

INSTITUTE FOR SUPPLY MANAGEMENT®



ISM's **2018**
Salary Survey

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2018 Salary Survey

Introduction

This report represents the results of a survey of supply management practitioner and professionals conducted by Institute for Supply Management® (ISM®). Respondents were asked to report salary information for the 2017 calendar year. The information collected from the survey is reported here the data has been broken down into various categories where that information was thought to be of interest. Caution should be taken when examining the various breakdowns, as low response rates in some categories may make the information less reliable. Demographic information for all respondents is provided at the end of this report.

In 2017, supply management practitioners reported that salaries and overall compensation grew in 2017 compared to 2016. In addition, salaries and overall compensation for supply management professionals took a step forward in 2017 when compared to salary growth among professionals overall. And, as was the case last year, we see the continuing importance of wages and expected job satisfaction in evaluating employment opportunities. Institute for Supply Management®'s (ISM®) Thirteenth Annual Salary Survey finds that, in calendar year 2017, the average overall compensation for all participating supply management professionals rose to US\$117,425, an increase of 1.7 percent compared to 2016 (\$115,440). This increase is less than the 5-percent bump reported for calendar year 2016 compared to 2015 (\$109,961). According to the survey, the median compensation in 2017 increased 4.2 percent to \$100,000, versus \$96,000 in 2016. The average compensation of the top 10 percent of earners was \$287,420, down 2.9 percent from \$295,887 in 2016. Also sliding was the average base salary of the top 5 percent of earners in 2017: \$368,505, down 4.5 percent from \$385,981 in 2016. However, 50 percent of supply management practitioners earned \$100,000 or

more, compared to 47 percent in 2016. As in previous years, we asked participants about their overall compensation (salary, bonus and other income, excluding stock options) and, separately, how much their salary changed between 2016 and 2017. Supply management professionals reported their average salary was up 4.1 percent. This compares favorably to the 3-percent increase reported for professionals, generally, in 2017 and is in line with the 3.9-percent average increase for supply management professionals in 2016. Eighty-five percent of respondents indicated that their 2017 base salaries increased, which is 1 percentage point higher than the 2016 figure. Only 5 percent reported salary reductions, compared to 5.6 percent reporting a decrease in 2016. Those who experienced an increase in salary reported an average improvement of 5.3 percent, up slightly from 5.1 percent in 2016. Those reporting a salary decrease in 2017 saw salaries shrink by 7.6 percent, following an average decline of 6.4 percent in 2016.

Wages were the most important consideration when evaluating job opportunities. Asked to rank 14 factors when looking at potential jobs, 85 percent of survey respondents indicated wages paid as most important, followed by job satisfaction (mentioned by 81 percent of respondents). The next five factors were prospect of improved work/life balance (80 percent), benefits package (medical/dental/vision) (79 percent), pension/retirement plan/401(k) or similar plan (78 percent), organizational culture/work environment (75 percent) and work environment (73 percent). The least-important factors were health-and-wellness programs (60 percent), organizational commitment to sustainability/social responsibility programs (58 percent), and mentorship programs (56 percent).

Average Salary

In calendar year 2017, the average overall compensation for all participating supply management professionals rose to US\$117,425, an increase of 1.7 percent compared to 2016 (\$115,440). This increase is less than the 5-percent bump reported for calendar year 2016 compared to 2015 (\$109,961). According to the survey, the median compensation in 2017 increased 4.2 percent to \$100,000, versus \$96,000 in 2016. The average compensation of the top 10 percent of earners was \$287,420, down 2.9 percent from \$295,887 in 2016. Also sliding was the average base salary of the top 5 percent of earners in 2017: \$368,505, down 4.5 percent from \$385,981 in 2016. The average salary for women in the field increased 1.8 percent in 2017 — to \$98,780, up from \$96,990 in 2016 — compared to an increase of just 0.9 percent for men. But the average salary among men in this year’s survey was \$127,908 (\$126,710 in 2016).

	Total	Men	Women
Average	\$117,425	\$127,908	\$98,780
Average Top 5 Percentile	\$368,505	\$416,795	\$259,804
Median	\$100,000	\$108,000	\$88,000

KEY

Total
 Men
 Women

Average Salary by Position

Due to the wide variety of job titles among supply management practitioners, the survey asked respondents to construct a title from four separate components. To facilitate comparisons, this title information was coded into the nine positions used in previous years. Respondents classified as emerging professionals (practitioners with eight or fewer years of experience in the profession) earned an average salary of \$77,595, while experienced professionals (nine or more years of experience) earned \$96,685. On average, managers earned \$114,170, and those classifying themselves as directors earned \$160,579. Responding vice presidents earned \$208,959 on average, and chiefs or heads of supply management earned \$263,578. The salary of respondents classified as a chief increased 2 percent compared to 2016 (\$259,340), and the salary of vice presidents increased 54 percent from 2016 (\$135,757).

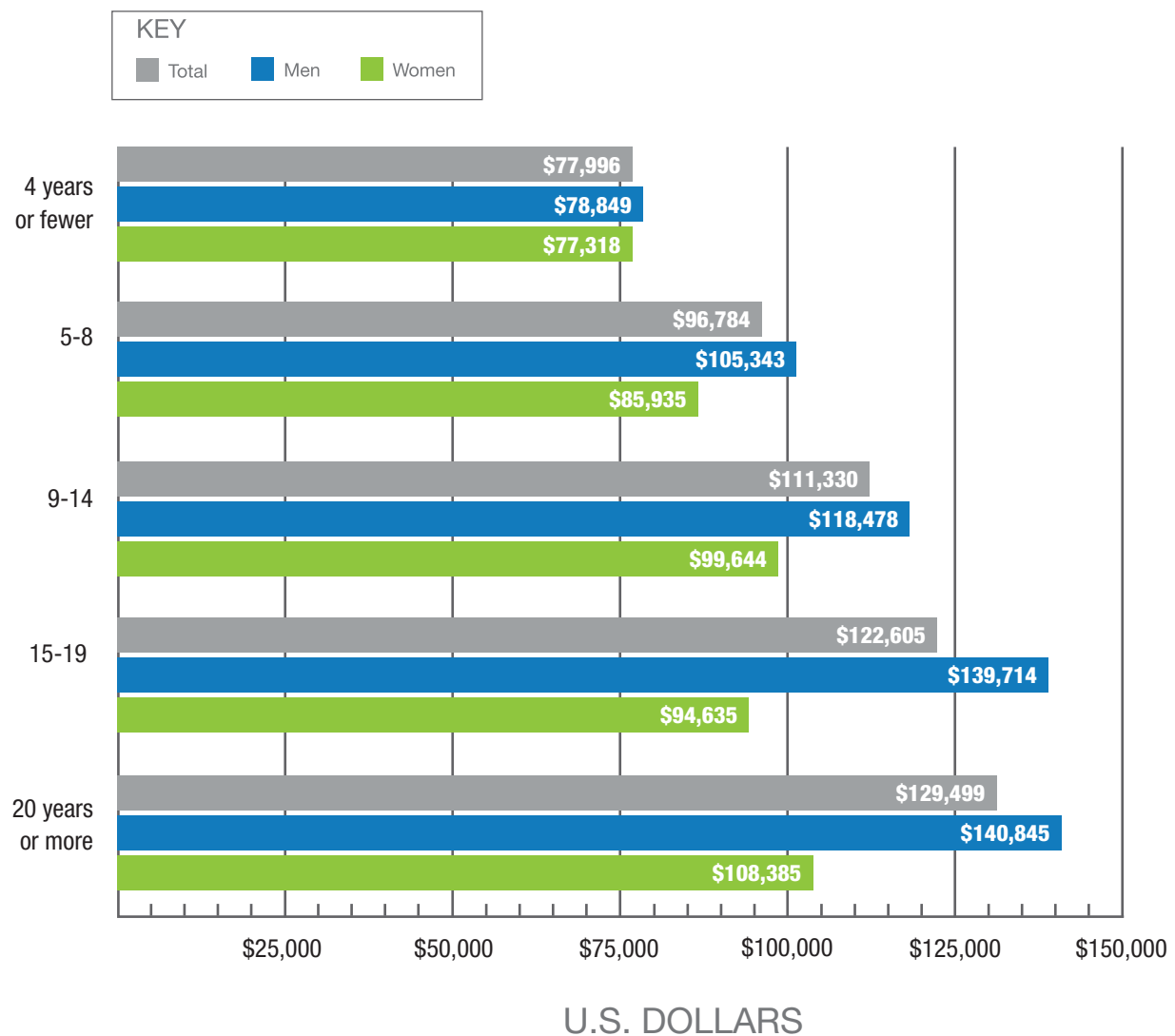
	Total	Men	Women
Chief, Procurement/Supply Management/Sourcing	\$263,578	\$279,413	\$221,137
Vice President, Procurement/Supply Management/Sourcing	\$208,959	\$212,181	\$139,487
Director, Procurement/Supply Management/Sourcing	\$160,579	\$163,943	\$152,859
Manager, Procurement/Supply Management/Sourcing	\$114,170	\$119,492	\$103,903
Experienced Procurement/Supply Management Practitioner	\$96,685	\$107,688	\$83,678
Emerging Procurement/Supply Management Practitioner	\$77,595	\$81,449	\$72,088

KEY

Total
 Men
 Women

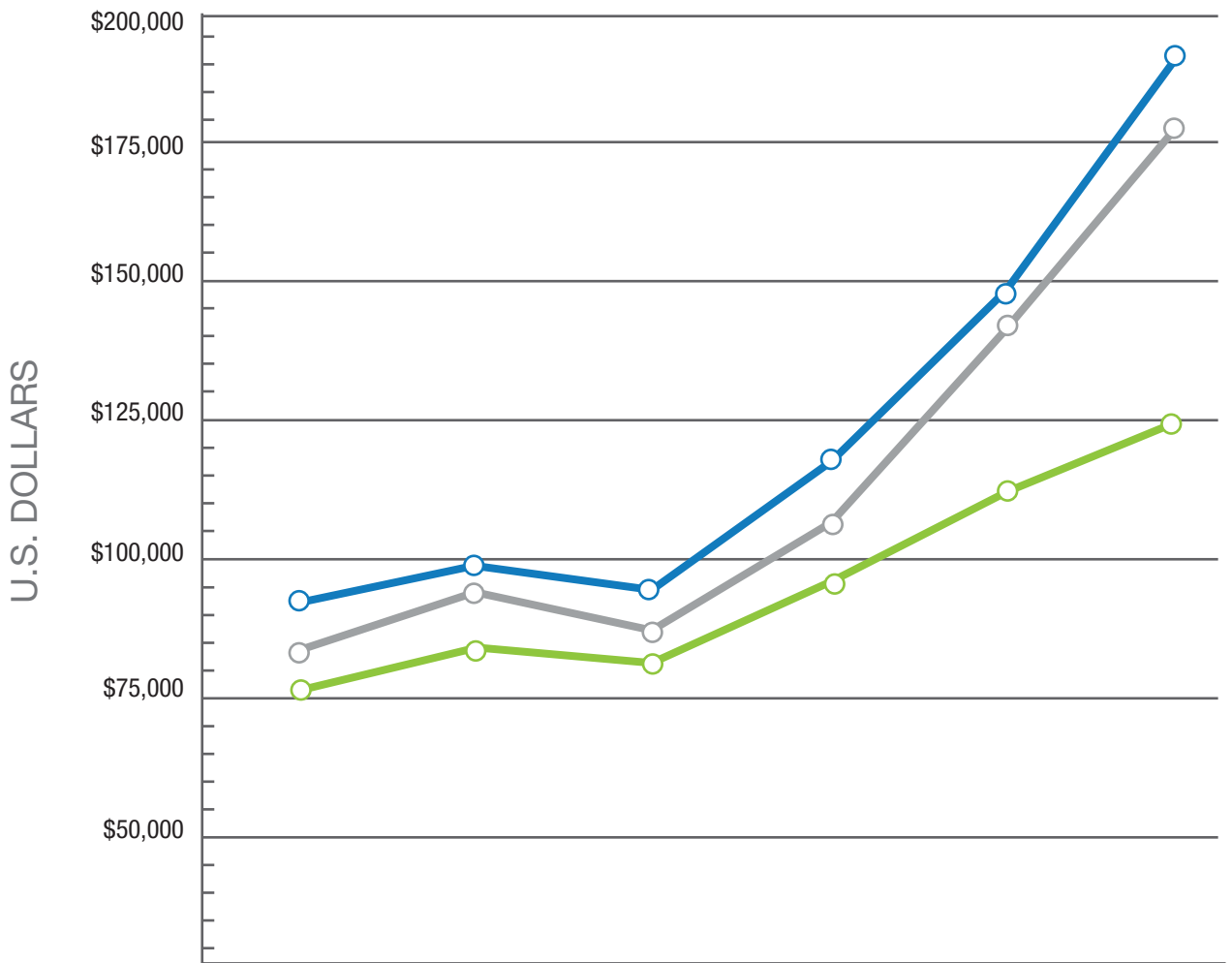
Average Salary by Years of Work Experience

As in past editions of the ISM Salary Survey, and as is the case in most professions, a longer tenure within a field is typically associated with a higher rate of pay. In 2017, supply management professionals in the field for 15 or more years earned 63 percent more (\$129,504 on average) than those with four or fewer years of experience (\$77,996). Supply management practitioners with 5-8 years of experience earned \$96,784 on average. Professionals with 9-14 years of experience earned \$111,330, those with 15-19 years of experience \$122,605, and those with 20 or more years of experience \$129,499.



Average Salary by Highest Level of Education Completed

Education can greatly influence a supply management professional's salary. Those practitioners with a bachelor's degree earned 28 percent more (\$106,909) than those with only a high-school education (\$83,283) and 26 percent more than those with an associate's degree (\$85,107). Education beyond a bachelor's degree also positively impacts average compensation. Supply management professionals with a master's degree earned 29 percent more (\$137,670) than those with only a bachelor's degree. In 2017, respondents with a doctorate degree earned \$175,827 on average — 28 percent more than those with a master's degree, and 64 percent more than those with a bachelor's degree.



High School Graduate	Some College	Associate's Degree	Bachelor's Degree	Master's Degree	Doctoral Degree
\$83,283	\$90,176	\$85,107	\$106,909	\$137,670	\$175,827
\$92,251	\$98,096	\$91,297	\$114,097	\$147,093	\$190,697
\$71,901	\$82,561	\$79,978	\$96,054	\$114,466	\$124,844

Average Salary by Certification

Earning an ISM certification continues to provide long-term benefits regarding salary. Whether it's the Certified Professional in Supply Management® (CPSM®), Certified Professional in Supplier Diversity® (CPSD™), Certified Purchasing Manager (C.P.M.) or Accredited Purchasing Practitioner (A.P.P.), certification resulted in an average salary that exceeds that of a non-credentialed practitioner. In 2017, holding one or more ISM certifications translated to a 12.8-percent boost in average salary for supply management professionals: \$123,041, versus \$109,087 for those without a certification.

ISM's CPSM certification continues its strong positive impact on average salaries. Respondents with a CPSM earned \$125,158 on average in 2017, 14.7 percent higher than those not holding any certifications. Similarly, the CPSD made a strong showing in its seventh annual appearance in the survey, with an average salary of \$124,337, 14 percent more than those with no certification.

	Total	Men	Women
One or more certifications	\$123,041	\$131,604	\$107,312
No certifications	\$109,087	\$122,676	\$87,909
Certified Professional in Supply Management® (CPSM®)	\$125,158	\$131,973	\$110,858
Certified Professional in Supplier Diversity® (CPSD™)	\$124,337	\$136,913	\$99,757
Certified Purchasing Manager (C.P.M.)	\$124,538	\$133,397	\$106,587
Accredited Purchasing Practitioner (A.P.P.)	\$116,755	\$129,093	\$90,845
Certified in Production and Inventory Management (CPIM)	\$129,779	\$134,972	\$115,239
Certified in Integrated Resource Management (CIRM)	\$158,643	\$153,833	\$230,780
Certified Professional Contracts Manager (CPCM)	\$144,368	\$170,486	\$96,880
Certified Professional Public Buyer (CPPB)	\$94,309	\$84,165	\$99,906
Certified Public Purchasing Officer (CPPO)	\$110,869	\$108,177	\$113,711
Certified Professional Purchaser (CPP)	\$103,452	\$117,126	\$83,396
Certified Supply Chain Professional (CSCP)	\$126,533	\$130,405	\$109,938
Member Chartered Institute of Purchasing and Supply (MCIPS)	\$165,564	\$164,923	\$168,931
Project Management Professional (PMP)	\$152,896	\$158,999	\$133,568
Supply Chain Management Professional™ (SCMP™)	\$113,297	\$115,243	\$108,293
SCPro™ (from CSCMP)	\$88,125	\$88,125	—
Certified in Logistics Transportation and Distribution (CLTD)	\$268,571	\$268,571	—

Average Salary by Position and Spend Category Responsibility

	Chief	V.P.	Director	Manager	EP*	Total
Capital equipment	\$272,740	\$225,446	\$157,349	\$117,526	\$ 97,691	\$130,011
Chemicals	\$264,481	\$245,371	\$155,022	\$119,002	\$ 93,866	\$128,853
Construction	\$312,805	\$243,496	\$157,245	\$124,213	\$ 99,204	\$131,569
Electronics, electrical components	\$258,078	\$227,859	\$156,337	\$111,989	\$ 92,585	\$121,316
Food-beverages-perishables	\$277,227	\$237,682	\$138,966	\$108,690	\$ 84,694	\$129,653
Fuel-energy-utilities	\$287,626	\$237,905	\$152,109	\$121,466	\$102,301	\$136,578
Healthcare and related	\$294,918	\$252,457	\$148,246	\$118,725	\$107,284	\$148,360
Indirect goods	\$300,955	\$225,343	\$156,574	\$114,197	\$102,059	\$131,765
Information technology	\$293,162	\$216,952	\$157,904	\$114,732	\$104,809	\$132,614
Machinery	\$297,352	\$248,411	\$147,482	\$118,944	\$ 96,998	\$126,589
Manufacturing components-materials	\$294,290	\$225,901	\$167,990	\$116,037	\$ 89,759	\$117,636
Metals	\$290,295	\$224,032	\$161,766	\$111,660	\$ 92,993	\$120,255
MRO	\$293,503	\$234,748	\$151,711	\$114,242	\$ 98,197	\$130,613
Office equipment-supplies	\$280,758	\$233,398	\$149,067	\$110,707	\$ 94,906	\$127,649
Packaging	\$319,144	\$246,080	\$156,698	\$107,287	\$ 87,055	\$123,287
Services (including legal and marketing)	\$308,576	\$232,084	\$160,568	\$120,337	\$101,941	\$131,554
Telecommunications	\$284,920	\$226,800	\$150,226	\$117,926	\$104,675	\$138,863
Transportation-logistics	\$284,608	\$228,939	\$148,321	\$112,852	\$100,396	\$130,058
Travel-Entertainment	\$301,582	\$258,194	\$157,451	\$113,953	\$116,198	\$151,009
Other (please specify)	\$235,975	\$213,237	\$167,355	\$110,181	\$106,381	\$119,387

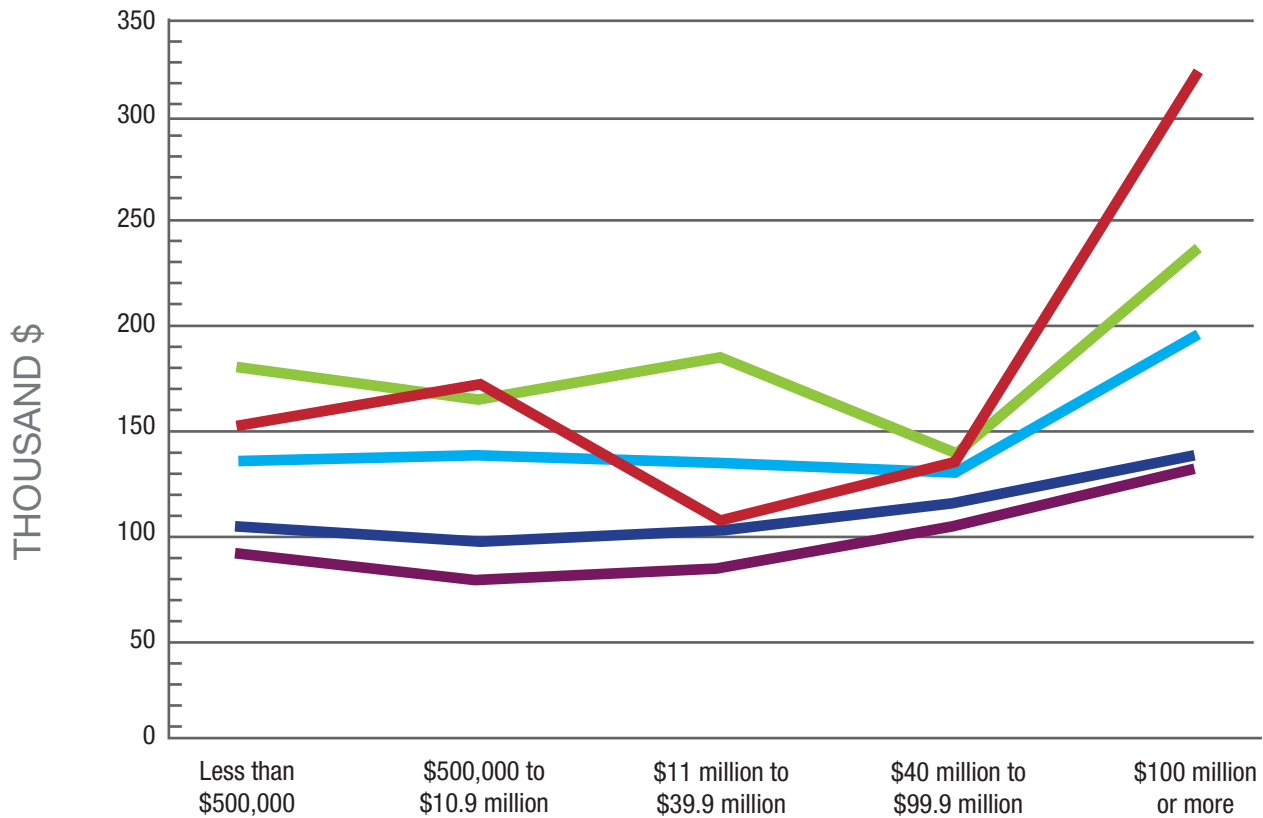
*Experienced Practitioners

Average Salary by Position and Business Processes/Components of Supply Management Responsibility

	Chief	V.P.	Director	Manager	EP*	Total
Business planning	\$238,712	\$200,348	\$156,408	\$114,237	\$107,306	\$126,784
Contract management	\$279,474	\$205,419	\$155,835	\$119,342	\$103,303	\$125,401
Cost-price management	\$286,757	\$217,089	\$158,291	\$113,889	\$ 97,703	\$120,978
Disposition-investment recovery	\$207,713	\$228,410	\$162,297	\$113,631	\$114,446	\$133,864
Distribution	\$260,561	\$190,718	\$156,258	\$103,271	\$101,553	\$124,782
Finance	\$175,083	\$257,420	\$173,085	\$111,343	\$ 84,849	\$123,720
Global-international sourcing	\$319,950	\$243,448	\$175,458	\$121,326	\$116,050	\$140,565
Inventory control	\$247,183	\$202,031	\$157,013	\$107,972	\$ 87,749	\$115,507
Logistics	\$287,581	\$215,318	\$156,682	\$108,331	\$102,076	\$123,959
Market intelligence	\$337,132	\$233,358	\$181,688	\$120,924	\$104,605	\$139,472
Materials management	\$259,625	\$217,808	\$160,990	\$110,557	\$ 93,451	\$120,172
MRO-indirect	\$293,621	\$229,148	\$165,915	\$112,992	\$ 96,919	\$132,698
Operations	\$235,958	\$194,010	\$158,786	\$116,487	\$107,674	\$124,654
Outsourcing	\$312,415	\$223,382	\$167,791	\$115,381	\$111,148	\$137,237
Packaging	\$306,687	\$245,180	\$172,283	\$104,174	\$ 86,877	\$131,173
Performance and measurements	\$273,827	\$217,947	\$164,558	\$118,896	\$102,547	\$128,338
Product/service development	\$243,886	\$166,510	\$170,749	\$106,839	\$102,611	\$121,069
Purchasing-procurement	\$276,758	\$214,570	\$155,701	\$114,061	\$ 93,287	\$117,163
Quality	\$214,449	\$215,538	\$167,769	\$109,430	\$ 97,234	\$119,927
Receiving	\$217,835	\$203,273	\$149,538	\$100,962	\$ 95,758	\$117,689
Risk management	\$320,840	\$219,130	\$165,475	\$117,838	\$102,597	\$128,166
Strategic sourcing	\$286,997	\$217,861	\$165,307	\$117,201	\$102,256	\$127,744
Strategy development	\$283,373	\$213,429	\$172,255	\$121,058	\$108,890	\$134,336
Supplier diversity	\$309,677	\$223,275	\$162,433	\$114,915	\$ 95,692	\$129,125
Supplier relationship management	\$284,508	\$216,253	\$157,310	\$116,541	\$ 99,913	\$123,629
Sustainability-social responsibility	\$325,992	\$234,966	\$153,344	\$110,688	\$106,891	\$135,300
Transportation-traffic-shipping	\$261,999	\$221,735	\$154,719	\$108,310	\$102,754	\$128,337
Warehousing-stores	\$301,649	\$196,594	\$156,833	\$108,606	\$106,542	\$126,919
Other	\$178,000	\$184,000	\$156,951	\$115,905	\$124,177	\$120,702

*Experienced Practitioners

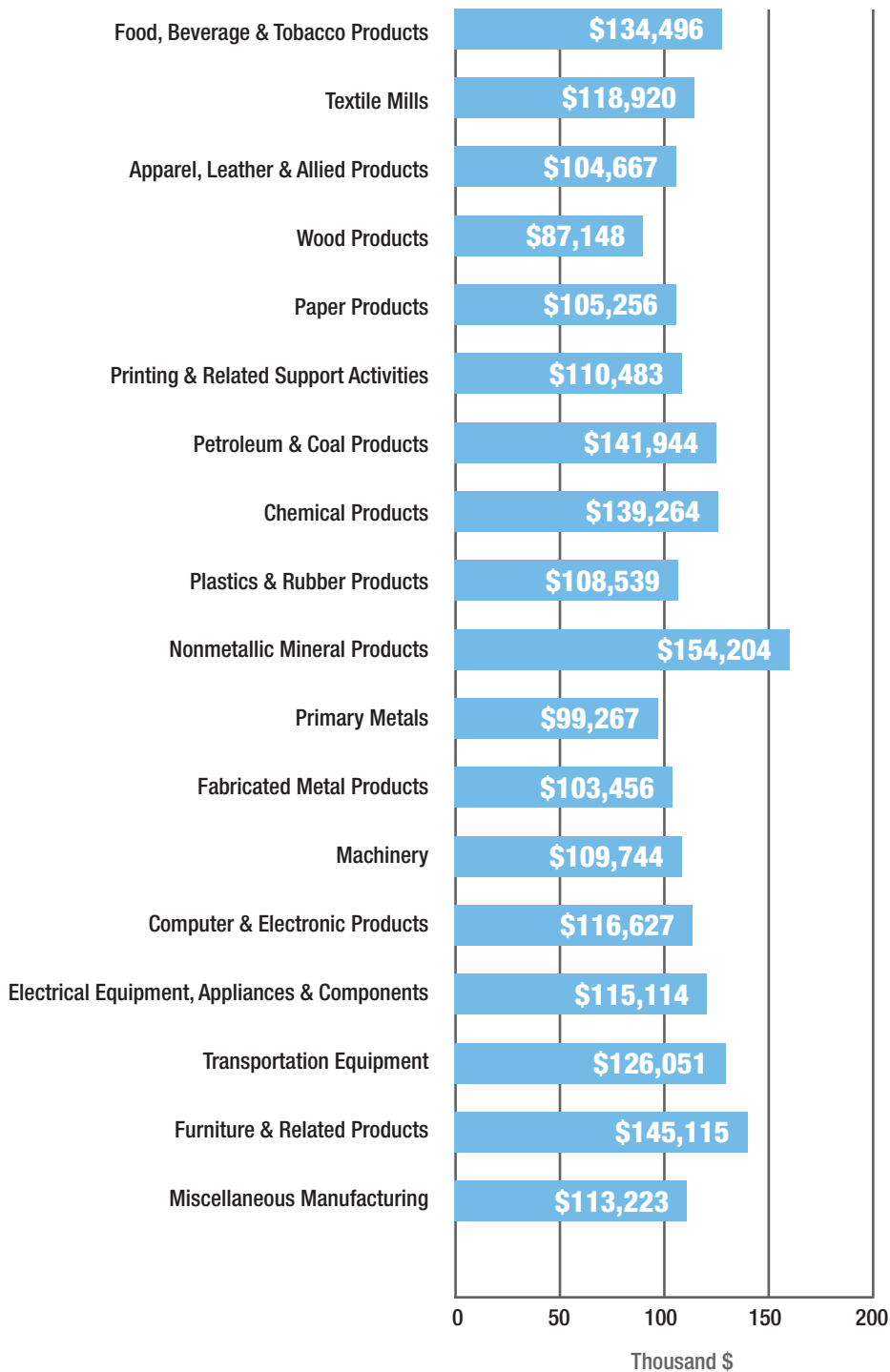
Average Salary by Position and Dollar Amount of Spend



Chief	\$150,197	\$168,200	\$106,000	\$133,613	\$325,819
V.P.	\$180,000	\$166,535	\$183,988	\$137,364	\$239,308
Director	\$136,891	\$137,319	\$137,028	\$137,006	\$195,463
Manager	\$104,802	\$98,496	\$103,241	\$112,723	\$137,101
Experienced Professional	\$92,113	\$81,835	\$90,230	\$102,031	\$131,167

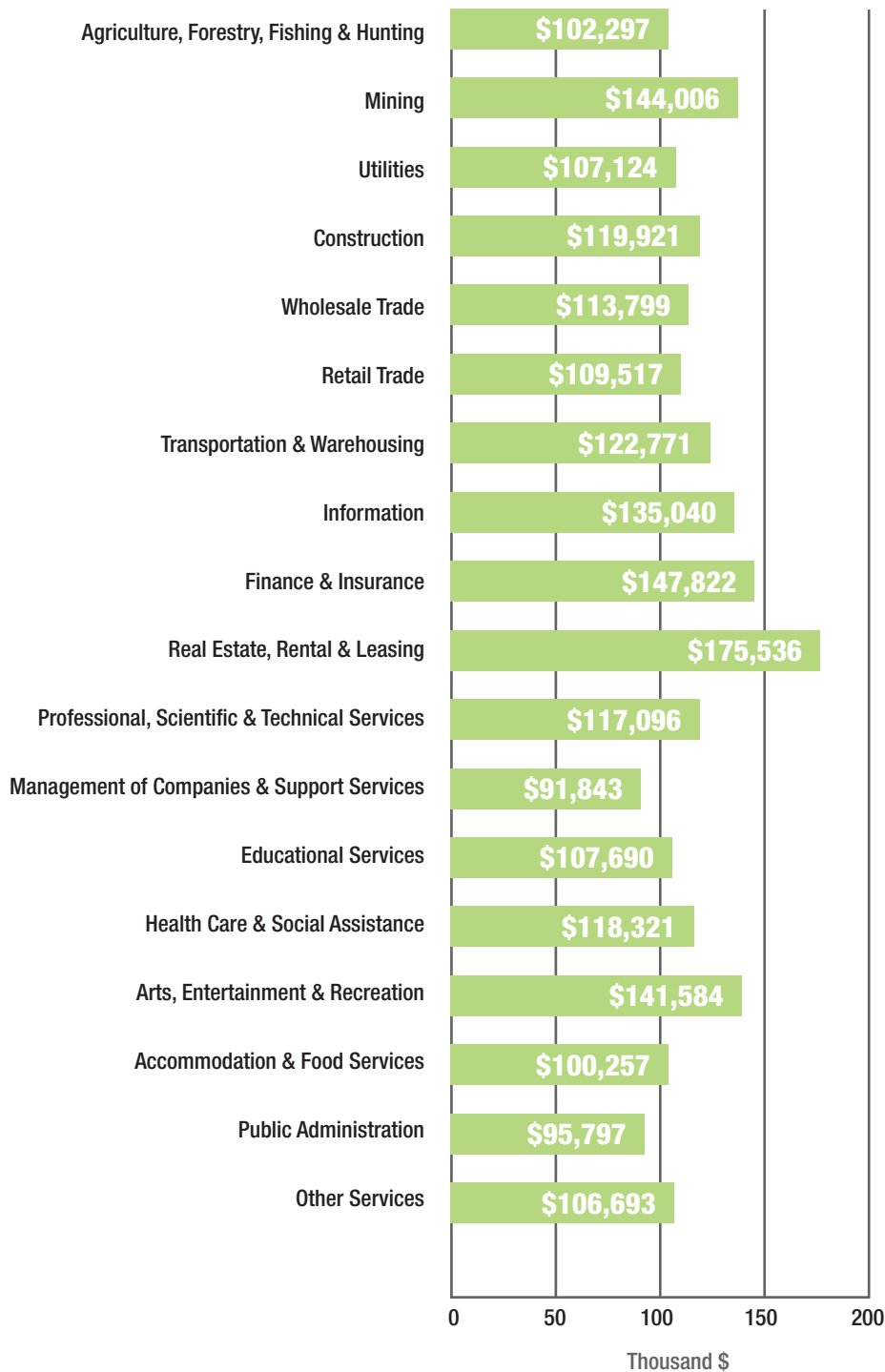
Average Salary by Industry

Manufacturing

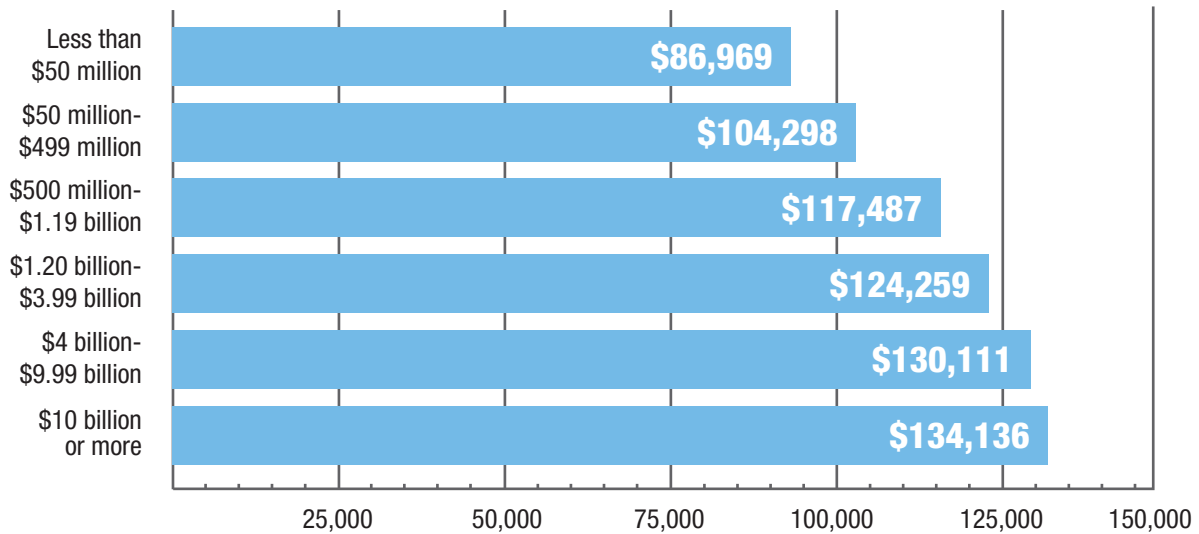


Average Salary by Industry

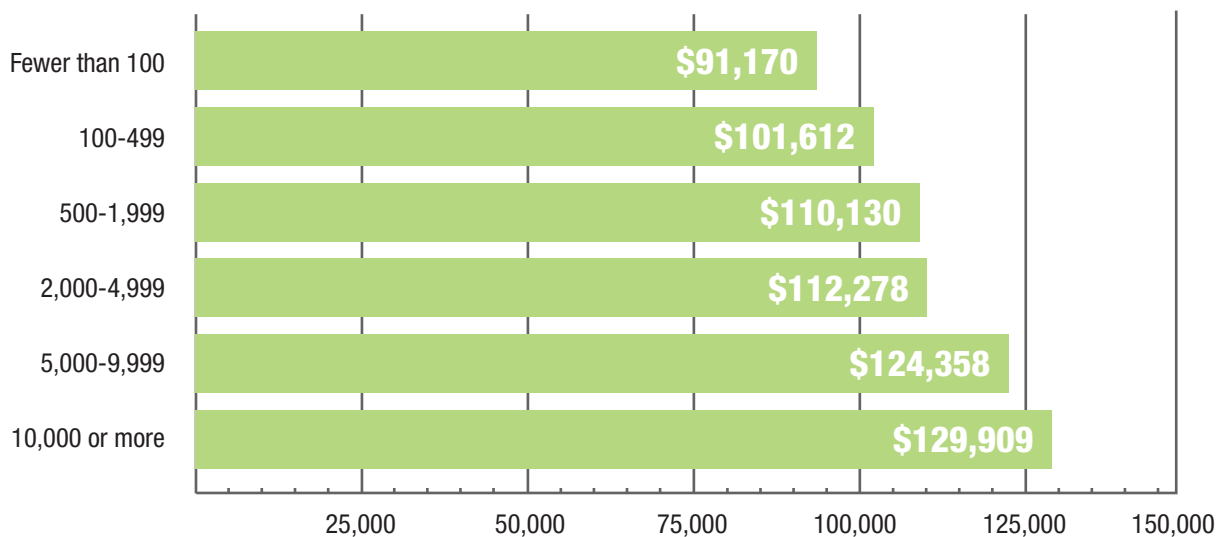
Non-Manufacturing



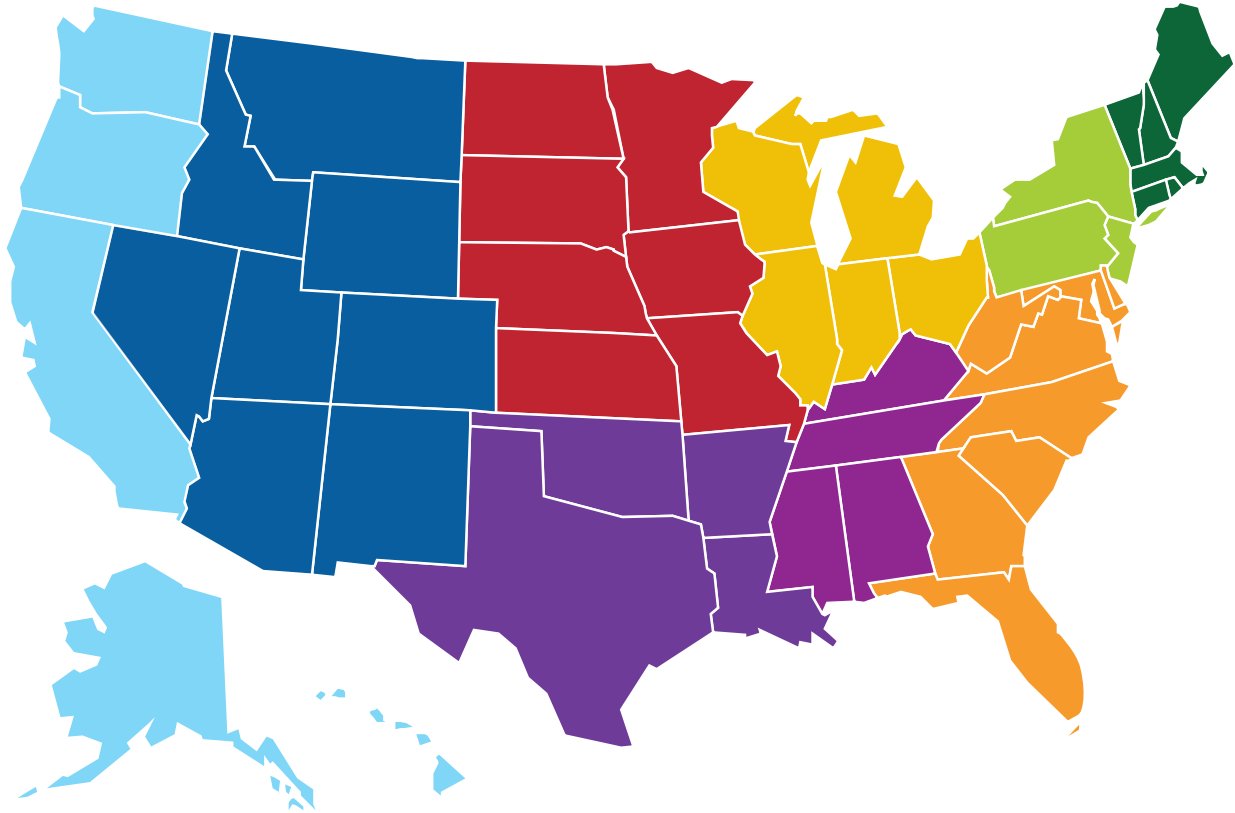
Average Salary by Total Annual Gross Revenue of the Organization



Average Salary by Total Employees in the Organization



Average Salary by Geographic Region



When you look at the average salary by state, the top ten highest paying states — listed in order — are: New Jersey (\$150,346); Connecticut (\$136,175); California (\$134,698); Massachusetts (\$133,064); Kentucky (\$132,398); Delaware (\$132,276); Virginia (\$126,935); Colorado (\$126,782); Georgia (\$124,200); Texas (\$123,753).

East North Central	\$110,510
East South Central	\$117,418
Middle Atlantic	\$118,412
Mountain	\$107,815
New England	\$125,887
Pacific	\$126,265
South Atlantic	\$116,986
West North Central	\$109,073
West South Central	\$119,224

Bonus

Average Top 5 Percentile

\$165,258

Average Bonus



Median Bonus



Average Bonus for Men



Average Bonus for Women



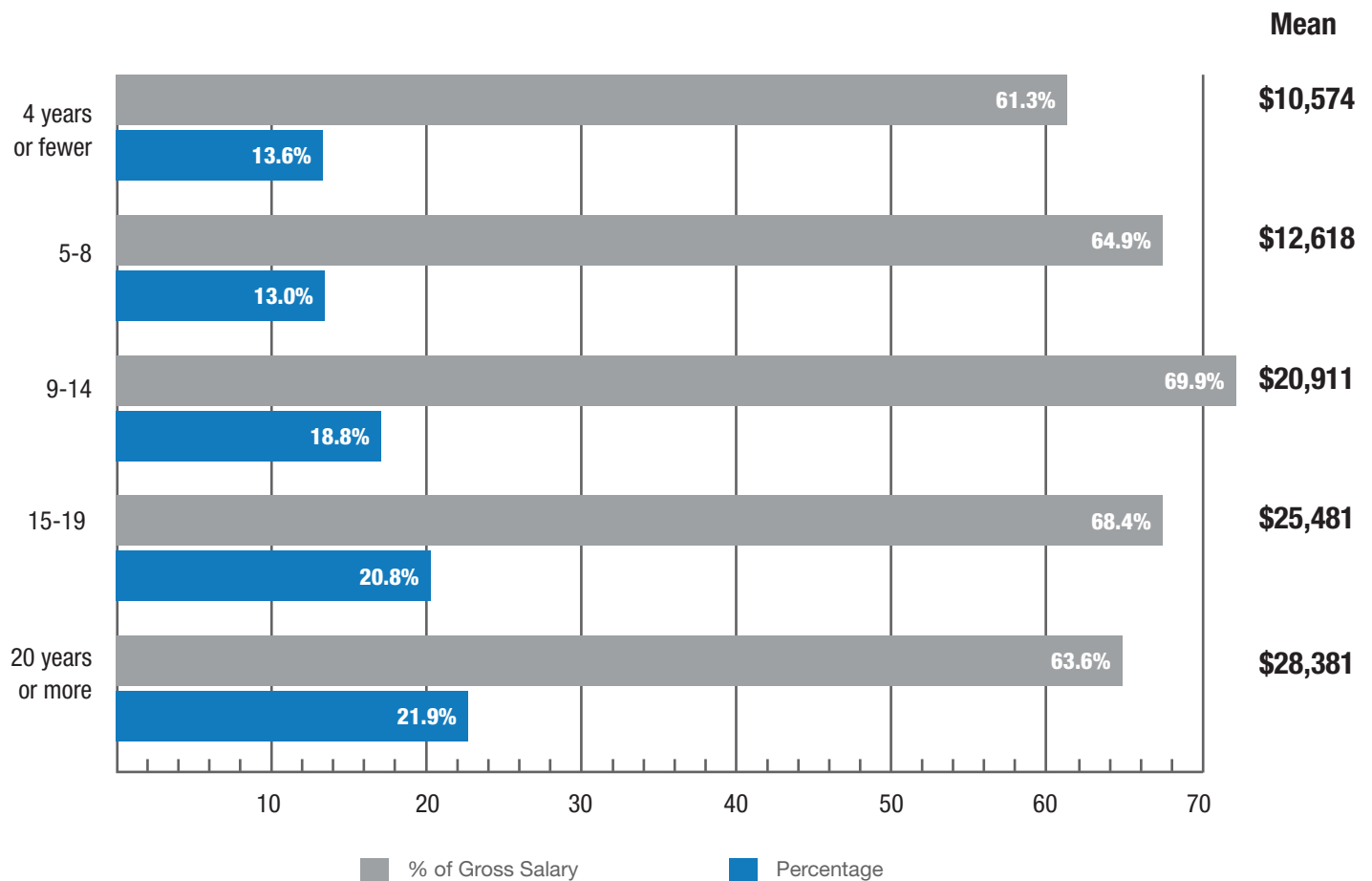
As is the case for most professions, supply professionals report that bonuses and stock options can provide a welcome boost to base pay. Sixty-six percent of respondents received a bonus this past year (the same as in 2016), with an average bonus of \$23,603, or 20.1 percent of average base salary (up slightly from 19.8 percent in 2016). The median bonus in 2017 was \$10,296, slightly ahead of the \$10,000 reported for 2016.

Bonuses depended on various factors, respondents noted, including: a combination of company results (52 percent), department results (15 percent), individual results (29 percent) and other results (4 percent). The average of the top 10 percent of bonuses paid was \$117,843, up 3.8 percent from \$113,488 the previous year. The average of the highest 5 percent of bonuses paid was \$165,258, up 6.6 percent, compared to \$155,027 in 2016.

Bonus by Position

	Mean	Percentage	% of Gross Salary
Chief, Procurement/Supply Management/Sourcing	\$118,311	66.7%	44.9%
Vice President, Procurement/Supply Management/Sourcing	\$58,109	81.6%	27.8%
Director, Procurement/Supply Management/Sourcing	\$32,797	71.6%	20.4%
Manager, Procurement/Supply Management/Sourcing	\$19,765	71.6%	17.3%
Experienced Procurement and Supply Chain Practitioner (9 years or more)	\$17,172	58.5%	17.8%
Emerging Procurement and Supply Chain Management Practitioner (8 years or less)	\$9,009	57.7%	11.6%

Bonus by Years of Experience



Stock Options

In 2017, 12.6 percent of respondents earned stock options, which is ahead of the 2016 figure of 11.5 percent. The average value of stock options awarded was \$35,340; the median value of stock options awarded was \$15,000. This notable disparity between the mean and median indicates that the value of options awarded skewed toward the higher end of the scale. The average value and median increased compared to 2016, up 5.1 percent for the average (from \$33,630) and up 4.3 percent for the median (from \$14,378). The average value of the top 10 percent of stock options granted was \$181,468, up 4.7 percent, compared to \$173,283 in 2016. The top 5 percent of options had an average value of \$263,816 — up 5.2 percent from \$250,730 in 2016.

Average Top 5 Percentile

\$263,816

Average Estimated Value



Median Estimated Value



Average Estimated Value for Men



Average Estimated Value for Women



Stock Options by Position

	Average Estimated \$ Value	Percentage Receiving Options	% of Gross Salary
Chief, Procurement/Supply Management/Sourcing	\$187,933	24.6%	71.3%
Vice President, Procurement/Supply Management/Sourcing	\$60,863	32.2%	29.1%
Director, Procurement/Supply Management/Sourcing	\$37,260	21.7%	23.2%
Manager, Procurement/Supply Management/Sourcing	\$24,219	11.8%	21.2%
Experienced Procurement/Supply Management Practitioner	\$21,145	6.6%	21.9%
Emerging Procurement/Supply Management Practitioner	\$13,524	10.8%	17.4%

Stock Options by Years of Experience

	Average Estimated \$ Value	Percentage Receiving Options	% of Gross Salary
4 years or less	\$6,979	11.3%	8.9%
5-8	\$31,788	12.8%	32.8%
9-14	\$29,784	14.1%	26.8%
15-19	\$32,723	13.7%	26.7%
20 years or more	\$46,808	11.1%	36.1%

Additional Benefits Received

Respondents were asked to indicate the additional benefits they received beyond wages, bonuses and stock options. The percentage of respondents who selected each option is reported below.

Benefits	Percentage
Health insurance	93%
Dental insurance	89%
Pension/retirement plan/401(k) or similar plan	88%
Life insurance	85%
Vision insurance	81%
Short term disability	75%
Long term disability	72%
Tuition reimbursement	67%
Wellness programs	65%
Paid training/professional certification	57%
Personal communication device (cell phone, laptop, PDA, etc.)	56%
Paid maternity/family leave	55%
Performance bonuses	46%
Association membership	41%
Long term care insurance	36%
Health club membership	27%
Legal services	21%
Personal legal services	21%
Stock options	18%
Identity theft protection	12%
Vehicle/vehicle allowance	10%
Childcare	8%
Elder care	6%
Accounting/tax services	5%
Sabbatical	5%
Other	3%

Importance of Various Items in the Employment Decision

Wages were the most important consideration when evaluating job opportunities. Asked to rank 14 factors when looking at potential jobs, 85 percent of survey respondents indicated wages paid as most important, followed by job satisfaction (mentioned by 81 percent of respondents). The next five factors were prospect of improved work/life balance (80 percent), benefits package (medical/dental/vision) (79 percent), pension/retirement plan/401(k) or similar plan (78 percent), organizational culture/work environment (75 percent) and work environment (73 percent). The least-important factors were health-and-wellness programs (60 percent), organizational commitment to sustainability/social responsibility programs (58 percent), and mentorship programs (56 percent).

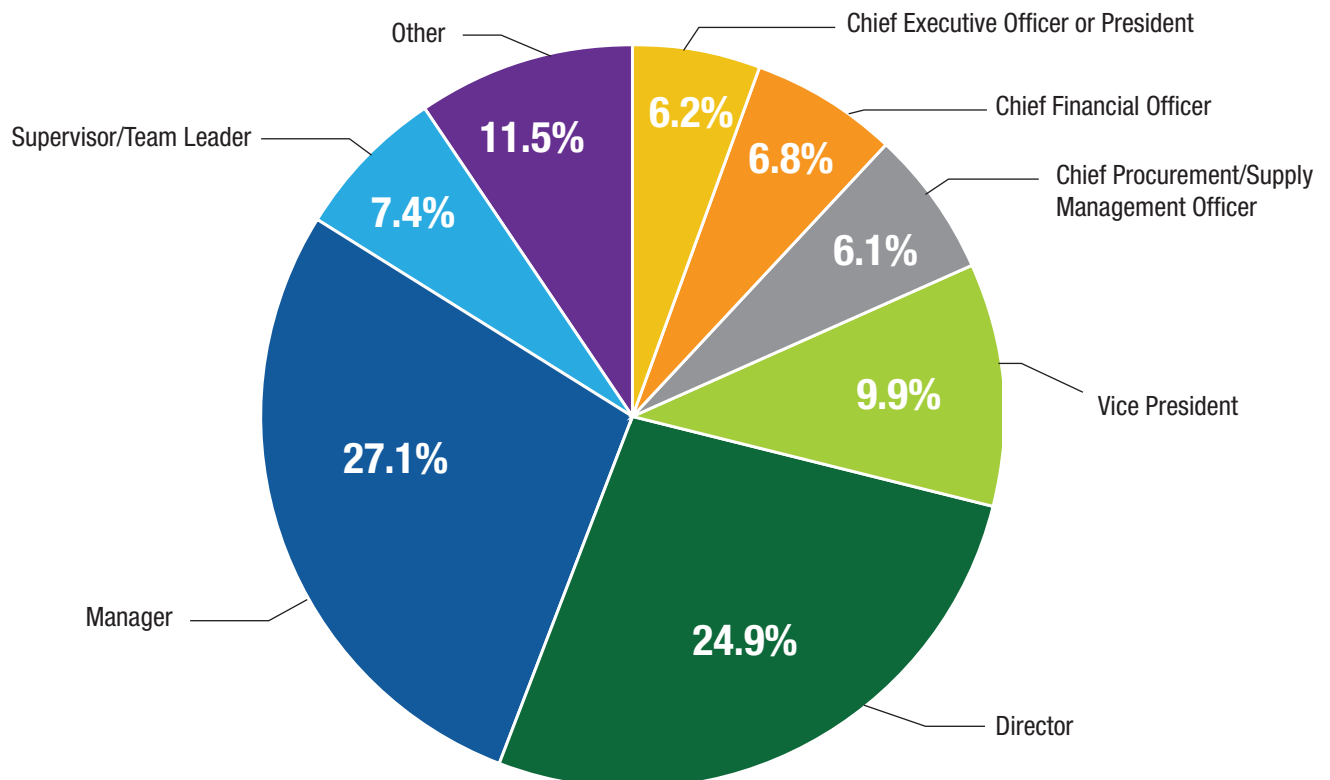
	Rank
Wages	3.1
Job satisfaction	4.6
Work/life balance	5.3
Benefits package (Medical/Dental/Vision)	5.7
Pension/retirement plan/401(K) or similar plan	6.2
Organizational culture/work environment	6.6
Work environment	6.8
Financial stability of the organization	6.9
Work location	7.6
Advancement opportunities	7.6
Bonuses	7.8
Educational opportunities	11.8
Reimbursement for training/certification	12.2
Company provided training	12.2
Health and wellness programs	12.3
Organizational commitment to sustainability/social responsibility programs	13.5
Mentorship programs	14.0
Other	13.9

Demographics of Respondents

Position and Gender

	Men	Women	Total
Chief, Senior VP or Executive VP	2.7%	1.3%	2.2%
Vice President	4.2%	0.9%	3.1%
Director	17.1%	11.0%	14.7%
Manager	37.3%	33.2%	35.6%
Experienced Practitioner	24.7%	36.2%	27.7%
Emerging Practitioner	11.4%	15.5%	14.1%
Other	2.7%	2.0%	2.7%

Who They Report To



Demographics of Respondents

Dollar Amount of Annual Spend for Which They Are Responsible

Less than \$500,000	11.4%
\$500,000-\$10.9 million	26.2%
\$11 million-\$39.9 million	20.9%
\$40 million-\$99.9 million	15.8%
\$100 million or more	25.7%

Years of Experience and Gender

	Men	Women	Total
4 years or fewer	8.0%	8.2%	8.1%
5-8 years	9.9%	12.6%	10.9%
9-14 years	19.9%	20.2%	20.1%
15-19 years	17.4%	18.1%	17.6%
20 years or more	44.8%	40.8%	43.2%

Demographics of Respondents

Highest Level of Education Completed

	Men	Women	Total
High school graduate	1.9%	2.6%	2.2%
Some college	5.8%	9.9%	7.3%
Associate's degree	3.4%	7.0%	4.7%
Bachelor's degree	44.1%	49.7%	46.1%
Master's degree	42.1%	29.4%	37.4%
Doctoral degree	2.8%	1.4%	2.3%

Major of Highest Degree

Liberal Arts	7.4%
Engineering or Technology	9.3%
Business, other than Supply Management	56.7%
Supply Management/Supply Chain Management	14.6%
Other	12.0%

Demographics of Respondents

Certification

	Men	Women	Total
Certified Professional in Supply Management® (CPSM®)	53.4%	46.8%	51.1%
Certified Professional in Supplier Diversity® (CPSD™)	4.2%	4.0%	4.1%
Certified Purchasing Manager (C.P.M.)	44.4%	40.1%	42.9%
Accredited Purchasing Practitioner (A.P.P.)	5.1%	4.3%	4.9%
Certified in Production and Inventory Management (CPIM)	9.6%	6.3%	8.4%
Certified in Integrated Resource Management (CIRM)	1.5%	0.2%	1.0%
Certified Professional Contracts Manager (CPCM)	2.0%	2.0%	2.0%
Certified Professional Public Buyer (CPPB)	1.6%	5.2%	2.8%
Certified Public Purchasing Officer (CPPO)	1.9%	3.2%	2.3%
Certified Professional Purchaser (CPP)	2.1%	2.7%	2.3%
Certified Supply Chain Professional (CSCP)	5.9%	2.5%	4.7%
Member Chartered Institute of Purchasing and Supply (MCIPS)	2.1%	0.7%	1.6%
Project Management Professional (PMP)	5.6%	3.2%	4.7%
Supply Chain Management Professional (SCMP)	3.5%	2.5%	3.2%
SCPro™ (from CSCMP)	0.4%	0.0%	0.3%
Certified in Logistics Transportation and Distribution (CLTD)	0.7%	0.0%	0.4%

Demographics of Respondents

Spend Categories for Which They Are Responsible

	Percent
Capital equipment	39.8%
Chemicals	26.1%
Construction	24.3%
Electronics, electrical components	33.6%
Food/beverages/perishables	15.2%
Fuel/energy/utilities	19.4%
Healthcare and related	11.8%
Indirect goods	37.7%
Information technology	29.2%
Machinery	25.6%
Manufacturing components/materials	41.2%
Metals	23.3%
MRO	34.6%
Office equipment/supplies	37.4%
Packaging	27.2%
Services (including legal and marketing)	35.8%
Telecommunications	20.8%
Transportation/logistics	29.9%
Travel/Entertainment	16.8%
Other	10.9%

Demographics of Respondents

Business Processes/Components for Which They are Responsible

	Percent
Business planning	17.9%
Contract management	55.3%
Cost/price management	53.5%
Disposition/investment recovery	8.1%
Distribution	11.6%
Finance	7.6%
Global/international sourcing	30.6%
Inventory control	26.9%
Logistics	23.9%
Market intelligence	20.6%
Materials management	30.4%
MRO/indirect	26.6%
Operations	18.5%
Outsourcing	28.7%
Packaging	14.5%
Performance and measurements	37.3%
Product/service development	12.1%
Purchasing/procurement	76.5%
Quality	19.0%
Receiving	15.0%
Risk management	35.1%
Strategic sourcing	63.0%
Strategy development	37.8%
Supplier diversity	33.0%
Supplier relationship management	65.2%
Sustainability/social responsibility	14.2%
Transportation/traffic/shipping	16.8%
Warehousing/stores	16.4%
Other	3.8%

Demographics of Respondents

By Industry

Manufacturing

Food, Beverage & Tobacco Products	6.0%
Textile Mills	0.6%
Apparel, Leather & Allied Products	0.3%
Wood Products	0.9%
Paper Products	2.2%
Printing & Related Support Activities	1.6%
Petroleum & Coal Products	5.4%
Chemical Products	9.6%
Plastics & Rubber Products	4.2%
Nonmetallic Mineral Products	1.3%
Primary Metals	1.9%
Fabricated Metal Products	8.5%
Machinery	8.6%
Computer & Electronic Products	7.8%
Electrical Equipment, Appliances & Components	10.9%
Transportation Equipment	9.9%
Furniture & Related Products	0.9%
Miscellaneous Manufacturing	19.4%

Non-Manufacturing

Agriculture, Forestry, Fishing & Hunting	0.6%
Mining	2.1%
Utilities	12.6%
Construction	5.5%
Wholesale Trade	2.9%
Retail Trade	5.6%
Transportation & Warehousing	4.5%
Information	3.2%
Finance & Insurance	8.2%
Real Estate, Rental & Leasing	0.9%
Professional, Scientific & Technical Services	6.2%
Management of Companies & Support Services	1.5%
Educational Services	12.6%
Health Care & Social Assistance	9.4%
Arts, Entertainment & Recreation	1.7%
Accommodation & Food Services	1.3%
Public Administration	7.6%
Other Services	13.5%

Demographics of Respondents

Total Annual Gross Revenue of the Organization

Under \$50 million	12.1%
\$50 million - \$499 million	20.9%
\$500 million - \$1.19 billion	12.3%
\$1.20 billion - \$3.99 billion	13.7%
\$4 billion - \$9.99 billion	14.0%
\$10 billion or more	26.9%

Total Employees in the Organization

Less than 100	6.2%
100 - 499	14.3%
500 - 1,999	16.3%
2,000 - 4,999	12.7%
5,000 - 9,999	10.6%
10,000 or more	39.8%

The number of Employees in the Supply Management Organization

Less than 10	26.6%
10-29	19.3%
30-79	14.6%
80-149	8.5%
150-499	14.9%
500 or more	16.0%

Demographics of Respondents

Gender

Men	63.4%
Women	36.6%

Race

Hispanic*	7.3%
American Indian	1.2%
Asian	10.5%
Black	5.8%
Caucasian	80.0%
Pacific Islander	0.5%
Other	4.7%

**Hispanic is an ethnicity and not a race. Individuals of Hispanic origin may be of any race. Respondents were able to indicate identification with more than one race.*

How the Survey Was Conducted

For the 13th straight year, Institute for Supply Management® (ISM®) collected salary and job information from supply management professionals. The survey was administered during the first three weeks of March 2018. A random sample of customers (including ISM members and nonmembers) was pulled from ISM's database. An email invitation requesting participation in the survey was then sent to these customers. Two reminders were sent to individuals this survey cycle. To encourage participation, individuals were offered an opportunity to win a US\$50 gift card (20 available). Respondents were asked to report compensation information for the 2017 calendar year. Compensation included (reported separately) wages, bonuses and stock options received before taxes and deductions. In all, 2,979 usable responses were received, for a response rate of 4.7 percent. For the sixth time, respondents were asked if they were employed for the full year. A total of 118 respondents (4 percent) indicated they were not employed for all of 2017 (compared to 3.6 percent in 2016). Not all of the percentages of respondents add up to 100 percent, as every respondent did not answer every question on the survey, or respondents were directed to select more than one answer. In 2016, as in previous years, ISM asked participants about their gross salary, and then, separately, how much their salary changed between 2016 and 2015. Asking two questions (rather than computing one from the other) allows ISM to analyze both separately. However, this can sometimes yield apparently inconsistent results when the average of the gross salary variable changes at a rate different from the average change in salary as reported by respondents, as was the case this year and last year.