



# ANNUAL REPORT

## 2025-2026





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# Message from THE PRESIDENT

As President of Dairy Farmers of Canada (DFC), I am pleased to bring you the 2025 – 2026 Annual Report. Over the last year, the DFC team has delivered key wins, working collaboratively across our membership while advocating for your interests in Ottawa and beyond. This report shares those stories.



It also shares how we are moving **forward together**. Though two simple words, the phrase resonates across farms, provinces, and the whole supply chain. A strong, stable, and growing dairy sector means farmers, processors, rural communities, and consumers all win.

While trade is top of mind for all of us, uncertainty and global instability have brought renewed attention to food sovereignty in Canada. In response, Canadians want a reliable supply of homegrown food produced to standards they know. That's exactly what dairy the Canadian way delivers.

With the foundation of supply management, our farmers make sure Canadians can depend on a stable source of dairy. It's why DFC consistently focuses on defending supply management, even with assurances from the Canadian government that our system will remain off the table in the Canada-U.S.-Mexico Agreement (CUSMA) negotiations. All provinces must work together to engage with our representatives in Ottawa. Under DFC's banner, we can ensure decision-makers do not lose sight of what is at stake for our sector and Canadians.

The benefits of our unity go beyond trade. DFC represents Canadian dairy farmers from coast to coast in advocating for continued support for essential programs like proAction, DairyTrace, disaster relief and mitigation, and sustainability projects.

This year, DFC also welcomed a new CEO, Annie AcMoody. Since being appointed in February, Annie has been working hard to ensure your voices are reflected on the issues that matter most, while bringing her experience, energy, and expertise to advancing DFC's mission. I'd also like to thank Lucie Bérubé for her work as interim CEO last year; her guidance and dedication ensured DFC's work continued seamlessly in a time of transition.

Over the past year, I heard from farmers at provincial meetings, industry gatherings, and on their farms. Not only is this one of the best parts of my job, but it's also the best way to gauge how farmers are feeling and whether DFC's work reflects their needs. I would like to thank everyone who took the time to speak with both the team and I. While I take great pride in the accomplishments the DFC team has made, there is always more we can learn and do.

We want all dairy farmers to look towards the future with confidence. Protecting supply management, uniting our sector, and listening to you is how we will inspire this confidence.

**David Wiens**  
President, Dairy Farmers of Canada

# Message from THE CEO

It's an honour to write this in my first year as Chief Executive Officer of DFC. I have been working with DFC for a few years now, and I have seen how our sector continues to innovate and excel, even when we experience uncertainty at home and abroad.



One of the reasons Canadian dairy is so innovative is because of our ability to collaborate across the country. That collaboration goes beyond the farm and brings together the entire sector in ways that benefit Canadians as a whole.

DFC's advocacy also defends the work of over 270,000 extended members of the dairy community and associated supply chain. Dairy farms are foundational to rural communities in every province. When DFC succeeds, we want the benefits to extend to our entire sector.

It was one of the key motivations behind DFC's reassessment of how we can best meet the needs of farmers and the sector, both today and into the future. That work is grounded in our mission: to support the growth of Canadian dairy farming and advocate for the benefits of Canadian dairy and supply management.

It helps that we have a powerful symbol of our unity in the Blue Cow Quality Milk Logo. When Canadians see this logo, they intuitively understand many messages behind it, but above all, they trust that you produce a high quality Canadian product, even in volatile times. This power comes from the public understanding that the Canadian dairy industry is united and there for Canada.

And we continue to look forward. In addition to our mission, vision, and values, we have revised our strategic objectives and have developed a strategic plan for the next three years. Our goals are ambitious. We will strive to preserve a policy environment that supports Canada's dairy industry and supply management, maintain Canada's leadership position in dairy production practices and standards, and build national awareness and understanding of the role of Canadian dairy as part of a healthy, nutritious, and sustainable diet.

Making this happen is a strong DFC team. I have complete confidence in their expertise and enthusiasm to bring our sector together, tackle challenges, and seize opportunities.

I thank them for trusting and supporting my leadership, and I thank you, the farmers, for trusting all of us to move the sector forward.

**Annie AcMoody**  
Chief Executive Officer, Dairy Farmers of Canada

# WHO WE ARE

As the unified voice of Canadian dairy farmers, Dairy Farmers of Canada (DFC) supports our country through innovation, sustainable production, and the defense of its food systems. Driven by equity, integrity, and collaboration, we work hard each day to ensure all Canadians have a chance to share a healthy, sustainable future.



## NEW VISION

Facilitate and be the unified voice of Canadian dairy farmers.

## NEW MISSION

Support the growth of the Canadian dairy farming industry through the coordination of innovative and sustainable production and advocate for the benefits of Canadian dairy and supply management.

## NEW VALUES

- Integrity
- Equity
- Collaboration
- Adaptability
- Transparency

*Members of the DFC board in May 2026*

## MEMBERS

Alberta Milk  
BC Dairy Association  
Dairy Farmers of Manitoba  
Dairy Farmers of New Brunswick  
Dairy Farmers of Newfoundland & Labrador  
Dairy Farmers of Nova Scotia  
Dairy Farmers of Ontario  
Dairy Farmers of Prince Edward Island  
Les Producteurs de lait du Québec  
SaskMilk

## ASSOCIATE MEMBERS

Agrifoods International Cooperative Ltd.  
Agropur Dairy Cooperative  
Amalgamated Dairies Limited  
BC Milk Marketing Board  
Gay Lea Foods Co-operative Ltd.  
Lactanet Canada

## BOARD OF DIRECTORS

*(as of June 2026)*

**Greg Archibald** (NS)  
**Michael Barrett** (External Advisor)  
**Daniel Gobeil** (QC) – Vice-President  
**Christian Kaiser** (QC)  
**Gilbert Matheson** (NB)  
**Vicky Morrison** (ON)  
**Barbara Paquet** (director at large) until April 2026  
**Tom Pasco** (director at large) as of April 2026  
**Adam Petherick** (ON)  
**Vincent Rainville** (QC)  
**Alain Remond** (PEI)  
**Bart Rijke** (ON) – Second Vice-President  
**Matthew Rose** (NFLD)  
**Sarah Sache** (BC)  
**Stefan Signer** (MB)  
**Wim van de Brake** (AB)  
**Derek Westeringh** (SK)  
**David Wiens** (MB) – President

## SENIOR EXECUTIVE TEAM



*Members of DFC's Executive (front from left to right) Nicole Sillett, Annie AcMoody, Lucie Bérubé, (back) Alison Porter, Declan Hamill, and Pamela Nalewajek.*

**Annie AcMoody**  
Chief Executive Officer

**Lucie Bérubé**,  
Interim Chief Executive Officer until February 6, 2026  
Chief Operating Officer

**Declan Hamill**  
Executive Vice-President

**Alison Porter**  
Vice-President, Policy

**Pamela Nalewajek**  
Chief Marketing & Communications Officer

**Fawn Jackson**  
Chief Research and Sustainable Production Officer

**Nicole Sillett**  
Acting Chief Research and Sustainable Production Officer (February-September 2026)

# ADVOCACY, POLICY & TRADE

In a year marked by heightened trade tensions and political transition, DFC played a central role in defending Canada's dairy sector and reinforcing the importance of domestic food security. Through its multifaceted advocacy approach, DFC mobilized to ensure dairy farmers' interests were front and centre for parliamentarians and policy-makers, both in Canada and beyond.

**>9 in 10**

Canadians want as much control as possible over our food supply

*Nanos Research 2026*



## ADVOCACY

### 2025 SUMMER ENGAGEMENT KITS

DFC appreciates the continued commitments made by all major political parties to keep supply management off the table in any negotiations with the United States (U.S.). To reinforce the importance of these commitments, DFC equipped dairy farmers across Canada with kits to help engage with new and re-elected officials throughout summer 2025. The content focused on the importance of standing up for our national food security and Canada's dairy farmers in the context of ongoing trade discussions.



DFC President David Wiens hosts a farm tour for the Honourable Heath MacDonald, Minister of Agriculture and Agri-Food Canada, who was joined by Manitoba Minister of Agriculture Ron Kostyshyn, and other dairy and agriculture stakeholders.



DFC CEO Annie AcMoody and Second Vice-President Bart Rijke with Minister of Agriculture and Agri-Food, the Honourable Heath MacDonald and Parliamentary Secretary Sophie Chatel.

### BILL C-202

In June 2025, Bill C-202, *An Act to Amend the Department of Foreign Affairs, Trade and Development Act (supply management)* received Royal Assent after passing unanimously in the House of Commons and proceeding expeditiously through the Senate. This legislation prevents the Government of Canada from granting any further market access concessions impacting dairy, poultry, and egg farmers who operate under supply management.

### ANNUAL LOBBY DAY AND DAIRY POLICY CONFERENCE

On February 3, dairy farmers met with more than 120 parliamentarians and government officials to share their perspectives and advocate for issues important to our sector. DFC also hosted a reception welcoming more than 200 parliamentarians, officials, and staff, which provided an excellent opportunity to follow up on conversations had earlier in the day. These advocacy efforts coincided with the Annual Dairy Policy Conference, which brought together dairy farmers, industry leaders and policy makers to explore what's shaping the sector.



### DOWNTOWN DINER

In October 2025, DFC Vice-President Daniel Gobeil joined Canadian poultry and egg farmers to discuss the benefits of supply management and why a homegrown supply of local food benefits all Canadians. The event, which invited the Ottawa community and parliamentarians to sample dishes and refreshments made with local ingredients, showcased the dedication of farmers in supporting Canada's food security. It was also an important opportunity to discuss government policies and the vital role of supply management in maintaining a strong Canadian agricultural sector with key officials.



DFC Vice-President Daniel Gobeil (centre) at Downtown Diner with farmers in other supply managed commodities.

DFC President David Wiens, Vice-President Daniel Gobeil, CEO Annie AcMoody, and Second Vice-President Bart Rijke speak with Prime Minister Mark Carney on Lobby Day.

ACCESS TO VETERINARY HEALTH CARE TOOLS

DFC continued to lead a coalition of national organizations representing farmers, veterinarians, veterinary product manufacturers, and feed providers in joint advocacy for solutions to improve access to veterinary drugs, health products, livestock feeds, and biologics in Canada.

Due to various barriers, Canadian access to veterinary health care tools is at a crisis point, and those that are currently available are eroding at a significant rate.



As a result of this sustained advocacy, in early 2026, Health Canada launched a consultation that will enable Canadian officials to rely on decisions and evaluations made by trusted foreign regulators to help speed up the approval process for veterinary drugs. This was a top priority for the coalition and should help urgently address Canada’s acute product shortage. These efforts also resulted in the approval of a short-acting injectable oxytetracycline, a tool dairy farmers and veterinarians had been eagerly awaiting.



DFC President, David Wiens, appears at the Standing Committee on Health to share the coalition’s perspective in February 2026.

RED TAPE REVIEW

DFC’s priorities were well reflected within the federal government’s red tape report, which includes about 500 recommendations across all government departments. Several of the recommendations directly relate to DFC’s priorities around improving access to veterinary health care tools.

Others closely reflect ongoing feedback provided by DFC. Notably, Health Canada is actively considering adding the Digestible Indispensable Amino Acid Score (DIAAS) as an official protein quality assessment methodology. DIAAS is widely considered to be more accurate than currently approved methodologies and has implications for things like protein claims on product packaging. DIAAS continues to be a high priority for DFC and has been a part of our nutrition advocacy for several years.

FEDERAL PLASTICS REGISTRY

DFC advocated for farmers to be exempt from potential single-farm reporting requirements under Phase II of the Federal Plastics Registry. While supporting the registry’s environmental objectives and responsible plastics management on farms, DFC emphasized that individual farm reporting would create an unnecessary administrative burden for farmers and government alike. DFC instead encouraged the use of more practical approaches, such as supplier data and pilot projects, to support environmental objectives while minimizing red tape for farmers.



DFC President David Wiens at the Federation of Canadian Municipalities Annual Conference and Trade Show.

FEDERATION OF CANADIAN MUNICIPALITIES ANNUAL CONFERENCE

DFC and other supply managed commodities sponsored and took part in the FCM Annual Conference in Edmonton, Alberta, held in June 2026. DFC President, David Wiens was onsite to engage with municipal leaders from across Canada and to discuss our sector’s priorities, including the importance of local food security.



Representatives from DFC and the Dairy Processors Association of Canada with Ambassador Mark Wiseman.

POLICY AND TRADE

CUSMA REVIEW

The 2026 CUSMA review has evolved from a planned review process into a more active negotiation process involving all three parties. While discussions are ongoing and public statements have, at times, pointed to differing views on the agreement’s future, governments continue to engage with a view to maintaining the overall framework while seeking updates in selected areas.

As the process unfolded, it became clear that discussions would continue beyond July 1, with no firm timeline established for their conclusion. At the same time, the process has highlighted an emerging trend whereby certain issues may be advanced through bilateral arrangements between two partners, even as CUSMA continues to serve as the overarching framework for North American trade.



DFC CEO Annie AcMoody and President David Wiens (far left) and other dairy sector members meet with the Honourable Dominic Leblanc, Minister responsible for Canada-U.S. Trade.

DFC is actively advocating for Canadian dairy farmers by maintaining direct contact with the Honourable Dominic Leblanc, Minister responsible for Canada-U.S. Trade, Chief Trade Negotiator Janice Charette, the CUSMA negotiating team, Canada’s Ambassador to the U.S. Mark Wiseman, and key stakeholders across the Canada-U.S. relationship. Recognizing the agreement’s trilateral nature, DFC has also gathered critical intelligence from Mexican counterparts, monitoring their parallel process with the U.S., which has progressed at a noticeably faster pace.

DFC REMAINS RESOLUTE DAIRY PROVISIONS MUST NOT BE REOPENED.

Any further concessions are unacceptable, and DFC remains committed to ensuring the supply management system is not weakened through additional market access or policy erosion.



## OUR COUNTRY, OUR MILK ADVOCACY CAMPAIGN

When Global Affairs Canada opened pre-CUSMA consultations to industry in fall 2025, DFC ensured farmer voices were heard through a letter-writing campaign. Dairy farmers rallied behind the call ‘Our Country, Our Milk,’ and their unified voice sent a strong clear message to government: **No more dairy concessions.**

**89%**

of submissions received  
were from Canada’s  
dairy sector.

The campaign reinforced DFC’s formal submission and President David Wiens’ testimony before the House of Commons International Trade Committee, which emphasized that concessions undermine investment, economic growth, the livelihoods of farm families, and rural communities who depend on the dairy sector.

An advocacy campaign aimed at parliamentarians and decision makers in Ottawa and in six provinces ran during key parliamentary periods across social media, on billboards, and in leading political publications to build awareness of supply management’s role in supporting Canada’s food sovereignty, its economy, and its communities.

In parallel, a consumer-focused campaign ran across national and regional media outlets including the *Globe and Mail* and *National Post*. The campaign reinforced the benefits of Canadian dairy and underscored what’s at stake in trade discussions. It reached 1.2 million, while associate editorial content delivered strong engagement and visibility.



## OTHER TRADE NEGOTIATIONS

DFC has closely monitored several trade negotiations involving Canada, including those with Mercosur member countries, Ecuador, Indonesia, the Philippines, and the Association of Southeast Asian Nations (ASEAN). While access to the Canadian dairy market may have been discussed in these contexts, DFC’s continued advocacy is focused on detecting and deterring any threats to supply management in these negotiations.

DFC continues to monitor the evolution of Canada-United Kingdom trade discussions and the work of the bilateral working group following Royal Assent of the legislation implementing the U.K.’s accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).



DFC CEO Annie AcMoody meets with the Honourable Bill Blair, High Commissioner for Canada in the United Kingdom.

## WORLD TRADE ORGANIZATION PUBLIC FORUM & 14TH MINISTERIAL CONFERENCE

Along with representatives of Canada’s other supply managed sectors, DFC participated in the WTO’s 14th Ministerial Conference in Yaoundé, Cameroon, to monitor negotiations and advocate for the protection of supply management. The delegation met with International Trade Minister Mahinder Sidhu and Agriculture and Agri-Food Canada representatives to emphasize the economic importance of supply management and the necessity of maintaining current over-quota tariffs and market access levels.

## INTERPROVINCIAL TRADE

After collaborating with provincial members to assess any impacts the federal government’s interprovincial trade efforts may have had on the functioning of the supply management system, DFC worked closely with officials across multiple government departments. As a result, supply management and its related acts were excluded from Bill C-5 and its accompanying regulations.



## NATIONAL FOOD SECURITY STRATEGY

DFC welcomed the strategy’s recognition of supply management as “fundamental to Canadian self-sufficiency for dairy, egg, and poultry products at stable prices,” as well as measures to expand domestic processing capacity, reduce regulatory backlogs, and accelerate access to critical agricultural inputs including urgently needed tools to maintain the health of animals.

**BORDER MEASURES**

DFC tracks monthly dairy imports and monitors Import for Re-export Program levels to assess the impact of current trade conditions with the U.S., European Union, Oceania, and other partners. Additionally, DFC keeps members informed on global price trends and market developments.

DFC engages in the Border Measures Workshop with supply-managed colleagues and government departments and agencies to discuss import trends, import classification, trade negotiations, compliance activities under government programs available to importers, lab-made products, and arising border issues.

**RESEARCH ON EMERGING ISSUES**

In collaboration with the International Farm Comparison Network (IFCN), DFC is strengthening its analysis of global dairy market trends across major dairy producing countries, using IFCN data on market drivers, and production measures. This work helps DFC develop strong, evidence-based advocacy in support of the Canadian dairy sector.

DFC also monitors the performance of dairy products and dairy alternatives in the retail environment, including evolving retail sales trends and the recent shift in consumer preferences toward higher-protein products.



**DFC'S QUARTERLY SKIM**

Keep tabs on how the marketplace for dairy products is evolving by downloading the latest [Quarterly Skim](#).



**DATA AND INNOVATION**

DFC is supporting the development of a national dairy data and innovation strategy to advance the integration of digital tools across the Canadian dairy sector. DFC is facilitating collaboration among industry experts to guide this work with goals to improve data systems interoperability, reduce duplication and administrative burden, and strengthen data governance around access, use, ownership, and cybersecurity. This strategy will support Canada's global leadership in sustainable and data-driven dairy production.

**MARKET INTEGRITY**

DFC continues to advocate for effective enforcement of Canada's dairy standards of identity and composition, particularly regarding the misuse of dairy terminology and imagery by plant-based products. While regulations clearly define what constitutes a dairy product, persistent enforcement gaps have allowed misleading labelling and advertising practices to proliferate. DFC maintains that terms such as "milk," "cheese," and "butter" must remain exclusive to products derived from animal milk to uphold consumer trust and product integrity. In addition to calling for stronger enforcement, DFC has reiterated the importance of maintaining industry consensus before any regulatory changes are considered.

DFC is also advocating for strict standards on lab-made dairy to ensure transparency for Canadian consumers. Furthermore, DFC is asking the government to apply classification that prevents import loopholes and preserves the integrity of our supply management system.



# MARKETING & CONSUMER ADVOCACY



## DAIRY FARMING THE CANADIAN WAY

Over the past year, Canadians rallied behind what makes our country strong and free, prioritizing domestic products that strengthen our economy and communities.

This context was the ideal backdrop to tell the story of Canadian dairy, and the farmers who produce it, in a campaign called *The Canadian Way*. More than a tagline, *The Canadian Way* deepened the connection between Canadians and Canada's dairy sector through advocacy marketing. With a deeper understanding of Canadian dairy – the farmers behind it and the standards that uphold it – the audience becomes ambassadors, sharing dairy's story with people they know.

Launched in July 2025, the voices of dairy farmers from each province were central to the campaign. Focusing on high standards and quality, the Blue Cow Quality Milk logo played a cardinal role as the symbol of *The Canadian Way*.

The campaign reached **15.4 MILLION CANADIANS** (a five-year high) with a second campaign run reaching another **11.9 MILLION**, all at best-in-class cost effectiveness (\$0.085/Canadian). These efforts achieved significant gains in favorability towards dairy farmers and intent to purchase among those aware of the campaign.

## STRONG AND FREE

Building on the success of *The Canadian Way*, DFC launched a second campaign run called *Strong and Free* emphasizing how choosing Canadian dairy makes all of us stronger. The campaign yielded impressive results reaching **14 MILLION CANADIANS**, at record cost efficiency (\$0.06/Canadian). It also strengthened consumer associations between the Blue Cow Quality Milk Logo, farmers' hard work, and a reliable Canadian food supply.



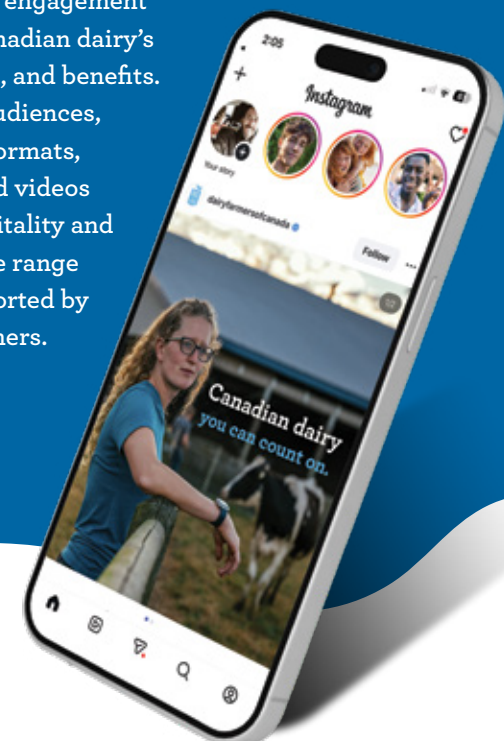
## DAIRY DIAL-IN

In May 2026, the *Dairy Dial-in* campaign featured dairy farmers answering some of the top questions consumers have about dairy farming and supply management with a special focus on food sovereignty. The campaign nurtured the trust Canadians have in farmers and highlighted the pivotal role they play in our country's food supply.



## CONNECTING ONLINE, ALL THE TIME

Consistent presence on key social media platforms sustained engagement and visibility on Canadian dairy's standards, practices, and benefits. To stay in front of audiences, DFC used a mix of formats, including farmer-led videos highlighting rural vitality and showcasing the wide range of professions supported by Canadian dairy farmers.



CANADIAN FOOD GUARDIANS

With geopolitical realities putting food sovereignty front and centre for many consumers, the *Canadian Food Guardians* campaign showcased how supply-managed farmers provide a steady supply of high-quality, Canadian-produced food. Delivered in partnership with Canada’s other national supply-managed sectors, the campaign targeted Canadians aged 18–34. Short-form videos featuring real farmers ran across social media and drove strong and consistent consumer engagement with nearly all (80%) viewers tuning into the entire video. These views drove more than 152,000 visits to the campaign web page, which featured information about the role of farmers and supply management in Canada’s food system.



WORLD MILK DAY

DFC’s World Milk Day celebrations toasted the contributions of dairy farmers and the vital role dairy plays in delivering high quality nutrition to Canadians. Coinciding with the United Nations International Year of the Woman Farmer, this year’s theme was “Celebrating Woman Farmers.” Dairy farmers, parliamentarians, municipal leaders, provincial associations, industry organizations, and online influencers joined DFC to add their voice by sharing their support for dairy farmers. In total, the campaign generated over 2 million views and more than 30,000 engagements across platforms.



CHOOSING CANADIAN MADE EASY WITH THE BLUE COW LOGO



With the Buy Canadian movement continuing to influence consumer choice, companies are highlighting their Canadian roots. The Blue Cow Quality Milk Logo is a proven, visual cue with a clear message: made with 100% Canadian milk.

Over the past year, a record number of products featured the logo, as companies used its strong brand recognition to help tell their Canadian story and support their campaigns.

MORE THAN 9,300 PRODUCTS

9 IN 10 CANADIANS RECOGNIZE THE LOGO

DFC continuously highlights how to identify Canadian dairy using the Blue Cow Quality Milk Logo or wording such as “Product of Canada.” These efforts resulted in exceptional brand awareness.

~500K SUBSCRIBERS

MORE “MORE GOODNESS”

DFC’s rewards program, More Goodness, doubled its subscriber base this year. Through the program, dairy lovers and advocates can access perks such as special offers, personalized recipes, and curated content about dairy farming the Canadian way.

# BUSINESS STAKEHOLDER RELATIONS

Through its business stakeholder relations, DFC actively fosters connections across the dairy value chain—farmers, processors, retailers, and consumers—to support the growth of the dairy sector.

**GROCERYCONNEX (November 2025):** DFC showcased Canadian dairy to leaders and key decision makers at the premier national event for over 700 Canadian grocery executives. DFC introduced a panel and sponsored a display of artisan cheeses, reinforcing Canadian sourcing at the annual gathering that recognizes key leaders in the retail industry.

**COFFEE ASSOCIATION OF CANADA (November 2025):** DFC's presence at this keystone coffee industry event helped reinforce milk's integration across restaurants, retailers, and manufacturers. DFC's leadership on sustainability, and why it matters to consumers, was reinforced in a presentation on sustainability and the consumer mindset.



Canadian Dairy XPO attendees interact at the DFC booth.



## RESTAURANTS CANADA SHOW (March 2026):

DFC sponsored the Coffee Section at this leading hospitality and food service show, as well as the Canadian Latte Art Championship activities, reinforcing the strong bond between dairy and coffee. DFC partnered with Lavazza, offering lattes to visitors and creating over 600 direct engagements (no conversation, no coffee!) with attendees, from chefs to restaurant owners, managers, and chain operators.

**CANADIAN DAIRY XPO (April 2026):** At Canada's largest gathering of dairy farmers, DFC engaged directly with several hundred farmers on key priorities including trade, sustainability, and the Blue Cow Quality Milk Logo. DFC's Policy Team also delivered a keynote presentation on dairy market trends and trade developments, reinforcing DFC's leadership on the issues that matter to farmers.



DFC's Canadian milk banners adorn the Coffee Section of the Restaurants Canada show.

**SIAL CANADA (April 2026):** At Canada's largest food innovation trade show, DFC connected retail decision-makers with exceptional Canadian dairy products by hosting 30 brands and processors and showcasing more than 100 products featuring the Blue Cow Quality Milk Logo. DFC also sponsored the National Cheesemonger Competition and a Canadian cheese seminar led by Cheese Ambassador David Beaudoin, elevating Canadian dairy craftsmanship with key retail audiences. DFC also highlighted its leadership during a presentation engaging retailers with the standards and values behind the Canadian dairy products they put on their shelves.



Canadian dairy brands and processors at DFC's SIAL booth.



Competitors show their talent at SIAL's National Cheesemonger Competition.



# proACTION®

As the national quality assurance program for the Canadian dairy sector, proAction provides the framework for Canada's high standards for dairy farming.

It's thanks to the robust requirements of proAction that consumers can be confident that the Canadian milk used in their favourite dairy products was produced under some of the world's most stringent standards.

Designed to evolve as new best practices are identified, proAction is based on continuous improvement and incorporates the latest applicable research and technological innovations.

This year, the proAction Technical Committees reviewed and revised topics across proAction modules in view of the

*Code of Practice for the Care and Handling of Dairy Cattle.* The package of proposed revisions was approved by DFC's Board of Directors in spring 2026. The full package of new requirements is scheduled to be communicated to farmers in fall of 2026 and introduced in validations in April 2027.

With the Canadian Food Inspection Agency (CFIA) continuing work on proposed traceability regulations, DFC wrote a letter to reiterate its positions and its support for the proposals. DFC also continues to collaborate with the DairyTrace program.

## RECOGNITION FOR THE proACTION PROGRAM

- DFC completed the CFIA 100-month review of proAction in late 2025, verifying that the Food Safety module continues to be technically sound and that the overall registration system works well. This recognition signals that proAction continues to be credible, relevant and meaningful.
- DFC successfully completed another third-party audit in 2025. The audit highlighted important areas for improvement and consistency and provided credibility for the program.
- DFC continues to hold its recognition for the proAction Animal Care module with the National Farm Animal Care Council.



# ANIMAL HEALTH

DFC prepares for animal health situations with emergency management preparation, disease prevention, response, and communications.

- DFC continues to work with CFIA and provincial marketing boards to review and improve emergency plans and guidelines on Highly Pathogenic Avian Influenza (HPAI) found in dairy cattle. A national milk testing surveillance plan will continue through the next year.
- DFC's Antimicrobial Use (AMU) working group completed a draft AMU strategy for provincial review.
- DFC advocated for the completion of a dedicated Canadian Foot and Mouth Disease Vaccine Bank to help protect Canada's food supply in the event of an outbreak.



## TRACEABILITY IN ACTION:

A case of bovine tuberculosis (bTB) was detected on a Manitoba dairy farm in spring 2025, prompting a coordinated response from the CFIA, DFC, Dairy Farmers of Manitoba, and Manitoba Agriculture. DairyTrace was essential in tracing animal movements, which helped speed the response time by months. Working alongside CFIA's response team, partners quickly identified farms connected to the index herd to support disease containment and investigation efforts. The role of proAction and DairyTrace in responding to the bTB case and helping to create momentum in defending wider herd health highlighted the value of a strong traceability system and biosecurity best management practices in managing animal health incidents. Lessons learned from the 2025 event in Manitoba will inform other emergency response plans and improvements across all provinces.

# SUSTAINABILITY

DFC is committed to working towards net zero. Here is a snapshot of recent activities to advance sustainability within the Canadian dairy sector.

## ON-FARM GREENHOUSE GAS PILOT PROJECTS

DFC tested the Cool Farm Tool (now referred to as Cool Farm Platform) on 41 farms across Canada in a pilot ending in July 2025. The pilot demonstrated that an on-farm GHG calculator can effectively support on-farm decision-making and holds potential for national sustainability reporting.

Round two of the project kicked off in October 2025, expanding to another 58 dairy farms across Canada with the support of on-farm advisors. Agrilimat is being piloted on Quebec dairy farms, while the farms in other provinces are using the Cool Farm Platform. This round aims to compare the tools and continue investigating on-farm GHG calculator options to achieve national, annual sustainability reporting.

## SUSTAINABILITY INCENTIVE MODEL

DFC is conducting an in-depth analysis on possible sustainability incentive models to encourage and reward adoption of best management practices on farm.

## THE CANADIAN DAIRY SUSTAINABILITY COORDINATING COMMITTEE

Established in October 2025, this initiative between DFC and the Dairy Processors Association of Canada seeks to advance sustainability across the Canadian dairy industry. Made up of equal representatives from farmers and processors, plus one observer from the Canadian Dairy Commission, the group will collaborate across the value chain, share information and accelerate priority sustainability initiatives.



Read the [2025 proAction and Sustainability Progress Report](#) to learn more about these two initiatives and how they work together.



## FARM CREDIT CANADA'S DAIRY SUSTAINABILITY INCENTIVE PROGRAM

More than \$1M was delivered to 253 farmers in 2025 through this valuable partnership between DFC, Farm Credit Canada, Starbucks, and Lactanet.

## TOTAL AMOUNT AWARDED

SINCE 2024 **\$1.8 MILLION**



# NUTRITION

The DFC National Nutrition team informs consumers and healthcare professionals about the importance of dairy in supporting healthy, sustainable diets, through educational initiatives and collaborative partnerships.

## NUTRITION CAMPAIGN FOR CONSUMERS

**(January - March 2026)** The Simply Nutritious campaign featured the important nutrients in milk, putting emphasis on calcium and protein found in milk, cheese, and yogurt throughout Nutrition Month 2026. This year's campaign reached 9.2 million Canadians with engaging social media posts, partnerships with dietitian influencers and the Dietitians of Canada.



National Nutrition Month Campaign

## NATIONAL NUTRITION ON SOCIAL MEDIA

**64** **9M** **73K**

social media posts on health and nutritional benefits of milk products

reached on Meta and TikTok by dietitian influencers\*

health professionals reached with credible nutrition content on LinkedIn\*

\*Total cumulative reach between July 2025 and April 2026 with possible overlap between platforms.

Social media content produced by a dietitian

## NEW HANDOUT FOR CONSUMERS AND HEALTH PROFESSIONALS

To support nutrition education and informed health conversations, the team has developed two new resources: a consumer handout on calcium for consumers, and a bone health resource tailored to healthcare professionals. In just four months, 30,000 resources were distributed to health professionals—primarily dietitians—to use during patient consultations. The strong uptake demonstrated a demand for credible, practical nutrition tools. Further promotion will continue to increase awareness and use of these tools.

## WEBINARS FOR HEALTH PROFESSIONALS

DFC's outreach to health professionals continues to shift perceptions on the role of dairy products in a healthy diet while driving practical application. In partnership with Dietitians of Canada and Osteoporosis Canada, DFC organized two webinars with 1,148 health professionals. The first webinar focused on bone health; the second addressed the importance of animal-based protein in a healthy diet.

## SCIENTIFIC MONITORING

The DFC National Nutrition team conducts ongoing scientific surveillance of emerging nutrition issues and international dietary guidance to inform regulatory strategies, including targeted analyses of key publications. The role of milk and dairy products in a healthy diet underpins all of DFC's nutrition advocacy.

## CANADIAN COMMUNITY HEALTH SURVEY ADVOCACY

DFC is leading a broad coalition of industry stakeholders, non-governmental organizations, and key members of the academic community in joint advocacy seeking a new Canadian Community Health Survey – Nutrition to support updated data for research and nutrition policy. In April, the coalition sent a joint letter to key government officials urging them to move forward with a new survey. Additional advocacy is planned.



## VIRTUAL DAIRY FARM TOURS

DFC hosts university students from nutritional science and agriculture on virtual farm tours to help deepen their understanding of dairy farming.

### 2025-2026 BY THE NUMBERS

- **16** tours
- **839** students
- **97%** of students had positive perceptions post-tour compared to 73% pre-tour

### SINCE THE PROGRAM STARTED IN 2021

- **56** tours
- **3,300** students

# NUTRITION & PRODUCTION RESEARCH

DFC invests in research to foster innovation, increase farm efficiency and sustainability, enhance animal health and care, improve milk quality, and strengthen understanding of the role of dairy in human nutrition and health.

Through partnerships with organizations such as Agriculture and Agri-Food Canada, Genome Canada, Mitacs, and Natural Sciences and Engineering Research Council of Canada, DFC leverages its investments to maximize impact. This research informs communications with health professionals and supports the development of best practices and requirements, including those under proAction.

DFC's investments are guided by the National Dairy Research Strategy, which identifies priorities and outcomes in three areas:



**1. DAIRY FARM SUSTAINABILITY**



**2. ANIMAL HEALTH, CARE AND WELFARE**



**3. DAIRY IN HUMAN NUTRITION AND HEALTH**



Sharing resources with stakeholders at the launch of the Canadian Dairy Hub

In 2025, DFC launched the renewal process for the next iteration of the five-year strategy to ensure it meets the evolving needs of the dairy sector. A key objective is strengthening knowledge transfer, so research findings are effectively shared and applied. Overseen by the Canadian Dairy Research Council, the process includes consultations with provincial members and broad stakeholder engagement, with the new strategy expected to be complete in summer 2026.

## KNOWLEDGE TRANSFER

In fall 2025, DFC launched the Canadian Dairy Hub website in collaboration with Lactanet and provincial partners. Through the Hub, users can quickly find actionable and science-based content that supports on-farm decisions. It provides free information, decision-support tools, and qualified expertise to support adoption of best management practices and continuous improvement across the sector. This year's key activities focused on animal welfare, as well as udder health and milk quality.

## SINCE ITS LAUNCH, THE HUB HAS ATTRACTED 30,000 USERS WITH:

- 39 videos and recorded webinars
- 63 factsheets and articles
- 2 decision-making tools
- Curated content from trusted industry partners
- 8 online discussion groups

The Canadian Dairy Hub will expand its content to meet the sector's changing needs.

**VISIT [DAIRYHUB.CA](https://dairyhub.ca)**

to explore resources, subscribe for updates, and learn about upcoming events.



# 2025 STRATEGIC OBJECTIVES

- 1. Building sustainable market growth and on-farm economic vitality
- 2. Preserve dairy producers’ influence and maintain industry stability
- 3. Drive and support innovation
- 4. Foster purposeful national unity and a clear, common industry vision

## KEY PERFORMANCE INDICATORS

In 2019, DFC’s Board of Directors established a three-year target and a five-year stretch target around consumer sentiment on the reputation of dairy farmers, support for supply management, and millennial support for the consumption of dairy.

Over the past five years, all areas of measurement have been holding, have met or have surpassed the three-year objective and our five-year stretch objectives. The most recent survey marks the final report within this tracking cycle.

- Dairy farmers continue to have one of the most positive reputations of any sector tested and are the least susceptible to impacts from external events. Trust for dairy farmers is now above the level of trust for physicians. Dairy farmers continue to be well liked, trusted, and are seen as responsible producers.
- Support for supply management over the five years of tracking has been consistently growing. Recent trade issues with the U.S have led to more positive sentiment towards supply management with consumers despite negativity from detractors in the media.
- Finally, millennials, the target demographic of these last five years, have strengthened their support for dairy, primarily thanks to growing support for dairy as an industry rather than dairy as a product.

| Measurement                                     | Baseline<br>Jan 2019 | Year-<br>End<br>2019 | Year-<br>End<br>2020 | Year-<br>End<br>2021 | Year-<br>End<br>2022 | Year-<br>End<br>2023 | 3-Year<br>Objec-<br>tive | Year-<br>End<br>2024 | Year-<br>End<br>2025 | Stretch<br>Objective<br>(2025) |
|-------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|----------------------|----------------------|--------------------------------|
| Reputation of Dairy Farmers                     | 72.2                 | 70.4                 | 72.4                 | 72.4                 | 70                   | 70                   | 70                       | 72.2                 | 73.2                 | 74.8                           |
| Support for Supply Management                   | 57                   | 60.8                 | 61                   | 63                   | 59                   | 59                   | 57                       | 60.4                 | 66.4                 | 61.8                           |
| Millennial Support for the Consumption of Dairy | 51.3                 | 56.3                 | 58                   | 60                   | 61                   | 61                   | 51.3                     | 64                   | 65.3                 | 56                             |



## FARMER RESOURCES

- Dairy Farmers of Canada
- @dfc\_plc
- @dairyfarmersofcanada
- Dairy Farmers of Canada
- @dfc\_plc

### THE CANADIAN PODCOW



DFC is proud to sponsor *The Canadian Podcow* and *Entre deux traites*, podcasts made by Canadian dairy farmers for dairy producers, the broader dairy community and their friends. Hosts explore issues and seek information, while guest experts provide analysis and offer their perspectives about dairy farming and the dairy value chain both here at home and internationally. Current and past episodes of the podcasts are available for download at:

- <https://rss.com/podcasts/canadianpodcow/>
- <https://www.youtube.com/@CanadianPodcow> (YouTube)
- <https://rss.com/podcasts/entredouxtraites/> (French)

### DAIRY EXPRESS

Get updates from DFC on current affairs, industry news and more, all in your inbox. Sign up for the [Dairy Express](#) newsletter today.



## 2025 FINANCIAL STATEMENTS

Annual financial statements are available upon request to members, affiliate members and dairy farmers by contacting [Communications@dfc-plc.ca](mailto:Communications@dfc-plc.ca).



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