

# Supply Chain Sector Facts and Figures



Canadian  
Supply Chain  
Sector Council

Conseil canadien  
sectoriel de la chaîne  
d'approvisionnement

info@supplychaincanada.org  
www.supplychaincanada.org

## Products and Resources Available to Stakeholders

### *Connector Tool*

Connector is an online tool that provides users with assessments of their supply chain knowledge and essential skills. It generates customized learning plans and activities to upgrade users' competencies.

### *National Accreditation Program*

The Council recognizes supply chain-related educational and training offerings that meet national standards.

### *National Occupational Standards for the Sector*

Occupational standards can be used by employers, employees and educators or trainers in the supply chain sector.

### *Labour Market Information Toolkit*

The LMI Toolkit provides data to enable research, including projections and historical data on the supply chain labour market across Canada, sortable by occupation, industry and location.

### *Recruitment and Retention Toolkit*

The R&R Toolkit gives employers the information and resources they need to fill positions in the supply chain with qualified and committed people.

### *Virtual HR Department*

Especially for small and medium-sized organizations, the VHRD includes downloadable information, tools, templates, forms, policy samples and more.

### *Website Resources*

The CSCSC's website is a repository of career and education information and resources.

## What is a Supply Chain?

Definitions of a "supply chain" virtually universally encompass the following three functions: i. supply of materials to a manufacturer; ii. the manufacturing process; and, iii. the distribution of finished goods through a network of distributors and retailers to a final customer. Companies involved in various stages of this process are linked to each other through a supply chain.

To facilitate the flow of products, information is shared up and down the supply chain, i.e. with suppliers and clients. This sharing of information enables all parties to plan appropriately to meet current and future needs. Numerous goals can be achieved through successful supply chain management:

- inventory can be minimized
- costs can be reduced
- product time to market can be improved
- flexibility can be enhanced

The more the companies within a supply chain are able to integrate and coordinate their activities, the more likely they'll be to optimize the flow of goods from supplier to customer and to react efficiently to changes in demand.

## The Sector

The supply chain is one of the most essential sectors of the Canadian economy, involving an estimated 881,326 workers in 2017 who work in a range of occupations and industries. The success of this sector in meeting its human resources and labour-market challenges has the potential to positively influence the future of Canada, and the quality of life that we all enjoy.

The CSCSC published the *Strategic Human Resources Study of the Supply Chain Sector Final Report* in 2005 and the *HR Study Update* in 2012. A labour market data update was completed in June 2017. Sector highlights include the following:

- As of 2017, there were approximately 881,326 workers in the supply chain sector labour force within Canada (excluding truck drivers).
- The annual labour force growth rate in the supply chain sector is expected to be around 1.1% from 2017 to 2021, resulting in a projected 920,783 workers in 2021.

- The sector added an average of about 8,800 new jobs a year between 2010 and 2017. As well as an anticipated continuation of growth in new jobs, the sector is expected to face challenges filling jobs left vacant due to retirements and worker turnover.
- In the future, the sector is expected to see similar growth, adding over 39,457 jobs between 2017 and 2021, approximating an increase of 9,800 jobs per year.
- Over the 2017–2021 time period, demand is expected to increase across the majority of supply chain occupations.
- The greatest increase in job growth is expected to occur in professional and high-tech occupations such as:
  - Database analysts and database administrators
  - Computer and information systems managers
  - Information systems analysts and consultants
  - Professional occupations in business services, including consulting and compliance
  - Logistics co-ordinators and supply chain supervisors/managers
- According to an April 2017 report from the Global Supply Chain Institute, the supply chain sector is going to be disrupted by innovations like robotics, automation, drones, wearables and 3D printing. Advanced analytics is also expected to improve optimization in various logistics activities. This will likely lead to accelerated growth in the tech occupations mentioned above.
- Demand in some lower-tech occupations is expected to be flat and could decelerate depending on how fast these disruptive technologies are adopted. These occupations include:
  - Shippers and receivers
  - Delivery and courier service drivers
  - Material handlers
  - Labourers in food processing
- The supply chain is expected to grow in every province over the long term. British Columbia and Alberta are both expected to lead growth, especially as economic conditions stabilize and recover over the next several years.

# Canadian Supply Chain Sector Council

## Supply Chain Sector Labour Force by Occupation

Sub-function	Occupation Category	NOC Code	Sample Position Titles	Supply Chain Employees (2017)	Expected Compound Annual Growth Rate (2017 to 2021)
Inventory/ Material Control	Managerial	0114	Other administrative service managers: e.g., inventory, material, compliance managers	20,856	1.5%
		1215	Supervisors, recording, distributing and scheduling occupations	41,053	3.5%
	Operational	6541	Security guards – cargo	1,795	0.8%
	Tactical	1122	Professional occupations in business services to management: consulting, compliance	1,303	4.4%
		1431	Rate and accounting-related clerks	4,760	-0.03%
		1523	Production logistics co-ordinators, expeditors, logistics planners, analysts, etc.	25,191	3.1%
		1524	Purchasing and inventory control workers	31,668	0.4%
Marketing and Sales	Managerial	0124	Sales and marketing managers – supply chain	4,754	0.6%
Purchasing	Managerial	0113	Purchasing managers	21,742	3.8%
	Tactical	1225	Purchasing agents and officers	44,999	1.0%
		6222	Retail and wholesale buyers	26,867	1.6%
Senior Management	Managerial	0016	Senior managers – goods production, utilities, transportation and construction	10,697	0.7%
Transportation	Managerial	0731	Managers in transportation	34,728	0.6%
	Operational	1521	Shippers and receivers	104,614	-0.02%
		6524	Cargo and freight agents	2,886	0.4%
		7514	Delivery and courier service drivers	87,687	0.1%
		7534	Air transport ramp attendants	9,773	1.8%
	Tactical	1315	Customs, ship and other brokers	4,076	0.5%
		1525	Dispatchers	3,099	0.9%
		1526	Transportation route and crew schedulers	6,256	1.9%
Warehousing	Managerial	0621	Retail and wholesale customer service managers	503	1.6%
		7302	Supervisors and contractors (material and longshore)	5,007	0.7%
		0132	Postal and courier services managers	3,491	-1.1%
		0714	Facility operation and maintenance managers	31,277	2.4%
		1214	Supervisors, mail and message distribution occupations	8,185	0.6%

Sub-function	Occupation Category	NOC Code	Sample Position Titles	Supply Chain Employees (2017)	Expected Compound Annual Growth Rate (2017 to 2021)
Warehousing	Operational	1522	Storekeepers and parts persons	41,277	0.4%
		7451	Longshore workers	6,472	1.7%
		7452	Material handlers	171,492	0.7%
		9617	Labourers in food, beverage and associated products processing	69,654	0.8%
Logistics Information Systems	Managerial	0213	Computer and information systems managers	16,847	3.6%
	Tactical	2171	Information systems analysts and consultants	17,739	3.2%
		2172	Database analysts and data administrators	1,745	6.1%
		2175	Web designers and developers	1,154	3.2%
		2233	Industrial engineering and manufacturing technologists and technicians	12,822	0.5%
		4161	Emergency and continuity managers	1,392	1.0%
		4163	Marketing researchers and consultants such as forecast specialists, demand management specialists, etc.	3,464	3.1%
<b>Grand Total</b>				<b>881,326</b>	<b>1.1%</b>

Sources: 2016 Census; Labour Force Survey; (NAICS: 11, 21, 22, 31-33, 41, 44, 45, 48, 49, 51-56, 61, 62, 71, 72, 91)

# Canadian Supply Chain Sector Council

## Supply Chain Sector Labour Force by Province

Province	2014	2015	2016	2017	2018	2019	2020	2021
Alberta	109,161	109,731	108,683	109,773	111,925	114,126	116,548	118,994
British Columbia	102,301	113,941	117,486	120,846	123,642	126,063	128,260	130,589
Manitoba	30,304	30,419	30,670	31,120	31,450	31,680	31,825	32,019
New Brunswick	16,204	17,267	17,418	17,630	17,756	17,845	17,926	18,045
Newfoundland and Labrador	9,598	10,332	10,346	10,520	10,655	10,778	10,889	11,025
Nova Scotia	20,462	18,555	18,637	18,801	18,858	18,879	18,906	18,950
Ontario	342,896	340,763	344,323	349,450	353,854	357,448	360,770	364,369
Prince Edward Island	2,608	2,841	2,902	2,963	3,008	3,049	3,088	3,135
Quebec	197,344	195,505	196,145	198,287	199,517	200,003	200,336	200,956
Saskatchewan	22,515	21,500	21,676	21,936	22,130	22,295	22,471	22,701
<b>Grand Total</b>	<b>853,394</b>	<b>860,854</b>	<b>868,286</b>	<b>881,326</b>	<b>892,796</b>	<b>902,166</b>	<b>911,020</b>	<b>920,783</b>

Sources: 2016 Census; Labour Force Survey; (NAICS: 11, 21, 22, 31-33, 41, 44, 45, 48, 49, 51-56, 61, 62, 71, 72, 91)

# Canadian Supply Chain Sector Council

## Supply Chain Sector Labour Force for Selected Metro Areas

Metropolitan Area	2014	2015	2016	2017	2018	2019	2020	2021
Abbotsford	6,195	6,618	6,913	7,166	7,389	7,590	7,784	7,993
Calgary	43,821	45,753	45,490	46,111	47,141	48,191	49,334	50,494
Edmonton	39,553	38,003	37,632	37,993	38,735	39,512	40,371	41,236
Halifax	10,272	8,931	9,009	9,125	9,187	9,235	9,288	9,349
Hamilton	19,125	19,312	19,516	19,781	20,007	20,190	20,360	20,552
Kingston	2,306	2,236	2,239	2,263	2,283	2,297	2,308	2,320
Kitchener	19,214	17,011	17,238	17,480	17,676	17,827	17,970	18,128
London	13,786	14,793	14,889	15,067	15,209	15,315	15,410	15,515
Montréal	100,935	99,538	99,983	101,260	102,059	102,453	102,776	103,244
Oshawa	12,728	11,115	11,218	11,385	11,519	11,630	11,734	11,847
Ottawa-Gatineau, Ontario	15,208	15,004	15,186	15,403	15,586	15,745	15,896	16,060
Ottawa-Gatineau, Quebec	5,986	5,956	6,023	6,123	6,189	6,239	6,283	6,337
Québec	20,674	21,434	21,447	21,646	21,733	21,736	21,714	21,724
Regina	5,735	5,864	5,977	6,087	6,175	6,258	6,344	6,446
Saint John, New Brunswick	2,983	2,910	2,932	2,979	3,002	3,019	3,035	3,057
Saskatoon	8,270	7,824	7,914	8,029	8,121	8,205	8,296	8,410
Sherbrooke	4,658	4,945	4,942	4,990	5,015	5,028	5,037	5,054
St. Catharines - Niagara	8,170	8,165	8,227	8,332	8,414	8,479	8,533	8,598
St. John's, NL	3,847	3,869	3,892	3,973	4,035	4,094	4,151	4,217
Sudbury	2,915	2,885	2,900	2,933	2,957	2,977	2,994	3,014
Thunder Bay	1,931	1,863	1,875	1,899	1,919	1,934	1,949	1,964
Toronto	165,284	169,511	171,701	174,710	177,373	179,637	181,790	184,078
Trois-Rivières	3,097	2,871	2,872	2,899	2,914	2,920	2,925	2,934
Vancouver	65,356	73,024	75,455	77,695	79,568	81,197	82,677	84,242
Victoria	5,320	5,446	5,559	5,687	5,777	5,857	5,931	6,012
Windsor	8,743	7,546	7,577	7,684	7,780	7,859	7,929	8,002
Winnipeg	22,290	22,533	22,737	23,092	23,360	23,558	23,695	23,867

Sources: 2016 Census; Labour Force Survey; (NAICS: 11, 21, 22, 31-33, 41, 44, 45, 48, 49, 51-56, 61, 62, 71, 72, 91)