

Remarks – Angela Splinter

President and CEO, Trucking HR Canada

Ministerial Announcement @ Mount Royal University

August 24, 2026

Thank you, Minister Hajdu,

On behalf of Trucking HR Canada, I want to thank you and the Government of Canada for your leadership - and for the confidence you have placed in us and our partner through today's announcement.

Today marks an important step toward a stronger, more coordinated national approach to our shared workforce challenges.

I would also like to thank Mount Royal University for hosting us.

MRU is a fitting place for this announcement. Through its supply chain programs, the university is preparing students for careers that are essential to Canada's economy.

Trucking HR Canada is proud of our strong partnership with MRU. Together, we have placed close to 100 students in work-integrated learning opportunities with trucking and logistics employers – opportunities that can lead to rewarding careers in supporting Canada's supply chain.

That spirit of partnership is at the heart of the Transportation and Supply Chain Workforce Alliance.

Canada's supply chain connects industries, communities, and people across the country. It includes trucking, rail, air, marine, freight forwarding, warehousing, and logistics - and its strength depends on the people who keep that system moving.

We also know that workforce challenges do not stop at the boundaries of any one industry. They are shared challenges, and they require shared solutions.

And the events of the past few days have underscored just how important that is. In a rapidly changing trade environment, Canada needs to be agile. We need a clear view across our transportation and supply-chain system so we can identify emerging needs, respond quickly, and be ready to take advantage of new opportunities as they arise.

This Alliance gives us an important opportunity to work together across sectors and across Canada - to strengthen career pathways, develop the skills Canadians will need for the future, expand access to opportunity, and build a workforce that is more resilient, innovative, and inclusive.

Trucking HR Canada is proud to lead this work alongside our partners at CIFFA. Together, our organizations bring complementary strengths and perspectives that reach across trucking, freight forwarding, and the broader transportation and supply-chain system. That gives the Alliance a wider line of sight - helping us understand what is happening across the system, connect the dots between modes, and turn that intelligence into action.

The strength of the Alliance will come from the many voices around the table: employers, labour, educators, Indigenous partners, and workforce leaders from across Canada's transportation and supply-chain system.

Together, we can turn our knowledge and experience into meaningful action - and deliver real opportunities for people and lasting results for Canada.

Today is an important beginning.

Minister, thank you for recognizing the people behind our supply chain and for investing in their future.

We are honoured to take on this work, and we are ready to get started. Thank you.

Remarks – Bruce Rodgers

Executive Director, CIIFA

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Thank you Secretary Hogan.

I would like to thank Minister Hajdu for being with us today and announcing this significant initiative that will ensure that Canada will be well prepared to manage the growth anticipated in the coming decades.

I would also like to thank Mount Royal University for hosting this special day and for your leadership in developing the CN Supply Chain Analytics Lab, which we had the pleasure of touring a few minutes ago.

Lastly, I would like to thank my partner, Angela Splinter, in developing what will be required to fulfill this mandate, and also to each of you who came here today.

CIIFA, the association of logistics professionals, is honoured to have been selected to co-lead the Transportation and Supply Chain Workforce Alliance. The timing of this decision could not come at a better time, as we are at a difficult crossroad in our country's history given the ongoing challenges with our largest trading partner. Prime Minister Carney's strategy to diversify trade, build national independence, and open new markets around the world, is critical for our long-term success and prosperity.

We have many infrastructure initiatives in development, with airports looking to expand cargo operations and our marine ports set to increase capacity by 60% over the next several years. This foresight in building was well-timed, but do we have the labour skills required to match? That is the purpose of the Transportation and Supply Chain Workforce Alliance - to tackle critical labor shortages, and strengthen the workforce needed to keep goods moving efficiently across Canada and to international markets.

The government's decision to appoint Trucking HR Canada and CIIFA to lead this initiative reflects a strong commitment to bring together the expertise required to address Canada's most pressing transportation and supply chain workforce challenges. I can think of no better partnership. Together, we represent the backbone of Canada's integrated freight transportation ecosystem, spanning trucking, freight forwarding, logistics, warehousing, international trade and supply chain management.

By combining our knowledge, networks, and industry reach, we are uniquely positioned to identify workforce gaps, develop practical solutions, and create pathways that attract,

train, and retain the next generation of talent. As Canada works to strengthen its economic resilience, expand global trade relationships, and capitalize on major infrastructure investments, a skilled and adaptable workforce will be essential to success. The Transportation and Supply Chain Workforce Alliance provides a platform for industry, government, educators, and labour partners to collaborate on solutions that will ensure our supply chains remain competitive, efficient, and responsive to future demands. But this initiative is about more than addressing labour shortages. It is about building a stronger, more resilient transportation and logistics sector that can support Canada's growth for decades to come. By investing in people, removing barriers to workforce participation, and aligning skills development with the needs of industry, we can ensure that Canada has the skills required to move goods, connect markets, and drive economic growth from coast to coast.

I thank you again for the opportunity to participate in this initiative.

Remarks - Angelique Magi

Vice Chair, Board of Directors, Trucking HR Canada

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Thank you, Minister Hajdu, and thank you to everyone joining us today.

As a member of Trucking HR Canada's Board—and as someone who works in this industry—I see the importance of today's announcement from an employer's perspective.

Workforce challenges are not abstract issues for our sector. We experience them every day—in positions that are difficult to fill, in the changing skills our operations require, and in the constant need to attract and retain talented people.

These pressures affect our ability to serve customers, adopt new technologies, grow our businesses, and keep goods moving safely and efficiently.

Employers are working hard to respond. But no single company—or even one part of the transportation system—can address these challenges alone.

We need reliable workforce intelligence. We need training that reflects the realities of our workplaces. We need stronger pathways into the industry for young people and for those who may not yet see a place for themselves in transportation and logistics.

Most importantly, we need solutions that are informed by employers and practical enough to be implemented.

That is why the Transportation and Supply Chain Workforce Alliance is so important.

It will give industry a place to share what we are experiencing, learn from other parts of the system, and help shape solutions that reflect both immediate operating realities and the workforce we will need in the future.

As a Board member, I have seen Trucking HR Canada's ability to listen to employers, understand the evidence, and turn that knowledge into meaningful action. I am confident in its leadership of this Alliance and in the partnership with CIFFA.

Industry also has a responsibility. We need to come to the table, contribute our experience, and participate in developing and testing solutions.

Minister Hajdu, thank you for investing in this work and recognizing the essential role people play in keeping Canada's economy moving.

We look forward to being part of what comes next.

Thank you.