



Bill S-211 Report

Introduction

Highway 21 Feeders/Double M Farms are owned and operated by the Miller Family in Kneehill County near the town of Acme, Alberta. Double M Farms is a partnership established in 1968 and Highway 21 Feeders was incorporated in 1982. Double M Farms is governed by the partnership of Edward and Linda Miller. Highway 21 Feeders is governed by its shareholders and its Board of Directors. The partnership and the board both communicate to a group of six managers who work together to ensure the success of both entities. Three managers are employed by highway 21 Feeders and three by Double M Farms ensuring both entities are equally represented.

Our Combined Mission

We feed the world by supplying premium products that our family and team are proud of. This is achieved through our commitment to teamwork and shared values of sustainability, focusing on safety and humane practices all while maximizing return.

Highway 21 Feeders Ltd. is a full-service custom feedlot located in the heart of south central Alberta. We offer complete buying, selling, financing and risk management services designed to maximize investor returns and capture the full genetic potential of feeder cattle.

Double M Farms' overall vision and goals set the stage for the manner in which we manage our resources. We strive for excellence, high quality, and transparency in the production of food in a sustainable and responsible manner. Our commitment to multi-generational farming ensures that we take a proactive approach to managing our farmland and resources. The current environmental focus on sustainability simply reflects what we in the farming community have been charged with protecting for hundreds of years. The same resources that are important to the environment...soil, air, and water...are essential for agriculture.

Highway 21 Feeders and Double M Farms do not support forced labor ever, and only support child labor in family farms or family operations.

Supply Chain Summary

Both entities share approximately 300 suppliers between them. We have provided a list of the types of suppliers we currently use to the best of our abilities.

Feed Suppliers:

Provide us with the nutritional products needed to feed cattle. These include small family farms local to our area, as well as large international companies who act as a third party between us and the growers.

Livestock Pharmaceutical/Medical Suppliers:



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Supplies needed to ensure the health of the animals at the facility. These include drug to treat illness, vaccines to prevent illness, and the supplies needed facilitate these treatments. Included with this is also the veterinarian staff who both advise treatment and occasionally perform treatments.

Animal Suppliers:

Every year Highway 21 Feeders purchases cattle to feed with the purpose of reselling them in the future. Most of these cattle originate from an auction company or are bought directly off farm.

Equipment Suppliers:

A vast array of equipment is required to operate both the feedlot and the grain farm. Equipment ranges from small hand tools needed to do repairs and build items such as fences to large heavy equipment like an excavator to clean pens every year. Our suppliers range from large well known dealerships to small local auction companies.

Parts Suppliers:

Most equipment repairs are done on site hence the parts required to complete the repairs are ordered in. Parts suppliers are our largest group of suppliers.

Input Suppliers:

These include the seed being planted into the ground. The fertilizer and other compounds spread on the fields to help facilitate a successful crop. It also includes items such as fuel for the equipment, and water for the animals to drink.

Tech Suppliers:

A variety of technical programs are used at Highway 21 Feeders/ Double M Farms. These programs track items such as the amount of feed being fed, any drugs or animal handling happening, and accounting software to ensure costs are billed to the correct animals. Other programs track equipment usage and maintenance. On the grain side we use a software that tracks every item/task that occurs in every field such as seeding, harrowing, spraying, combining, etc.

Labour

There are certain tasks that we do not have the manpower or the skills to complete and hire outside companies to complete for us. This would include items such as fencing and manure spreading. Also, tradesmen are required to complete repairs to infrastructure such as electricians and plumbers.

Necessity dictates that we have a much closer relationship with certain types of suppliers than others. For example, we connect with our veterinary suppliers nearly daily to ensure the cattle are achieving an optimal health level. Our animal suppliers also have a closer relationship with us as well. These relationships ensure our objectives and goals align with each other.



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We would estimate that at least 95% of our suppliers are companies we routinely use. Even though some of these suppliers have been the same for 5 or more years we have little knowledge about most of our suppliers and their practices. There is not the resources or infrastructure to trace were for instance our parts suppliers are sourcing the part we ordered. The supplier is chosen based on locality, estimated delivery time, and lastly the price. We rarely have suppliers that are only used one time.

Most of our suppliers are local. Some have franchises across the country and internationally. We have approximately 10-20 suppliers who are based internationally. To the best of our knowledge these companies are all located in the United States of America.

Potential Risks in Supply Chain

Most of our suppliers are sub suppliers. To the best of our knowledge, we do not procure supplies directly sourced from countries known to have challenges with forced labor and child labour. However, we have very limited relationships with most of our suppliers. As such we have little to no knowledge of where they are procuring their supplies from. A few of our suppliers most likely use temporary foreign workers and seasonal foreign workers. This is unavoidable in the ag industry as there is a shortage of domestic workers willing to perform the tasks required by the industry. As some of our local suppliers are multigenerational farms like ourselves, we do source products from them knowing that there is a strong likelihood their children have been employed in the production of those supplies.

Risk Reduction Steps

Historically our company engages as much as possible with local Albertan companies. We only source items internationally when no comparable item is offered by a Canadian company.

All our temporary foreign workers are required to sign a contract outlining their rights as employees in Canada. We comply with all federally and provincially mandated laws to ensure they have safe living conditions while in our employment. They receive all the same benefits and are insured to the same level as all other workers employed by the entity. Every single employee both foreign and domestic receives the exact same onboarding upon arrival. Included in this is an introduction to our safety team lead and who or where to report any concerns they might have. All new employees spend a minimum of four hours with their direct manager on their first day. Considerable time is given to ensure they understand our safety procedures and are comfortable with their new position. Managers hold review meetings at the 30 day, 60 day, 90 day, 6 months, and 1 year post employment. After that meetings happen every year or at the request of either the employee or the management team at any time.

Risk Assessment Steps



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Our insurance provider restricts both Highway 21 Feeders and Double M Farms from employing anyone under the age of 16. We do participate in programs that allow students aged 16 and older to begin their trade school apprenticeship early, and programs that allow students to acquire the necessary credits to graduate. These programs all have either federal or provincial reporting requirements outlining the hours minors are allowed to work, the tasks they allowed to work, and the increased supervision level they need. Outside of these students the only other minors we employ are the ownership/board of director's children. As multigenerational operations it is invaluable to both entities to have the next generation learning the skills needed to continue to successfully help feed the world. All our employees receive a wage above minimum wage, assistance with finding safe housing (some are even housed onsite in our government inspected lodging), and labour rights training. Weekly management meetings allow managers to be informed of any changes to labour rights as well.

Remediation Steps

If forced labor or child labor was undeniably confirmed in our supply chain, we would switch suppliers. It should be noted that the welfare of the animals in our care is a priority of both entities. All employees are required to sign our animal care code of conduct upon hiring detailing that any animal welfare concerns must be reported or face potential dismissal. The Alberta Animal Protection Act prohibits us from causing distress to the animals in our care. As such if switching products is harmful to the livestock the supplier would continue to be used until an effective replacement is found. This would be done in the timeliest manner possible. In the past we have continued to have relationships with domestic suppliers who do employ child labour. These are multigenerational family farms who utilize their children to help harvest crops, work livestock etc. It is a customary practice in agriculture to have your children assist during busier time of the year. By continuing these relationships, we get to assist our community and aid in the success of our neighbouring farms.

Effectiveness Assessment

Currently there are no measurements of initiatives in place that measure the effectiveness of our child labour or forced labour policies.