

**CONFIDENTIAL**

# 2025 PRODUCTION & DISTRIBUTION SURVEY REPORT



# WCBC Published Surveys

## Report Highlights



### Reports Available

- Clerical/Administrative Support
- Middle Management & Professional
- Information Technology
- Marketing & Sales
- Engineering & Technical
- Production & Distribution
- Group Insurance & Retirement Benefits
- Compensation Policies & Practices
- Executive
- Board of Directors
- Consulting Engineers Compensation, Benefits & Employment Practices Survey

### More than 500 Positions

- Operations/Administration
- Finance & Accounting
- Human Resources
- Information Technology
- Marketing, Sales & Communications
- Engineering, Scientific & Technical
- Logistics, Manufacturing & Distribution
- Legal & Regulatory Affairs



Western Compensation  
& Benefits Consultants

502- 595 Howe Street  
Vancouver, BC V6C 2T5

[www.wcbc.ca/published-surveys](http://www.wcbc.ca/published-surveys)  
604.683.9155 | [wcbc@wcbc.ca](mailto:wcbc@wcbc.ca)

**[wcbc.ca/subscribe](http://wcbc.ca/subscribe)**

Receive news, research updates and promotions regarding WCBC products.

Copyright 2025 by Western Compensation & Benefits Consultants (WCBC)

All rights reserved. This publication may not be reproduced or transmitted in whole or in part, by any means, electronic or mechanical, photocopying, recording or otherwise without the express written permission of Western Compensation & Benefits Consultants.

# TABLE OF CONTENTS

	Page
<b>Section 1: Introduction</b>	<b>1</b>
<b>Section 2: Applying the Survey Data to Your Organization</b>	<b>3</b>
<b>Section 3: Survey Results - Analysis of Base Salary &amp; Short-Term Incentives</b>	<b>5</b>
Summary Analysis of Base Salary & Salary Plus Short-Term Incentives	6
6101.1 Vice President, Operations (Manufacturing)	8
6103.2 Operations Manager/General Manager	9
6103.3 Plant Manager	10
6103.4 Plant Supervisor	11
6103.5 Building/Facilities Manager	12
6104.87 Estimator - Senior	13
6104.6 Estimator - Junior	14
6103.7 Security Manager	15
6106.8 Security Guard	16
6103.94 Environmental Health & Safety (EHS) Manager	17
6113.10 Production Manager	18
6114.11 Production Planner	19
6114.12 Production Coordinator	20
6115.13 Production Control Clerk	21
6113.15 Materials Manager	22
6116.16 Material Handler/Order Filler	23
6114.17 Manufacturing Engineer - Senior	24
6114.18 Manufacturing Engineer - Intermediate	25
6114.19 Manufacturing Engineer - Junior	26
6114.88 Automation Engineer	27
6112.79 Quality Assurance Director	28
6113.20 Quality Assurance Manager	29
6114.21 Quality Assurance Analyst	30
6113.22 Quality Control Manager	31
6113.23 Quality Control Supervisor	32
6114.24 Quality Control Inspector	33
6113.25 Shift Leader/Supervisor	34
6113.26 Foreman	35
6133.45 Lead Hand	36
6123.27 Logistics/Distribution Manager	37
6123.28 Materials/Logistics Supervisor	38
6124.98 Logistics Analyst - Senior	39
6124.29 Logistics Analyst - Junior	40
6125.30 Logistics Clerk	41
6123.32 Shipping & Receiving Supervisor	42
6125.33 Shipping & Receiving Clerk	43
6125.35 Order Clerk	44
6124.36 Import/Export Specialist	45
6122.96 Fleet Director	46
6123.41 Fleet Manager	47
6124.97 Fleet Coordinator	48
6126.43 Truck Driver, Heavy	49
6126.44 Truck Driver, Light	50
6136.48 Assembler - Senior	51
6136.49 Assembler - Intermediate	52
6136.50 Assembler - Junior	53
6134.51 Machine Operator - Senior	54
6134.52 Machine Operator - Intermediate	55
6134.53 Machine Operator - Junior	56
6136.55 Electrician	57
6136.78 Electrician - Apprentice	58

	<b>Page</b>
6134.56 Millwright/Industrial Mechanic	59
6134.57 Millwright/Industrial Mechanic - Apprentice	60
6134.58 Welder	61
6134.76 Welder - Apprentice	62
6134.59 Plumber	63
6143.60 Warehouse Manager	64
6143.61 Warehouse Supervisor	65
6146.62 Warehouse Worker	66
6146.63 Forklift Operator	67
6136.57 Carpenter	68
6143.93 Inventory Manager	69
6143.64 Inventory Supervisor	70
6145.65 Inventory/Stock Clerk	71
6143.66 Stores Supervisor	72
6152.74 Maintenance Director	73
6153.68 Maintenance Manager	74
6153.69 Maintenance Supervisor	75
6156.70 Maintenance Worker	76
6156.71 Painter	77
6156.99 Labourer - Skilled	78
6156.72 Labourer - General	79
6156.73 Custodian	80
6161.81 Vice President, Real Estate Development	81
6162.82 Real Estate Development Director	82
6163.83 Real Estate Development Manager	83
6161.84 Vice President, Construction	84
6162.85 Construction Director	85
6163.86 Construction Manager	86
2161.46 Vice President, Purchasing	87
2162.47 Purchasing Director	88
2163.48 Purchasing Manager	89
2164.49 Buyer - Senior	90
2164.50 Buyer - Junior	91
2165.51 Purchasing Clerk	92
3151.59 Vice President, Health & Safety	93
3152.37 Occupational Health & Safety Director	94
3153.38 Occupational Health & Safety Manager	95
3154.39 Safety Officer	97
<b>Section 4: Survey Participants</b>	<b>99</b>
<b>Section 5: Position Descriptions</b>	<b>103</b>
<b>Section 6: Glossary</b>	<b>115</b>

## SAMPLE POSITION

### Closeness of Match (% Of Inc.)

Close Match	97%
Smaller in Scope	2%
Larger in Scope	2%

### Hours per Week (% Of Inc.)

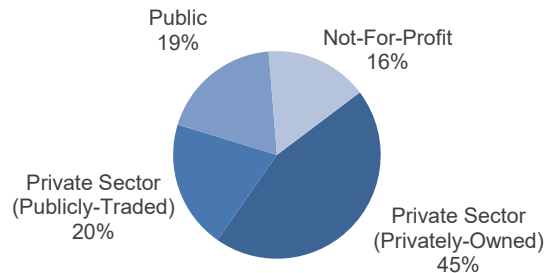
35.0	34%
37.5	29%
40.0	32%
Other	5%

	# of Orgs	# of Incumbents	Company Weighted (\$000's)											Incumbent Weighted (\$000's)							
			Salary Range		Base Salary				Salary Plus Short-Term Incentives					Base Salary				Salary Plus Short-Term Incentives			
			Orgs with Range	Min Avg	Max Avg	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75	Avg	P25	P50	P75
<b>All Organizations</b>	103	234	66	64.0	84.4	78.3	70.0	78.3	86.0	80.1	70.2	79.0	89.3	78.0	69.5	77.2	84.9	79.9	69.9	77.4	86.8
Privately-Owned	26	60	9	65.8	93.7	82.7	75.4	81.3	92.2	86.5	76.2	84.1	97.5	85.1	78.8	84.2	91.4	90.0	80.0	87.3	98.4
Publicly-Traded	5	14	5	65.6	96.2	83.8		85.1		91.1		88.9		85.1	78.6	84.4	91.1	91.4	83.9	88.4	98.2
Public Sector	29	97	20	66.8	81.9	77.5	70.0	73.0	82.1	77.5	70.0	73.0	82.1	74.2	69.0	74.3	78.0	74.2	69.0	74.3	78.0
Not-For-Profit	43	63	32	61.4	81.5	75.5	65.8	73.0	81.6	76.7	66.0	74.8	81.8	75.3	67.3	74.0	80.4	76.6	67.7	74.0	81.8
<\$50M Rev	44	58	26	61.7	80.2	75.0	65.3	72.4	79.9	76.4	65.5	73.1	80.5	76.2	70.2	74.0	80.0	77.5	70.2	74.4	81.3
\$50-\$100M Rev	19	20	13	65.5	83.4	78.3	70.4	78.8	85.5	79.3	70.4	78.8	85.9	77.6	67.1	78.6	84.9	78.6	67.1	78.6	85.5
>\$100M Rev	40	156	27	65.4	88.9	81.9	72.4	82.1	90.0	84.6	72.9	84.1	95.9	78.7	69.4	77.4	85.1	81.0	69.8	77.4	88.1
<100 Employees	37	37	20	59.3	76.2	73.2	65.0	71.1	78.2	74.8	65.2	71.1	79.0	73.2	65.0	71.1	78.2	74.8	65.2	71.1	79.0
100-500 Employees	37	57	24	67.5	86.8	79.7	72.7	79.5	87.8	80.7	73.0	79.7	87.9	79.6	74.0	79.3	86.8	80.6	74.0	79.7	87.9
>500 Employees	29	140	22	64.4	89.2	82.9	73.0	82.6	89.9	86.1	81.0	85.7	98.4	78.6	69.4	77.4	85.0	81.0	69.4	77.4	87.6
Prof. Services	15	46	5	65.8	97.2	87.2	79.7	85.1	93.9	90.7	80.6	86.1	100.5	88.3	80.2	86.8	92.8	91.5	80.8	87.7	98.7
Education	8	52	7	59.6	77.1	69.5	62.4	66.5	73.8	69.6	63.0	66.7	73.8	71.1	66.1	70.7	77.4	71.1	66.1	70.7	77.4
Finance/Ins	3	11	3	54.6	75.3	67.3		67.5		68.5		67.5		67.5	66.2	68.2	68.9	68.5	66.2	68.9	68.9
Assoc./Regulatory	19	31	15	65.2	85.8	80.8	74.0	79.3	85.0	82.6	76.3	80.2	86.0	80.5	74.0	79.3	84.9	82.1	74.0	80.3	86.9
Ag./Forestry	7	18	6	68.4	96.6	81.9		82.6		90.9		88.9		82.4	77.2	82.5	86.9	94.3	86.0	94.6	100.3
<b>British Columbia</b>	65	119	40	66.0	85.8	78.6	70.1	79.3	85.1	80.5	70.5	79.9	87.9	78.8	70.4	78.0	84.9	81.5	70.7	80.3	87.2
Metro Vancouver	44	90	25	65.3	85.3	79.9	70.4	79.4	87.1	81.6	72.2	80.1	89.3	79.2	70.2	78.0	85.0	81.0	70.6	78.8	85.4
Privately-Owned	13	21	2	62.9	89.3	83.3	75.0	83.3	92.3	86.1	75.1	85.0	92.3	86.7	78.0	85.0	92.3	90.3	81.0	85.2	98.2
Publicly-Traded	3	7	2	58.7	88.0	87.5		85.6		97.1		98.4		86.4		84.9		96.5		96.4	
Public Sector	11	35	8	69.8	86.2	81.8	72.8	78.4	88.8	81.8	72.8	78.4	88.8	77.5	71.0	76.5	81.0	77.5	71.0	76.5	81.0
Not-For-Profit	17	27	13	63.9	83.6	74.7	65.0	76.5	80.9	75.4	65.5	76.5	81.3	73.8	66.2	73.0	79.6	74.5	66.2	73.0	81.1
<\$50M Rev	15	20	9	62.7	79.7	76.4	65.0	79.3	81.3	77.3	65.3	79.5	81.8	77.2	69.2	79.3	81.3	78.1	69.3	80.1	82.4
\$50-\$100M Rev	9	9	7	66.9	86.8	76.6	73.0	78.0	78.8	77.5	73.0	78.0	78.8	76.6	73.0	78.0	78.8	77.5	73.0	78.0	78.8
>\$100M Rev	20	61	9	66.7	89.6	83.9	72.9	84.1	92.7	86.7	74.6	85.1	98.7	80.3	70.1	77.5	85.3	82.5	70.8	80.8	87.2
<100 Employees	12	12	6	59.0	73.8	73.6	64.4	69.3	80.5	74.5	64.6	69.3	80.5	73.6	64.4	69.3	80.5	74.5	64.6	69.3	80.5
100-500 Employees	20	28	12	69.7	90.1	80.3	74.5	79.4	87.1	81.5	75.1	79.9	87.1	79.4	74.9	79.1	83.8	80.4	75.1	79.6	84.7
>500 Employees	12	50	7	63.2	86.9	85.4	75.7	85.1	93.8	89.0	79.6	87.1	100.7	80.5	70.3	77.4	85.2	83.0	70.3	81.0	87.1
Prof. Services	6	13	2	62.9	89.3	88.7		86.5		91.3		86.5		91.8	81.1	87.2	94.6	95.3	83.6	87.2	111.6
Education	4	4	3	54.8	71.4	62.5		62.4		62.7		62.8		62.5		62.4		62.7		62.8	
Assoc./Regulatory	8	12	7	68.6	85.5	79.9	77.7	80.1	81.3	81.2	78.2	80.6	81.5	79.7	78.3	79.3	81.3	81.1	78.7	80.9	82.4
Ag./Forestry	4	9	2	58.7	88.0	84.8		85.3		94.2		93.6		84.2	77.5	84.0	92.0	94.0	85.4	94.5	98.8
Vancouver Island	6	7	4	65.7	84.2	76.2		76.5		78.1		76.5		75.1		75.0		77.2		80.0	
Public Sector	4	4	3	66.1	80.1	75.0		76.5		75.1		76.5		75.0		76.5		75.1		76.5	
<\$50M Rev	3	3	2	62.2	85.8	74.2		72.1		77.3		72.1		74.2		72.1		77.3		72.1	
>\$100M Rev	2	3	1			75.0				76.2				73.0		75.0		74.7		80.0	
100-500 Employees	3	3	3	66.0	85.3	78.3		84.3		81.4		84.3		78.3		84.3		81.4		84.3	
>500 Employees	2	3	1			75.0				76.2				73.0		75.0		74.7		80.0	
Education	2	2	2	62.4	78.1	71.9				72.1				71.9				72.1			
Other BC	17	22	11	67.8	87.7	77.9	70.3	79.5	82.6	80.6	70.3	82.1	87.9	78.4	71.4	79.3	83.9	84.8	72.1	85.4	94.2
<b>Alberta</b>	27	41	17	60.6	80.2	77.5	68.9	75.0	89.5	79.4	70.1	77.7	90.9	79.1	70.2	74.0	90.8	81.3	71.6	76.6	95.4
Calgary	11	14	4	63.6	89.1	80.8	70.1	87.6	91.0	82.9	70.1	91.0	95.1	82.5	70.5	87.3	91.9	85.0	70.6	90.4	96.9
Privately-Owned	3	4				92.1		92.1		93.2		92.1		91.0		91.7		92.6		94.3	

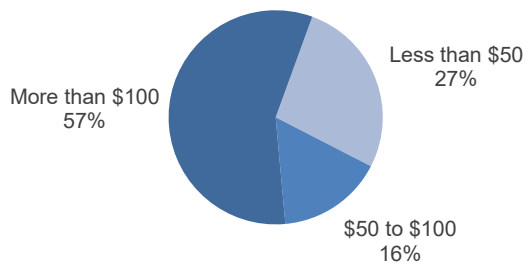
## SECTION 4: SURVEY PARTICIPANTS

A total of 161 organizations provided compensation data for this survey. The participants are broken down below by economic sector, annual revenues, number of employees and type of business.

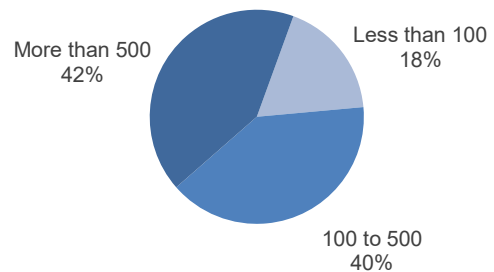
**Sector of Economy**



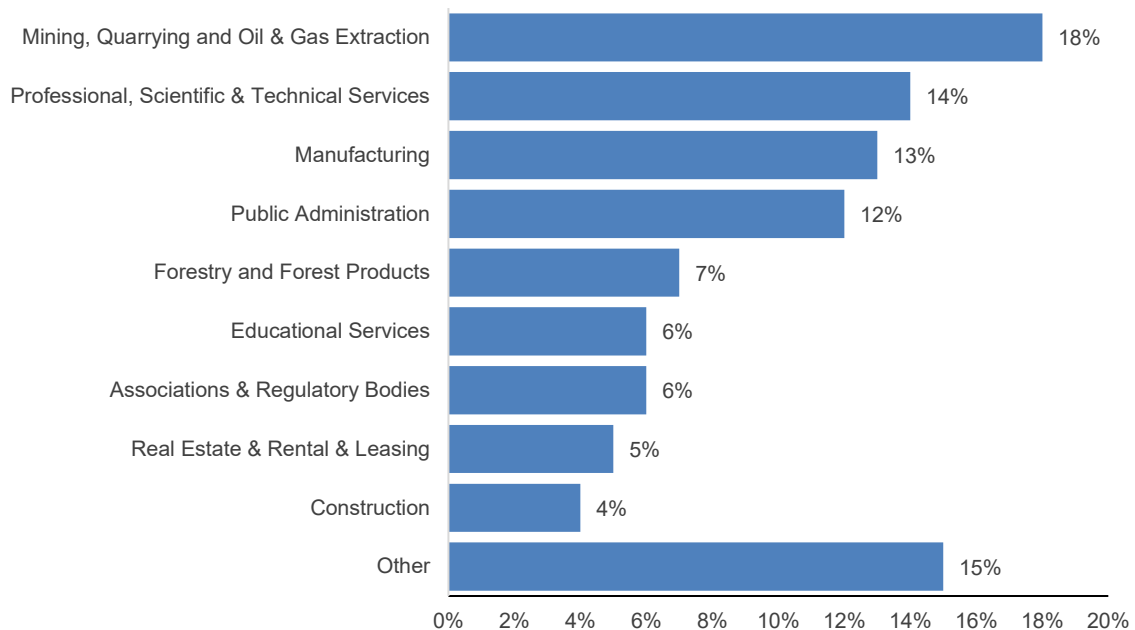
**Annual Revenues (in \$Million)**



**Total Number of Employees**



**Business Classification**



## List of Participants

360 Engineering & Environmental Consulting Ltd. -  
Canada

4AG Robotics Inc.

Aarcomm Systems Inc.  
AKITA Drilling Ltd.  
Alberta Motor Association  
Alberta Newsprint Company  
Allnorth Consultants Limited  
Ambrose University  
AMGAS Service Inc.  
Apex Distribution Inc.  
Associated Engineering Group Ltd.

Bantrel  
BC College of Nurses & Midwives  
BC Housing Management Commission  
BC Institute of Technology  
BC Lottery Corporation  
BC Pavilion Corporation  
BC Public Service Agency  
BC Securities Commission  
BCNET  
Beacon Community Services  
Beedie Development Group  
Binnie  
BJ Energy Solutions Canada, ULC  
Bosa Properties Inc.  
Bravo Target Safety GP Ltd.  
BrettYoung Seeds Limited  
British Pacific Properties Limited  
Bylands Nurseries Ltd.

Calfrac Well Services Ltd.  
Calgary Co-operative Association Limited  
Calgary Municipal Land Corporation  
Camosun College  
Canada Lands Company Limited  
Canadian Light Source Inc.  
Canarie  
Canfor Corporation  
Canfor Pulp Products Ltd.  
Canterbury Coffee Corporation  
Capilano University  
ChampionX Corporation  
Citadel Drilling  
City of Abbotsford  
City of Burnaby  
City of Calgary  
City of Nelson  
City of North Vancouver  
City of Prince George  
City of Prince Rupert  
City of Richmond  
City of Surrey  
City of Toronto  
City of Vancouver  
Clifton Engineering Group Inc.  
College of New Caledonia  
College of Nurses of Ontario  
College of the Rockies  
Concert Properties Ltd.

Corix Group of Companies  
Corpro Canada, Inc.  
Covenant House Vancouver  
Crandall University  
Creative Energy  
Crombie REIT  
Cybera Inc.

Daiya Foods Inc.  
District of Central Saanich  
District of Port Hardy  
DLH Group  
Domtar Corporation  
Douglas College

Ecora Engineering & Environmental Ltd.  
EggSolutions - Vanderpols Inc.  
Emily Carr University of Art & Design  
Energera International Inc.  
Engineers & Geoscientists British Columbia  
Ensign Energy Services Inc.  
Exchanger Industries Ltd.

Federated Co-operatives Limited  
First Nations Health Authority  
FLINT Corp.  
Fort Edmonton Management Company  
FPI Fireplace Products International Ltd.

Gateway Tubulars Inc.  
Greater Victoria Harbour Authority  
Groupe BBA Inc.

Halliburton Company  
HTEC  
Interfor Corporation

ISL Engineering and Land Services Ltd.

Kelso Technologies Inc.  
KGS Group

Land Title and Survey Authority of BC  
Law Society of BC  
Law Society of Ontario  
Layfield Group of Companies  
Levare Canada Ltd.  
Liberty Energy, Inc.  
Lifting Solutions Inc.  
Lonsdale Energy Corporation

McElhanney Consulting Services Ltd.  
Mercer International Inc.  
Metercor  
Millar Western Forest Products Ltd.

NOV Canada ULC  
Novacom Building Partners Ltd.

Olympic International Sales Ltd.

Pacesetter Directional Drilling Limited Partnership  
Penta Completions Supply & Services Ltd.



Pinchin Ltd.  
Pollard Banknote Limited  
Precision Drilling Corporation  
Propell (Alberta) Ltd.

YMCA BC  
YWCA Metro Vancouver

Qualico Developments West Ltd.

R.V. Anderson Associates Limited  
RDH Building Science Inc.  
RJC Engineers  
Rocky Mountaineer Ltd.  
Rogers Sugar Inc.  
Roska DBO Inc.  
RTR Terra Contracting Ltd.

Sanjel Energy Services Inc.  
Sasuchan Development Corporation  
Schlumberger Limited  
Science World BC  
Secure Waste Infrastructure Corp.  
Site Power Engineering Consultants Ltd.  
SmartCentres REIT  
Squamish Nation  
Stahl Peterbilt Inc.  
Steelhaus Technologies Inc.  
STEP Energy Services Ltd.  
Stream-Flo Industries Ltd.  
Strike Group Limited Partnership  
Swiss Water Decaffeinated Coffee Inc.  
SYLVIS Environmental Services Inc.

Technical Safety BC  
TerraLink Horticulture Inc.  
Tetra Tech Canada Inc.  
The Great Little Box Company Ltd.  
Thurber Engineering Ltd.  
Tiger Calcium Services Inc.  
Tolko Industries Ltd.  
TransLink  
Trican Well Services Ltd.  
Triton Environmental Consultants Ltd.  
TYCROP Manufacturing Ltd.

Union Gospel Mission Foundation  
University of Manitoba  
Urban Systems Ltd.

VMAC Global Technology Inc.

Weatherford Canada Ltd.  
West Fraser Timber Co. Ltd.  
Western Forest Products Inc.  
Weyerhaeuser Company Limited  
Whitecap Resources Inc.  
Whitewater Management Limited Partnership  
WorkSafeBC  
WSP Canada Inc.





## Need tailored solutions?

For over 40 years, WCBC has helped Canadian employers with all aspects of compensation, including:

- Salaries & Incentives
- Executive & Board of Director Compensation
- Group Insurance, Retirement Benefits & Total Rewards
- Compensation Administration & Management

We work with you to identify your needs and design services tailored to provide the answers and/or tools required to ensure your compensation and benefits programs are both effective and cost-efficient.

Contact us to learn how we can help you achieve your compensation and benefit goals.

**604-683-9155**

**[www.wcbc.ca](http://www.wcbc.ca)**

**[wcbc@wcbc.ca](mailto:wcbc@wcbc.ca)**

**@WCBCConsulting**

**Suite 502**

**595 Howe Street**

**Vancouver, BC**

**V6E 2T5**



# Price List



Subscribe to our updates  
[www.wcbc.ca/subscribe](http://www.wcbc.ca/subscribe)

	Participant Price	Non-Participant Price
Clerical/Administrative Support	\$999	\$2,000
Middle Management & Professional	\$999	\$2,000
Information Technology	\$999	\$2,000
Marketing & Sales	\$999	\$2,000
Engineering & Technical	\$999	\$2,000
Production & Distribution	\$999	\$2,000
Executive Compensation	\$1,249	\$2,500
Consulting Engineers Compensation, Benefits & Employment Practices	\$2,900	\$5,800
Group Insurance & Retirement Benefits	\$524	\$1,050
Compensation Policies & Practices	\$524	\$1,050
CompPlus – WCBC’s online data sorting tool	FREE	\$2,000
Salary Increases	FREE	\$2,000
Board of Directors Compensation	—	\$2,500



Suite 502, 595 Howe Street  
Vancouver, BC V6C 2T5

## Need More Info?

Megan Lizée | 604 683 9155  
[www.wcbc.ca](http://www.wcbc.ca) | [wcbc@wcbc.ca](mailto:wcbc@wcbc.ca)  
[wcbc.ca/published-surveys/](http://wcbc.ca/published-surveys/)