

2022 Supply Chain

# Salary and Career Report

# Key Findings

## Salaries and compensation are up

Respondents report an average 9% pay increase. Overall compensation grew by an average of 12%. Total median compensation is just under \$100k.

## Gap narrowing for women and people of color at public companies

Women under 40 earned more than their male counterparts for the second year in a row. Women ages 40 to 49 narrowed the pay gap to 8% less than their male counterparts, from 15% in 2020.

In addition, salaries are more equitable for people of color at publicly traded companies, while the gap is wider at privately held companies. Similarly, women at publicly held companies report a salary slightly higher than men, but women's salaries were markedly lower than men's at privately held companies.

## Paid time off and flexibility

Nearly half (48%) of supply chain professionals receive four weeks or more paid time off. Also 20% of respondents report that their company increased the number of paid holidays in the last year. In addition, two-thirds of supply chain professionals work in a hybrid or permanent work-from-home setting, demonstrating that many supply chain professionals do not need to be on-site.

## Supply chain professionals minimally impacted by the Great Resignation

Amid the great resignation and reshuffle, supply chain professionals appear to have changed jobs less than people in other industries. This year 14% of respondents found a new job — just a 1% increase over last year's data. Only 0.5% (nine total respondents) report a layoff. Of the nine laid off, three so far have found a new job.

## Professional development pays off

Professional development is highly valued by employers. Employees with just one certification, certificate or credential earn 17% more than those without. APICS certification is particularly in demand, as people with at least one APICS certification earn 25% more than those without.

Additionally, more than just a supply chain degree is needed to increase one's value in the field. Professionals with a BA in supply chain and an APICS certification earn 18% more than those with a supply chain BA alone.

## People love their supply chain jobs

Despite ongoing disruption, career satisfaction has held strong. Supply chain professionals continue to report high job satisfaction even amid a year of turmoil.

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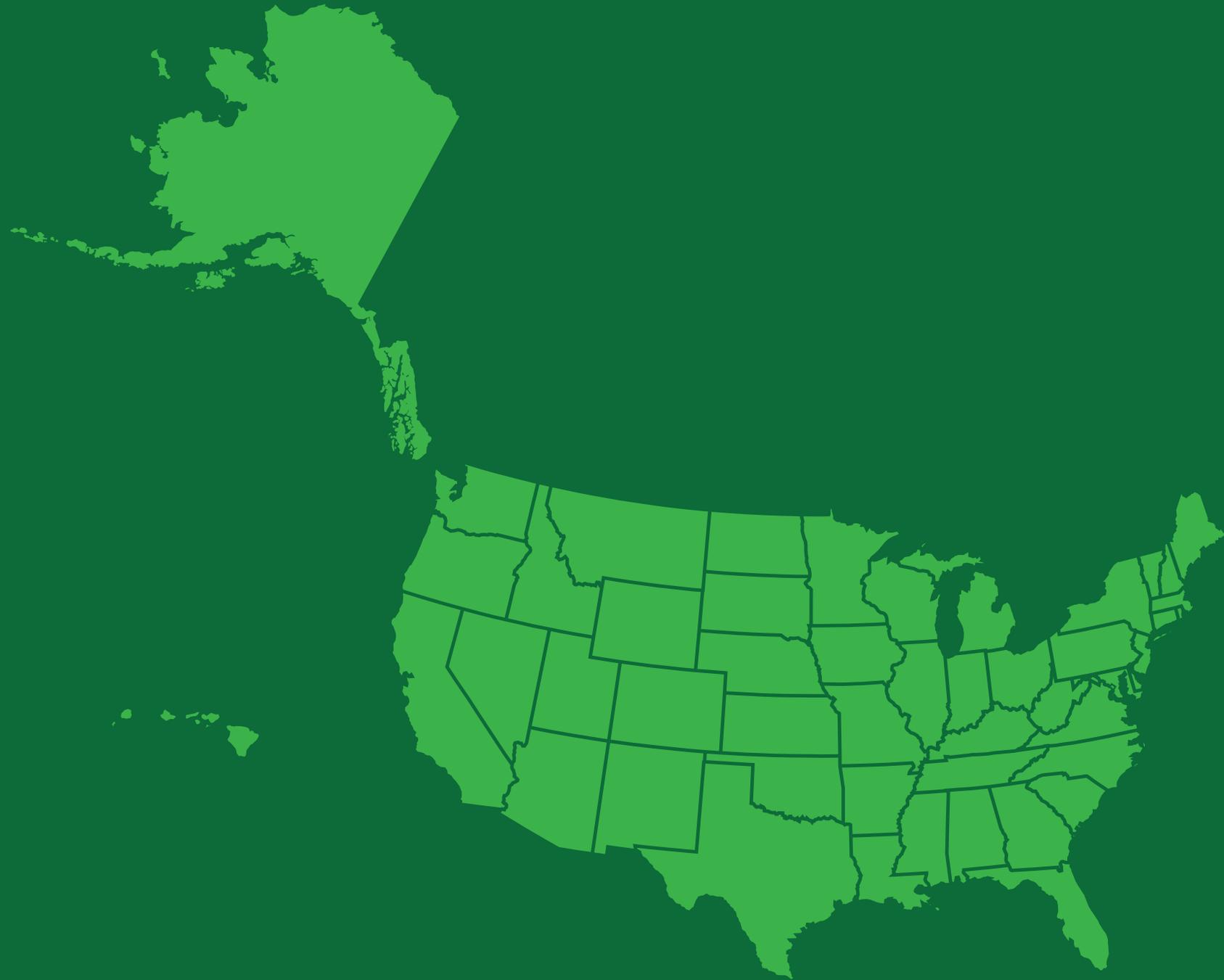
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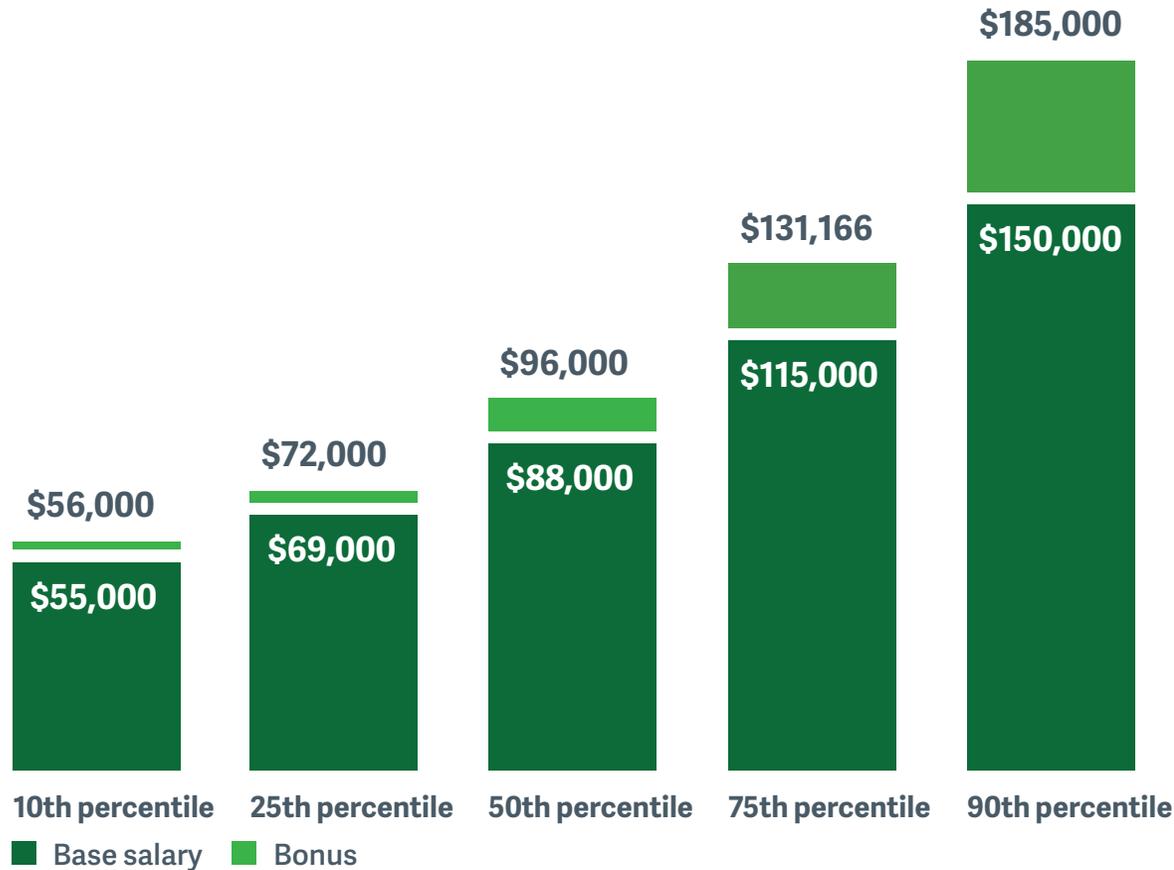
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# United States



# Supply Chain Salaries

Supply chain salaries are up from 2020, with median total compensation increasing by 12% to \$96,000 (including additional compensation). Overall, supply chain salaries ranged from \$56,000 to \$185,000 annually. Additional cash compensation includes cash bonus, profit sharing, incentive pay and overtime pay.



## Additional Compensation

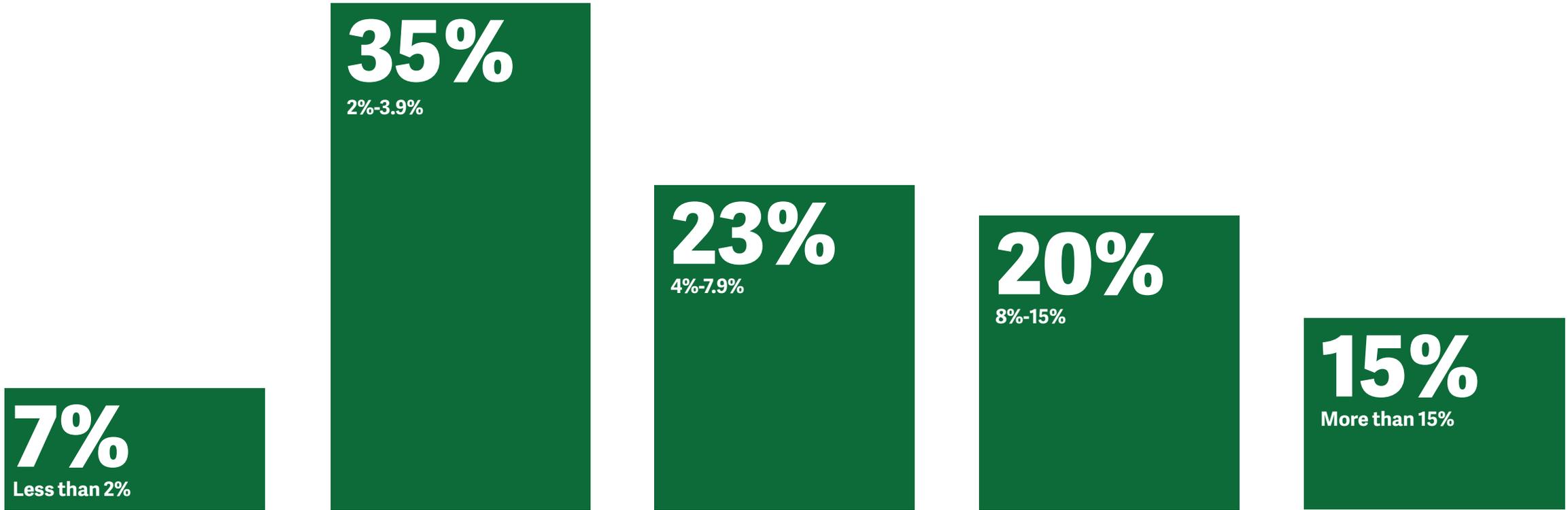
Nearly three-fourths (71%) of respondents earned at least one form of additional compensation, ranging from \$3,000 to as high as \$16,000. The median additional compensation was \$8,000.

## Additional forms of compensation received



# Salary Increases

Salary increases were high in 2021, with 79% of respondents reporting an increase, up from 59% in 2020. This is noteworthy during a year that involved layoffs and tightened budgets due to the pandemic. The average salary increase was 9%, up 3% from the previous year. More than one-third (35%) of respondents received an increase of 8% or more.

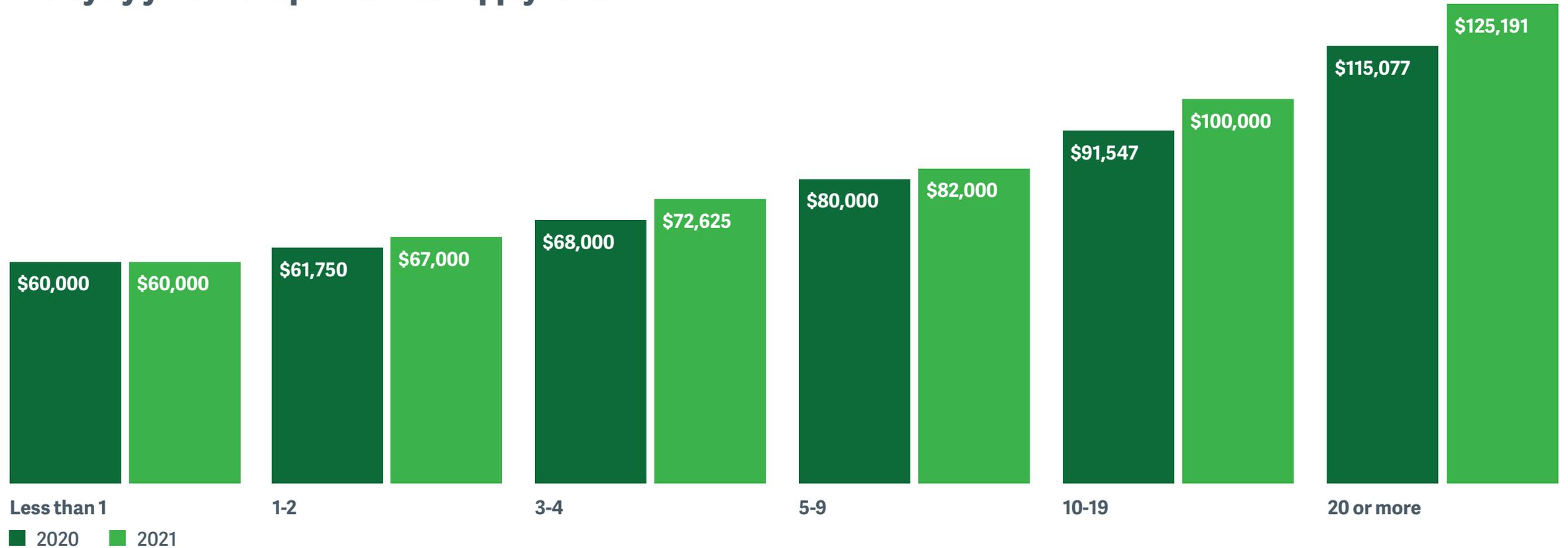


Percent increase

# Salary by Tenure

While entry-level salaries remained consistent compared to last year, across the board, salaries were higher in 2021 for nearly all other years of experience.

## Salary by years of experience in supply chain



# Salary by Functional Title

	25th percentile	50th percentile	75th percentile
<b>Supply Chain Director</b>	\$125,750	<b>\$155,000</b>	\$184,750
<b>Director of Operations</b>	\$114,050	<b>\$141,100</b>	\$160,000
<b>Supply Chain Manager</b>	\$92,500	<b>\$105,000</b>	\$121,500
<b>Operations Manager</b>	\$80,000	<b>\$97,000</b>	\$110,000
<b>Logistics Manager</b>	\$ 75,500	<b>\$ 95,000</b>	\$111,000
<b>Materials Manager</b>	\$ 74,625	<b>\$94,900</b>	\$136,500
<b>Inventory Manager</b>	\$78,000	<b>\$93,500</b>	\$101,000
<b>Master Scheduler</b>	\$74,450	<b>\$85,000</b>	\$102,500
<b>Purchasing Manager</b>	\$70,000	<b>\$80,000</b>	\$94,750
<b>Demand Planner</b>	\$68,250	<b>\$77,000</b>	\$89,500
<b>Warehouse Manager</b>	\$62,000	<b>\$75,000</b>	\$82,500
<b>Production Planner</b>	\$60,000	<b>\$68,920</b>	\$80,000
<b>Buyer-Planner</b>	\$55,000	<b>\$65,780</b>	\$75,750
<b>Buyer</b>	\$50,000	<b>\$60,000</b>	\$69,750

**Of the most commonly reported functional titles, supply chain directors, directors of operations and supply chain managers earn the highest salaries.**

# Common Supply Chain Job Trajectories

Previous titles		Current title		Titles upon promotion
Supply Chain Manager / Inventory Manager / Procurement Director	←	<b>Supply Chain Director</b>	→	Vice President of Supply Chain / Chief Operating Officer
Operations Associate / Operations Manager	←	<b>Director of Operations</b>	→	Operations Director / Vice President of Operations
Materials Manager / Master Scheduler / Planner	←	<b>Supply Chain Manager</b>	→	Director of Supply Chain / Director of Operations / Vice President
Inventory Manager / Regional Manager / Various other experience	←	<b>Operations Manager</b>	→	Operations Director / Supply Chain Manager
Logistics Coordinator / Various other logistics experience	←	<b>Logistics Manager</b>	→	Supply Chain Director / Senior Logistics Manager
Buyer / Inventory Manager	←	<b>Materials Manager</b>	→	Operations Manager / Operations Director / Supply Chain Manager
Inventory Planner / Inventory Analyst / Associate	←	<b>Inventory Manager</b>	→	Director of Operations / Supply Chain Director
Various other experienced / None or Entry Level	←	<b>Master Scheduler</b>	→	Planning Manager / Supply Chain Manager
Buyer / Senior Buyer	←	<b>Purchasing Manager</b>	→	Supply Chain Manager / Director of Purchasing
Supply Chain Associate / Various other supply chain experience	←	<b>Demand Planner</b>	→	Senior Demand Planner / Supply Chain Manager / Supply Chain Director
Warehouse Supervisor / Various other warehouse experience	←	<b>Warehouse Manager</b>	→	Director of Operations
Buyer / Planner / Inventory Analyst / Associate	←	<b>Production Planner</b>	→	Materials Manager / Supply Chain Manager / Senior Production Planner
Buyer-Planner	←	<b>Buyer Planner</b>	→	Purchasing Manager / Supply Chain Manager / Operations Manager
Purchasing Clerk / Bookkeeper / None or Entry Level	←	<b>Buyer</b>	→	Purchasing Manager / Materials Manager / Supply Chain Manager

# Common Job Titles Within SCOR Functions

## Breakdown of job titles based on the Supply Chain Operations Reference (SCOR) model

### Plan

- Demand Planner
- Buyer-Planner
- Inventory Manager
- Materials Manager
- Production Planner
- Master Scheduler

### Source

- Buyer
- Commodity Manager
- Procurement Manager
- Purchasing Manager
- Sourcing Manager

### Make

- Production Planner
- Operations Manager
- Plant Manager
- Master Scheduler

### Deliver

- Logistics Manager
- Warehouse Manager
- Operations Manager
- Distribution Manager

### Return

- Logistics Manager
- Operations Manager
- Inventory Manager
- Buyer

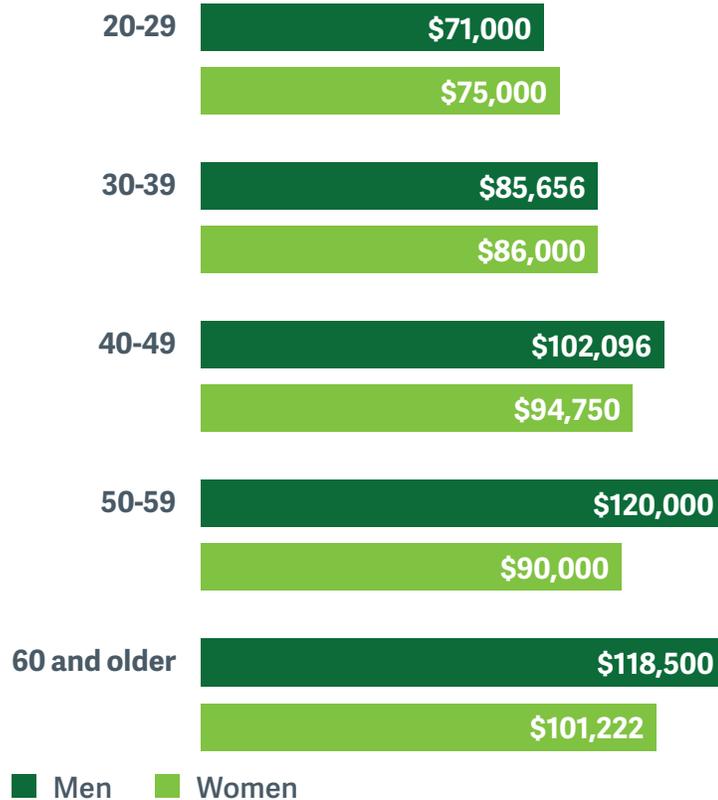
### Enable

- Business Analyst
- Solution Architect
- Consultant
- Project Manager

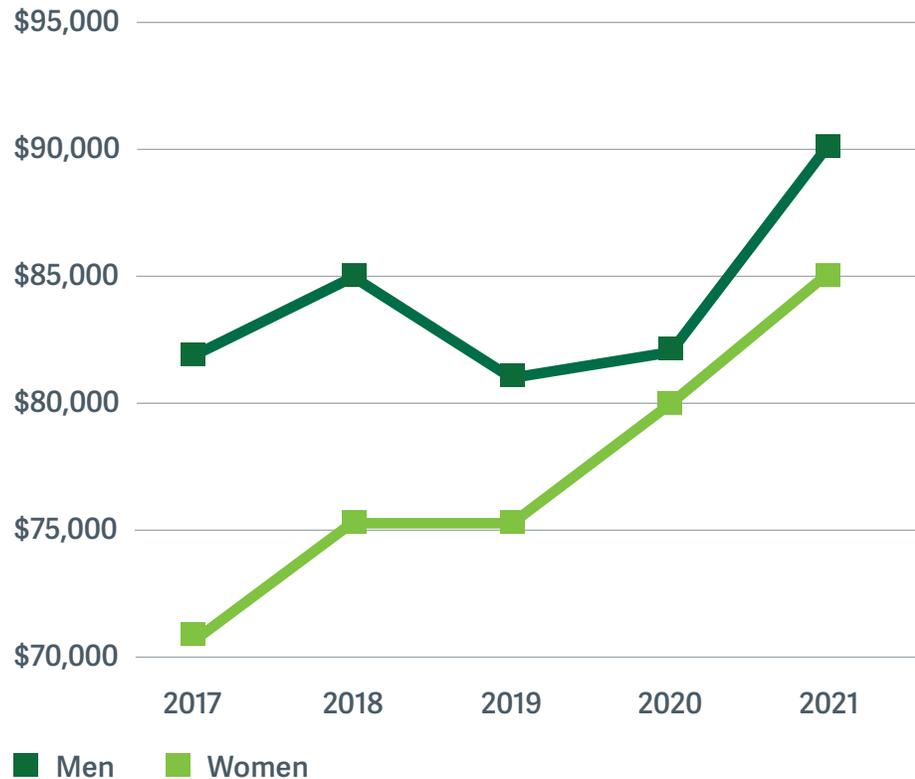
# Diversity, Equity and Inclusion

In 2020, salary equity improved between men and women. There was continued advancement in 2021, as women under 40 earned slightly more than men, and women ages 40 to 49 narrowed the pay gap to 8%, from 15% in 2020. The gap for those 50 and over widened, and the gap overall widened slightly compared to last year.

## Salary and gender by age



## Median salary comparison



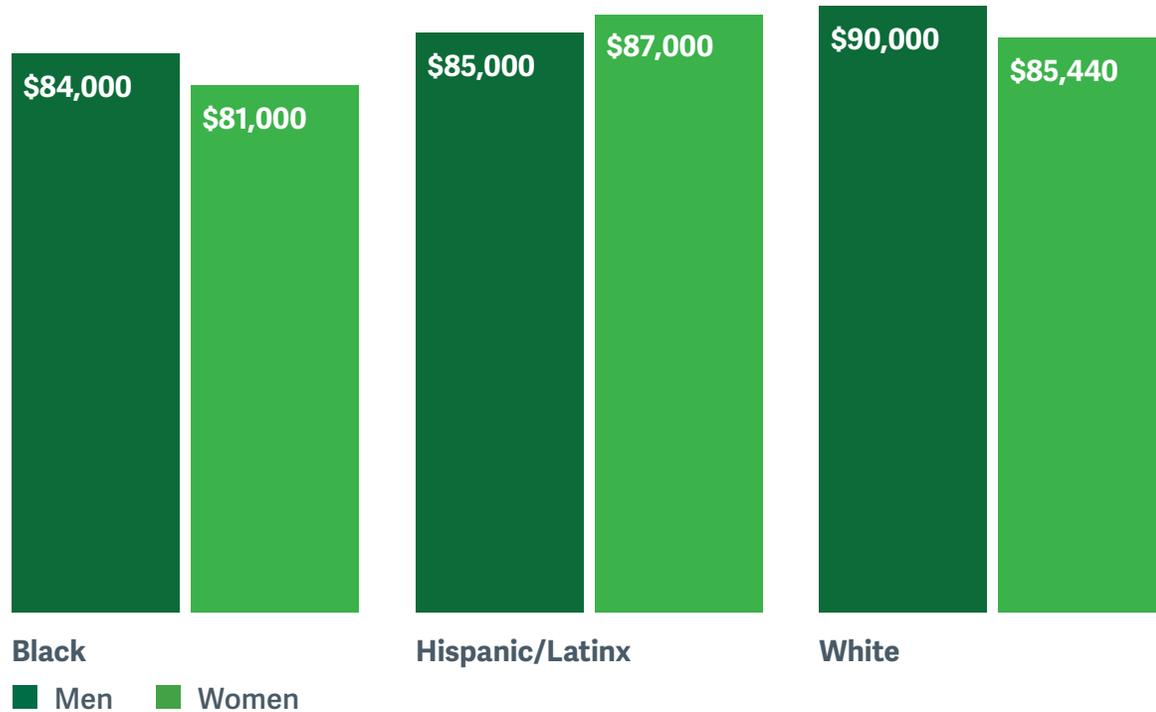
## Pay gap trend over time



# Diversity, Equity and Inclusion (continued)

A salary gap still exists for people of color in supply chain. The pay gap for Black women narrowed to 4%, compared to an 11% disparity between Black men’s and women’s salaries the previous year. Hispanic/Latinx women report a median salary 2% higher than Hispanic/Latinx men.

## Salary by gender, race and ethnicity



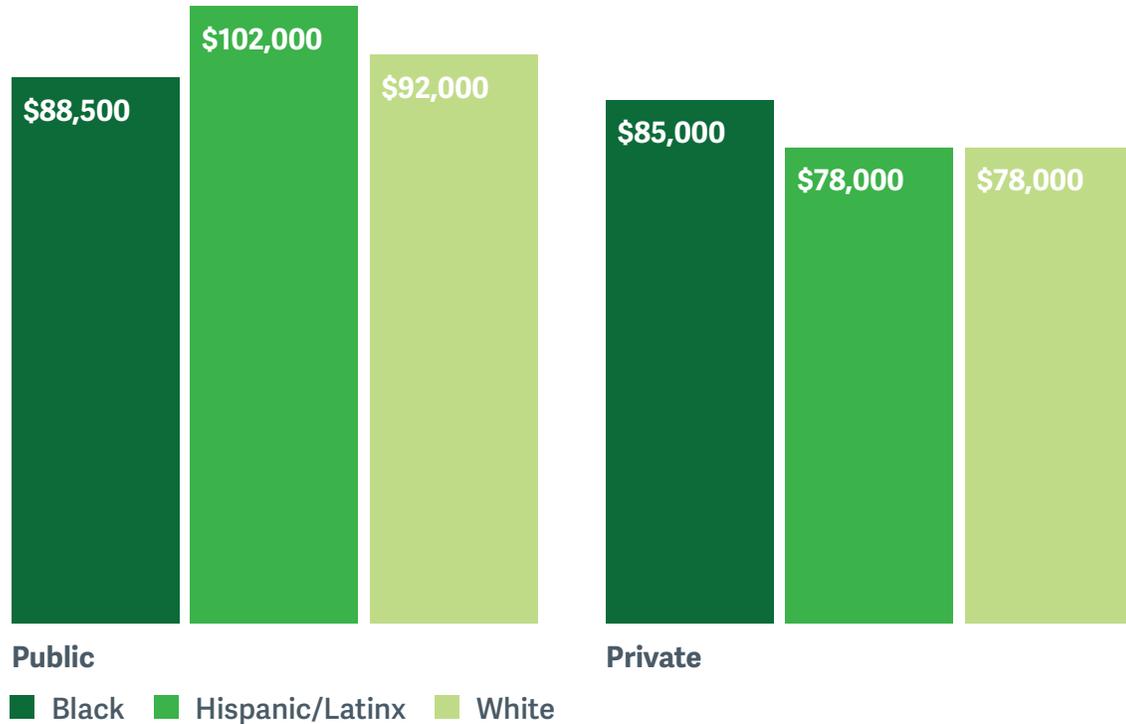
## Median salary by race and ethnicity

	Median salary	2021 salary gap	2020 salary gap
Black	\$82,000	9%	12%
Hispanic/Latinx	\$85,000	5%	14%
White	\$89,000	—	—

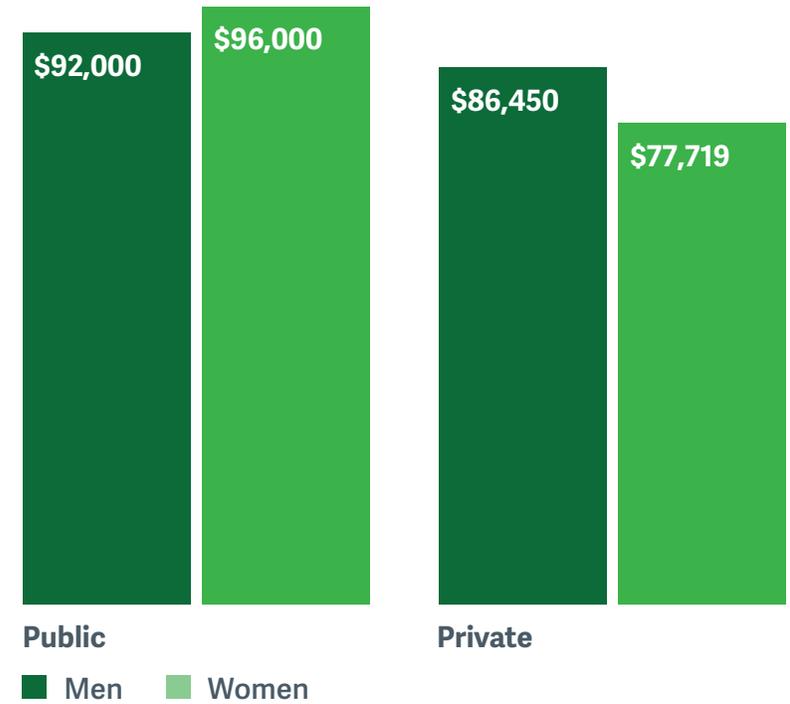
# Public-Private Gap

The major source of inequity gaps for people of color and women appears to be private organizations. The salaries reported from publicly traded companies were higher and more equitable. The pay gap between white and Black people was 4% at public firms, while the gap was 9% with private firms. At public firms, women report salaries 4% higher than men; at private firms, the gap is 11% in favor of men.

## Salary by race and ethnicity: public versus private

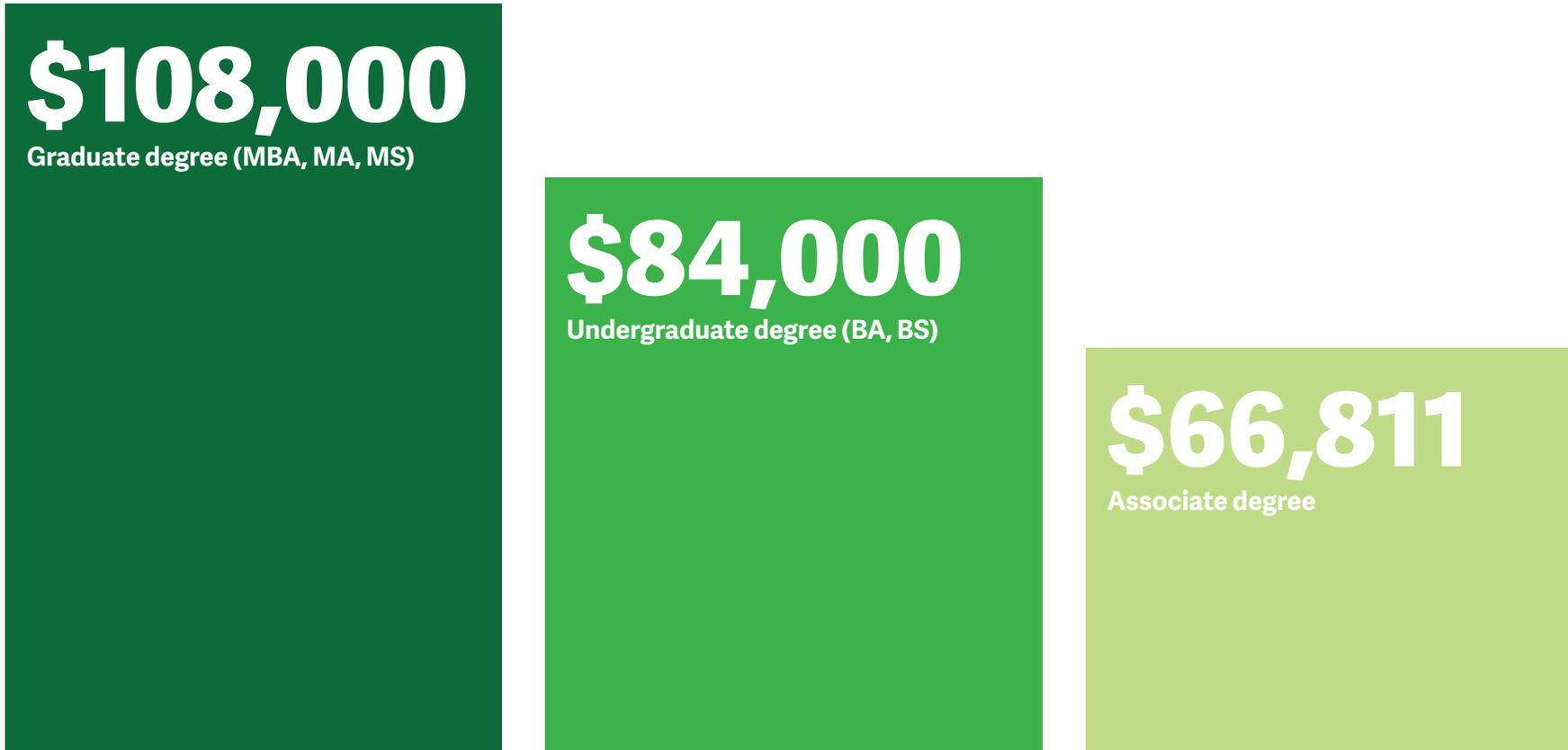


## Salary by gender: public versus private



# Salary by Education Level

More than half (54%) of supply chain professionals have a bachelor's degree and earn a median salary of \$84,000, which is 15% higher than the national median of \$72,830. About one-third (31%) of supply chain professionals have a graduate degree and earn a median salary of \$108,000.

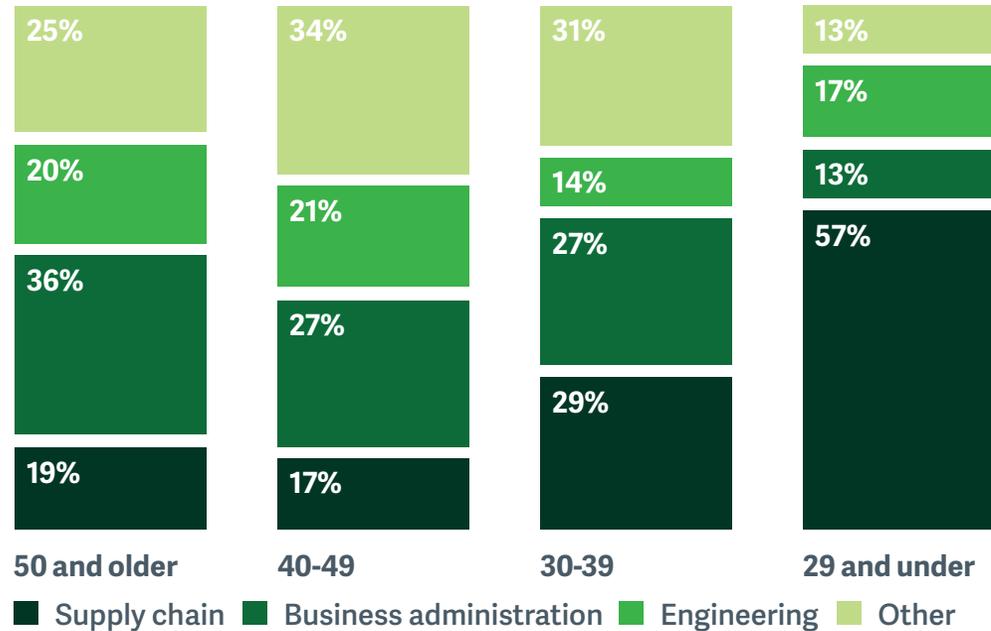


# Areas of Study

## Undergraduate studies

Supply chain degrees continue to become more common with students today. Typical areas of study for supply chain professionals include supply chain, business administration and engineering. Many survey respondents selected another area of study, indicating that a supply chain, business administration or engineering emphasis isn't necessary for a career in supply chain.

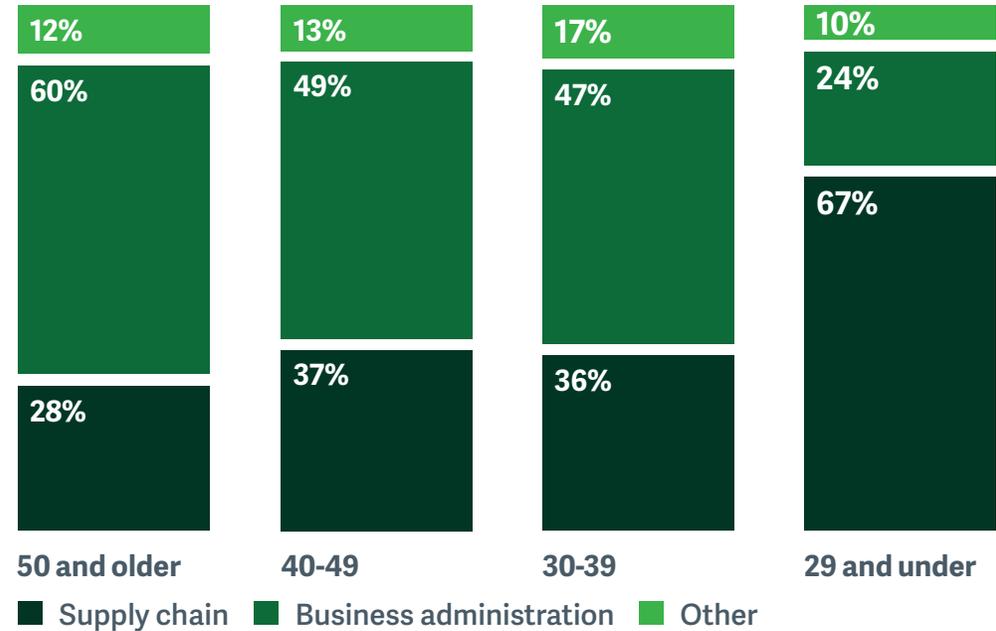
Undergraduate area of study by age



## Graduate studies

At the graduate level, the MBA is most common among supply chain professionals over the age of 30. A Master of Science with an emphasis in a supply chain discipline is much more common among those 29 and under. For those ages 30 to 49, a graduate supply chain emphasis is more common than for the same age group at the undergraduate level.

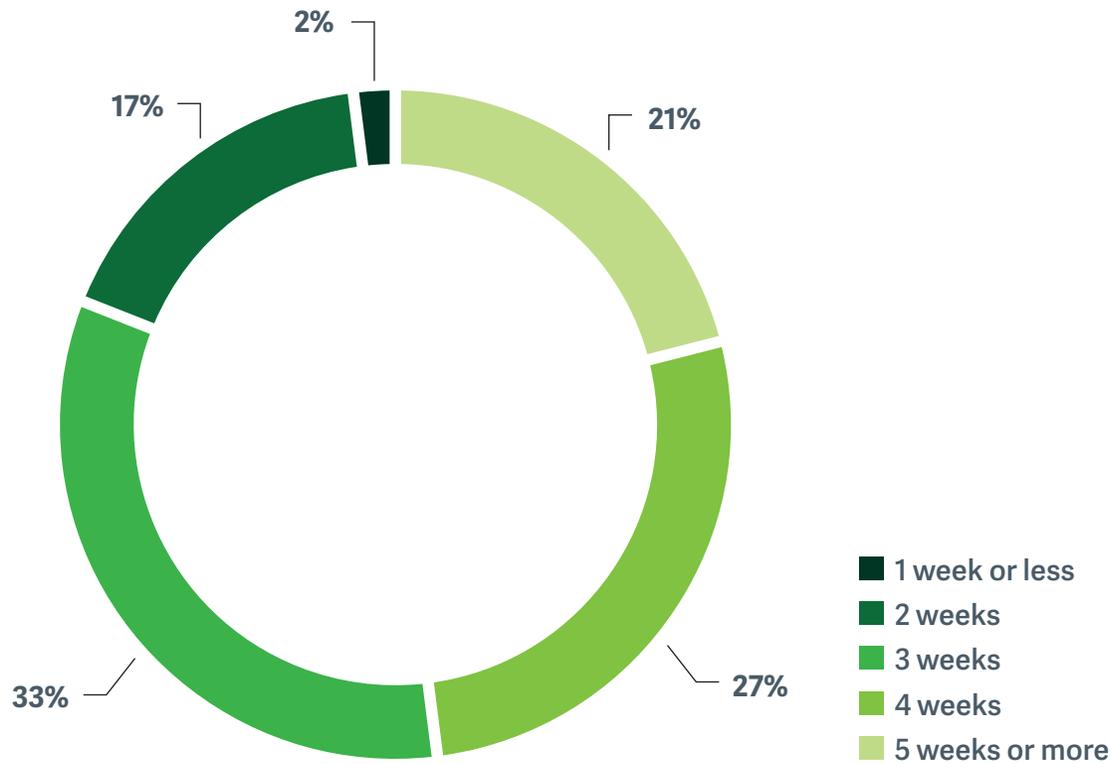
Graduate area of study



# Paid Time Off and Flexibility

Nearly half (48%) of supply chain professionals receive four weeks or more paid time off. In the last year, 20% of respondents report that their company increased the number of paid holidays. In addition, two-thirds of supply chain professionals work in a hybrid or permanent work-from-home setting, demonstrating that many supply chain professionals do not need to be on-site.

## Weeks of paid time off



## Work setting

**34%**  
On-site full time

**33%**  
Hybrid

**33%**  
Remote full time

# The Great Resignation

## (Not So “Great” in Supply Chain)

Amid the stories of people leaving their jobs in droves, supply chain professionals experienced low turnover. About 14% of those surveyed got a new job, up only 2% from the previous year. Supply chain professionals also report that their organizations generally have a good culture and work-life balance, which could explain the phenomenon.

### Company culture

I am not expected to check email outside of work hours



My job provides a good work-life balance



I am encouraged to take vacation and recharge



My work arrangements are flexible



I like the culture of my company or organization



### Reasons for getting a new job

40%

Higher salary

20%

Better work-life balance

20%

More flexible work arrangements

### Length of job searches

81%

of new graduates found their first job in three months or less.

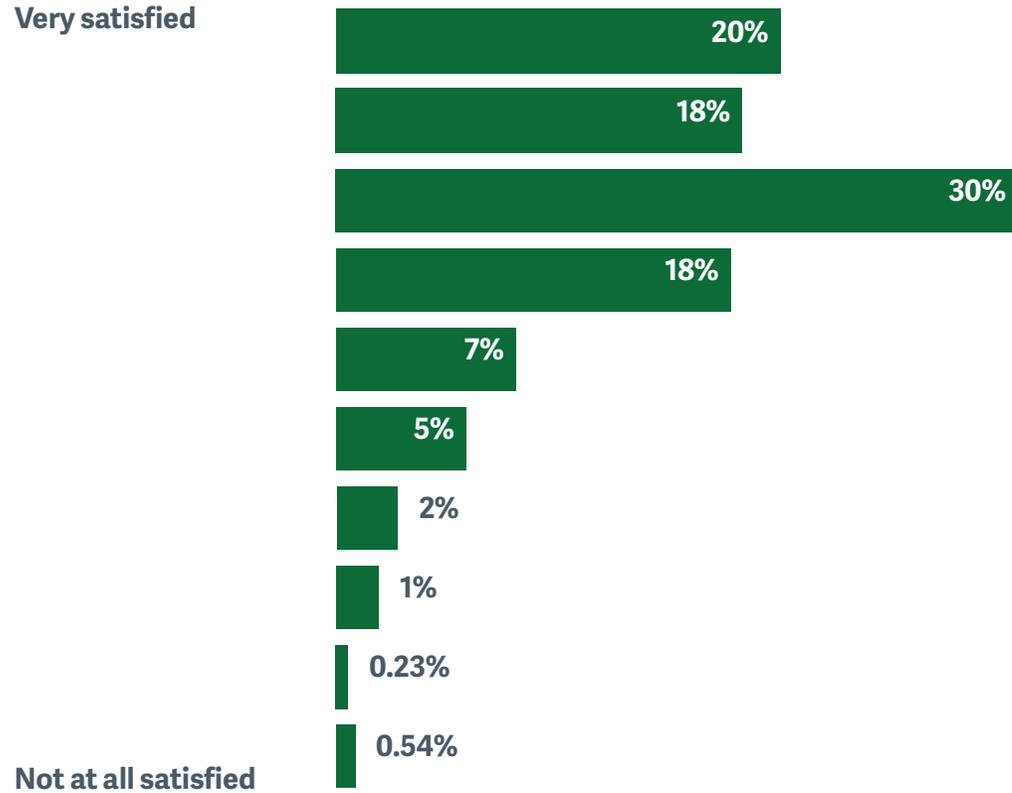
67%

of working professionals found a job within three months of beginning their search

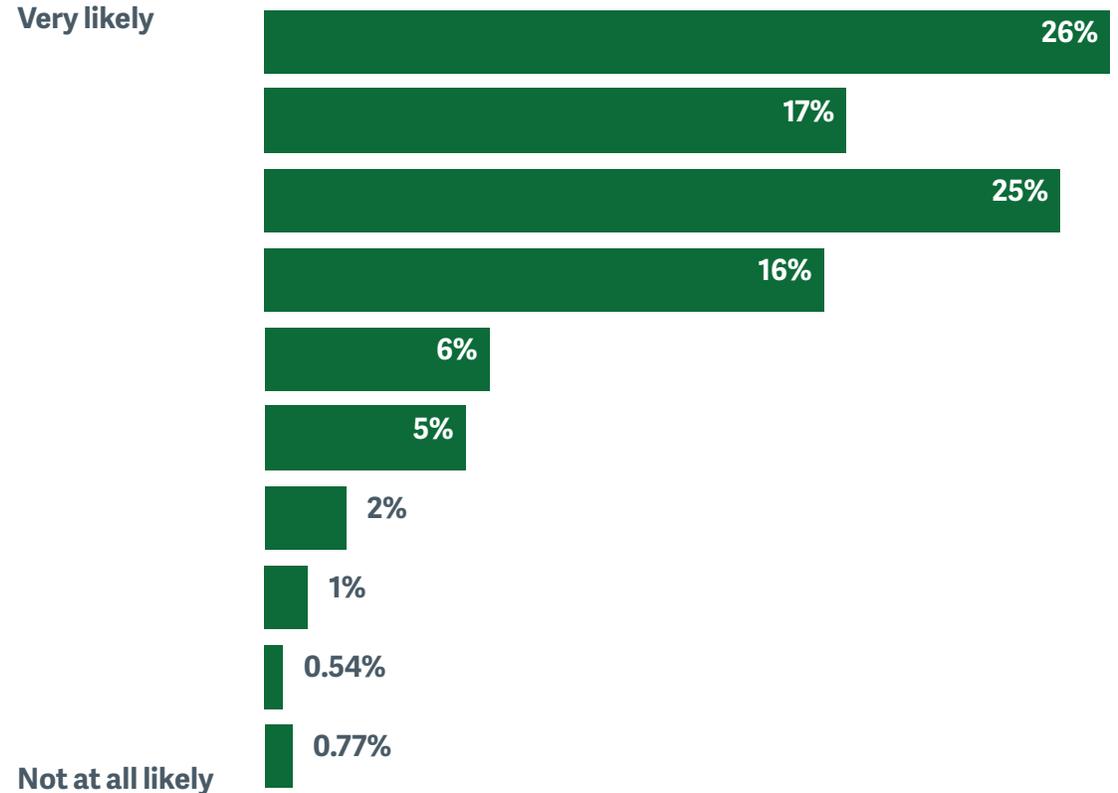
# Career Satisfaction

Despite a constant stream of disruptions and a volatile job market, 2021 career satisfaction remained consistent with the data from previous years.

## Satisfaction with supply chain field



## Likelihood to recommend supply chain as a career



# Technical and Leadership Skills

Technical supply chain skills have remained relatively consistent over the last few years, with knowledge of best practices, inventory management and project management being most important.

On the leadership skills side, time management made its way to the top five in 2021, likely because of the number of professionals working from home and balancing various priorities.

## Top five technical skills



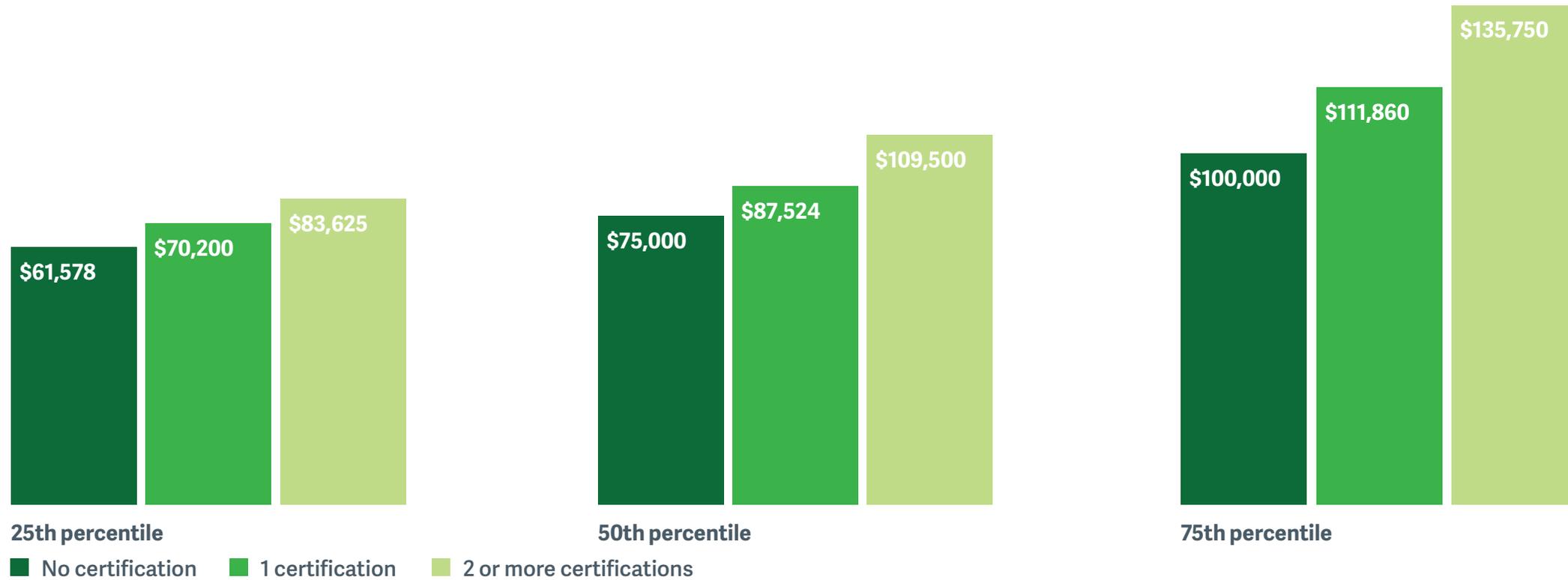
## Top five leadership skills



# Professional Development Pays Off

This year's data continues to show that employers value those who seek continuing education. A supply chain professional with at least one credential can expect a 17% higher salary than those without. Those with two or more credentials enjoy an even larger gain, at 46% more than the median salary.

## Salary by number of certifications

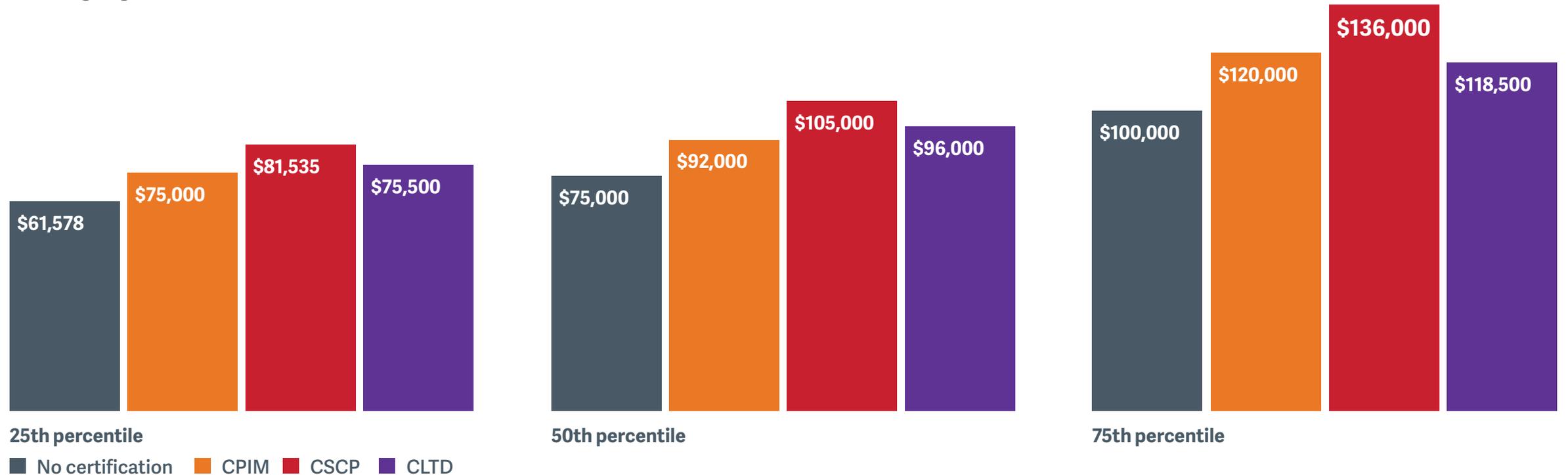


# The Value of APICS Certifications

Employers place great value on APICS certification. Supply chain professionals who hold an APICS Certified in Planning and Inventory Management (CPIM); Certified Supply Chain Professional (CSCP); or Certified in Logistics, Transportation and Distribution (CLTD) designation earn more than those who do not have a certification. People who hold at least one APICS certification report a median salary of \$94,000, which is 25% higher than those without.



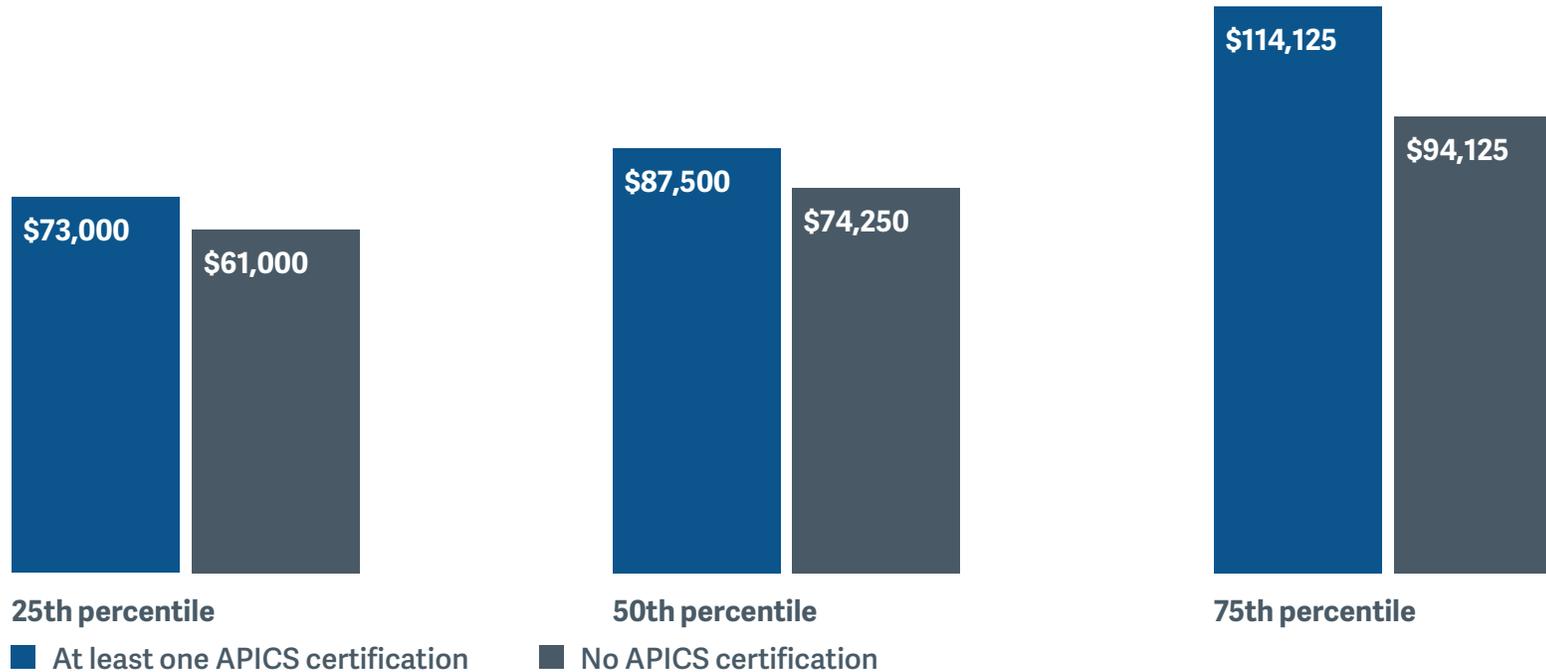
## Salary by APICS certification



# APICS Certification Augments a Degree

While one can obtain key industry knowledge with an undergraduate degree in supply chain, earning an APICS certification takes professionals to the next level. When comparing all respondents with a supply chain degree, those who also hold an APICS certification report a median salary 18% higher than those without.

## Salaries of supply chain degree holders with and without APICS certification



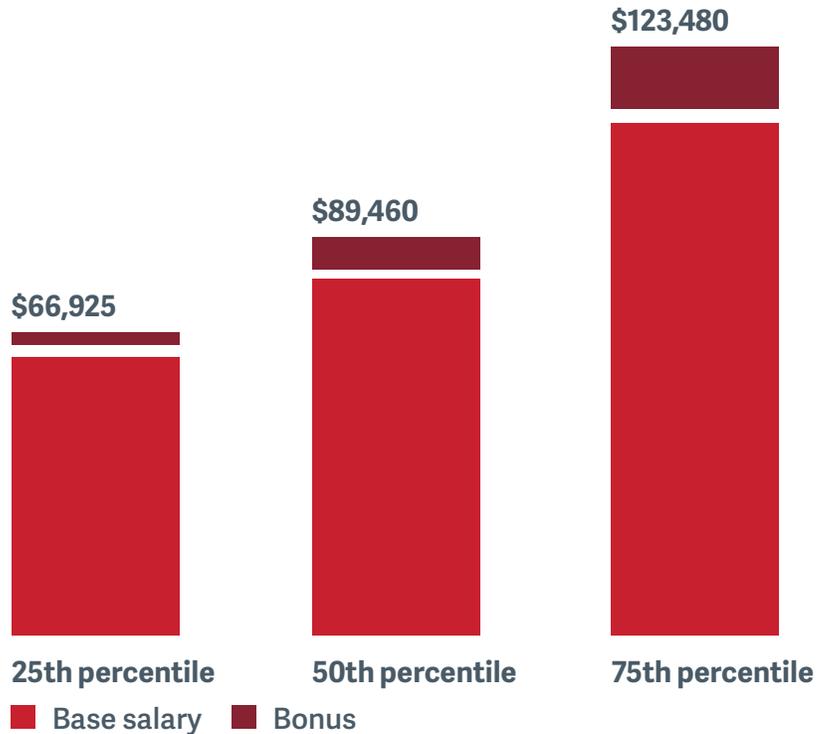
# Canada



# Supply Chain Salaries in Canada

The median total compensation package in Canada is \$89,460 CAD. The majority of respondents report a salary increase in 2021, with 72% receiving an average increase of 8.7%. The majority of respondents report a salary increase of 2%. Most of those surveyed stayed with their employer, but 14% got a new job. Of the respondents who found new employment, 41% were motivated by a salary increase and 16% sought a better work-life balance. More than half (65%) of respondents were able to find their current job within three months of beginning their search.

## Supply chain salaries



## Nature of salary increase:

**35%**  
Good performance review

**33%**  
Cost of living increase

**15%**  
Promotion within the same company

**14%**  
Employment with a new company

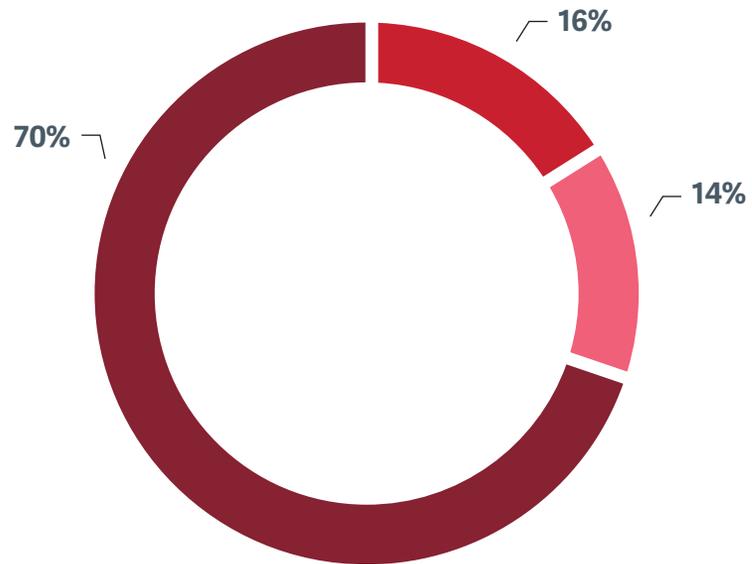
# Work-Life Balance in Canada

Most respondents (80%) work a maximum of 45 hours per week, while 8% work more than 50 hours. Supply chain professional happiness is evident, with 95% of respondents indicating that they are likely to stay in supply chain during the next five years.

Canada has a mandated two-week minimum of vacation for all employees. Less than one-quarter (16%) receive the minimum. Most of those surveyed enjoy at least three weeks of paid time off.

One-third of survey respondents have returned to the office five days a week.

## Weeks of paid time off



■ 2-week minimum ■ 3-4 weeks ■ 5 weeks or more

**34%**

On-site full time

**34%**

Hybrid

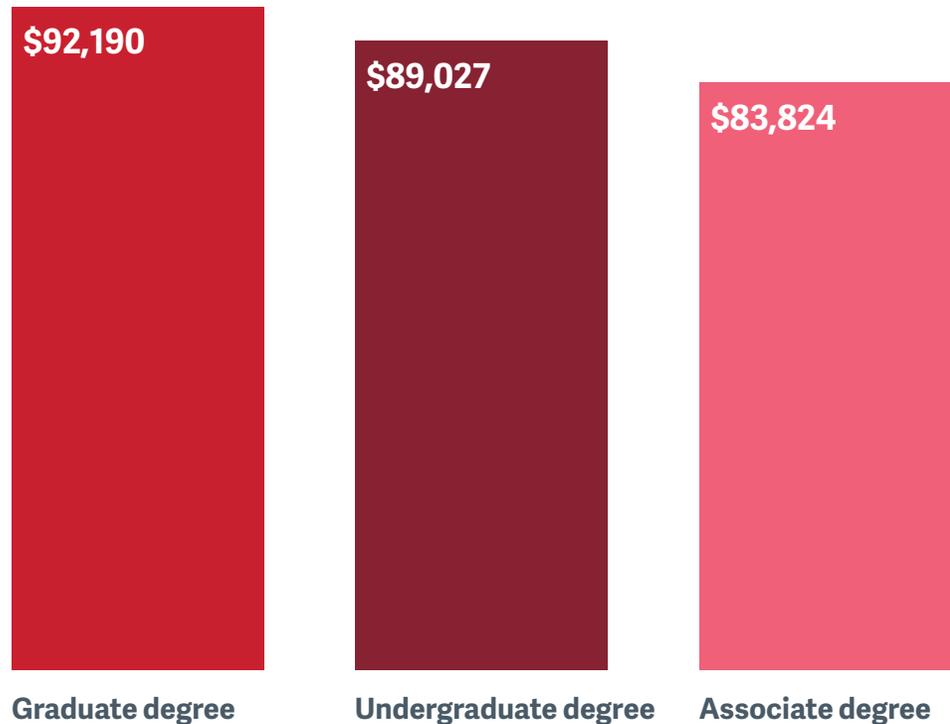
**32%**

Remote full time

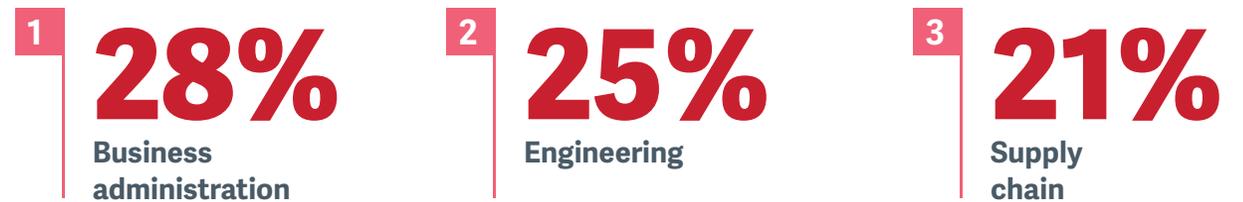
# Salary by Education Level in Canada

The highest degree obtained by respondents is a bachelor's degree (42%), followed by a master's degree (29%). It should be noted that 80% of respondents have an APICS certification or Supply Chain Management Professional (SCMP) designation. Considering this, even those who have an associate degree earn more than the average salary in Canada. Although supply chain is not often studied at the undergraduate level, it was the area of emphasis for almost half of the respondents at the graduate level.

## Salary by education level



## Most common undergraduate areas of study



## Most common graduate areas of study



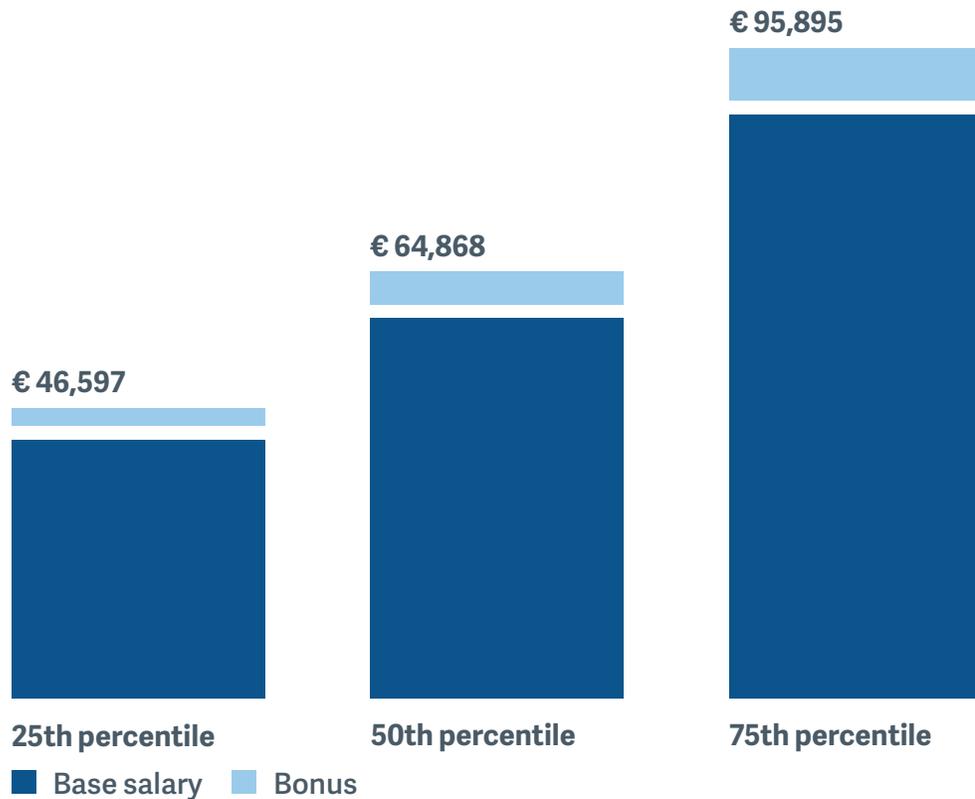
# Europe



# Supply Chain Salaries in Europe

The median total compensation in Europe is €64,868, with the greatest compensation being €95,895.

## Supply chain salaries



## Salary increases

A majority (68%) of respondents report a salary increase. While the average increase was around 10%, most supply chain professionals in Europe received an increase of around 3%. Similar to the U.S. data, the number of respondents reporting a new job was surprisingly low during the Great Resignation.

### Nature of salary increase:

**36%**

Good performance review

**29%**

Cost of living increase

**21%**

Promotion within the same company

**10%**

Employment with a new company

# Work-Life Balance in Europe

In Europe, 72% of respondents work 35-45 hours per week. This is in stark contrast to the United States, where 59% report working 35-45 hours per week and 15% work more than 50 hours. In addition, 79% of European respondents receive at least four weeks of vacation time, versus only 48% of U.S. respondents.

Work settings also differ greatly. In Europe, only 14% report that their employer expected them to return to the office five days a week post-pandemic versus the United States, where 32% were brought back to the office five days a week. A flexible work setting is also enjoyed by 85% of European professionals, either work from home five days a week or a hybrid arrangement.

## Work culture in Europe

I am not expected to check email outside of work hours



My work arrangements are flexible



My job provides a good work-life balance



I am encouraged to take vacation and recharge



■ Agree ■ Neutral ■ Disagree

**14%**  
On-site full time

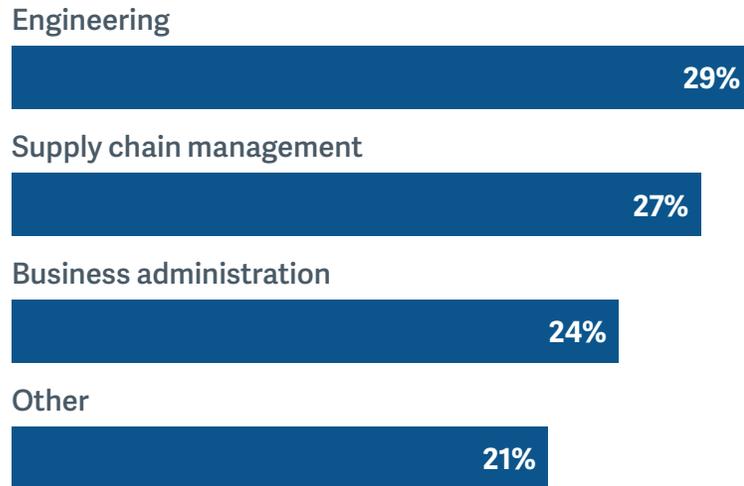
**52%**  
Hybrid

**33%**  
Remote full time

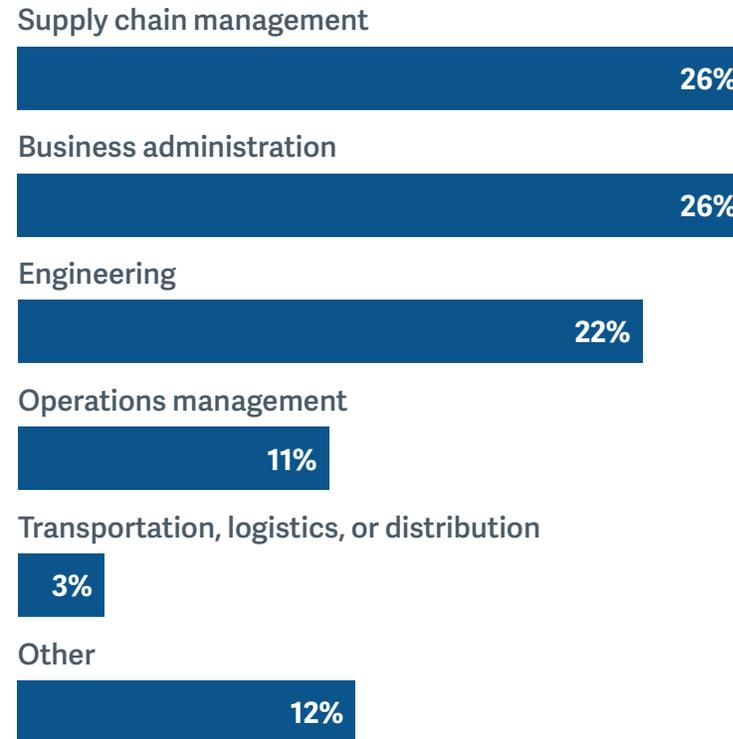
# Most Common Areas of Study in Europe

Of European respondents, 69% report their highest degree obtained as a master's or above. At the undergraduate level, engineering was the most common area of the study (29%), followed by supply chain (27%). At the graduate level, supply chain (26%) and business administration (26%) were the most common.

## Undergraduate area of study



## Graduate area of study



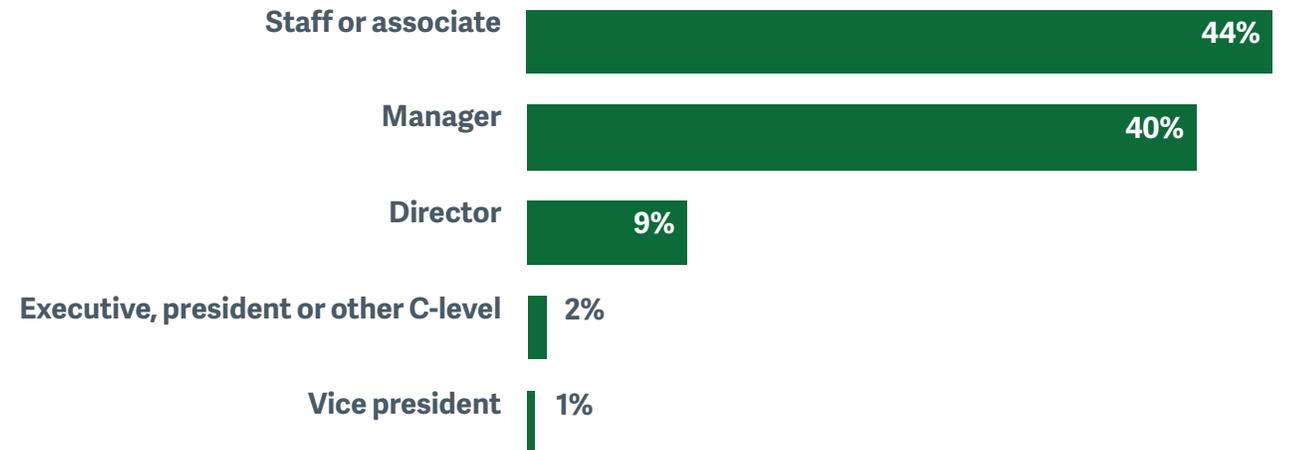
# Appendix

# Survey Demographics

## Position level

A significant majority of the sample was at the staff, associate or managerial level, with 12% at the director level or above.

## Position level of respondents



# Global Median Salaries



**Australia**  
115,672 AUD



**China**  
360,596 CNY



**India**  
2,253,983 INR



**Mexico**  
974,411 MXN



**Singapore**  
123,243 SGD



**South Africa**  
2,627,676 ZAR



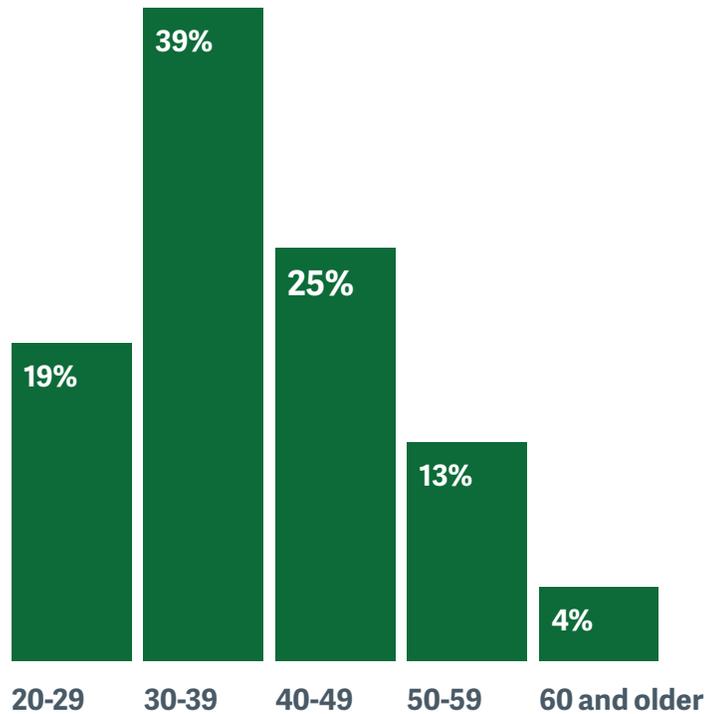
**United Arab Emirates**  
221,068 AED

# Age, Gender and Ethnicity

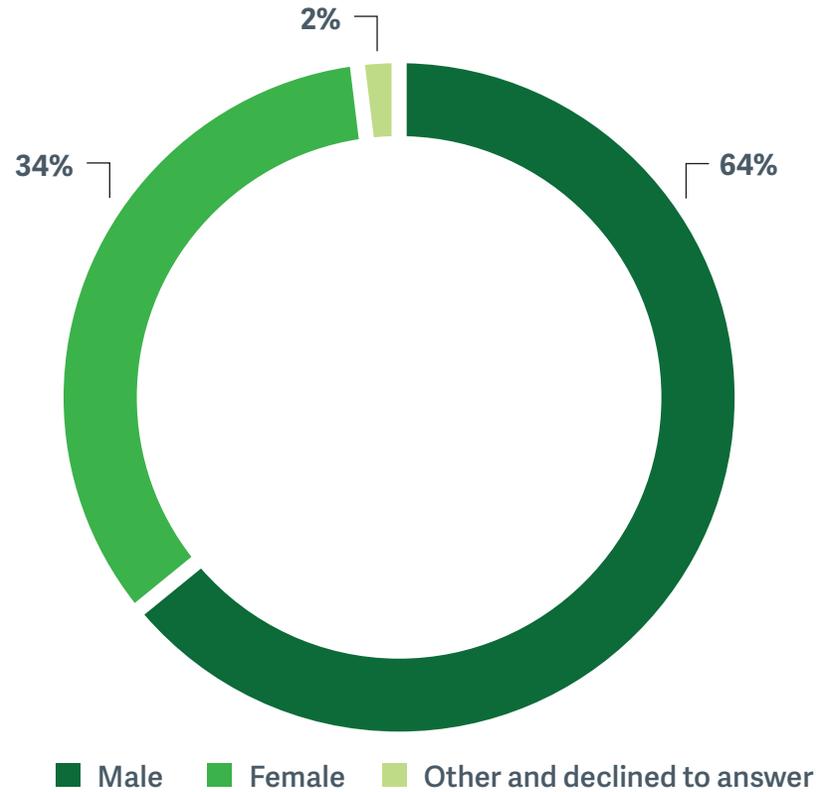
The sample was predominantly male (64%). Six respondents were nonbinary.

Most respondents (77%) were ages 30 to 59.

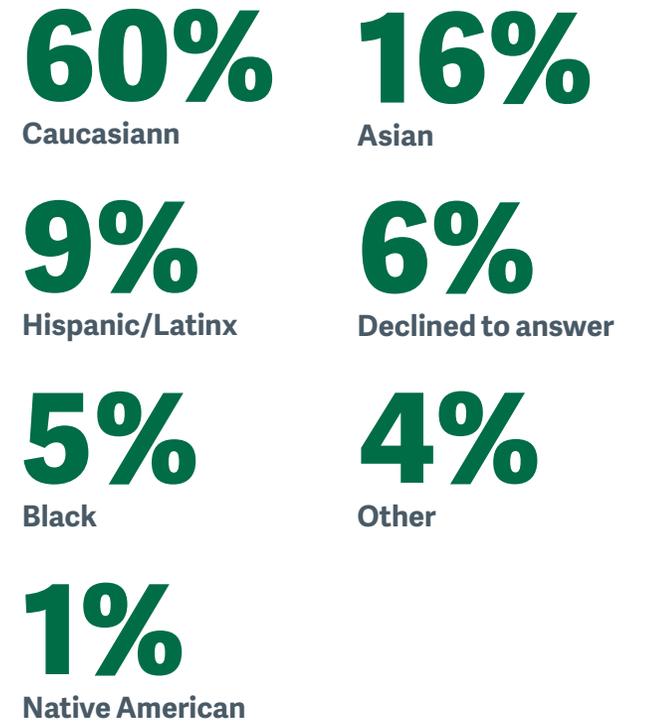
## Age of respondents



## Gender of respondents

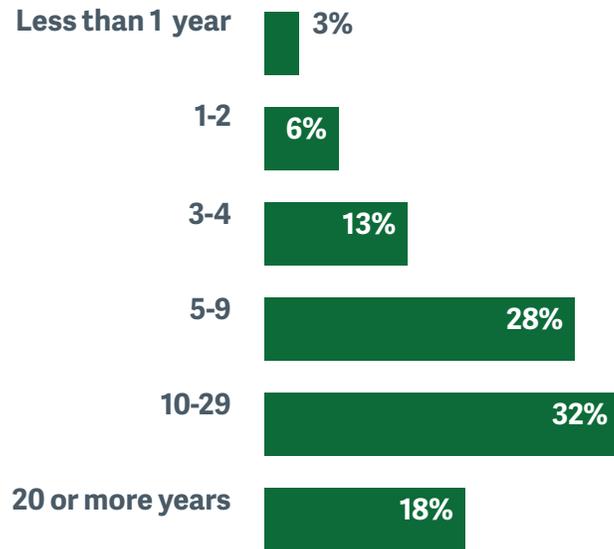


## Ethnicity of respondents



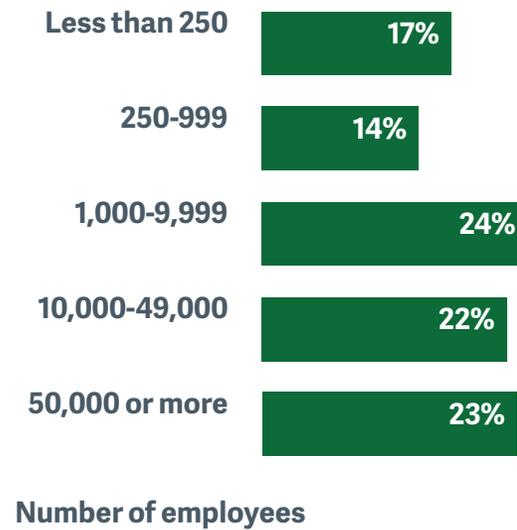
# Company Characteristics

## Industry tenure

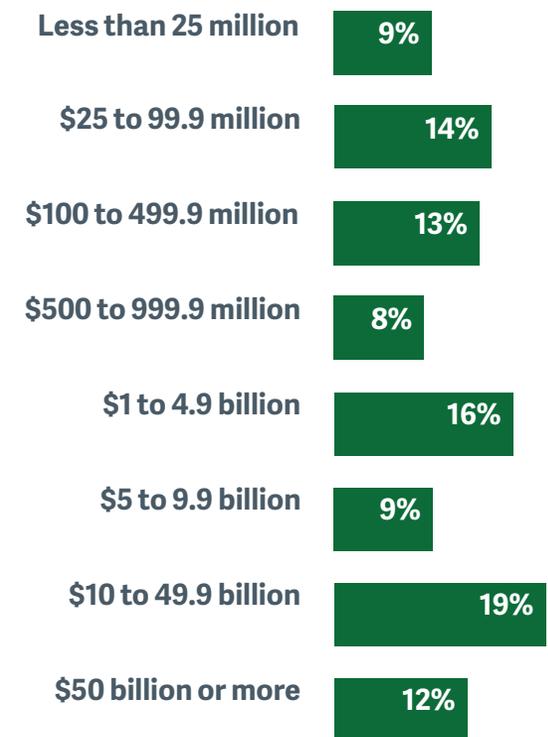


## Years in the supply chain field

## Company size



## Company annual revenues



# Industries

**5%**

Aerospace

**5%**

Automotive

**6%**

Chemical

**11%**

Consumer packaged goods

**2%**

Government and military

**28%**

Industrial and manufacturing

**14%**

Pharmaceutical and healthcare

**4%**

Retail

**7%**

Technology

**4%**

Transportation and logistics

**15%**

Other

## Countries represented

**Belgium** \_\_\_\_\_ **11%**

**Czech Republic** \_\_\_\_\_ **2%**

**Germany** \_\_\_\_\_ **11%**

**Hungary** \_\_\_\_\_ **2%**

**Ireland** \_\_\_\_\_ **5%**

**Italy** \_\_\_\_\_ **14%**

**Netherlands** \_\_\_\_\_ **16%**

**Poland** \_\_\_\_\_ **5%**

**Russian Federation** \_\_\_\_\_ **2%**

**Spain** \_\_\_\_\_ **3%**

**Sweden** \_\_\_\_\_ **3%**

**Switzerland** \_\_\_\_\_ **11%**

**UK and Northern Ireland** \_\_\_\_\_ **11%**

**Other European countries** \_\_\_\_\_ **6%**

# Data Collection

Participants were initially invited to respond to the survey on January 27, 2022, and were sent reminders to participate on February 16 and 23. 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, 2020, and October 1, 2021. The survey was closed for tabulation on March 7, 2022 with 2,379 usable responses from the United States. Worldwide, there was a total of 3,489 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 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.

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