

Trends in Women in Supply Chain in Canada

Engage! Women in Supply Chain Conference
January 31, 2013

Agenda

- Brief introduction to PMAC
- SCM statistics
- Contrast with overall labour force statistics
- Exploring causality
- Opportunities – the HR picture
- What can we do in SCM?

Introduction to PMAC

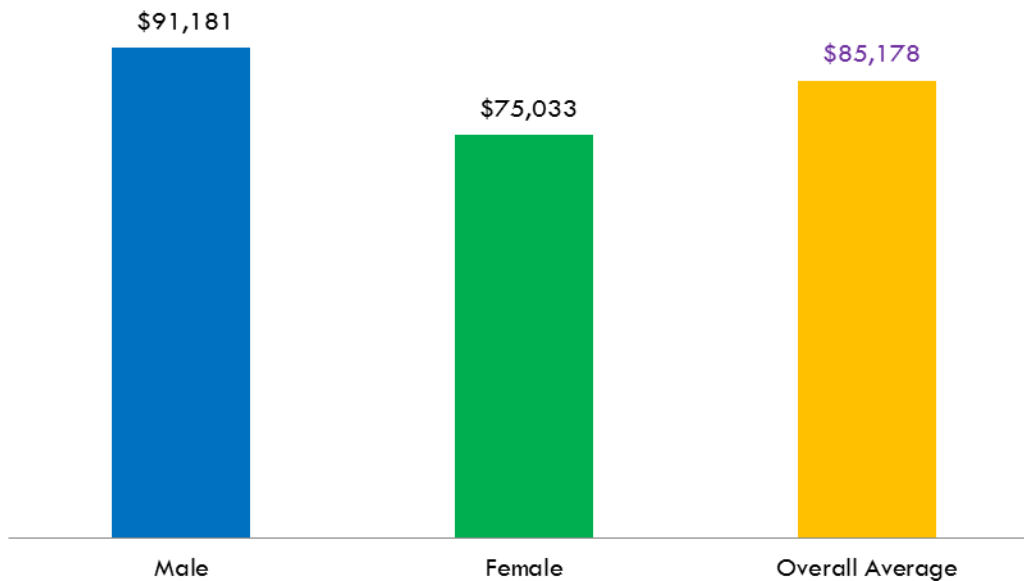
- Established in 1919
- Mission is to build leadership in supply chain management
- Largest supply chain management association in Canada – 6500 members
- Federation – 10 Provincial/Territorial Institutes
- Grants the SCMP (Supply Chain Management Professional) designation, the highest achievement in the field in Canada and the mark of strategic leadership
- 3130 hold the designation – 43% are women

SCM Statistics

- Annual Survey of the Canadian Supply Chain Professional
- Partnership with PMAC, Purchasing b2b, MM&D and CT&L magazines
- 2,400 respondents in 2012
- Trending back to 2008 for today's review
- 36% of 2012 survey respondents were female

SCM Statistics – the current wage gap is 17.7%

Average gross salaries by gender



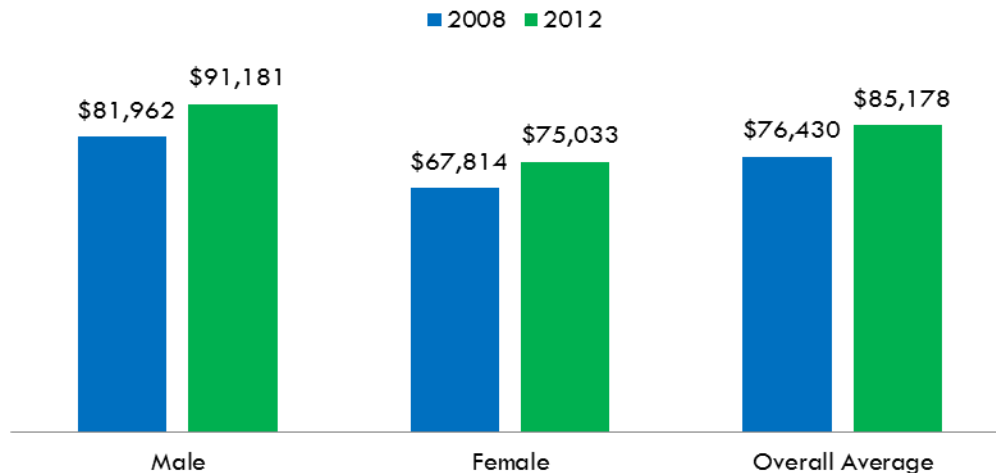
Takeaways

\$85,178 is the overall average

17.7% or **\$16,148** is the gap between the average salary for female supply chain professionals and males

SCM Statistics – that gap is unchanged since 2008 – women’s salaries growing more slowly

**Average gross salary by gender
2008 vs 2012**



Takeaways

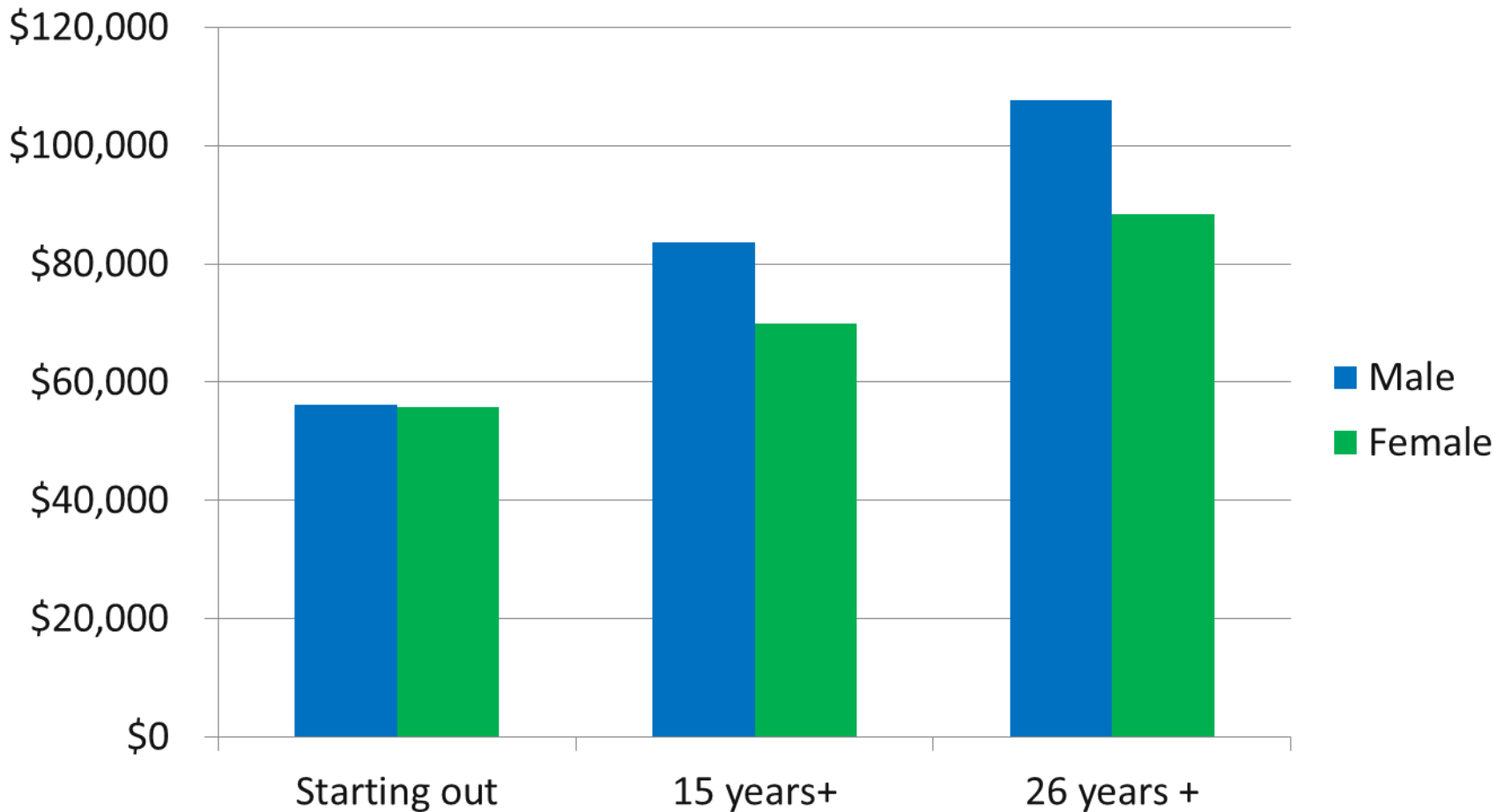
17.2% gap in 2008

11.4% increase since 2008 overall

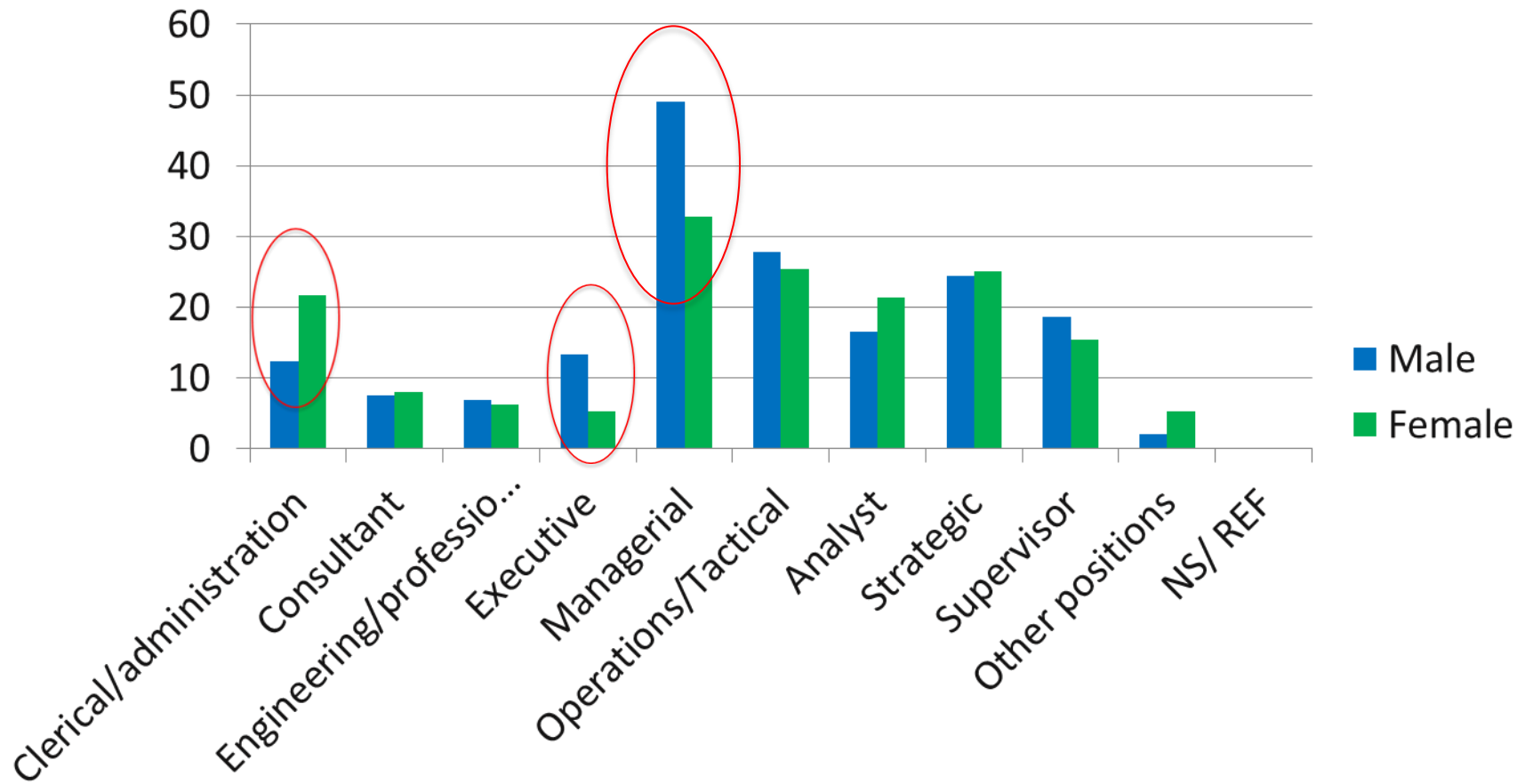
11.2% increase in average male supply chain salary since 2008

10.6% or \$7,219 increase in average female supply chain salary since 2008

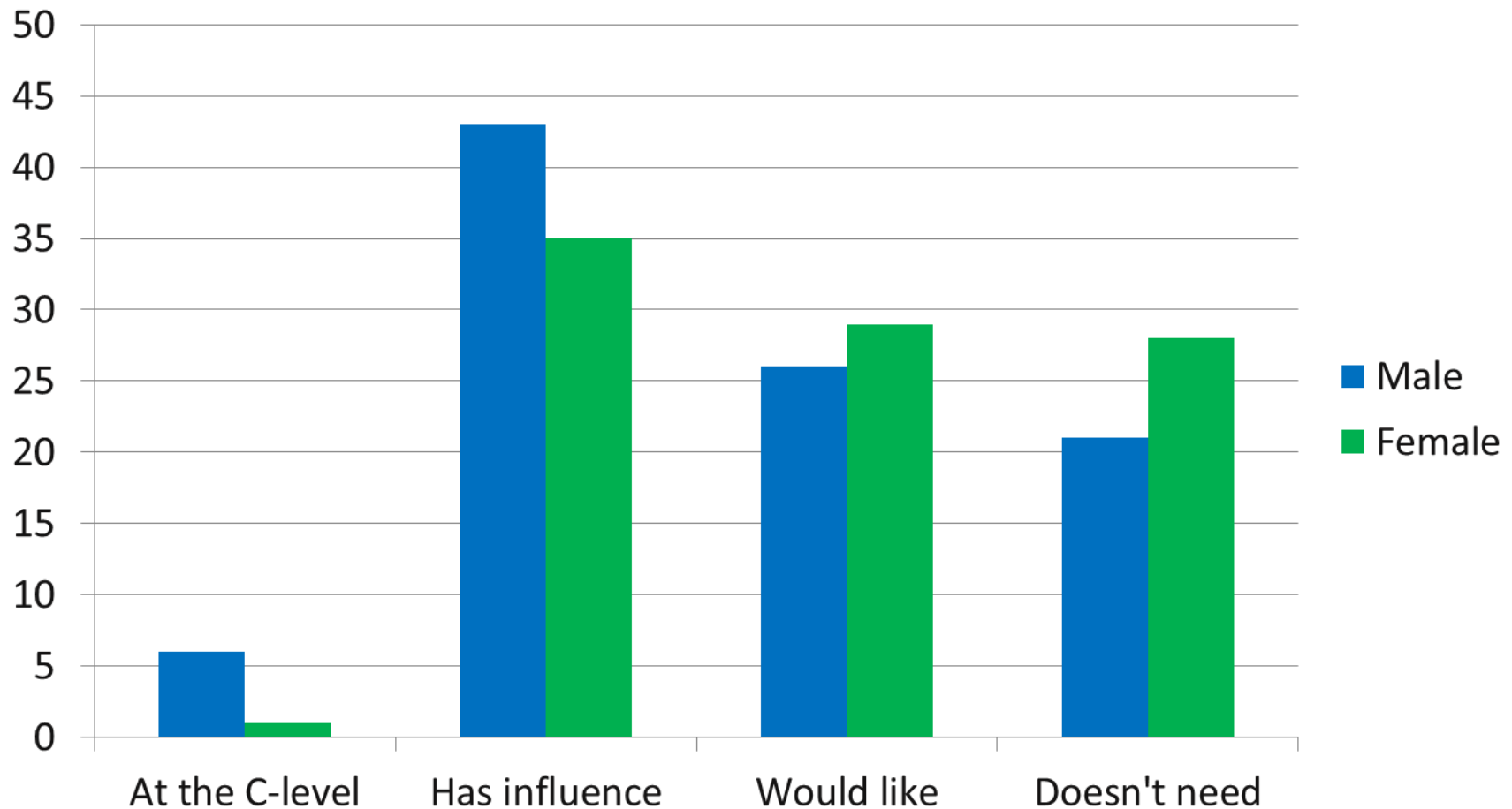
SCM Statistics – the gap gets wider the longer women are in the workforce



SCM Statistics – the gap is reflective of the distribution of positions in the sector

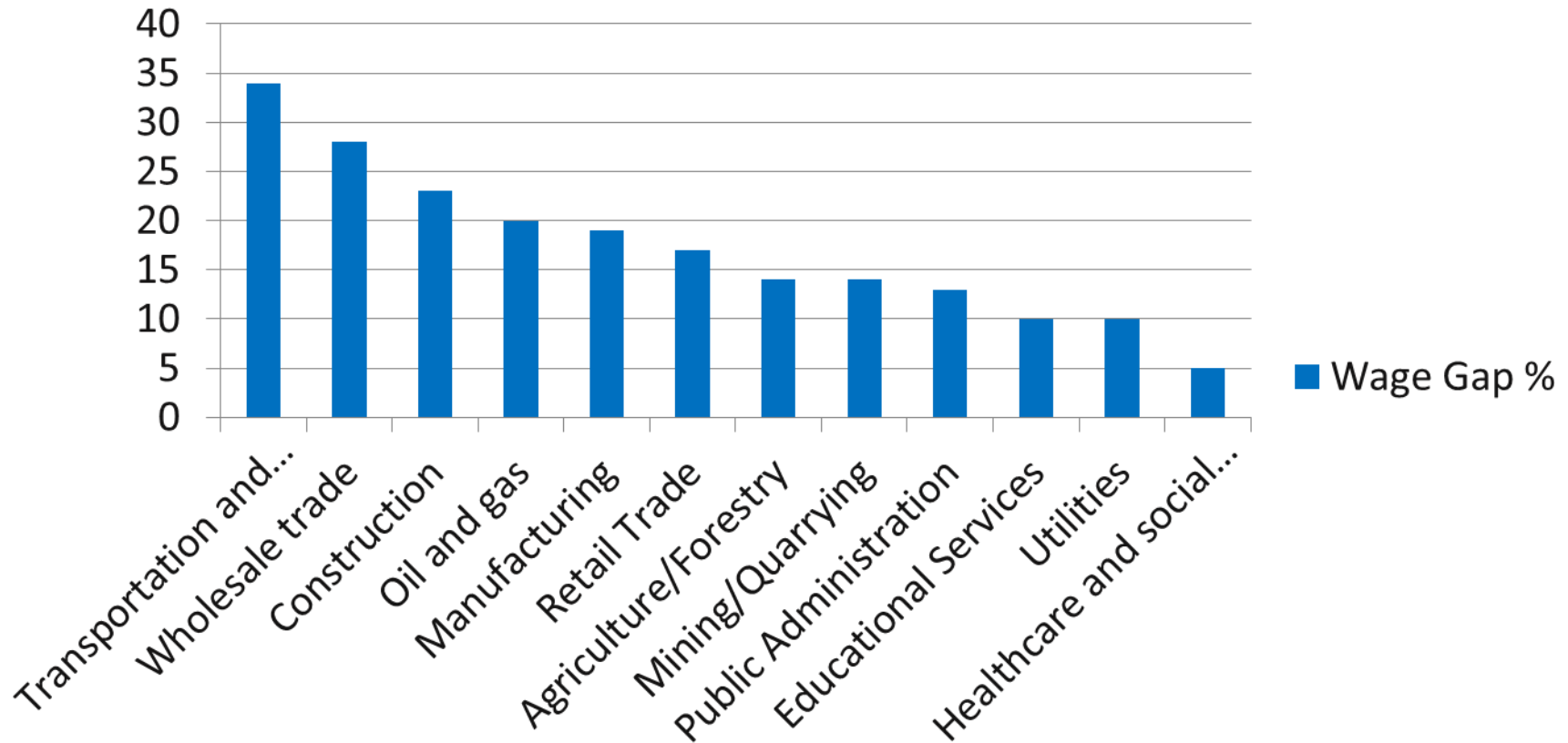


SCM Statistics – the gap may be reflective of influence at the executive level



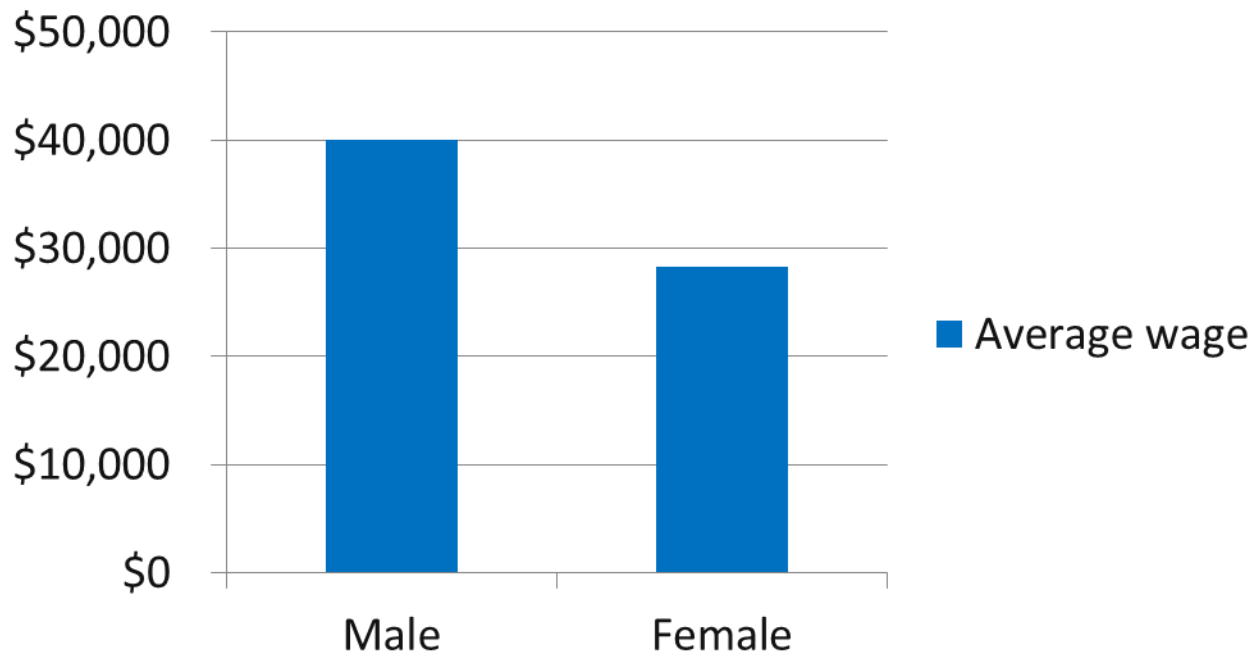
SCM Statistics – there is variation across industry sectors

Wage Gap %



How does SCM compare?

Gender Wage Gap in Canada – 29.2% (2010)



Takeaways

Canada does not have a great record on the gender gap issue, ranking 20th in the world, behind Sri Lanka, Lesotho and Latvia

Globe and Mail – October 2010

What are the causes cited?

- Level of education is a consideration – the gap is generally narrower the higher the level of a woman's education
- Employment gaps and employment choices related to having children are frequently identified
- Industry sector is a factor – wages tend to be closer in sectors such as social sciences, education, government services, art, culture, recreation
- Women consistently earn far less in management and sales and services roles

Conference Board of Canada - 2009

Opportunities - Our Sector

The Canadian supply chain sector employs an estimated 767,000 workers – 39% are female

1. Senior Management	1.2%
2. Logistics Information Systems	5.5%
3. Warehousing	45.2%
4. Transportation	22.1%
5. Inventory/Material Control	14.1%
6. Purchasing	10.6%
7. Marketing and Sales	0.5%

Canadian Supply Chain Sector Council – HR Sector Study 2012

Key Findings of the Sector Council

- Sector is facing shortage of skilled employees as experienced employees retire and demand rises.
- Employees seen as lacking critical skills (numeracy, literacy, leadership), despite Educators' and Employees' impressions that these skills are being taught.
- Talent pool is small and diminishing (due to poaching and retirement).
- Companies are competing for the same resources at all levels (managerial, tactical, or operational).

Employment Demand

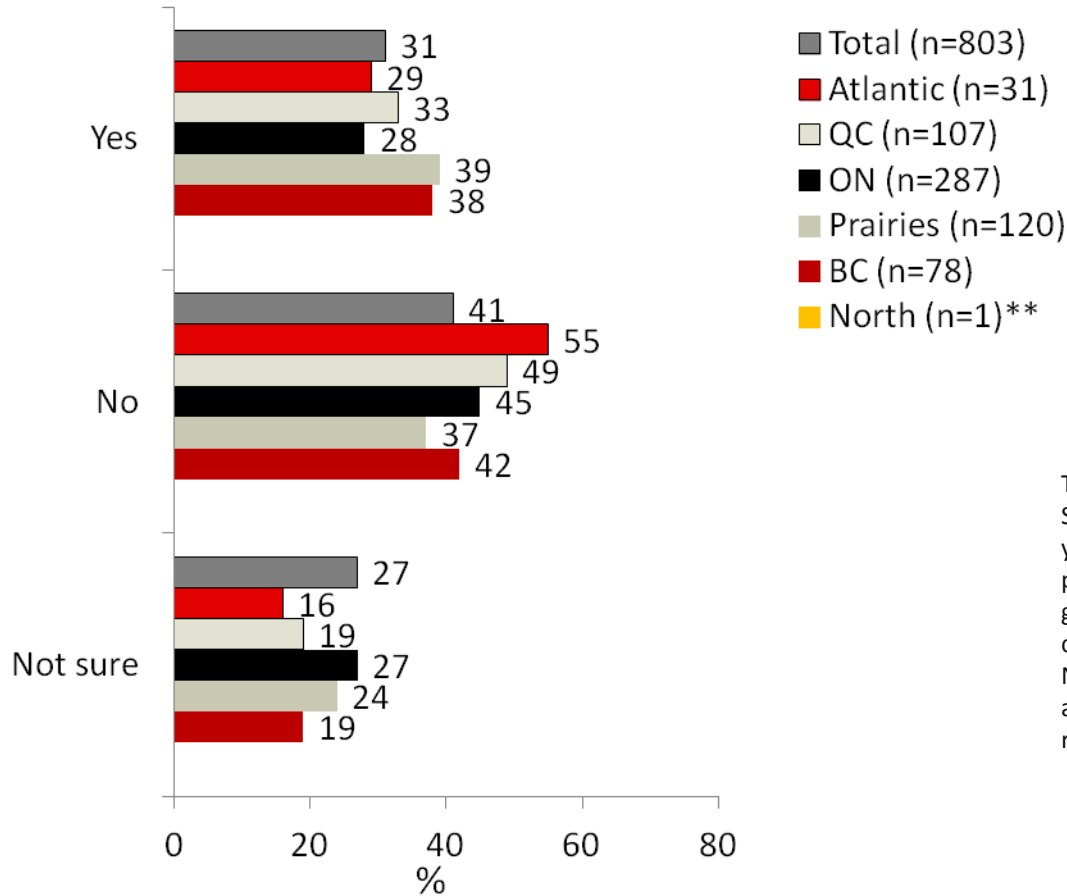
- Currently, there is an unmet employment demand of approximately 27,000 vacant positions within the sector. **A 9.6% increase in the number of supply chain positions is anticipated over the next 5 years.** Approximately 66,000 new and replacement positions are required annually to meet needs associated with demand growth, retirements and workers leaving for positions outside of the supply chain sector.
 - 57% expect to be promoted or working at the same job within their organization in 5 years. One third (33%) do not expect to be working for the same employer in five years. 10% will retire – barring significant changes in technology or operational models, most of these positions will need to be replaced.
 - Turnover rate is highest for Senior Management, Operational Warehousing and Managerial Marketing & Sales positions.

Expected growth in demand evident across all categories but managerial growth potential is significant

	Total (n=1,357)
Occupational Category and Sub-function	Mean % Change 5 Yrs
Managerial	
Senior Management	12.4
Logistics Information Systems	12.9
Warehousing	10.3
Transportation	9.3
Inventory/Material Control	8.9
Purchasing	8.8
Marketing & Sales	14.9
Tactical	
Logistics Information Systems	11.8
Transportation	8.4
Inventory/Material Control	9.8
Purchasing	9.6
Operational	
Warehousing	10.9
Transportation	9.2
Total: All Positions	10.6

Total Base. (among those giving a valid response)
 Source: Employer Survey: A1. Please fill in your current number of employees and any unfilled positions you have. Then, to the best of your ability, estimate the number of employees you expect to have in five years.

Only 31% of employees felt they had adequate career path info



Total Base (among those giving a valid response) .
 Source: Employee Survey: Q.B4 Do you feel that you had adequate information about career paths available in the supply chain sector to guide you in your decision-making about a career?
 Note: Single answer only. Excludes no answer and N/A responses. **Base <10, too small to reliably report data.

Skills Needed in Next Five Years

	Total (n=773- 1197)	Atlantic (n=18*- 32*)	Quebec (n=52*- 98*)	Ontario (n=207- 284)	Prairies (n=90*- 119)	BC (n=53*- 77*)	North (n=1**)
	%	%	%	%	%	%	%
Computer skills	69	72	62	74	69	64	**
Project management skills	60	61	55	65	59	60	**
Negotiation skills	58	66	49	60	70	59	**
Customer relations skills	56	59	51	58	64	55	**
Analytical skills	55	63	35	64	61	58	**
Critical thinking skills	55	63	37	62	63	61	**
Optimization of workflow	50	45	37	55	59	45	**
Knowledge of intrn'l business practices	48	55	50	57	53	47	**
Operational planning	48	64	36	54	47	46	**
Supervisory &/or management skills	48	64	36	51	54	57	**
Knowledge of laws and regulations	46	48	37	52	58	46	**
Financial planning and forecasting	45	48	39	51	42	44	**
Integrated supply chain skills	43	50	46	52	50	45	**
Knowledge of transportation systems	33	42	30	36	40	32	**
Mechanical skills	17	17	8	20	11	13	**

Total Base (among those giving a valid response). Source: Employee Survey: Q.A2 In your role over the next 5 years, will the following skills be needed more, less or to the same degree? Note: Single answer only.

Summary of 'more' responses shown. Excludes no answer and N/A responses. *Caution: small base. **Base <10, too small to reliably report data.

Why SCM is attractive for women

- Aspects of sector seen as most attractive: range of positions. Pay/benefits much more important to those in tactical and operational positions (especially operational).
- Reasons for entering the supply chain related to career growth and work-life balance. “Career development/advancement” are much more important for those in managerial and tactical positions. For women, reasons for entering the supply chain much more likely to be related to “work-life balance”, “benefits” and “work hours”.
- Employers’ retention strategies focus on flexibility and a career path – but employees are not satisfied with their future career prospects.

What can we do specifically in SCM?

- Continue to highlight the results of our Annual Survey and challenge the industry to close the gap
- Survey the industry to better understand the causes
- Encourage use the salary calculator to make the argument for equitable compensation
- Encourage women to pursue their designation or other further professional development
- Mentorship by successful women in the sector

Thank you

Questions?