difference
Support for study/career development	43	18	-25%
Assistance with child school fees	41	18	-23%
Private medical insurance	38	63	25%
Car allowance/company car	33	20	-13%
Flexible working hours	33	27	-6%

 While salary and benefits remain important to professionals, we've seen people increasingly attracted to roles that offer a good work-life balance, and to organisations that prioritise their purpose, social responsibility and 'doing good'. Staff volunteer days and opportunities to support charitable organisations are very important to prospective candidates, along with the sustainability strategy of a potential employer.

Scott Dance, UK&I Procurement Engagement
Director, Hays

Work-life balance

For nearly half of procurement professionals across the MENA region, work-life balance has stayed the same, but for more than a third of respondents in every sector there was some improvement to report.

This year working from home and flexible working were again easily the most popular benefits across all job levels and genders.

When asked about what hybrid working arrangement they prefer, freedom to choose was the most popular option across all sectors, at 43%. Only 8% were against hybrid working altogether,

while 34% were in favour of a fixed hybrid model.

Meanwhile, 35% expect no change to their organisation’s hybrid working policy in the next 12 months. Only 12% expect to be in the office less often, whilst 26% anticipate that they will be working in the office more frequently.

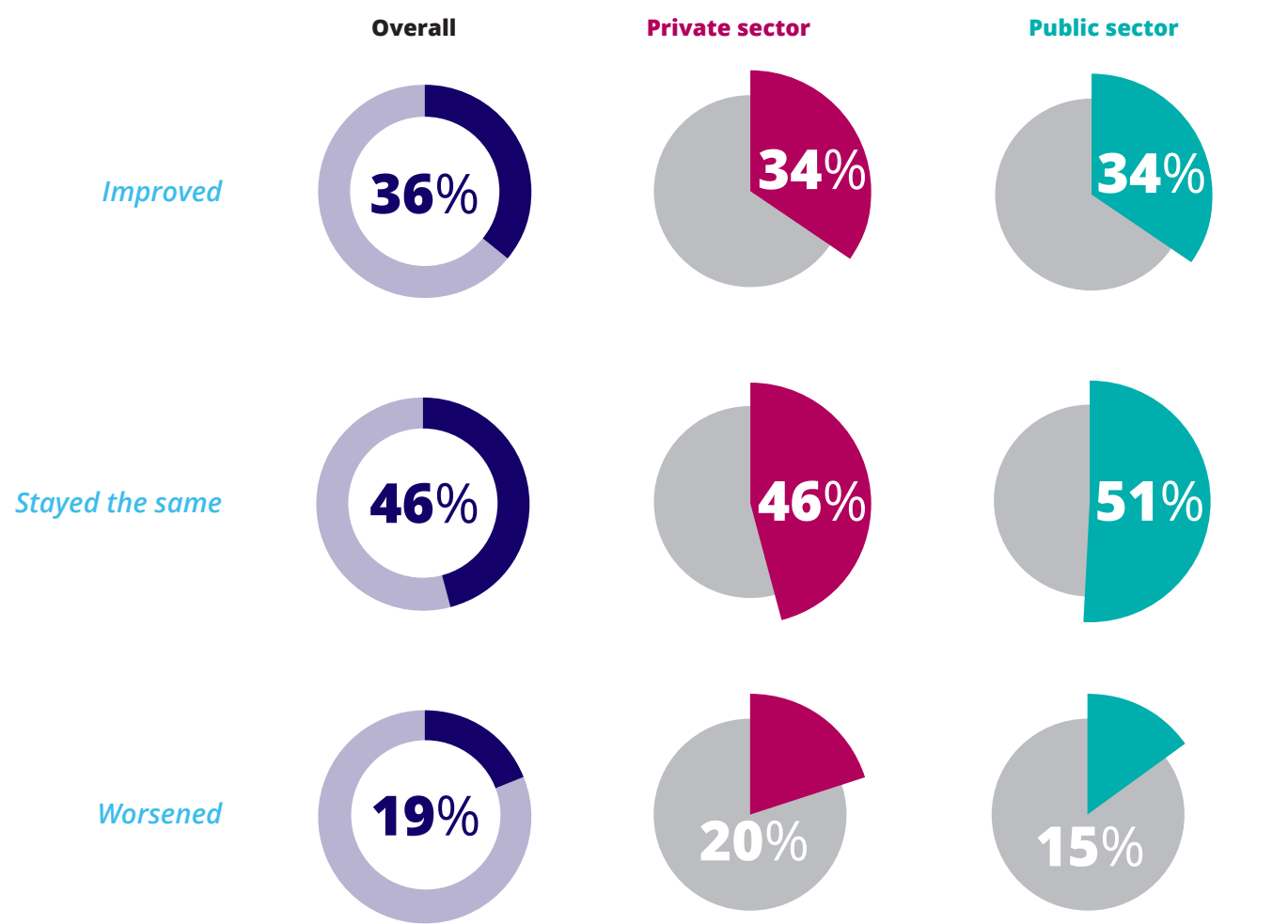
A result of greater diversity in the workplace and an ageing working population is that a flexible approach to benefits is important these days, with packages tailored to a person’s actual needs. For example, offering a certain amount of money that can be put

towards a choice of benefit options.

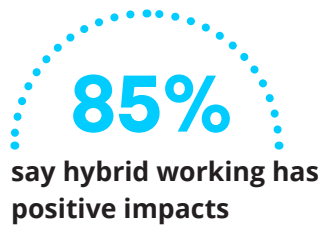
Many people now want a job where they can work around the various responsibilities and practicalities of their lives, with getting the job done increasingly seen as the important factor, rather than how long it took.

Whatever the solution to finding a good work-life balance – compressed hours, flexi-time or term-time shifts for example – the most forward-thinking organisations will be considering how their roles and functions can be appropriately served by employees who are working flexibly.

Work-life balance change over the past 12 months by sector



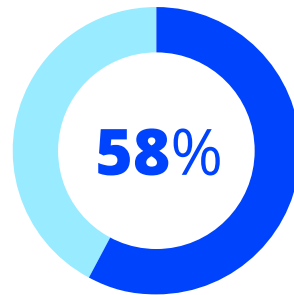
Flexible and hybrid working



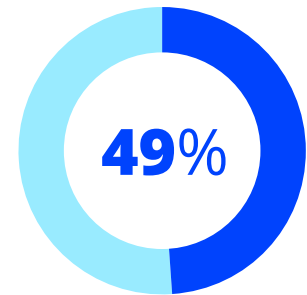
One overwhelmingly positive outcome of the pandemic is how, for many, flexible and hybrid working arrangements have become quickly embedded into their working lives.

The vast majority (85%) agrees that there are positive aspects to hybrid working – and the most commonly acknowledged benefit is that it improves work-life balance (58%). Of the flexible working options on offer across the MENA region, home or remote working is the most common (34%).

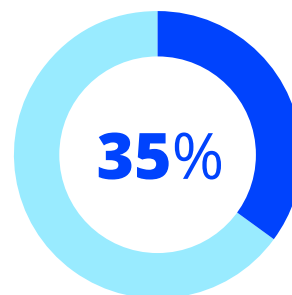
Top three positives of hybrid working



Improves work-life balance

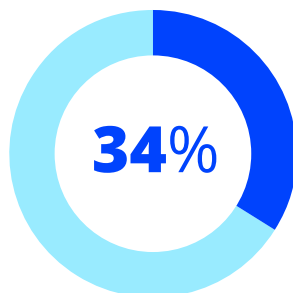


Increases productivity

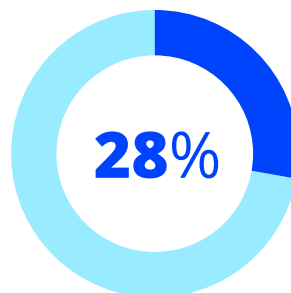


Reduces personal expenditure

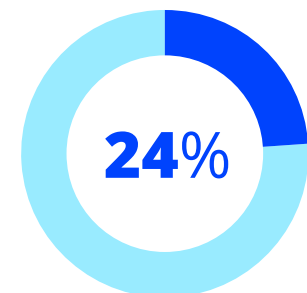
Top five flexible working arrangements offered



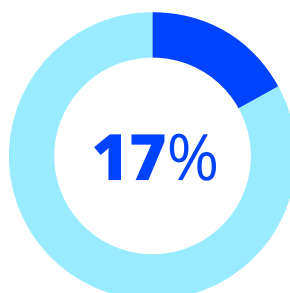
Home or remote working



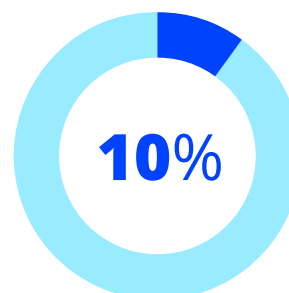
Flexi-time



Informal flexible working

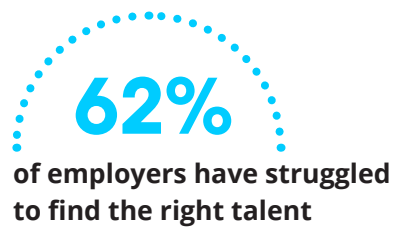


Hybrid working



Compressed hours

Talent management



This year, organisations are finding it considerably harder to find the talent they are looking for, with 62% struggling to do so. With ongoing global economic uncertainty and inflationary pressures, it's no surprise

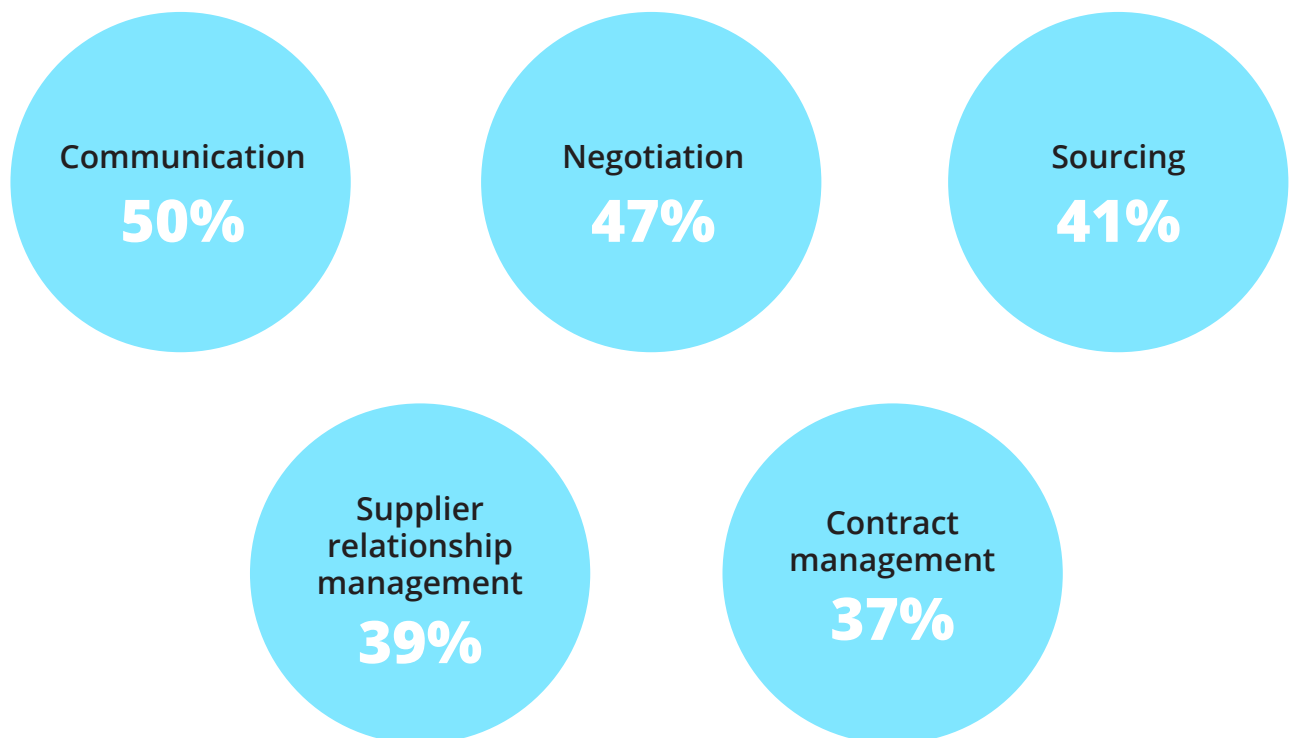
that salary expectations are once again one of the main challenges for organisations seeking to recruit those with the right skills and experience.

The top three challenges for recruiters have a common element – a lack of skills. This year a need for soft skills tops the list, just ahead of sector skills and experience, and technical skills and formal training. That underlines the valuable role that MCIPS can play for people wanting to advance their careers, allowing them to develop

the technical skills that potential employers are looking for.

The growing demand for soft skills has partly been accelerated over recent years by remote working and online meetings becoming commonplace, meaning managers and leaders in particular need even better interpersonal and communication skills in order to get the most from their teams, and their relationships with suppliers.

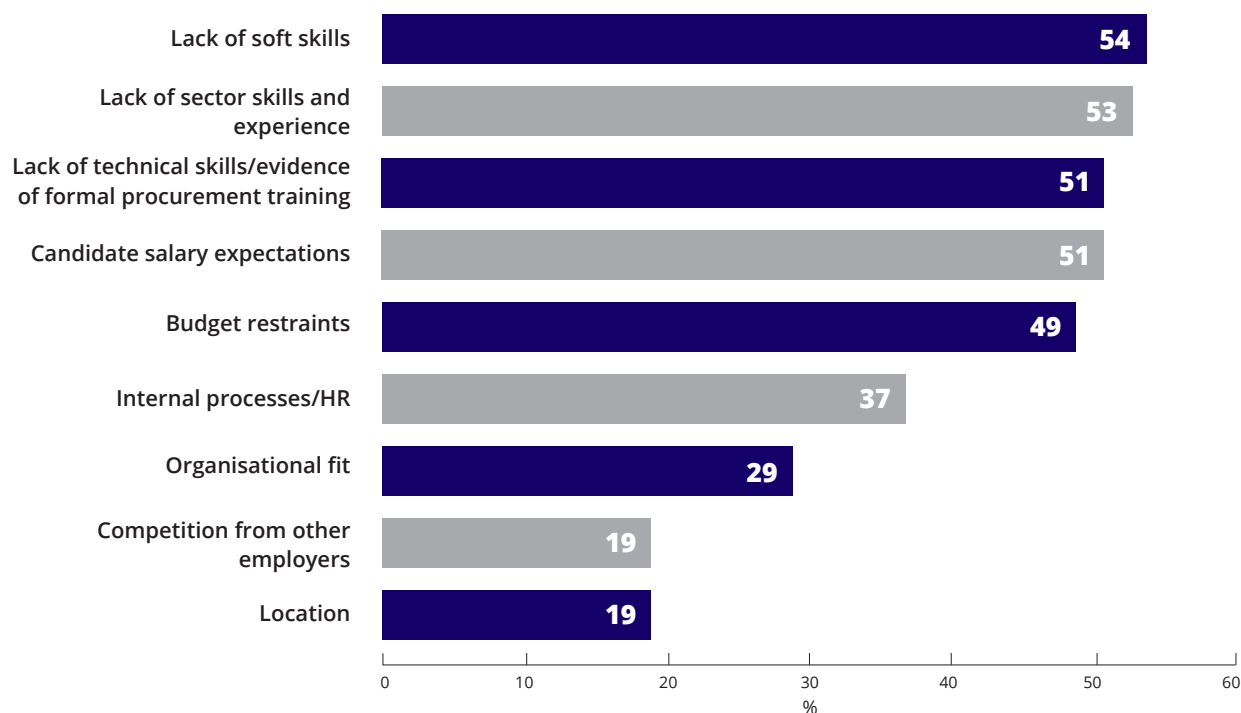
Top five skills in demand when recruiting



Improve your skills
*CIPS Procurement Skills Training
courses – for the skills you need to
develop, we have the training*

Talent management continued

Challenges in recruiting the right talent



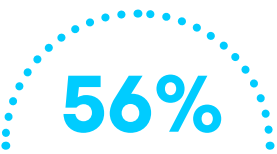
Opening up opportunities to a broader range of candidates and hiring for potential, rather than experience, is a way of gaining access to much-needed skills – particularly at a more junior level. Building out a sustainable talent pipeline will be critical for organisations looking to future-proof their workforce in the coming years.

Scott Dance, UK&I Procurement Engagement Director, Hays



WATCH: *What practical things can organisations do to build out talent pipelines?*

Employee movement plans



56% expect to be moving to a new role within the next 12 months

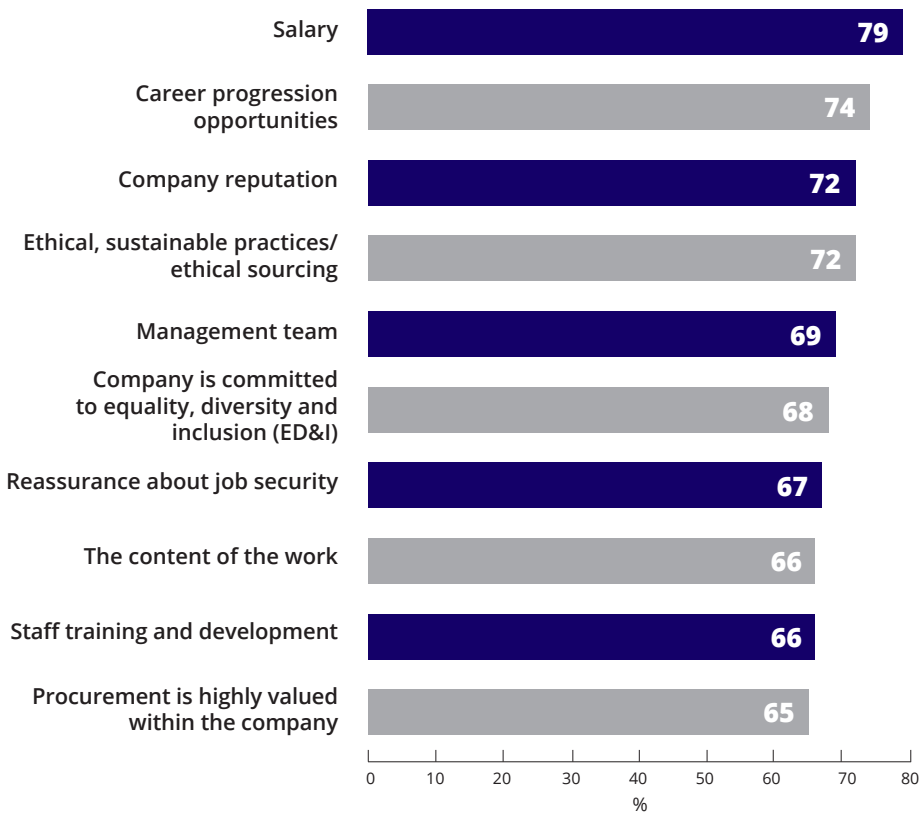
The majority of procurement professionals (56%) expect to move roles within the next 12 months. That’s a similar proportion to last year, when 53% anticipated moving. While salary once more heads the list of considerations when it comes to moving jobs, there is a cluster of other important factors ranked almost as highly.

After salary, career progression opportunities are once again the most important factor for professionals considering a new role. That’s a useful and actionable insight for organisations who are currently struggling for talent. By offering the necessary training coupled with a clear plan for career progression, organisations become more likely to hold on to the talented professionals they already have, plus more attractive to potential recruits.

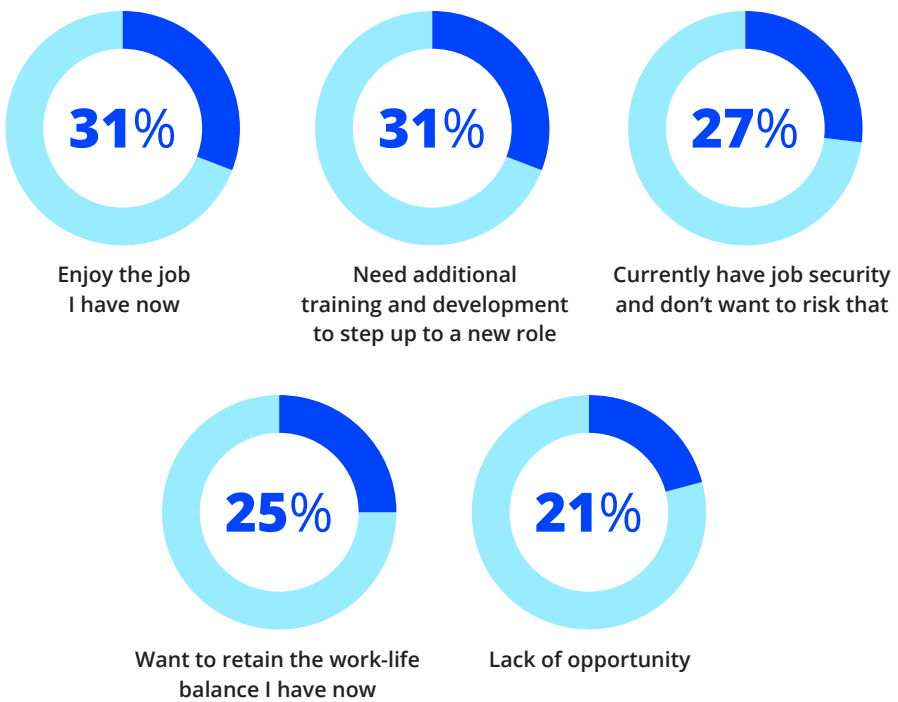
Another way organisations can remain competitive when it comes to attracting new talent is by opening opportunities to everyone, regardless of socio-economic background. This both demonstrates their inclusivity and gains them access to the procurement skills they need. Often it takes only a few changes to the hiring process to make it more socially aware. For example, questioning whether a role really needs someone with a degree or a certain amount of experience, or whether potential is actually a more important factor.

Meanwhile, organisations that facilitate a desirable work-life balance give themselves the best chance of keeping hold of the talent they already have.

Top 10 most important factors when considering a new job



Top five reasons to stay with current employer



CASE STUDY



Building a new future in an ancient kingdom

It's not every procurement team that gets the opportunity to build a whole new city or resort, but that's what **Ayman Bagawi, Procurement Vice President, Royal Commission for AlUla**, and his colleagues are tasked with

Sitting under the banner of 'Vision 2030', the project is of breathtaking scale and ambition, reaching one hand back into Saudi Arabia's ancient past, while the other points towards a glittering future. It involves developing whole sub-counties within the Kingdom. "We are building a city – a global, touristic destination," he explains. "Our development work in AlUla encompasses a broad range of initiatives across archaeology, tourism, culture, education and the arts, reflecting the ambitious commitment to cultivate tourism and leisure in Saudi Arabia, outlined in Vision 2030."

"On some of the heritage sites are inscriptions 5-7,000 years old," he continues, "and we are trying to create assets or presence of our civilisation that will last well into the future."

While many of his team tend to move between projects with him, the sheer scale of development means there is a constant need for new recruits, and the current skills shortage being faced globally by the procurement profession is a big challenge. "There is a very high demand for professionals with the right skills and a shortage of supply, and that has dramatically increased the cost of acquisition," says Ayman.

Cost is not really the biggest issue, however, he says – it's ensuring supply to service the demand. To help tackle the shortage, one solution has been to bring in young talent and support their development. "I started to build a young generation, knowing some of them might take off in two or three years, once they have gained some experience. We take fresh graduates, for example, and support them with either insourced or outsourced capability through secondment engagements. But yes, the skills shortage is the major challenge in the industry at the moment. Building and keeping the right team is very challenging."

Changing expectation

 We used to talk about wanting to move from traditional to strategic procurement, to become an enabler. I think we have now passed all of that. We're not only an enabler, we're a leading agency. We are leading the organisation to achieve its objectives. Procurement is now positioned as a critical strategic partner in the majority of the planning and organisation of the country.

People are looking to procurement not just to issue contracts or sign purchase orders, it has gone beyond that; we help them to plan and strategise – and take it to the next level. We are setting a new benchmark in the way we deliver projects – something unique and distinguished that has never been practised anywhere else in the world.

We believe we will be setting a new benchmark in the procurement and supply chain industries.

