2023-2026 THREE-YEAR CONSOLIDATED IMPACT REPORT

Evolving with the Profession. Shaping the Future Together.



NATIONAL INSTITUTE
OF SUPPLY CHAIN LEADERS

Three Years of Impact

Over the past three years, NISCL has been on a deliberate journey to strengthen the procurement and supply chain profession in Canada — building the partnerships, capabilities and community needed for professionals and organizations to lead through an increasingly complex world.

Each year has marked a distinct stage in that journey.





Message from the Board Chair & CEO

Built on Experience. Focussed on What's Next.

Building on Our Legacy

For generations, NISCL has been part of Canada's procurement and supply chain landscape, supporting professionals, advancing capability and building a community around a profession of growing strategic importance.

The past three years have marked a defining chapter in that journey.

Our decision to chart an independent course was more than an organizational transition. It was an opportunity to rethink how we serve a profession that is evolving rapidly in its responsibilities, influence and expectations. It challenged us to look beyond what we had built and consider what the profession would need from us next. We recognized that our future would depend not simply on preserving our legacy, but on building upon it with greater ambition, stronger partnerships and a clearer focus on the value we create for our members, employers and the broader Canadian economy. That work has required thoughtful change, a willingness to challenge convention and a commitment to ensuring that NISCL remains relevant to the people and organizations we serve.

Our legacy gave us a strong foundation. Our belief in the future of the profession continues to guide our direction.

The Profession Has Evolved. So Have We.

Procurement and supply chain leadership have never been more consequential. Economic competitiveness, shifting trade relationships, technological advancement, infrastructure investment and organizational resilience increasingly depend on the strength of these functions and the leaders who guide them.

The profession has moved well beyond operational excellence alone. Today's leaders must influence enterprise strategy, navigate uncertainty, manage risk and make decisions that affect organizational performance and Canada's economic future.

NISCL is evolving to meet these expectations. We are strengthening our focus on both functional expertise and leadership excellence, while working to elevate the recognition of supply chain and procurement as strategic professions. Our exclusive partnership with the Chartered Institute of Procurement & Supply (CIPS), together with the evolution of the NISCL-CSCL and MCIPS designation pathway, is an important step in that direction. By connecting Canadian market knowledge with global professional standards, networks and recognition, we are creating opportunities for professionals to broaden their capabilities and strengthen their standing in an increasingly interconnected world.

We are also placing greater emphasis on celebrating the people who move our profession forward. The inaugural NISCL Awards & Gala and our growing executive engagement platforms are creating opportunities to recognize achievement, share perspectives and build a stronger collective voice for supply chain leadership. Because advancing a profession means more than developing skills. It means recognizing leadership, demonstrating value and ensuring that the contributions of our professionals are understood and respected.

A Stronger National Association, Closer to Its Communities

A truly national association must reflect the diversity of the country and the professionals it represents.

Canada's supply chain landscape varies significantly across regions, industries and communities. Building a stronger national presence therefore means listening locally, understanding different market realities and ensuring that a broad range of perspectives informs our direction. Our Provincial Councils are an important step toward strengthening those connections and creating more opportunities for professionals to engage with NISCL in their own communities.

At the same time, we are evolving our governance and advisory structures to bring broader regional, industry and professional perspectives into the Institute's leadership.

Our relationships with employers are also deepening. In an environment where organization's are carefully evaluating their investments, our conversations increasingly focus on the capabilities, leadership and professional development they need to remain competitive. This engagement is essential. It helps us better understand the challenges facing employers, respond to emerging workforce needs and connect our professional offerings to the realities of the market.

Together, these efforts are helping build an association that is more connected, more responsive and better positioned to represent and advance the profession across Canada.

Looking Ahead: Shaping the Future Together

The pace of change will only accelerate. Artificial intelligence, evolving trade relationships, geopolitical uncertainty and changing workforce expectations are reshaping supply chains and redefining the capabilities their leaders will need. These shifts bring challenges, but they also create an opportunity for NISCL to help shape the future of the profession.

Our priorities are clear: continue to strengthen professional and leadership development pathways, deepen partnerships with employers and the public sector, expand regional engagement and connect Canadian expertise with global perspectives.

We will continue to listen, adapt and invest in the areas that matter most to our members and the organizations they serve.

Our ambition, however, extends beyond the programs we deliver or the community we bring together. We want to help build a future in which procurement and supply chain leadership are recognized as essential to organizational success, economic resilience and Canada's competitiveness.

Achieving that ambition will take collective effort. It requires professionals who are committed to continuous growth, employers who recognize the strategic value of their teams, and partners and educators who share our commitment to advancing the profession. To our members, partners, volunteers, corporate supporters and everyone who has contributed to NISCL's progress: thank you. Your engagement, expertise and belief in the importance of this profession are central to what we are building together.

The past three years have strengthened our foundation and clarified our ambition. We have more work ahead, but we move forward with confidence in the profession, in our community and in the opportunities before us.

"Canada's supply chain landscape varies significantly across regions, industries and communities. Building a stronger national presence therefore means listening locally, understanding different market realities and ensuring that a broad range of perspectives informs our direction."

Our experience has shaped who we are. Our ambition will define what comes next.

Together, we will continue to elevate the profession, advance leadership excellence and shape the future of supply chain and procurement in Canada



AL-AZHAR KHALFAN
President and CEO,
NISCL



KAREN FRITZ
Chair, Board of Directors,
NISCL

Our Evolution

Building on Our Legacy. Shaping the Future Together.

Our three-year journey reflects transformation, growth and increasing impact—strengthening our foundation, extending our reach and elevating the value we create for Canada's supply chain profession.

A STRONGER PROFESSION FOR CANADA

2025-26
ELEVATING OUR IMPACT

NOVEMBER 2025
Celebrating Leadership Excellence
The inaugural NISCL Awards & Gala recognized leadership excellence in Canadian supply chain and procurement.

APRIL 2026
First Full Year of the CIPS Partnership
NISCL completed the first full year of its exclusive Canadian partnership with CIPS, advancing the NISCL-CSCL and MCIPS Dual Designation.

2024-25
EXTENDING OUR REACH

MAY 2024
A New National Identity
SCMAO and Supply Chain Management Association British Columbia (SCMABC) rebranded together as the National Institute of Supply Chain Leaders (NISCL).

MAY 2024
A Designation Focused on Leadership
The designation was rebranded as National Institute of Supply Chain Leaders – Certified Supply Chain Leader (NISCL-CSCL).

NOVEMBER 2024
Connecting Canada to Global Standards
NISCL announced its exclusive Canadian partnership with the Chartered Institute of Procurement & Supply (CIPS).

JANUARY 2025
Resolving Outstanding Matters
NISCL and Supply Chain Canada reached a settlement resolving the various lawsuits between the organizations.

2023-24
STRENGTHENING THE FOUNDATION

MAY 2023
Investing in Employer Capability
SCMAO launched its first employer-focused initiative, the All-Access Corporate Program, expanding organizational learning opportunities.

JUNE 2023
Establishing Independence
SCMAO's disassociation from Supply Chain Canada took effect, establishing the association as an independent entity.

2022
A MEMBER-LED DECISION

MAY 2022
A Member-Led Decision
On May 31, more than two-thirds of members present at the Special Meeting voted in favour of disassociation from Supply Chain Canada.

JUNE 2022
Formal Notice
SCMAO issued its Notice of Disassociation to Supply Chain Canada.

2023-24 Strengthening the Foundation



2023–24 WAS A YEAR OF TRANSFORMATION.

After embarking on the path of being an independent entity, we rebranded to the National Institute for Supply Chain Leaders (NISCL). NISCL sharpened its focus on leadership excellence, recognizing that the future of the profession would require more than functional expertise. It would require professionals equipped to influence enterprise strategy, lead through disruption and take a stronger seat at the decision-making table.

That ambition translated into action. NISCL expanded professional and student pathways, strengthened its designation offering, introduced new approaches to employer-based learning, deepened executive engagement and continued to build a community connecting professionals across sectors, career stages and geographies.

The year established the foundation for a broader ambition: to not only develop great supply chain practitioners, but to help build the next generation of supply chain leaders.

4,845
NISCL engaged community

3,328
Unique professionals engaged

2,516
Professionals joining the NISCL community for the first time

215
NISCL-CSCL designation enrolments

105
Designation graduates

50
Corporate learning partners – Year 1 of the All-Access Learning Program

2024-25 Building Momentum

WITH THE SOLID FOUNDATION IN PLACE, 2024–25 WAS ABOUT EXPANDING WHAT WAS POSSIBLE.

NISCL continued to grow its national community and deepen engagement with professionals and employers, while taking a significant step toward connecting Canadian leadership with global professional standards.

A defining milestone was NISCL's exclusive Canadian partnership with CIPS — creating a partnership that brings together the NISCL-CSCL designation and MCIPS, and connects Canadian professionals to an international professional community of more than 60,000.

At the same time, NISCL expanded employer participation, strengthened pathways into and through the profession, and created more opportunities for leaders to learn from one another, build capability and contribute back to the profession.

The evolution was significant: from building a professional community to building a platform capable of elevating the profession nationally — and connecting it globally.

5,944
Engaged NISCL community
+23% year over year

4,132
Unique professionals engaged
+24% year over year

2,524
Professionals joining the community for the first time

59
Corporate learning partners
+18% year over year

60,000+
Professionals in the global CIPS community
NISCL-CSCL + MCIPS
Canadian leadership. Global recognition.

2025-26 Scaling the Impact



2025–26 MARKED AN IMPORTANT INFLECTION POINT FOR NISCL — A YEAR WHEN STRATEGIC FOUNDATIONS TRANSLATED INTO GREATER MARKET RELEVANCE, DEEPER ENGAGEMENT AND NEW OPPORTUNITIES TO ELEVATE CANADA'S PROCUREMENT AND SUPPLY CHAIN PROFESSION.

In the first full year of our partnership with CIPS, we focused on bringing the revamped NISCL-CSCL and MCIPS designation pathway to market, bridging Canadian leadership excellence with globally recognized professional standards and advancing the value of professional credentials.

We also took a significant step in championing leadership excellence with the inaugural NISCL Awards & Gala — creating a national stage to celebrate the individuals and teams whose leadership, innovation and contributions are advancing the profession.

Recognizing that national impact is built through strong local connections, we laid the groundwork for a more focused regional engagement strategy through Provincial Councils, bringing us closer to the distinct priorities, opportunities and challenges of supply chain communities across Canada.

And despite economic uncertainty and tighter organizational budgets, we continued to cultivate corporate engagements, reinforcing the importance of investing in the capabilities needed to navigate change and build long-term competitiveness.

Together, these milestones reflect NISCL's evolution from expanding its reach to strengthening its influence — connecting Canadian professionals to global standards, recognizing leadership excellence, building local communities and advancing organizational capability.

01 Global Recognition

NISCL-CSCL & MCIPS

First full year of the NISCL-CSCL & MCIPS partnership and market adoption of the revamped:

205 Dual Designation Enrollments

3,000+ Dual Members

NISCL COMMUNITY: 16,000+

02 Leadership Excellence

A NEW NATIONAL STAGE FOR SUPPLY CHAIN LEADERSHIP

Launch of the inaugural NISCL Awards & Gala

20+ Nominations for the inaugural NISCL Awards & Gala

75+ Organizations represented through nominations, attendees and partnerships

220+ Attendees for the inaugural NISCL Awards & Gala

03 Employer Capability

DEEPENING CORPORATE ENGAGEMENT — EVEN IN A CHALLENGING MARKET

Despite tighter organizational budgets and economic uncertainty, NISCL continued to develop new corporate relationships while deepening existing ones.

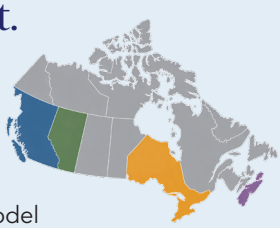
60 All-Access Corporate Training Partners

17 New Corporate Learning Partners

2,000+ Total registrations into learning and development

+150% Average ROI delivered on the All-Access Training Program

04 National Impact. Local Connection.



BUILDING THE FOUNDATION FOR PROVINCIAL COUNCILS

NISCL began moving from a predominantly national engagement model toward deeper local-market connections across Canada.

4 Provincial Councils established

25 Provincial Council Members

"The profession has moved well beyond operational excellence alone. Today's leaders must influence enterprise strategy, navigate uncertainty, manage risk and make decisions that affect organizational performance and Canada's economic future."

The Results

	2023-24	2024-25	2025-26
NISCL Engaged Community	4,845	5,944	**7,428** Community size of 16,000+
NISCL Designation Enrollments	215	78 This is because of the transitionary period when the CIPS Applied Learning program was launched.	**205**
NISCL-CSCL & MCIPS Graduates	105	95	**270**
Total Number of Corporate Engagements	50	59	**61**



Fostering Strategic Partnerships

"Our priorities are clear: continue to strengthen professional and leadership development pathways, deepen partnerships with employers and the public sector, expand regional engagement and connect Canadian expertise with global perspectives."

2025-2026 Board of Directors

NISCL Board is composed of industry professionals, both members and non-members with diverse backgrounds. Their contribution plays a significant role in helping to strengthen our Association. All Directors are independent volunteers.



Karen Fritz
Chair
Senior Vice-President, Nuclear Market Leader, WSP Canada



LouAnn Birkett, NISCL-CSCL, MCIPS
Board Director
Senior Supply Chain Advisor - Contracting, Kinetic GPO



Hugh Durant, NISCL-CSCL, MCIPS
Board Director
Director Strategic Partnerships Execution, Manulife



James Kosa, LL.B.
Board Director
Partner, WeirFoulds LLP



James Lin, P.Eng, NISCL-CSCL, MCIPS
Board Director
Vice-President, Supply Chain Ontario Power Generation



Andre Teixeira
Director & Treasurer
Vice-President, Global Supply Chain, Jamieson Wellness Inc.



Rashpal Uppal, NISCL-CSCL, MCIPS
Board Director
Senior Manager, Commercial Management, Metrolinx



Cynthia Valaitis, NISCL-CSCL, MCIPS
Board Director



Amanda Tang, CPA, CA
Board Director
Chief Financial Officer, Oshawa Power Group of Companies



Catherine Cartile
Board Director
Director, Sales Operations, Medline Canada



Melissa Pryszlak, P.Eng
Board Director
Vice-President, Distribution Center Operations, Pet Valu



Bernie Uhlich, NISCL-CSCL, MCIPS
Advisor
Global SC Game Changing Transformation Leader, UHLICH ASSOCIATES



Victoria Gromyko
Advisor
Director, Procurement & Enterprise Risk CIVIDA



Trudy Cooper, NISCL-CSCL, MCIPS
Advisor
Director Supply Chain, BC Interior Health Authority



Al-Azhar Khalfan
Ex-Officio
CEO and President NISCL

2025-2026 Committee Composition

The Board has a standing Audit and Finance Committee, Ethics Committee, Governance and Nominations Committee. In addition to the standing committees, the Board has composed two ad-hoc committees to assist the Board with respect to our Awards Strategy and Community Engagement Strategy.

ETHICS COMMITTEE

Taras Korec, NISCL-CSCL, MCIPS
Chair

Vice-President Operations, Compugen Inc.

Chris (CJ) Hasson, NISCL-CSCL, MCIPS
Manager of Procurement, County of Dufferin

Ksenia Kleyn, NISCL-CSCL, MCIPS
Country Procurement Business Partner, Canada-Sanofi

Sandeep Kumar, NISCL-CSCL, MCIPS
Director Materials Management, Toronto Transit Commission

FINANCE & AUDIT COMMITTEE

Andre Teixeira
Chair

Vice-President, Global Supply Chain, Jamieson Wellness Inc.

Naudja Fairles, NISCL-CSCL, MCIPS
Director, Contract Management, Sobeys

Jagdish Badhan, NISCL-CSCL, MCIPS
Manager, Procurement Services, Okanagan College

Khusen Shukurov, NISCL-CSCL, MCIPS
Vice-President, Operations, OECM

Bill Siomos, NISCL-CSCL, MCIPS
Vice-President, Procurement Services, OMERS

Bernie Uhlich, NISCL-CSCL, MCIPS

Klodiana Djawadi, CPA, CMA
Vice-President, Finance, Extendicare

Karen Fritz
Senior Vice-President, Nuclear Market Leader, WSP Canada

GOVERNANCE & NOMINATIONS COMMITTEE

LouAnn Birkett, NISCL-CSCL, MCIPS
Co-Chair

Kinetic GPO

Rashpal Uppal-Assi, NISCL-CSCL, MCIPS
Co-Chair

Metrolinx

Angela Gubacsi, NISCL-CSCL, MCIPS
Toyota Motor Manufacturing Canada

Franklin Matos, NISCL-CSCL, MCIPS
SEKISUI Diagnostics

Adriana Villanesor
Vistage Canada

Katie Oestebo, NISCL-CSCL, MCIPS
Amazon

Karen Fritz
WSP Canada

Bernie Uhlich, , NISCL-CSCL, MCIPS
Uhlich Associates

Al-Azhar Khalfan