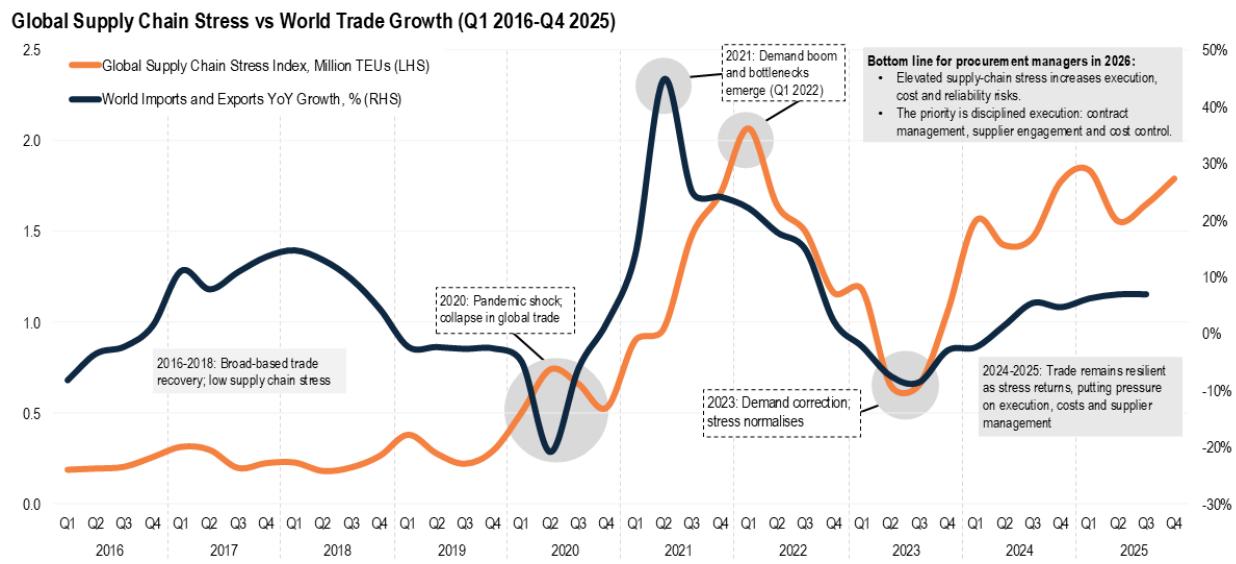




Supply Chain Stress Remains Elevated in 2026, Demanding Clear Procurement Leadership

Elevated supply chain stress in 2025 is carrying into 2026, increasing execution risk for procurement teams even as global trade grows.



Note: The World Bank's Global Supply Chain Stress Index (GCSI) measures the magnitude of container shipping in twenty-foot equivalent units (TEUs) as a general unit of cargo capacity. No trade data for Q4 2025.

Source: World Bank, UN Comtrade, ANDAMAN PARTNERS Analysis

Supply chains remain under pressure as elevated stress in 2025 carries into 2026. The World Bank's Global Supply Chain Stress Index tracks congestion and friction in container shipping, while global trade growth reflects underlying demand conditions. Recent data show that trade continues to grow even as supply chain stress remains high.

The implication for procurement leaders is practical, not strategic: higher stress raises execution, cost and reliability risks, but it does not call for a reset of growth or sourcing strategy. The priority in 2026 is disciplined execution (supplier engagement, contract management, cost control and resilience) rather than over-reactive restructuring.

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