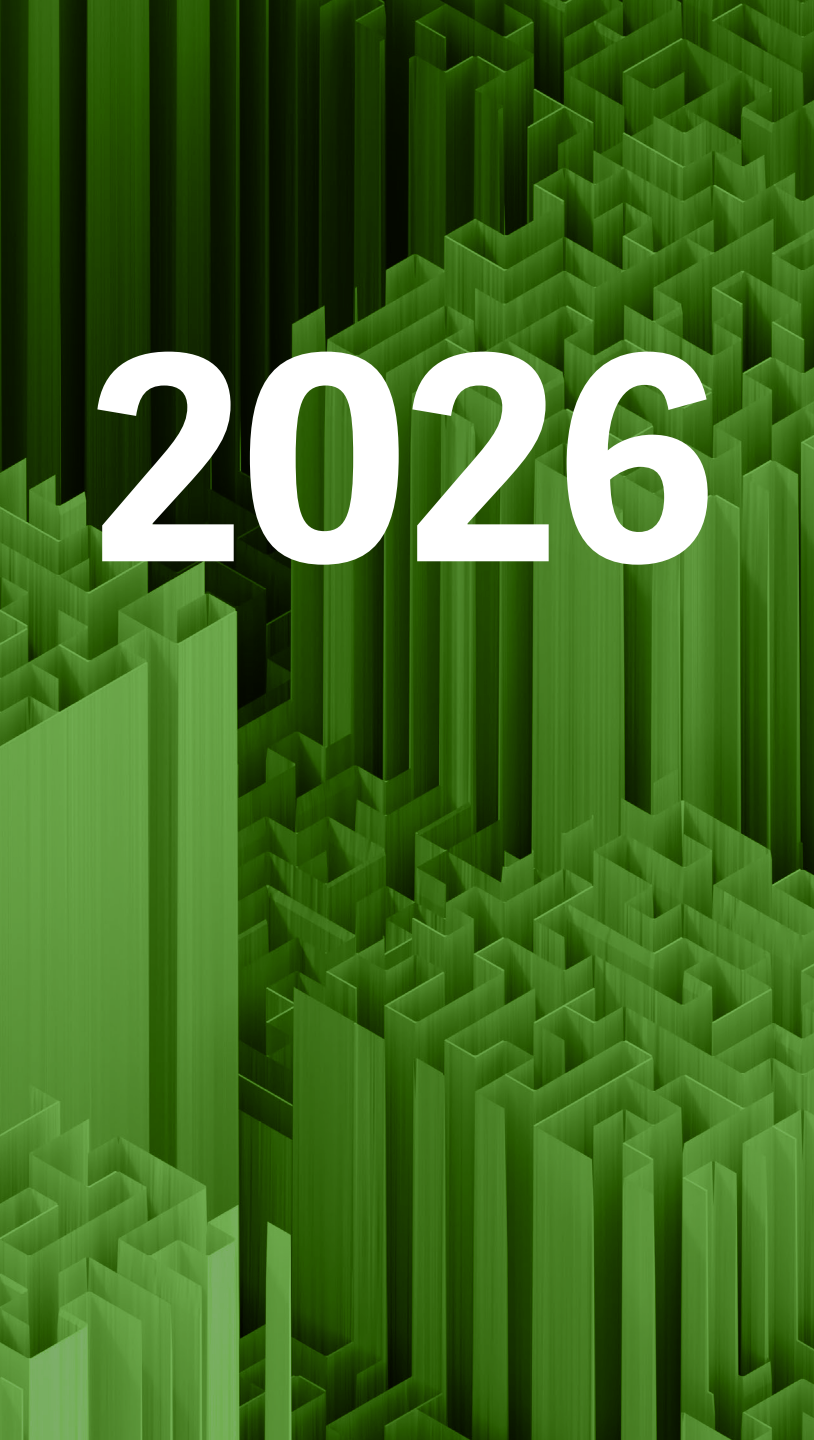




2026

ASCM SUPPLY CHAIN SALARY AND CAREER REPORT

Professional Resilience Amid New Trade Pressures

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The 2026 ASCM Supply Chain Salary and Career Report captures the pulse of a global workforce managing unprecedented technological and geopolitical shifts. Drawing on insights from 2,100 practitioners, this year's research reveals a thriving market where technical expertise and strategic problem-solving are driving record compensation. Use the following findings and benchmarks to help you navigate your supply chain career and maximize your potential value within this vital industry.

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KEY FINDINGS

Elevated earning potential

The industry is experiencing impressive compensation growth and high-value rewards for strategic expertise, as organizations increasingly prioritize internal salary gains to retain top talent.

Certification premium

Earning just one professional designation pushes median earnings to the \$100,000 threshold, while holding three or more credentials commands as much as a 32% salary premium over noncertified peers.

Upskilling advantage

APICS certification remains a primary driver of wealth in the field, with credential holders earning a median salary of up to 20% higher than those without specialized certifications.

Education ROI

Supply chain roles consistently outpace national median wages across all educational levels, confirming the field offers a superior return on investment for both academic degrees and professional certifications.

Productivity pivot

AI has moved from experimental to essential, with 63% of practitioners now using chatbots; the next competitive frontier is AI's subset, machine learning, with 25% of organizations planning near-term adoption.

Entry-level pay parity

While early-career professionals have achieved gender pay equity, a significant compensation gap emerges after 10 years, requiring targeted strategies to ensure fair wage progression.

Career satisfaction

A significant majority of practitioners would recommend the field, with those in the most senior career stages reporting the highest advocacy rate of 42% at a perfect 10.

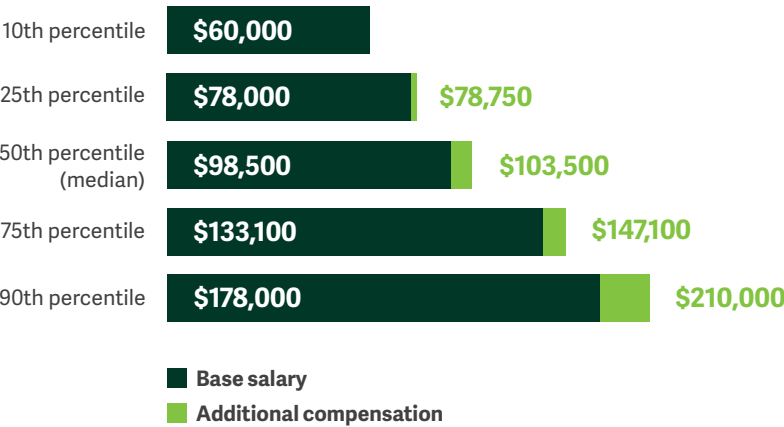
Flexibility mandate

Workplace loyalty is increasingly tied to autonomy, as 81% of professionals now benefit from flexible work arrangements, proving that adaptability is essential for maintaining a stable and engaged workforce.

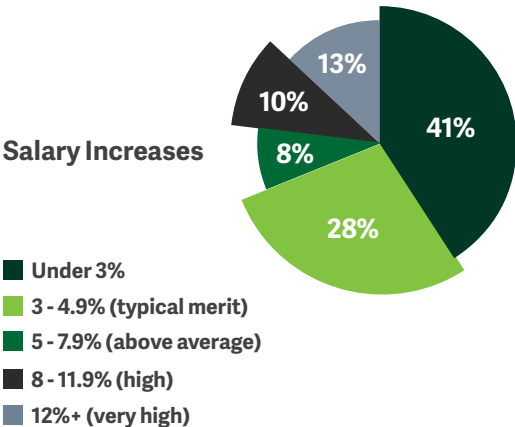
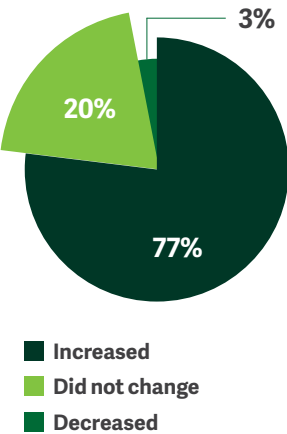
U.S. Supply Chain Salaries Reach New Milestones

The 2026 data reflects a resilient and growing market for U.S. supply chain professionals, as base salaries alone reached a new median of \$98,500 and median total compensation packages climbed to \$103,500. Stability remains a hallmark of the field, with 77% of professionals reporting a salary increase — a figure that continues to hold steady despite broader economic fluctuations. While cost-of-living adjustments of at least 3% provided a baseline for most, very substantial financial gains were experienced by those who either moved to a new company (61%) or were promoted internally (38%), reinforcing the significant premium placed on strategic career advancement and proven expertise.

Median U.S. Salaries



Average Change in U.S. Salaries



Impact of Job Mobility and Performance on U.S. Salary Growth

	Under 3%	3 - 4.9% (typical merit)	5 - 7.9% (above average)	8 - 11.9% (high)	12%+ (very high)
Promotion (same company)	7%	13%	13%	29%	38%
New job at new company	7%	8%	7%	17%	61%
Good performance review	40%	40%	9%	7%	5%
Cost of living adjustment	67%	23%	3%	4%	2%

Compensation Trends Through Disruption and Recovery

Analyzing nearly a decade of salary data provides a vital perspective on how the supply chain field has navigated a series of unprecedented global disruptions. Using 2018 as the baseline, there has been a steady, predictable labor market that briefly softened during the onset of COVID-19 in 2020. This was followed by a sharp acceleration during the Great Resignation of 2022, which significantly drove up the median salary as organizations competed for scarce talent. Since then, while inflationary pressures and geopolitical factors have caused growth to moderate, the professional trajectory remains resilient.

The historical data through 2026 highlights a transition from the extreme volatility of the early 2020s toward more stable, albeit cooled, patterns of salary growth. To ensure statistical integrity, this analysis primarily weights the more consistent period from 2023 to the present. Looking ahead, supply chain professionals can anticipate a gradual normalization of the market that may mirror the steady growth rates of the late 2010s. However, future outcomes will remain highly dependent on shifting economic conditions, labor market dynamics and the ongoing impact of global trade policies on organizational investment.

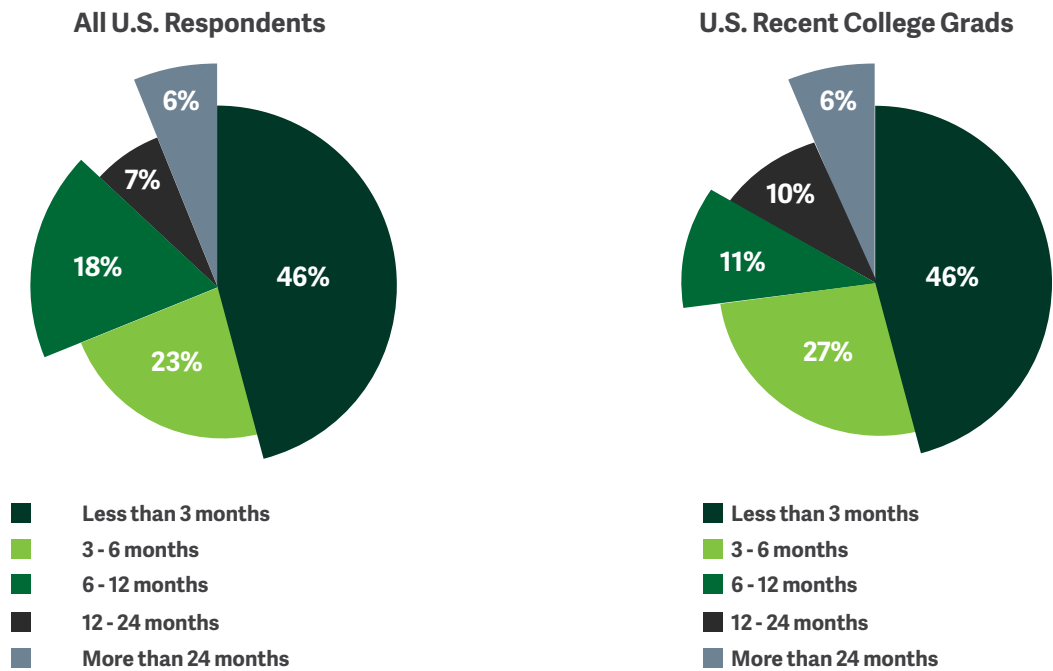
Historical Compensation Data by Percentile (Base and Bonus)

Year	25th percentile	50th percentile (median)	75th percentile
2018	\$60,300	\$82,000	\$112,000
2019	\$62,300	\$84,600	\$118,000
2020	\$63,000	\$82,007	\$113,000
2021	\$66,300	\$86,000	\$123,000
2022	\$72,000	\$96,000	\$131,000
2023	\$75,750	\$98,570	\$138,000
2024	\$78,000	\$103,000	\$143,000
2025	\$78,000	\$103,000	\$141,000
2026	\$78,750	\$103,500	\$147,000

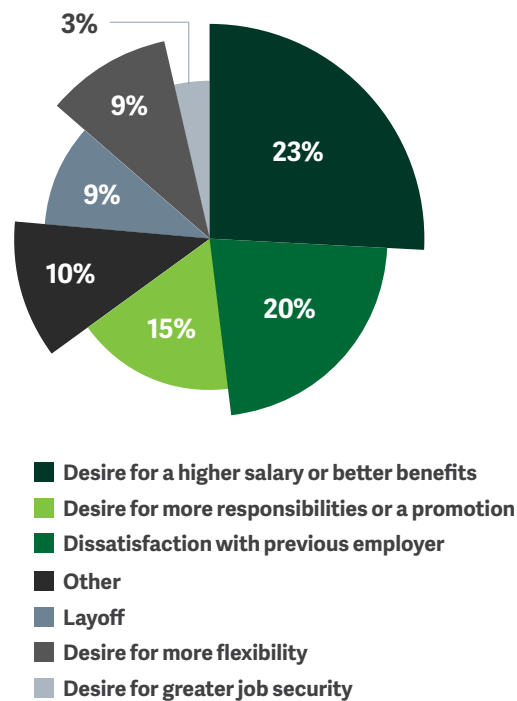
Supply Chain Talent in High Demand

Supply chain talent remains a primary target for recruiters, with industry professionals experiencing remarkably short hiring cycles. Nearly 70% of all U.S. respondents who secured new roles last year did so in six months or less, with 47% finding a position within three months. This efficiency is even more pronounced for recent college graduates — nearly 74% of whom entered the workforce within that same six-month window. Additionally, the primary drivers for seeking new employment were a desire for higher salaries (23%) and greater responsibilities (20%), with the data showing a significant drop in layoff-driven movement. This suggests that the vast majority of current market activity is fueled by professional opportunity, rather than economic instability.

Job Search Duration



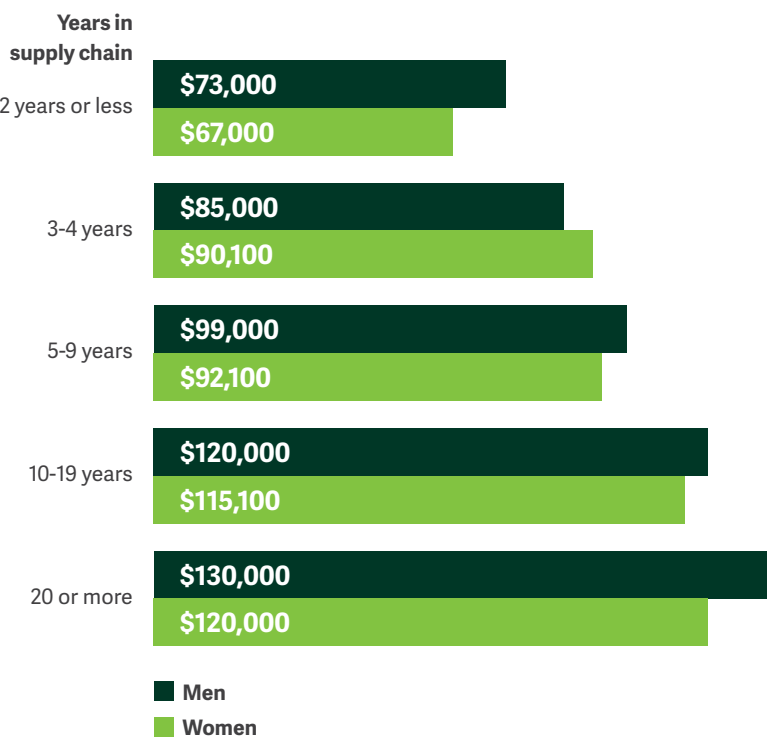
Primary Drivers for Seeking New Employment



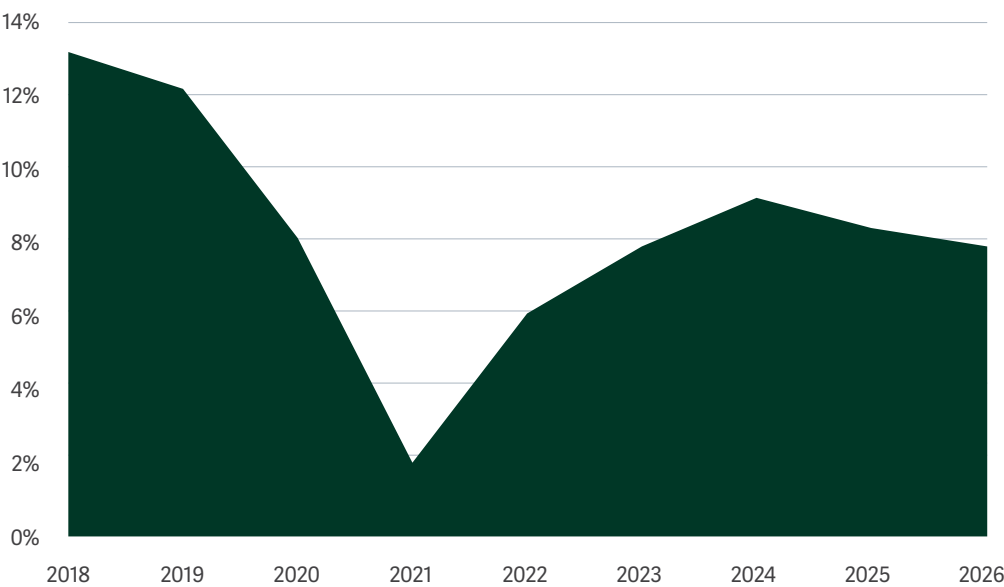
The Gender Pay Gap and Paths to Equity

While the supply chain field has made strides toward parity, the 2026 data indicates that pay equity remains an inconsistent and evolving challenge. The 4.7% median pay gap exists across the profession and is likely a lingering effect of both the Great Resignation and shifting market dynamics. Interestingly, women with three-to-four years of experience earn approximately 6% more than their male counterparts, but this brief reversal disappears as professionals advance. By the time practitioners reach 20 or more years in the field, the gap widens to 8.3%, with men reporting a median salary of \$130,000 compared to \$120,000 for women. It's clear that sustained effort is critical to ensure fair growth and compensation opportunities for women throughout their entire career trajectories.

Gender Pay Gap Analysis by Career Tenure



Gender Pay Gap Change Year Over Year



Outpacing National Salary Benchmarks at Every Level

Supply chain management offers a direct route to financial stability and growth, rewarding professionals with high pay regardless of their education level. For those who enter the field with a high school diploma, a median salary of \$78,000 provides a remarkable 61% premium over the national average for that demographic. This trend of outperformance continues through higher education, as professionals with an associate degree earn \$84,000 — exceeding the national median for even those with four-year undergraduate degrees. In addition, graduate and master’s degree holders have reached an impressive median salary of \$124,000 — 30% over the national median for the same education level.

Supply Chain Median Salaries Versus National Average

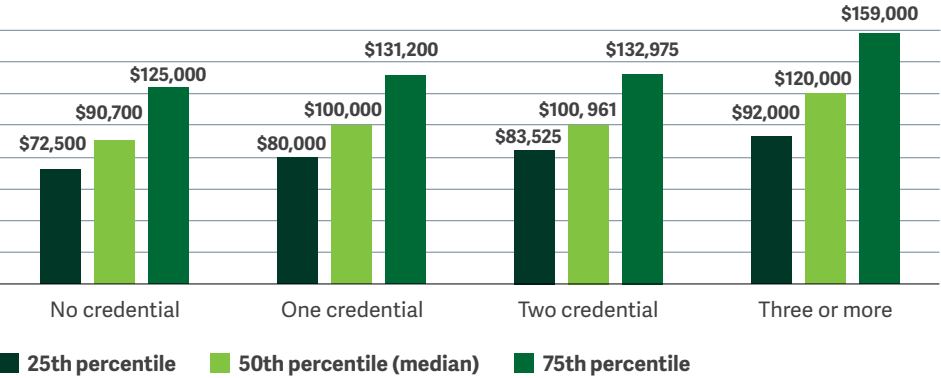
Highest level of education completed	Supply chain median	National median*	Difference
Graduate or master's degree	\$124,000	\$95,680	30%
Undergraduate degree or tertiary designation at a university or college	\$95,400	\$80,236	19%
Associate degree, higher education certificate or foundation degree	\$84,000	\$57,148	47%
Technical or trade school diploma	\$79,000	\$53,040	49%
High school diploma or equivalent or secondary school	\$78,000	\$48,360	61%

*Source: U.S. Bureau of Labor Statistics, 2024

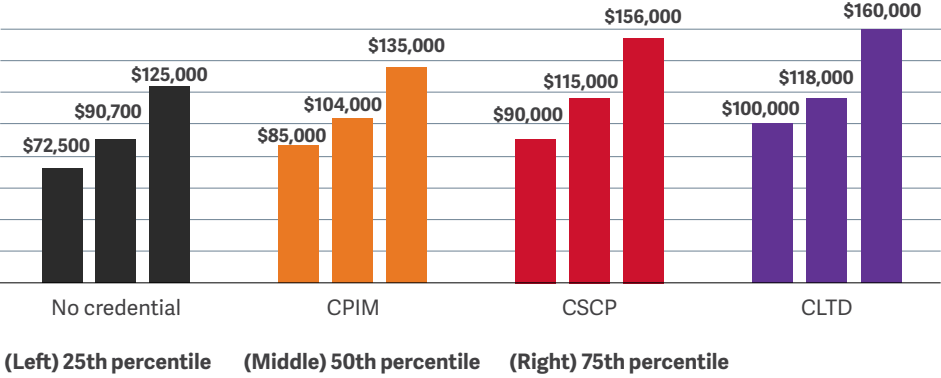
The Certification Advantage and Upskilling as Catalysts for Growth

Earning an APICS certification provides a significant financial advantage, with credentialed professionals enjoying a 20% median salary increase over those without one. This premium remains consistent across all stages of a career, offering a 4% edge even when compared to other supply-chain-specific designations. While the CPIM and CSCP provide substantial boosts of 15% and 27% respectively, the CLTD leads the way with a 30% increase, driven in part by the deep expertise of its more experienced cohort.

Compensation Benchmarks by Number of Credentials



Impact of APICS Certifications on Earning Potential



Salary Premium for APICS-Certified Supply Chain Degree Holders



Salary Trends by Job Title

Supply chain compensation scales significantly as professionals transition from functional execution to strategic leadership. While mid-level analysts and buyers command competitive market rates, the expansion of supervisory scope triggers a substantial rise in earnings, with managers across planning and procurement now crossing the \$100,000 median threshold. This upward trajectory continues into senior management and director levels, culminating in executive roles where the focus on global strategy and high-level problem-solving drives the industry's peak salaries.

Salary Distribution Across Industry Positions

	25th percentile	50th percentile (median)	75th percentile
Director of supply chain	\$131,925	\$154,000	\$190,600
Senior supply chain manager	\$113,500	\$141,000	\$162,500
Materials manager	\$87,000	\$110,500	\$126,547
Supply chain manager	\$73,000	\$103,468	\$125,000
Planning manager	\$87,425	\$101,250	\$117,750
Procurement manager	\$75,000	\$100,360	\$115,325
Inventory manager	\$64,000	\$100,000	\$113,500
Operations manager	\$70,500	\$91,800	\$122,000
Purchasing manager	\$72,000	\$90,000	\$113,000
Senior buyer	\$75,000	\$89,000	\$95,000
Demand planning manager	\$72,550	\$88,500	\$127,750
Supply chain analyst	\$72,461	\$87,750	\$97,350
Logistics manager	\$58,000	\$86,500	\$117,475
Supply chain specialist	\$68,133	\$83,300	\$102,500
Master scheduler	\$68,929	\$82,000	\$103,800
Buyer/planner	\$72,000	\$81,250	\$95,000
Supply planner	\$50,000	\$78,000	\$90,000
Material planner	\$66,250	\$75,075	\$85,000
Production planner	\$66,000	\$75,000	\$83,430
Buyer	\$55,000	\$65,382	\$80,250

Professional Satisfaction from Entry-Level to Executive

The 2026 data confirms that a supply chain career offers rewards far beyond the paycheck, as professional fulfillment consistently builds across every stage of the career cycle. In fact, nearly 55% of Baby Boomers and more than 45% of Gen X respondents rate their satisfaction with the field at a 9 or 10 — a clear pattern has persisted through a global pandemic and major geopolitical disruptions. This enduring engagement also extends to career advocacy: While a vast majority of respondents would recommend the profession, Baby Boomers lead the way with 54% reporting they are very likely to do so. Such long-term resilience proves that supply chain is a field where expertise and experience consistently translate into a deeper sense of professional purpose, regardless of the broader economic climate.

Job Satisfaction Ratings Across All Generations

	Total	Gen Z	Millennial	Gen X	Baby Boomer
Very satisfied - 10	26%	18%	23%	30%	39%
9	14%	12%	13%	16%	16%
8	28%	30%	29%	28%	24%
7	18%	30%	20%	16%	12%
6	8%	5%	9%	7%	4%
5	4%	5%	5%	3%	3%
4	1%	1%	1%	1%	2%
3	1%	0%	1%	0%	1%
2	0%	0%	0%	0%	0%
Not at all satisfied - 1	0%	0%	0%	0%	0%

Generational Perspectives on Recommending a Supply Chain Career

	Total	Gen Z	Millennial	Gen X	Baby Boomer
Very satisfied - 10	28%	23%	24%	33%	42%
9	15%	17%	15%	14%	12%
8	27%	23%	26%	28%	26%
7	15%	19%	18%	13%	8%
6	6%	7%	8%	4%	3%
5	5%	8%	6%	3%	6%
4	2%	3%	2%	2%	1%
3	1%	1%	1%	1%	2%
2	0%	0%	0%	0%	2%
Not at all satisfied - 1	1%	0%	1%	1%	0%

Workplace Culture and Career Satisfaction

Supply chain professionals report a profound sense of purpose, with 89% expressing pride in their work and a strong majority benefiting from flexible arrangements and a supportive organizational culture. Most employees feel encouraged to take time to recharge and find that their roles allow for a healthy work-life balance. It’s worth noting that several benefits vary sharply by region: Europe leads in time-off benefits, with 44% of professionals receiving at least five weeks of leave, while North American workers often face longer hours and more conservative vacation allowances. Despite these regional disparities, 60% of the global workforce feels appreciated for their hard work, underscoring a resilient commitment to a profession that offers high levels of personal and organizational satisfaction.

Professional Sentiment Toward Organizational Culture and Balance

	Agree	Neutral	Disagree
I like the culture of my organization.	69%	12%	19%
My work arrangements are flexible.	81%	8%	11%
I am encouraged to take vacation and recharge.	64%	21%	15%
My job allows a good work-life balance.	67%	15%	18%
I feel appreciated for my hard work.	60%	19%	22%
I feel that the public understands the value of supply chain professionals.	33%	28%	39%
I am proud of the work I do.	89%	9%	3%

Distribution of Weekly Work Hours Across Global Markets

	Global	United States	Canada	Europe
35-40	21%	17%	42%	27%
40-45	47%	47%	43%	49%
45-50	22%	24%	10%	16%
50-60	9%	10%	5%	6%
More than 60	2%	2%	1%	2%

Annual Paid Time Off Distribution by Geography

	Global	United States	Canada	Europe
None	3%	1%	1%	7%
1 week	2%	2%	1%	2%
2 weeks	12%	14%	11%	1%
3 weeks	19%	25%	26%	3%
4 weeks	24%	24%	21%	21%
5 weeks or more	16%	13%	18%	44%
Unlimited	4%	6%	1%	1%

Human Ingenuity and AI Drive Digital Evolution

While individual adoption of tools such as AI chatbots and cloud computing has surged past 60%, a critical disconnect remains: Supply chains are digitizing faster than the workforce can keep up. This gap is most visible in the 40% of professionals who identify data analytics as their organization’s primary deficiency, followed closely by leadership and demand planning. This suggests that, while employees are embracing productivity-boosting tools, businesses are still struggling to cultivate the strategic analytical depth required to truly maximize those technologies. Ultimately, core human competencies — specifically critical thinking, problem-solving and collaboration — remain the most vital drivers of career advancement, proving that the ability to navigate complexity through human ingenuity is still the industry’s bedrock.

Current and Planned Adoption of Emerging Technologies

	Currently use	Plan to use	No plan to use
AI chatbots	63%	22%	15%
Cloud computing services	61%	16%	23%
Machine learning	27%	25%	47%
Robotics	21%	19%	60%
Autonomous vehicles	10%	13%	77%
Blockchain	7%	18%	75%
Drones	5%	11%	84%

Primary Skill Gaps Identified Within Organizations



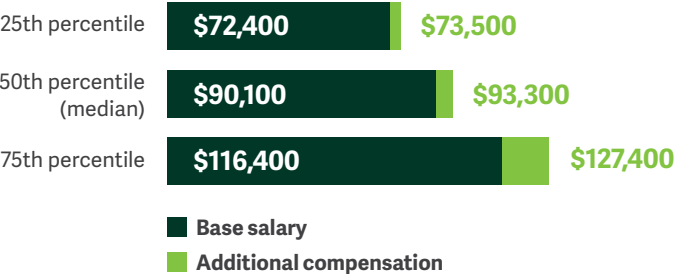
Priority Human-Centric Skills in the Profession



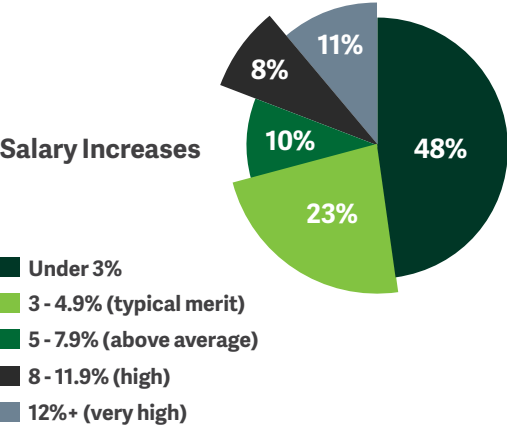
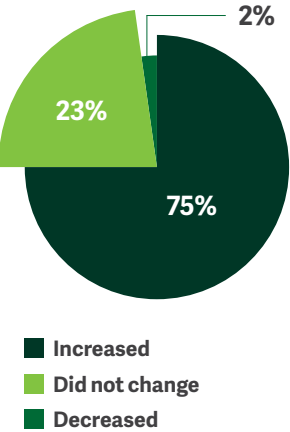
Certifications Equal Substantial Earnings Growth in Canada

The Canadian supply chain sector continues to demonstrate financial resilience, with the median base salary rising to \$90,100 and 75% of professionals securing a raise this year. While the market for top talent remains competitive — evidenced by 11% of the workforce receiving increases of 12% or more — the most significant driver of earning potential is specialized expertise. In addition, Canadian practitioners holding at least one APICS certification earn a median salary of \$104,500, a 17% premium over their non-credentialed peers. This return on investment is even more pronounced for specific designations, as CPIM and CSCP holders earn median salary increases of 20% and 22% respectively, highlighting the critical value of advanced professional development in the Canadian market.

Median Canadian Salaries



Average Change in Canadian Salaries



Supply Chain Salaries Outpace Local Averages Across Global Markets

The following table provides a snapshot of median compensation for supply chain professionals across 12 key global markets compared to local median benchmarks. These figures, reported in local currencies, reveal that supply chain salaries exceed the median overall salary in the vast majority of regions, illustrating the high value placed on this expertise. From the established industrial hubs in Europe to the rapidly expanding markets in Asia and Africa, this data reflects unique economic conditions and cost-of-living standards while serving as a benchmark for the significant earning potential found within the global supply chain landscape.

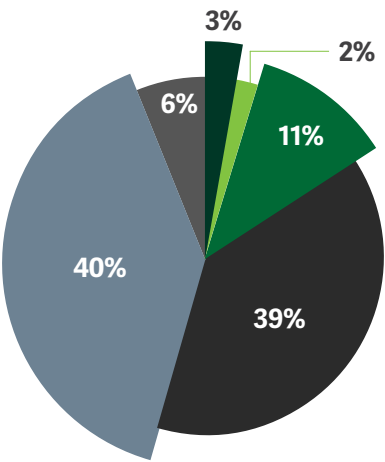
Global Median Supply Chain Salaries by Region

Country	Median supply chain salary (in local currency)	Media overall salary (in local currency)
Australia	A\$ 136,300.00	A\$ 108,170.00
Brazil	R\$ 311,750.00	R\$ 218,080.00
France	€ 60,900.00	€ 60,204.00
Germany	€ 78,300.00	€ 67,512.00
India	₹ 2,043,750.60	₹ 3,940,656.00
Italy	€ 50,590.50	€ 53,940.00
Mexico	MX\$ 919,275.00	MX\$ 699,720.00
Netherlands	€ 70,844.10	€ 69,339.00
Nigeria	₦ 28,847,050.00	₦ 43,400,000.00
South Africa	R 1,064,070.00	R 526,968.00
Switzerland	CHF 140,971.60	CHF 67,120.00
United Kingdom	£ 59,710.92	£ 53,884.00

A Balanced and Experienced Research Sample

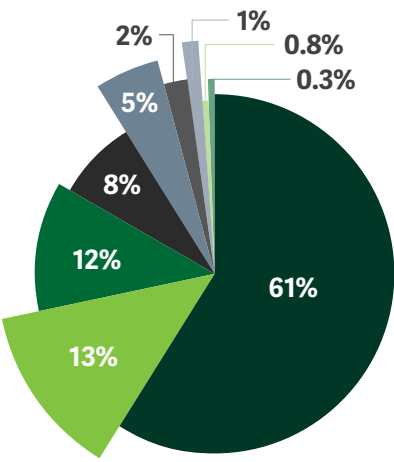
The 2026 data reveals a mature and highly educated workforce anchored by Millennials and Gen X, who together comprise 88% of the industry. This global talent pool is characterized by professional stability, with 79% of individuals serving in manager or associate roles while a significant segment ascends into director and executive leadership. Representation across the sectors continues to evolve, reflecting a diverse mix of backgrounds and identities.

Respondent Profile by Job Classification



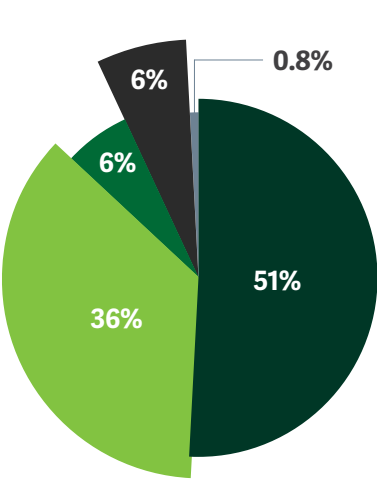
- Executive/C-suite level
- Vice president
- Director
- Manager
- Staff/associate
- Other

Respondent Profile by Ethnicity



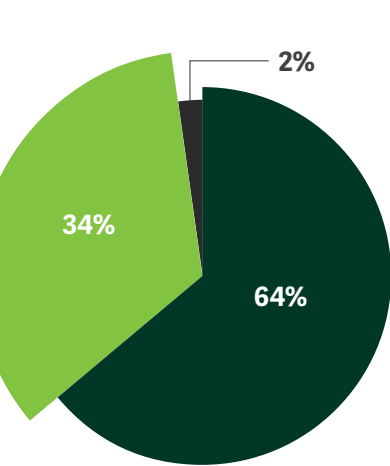
- White
- Asian
- Hispanic, Latino or Spanish
- Black
- Prefer not to answer
- Middle Eastern or North African
- Other
- Native American
- Native Hawaiian or other Pacific Islander

Respondent Profile by Generational Demographic



- Millennial
- Gen X
- Gen Z
- Baby Boomer
- Decline to answer

Respondent Profile by Gender



- Male
- Female
- Nonbinary
- Decline to answer



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.

To learn more, visit ascm.org.