

2021 Supply Chain Salary and Career Report

ASCM ASSOCIATION FOR
SUPPLY CHAIN
MANAGEMENT



TABLE OF CONTENTS

4 KEY FINDINGS

7 SALARY

- Supply chain professional salaries
- Additional compensation
- Salary increases
- Salary by tenure

11 COVID-19

- Economic impact
- Workplace impact

13 DIVERSITY, EQUITY AND INCLUSION

- Gender equity
- Salary by gender and age
- Improvement over time
- Gender and racial equity

17 EDUCATION

- Salary by highest degree obtained
- Undergraduate studies
- Graduate studies

20 BENEFITS

- Paid time off
- Insurance and disability benefits

22 CAREER SATISFACTION

23 TECHNICAL AND LEADERSHIP SKILLS

24 JOB SEARCHING

25 CERTIFICATION

- Salary by certification
- Salary by APICS certification
- Salary by supply chain degree

28 ROLES AND CAREER PATHS

- Common titles
- Career paths

30 APPENDIX

INTRODUCTION

While the pandemic decimated many industries, supply chains found a moment in the spotlight — with organizations everywhere clearly demonstrating their critical role in keeping goods moving and society running. Along the way, supply chain professionals faced unprecedented trials, yet found exciting and innovative ways to unravel even the toughest challenges. ASCM's 4th annual Supply Chain Salary and Career Report shows that salaries have continued to rise, as did workloads and the need for new skills. As expected, more supply chain professionals worked remotely than ever before. What has remained constant, however, is that professionals are very satisfied with their supply chain careers and would highly recommend the field as a rewarding path for others.



**Professionals are
very satisfied with
their supply chain
careers and would
highly recommend
the field for others.**



KEY FINDINGS

SALARIES REMAIN SOLID

The median salary for supply chain professionals is \$86,000 annually. Despite the economic challenges of 2020, 87% of those surveyed received an additional cash bonus. A typical starting salary for individuals entering the supply chain field is \$60,000.

FAST JOB PLACEMENT

The pandemic has significantly increased the demand for supply chain professionals. Whether just graduating college or already working in the field, about one-third of respondents say they found a job in less than a month. More than half secured employment within three months of starting their search.

GOOD BENEFITS

A little less than half of supply chain professionals (45%) enjoy four weeks or more paid time off each year. Nearly all receive paid holidays and almost 70% have paid family/medical leave, including maternity and paternity. The majority of respondents (81%) are satisfied with their benefits.

KEY FINDINGS

COVID IMPACT


Nearly all supply chain professionals (95%) kept their jobs during the pandemic. Although fewer received a salary increase in 2020, the increases themselves were higher than last year, reinforcing the need for supply chain talent. Unsurprisingly, workloads increased and there was a greater need for risk management, digital supply chain and leadership expertise.

GENDER GAP CLOSED FOR THOSE UNDER 40

For the past two years, the pay gap between men and women under 40 narrowed. This year, it finally closed: Women in the age group report a median salary of \$81,000 annually, which is \$2,000 more than the median salary for men under 40.

A CAREER TO LOVE

Despite a stressful year, supply chain professionals continue to report high job satisfaction. On a 1-10 scale, 70% of respondents rate career satisfaction with an 8 or higher. Most of them (88%) have a positive outlook on their career and would recommend supply chain as a fulfilling professional path for others.



95%
of supply chain
professionals kept
their jobs during
the pandemic.



**APICS-certified
professionals
earn a median
salary of \$90,000.**

KEY FINDINGS

APICS CERTIFICATION PAYS

Those who report earning at least one APICS certification have a median salary of \$90,000, which is 27% higher than those without a designation. In addition, 21% of those with an APICS certification and an undergraduate supply chain degree received a promotion in the last year.

THE THREE C's

Respondents were asked to name essential leadership skills for successful supply chain professionals. For the second year in a row, communication, collaboration and critical thinking grabbed the top spots.

SALARY

Overall, the supply chain professionals surveyed earn between \$50,000 and \$183,000, including additional compensation. The median salary was \$86,000. Additional cash compensation includes overtime wages, bonuses, commissions and profit sharing.

COMPENSATION BY PERCENTILE

	Percentiles	Base Salary	Total Compensation
Minimum	10th	\$50,042	\$50,842
	25th	\$64,000	\$66,300
Median	50th	\$80,000	\$86,000
	75th	\$108,000	\$123,000
Highest	90th	\$148,000	\$183,000

ADDITIONAL COMPENSATION

On top of their base salary, 87% of respondents received some form of additional cash compensation, which is remarkable for 2020. This is down only 3% from last year. The most common type of additional compensation was a bonus, followed by profit sharing.

FORMS OF ADDITIONAL CASH COMPENSATION RECEIVED

58%

Bonus

13%

Profit Sharing

9%

Overtime Pay

8%

Incentive Pay

5%

Other Cash
Compensation

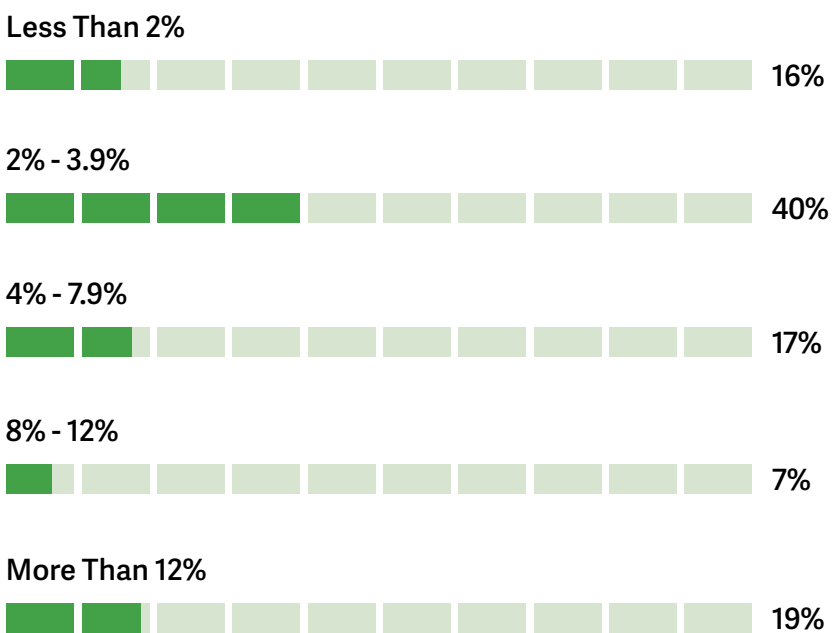
87%
of supply chain
professionals
received additional
cash compensation.



SALARY INCREASES

During a very challenging year, more than half (59%) of respondents received a salary increase.

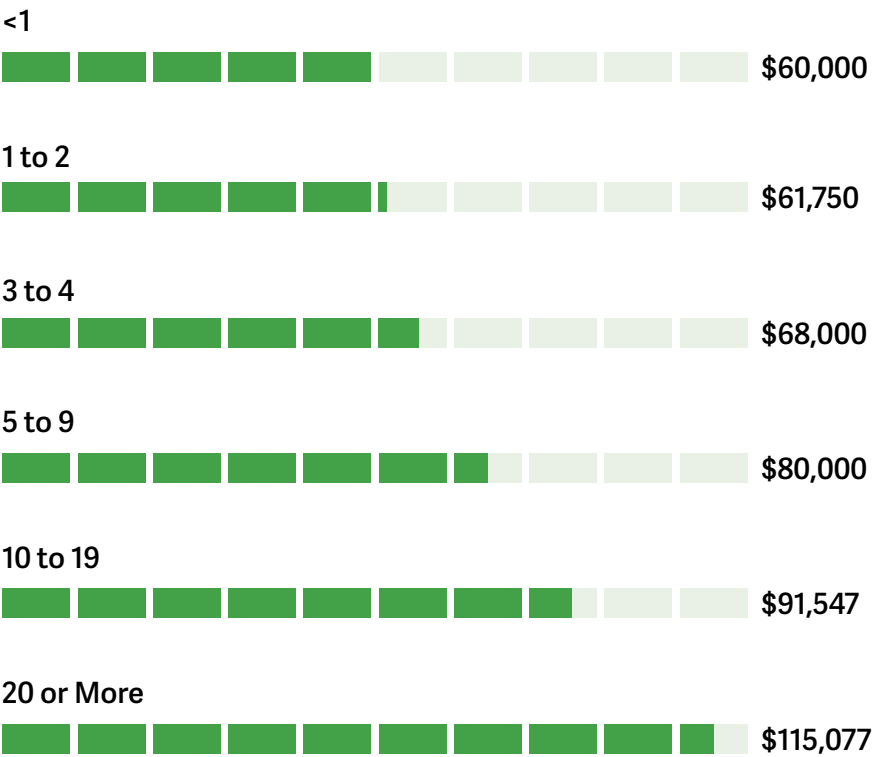
MOST RECENT SALARY INCREASE



SALARY BY TENURE

A typical starting salary for individuals entering the supply chain field is \$60,000. Salaries increase with years of experience.

MEDIAN SALARY BY NUMBER OF YEARS IN SUPPLY CHAIN



The typical starting salary for a supply chain professional is \$60,000.



COVID-19



The supply chain field was not impacted as adversely as some other fields.

AREAS OF COVID-19 ECONOMIC IMPACT

Layoff



Furlough



Salary Reduction



Smaller or Eliminated Bonus



No Economic Impact



WORKPLACE IMPACT

Roughly half of the respondents (48%) who usually work in an office setting are working at home as result of the pandemic. One-third (34%) are working in an office that is taking safety precautions. The larger the organization, the more likely it is that employees are full-time remote; smaller organizations are more likely to have employees in the office with safety precautions. The need for supply chain professionals was evident during the pandemic, as a majority of respondents said their workload increased. New skills were also needed — in particular, supply chain risk management.

AREAS NEEDED FOR UPSKILLING AS A RESULT OF THE PANDEMIC



48%
of supply chain
professionals are
working at home.

DIVERSITY, EQUITY AND INCLUSION



Each year, this survey reveals a narrowing of the gender gap. This year, men report a median salary of \$82,000 and women a median salary of \$80,000. Importantly, women under the age of 40 report a higher median salary than men in the same age group.

MEDIAN SALARY BY GENDER AND AGE

20 - 29



30 - 39



40 - 49



50 - 59



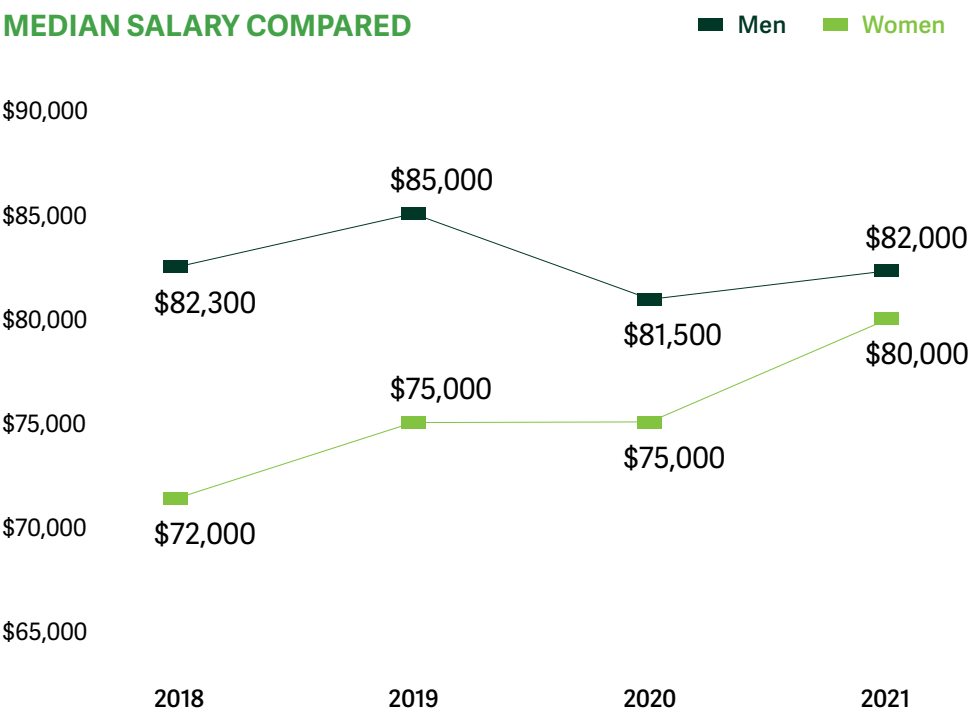
60 or Older



Men Women

IMPROVEMENT OVER TIME

It is difficult to say why pay disparities still remain for those over 40 — whether these women began their careers at lower salaries or stepped out of the workforce to care for families. Either way, ASCM strongly encourages companies to incorporate policies that ensure women are supported and primed for continuing professional growth.

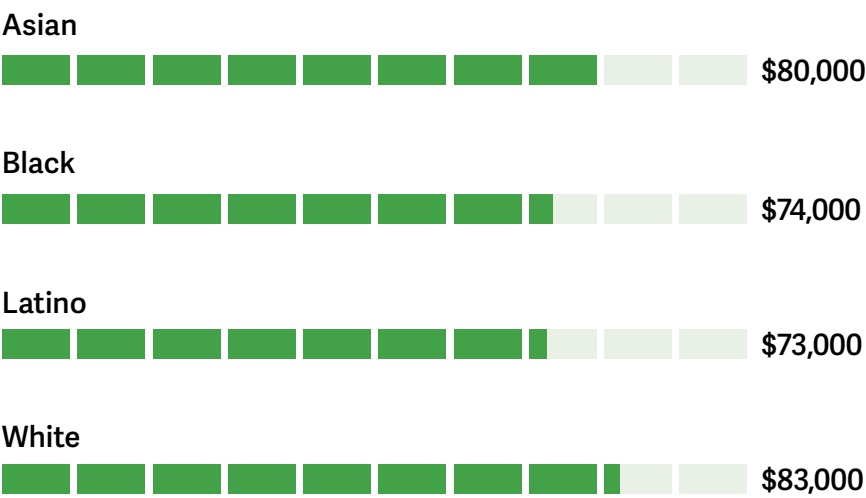




ETHNIC AND RACIAL EQUITY

Questions pertaining to ethnicity and race were added to the survey this year. As a result, ASCM does not yet have a historical context to benchmark. While data comparing men and women’s salaries are showing positive trends toward an equitable future, white respondents report a median salary that is 12% higher than Black, and 14% higher than Latino, respondents. The disparity was less for Asian respondents.

MEDIAN SALARY BY ETHNICITY / RACE



Although the gender pay gap among men and women overall in supply chain appears to be narrowing, the gap widens for women of color. Black women report a significantly lower salary than Black men.

SALARY BY ETHNICITY AND GENDER



Men Women



EDUCATION

The majority of supply chain professionals (84%) have a bachelor's degree or higher. Supply chain professionals with a bachelor's degree report a median salary of \$77,000, which is higher than the national median.

MEDIAN SALARY BY EDUCATION

Graduate Degree (MBA, MA, MS)



Undergraduate Degree (BA, BS)



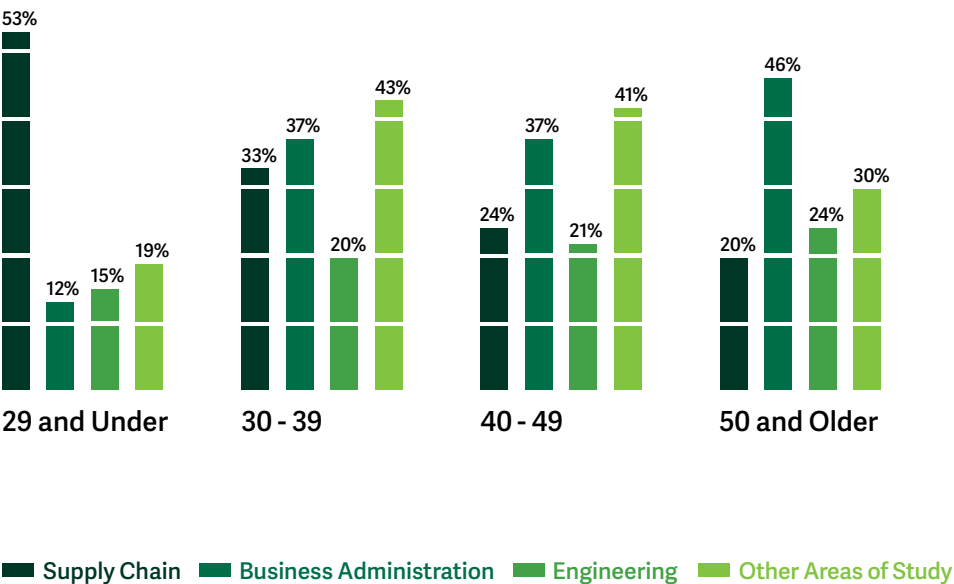
Associate Degree



UNDERGRADUATE STUDIES

More than half of professionals ages 20 to 29 have an undergraduate degree in supply chain, likely because of the greater availability of supply chain programs at colleges and universities. In contrast, almost half of those age 50 and older have a degree in business administration. The most common majors in the “other areas of study” category are finance, economics and biology.

UNDERGRADUATE AREA OF STUDY BY AGE



More than half of professionals ages 20-29 have an undergraduate degree in supply chain.





GRADUATE STUDIES

At the graduate level, supply chain professionals are more likely to specialize in a supply chain discipline, such as operations management or transportation, distribution, and/or logistics.

TYPE OF GRADUATE DEGREE AND AREA OF STUDY

Supply Chain Management



Operations Management



Transportation, Logistics and/or Distribution

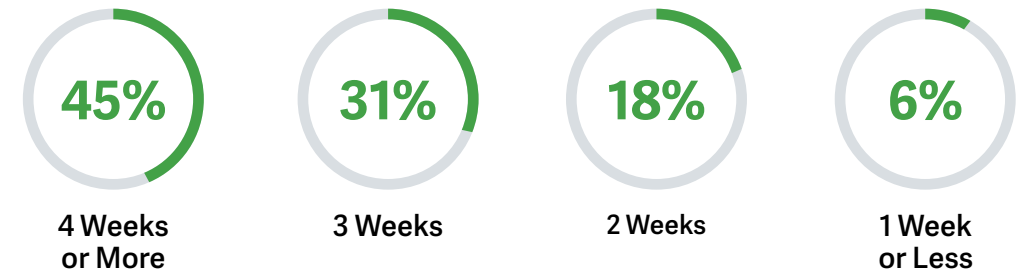


■ MBA ■ MS / MA

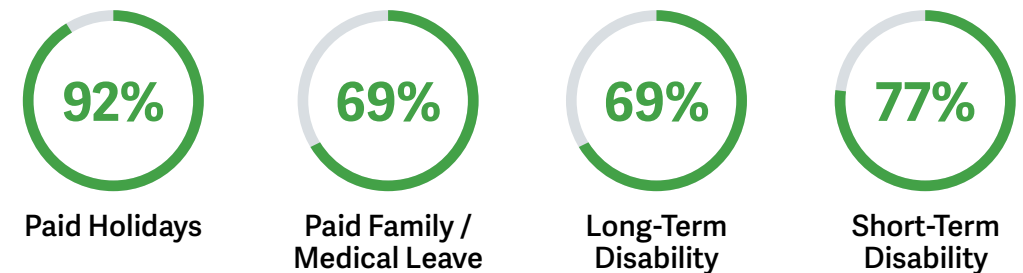
BENEFITS

A little less than half of supply chain professionals (45%) have four weeks or more paid time off (including sick time). Nearly all receive paid holidays and almost 70% have paid family/medical leave (including maternity and paternity leave).

WEEKS OF PAID TIME OFF



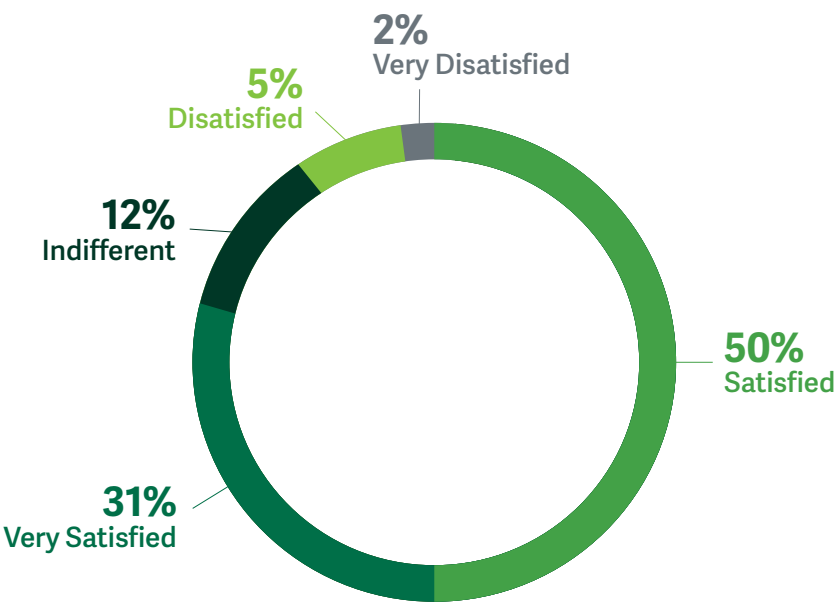
TYPES OF PAID TIME OFF



INSURANCE AND DISABILITY BENEFITS

Nearly all surveyed supply chain professionals have health, dental, vision and life insurance available to them through their employer, regardless of company size. An overwhelming majority are satisfied with the quality of their benefits.

SATISFACTION WITH BENEFITS



81%
of supply chain
professionals are
satisfied with
their benefits.

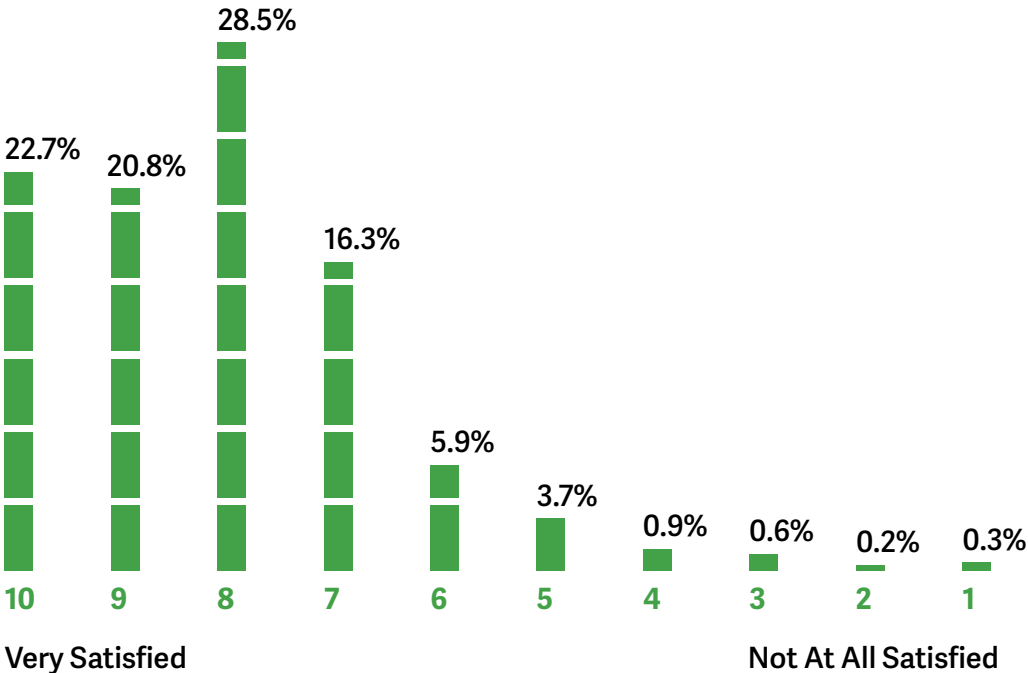


CAREER SATISFACTION



Despite a stressful year, supply chain professionals continue to report high job satisfaction. On a scale from 1 to 10, 88% have a positive outlook of their careers and would recommend supply chain as a rewarding professional path to others.

SATISFACTION WITH SUPPLY CHAIN FIELD



TECHNICAL AND LEADERSHIP SKILLS

TOP 5 TECHNICAL SKILLS

Inventory Management



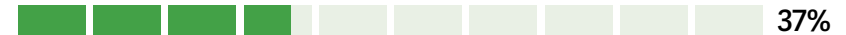
Knowledge of Best Practices



Project Management



Risk Management



Technology Expertise in AI, IOT and Robotics



TOP 5 LEADERSHIP SKILLS

40%

Ability to
Communicate
Effectively

39%

Collaboration
With Others

31%

Critical
Thinking

24%

Ability to See
the Big Picture
for Future
Planning

23%

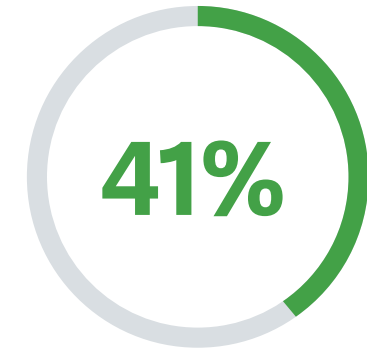
Troubleshooting /
Problem-Solving

JOB SEARCHING

The pandemic has increased demand for skilled supply chain professionals. Of new college graduates, 41% found a job in less than 1 month and 27% found a job within one-to-three months after graduation. For those already working in the field, one-third found their most recent position in less than a month.



Professionals Who Found
a Job Within **3 Months** of
Beginning Their Search



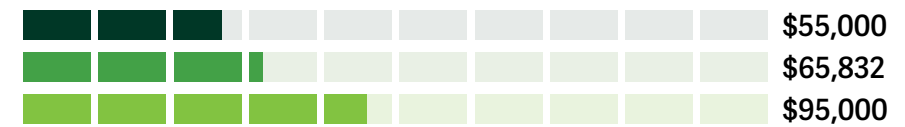
New College Graduates
Who Found a Job in Less
Than **1 Month** Out of College

CERTIFICATION

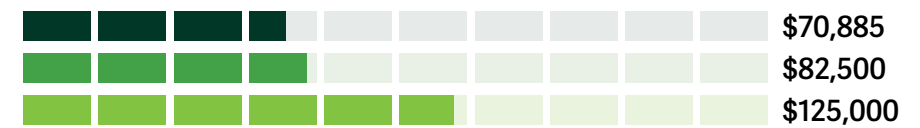
Supply chain professionals who hold just one certification report a median salary 16% higher than those who are not certified. Furthermore, each additional certification earned correlates with an additional increase in salary.

SALARY BY NUMBER OF CERTIFICATIONS

25th Percentile



50th Percentile



75th Percentile

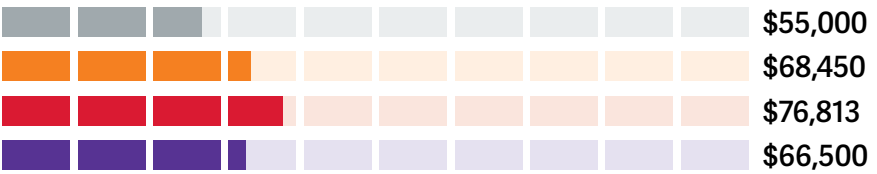


No Certification 1 Certification 2+ Certifications

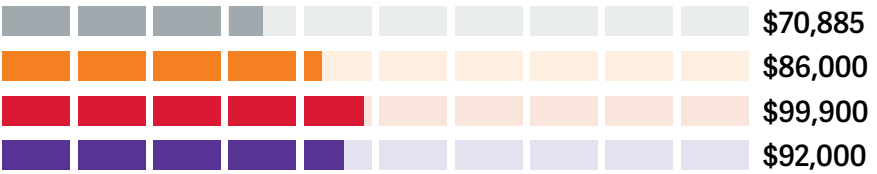
Supply chain professionals who hold an APICS Certified in Production and Inventory Management (CPIM); Certified Supply Chain Professional (CSCP); or Certified in Logistics, Transportation and Distribution (CLTD) designation have a median salary of \$90,000, which is 27% higher than those without a certification.

SALARY BY APICS CERTIFICATION

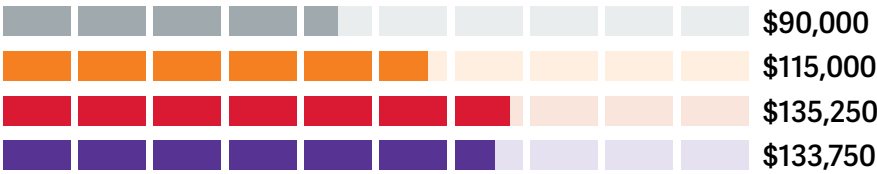
25th Percentile



50th Percentile



75th Percentile



No Certification CPIM CSCP CLTD

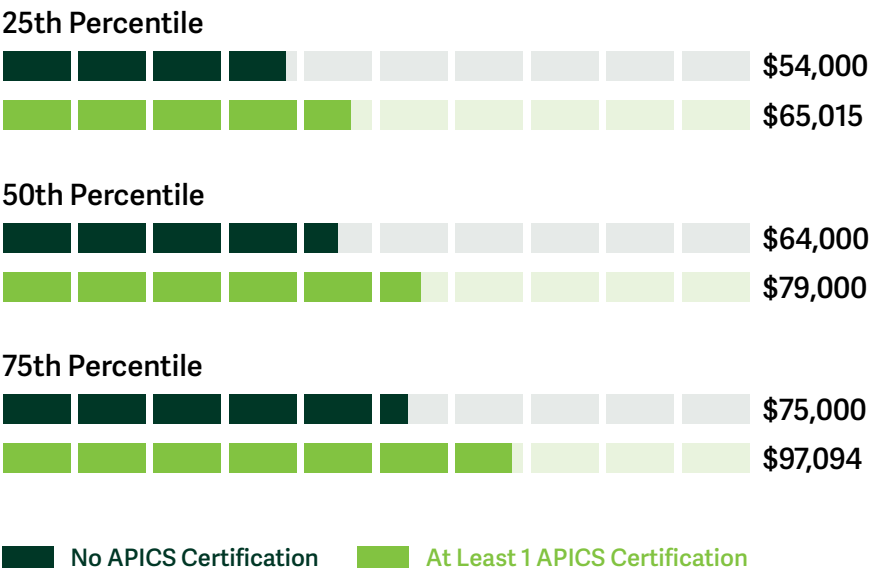
Salaries for supply chain professionals with at least one APICS certification are 27% higher.



Those with a supply chain degree and an APICS certification have higher salaries and more frequent promotions.

When comparing respondents with a supply chain degree, those who hold an APICS certification report a median salary 20% higher than a supply chain degreed undergraduate with no APICS certification. APICS certification is also key in terms of raises, as 38% of undergraduate certified supply chain degree holders received a raise because of a good performance review, compared to just 25% of those without. Additionally, 21% of those with an APICS certification and undergraduate supply chain degree received a promotion within the last year, compared to 10% for those without APICS certification.

SALARIES BY SUPPLY CHAIN DEGREE AND CERTIFICATION



ROLES AND CAREER PATHS



The following is a breakdown of job titles based on the Supply Chain Operations Reference (SCOR) model* of plan, source, make, deliver, return and enable.

1 PLAN

- Buyer and/or Planner
- Demand Planning Manager
- Materials Manager
- Inventory Manager
- Production Planner

2 SOURCE

- Buyer (or Senior Buyer)
- Commodity Manager
- Procurement Specialist
- Purchasing Manager
- Sourcing Manager

3 MAKE

- Operations Manager
- Plant Manager
- Production Manager
- Master Scheduler
- Industrial Engineer

4 DELIVER

- Logistics Coordinator
- Logistics manager
- Operations Manager
- Warehouse Manager

5 RETURN

- Logistics manager
- Inventory Manager
- Materials Planner
- Buyer

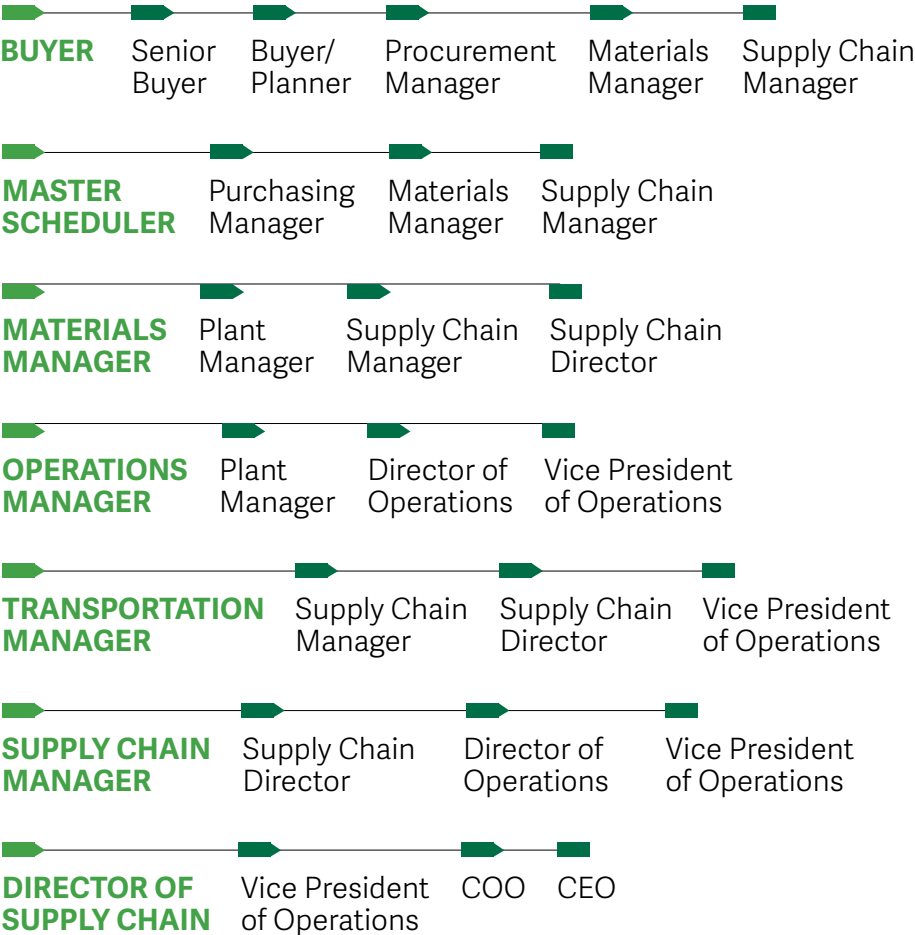
6 ENABLE

- Business Analyst
- Supply Chain Manager
- Consultant
- IT Manager

*ascm.org/corporate-transformation/DCM/scor-ds

CAREER PATHS

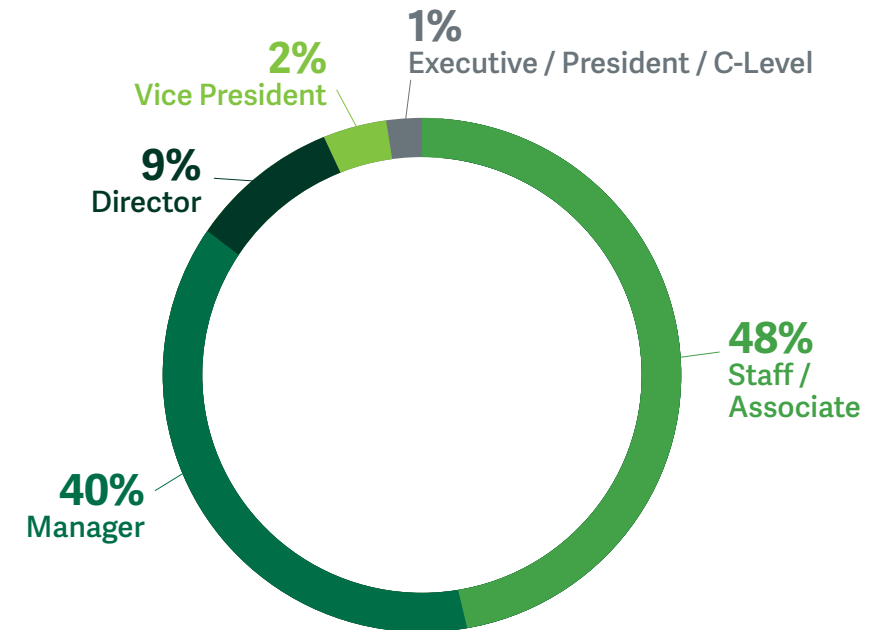
The following demonstrates common career paths for supply chain professionals.



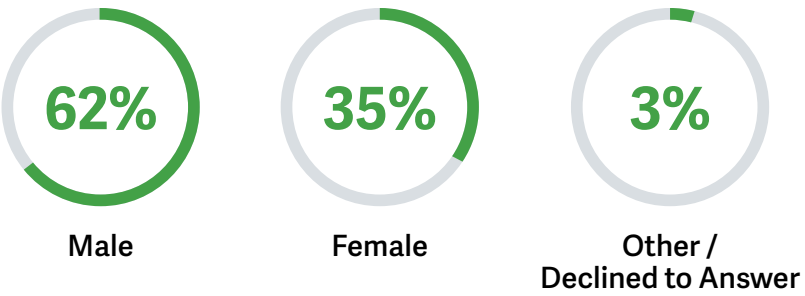
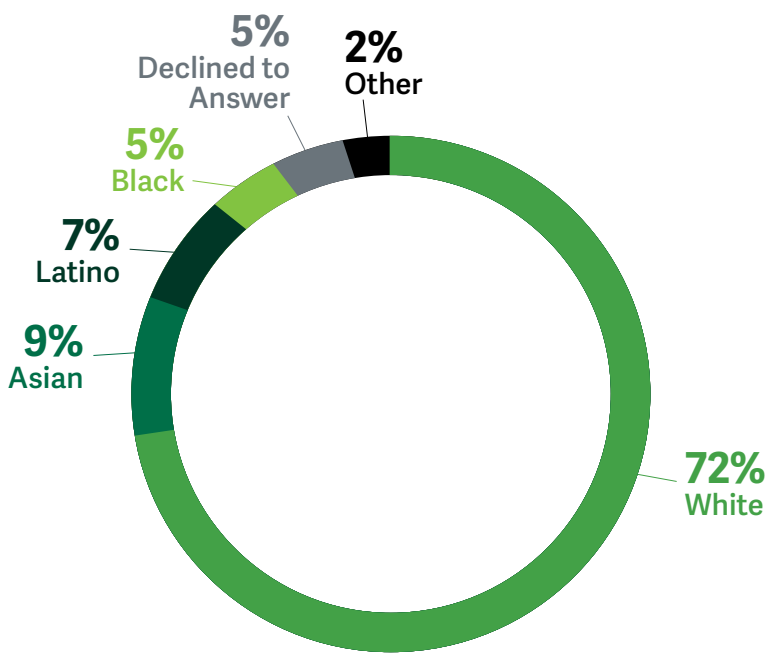
APPENDIX

POSITION LEVEL

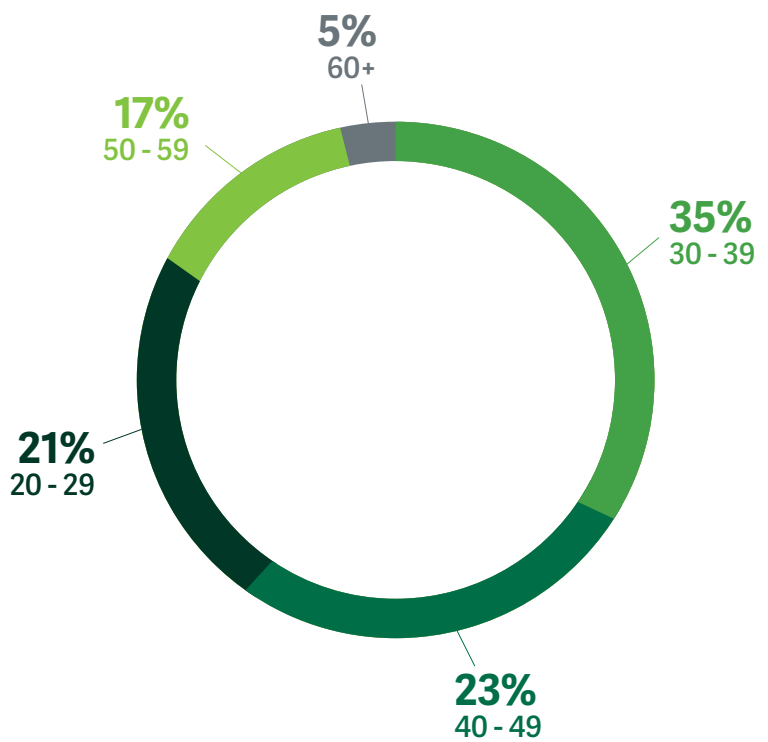
A significant majority of the sample was at the staff/associate or managerial level, with 13% being at the director level or above.



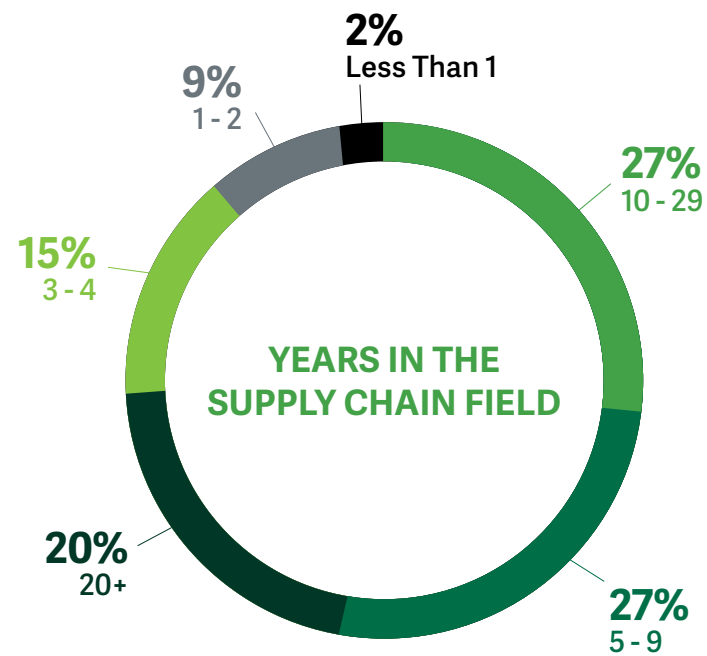
GENDER AND ETHNICITY



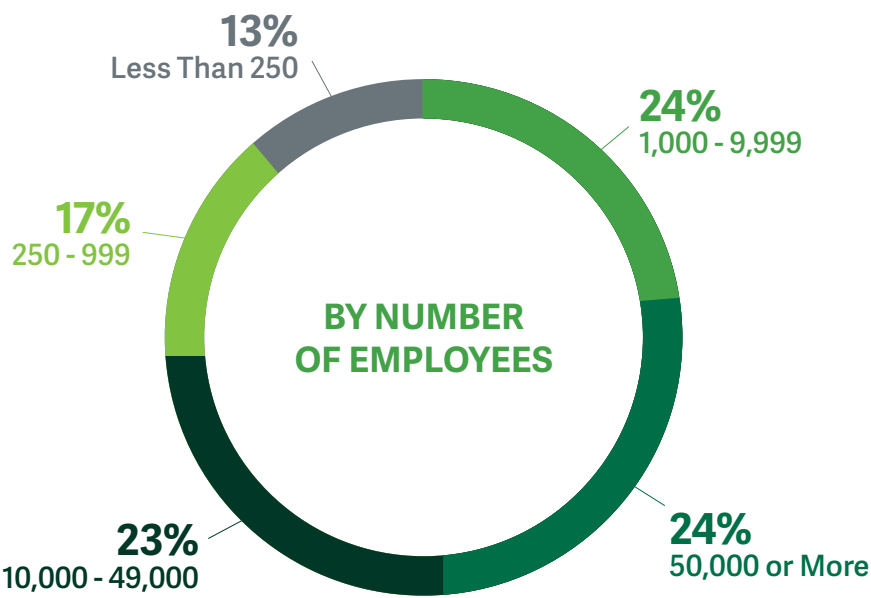
AGE



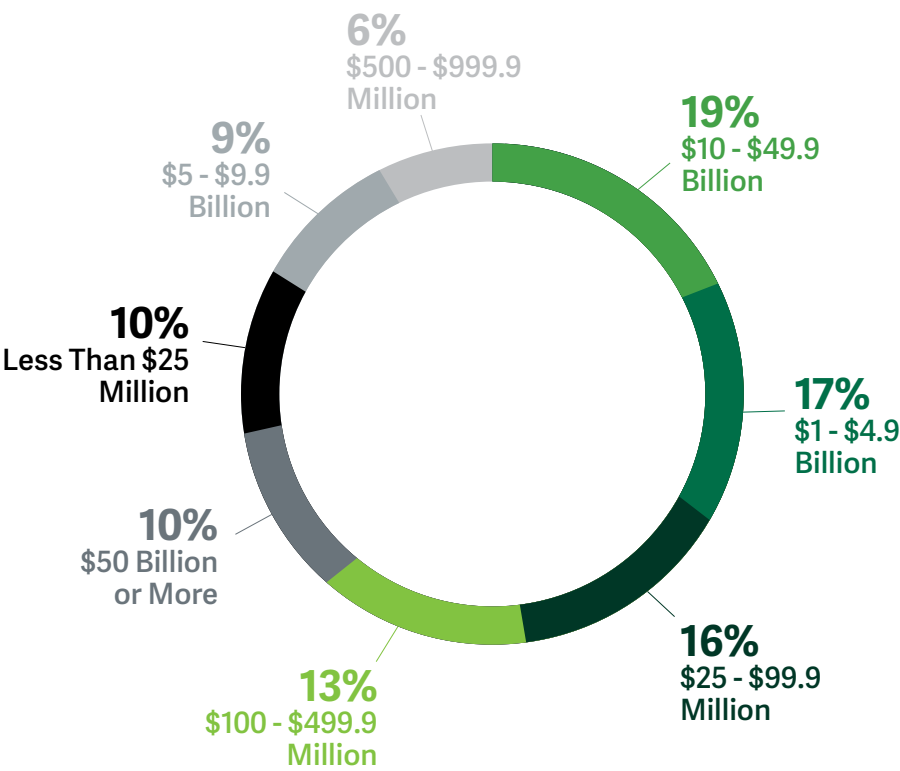
INDUSTRY TENURE



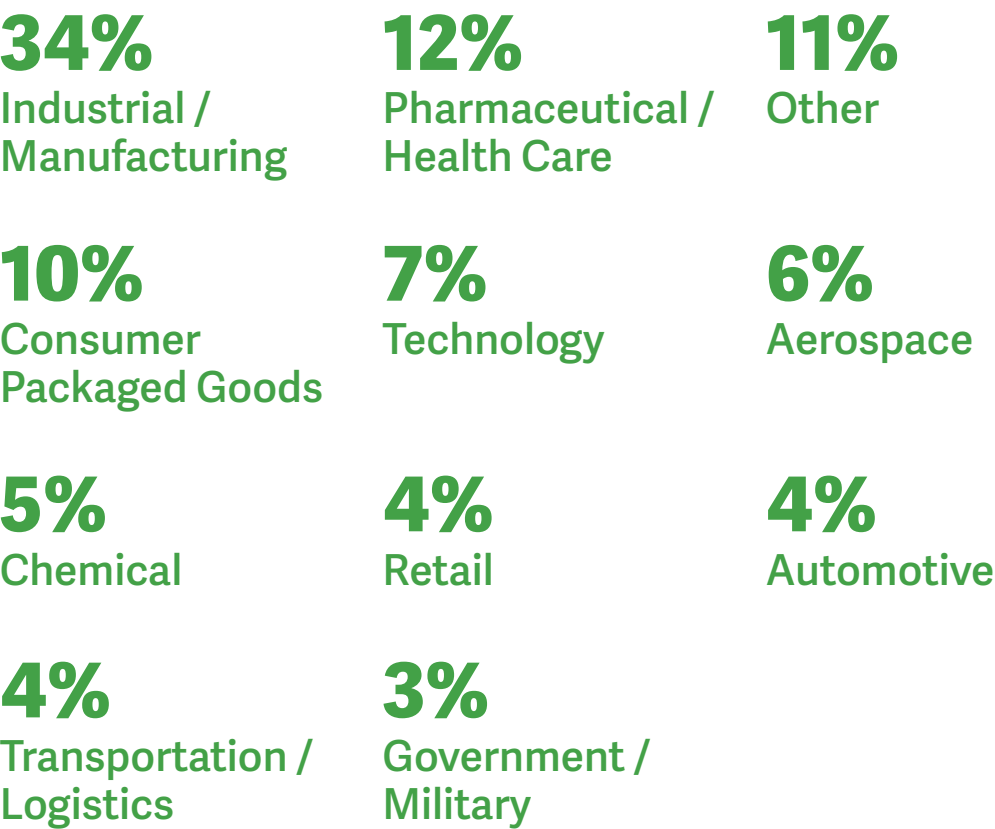
COMPANY SIZE



COMPANY ANNUAL REVENUE



INDUSTRY



DATA METHODOLOGY

Participants were initially invited to respond to the survey on January 27, 2021, and were sent reminders to participate on February 1 and 5. 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, 2019, and October 1, 2020. The survey was closed for tabulation on February 8, 2021, with 2,099 usable responses from the United States. Supply chain professionals around the world were invited to participate. Worldwide, there was a total of 3,376 usable responses. A global summary can be found in a separate report. The margin of error for percentages based on usable responses is 2%± percentage points at the 95% confidence level. Percentages may not add to 100 for single-answer questions because of rounding or non-response.

About ASCM

The Association for Supply Chain Management (ASCM) is the global leader in supply chain organizational transformation, innovation and leadership. As the largest nonprofit association for supply chain, ASCM is an unbiased partner, connecting companies around the world to the newest thought leadership on all aspects of supply chain. ASCM is built on a foundation of APICS certification and training spanning 60 years. Now, ASCM is driving innovation in the industry with new products, services and partnerships that enable companies to further optimize their supply chains, secure their competitive advantage and positively influence their bottom lines.

For more information, visit ascm.org



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