

ISM[®]'s 2014 SALARY SURVEY

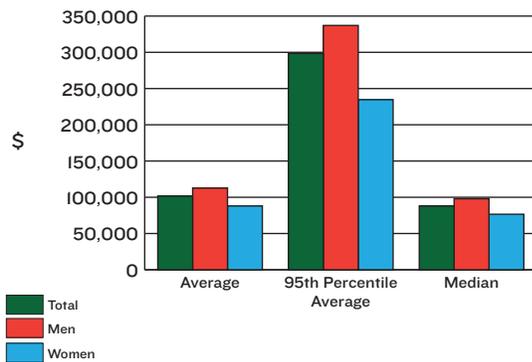
Introduction

This report presents the results of a survey of supply management practitioners and professionals conducted by Institute for Supply Management[®] (ISM[®]) during February 2014. Respondents were asked to report salary information for the 2013 calendar year.

The information collected from the survey is reported here. The data are 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. Items marked with a (*) indicate that three or fewer responses were received for this category and are not reported. Demographic information for all respondents is provided at the end of this report.

Salary Data

The average annual compensation for supply management practitioners who responded to the survey was US\$101,608 (which includes only base salary received before taxes and deductions). The average salary for the men who responded was \$112,677, compared with \$87,071 for women respondents. The median salary was \$88,000, with the average of the top 5 percent highest-paid respondents being \$298,420. In all, 38 percent of respondents reported earning \$100,000 or more. The average salary is broken down by a number of different variables in the tables and charts that follow.

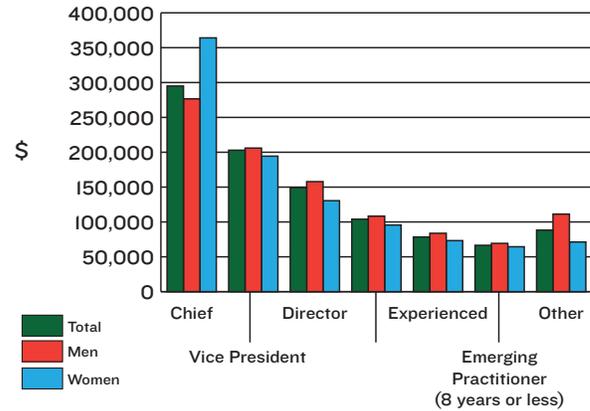


Average Salary

	Total	Men	Women
Average	\$101,608	\$112,677	\$87,071
95th Percentile Average	\$298,420	\$337,061	\$235,082
Median	\$88,000	\$98,000	\$76,600

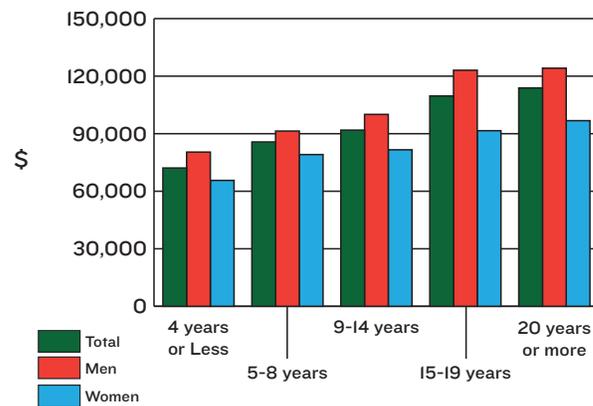
Average Salary by Position

	Total	Men	Women
Chief, Procurement/ Supply Management/Sourcing	\$295,037	\$276,622	\$364,091
Vice President, Procurement/ Supply Management/Sourcing	\$202,940	\$205,986	\$194,413
Director, Procurement/ Supply Management/Sourcing	\$149,186	\$157,854	\$130,502
Manager, Procurement/ Supply Management/Sourcing	\$103,959	\$108,326	\$95,615
Experienced Supply Management Practitioner	\$78,393	\$83,773	\$73,253
Emerging Supply Management Practitioner (8 years or less)	\$66,532	\$69,298	\$64,460
Other	\$88,289	\$111,258	\$71,256



Average Salary by Years of Work Experience

	Total	Men	Women
4 years or less	\$72,119	\$80,409	\$65,647
5-8 years	\$85,689	\$91,366	\$79,122
9-14 years	\$91,863	\$100,061	\$81,620
15-19 years	\$109,662	\$123,086	\$91,561
20 years or more	\$113,852	\$124,156	\$96,793



How the Survey Was Conducted

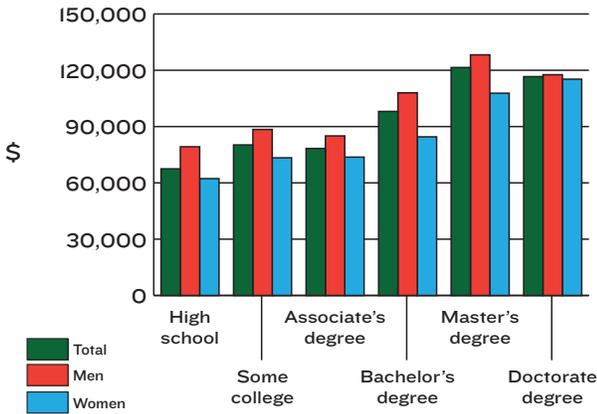
For the ninth year in a row, ISM has collected salary and job information from supply management professionals. The survey was conducted during the first two weeks of February 2014. A random sample of customers (including both members and nonmembers) was pulled from ISM's database. An email invitation requesting participation in the survey was then sent to these customers. Four reminders were sent to individuals who had not yet completed their survey as of the time the reminder was scheduled to send. As an incentive to participate, individuals were offered the opportunity to enter a drawing for \$100 gift cards. Respondents were asked to report compensation information for the 2013 calendar year. Compensation included wages, bonuses, and stock options (each stated separately) received before taxes and deductions. In all, a total of 2,316 usable responses were received, representing a net

response rate of 8 percent. For the third time, respondents were asked if they were employed for the full year. Sixty-six, or 2.8 percent, of the respondents indicated they were not employed for the full year (compared with 4 percent in 2012). The results posted exclude those not employed for the full calendar year of 2013.

Graphical and tabular reports on the results of this survey are available on the ISM website. A brief summary of the results is available to the general public, while a detailed report is available at no charge to ISM members. Nonmembers may purchase the detailed report for \$249. The reports can be accessed in the ISM Career Center at www.ism.ws.

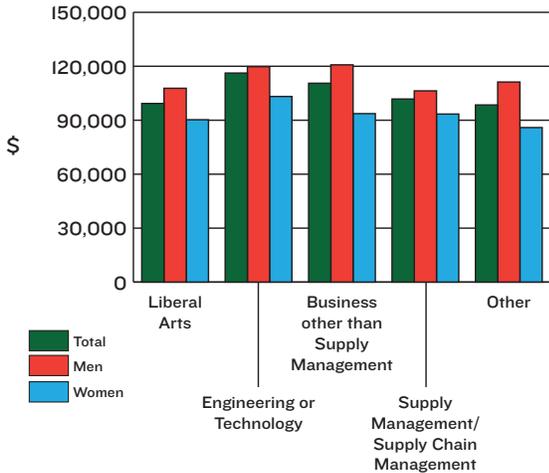
***Note:** Not all of the percentages of respondents add up to 100 percent, as every respondent did not answer every question on the survey.

Average Salary by Highest Level of Education Completed



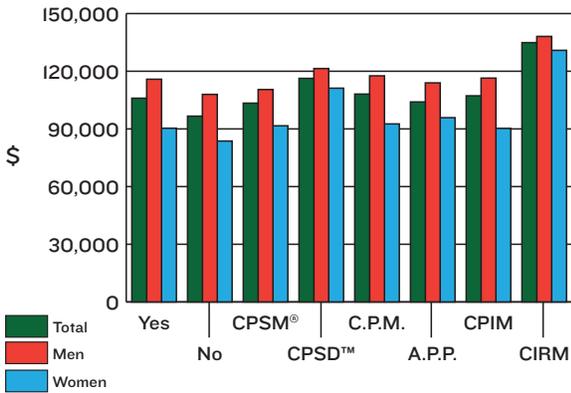
	Total	Men	Women
High school	\$67,484	\$79,241	\$62,259
Some college	\$80,228	\$88,461	\$73,359
Associate's degree	\$78,340	\$85,029	\$73,733
Bachelor's degree	\$98,079	\$107,992	\$84,532
Master's degree	\$121,475	\$128,232	\$107,778
Doctorate degree	\$116,617	\$117,637	\$115,256

Average Salary by Major of Those With a College Degree



	Total	Men	Women
Liberal Arts	\$99,313	\$107,767	\$90,247
Engineering or Technology	\$116,215	\$119,793	\$103,204
Business, other than Supply Management	\$110,574	\$120,801	\$93,666
Supply Management/Supply Chain Management	\$101,794	\$106,328	\$93,431
Other	\$98,492	\$111,237	\$85,923

Average Salary by Certification Status

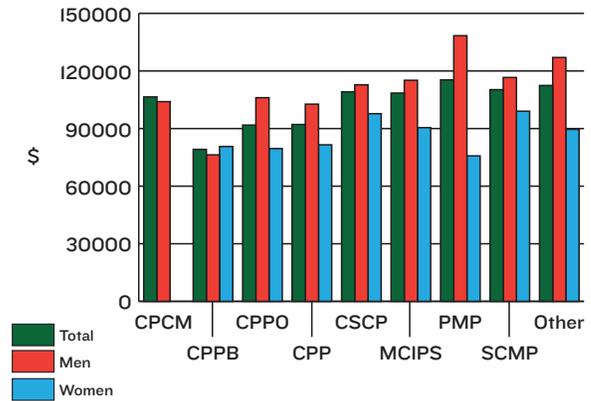


	Total	Men	Women
Yes	\$105,982	\$115,849	\$90,363
No	\$96,655	\$107,962	\$83,702
Certified Professional in Supply Management® (CPSM®)	\$103,415	\$110,483	\$91,625
Certified Professional in Supplier Diversity® (CPSD™)	\$116,301	\$121,412	\$111,190
Certified Purchasing Manager (C.P.M.)	\$108,122	\$117,613	\$92,605
Accredited Purchasing Practitioner (A.P.P.)	\$104,036	\$113,948	\$95,848
Certified in Production and Inventory Management (CPIM)	\$107,228	\$116,432	\$90,275
Certified in Integrated Resource Management (CIRM)	\$134,894	\$138,109	\$130,875

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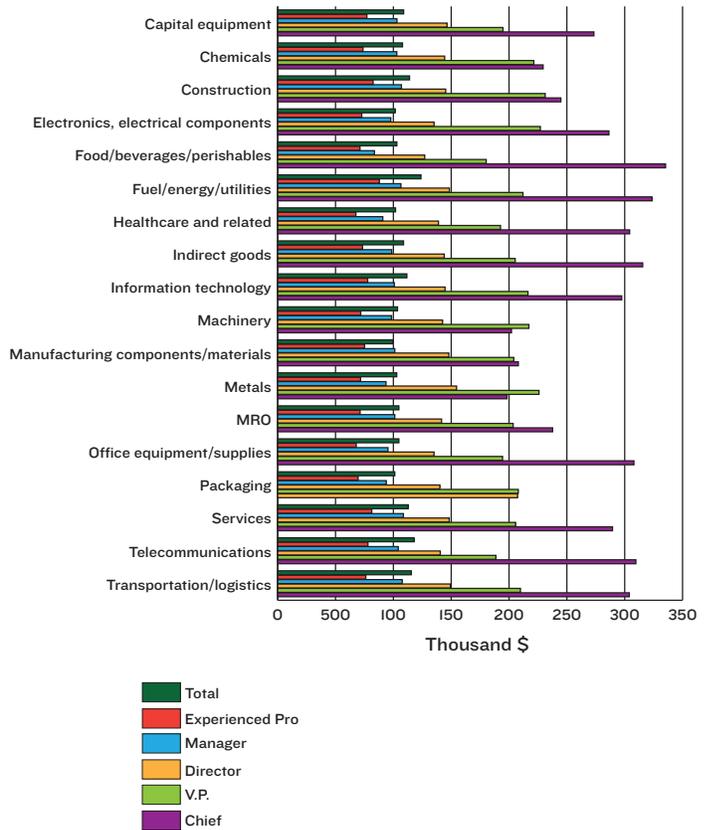
Average Salary by Certification Status (cont.)

	Total	Men	Women
Certified Professional Contracts Manager (CPCM)	\$106,492	\$104,032	*
Certified Professional Public Buyer (CPPB)	\$79,154	\$76,296	\$80,658
Certified Public Purchasing Officer (CPPO)	\$91,818	\$106,082	\$79,591
Certified Professional Purchaser (CPP)	\$92,125	\$102,718	\$81,531
Certified Supply Chain Professional (CSCP)	\$109,113	\$112,796	\$97,756
Member Chartered Institute of Purchasing and Supply (MCIPS)	\$108,506	\$115,150	\$90,472
Project Management Professional (PMP)	\$115,347	\$138,374	\$75,762
Supply Chain Management Professional™ (SCMP™)	\$110,267	\$116,615	\$99,037
Other	\$112,444	\$127,018	\$89,578



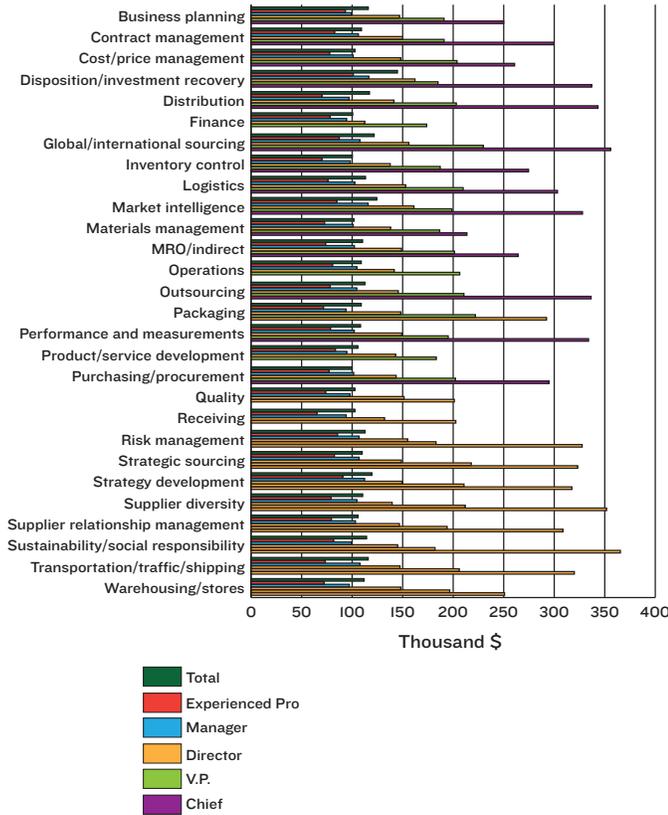
Average Salary by Position and Spend Category Responsibility (Thousand \$)

	Experienced					
	Total	Pro	Manager	Director	V.P.	Chief
Capital equipment	108.9	77.1	103.1	146.4	194.8	273.4
Chemicals	107.9	73.7	103.0	144.3	221.4	229.5
Construction	114.0	82.5	107.0	145.3	231.3	244.8
Electronics, electrical components	101.5	72.7	97.8	135.2	227.1	286.4
Food/beverages/perishables	103.0	71.2	83.6	127.1	180.3	335.3
Fuel/energy/utilities	123.9	87.8	106.5	148.4	212.1	323.6
Healthcare and related	101.9	67.6	90.9	139.0	192.6	304.3
Indirect goods	108.8	73.3	98.6	144.0	205.3	315.5
Information tech.	111.7	77.8	100.8	144.7	216.4	297.4
Machinery	103.6	71.8	98.4	142.3	217.2	202.1
Manufacturing components/materials	99.5	75.1	101.2	148.0	204.1	208.0
Metals	102.9	71.6	93.6	154.6	225.9	198.3
MRO	104.8	71.2	101.2	141.7	203.6	237.7
Office equipment/supplies	104.8	67.9	95.3	135.1	194.4	308.0
Packaging	101.2	69.5	93.8	140.2	208.0	207.4
Services	112.8	81.3	108.7	148.3	205.7	289.5
Telecommunications	117.9	78.0	104.1	140.6	188.6	309.7
Transportation/logistics	115.4	76.2	107.6	149.3	209.9	304.0



Items marked with a (*) indicate that three responses or fewer were received for this category and were not reported.

Average Salary by Position and Business Processes/Components of Supply Management Responsibility (Thousand \$)

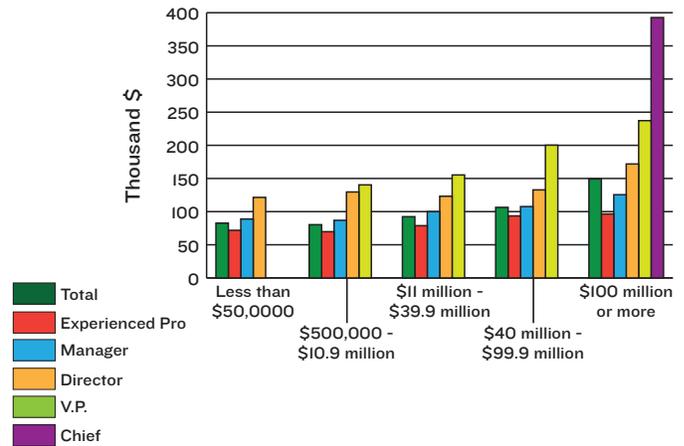


	Experienced					
	Total	Pro	Manager	Director	V.P.	Chief
Business planning	116.0	93.3	99.2	146.9	191.0	249.9
Contract management	109.2	82.8	106.2	150.0	191.0	299.7
Cost/price management	102.8	77.9	101.0	148.1	203.8	260.8
Disposition/investment recovery	144.8	101.2	116.4	162.2	185.0	337.0
Distribution	117.1	70.2	97.0	141.4	203.1	343.3
Finance	100.5	78.3	94.6	112.5	173.8	*
Global/international sourcing	121.8	87.3	107.8	156.1	229.9	355.7
Inventory control	100.2	70.1	98.2	137.7	187.2	274.6
Logistics	113.2	76.2	102.6	153.0	209.9	303.2
Market intelligence	124.3	84.9	115.8	161.2	198.7	328.0
Materials management	101.8	72.7	101.1	138.1	186.7	213.6
MRO/indirect	110.3	73.8	102.2	148.9	201.3	264.2
Operations	109.0	80.7	104.8	141.7	206.5	*
Outsourcing	112.5	78.2	104.6	145.7	210.6	336.5
Packaging	109.0	71.7	94.0	148.1	222.0	292.3
Performance and measurements	108.3	78.7	102.1	149.2	195.1	333.9
Product/service development	105.6	83.5	94.7	143.1	183.3	*
Purchasing/procurement	100.0	77.2	101.6	143.6	202.3	294.9
Quality	102.6	73.9	97.8	151.4	201.1	*
Receiving	102.6	65.2	94.1	132.1	202.6	*
Risk management	112.8	85.6	106.8	155.0	183.0	327.6
Strategic sourcing	109.9	82.5	106.9	148.7	217.9	323.2
Strategy development	119.5	90.8	112.3	149.4	210.7	317.4
Supplier diversity	110.4	79.0	104.7	139.6	212.0	351.8
Supplier relationship management	105.8	79.5	103.3	146.8	194.1	308.6
Sustainability/social responsibility	114.3	81.8	99.4	145.0	182.0	365.5
Transportation/traffic/shipping	115.9	73.4	107.8	147.4	206.0	319.9
Warehousing/stores	111.8	72.3	97.2	148.2	196.6	250.8

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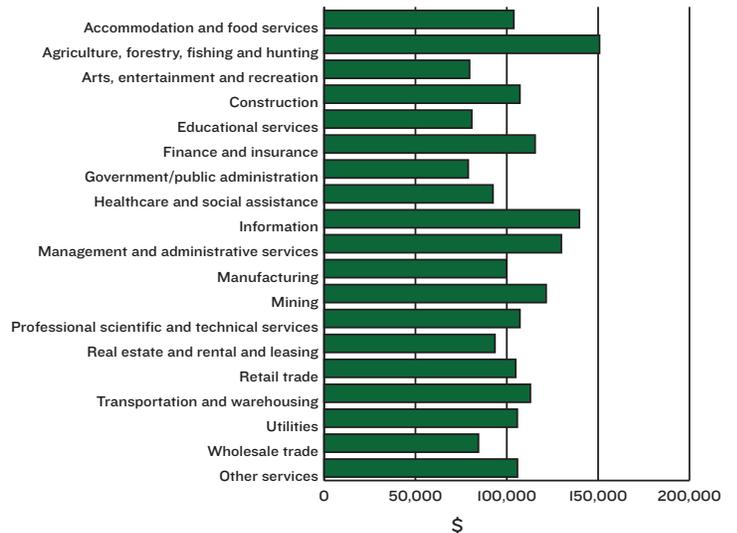
Average Salary by Position and Dollar Amount of Annual Spend for Which They Are Responsible (Thousand \$)

	Experienced					
	Total	Pro	Manager	Director	V.P.	Chief
Less than \$500,000	82.6	71.8	88.9	121.5	*	*
\$500,000 - \$10.9 million	80.3	69.7	86.9	129.6	140.3	*
\$11 million - \$39.9 million	92.4	78.8	99.9	123.2	155.3	*
\$40 million - \$99.9 million	106.4	93.5	107.6	132.8	200.2	*
\$100 million or more	149.3	96.5	125.5	171.9	237.2	392.7



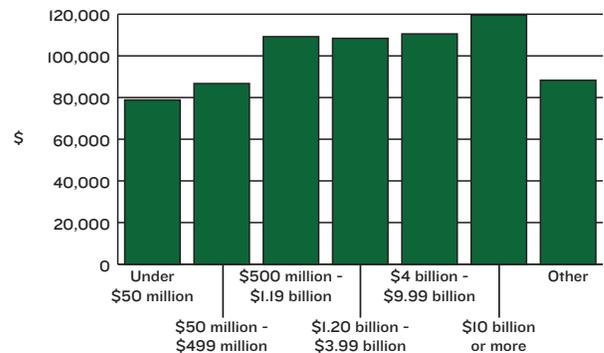
Average Salary by Industry

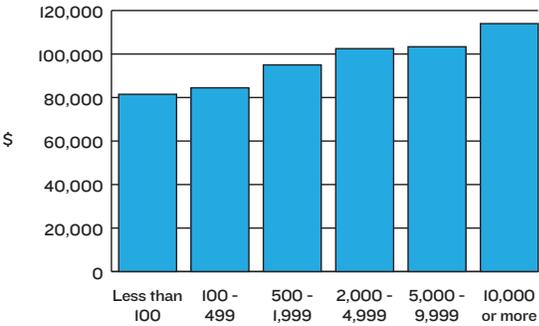
Accommodation and food services (hotels, food and drinking places)	\$103,837
Agriculture, forestry, fishing and hunting	\$150,770
Arts, entertainment and recreation (performing arts, museums, amusement industries)	\$79,617
Construction	\$107,171
Educational services	\$80,814
Finance and insurance	\$115,495
Government/public administration	\$78,889
Healthcare and social assistance	\$92,438
Information (publishing, entertainment and service-provider industries)	\$139,737
Management and administrative services	\$129,862
Manufacturing	\$99,800
Mining (includes oil and gas extraction and other mining)	\$121,529
Professional, scientific and technical services	\$107,179
Real estate and rental and leasing	\$93,519
Retail trade	\$104,869
Transportation and warehousing	\$112,905
Utilities	\$105,726
Wholesale trade	\$84,476
Other services	\$105,820



Average Salary by Total Annual Gross Revenue of the Organization

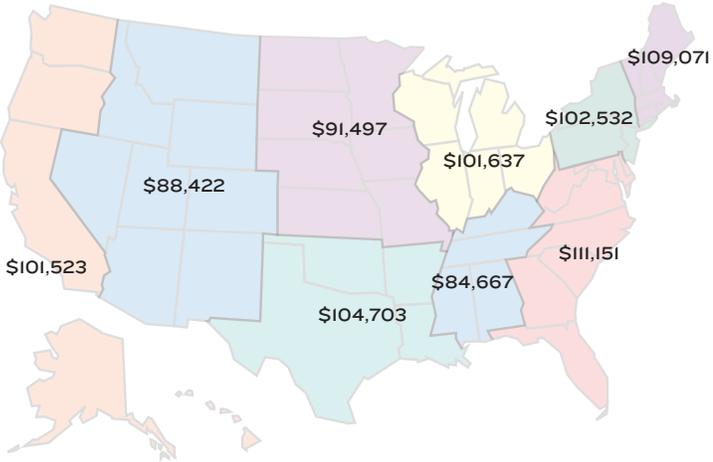
Under \$50 million	\$78,857
\$50 million - \$499 million	\$86,732
\$500 million - \$1.19 billion	\$109,232
\$1.20 billion - \$3.99 billion	\$108,427
\$4 billion - \$9.99 billion	\$110,558
\$10 billion or more	\$119,534





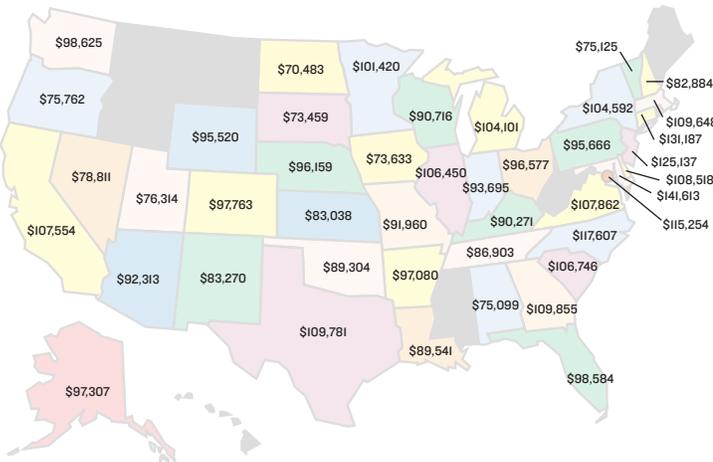
Average Salary by Total Employees in the Organization

Less than 100	\$81,495
100 - 499	\$84,482
500 - 1,999	\$95,014
2,000 - 4,999	\$102,472
5,000 - 9,999	\$103,340
10,000 or more	\$113,974



Average Salary by Geographic Region

Pacific	\$101,523
Mountain	\$88,422
West North Central	\$91,497
West South Central	\$104,703
East North Central	\$101,637
East South Central	\$84,667
South Atlantic	\$111,151
Middle Atlantic	\$102,532
New England	\$109,071



Average Salary by State

Alabama	\$75,099	Montana	*
Alaska	\$97,307	Nebraska	\$96,159
Arizona	\$92,313	Nevada	\$78,811
Arkansas	\$97,080	New Hampshire	\$82,884
California	\$107,554	New Jersey	\$125,137
Colorado	\$97,763	New Mexico	\$83,270
Connecticut	\$131,187	New York	\$104,592
Delaware	\$108,518	North Carolina	\$117,607
District of Columbia	\$115,254	North Dakota	\$70,483
Florida	\$98,584	Ohio	\$96,577
Georgia	\$109,855	Oklahoma	\$89,304
Hawaii	*	Oregon	\$75,762
Idaho	*	Pennsylvania	\$95,666
Illinois	\$118,011	Rhode Island	\$82,883
Indiana	\$93,695	South Carolina	\$106,746
Iowa	\$73,633	South Dakota	\$73,459
Kansas	\$83,038	Tennessee	\$86,903
Kentucky	\$90,271	Texas	\$109,781
Louisiana	\$89,541	Utah	\$76,314
Maine	*	Vermont	\$75,125
Maryland	\$141,613	Virginia	\$107,862
Massachusetts	\$109,648	Washington	\$98,625
Michigan	\$104,101	West Virginia	*
Minnesota	\$101,420	Wisconsin	\$90,716
Mississippi	*	Wyoming	\$95,520
Missouri	\$91,960		

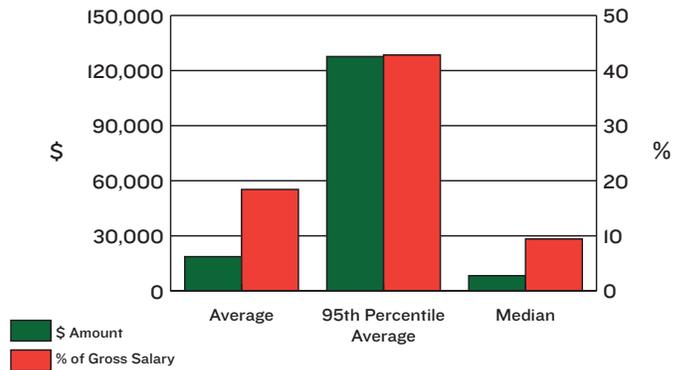
Items marked with a (*) indicate that three responses or fewer were received for this category and were not reported.

Bonuses

Bonuses were earned by 62 percent of all respondents. The average bonus received was \$18,680, which represented about 18 percent of the total gross salary received. The average of the top 5 percent highest-paid bonuses was \$127,634. The value of any stock options received is reported separately. Information on bonuses received is broken down by different variables in the tables and charts that follow.

Average Amount of Bonus (Before Taxes and Deductions, Excluding Stock Options)

	\$ Amount	% of Gross Salary
Average	\$18,680	18.4%
95th Percentile Average	\$127,634	42.8%
Median	\$8,300	9.4%



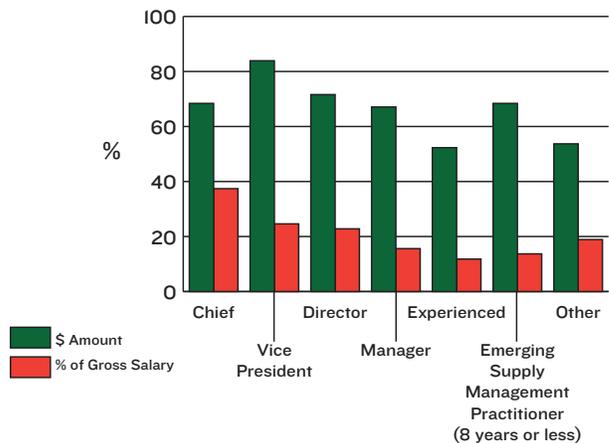
Percentage of Respondents Who Received a Bonus

	Percentage	% of Gross Salary
Total	62.4%	18.4%
Men	67.9%	18.2%
Women	55.3%	17.9%

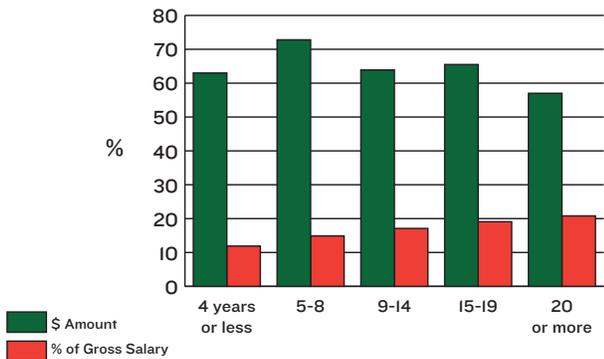


Bonus by Position

	Percentage	% of Gross Salary
Chief, Procurement/Supply Management/Sourcing	68.4%	37.4%
Vice President, Procurement/Supply Management/Sourcing	83.9%	24.6%
Director, Procurement/Supply Management/Sourcing	71.6%	22.8%
Manager, Procurement/Supply Management/Sourcing	67.1%	15.6%
Experienced Supply Management Practitioner	52.3%	11.8%
Emerging Supply Management Practitioner (8 years or less)	68.4%	13.7%
Other	53.7%	18.9%

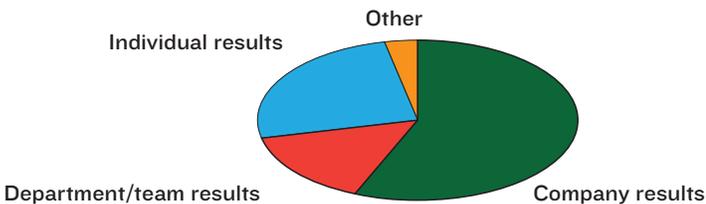


Bonus by Years of Experience



	Percentage	% of Gross Salary
4 years or less	63.0%	11.9%
5-8 years	72.8%	14.9%
9-14 years	63.9%	17.1%
15-19 years	65.5%	19.1%
20 years or more	57.0%	20.8%

Criteria Bonus Is Based On

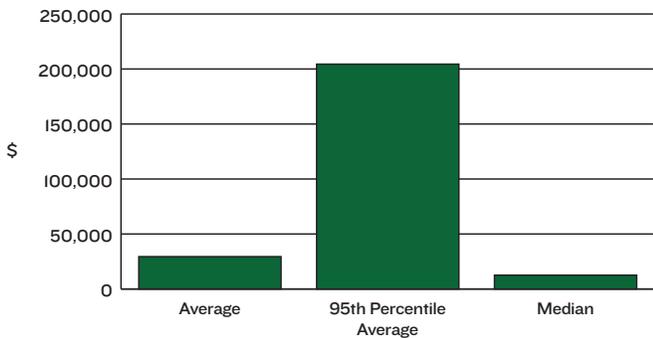


Company results	56.6%
Department/team results	15.0%
Individual results	25.2%
Other	3.3%

Stock Options

While stock options were not included as a part of salary, they were earned by 11.3 percent of the respondents. The average estimated dollar value of the stock options received was \$29,435. The median was \$12,600. Information on stock options received is broken down by different variables in the tables and charts that follow.

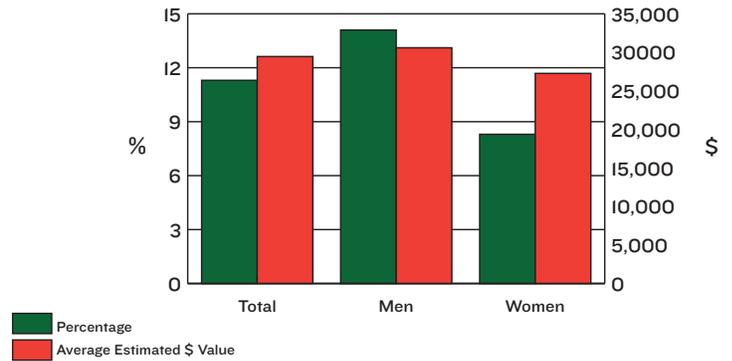
Average Estimated Value of Stock Options Received



Average	\$29,435
95th Percentile Average	\$204,429
Median	\$12,600

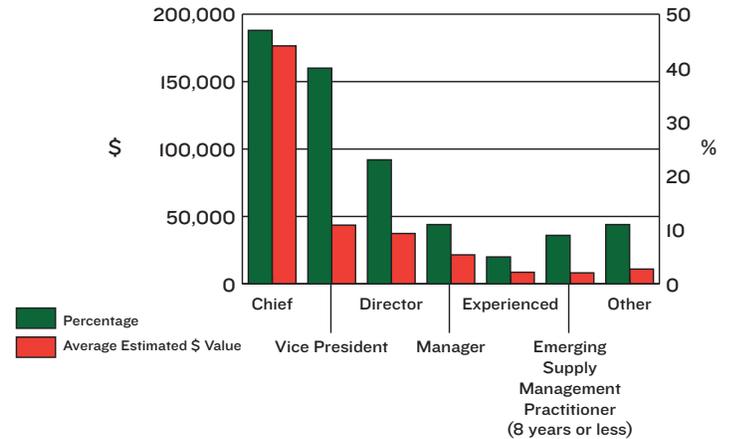
Percentage of Respondents Who Received Stock Options

	Percentage	Average Estimated \$ Value
Total	11.3%	\$29,435
Men	14.1%	\$30,576
Women	8.3%	\$27,249



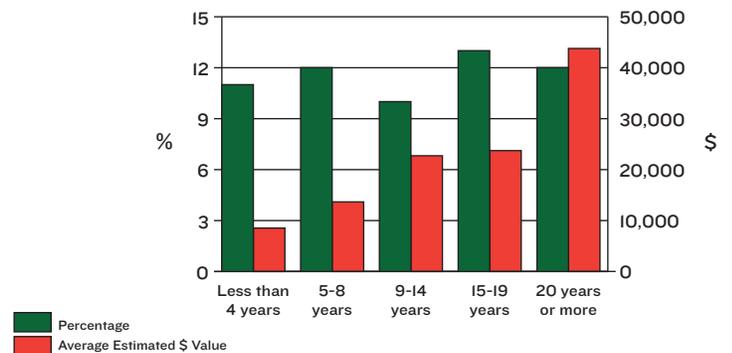
Stock Options by Position

	Percentage	Average Estimated \$ Value
Chief, Procurement/ Supply Management/Sourcing	47%	\$176,500
Vice President, Procurement/ Supply Management/Sourcing	40%	\$43,568
Director, Procurement/ Supply Management/Sourcing	23%	\$37,385
Manager, Procurement/ Supply Management/Sourcing	11%	\$21,545
Experienced Supply Management Practitioner	5%	\$8,644
Emerging Supply Management Practitioner (8 years or less)	9%	\$8,194
Other	11%	\$10,987



Stock Options by Years of Experience

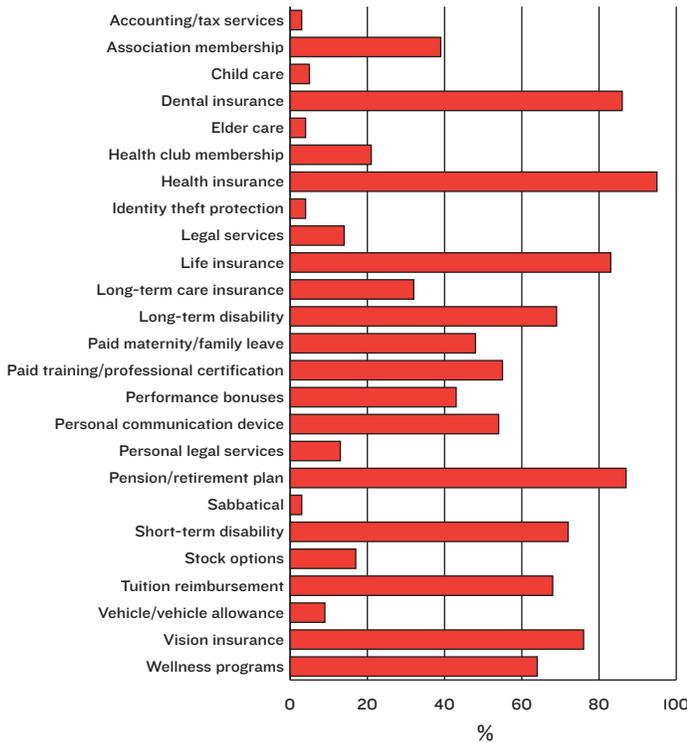
	Percentage	Average Estimated \$ Value
Less than 4 years	11%	\$8,533
5 to 8 years	12%	\$13,666
9 to 14 years	10%	\$22,722
15 to 19 years	13%	\$23,733
20 years or more	12%	\$43,781



Items marked with a (*) indicate that three responses or fewer were received for this category and were not reported.

Additional Benefits Received

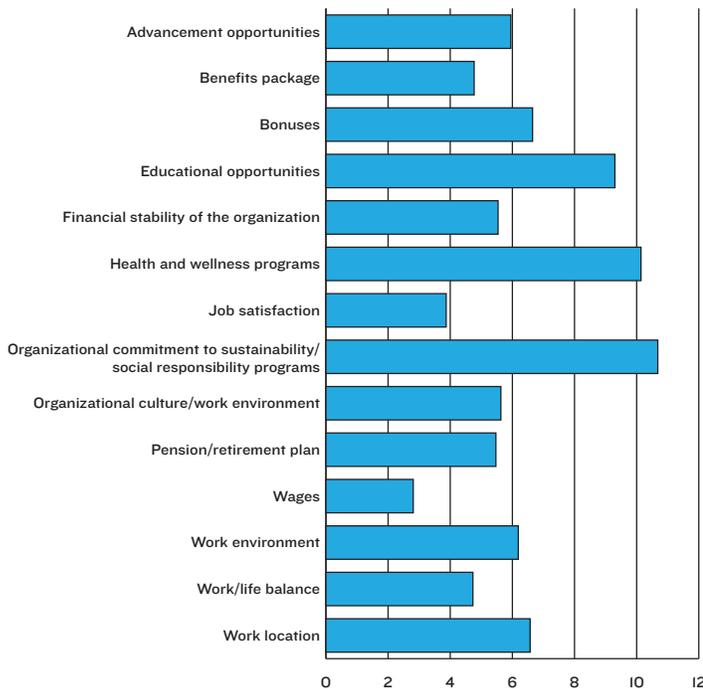
Respondents were asked to indicate the additional benefits they received beyond wages, bonuses and stock options. The percentage of respondents who selected each option is reported below.



Accounting/tax services	3%	Sabbatical	3%
Association membership	39%	Short-term disability	72%
Child care	5%	Stock options	17%
Dental insurance	86%	Tuition reimbursement	68%
Elder care	4%	Vehicle/vehicle allowance	9%
Health club membership	21%	Vision insurance	76%
Health insurance	95%	Wellness programs	64%
Identity theft protection	4%		
Legal services	14%		
Life insurance	83%		
Long-term care insurance	32%		
Long-term disability	69%		
Paid maternity/family leave	48%		
Paid training/professional certification	55%		
Performance bonuses	43%		
Personal communication device (cellphone, laptop, PDA, etc.)	54%		
Personal legal services	13%		
Pension/retirement plan/401(k) or similar plan	87%		

Importance of Various Items in the Employment Decision

Respondents were asked to indicate the importance they place on the following items as they relate to their choice of job and employer. Fourteen job characteristics plus “other” were presented in random order and respondents were asked to rank as many as were important to them (a rank of 1 was most important). Wages was the highest-ranked characteristic, with an average ranking of 2.81. The average ranks for each item are reported.



Advancement opportunities	5.95	Organizational culture/work environment	5.63
Benefits package	4.77	Pension/retirement plan/401(K) or similar plan	5.47
Bonuses	6.65	Wages	2.81
Educational opportunities	9.3	Work environment	6.19
Financial stability of the organization	5.54	Work/life balance	4.73
Health and wellness programs	10.14	Work location	6.57
Job satisfaction	3.87		
Organizational commitment to sustainability/social responsibility programs	10.68		

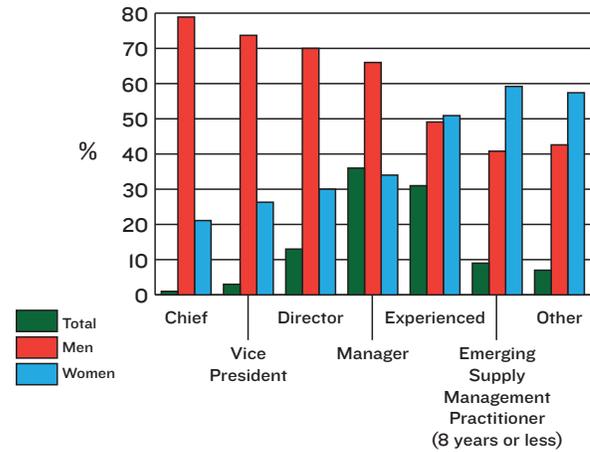
Other items of importance mentioned multiple times include telecommuting, flexibility and work environment.

Demographics of Respondents

Respondents by Position

	Total	Men	Women
Chief, Procurement/ Supply Management/Sourcing	1%	78.90%	21.10%
Vice President, Procurement/ Supply Management/Sourcing	3%	73.70%	26.30%
Director, Procurement/ Supply Management/Sourcing	13%	70.00%	30.00%
Manager, Procurement/ Supply Management/Sourcing	36%	66.00%	34.00%
Experienced Supply Management Practitioner	31%	49.10%	50.90%
Emerging Supply Management Practitioner (8 years or less)	9%	40.80%	59.20%
Other	7%	42.60%	57.40%

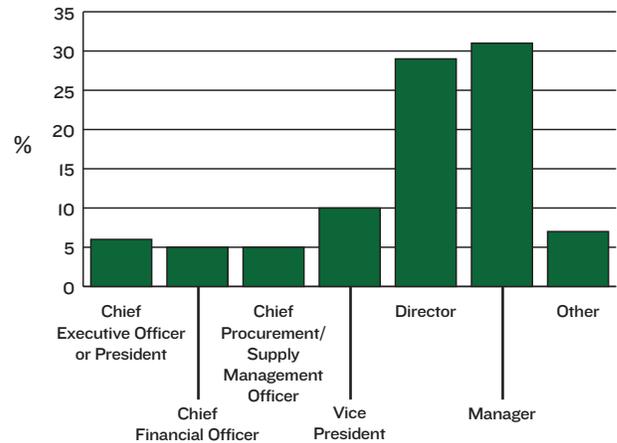
Other position titles mentioned multiple times include buyer, diversity manager and procurement manager.



Respondents by Who They Report To

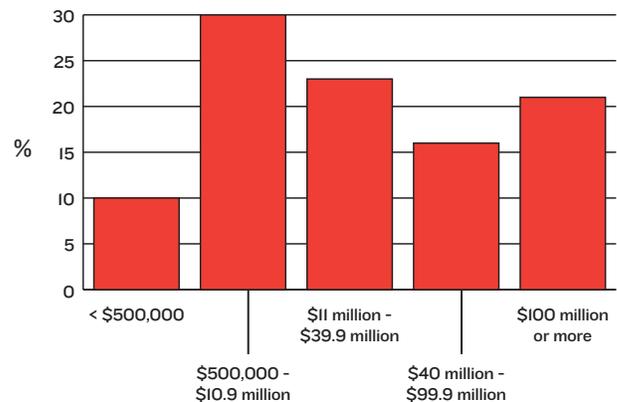
Chief Executive Officer or President	6%
Chief Financial Officer	5%
Chief Procurement/ Supply Management Officer	5%
Vice President, Procurement/ Supply Management/Sourcing	10%
Director	29%
Manager	31%
Other	7%

Multiple responses given for other include: chief operating officer (COO), senior vice president/vice president operations and senior director/vice president finance/controller.

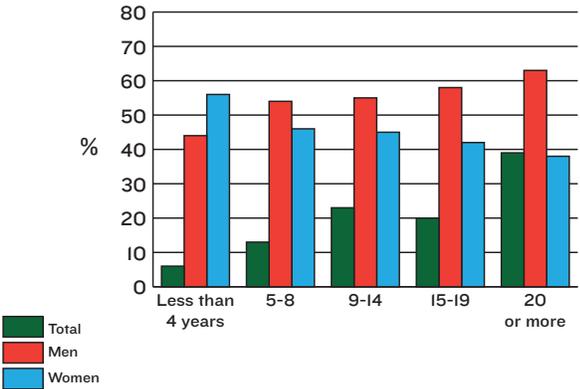


Respondents by the Dollar Amount of Annual Spend for Which They Are Responsible

Less than \$500,000	10%
\$500,000 to \$10.9 million	30%
\$11 million to \$39.9 million	23%
\$40 million to \$99.9 million	16%
\$100 million or more	21%

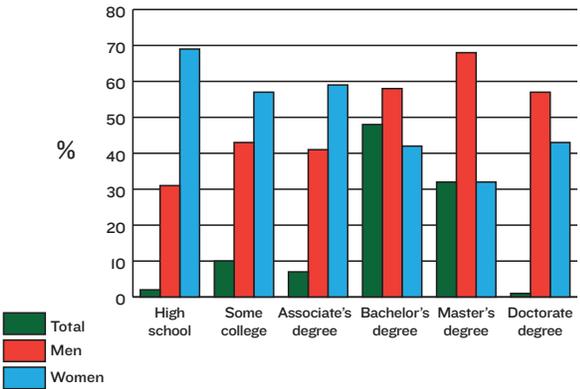


Respondents by Years of Work Experience



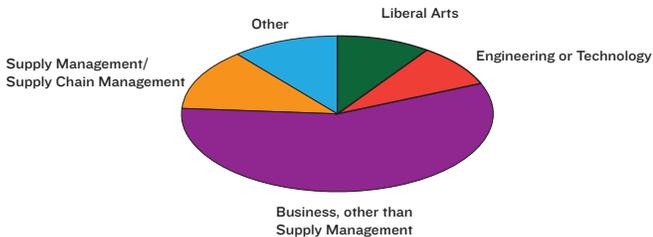
	Total	Men	Women
Less than 4 years	6%	44%	56%
5 to 8 years	13%	54%	46%
9 to 14 years	23%	55%	45%
15 to 19 years	20%	58%	42%
20 years or more	39%	63%	38%

Respondents by Highest Level of Education Completed



	Total	Men	Women
High school	2%	31%	69%
Some college	10%	43%	57%
Associate's degree	7%	41%	59%
Bachelor's degree	48%	58%	42%
Master's degree	32%	68%	32%
Doctorate degree	1%	57%	43%

Respondents With a College Degree by Major



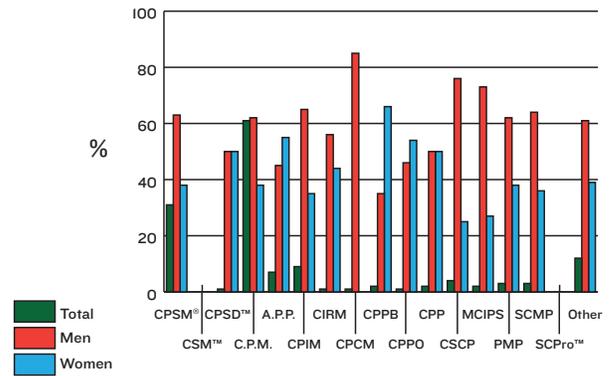
Liberal Arts	10%
Engineering or Technology	9%
Business, other than Supply Management	58%
Supply Management/Supply Chain Management	13%
Other	11%

Multiple responses given for other include: accounting, communications, education, finance and IT.

Respondents by Certification

Overall, 57 percent of respondents reported that they held one or more certifications. The percentage of men with one or more certifications was 61 percent, and the percentage of women with one or more certifications was 39 percent. The percentage of respondents holding various certifications and the breakdown by gender is reported below.

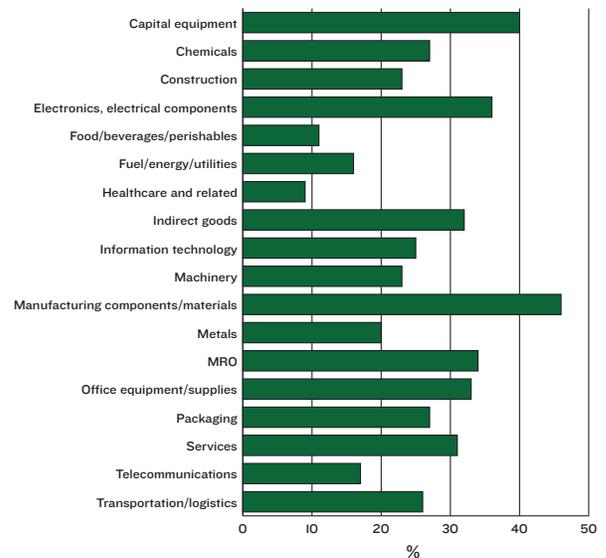
Certifications	Total	Men	Women
Certified Professional in Supply Management® (CPSM®)	31%	63%	38%
Certified in Supply Management™ (CSM™)	★	★	★
Certified Professional in Supplier Diversity® (CPSD™)	1%	50%	50%
Certified Purchasing Manager (C.P.M.)	61%	62%	38%
Accredited Purchasing Practitioner (A.P.P.)	7%	45%	55%
Certified in Production and Inventory Management (CPIM)	9%	65%	35%
Certified in Integrated Resource Management (CIRM)	1%	56%	44%
Certified Professional Contracts Manager (CPCM)	1%	85%	★
Certified Professional Public Buyer (CPPB)	2%	35%	66%
Certified Public Purchasing Officer (CPPO)	1%	46%	54%
Certified Professional Purchaser (CPP)	2%	50%	50%
Certified Supply Chain Professional (CSCP)	4%	76%	25%
Member Chartered Institute of Purchasing and Supply (MCIPS)	2%	73%	27%
Project Management Professional (PMP)	3%	62%	38%
Supply Chain Management Professional (SCMP)	3%	64%	36%
SCPro™ (from CSCMP)	★	★	★
Other	12%	61%	39%



Multiple responses given for other include: Certified Management Accountant (CMA), Certified Materials Resource Professional (CMRP), Certified Public Accountant (CPA), Professional Engineer and Six Sigma Black Belt.

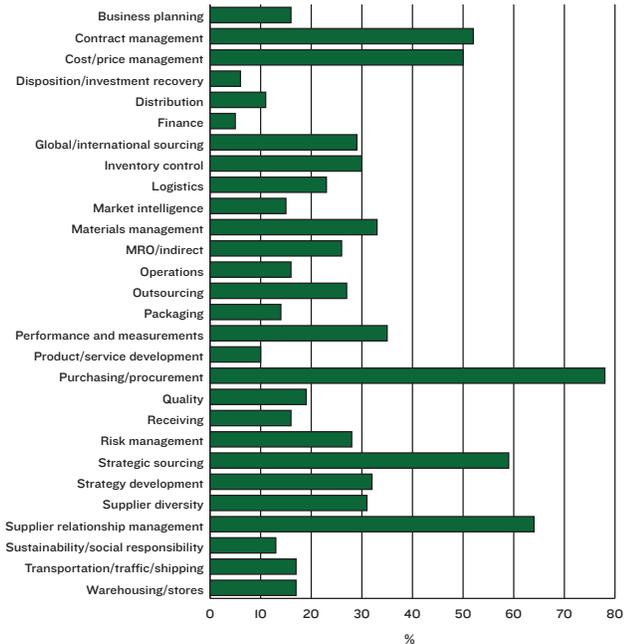
Respondents by Spend Categories for Which They Are Responsible

Capital equipment	40%	Metals	20%
Chemicals	27%	MRO	34%
Construction	23%	Office equipment/supplies	33%
Electronics, electrical components	36%	Packaging	27%
Food/beverages/perishables	11%	Services	31%
Fuel/energy/utilities	16%	Telecommunications	17%
Healthcare and related	9%	Transportation/logistics	26%
Indirect goods	32%		
Information technology	25%		
Machinery	23%		
Manufacturing components/materials	46%		



Multiple responses given for other include: consulting, finished goods and print.

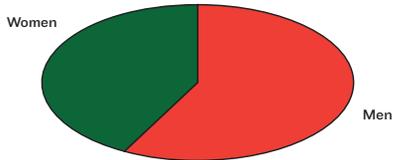
**Respondents by Business Processes/
Components for Which They Are
Responsible**



Business planning	16%	Performance and measurements	35%
Contract management	52%	Product/service development	10%
Cost/price management	50%	Purchasing/procurement	78%
Disposition/investment recovery	6%	Quality	19%
Distribution	11%	Receiving	16%
Finance	5%	Risk management	28%
Global/international sourcing	29%	Strategic sourcing	59%
Inventory control	30%	Strategy development	32%
Logistics	23%	Supplier diversity	31%
Market intelligence	15%	Supplier relationship management	64%
Materials management	33%	Sustainability/social responsibility	13%
MRO/indirect	26%	Transportation/traffic/shipping	17%
Operations	16%	Warehousing/stores	17%
Outsourcing	27%		
Packaging	14%		

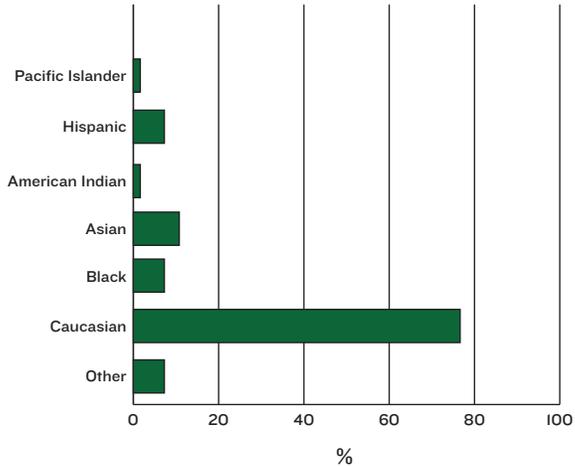
Multiple responses given for Other include compliance and customer service.

Respondents by Gender



Men	58%
Women	42%

Respondents by Race

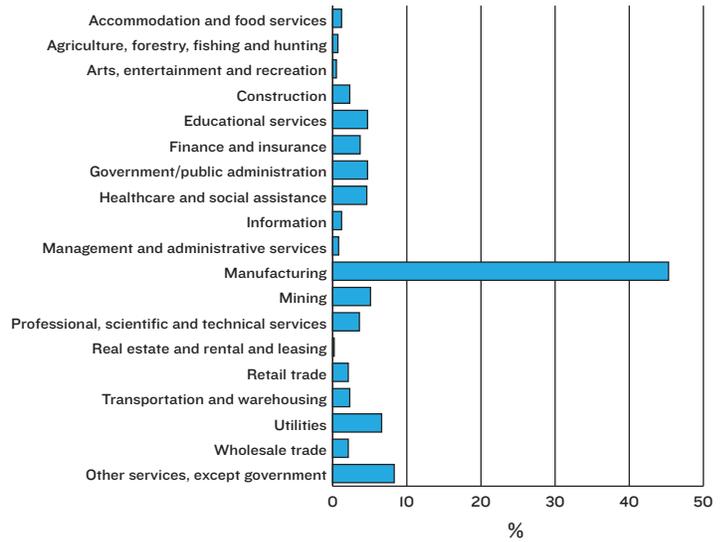


Hispanic	5.5%
American Indian	0.7%
Asian	10.4%
Black	5.5%
Caucasian	78.2%
Pacific Islander	0.8%
Other	5.1%

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.

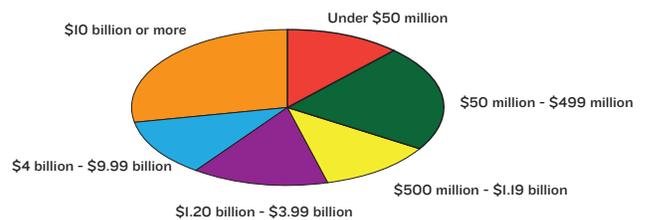
Respondents by Industry

Accommodation and food services (hotels, food and drinking places)	1.2%
Agriculture, forestry, fishing and hunting	0.7%
Arts, entertainment and recreation (performing arts, museums, amusement industries)	0.5%
Construction	2.3%
Educational services	4.7%
Finance and insurance	3.7%
Government/public administration	4.7%
Healthcare and social assistance	4.6%
Information (publishing, entertainment, and service provider industries)	1.2%
Management and administrative services	0.8%
Manufacturing	45.3%
Mining (includes oil and gas extraction and other mining)	5.1%
Professional, scientific and technical services	3.6%
Real estate and rental and leasing	0.2%
Retail trade	2.1%
Transportation and warehousing	2.3%
Utilities	6.6%
Wholesale trade	2.1%
Other services, except government	8.3%



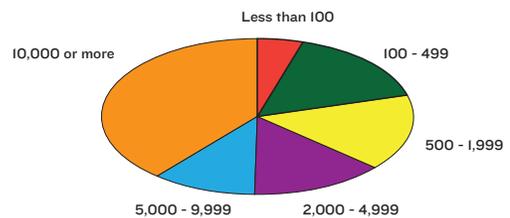
Respondents by Total Annual Gross Revenue of the Organization

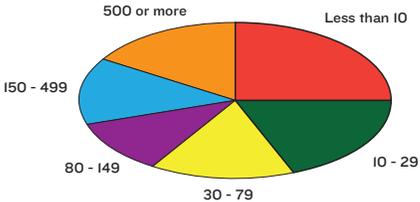
Under \$50 million	12%
\$50 million - \$499 million	22%
\$500 million - \$1.19 billion	12%
\$1.20 billion - \$3.99 billion	14%
\$4 billion - \$9.99 billion	12%
\$10 billion or more	28%



Respondents by Total Employees in the Organization

Less than 100	5%
100 - 499	16%
500 - 1,999	16%
2,000 - 4,999	14%
5,000 - 9,999	11%
10,000 or more	39%





Respondents by the Number of Employees in the Supply Management Organization

Less than 10	25%
10 - 29	19%
30 - 79	15%
80 - 149	11%
150 - 499	14%
500 or more	16%

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