More than 1,700 supply chain professionals from the United States provided their responses to our second annual survey focused on compensation and careers in the supply chain field. An interactive tool associated with this report is available at ascm.org/surveycalc. Both of these resources explore salary and career data based on user selections of various factors.

**1700+ SUPPLY CHAIN PROFESSIONALS SURVEYED**

For information about the survey demographics, please see Appendix A, which begins on page 25. For information about how the survey and this report were developed, please see Appendix B, which begins on page 29.
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SALARIES ARE ON THE RISE
The median salary for supply chain professionals in 2018 was $80,000, up from $78,000 in 2017. Annual average raises increased to 4.2%, up from 3% in 2017.

JOB STABILITY IS STRONG
Most respondents stayed with their current companies. Over half remained in their current position, nearly a quarter were promoted and 13% moved laterally within their company.

WORK/LIFE BALANCE IS GOOD
Nearly all respondents receive holiday pay and 80% have three weeks or more of paid time off. More than half are offered flexible schedules and can work from home if needed.

GENDER SALARY GAP CLOSING
The gap between men’s and women’s salaries appears to be narrowing, especially for those under 40.

SUPPLY CHAIN PROFESSIONALS LOVE THEIR JOBS
An overwhelming majority of respondents are very or extremely satisfied with their jobs.

APICS CERTIFICATION PAYS OFF
The median salary for respondents with at least one APICS certification is 25% higher than those without.
Overall, the supply chain professionals surveyed earned between $51,000 and $140,000 in 2018. The median salary was $80,000, up 3% from 2017.
In addition to their base salary, 65% received additional compensation. The most common was retirement plan matching, followed by bonuses.
Over half of supply chain professionals received a pay increase in the 2 to 3.9% range. The average base salary pay increase of all surveyed was 4.2%, up from the reported 3% pay raise in 2017. Nearly all of the respondents (91%) received an increase and 9% saw no change.
Although there is still a gap between men’s and women’s salaries, it appears to be narrowing, especially for supply chain professionals under 40. This is more equitable than in other industries, as the average difference between men’s and women’s salaries in 2018 was $10,000*.

*The Balance Careers
The majority of supply chain professionals have at least a bachelor’s degree and reported a median salary that was 27% higher than those without. Supply chain professionals who do not have a bachelor’s degree reported a median salary of $63,000, which is almost twice the U.S. national median salary of $35,256*. Those who have a graduate degree or higher reported a median salary that was 25% more than those with only an undergraduate degree.

*S. Bureau of Labor Statistics
Individuals entering the supply chain field can expect to make $53,000 their first year, which is higher than the national median starting salary of $50,390*. Salaries increase as more years of experience are gained with the most significant jump occurring after five years.

*Korn Ferry
Surveyed supply chain professionals working in the San Francisco area reported the highest median salary, followed by those working in the New York, Boston and Los Angeles metropolitan areas.

<table>
<thead>
<tr>
<th>Metropolitan Area</th>
<th>Median Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Francisco</td>
<td>$100,000</td>
</tr>
<tr>
<td>New York</td>
<td>$99,000</td>
</tr>
<tr>
<td>Boston</td>
<td>$97,000</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>$93,600</td>
</tr>
<tr>
<td>Chicago</td>
<td>$91,300</td>
</tr>
<tr>
<td>Atlanta</td>
<td>$89,900</td>
</tr>
<tr>
<td>Houston</td>
<td>$89,500</td>
</tr>
<tr>
<td>Seattle</td>
<td>$88,000</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>$83,300</td>
</tr>
<tr>
<td>Denver</td>
<td>$82,900</td>
</tr>
<tr>
<td>Dallas</td>
<td>$82,500</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>$80,000</td>
</tr>
<tr>
<td>St. Louis</td>
<td>$77,300</td>
</tr>
<tr>
<td>Milwaukee</td>
<td>$70,000</td>
</tr>
</tbody>
</table>
SUPPLY CHAIN PROFESSIONAL FUNCTION

Within the ASCM Supply Chain Operations Reference (SCOR) model*, “plan” was by far the most common responsibility reported by the respondents (more than one option could be selected). The overall spread of supply chain functions were right in line with the 2017 results.

*apics.org/apics-for-business/products-and-services/apics-scc-frameworks/scor
COMMON TITLES
BY FUNCTION

PLAN
- Planning analyst
- Planning manager
- Inventory manager
- Master scheduler
- Production manager
- Purchasing manager

SOURCE
- Buyer
- Commodities manager
- Global sourcing manager
- Procurement manager
- Purchasing manager
- Sourcing specialist

MAKE
- Manufacturing planner
- Materials manager
- Operations manager
- Production manager
- Production planner
- Supply chain manager

DELIVER
- Logistics manager
- Inventory manager
- Materials manager
- Warehouse manager

RETURN
- Logistics manager
- Materials manager
- Operations manager
- Warehouse manager

ENABLE
- Materials manager
- Reverse logistics manager
- Supply chain manager
Within the ASCM Supply Chain Operations Reference (SCOR) model, “plan” was by far the most common function reported by the respondents (more than one option could be selected). The “enable” function was the highest paid, similar to what was reported in 2017.
While there is still a disparity between position levels of women and men, women did make some small gains at the manager and director level compared to last year's results. ASCM is undertaking several initiatives to help improve this situation.
Nearly all supply chain professionals are offered paid holidays. Almost three quarters are offered paid family/medical leave and more than 80% receive three weeks or more of vacation time.

While most supply chain professionals spend the majority of their time at the office, more than half have the option of working from home as needed.

*Includes maternity and paternity leave

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Holidays</td>
<td>96%</td>
</tr>
<tr>
<td>Paid Family/ Medical Leave*</td>
<td>71%</td>
</tr>
<tr>
<td>3+ Weeks Vacation</td>
<td>80%</td>
</tr>
</tbody>
</table>

WHERE THEY WORK

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>87%</td>
</tr>
<tr>
<td>Home</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
</tbody>
</table>
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 of supply chain professionals are satisfied with the quality of their benefits.
Supply chain professionals are generally happy with their careers. When asked to rate their overall satisfaction with working in the supply chain field on a 0-10 scale, 80% of respondents provided a rating of 8, 9 or 10. Nearly all supply chain professionals (95%) provided a rating of 6-10. The average rating was 8.5.
In addition, a majority of supply chain professionals plan on staying in the field for the next 5 years. On a scale of 0-10, where 0 means definitely will not remain in the field and 10 means definitely will remain in the field, the average rating was 8.7.
CAREER MOVES

In 2018, only 10% of supply chain professionals surveyed left their company. Everyone else stayed with their current companies with over half remaining in their current position. Nearly a quarter were promoted and 13% moved laterally.
THE VALUE OF CERTIFICATION

Those who hold one certification reported a median salary that was 18% higher than those who are not certified. Furthermore, each additional certification earned correlates with an additional rise in salary.
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 reported a median salary that is 25% higher than those without a certification.
Supply chain professionals with at least one APICS certification earn higher salaries than individuals whose certifications are not from APICS.
This report was prepared by the ASCM research department.

Additional information can be found in the appendices. Appendix A contains demographical information about the survey sample. Appendix B contains information about how the study and survey were prepared.

For comments, questions or other feedback, please contact research@ascm.org.
APPENDIX A: DEMOGRAPHICS OF THE SURVEY

Sample characteristics

A significant majority of the sample was at the staff/associate or managerial level, with 12% being at the director level or above. The most commonly reported region was the Midwest. The New England area and the East South Central region were the least represented.

LOCATION OF THE RESPONDENTS

[Map showing the distribution of respondents across different regions in the United States, with percentages for each region.]
APPENDIX A: DEMOGRAPHICS OF THE SURVEY

POSITION LEVEL OF THE RESPONDENTS

- 47% Staff/Associate
- 41% Manager
- 9% Director
- 2% Vice President
- 1% Executive/President/C-level
APPENDIX A: DEMOGRAPHICS OF THE SURVEY

The sample was predominantly male (59%), and most of the respondents (78%) fell between the ages of 30 and 59. Unlike last year’s survey sample, this year’s sample had an even distribution of men and women among the various age groups.

AGE OF RESPONDENTS

- 20-29: 14%
- 30-39: 31%
- 40-49: 24%
- 50-59: 23%
- 60+: 7%
- Other/declined to answer: 1%

59% Male
39% Female
APPENDIX A: DEMOGRAPHICS OF THE SURVEY

ORGANIZATION SIZE BY NUMBER OF EMPLOYEES

- Less Than 100: 9%
- 100-999: 26%
- 1,000-49,999: 46%
- 50,000 or More: 19%

INDUSTRY TENURE

- Less Than 1 Year: 1%
- 1-2 Years: 6%
- 3-4 Years: 9%
- 5-9 Years: 21%
- 10-29 Years: 51%
- 20 or More Years: 12%
APPENDIX B: HOW THE SURVEY WAS DEVELOPED

Collection of the data

Participants were initially invited to respond to the survey on October 25, 2018, and were sent reminders to participate on October 30 and November 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 July 1, 2017, and July 1, 2018. The survey was closed for tabulation on November 26, 2018, with 2,693 total responses. The margin of error for percentages based on 1,795 usable responses is ±2.3 percentage points at the 95% confidence level. Percentages may not add to 100 for single-answer questions because of rounding or non-response.

ASCM contracted with Readex Research to conduct the Supply Chain Compensation and Career survey. The survey was designed jointly by ASCM and Readex. Placement of the survey on a web page, distribution of the electronic survey invitations and tabulation of the results were handled by Readex.