



GLOBAL C-SUITE SUPPLY CHAIN APPOINTMENTS 2025

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*A data-led review of CSCO, CPO
& COO external appointments in
2025*

INTRODUCTION

2025 has been an incredibly turbulent year for supply chains.

With high levels of geopolitical uncertainty, global tariffs and financial market instability, companies have been forced to rethink their end-to-end networks, with resilience, agility and cost-consciousness at the centre of their operating strategies.

This year, Pod Talent have actively tracked the movement of the top Supply Chain and Procurement leadership in the market, enabling a comprehensive analysis of 145 global leadership appointments made between January and November 2025.

For analytical consistency, the dataset includes only external appointments, while internal promotions have been deliberately excluded.

The following document explores the key data, trends, and insights extrapolated from these movements, and considers their broader implications for how businesses select, shape and deploy Supply Chain and Procurement leadership.

ABOUT POD TALENT

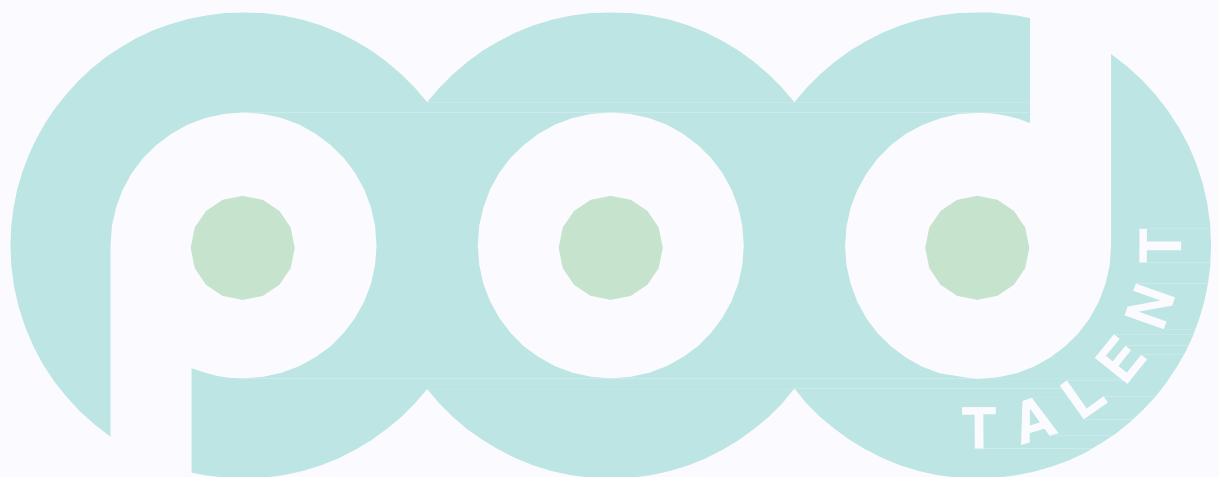
Pod Talent is a specialist global Supply Chain & Procurement Talent Partner recruiting exclusively across the end-to-end Supply Chain covering Plan, Source, Make, Deliver and Digitalise.

We've placed over 1000 supply chain professionals across 25 countries into brands both big and small, ranging from Fortune 500, FTSE 100 multinationals to VC and PE backed start-up businesses.



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EXECUTIVE SUMMARY

2025 marked a pivotal year for global Supply Chain and Procurement leadership. Against a backdrop of geopolitical uncertainty, tariff escalation and financial market instability, organisations were forced to rethink their end-to-end operating models - with resilience, agility and cost discipline at the forefront.

And as new technologies and innovations begin to arise, companies need to not only think about how to solve their immediate crises, but future-proof their organisations for the wave of AI and technologies that will come.

These conditions made 2025 one of the most strategically significant years for Supply Chain leadership hiring. Despite turbulent conditions, Pod Talent tracked 145 external global appointments across CSCO, CPO and COO positions from January to November 2025.

Key insights from 2025 include:

- **Consumer-facing sectors dominated hiring**, with Food & Beverage (26%), Retail & eCommerce (18%) and Beauty & Personal Care (6%) accounting for the largest share of appointments.
- **25.7% of leaders transitioned from non-adjacent industries**, signalling a shift towards valuing broader strategic, transformation and operational experience over specific sector tenure.
- **The US remains the most active global hub** by a wide margin. Europe followed closely, while APAC and the GCC were operationally active but saw limited C-suite placements.
- **Gender diversity remains disproportionately low**, with women representing only 17.4% of external appointments - well below the 26% industry average for CSCO roles, and with just 8% of CPO hires going to female leaders.
- **CSCOs and CPOs are increasingly transitioning into CEO roles**, though all tracked cases were internal, highlighting the impact of long-term organisational leadership as the path to the top job.

We hope this report provides a valuable reference point as you plan for 2026.

METHODOLOGY

Across 2025, the Pod Talent team have identified and tracked the movements of Global Supply Chain, Procurement and Operations leaders.

These moves were captured through a combination of methods, including manual LinkedIn monitoring, news and press release alerts, AI-driven tracking of company announcements, and ongoing market intelligence gathered through the global networks of our 15 specialist headhunters.

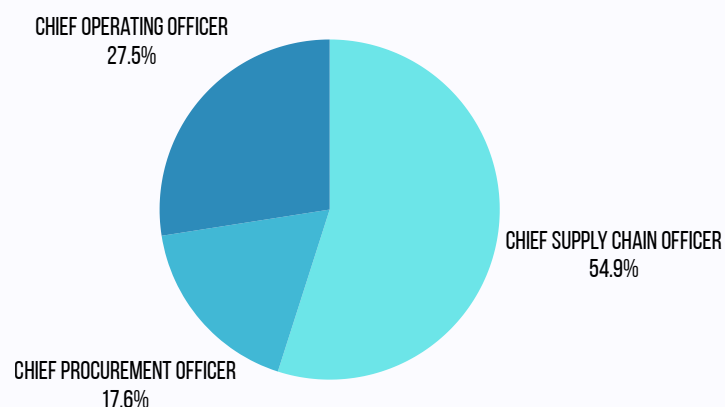
The appointments tracked covered a wide range of job titles, but focussed exclusively on top global leadership roles across Supply Chain and Procurement. This included SVP-level leaders in which they were the top leader within the organisation, and Chief Operating Officers in which no Chief Supply Chain Officer or similar role exists.

These were across major multinational organisations, as well as smaller Private Equity portfolio companies, privately owned organisations, and fast-growth mid-market businesses. Given the volume of smaller entities in the wider market, leadership appointments to organisations with revenues under \$50m were excluded to ensure the dataset remained focussed. The vast majority of appointments were in organisations with multi-billion dollar revenue.

Throughout the year, we monitored both internal appointments and external hires, sharing monthly and quarterly updates with our network. In parallel, we maintained a separate, structured dataset focused exclusively on external appointments, enabling us to analyse macro trends and extract higher-level insights across the full year.

In total, we tracked 145 external global leadership appointments, capturing a consistent set of datapoints for each appointment to support structured and comparable analysis.

The report below examines when, where and in which industries these leaders were hired; the extent of cross-industry versus like-for-like movement; and the gender diversity trends observed within global Supply Chain and Procurement leadership appointments.



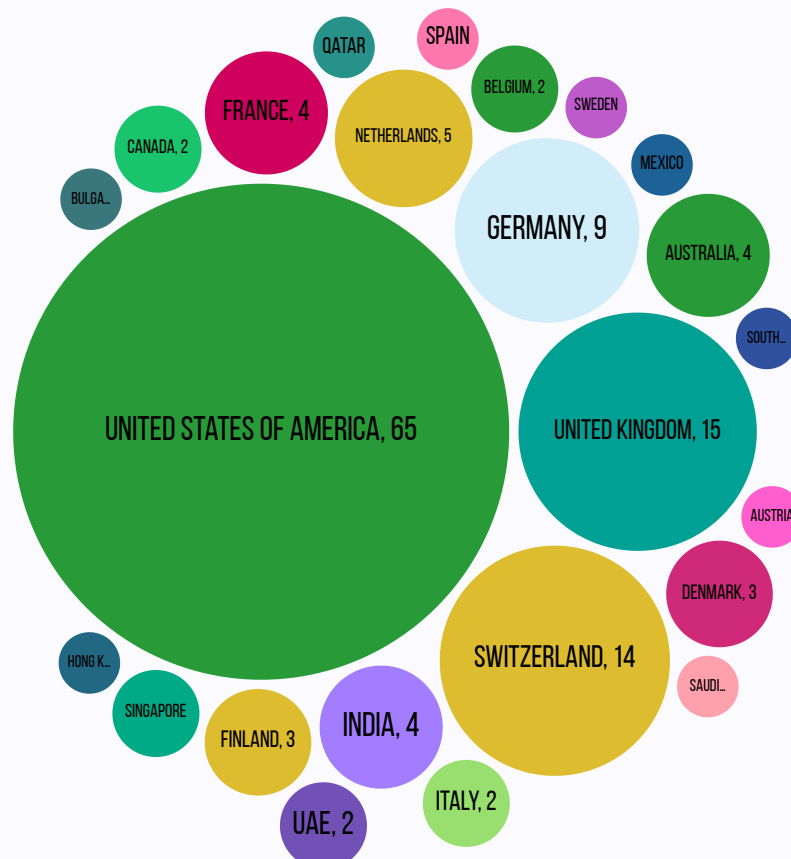
GEOGRAPHY

This year, we measured senior Supply Chain and Procurement appointments across every major region of the world - offering a real-time picture of global leadership appointments anywhere in the market.

Across the 145 total external appointments tracked:

- 68 were in North America, reinforcing its position as the most active global hub for senior Supply Chain hiring.
- 61 were in Europe, with many major European multinationals making leadership changes.
- 11 appointments were recorded in APAC*, a region of particularly fast growth hiring across Supply Chain at C-1 and C-2 level
- 4 moves took place across the GCC, reflecting continued investment into the region.
- 1 appointment was tracked in Africa.

These moves occurred across a broad mix of organisations – from global headquarters of blue-chip multinationals, to regional clusters, to domestic, market-specific businesses undergoing significant transformation or investment.



* Note: because our research relies on English-language sources and predominantly European and US tools, leadership moves in non-English-speaking markets are likely underrepresented. For example, we recorded no appointments in China, Japan or Korea - a reflection of limited language coverage rather than genuine market inactivity.

NORTH AMERICA

A substantial number of appointments were made in the US (65), spanning both major multinationals and domestically-focussed organisations. This represents 45% of all appointments tracked, reinforcing the US as the most active global market for senior Supply Chain and Procurement hiring.

In addition, two appointments were made in Canada, both within TSX-listed businesses, and one appointment in Mexico City for a privately held Food & Beverage company.

The elevated activity in the US this year is not entirely surprising. With rising tariff exposure, ongoing trade tensions, and a sustained push toward nearshoring and network redesign, many organisations are under pressure to strengthen their Supply Chain and Procurement leadership.

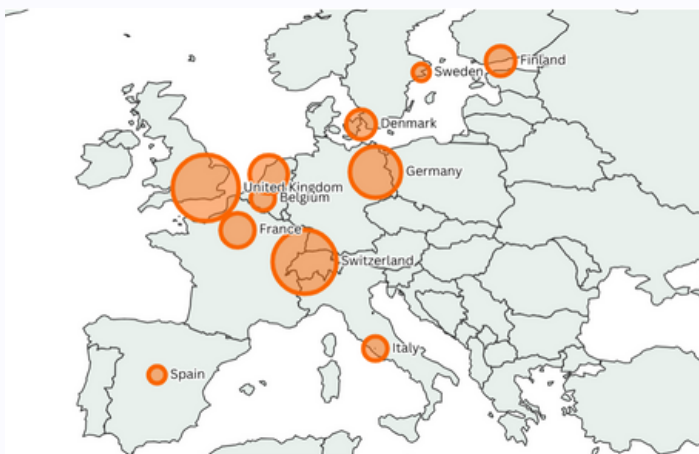


EUROPE

There was a high level of activity across Europe, with a high volume of hiring in both European multinationals and local businesses.

The UK (15) saw the highest total number of appointments, with the majority of these being in small-medium sized domestic British companies.

Switzerland recorded 14 appointments—despite a generally quiet market—with many in Pharma and Life Sciences. Germany also saw strong activity (9), alongside additional hires across Belgium (2), Italy (2), France (4) and the Netherlands (5).



The Nordics were active too, led by Danish multinationals (3), with further moves in Finland (3) and Sweden (1).

While appointments were split across countries, Europe remains a major hub for Supply Chain leadership; recording almost as many appointments as the US. European organisations continue to attract top executives and drive strategic innovation.

ASIA PACIFIC

While APAC was extremely active operationally this year, we tracked relatively few C-Suite appointments. This is largely because, despite heavy C-1 hiring driven by China+1 strategies and the build-out of new sourcing hubs, most global multinationals do not base their top Supply Chain or Procurement leadership in Asia.

This is reflected in the data: we recorded only one non-Asian business making a C-Suite appointment - that of Michael Rombouts as Chief Supply Chain & Operations Officer at Dyson, now headquartered globally in Singapore.

As a result, we saw 4 appointments in India and Australia, 2 in Singapore, and 1 in Hong Kong.

One notable trend in India was the repatriation of Indian senior leaders, with several Indian multinationals appointing executives who were based in Europe or other international markets.



GCC

The GCC has similarly seen high levels of activity as organisations expand into the region and invest more heavily, but similarly to APAC, there are few multinationals who base their Global C-Suite leaders in-region.

We saw 2 appointments in the UAE, and one each in Saudi Arabia and Qatar respectively.

Looking ahead, we expect continued momentum as Gulf-based organisations scale their global operations and increasingly look to bring in senior Supply Chain and Procurement leadership talent.



INDUSTRY BREAKDOWN

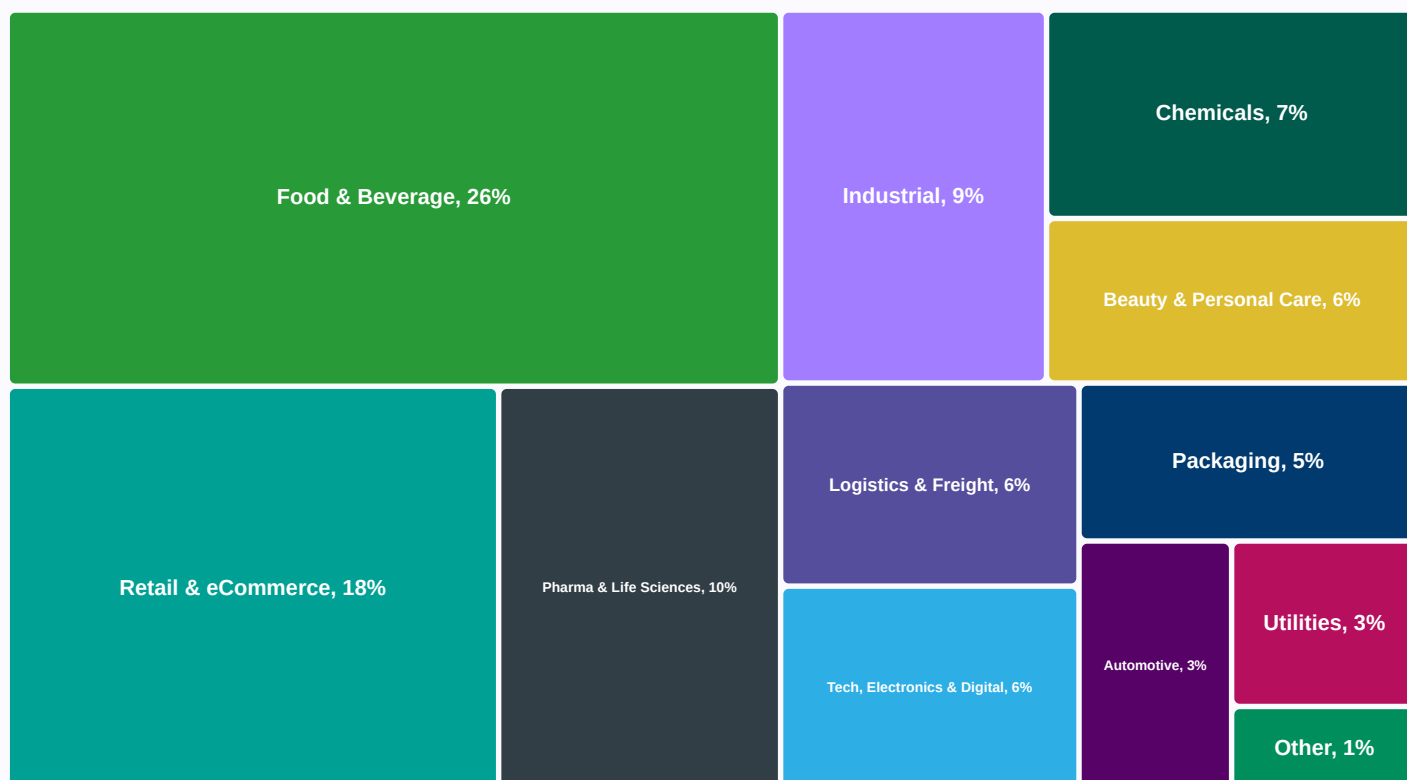
While 2025 saw leadership movement across every major sector, the largest share of C-Suite Supply Chain appointments came from consumer-facing industries such as Food & Beverage (38), Retail & eCommerce (26), and Beauty & Personal Care (8). Given the significant instability and sustained cost pressures of recent years, this trend is unsurprising.

There was a surprisingly low amount of movement in Tech, Electronics & Digital (8), considering their prioritisation in the market during the AI boom, as many leaders of these organisations have been promoted internally or appointed earlier in 2023 and 2024.

There was also a fair amount of movement in Pharmaceuticals, Healthcare & Life Sciences (15), reflecting continued investment in supply chain resilience and end-to-end capability across highly regulated global networks.

Similarly, Chemicals (10), Industrials (13), Packaging (7) and Automotive (5) recorded steady levels of movement, as businesses continued to modernise manufacturing, strengthen supplier partnerships and drive efficiency in highly complex, capital-intensive supply chains.

Finally, there were a few major appointments within Logistics & Freight (8) to the likes of GXO, DHL and Aramex.

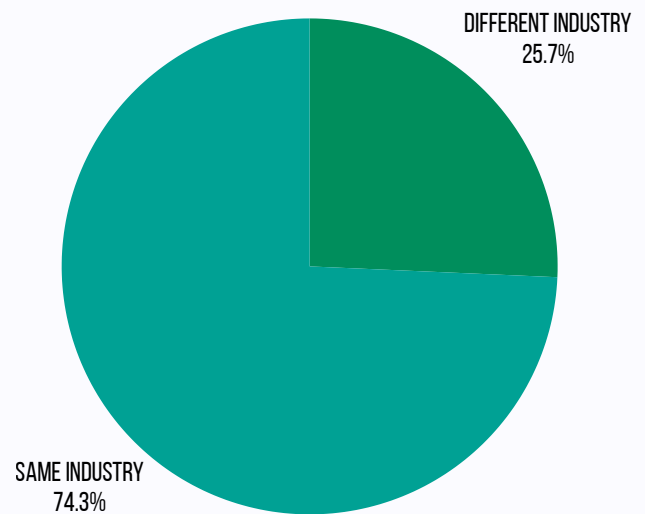


CROSS-INDUSTRY MOVES

One notable trend this year was the rise in leaders appointed from non-adjacent industries.

Given the level of global risk in 2025 - from geopolitical instability to cost inflation and continued volatility in supply networks - we expected most companies to prioritise “safe” hires from direct competitors or closely related sectors. Instead, we found 25.7% of all appointments came from non-adjacent industries, a far higher share than anticipated.

It's important to recognise that some of these leaders did have some earlier-career exposure to the sector they were entering, but not at a global leadership level. Their selection suggests that companies are becoming more open to broader operational skillsets, rather than relying solely on longer industry tenure.



Some noteworthy examples include:

- **Gary Guo**, moving from **Coca-Cola** into a global Integrated Supply Chain leadership role at **Trane Technologies**, shifting from high-velocity consumer goods to complex industrial systems and engineered products.
- **Donato Giorgio**, appointed to **O-I** after a career spanning FMCG and consumer goods in **Essity**, bringing a very different lens to the packaging sector.
- **Torsten Steenholt**, moving from **Novonesis** into an Integrated Supply Chain leadership role at **Carlsberg**, transitioning from biotechnology into beverages.

Overall, we feel this is a positive development for the industry.

It reflects a maturing view of Supply Chain and Procurement leadership: skills are now recognised as more transferable, and organisations are more willing to bring in diverse perspectives to drive transformation.

We will continue to track this evolution into 2026 to see whether cross-industry hiring becomes an established norm or remains a response to today's market pressures.

DIVERSITY

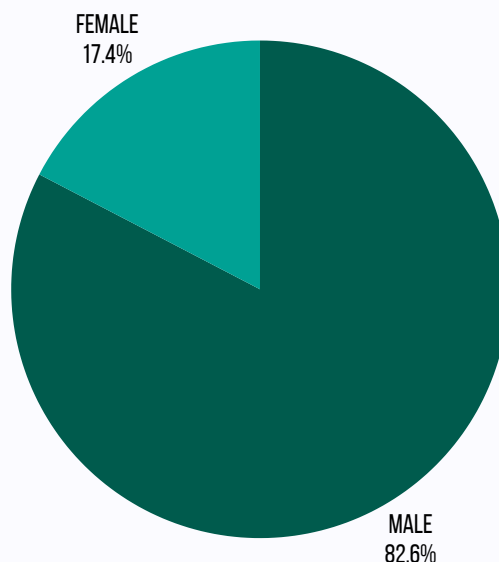
Our tracking of leadership moves this year also gave us the opportunity to look at representation within newly appointed global Supply Chain and Procurement leaders.

Gartner reported that women held 26% of Chief Supply Chain Officer roles in 2023, and a 2020 study found female representation among Chief Procurement Officers to be even lower at 14.7%.

Across the external appointments we tracked, women represented 17.4% of all moves - below the broader industry benchmark but still reflective of the global talent pipeline at this level.

Of the 25 women appointed, only two stepped into Procurement leadership roles, representing 8% of all CPO appointments we recorded.

While this dataset isn't a complete sample of the global market, it does highlight a clear trend: a continued bias toward men during external hiring processes, and the reality that the most common path for women into the C-Suite remains internal promotion rather than external appointment.



1, Gartner - Gartner Says 26% of Supply Chain C-Suite Roles Now Filled by Women

<https://www.gartner.com/en/newsroom/press-releases/2023-06-29-gartner-says-26-percent-of-supply-chain-csuite-roles-now-filled-by-women>

2, BSR - Purchasing Power: The Opportunity for Women's Advancement in Procurement and Global Supply Chains

<https://www.bsr.org/en/blog/purchasing-power-opportunity-women-procurement-global-supply-chains>

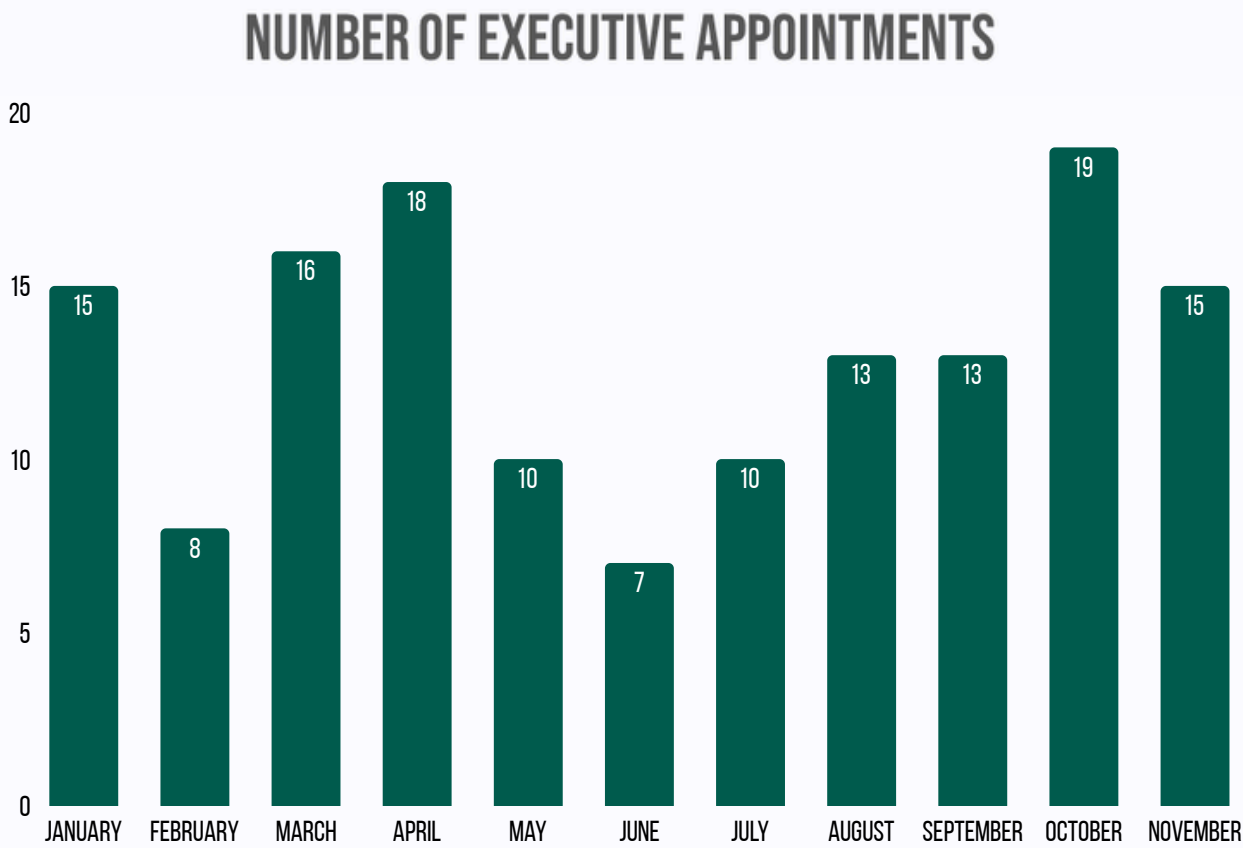
MONTHLY TRENDS

2025 was marked by significant volatility across the Supply Chain & Procurement talent market.

The year started with incredibly strong optimism, and high levels of hiring activity in January, February and March following a slow 2024. However, the announcement of US tariffs on 2nd April, and subsequent backlash in financial markets led to a dramatic slowdown in hiring, with momentum halted until September.









These trends are reflected in the volume of C-Suite appointments made across the year. Generally, there is a lag between the completion of a search, and announcement/start date - anywhere from 2 weeks in the US, to 3+ months in the rest of the world.

This lag is reflected below; while April was incredibly quiet for hiring, there were many announcements and start dates following completed searches. Similarly, while September was a very busy month in the market, the volume of appointments was lower due to this lag.



CSCO TO CEO TRANSITIONS

A clear theme emerged this year: CSCOs and CPOs are no longer just operational leaders - they're becoming CEOs. Decathlon, Ball Corporation, Mercado Libre and Renault all appointed former Supply Chain or Procurement leaders to the top job in 2025.

| | |
|--|--|
|  Javier López Segovia CEO at Decathlon |  Ron Lewis Chief Executive Officer, Ball Corporation |
|  Decathlon 26 yrs 4 mos |  Ball Corporation Full-time · 6 yrs 3 mos |
| <ul style="list-style-type: none">CEO Permanent Mar 2025 - Present · 9 mos Villeneuve-D'Ascq, Hauts-de-France, FranciaChief Global Value Chain Officer Feb 2023 - Mar 2025 · 2 yrs 2 mos France | <ul style="list-style-type: none">Chief Executive Officer Nov 2025 - Present · 1 mo Westminster, COChief Supply Chain & Operations Officer Jun 2024 - Nov 2025 · 1 yr 6 mos Westminster, CO |
|  Francois PROVOST Chief Executive Officer at Renault Group |  Ariel Szarfsztejn Incoming CEO @ Mercado Libre Stanford MBA |
|  Renault Group 14 yrs 11 mos |  Mercado Libre 8 yrs 7 mos |
| <ul style="list-style-type: none">Chief Executive Officer Aug 2025 - Present · 3 mosRenault Group Chief Procurement Officer Feb 2023 - Jul 2025 · 2 yrs 6 mos | <ul style="list-style-type: none">Transitioning to CEO Full-timeSenior VP - Head of Mercado Envíos (Logistics and Supply Chain) Aug 2020 - Dec 2021 · 1 yr 5 mos |

These moves have been widely discussed across the market, and conversations around CSCOs and CPOs stepping into CEO roles have become increasingly prevalent.

One particularly notable finding from our 2025 tracking is that none of the CEO appointments with Supply Chain backgrounds came through external hiring.

This is perhaps unsurprising: while Supply Chain and Operations leaders are increasingly strong contenders for the top job, the depth of organisational knowledge they build over long tenures, combined with their central role in driving efficiency, resilience and transformation, makes them especially well-positioned for internal progression, rather than external CEO selection.

We'll continue monitoring this into 2026 and beyond to understand whether this pattern holds - or becomes an even more established route to the CEO role.

2026 OUTLOOK

2025 was a pivotal year for global supply chains.

Despite geopolitical volatility, tariff pressures, and macroeconomic instability, organisations continued to invest in leadership, resulting in a wide range of substantial external CSCO, CPO, and COO appointments across markets and industries.

Companies not only need strong, agile leaders to navigate instability, but also forward-looking leaders to shape the future as AI and new technologies transform the Supply Chain landscape.

The high volume of external hiring, despite these challenges, reflects this trend and signals a strong future for forward-thinking Supply Chain leaders.

The Chief Supply Chain Officer is increasingly becoming the CEO's right hand; and in some cases, stepping into the CEO role themselves. Supply Chain has firmly established itself as a business-critical function, no longer a back-office operation, with a clear seat in the boardroom and strategic priority across the organisation.

2026 Outlook

Looking ahead, the 2026 job market is expected to remain busy, with several trends set to shape senior Supply Chain and Procurement hiring.

Businesses will continue to appoint experienced industry experts to navigate challenges and instability - often senior, tenured leaders who can develop the organisation and build the internal talent bench for future appointments. These appointments will also be followed by hiring at C-1 and C-2 levels, with significant market activity expected for Q1 and Q2 of 2026.

Furthermore, leaders who can design, implement, and execute technology-driven digital Supply Chain solutions - particularly leveraging AI tools - will be in high demand, both internally and externally.

With Supply Chain's strategic importance continuing to rise, we expect 2026 to see high levels of hiring at every level, including the C-Suite.



WHO ARE POD TALENT?

Pod Talent is a specialist Supply Chain & Procurement Talent Partner providing Recruitment, Search, Market Intelligence and Interim services. We've placed over 1000 supply chain and procurement professionals across 25 countries into brands both big and small, including Fortune 500, FTSE 100, VC and PE backed start-up businesses, and start-up Unicorns.

With over 70 years of combined experience of recruiting into our markets, and a business that has existed for over 13 years, our supply chain knowledge is unrivalled; our network is exceptional and it allows us to fill the roles you can't.

If you're looking to hire your next Supply Chain leader, have questions on the market, or are looking for your own next career move, reach out today and one of our team of 15 Supply Chain experts will be able to help.



SAM BERKE **HEAD OF GLOBAL SUPPLY CHAIN SEARCH**

he/him

Sam Berke (sam.berke@pod-talent.com) is the Head of Global Supply Chain Search within Pod Talent's Executive Search practice, working across European, APAC and American markets on providing senior Supply Chain hiring and insight services.



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