

# The Supply Chain Profession in 2023: Salaries and Careers Across the Globe



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## KEY FINDINGS

- The median income for U.S. supply chain professionals is \$98,570 (base and additional compensation), up 3% from last year.
- In search of more responsibility and a higher salary, 21% of professionals found a new job last year.
- Job-seekers found fast, lucrative employment: 76% were employed in less than three months; 3% nearly doubled their salary increase over the previous year.
- Supply chain career satisfaction remains high, with 96% of professionals planning to stay in the field in the next five years.
- Thanks to their incredible contributions, 82% of supply chain professionals take pride in their work.
- The supply chain salary gap between Black and white professionals decreased to 4%.
- European professionals have a much better work life balance: 76% have four or more weeks of vacation, and 60% are not expected to be plugged into work after hours.
- ASCM's APICS certification pays off, with certified U.S. respondents reporting a 27% higher salary and a median cash bonus that is 45% higher than their noncertified peers.

**Career satisfaction remains high, with 96% of supply chain professionals planning to stay in the field at least five more years.**



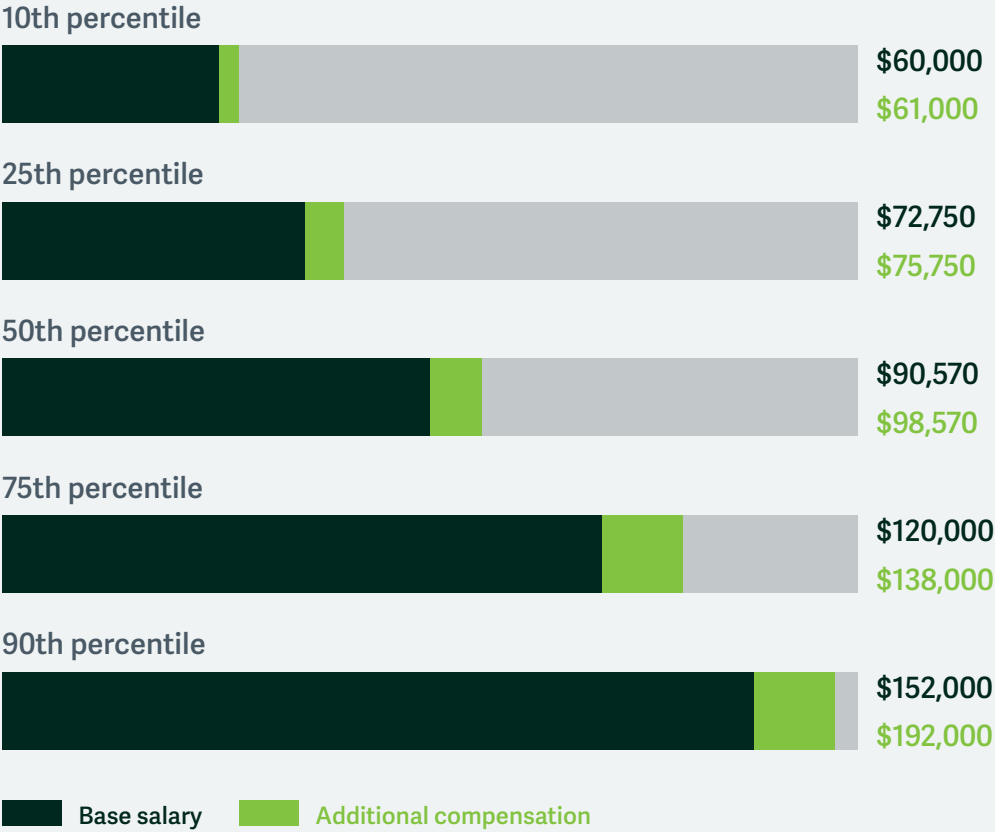
**United States**

## SUPPLY CHAIN SALARIES

Supply chain professionals in the United States once again report receiving a salary increase last year, with median total compensation at \$98,570. Salaries range from \$62,962 to as high as \$192,000. This includes at least one form of additional compensation, which was earned by nearly three-fourths (71%) of respondents. Results show the median cash bonus to be \$8,000; however, it can be as high as \$40,000.

**Once again, U.S. professionals enjoyed a salary bump last year, with median total compensation at \$98,570 annually.**

# SUPPLY CHAIN SALARIES

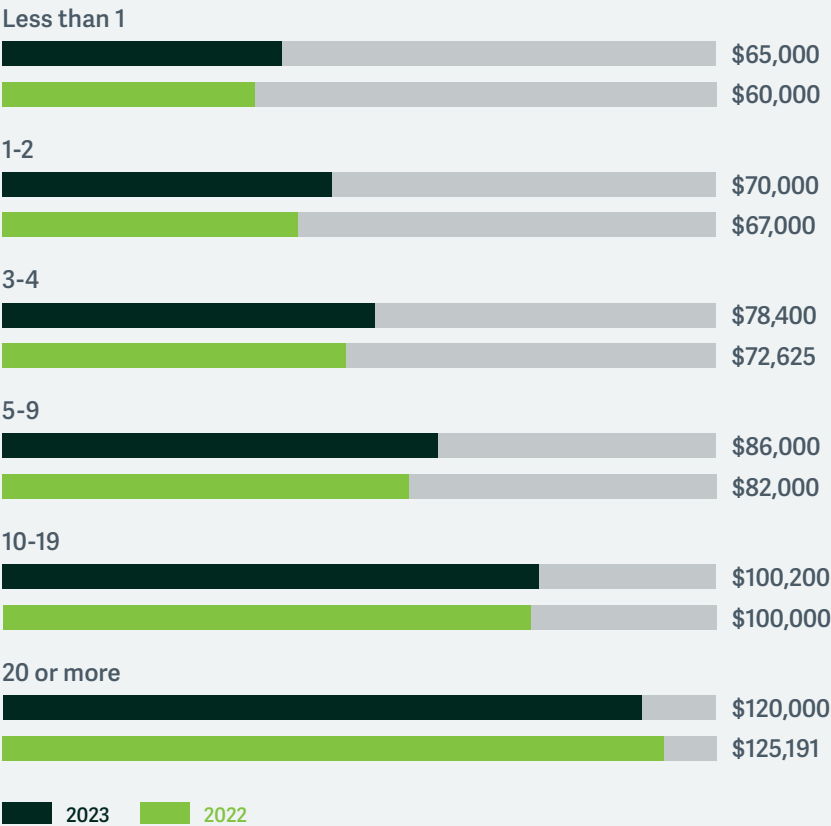


## FORMS OF ADDITIONAL CASH COMPENSATION RECEIVED



# SALARIES BY YEARS OF EXPERIENCE

Professionals possessing less than one year to nine years of experience report earning a salary increase last year. However, salaries of those with ten or more years of experience remained closer to the previous year's levels.



**In the U.S. people newer to the supply chain profession received a more significant salary increase than those with longer tenures in the field.**

## SALARIES BY TITLE

Title	25th percentile	50th percentile	75th percentile
Supply chain director	\$125,184	\$145,000	\$180,000
Supply chain manager	\$96,000	\$114,750	\$137,000
Materials manager	\$95,750	\$110,342	\$130,000
Procurement manager	\$85,700	\$104,000	\$120,000
Logistics manager	\$80,000	\$100,000	\$120,000
Inventory manager	\$75,750	\$93,000	\$115,500
Purchasing manager	\$71,437	\$90,000	\$100,000

Title	25th percentile	50th percentile	75th percentile
Master scheduler	\$70,000	\$81,500	\$92,000
Demand planner	\$70,000	\$78,375	\$97,250
Production planner	\$68,400	\$76,143	\$93,125
Supply chain analyst	\$66,250	\$78,400	\$90,900
Buyer-planner	\$67,200	\$72,800	\$87,425
Buyer	\$64,000	\$72,800	\$83,162



# SIZE OF SALARY INCREASE

Salary increases were substantial for those supply chain professionals who received a raise. One-quarter received a 4-7.9% increase, and about one-third (32%) received 8-15%. An impressive 48% of respondents earned a salary increase of 8% or more.

## SALARY INCREASES



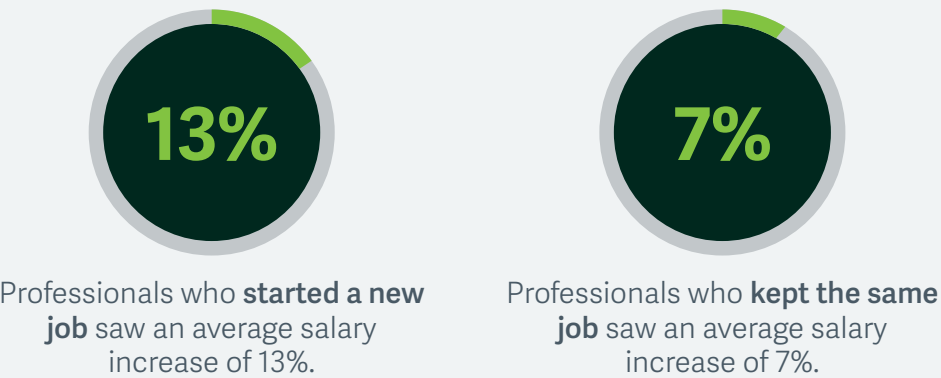
**Nearly half of all U.S. supply chain professionals received a salary increase of 8% or more.**

# THE BATTLE FOR TALENT

This year, 27% of respondents report securing new employment. Of those, 21% indicate that they found their new job through a recruiter, which is significant, as fewer than 7% of the workforce is ever contacted by a recruiter.\* Supply chain professionals ages 30-39 account for 42% of those switching jobs; those ages 40-49 represent 33%.

Only 4% of people who changed positions did so as a result of a layoff, likely an indication that many were able to practice selectivity in their job searches. Furthermore, job changes were rarely the result of employer dissatisfaction, which aligns with strong career satisfaction numbers.

## COMPARING SALARY INCREASES BETWEEN THOSE IN THE SAME JOB AND THOSE WHO SWITCHED



\*hrexaminer.com

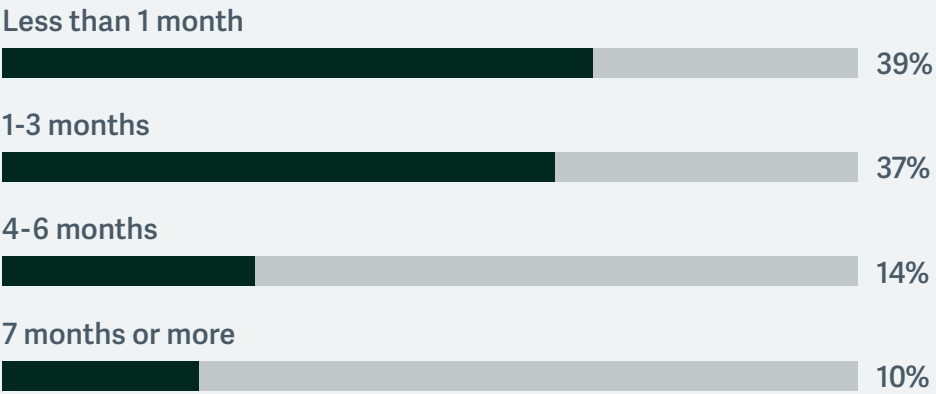
## PRIMARY REASON FOR FINDING A NEW JOB



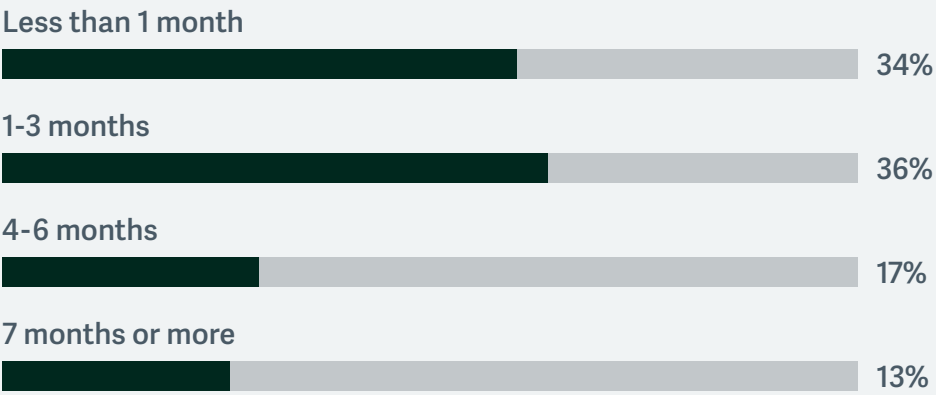
# THE BATTLE FOR TALENT

Job searches were lucrative and relatively smooth: 3% report nearly doubling their salary increase compared to the previous year, and 76% found employment within three months of beginning a search. Similarly quick results were experienced by those entering the supply chain field straight out of college, with 70% also securing employment in less than three months.

## JOB SEARCH DURATION — U.S. RESPONDENTS WHO SECURED NEW EMPLOYMENT



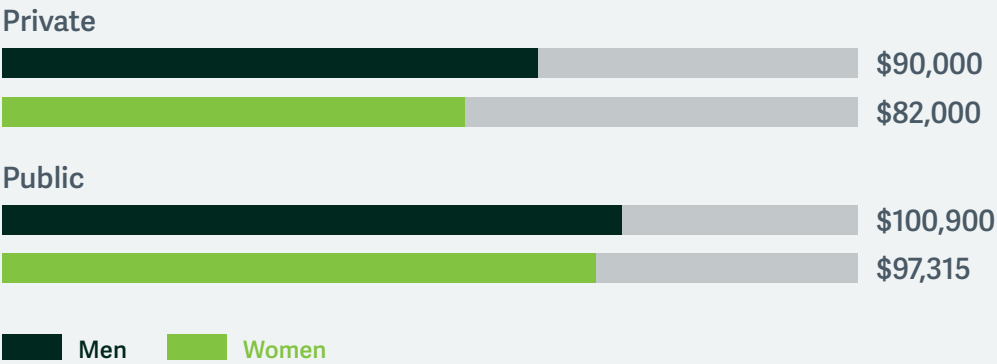
## JOB SEARCH DURATION — U.S. RECENT COLLEGE GRADS



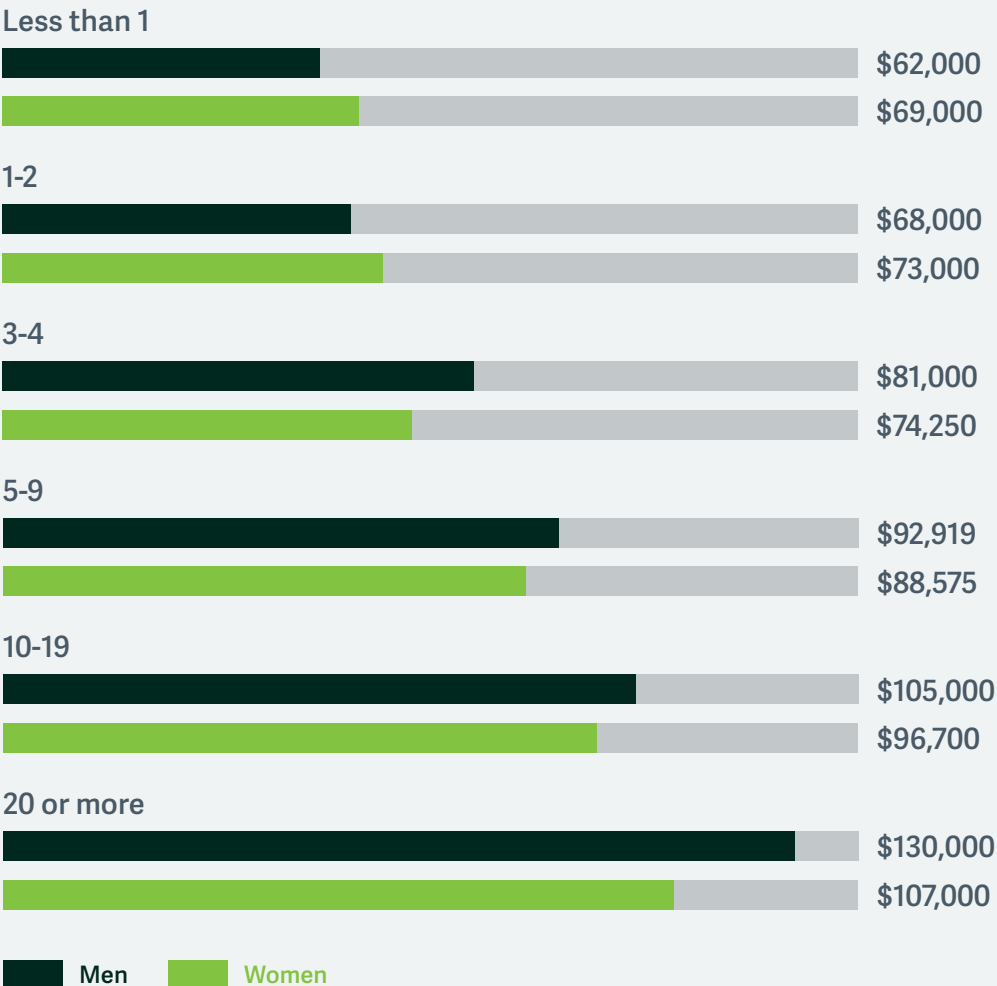
# DIVERSITY, EQUITY AND INCLUSION

Women with two years of experience or less have higher salaries than their male counterparts, but gender inequity persists for all subsequent years. The problem is most significant for those who have been in the field for 20 years or longer. This inequity is particularly severe in private companies, with the pay gap at 10%; it is 4% at public companies.

## SALARY BY GENDER AND COMPANY TYPE



## SALARY BY GENDER AND YEARS OF EXPERIENCE

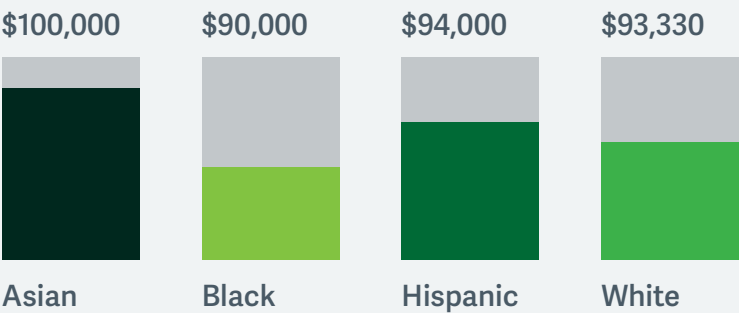


# DIVERSITY, EQUITY AND INCLUSION

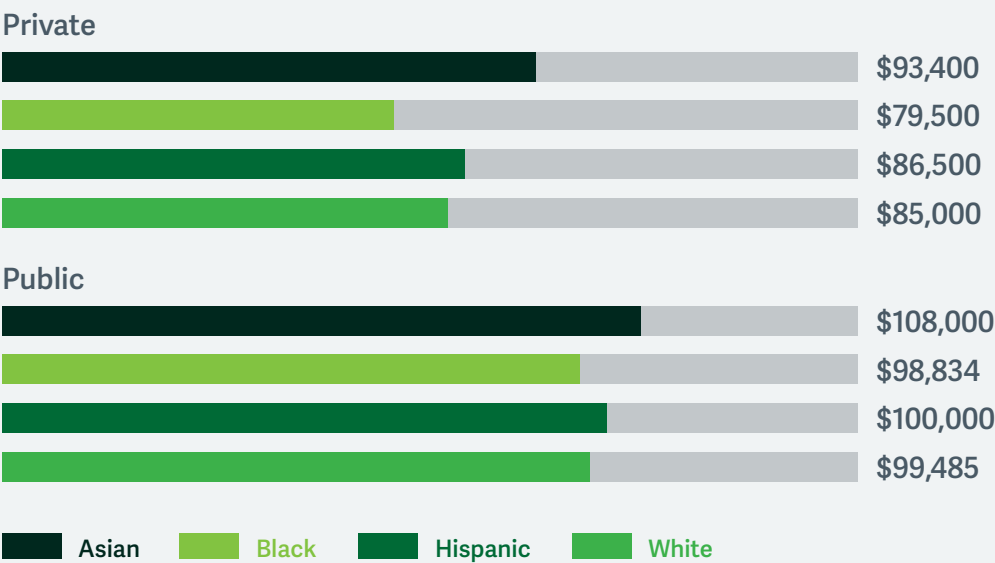
Advancements in compensation disparity based on ethnicity are encouraging — although the issue still needs meaningful improvement. The pay gap between Black and white people narrowed to 4%, from 14% the previous year. Additionally, the median Hispanic salary was statistically the same as white respondents. Like the inequities witnessed in compensation by gender, private company practices appear to be one of the root causes: While compensation is higher overall, the salary disparities among people of different ethnicities are greater.

Of all respondents who identified themselves as Asian, 53% hold a master’s or other advanced academic degree, which likely corresponds to higher salary levels. This number was 43% for Black respondents, 34% for Hispanic respondents and 26% for white respondents.

SALARY BY ETHNICITY

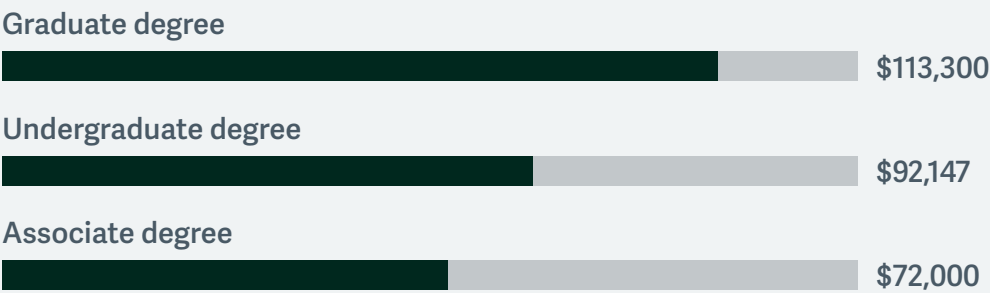


SALARY BY ETHNICITY BY COMPANY TYPE



# SALARIES BY EDUCATION LEVEL

Salaries by education level further underscore how highly employers value their supply chain talent. At all degree levels, supply chain professionals report a salary that is about \$30,000 more than the national average for two-year, associate, bachelor’s and master’s degrees.\*

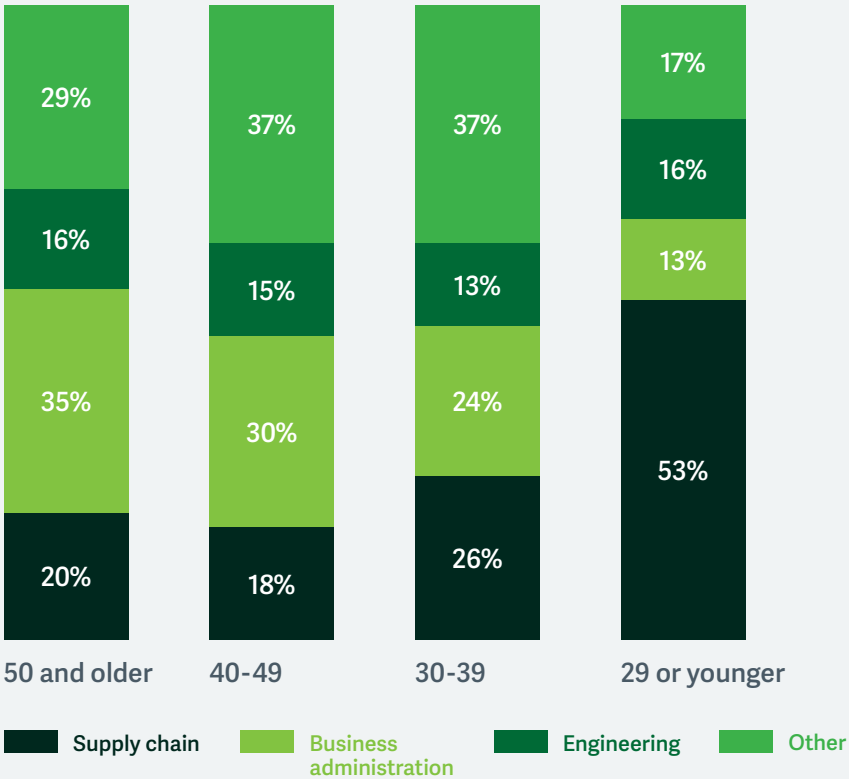


\*nces.ed.gov

# AREAS OF STUDY — UNDERGRADUATE

The number of respondents who studied supply chain subjects as an undergraduate once again increased. The most popular focus areas include supply chain, business administration and engineering.

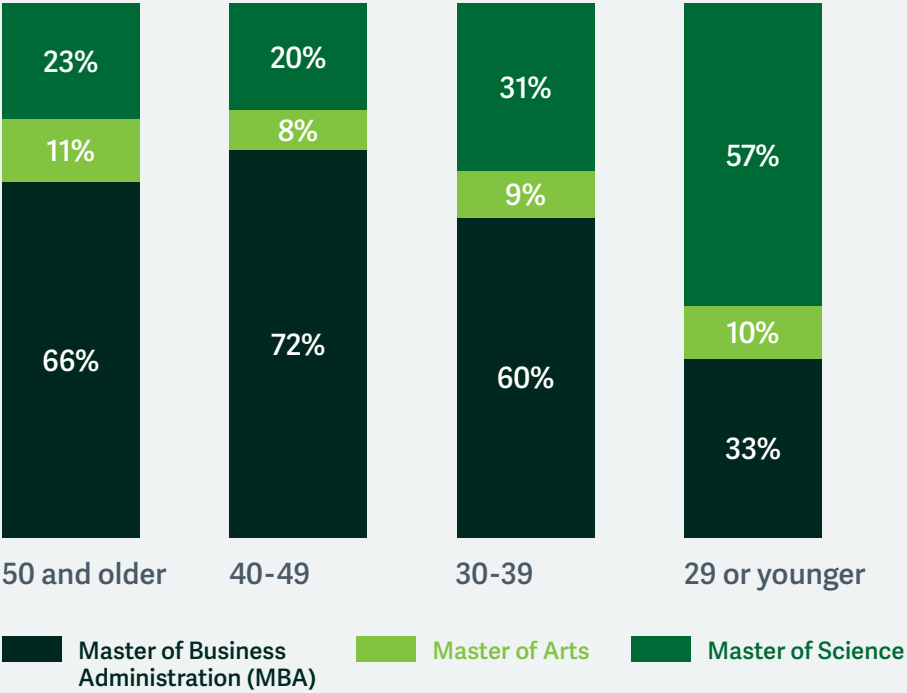
## UNDERGRADUATE AREA OF STUDY BY AGE



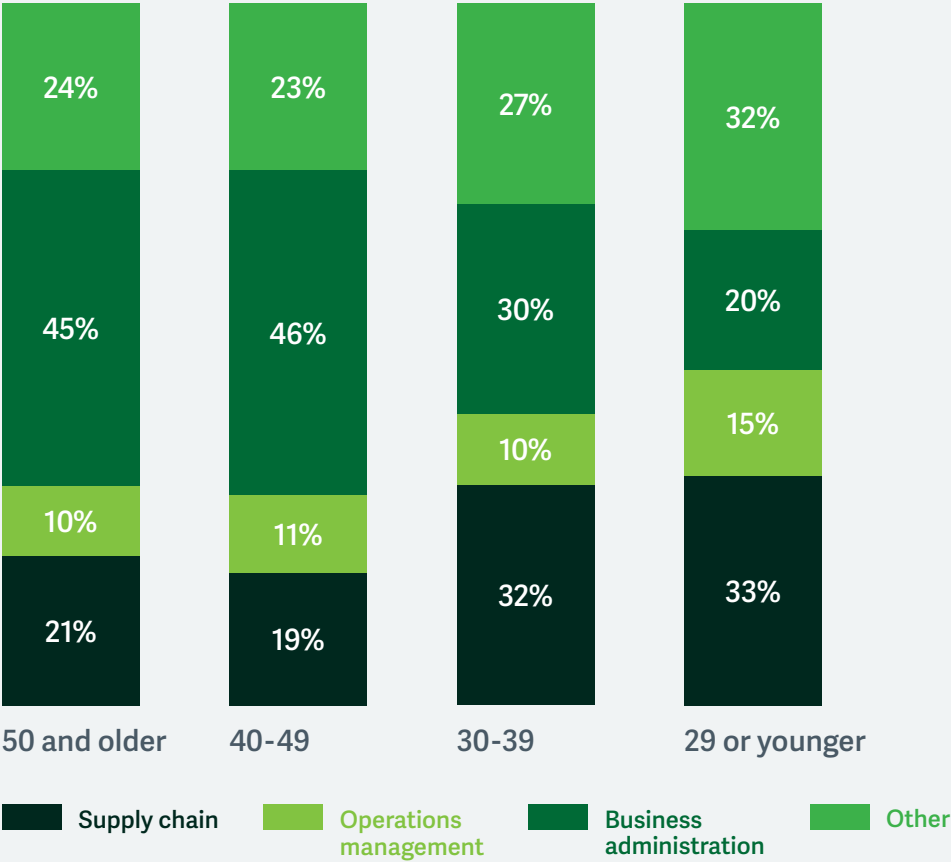
# AREAS OF STUDY — GRADUATE

The Master of Business Administration remains the most common graduate-level degree for supply chain professionals ages 30 and older. A Master of Science is becoming increasingly popular for those ages 29 and younger. In addition, there was a slight uptick in the number of people who focused on operations management specifically at the graduate level.

TYPE OF MASTER'S DEGREE BY AGE



AREA OF GRADUATE STUDY BY AGE



# PROFESSIONAL DEVELOPMENT PAYS

Supply chain professionals who hold at least one credential report a median salary that is 16% higher than those without; people with two or more credentials earn 34% more. Furthermore, these professionals enjoy 45% (one credential) and 81% (two or more credentials) greater cash bonuses.

## BASE SALARY BY NUMBER OF CREDENTIALS

	25th percentile	50th percentile	75th percentile
No credential	\$65,000	\$79,000	\$105,000
One credential	\$75,000	\$92,000	\$120,000
Two or more credentials	\$83,153	\$106,000	\$135,000

Holding one credential increases median salary by 16%; two credentials boosts it by 34% or more.



## THE IMPACT OF ASCM'S APICS CERTIFICATIONS

Beyond credentials in general, ASCM's APICS certification programs are shown to significantly boost both base salaries and bonuses. The median salary for a supply chain professional holding one APICS certification is \$100,000 — 27% greater than those with no certification. The median cash bonus for APICS certified people was 45% higher than those with no certification at \$8,000.

### PERCENTAGE HIGHER SALARY OF APICS-CERTIFIED PROFESSIONALS COMPARED TO PEOPLE WITH NO CERTIFICATION



**The median salary for a supply chain professional holding one of ASCM's APICS certifications is \$100,000 — 27% greater than those with no certification.**

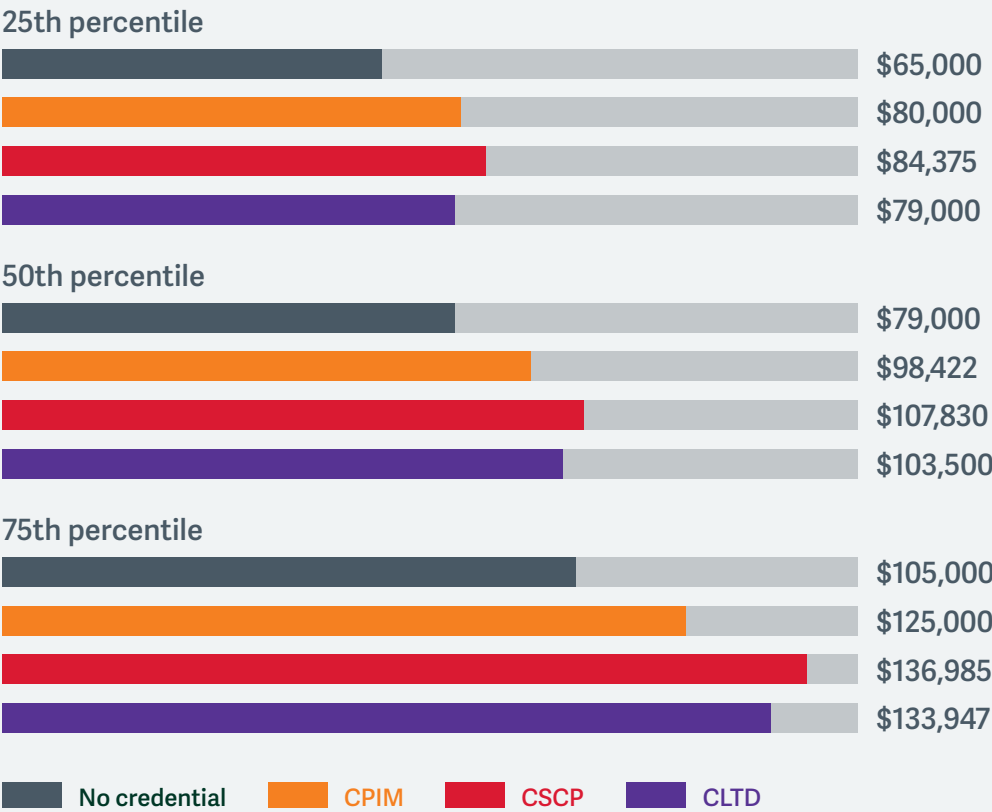
# THE IMPACT OF ASCM'S APICS CERTIFICATIONS

The data continues to show that augmenting one’s supply chain studies with an ASCM’s APICS certification can increase salaries by 23%, compared to those with supply chain degree but no APICS certification.

## SALARIES BY DEGREE AND APICS CERTIFICATION

	25th percentile	50th percentile	75th percentile
At least one APICS certification	\$73,375	\$96,027	\$126,656
No APICS certification	\$65,000	\$78,175	\$103,125

## SALARIES BY APICS CERTIFICATION

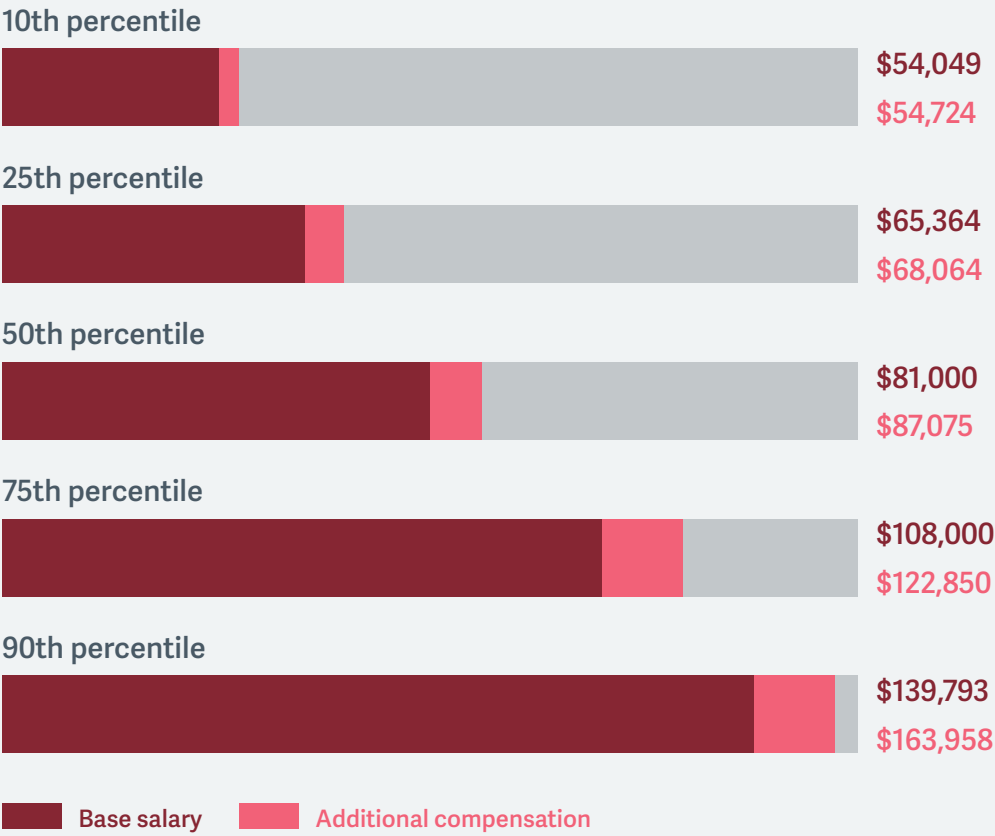




**Canada**

# SUPPLY CHAIN SALARIES

Supply chain compensation is strong in Canada, with the median base salary at \$81,000 CAD and a total compensation of \$87,075 CAD with cash bonuses. Salaries ranged from \$54,724 CAD to as high as \$163,958 CAD, and well more than half (61%) of respondents enjoyed a cash bonus.

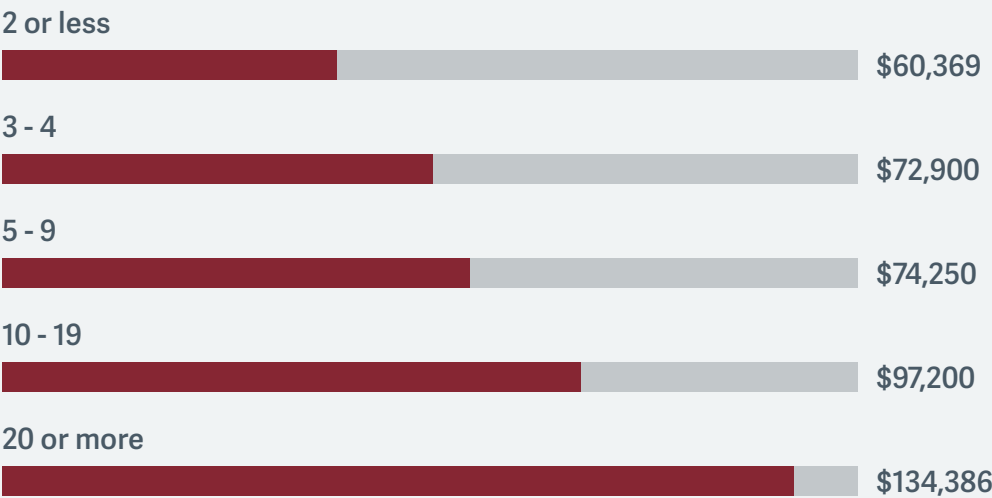


## FORMS OF ADDITIONAL CASH COMPENSATION RECEIVED



# SALARIES BY YEARS OF EXPERIENCE

Early-career supply chain professionals earn \$7,000 CAD more than the Canadian.\* After both 10 and 20 years of experience, salaries continue to rise.



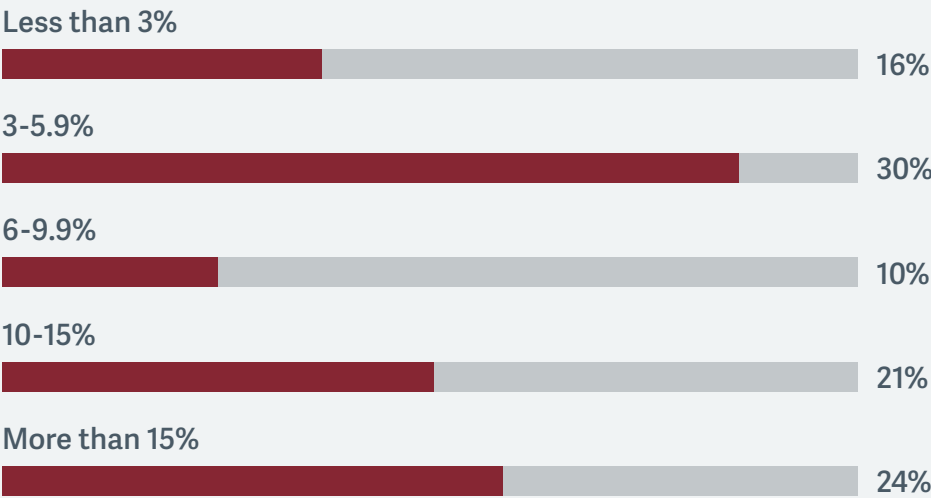
**Early - career supply chain professionals earn \$7,000 CAD more than the average Canadian.**

\*[ca.talent.com](https://ca.talent.com)

# SIZE OF SALARY INCREASE

An impressive 80% of Canadian respondents report receiving a salary increase. The majority of them received a 3-5.9% bump, and nearly one-quarter (24%) added 15% or more to their salaries, making the average increase 11%. More than one-third (35%) were awarded a raise after a good performance review.

## SALARY INCREASES



Nature of increase	Amount
Good performance review	35%
Promotion	21%
Standard cost-of-living increase	24%
Started a new job	15%

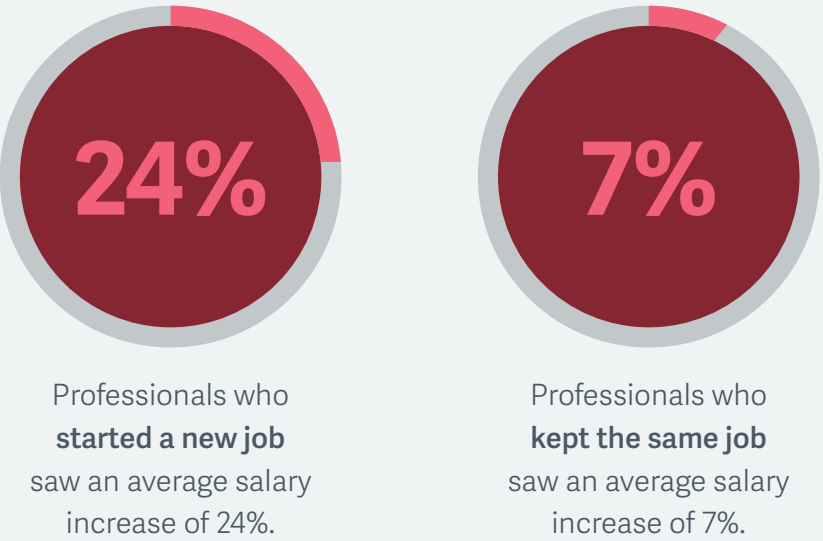
# THE BATTLE FOR TALENT

In Canada, 30% of supply chain professionals report starting a new job last year. Only 5% of them changed jobs because of a layoff. Like U.S. findings, the primary motivators for seeking new employment were desiring a higher salary (32%) and seeking more responsibilities and/or a promotion (24%). Again, securing new opportunities in supply chain was a lucrative pursuit, leading to an average 24% salary bump.

## PRIMARY REASON FOR FINDING A NEW JOB



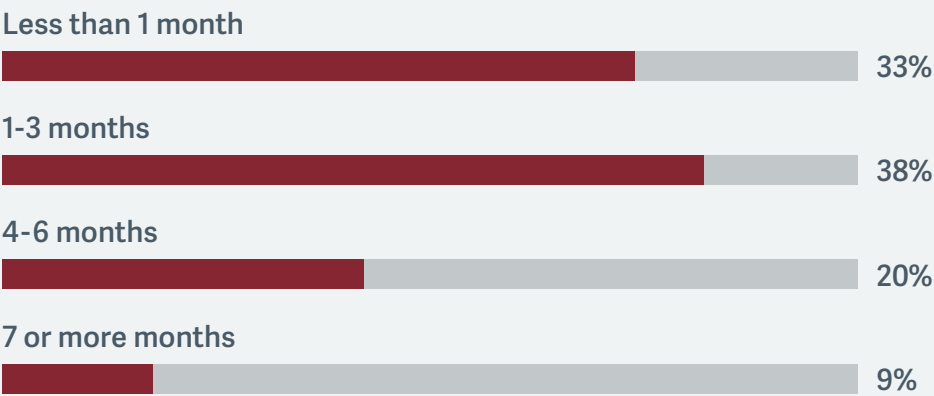
## COMPARING SALARY INCREASES BETWEEN THOSE IN THE SAME JOB AND THOSE WHO SWITCHED



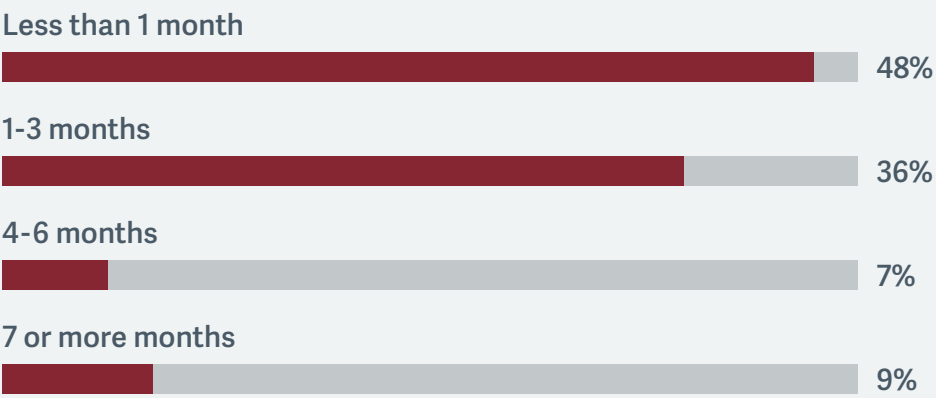
# THE BATTLE FOR TALENT

Data about the time it takes to find employment further demonstrates the value that organizations place in their supply chain professionals. Regardless of where someone is in their career, 75% report finding a new job less than three months after beginning their search. Likewise, 80% of recent college graduates entering the supply chain field found employment within three months. As the number of reported layoffs were a small portion of the sample, it's likely that these people practiced selectivity during their job searches.

## JOB SEARCH DURATION — RESPONDENTS WHO SECURED NEW EMPLOYMENT



## JOB SEARCH DURATION — RECENT COLLEGE GRADUATES

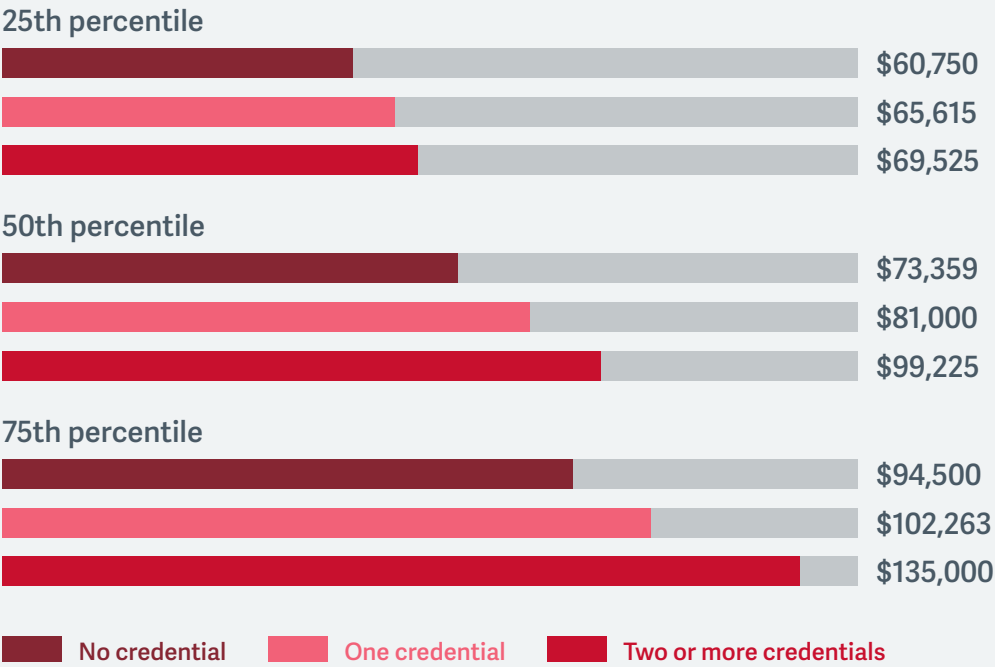




# PROFESSIONAL DEVELOPMENT PAYS

Canadian supply chain professionals, like their U.S. counterparts, benefit significantly from continuing education. People with at least one credential earn 10% more than those without; holding two or more credentials leads to 35% higher salaries.

## SALARIES BY NUMBER OF CREDENTIALS

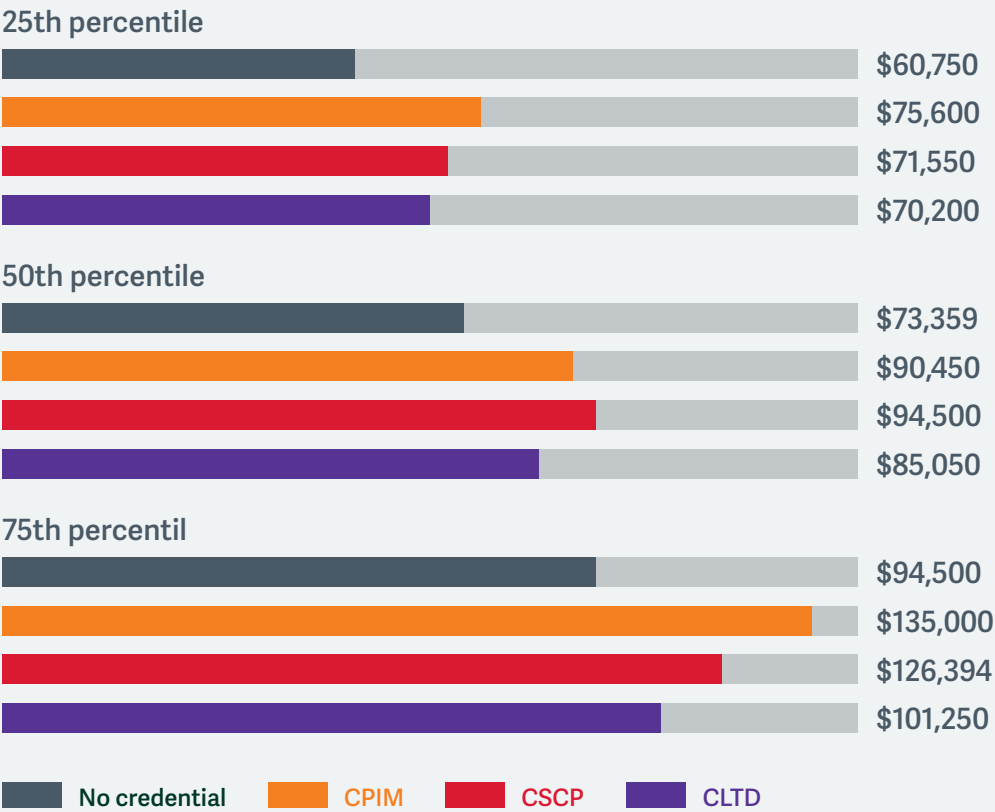


Holding one credential raises median salary by 10%; two credentials increases it by 35%.

# THE IMPACT OF ASCM'S APICS DESIGNATIONS

Across the board, those with an ASCM or APICS designation enjoy significant compensation boosts. The median salary for people with one APICS certification is \$87,750 CAD, 20% higher than those without. The median cash bonus for those with an APICS certification is \$6,075 CAD, 21% greater than bonuses received by those without a credential.

## SALARIES BY APICS CERTIFICATION



## THE IMPACT OF ASCM'S APICS DESIGNATIONS

PERCENTAGE HIGHER SALARIES COMPARED TO PROFESSIONALS WHO DO NOT HOLD ONE OF ASCM'S APICS CERTIFICATIONS



**The median salary for people with one of ASCM's APICS certifications is \$87,750 CAD, 20% higher than those without.**

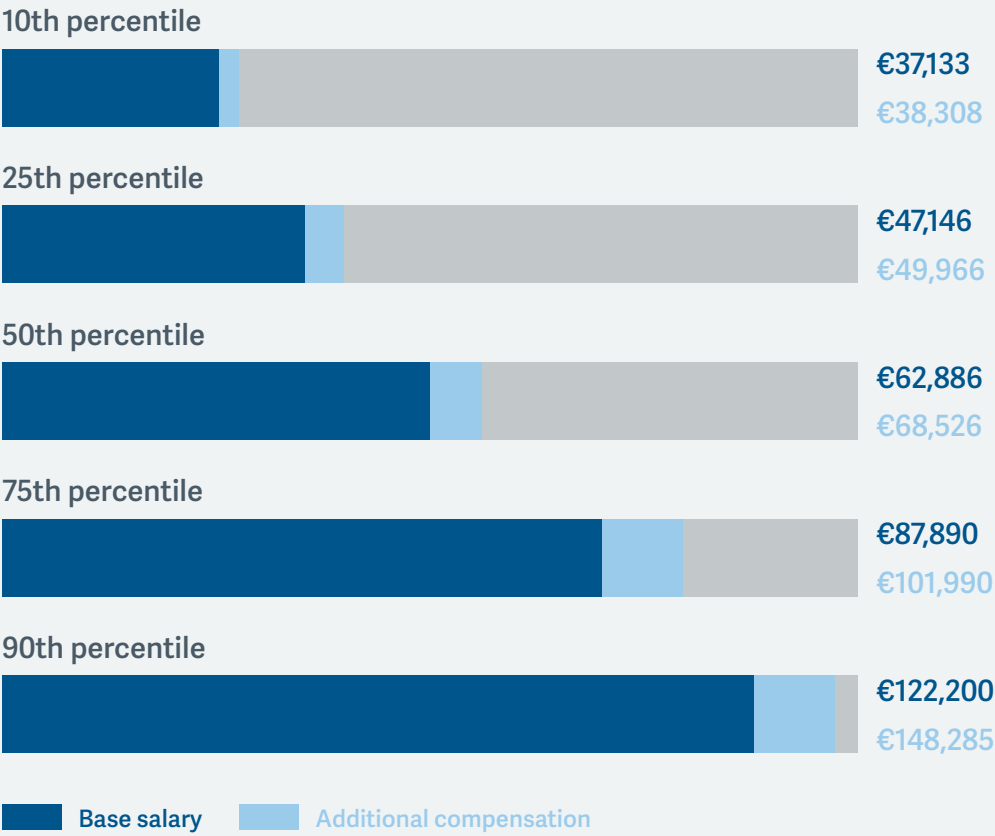
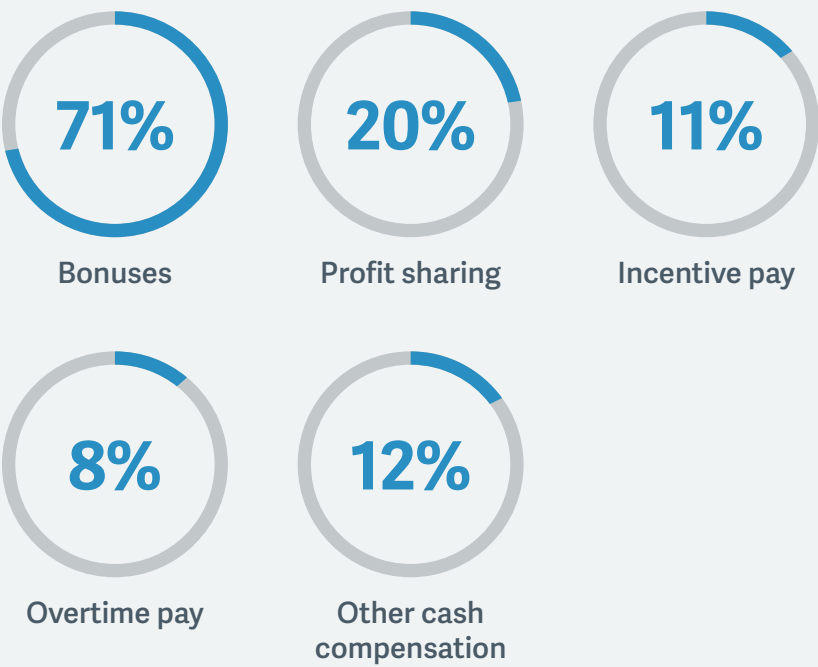


**Europe**

# SUPPLY CHAIN SALARIES

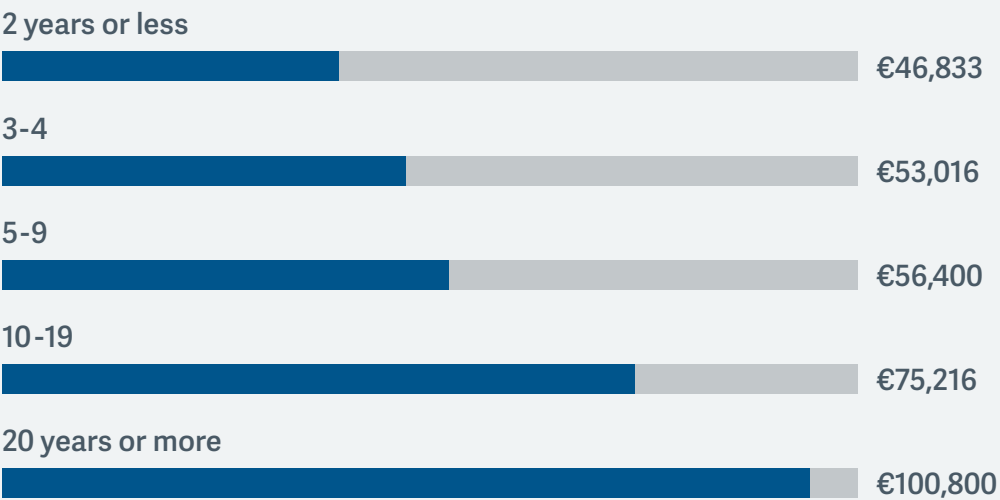
Supply chain professionals in Europe report a base salary of €62,886 and a median cash bonus of €5,640. Total compensation ranges from €38,308 to as high as €148,285

## FORMS OF ADDITIONAL CASH COMPENSATION RECEIVED



## SALARIES BY YEARS OF EXPERIENCE

Supply chain professionals in Europe who are early in their careers report a median salary of around €46,833. Compensation increases substantially at the 10-19 year range and even further when these people reach 20 years and beyond in the field.

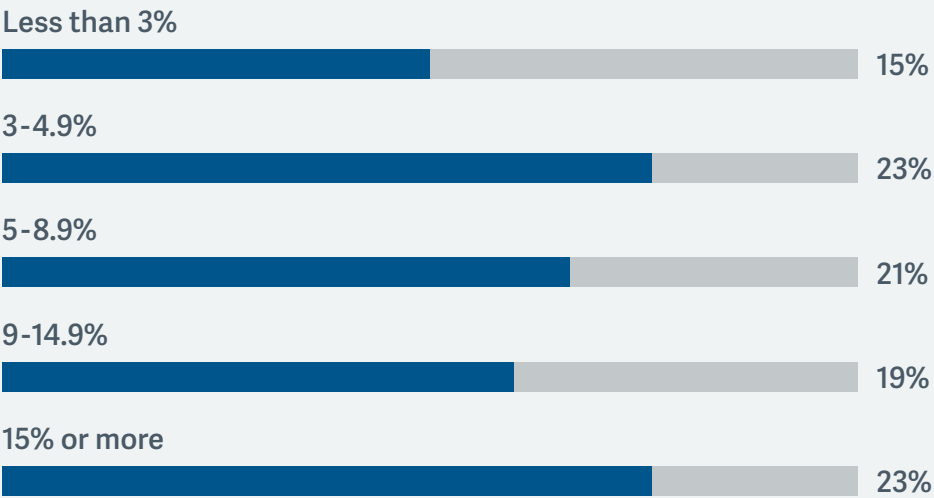


**Europeans who are far along in their supply chain careers (at least 10 years in the field) report the most substantial salary increases.**

# SIZE OF SALARY INCREASE

Nearly three-fourths (74%) of European supply chain professionals report receiving a salary increase. Most were between 3-8.9%, and the average increase was 11%. Only 2% of respondents report a decrease in earnings, while the remainder report that their salaries were unchanged. About one-third (32%) were awarded a raise after a good performance review.

## SALARY INCREASES

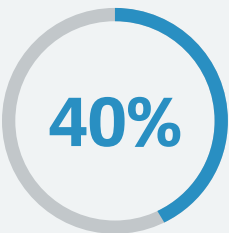


Nature of increase	Amount
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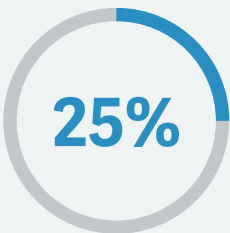
# STEADY EMPLOYMENT

In Europe, 25% of people report changing roles last year. Those who made the switch were driven by the desire for more responsibilities and a promotion. Although compensation was not their primary motivation, Europeans who found new jobs enjoyed substantial pay increases.

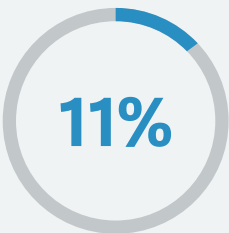
## PRIMARY REASON FOR FINDING A NEW JOB



Wanted more responsibilities and a promotion

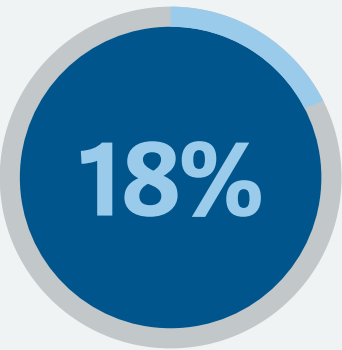


Desire to move to a different area of supply chain

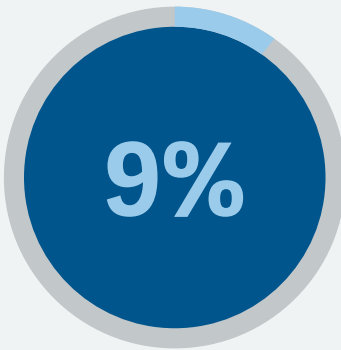


Wanted a higher salary

## COMPARING SALARY INCREASES BETWEEN THOSE IN THE SAME JOB AND THOSE WHO SWITCHED



Professionals who started a new job saw an average salary increase of 18%.



Professionals who kept the same job saw an average salary increase of 9%.



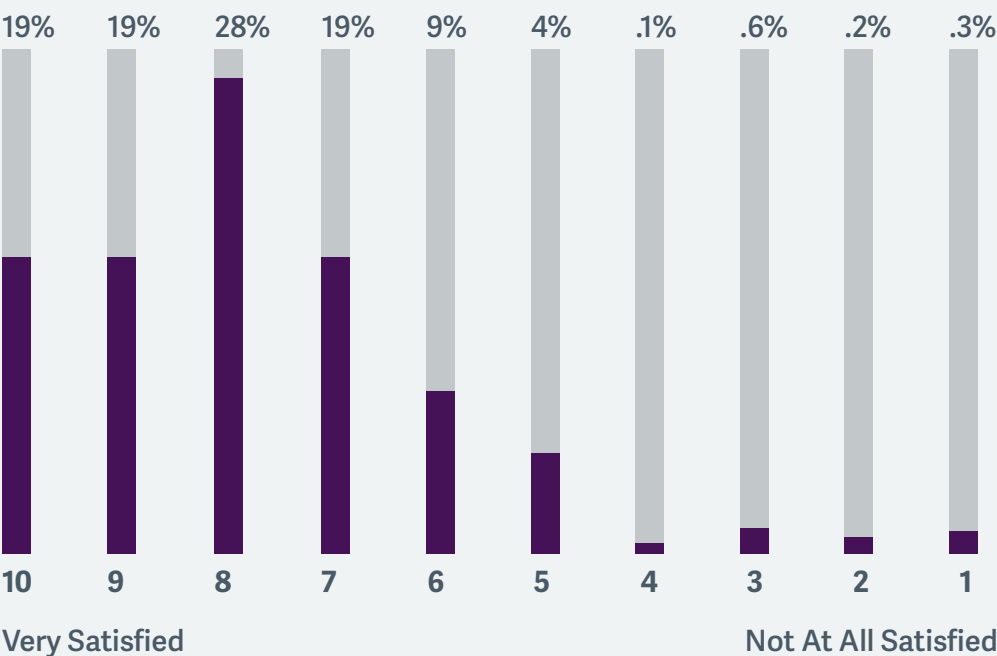


**Global Data**

# CAREER SATISFACTION

Once again, the data demonstrates very high levels of supply chain job satisfaction among supply chain professionals around the world. On a 1-10 scale, 65% of respondents rated career satisfaction as an 8 or higher. Impressively, 96% of respondents plan to stay in the supply chain field for at least the next five years.

## SATISFACTION WITH SUPPLY CHAIN FIELD



**High job-satisfaction numbers illustrate why 96% of supply chain professionals plan to stay in the field for at least five years.**

## COMPANY CULTURE

Supply chain professionals across the globe are generally satisfied with their company culture, have flexible work arrangements and are provided with time to recharge. Europeans enjoy greater flexibility compared to Canada and the United States — and are less likely to feel pressure to check email or chats outside working hours.

	Global	Canada	Europe	U.S.
I like the culture of my organization.	63%	61%	67%	62%
My work arrangements are flexible.	77%	75%	87%	75%
I am encouraged to take vacation and recharge.	61%	64%	65%	60%
My job allows a good work-life balance.	62%	61%	61%	62%
I am not expected to check email or chats outside of working hours.	47%	52%	60%	45%

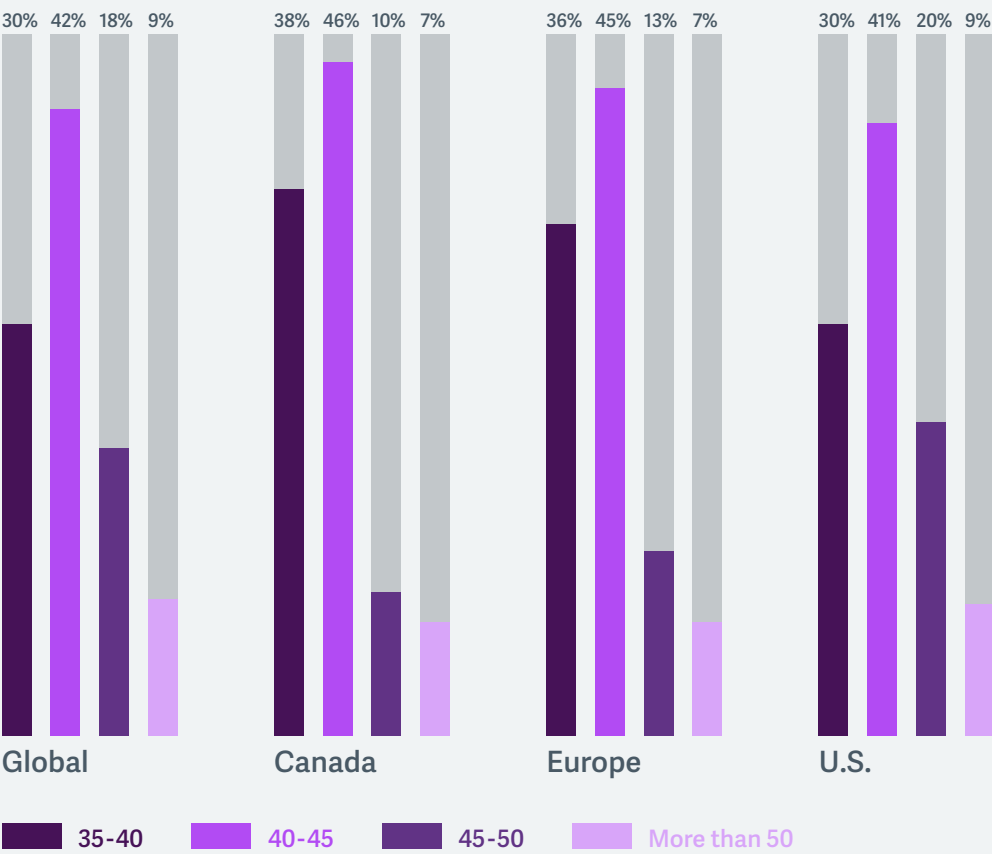
**Around the world, supply chain professionals enjoy flexible work arrangements and good work-life balance.**

# WORK-LIFE BALANCE

About three-quarters (72%) of supply chain professionals work 35-45 hours per week. In the United States, 29% report that a typical work week is more than 45 hours, versus Canada (17%) and Europe (20%). Nearly half (49%) of supply chain professionals receive at least four weeks of paid time off (PTO). Europeans enjoy significantly more PTO than industry professionals in Canada and the United States, with 61% of Europeans receiving five weeks off or more.

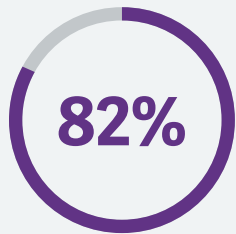
Weeks off per year	Global	Canada	Europe	U.S.
5 or more	24%	14%	61%	21%
4	25%	25%	15%	24%
3	27%	41%	3%	31%
2	15%	16%	6%	16%
1 or less	9%	4%	15%	8%

## HOURS WORKED IN A TYPICAL WEEK



## TAKING PRIDE IN SUPPLY CHAIN

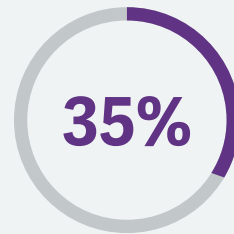
The vast majority (82%) of supply chain professionals take pride in their work, and a little more than half (58%) feel appreciated. However, there are mixed results in terms of public understanding of the value of supply chain professionals and the work they do.



I am proud of the work I do.



I feel appreciated for my hard work.



I feel that the public understands the value of supply chain professionals.

**Supply chain professionals highly value their professional contributions, with 82% saying they are proud of the work they do.**

# KEY SKILLS FOR SUPPLY CHAIN PROFESSIONALS

Respondents were asked to select the skills that are most critical to success in the field. Essential technical expertise includes inventory management, project management and knowledge of best practices. Valuable emotional intelligence competencies include collaboration, critical thinking and problem-solving. These proficiencies are all clearly transferrable from other fields to supply chain, which may be a useful insight for the numerous organizations that continue to seek skilled talent.

## TOP TECHNICAL SKILLS



## TOP EMOTIONAL INTELLIGENCE SKILLS



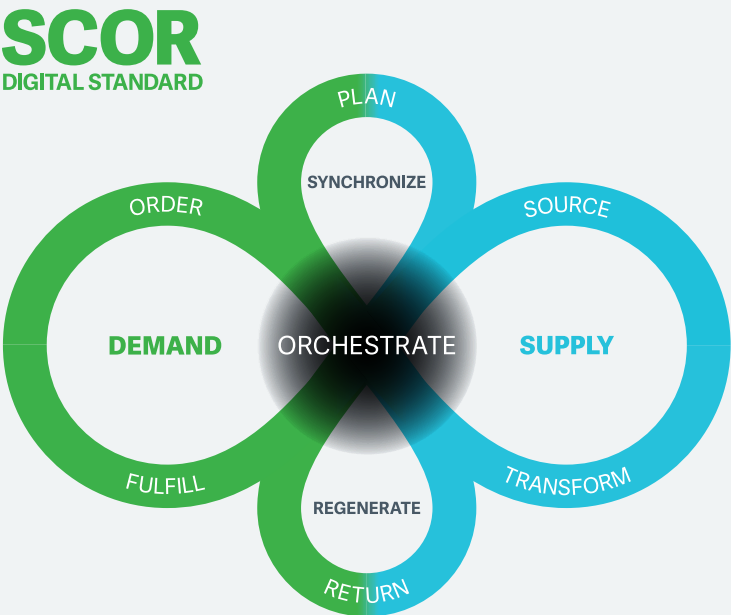
## SUPPLY CHAIN CAREER PATHS

This table depicts some common career paths for supply chain professionals around the world. Note that everyone's journey is unique, but the data illustrates how people's careers often develop.

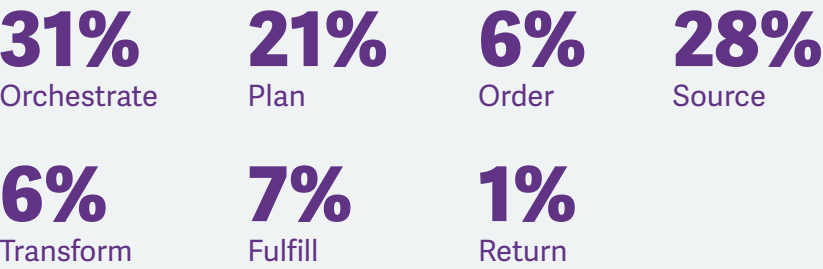
Previous title	Current title	Title when promoted
Supply chain manager/Materials manager	<b>Supply chain director</b>	CEO/COO/Vice president of supply chain
Inventory analyst/Materials manager/Supply chain analyst	<b>Supply chain manager</b>	Supply chain director/Director of Operations/Vice president
Master scheduler/Senior buyer	<b>Materials manager</b>	Senior materials manage/ Supply chain manager
Procurement specialist/Buyer	<b>Procurement manager</b>	Supply chain manager/Director of procurement
Logistics coordinator/Master scheduler	<b>Logistics manager</b>	Senior logistics manage/Supply chain manager
Production scheduler/Supply chain analyst	<b>Inventory manager</b>	Senior inventory manager/Supply chain director
Buyer/Various supply chain titles	<b>Purchasing manager</b>	Operations director/Materials manager
Various supply chain titles/Student or entry-level professional	<b>Master scheduler</b>	Materials manager/Planning manager
Student or entry-level professional/Business analyst	<b>Supply chain analyst</b>	Supply chain manager/Inventory manager/Demand planner
Inventory analyst/Supply chain analyst	<b>Demand planner</b>	Senior demand planner
Various supply chain titles	<b>Production planner</b>	Master scheduler/Senior production planner
Buyer/Student or entry-level professional	<b>Buyer-planner</b>	Materials manager/Purchasing manager
Purchasing assistant/Student or entry-level professional	<b>Buyer</b>	Senior buyer/Buyer-planner/Purchasing manager

# JOB ROLES BASED ON THE SUPPLY CHAIN OPERATIONS REFERENCE DIGITAL STANDARD

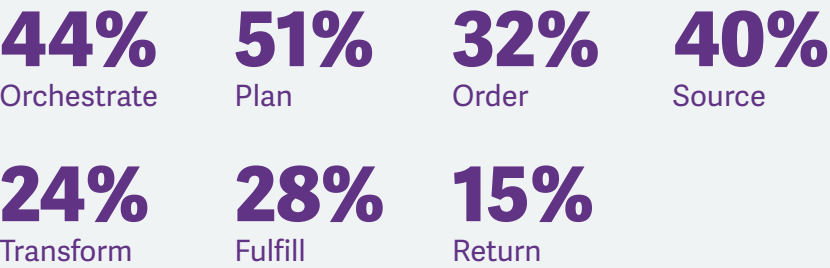
The survey asked supply chain professionals to select the key processes in which they work, based upon the seven process steps of the SCOR-DS. Most respondents' primary function is in supply chain orchestration, which involves integrating supply chain strategy and enablement. The second-most-common primary function is sourcing, which is largely composed of procurement and ordering. About half of all respondents (51%) perform some planning work.



## SUPPLY CHAIN WORK BASED ON SCOR-DS PROCESSES — ONLY PRIMARY FUNCTION



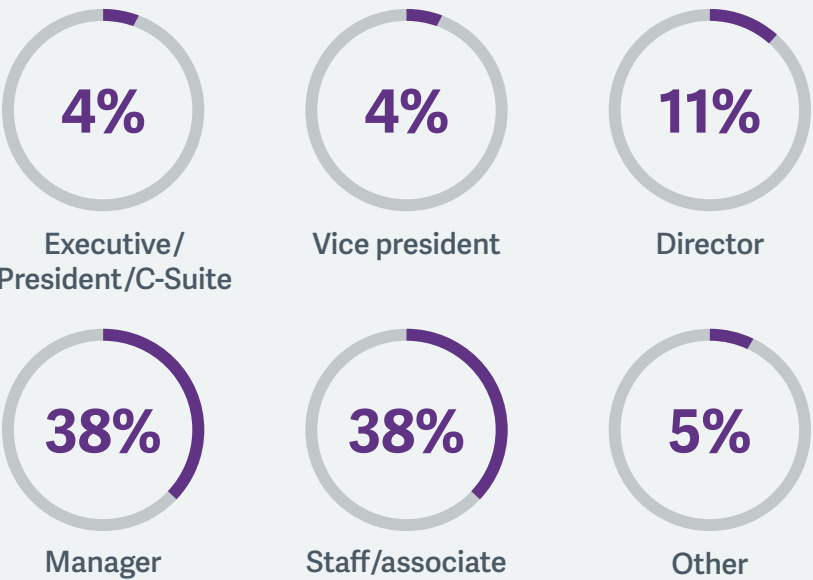
## SUPPLY CHAIN WORK BASED ON SCOR-DS PROCESSES — ALL FUNCTIONS SELECTED



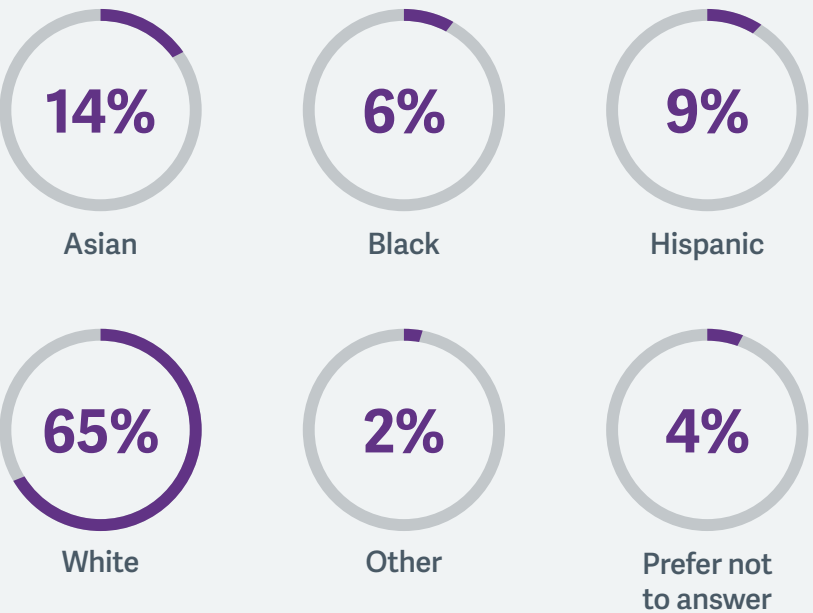


# RESPONDENT DEMOGRAPHICS

## ROLES REPRESENTED BY SURVEY RESPONDENTS

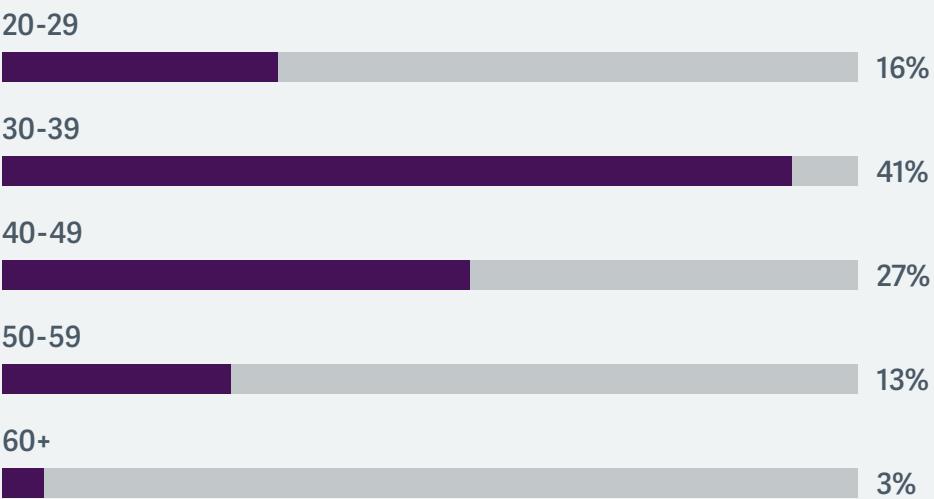


## RACE/ETHNICITY OF RESPONDENTS

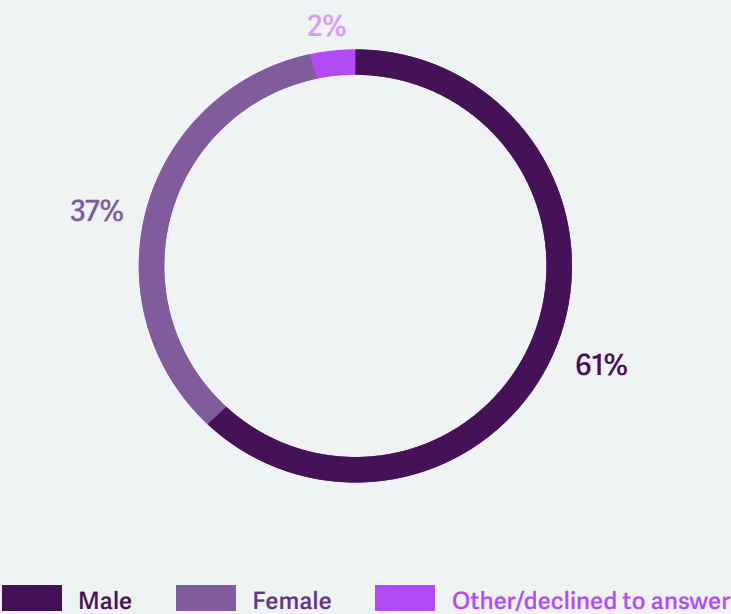


# RESPONDENT DEMOGRAPHICS

AGES REPRESENTED BY SURVEY RESPONDENTS

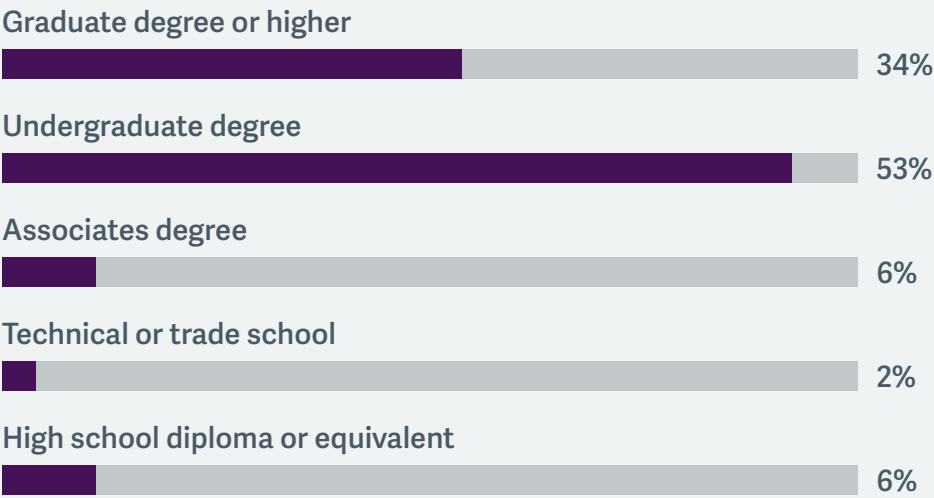


GENDERS REPRESENTED BY SURVEY RESPONDENTS

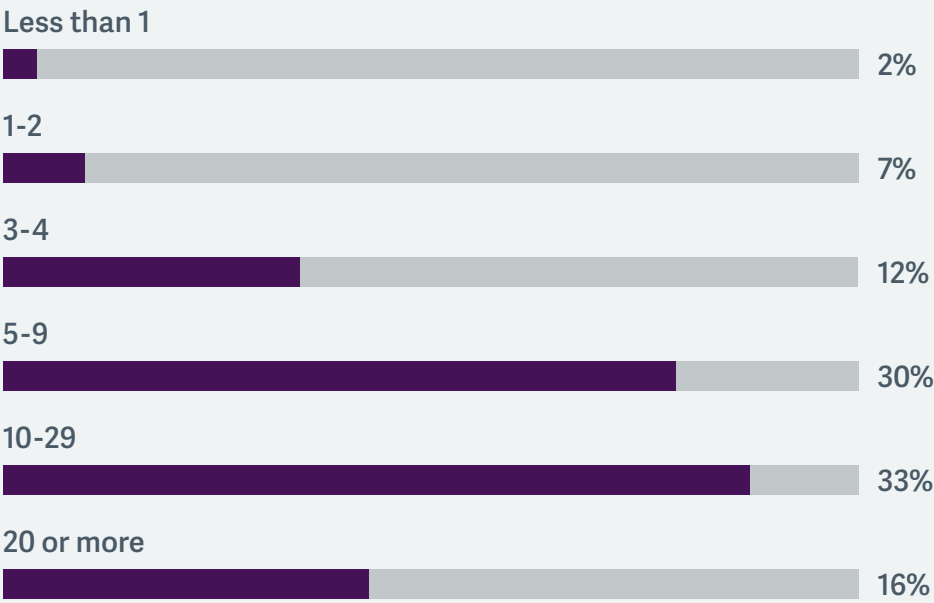


# RESPONDENT DEMOGRAPHICS

## EDUCATION LEVELS OF SURVEY RESPONDENTS



## INDUSTRY TENURE OF SURVEY RESPONDENTS



# COMPANY DEMOGRAPHICS

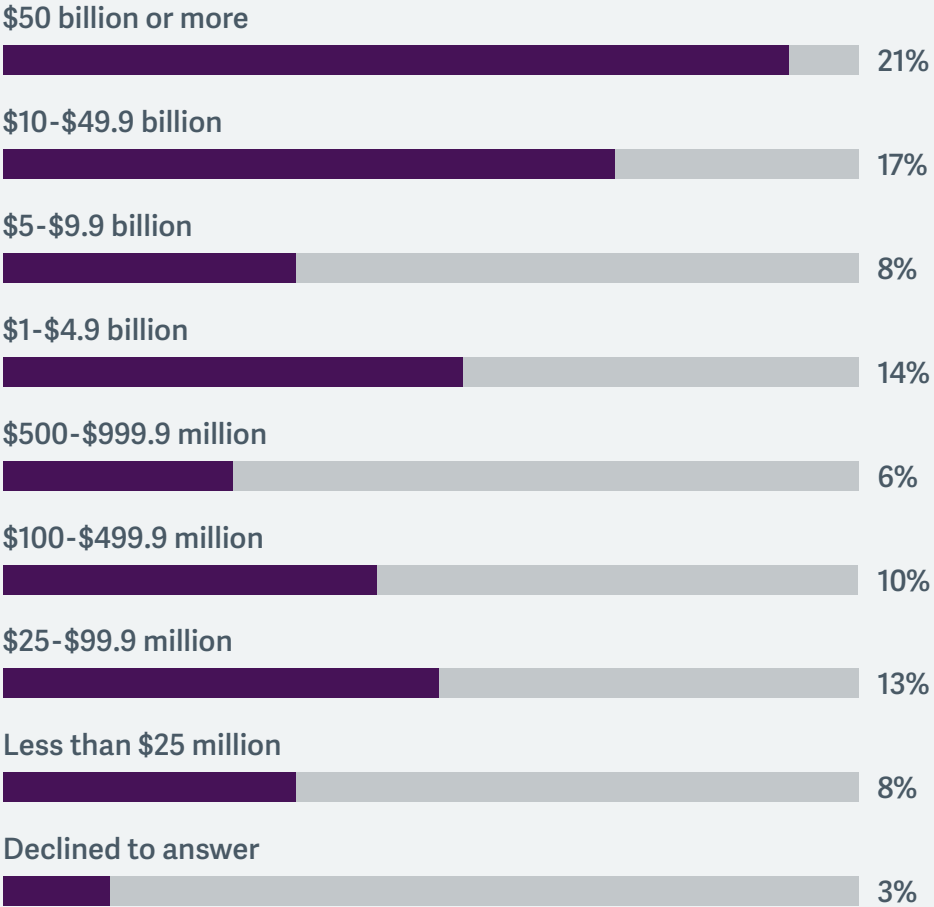
## COMPANY SIZES OF SURVEY RESPONDENTS



## INDUSTRY OF RESPONDENTS

Industrial/Manufacturing	27%	Chemical	5%
Pharmaceutical/Health care	14%	Retail	5%
Consumer packaged goods	10%	Transportation/Logistics	5%
Technology	7%	Government/Military	3%
Aerospace	6%	Other	13%
Automotive	5%		

## COMPANY ANNUAL REVENUES OF SURVEY RESPONDENTS



## DATA COLLECTION

Participants were initially invited to respond to the survey on January 24, 2023, and were sent reminders to participate on January 30 and February 7. Supply chain professionals also were invited to participate via social media. Per antitrust guidelines, data collected regarding compensation must be at least three months old. Therefore, all respondents were instructed to answer the survey based on their position in the supply chain field in the period between October 15, 2021, and October 15, 2022. The survey was closed for tabulation on February 13, 2023. Worldwide, there were 3,953 usable responses. The margin of error for percentages based on usable responses is  $\pm 2\%$  percentage points at the 95% confidence level. Percentages may not add to 100 for single-answer questions because of rounding or nonresponse.

## ABOUT ASCM

The Association for Supply Chain Management (ASCM) is the global pacesetter of organizational transformation, talent development and supply chain innovation. As the largest association for supply chain, ASCM members and worldwide alliances fuel innovation and inspire accountability for resilient, dynamic and sustainable operations. ASCM is built on a foundation of world-class APICS education, certification and career resources, which encompass award-winning workforce development, relevant content, groundbreaking industry standards and a diverse community of professionals who are driven to create a better world through supply chain.

For more information, visit [ascm.org](https://www.ascm.org)

