

2022 ESG REPORT



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ABOUT THIS REPORT

In 2021, Calian embarked on an initiative to formalize our environmental, social and governance (ESG) strategy. While Calian has always had a strong commitment to social responsibility, we recognized the need to look beyond corporate giving and community engagement to develop a more fulsome strategy related to our socioeconomic and environmental commitments as well as to prepare for future regulation and disclosure requirements.

This inaugural ESG report describes our journey, as we work towards embedding ESG best practices in our business. We developed an ESG strategic framework to help establish key priorities, set targets and drive value for our stakeholders. In 2022, we focused on internal discovery and conducted our initial scope 1, 2 and 3 emissions inventory.

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ABOUT CALIAN

Calian Group Ltd. is a Canadian publicly traded company offering diverse products and services, including innovative healthcare, communications, learning and cybersecurity solutions.

Our headquarters are in Ottawa, with offices and projects spanning North American and international markets. We have a long-standing history of financial stability—a feat enabled by our corporate culture, strong governance and overall commitment to exceed customers’ expectations.

At Calian, we recognize our most important resource is our people. Our success is inextricably linked to the satisfaction of our employees and independent contractors. We cannot grow as a company without first cultivating a positive culture and stimulating work environment.

Calian Operating Segments



IT AND CYBER SOLUTIONS

- Cybersecurity solutions
- Enterprise cloud solutions
- RF emissions security solutions



HEALTH

- Pharmaceutical
- Digital health technologies
- Health solutions and services



ADVANCED TECHNOLOGIES

- Space
- Defence
- Terrestrial



LEARNING

- Military training and synthetic training simulation environments
- Digital learning solutions
- Emergency management

- 1982 — Founded in Ottawa, Canada in September
- 1993 — Publicly traded on the TSX
- 2016 — Became Calian Group Ltd. on April 1
Traded on the Toronto Stock Exchange under the symbol CGY
- 2019 — Announced a four-segment structure
- 2022 — Published inaugural ESG Report

We help the world communicate, innovate, learn and lead safe and healthy lives—today and tomorrow.

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2022 ESG HIGHLIGHTS

>\$650K

in corporate giving

\$340K

in university R&D

30+

Indigenous community engagements

45%

representation of women across global regular employee workforce

>6M

patients served annually

8,250

individuals trained by Calian at the Canadian Army Simulation Centre

>1.6M

individuals vaccinated, screened or tested for COVID-19

94%

of employees believe Calian is a socially responsible company



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A LETTER FROM THE CHAIR AND THE CEO

Over the last year, Calian has been learning more about ESG management and what it means for companies embarking on an ESG journey. ESG is more than a buzzword—truly embracing ESG is about embedding sustainability in everything we do. ESG is about understanding our impact and recognizing the risks associated with not being a good steward. The Calian mission describes our commitment to having a positive impact: we help the world communicate, innovate, learn and lead safe and healthy lives—today and tomorrow.

We have always been incredibly proud of how we conduct business. Being socially responsible is part of the fabric of Calian. While we don't always talk about the great things we do, we take our environmental, social and governance responsibilities seriously. As part of our business transformation plan, launched in 2020, we committed to developing a formal ESG strategy recognizing the need to quantify our environmental footprint and share our ESG plans. The Board is fully committed to this

effort, and the mandate of the Governance and Risk Committee has been expanded to include ESG strategy oversight. This report documents where we are in our ESG journey and shares the framework for our priorities as we move forward.

As the world continues to change, new challenges are constantly presented. This has never been more evident than in the recent past—a global pandemic, severe weather events, cyber threats and military conflict, just to name a few. To continue to thrive, individuals, communities and our customers need the tools to help them cope and adapt. We know there are a lot of barriers to resilience—particularly to underserved communities: constant change in types and frequency of threats, shortage of skilled resources, access to technology and infrastructure, barriers to communication, and access to healthcare.

The expertise our operating segments collectively bring to the table helps drive resilience excellence. By delivering on our

mission and applying our wide range of capabilities, including skills development, health solutions and services, advanced technologies, and IT and cyber solutions, Calian helps break down the barriers to resilience, addressing several of the United Nations Sustainable Development Goals.

Implementing our ESG strategy will help us drive the impact we aim to have in the world in a way that is accountable to our stakeholders. We know Calian has a huge capacity to make a difference by helping the world move forward to meet the complex challenges that will continue to arise. I am excited to formalize our ESG strategy to support our continued growth and prosperity.


George Weber
 Chair, Calian Group Ltd.


Kevin Ford
 CEO, Calian Group Ltd.



George Weber, Chair, Calian Group Ltd.



“Implementing our ESG strategy will help us drive the impact we aim to have in the world in a way that is accountable to our stakeholders.”

Kevin Ford, CEO, Calian Group Ltd.



A LETTER FROM THE ESG SENIOR DIRECTOR

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“We needed to identify where we can have positive impact in the world by leveraging Calian strengths and expertise while balancing the three P’s of people, planet and profit.”



In early 2021, when the Calian leadership team asked me to look more formally at developing an ESG strategy, while excited to take on the challenge, we knew we had a lot to learn. The need for an ESG strategy was clear, but where to start?

Embracing ESG as part of our business strategy requires a focused effort. With 40 years’ experience, strong corporate values, and a well-established mission to help the world communicate, innovate, learn and lead safe and healthy lives—today and tomorrow, we know that our capacity to have a positive impact in the world is significant. However, it was important to understand the current thinking related to ESG metrics, governance, industry expectations and best practices to leverage our strengths and expertise to balance the triple bottom line of people, planet and profit. Knowing we have some heavy lifting to do, we needed to prioritize our efforts.

Our ESG approach and strategic framework approved by the board in November of 2021

was based on key learnings over the past 18 months:

- **ESG is definitely not a play**—it is about a fundamental shift to integrate sustainability and ESG into all our business practices and a commitment to continuous effort to reduce harm and promote resilience.
- **ESG is a new business imperative**—at the UN Climate Summit in November 2021, the Glasgow Financial Alliance for Net-Zero (GFANZ) was announced. When 450 financial firms across 45 nations, including Canada’s big banks, commit to aligning their lending and investing with a net-zero goal, it is a strong testament to how seriously the investment community is taking ESG. It is a message that can’t be ignored.
- **ESG considers input from all company stakeholders and rights holders**—previously, companies primarily had one stakeholder—shareholders. ESG widens the aperture to also consider the priorities of

our employees, customers and suppliers. We recognize the importance as we see more customers tying business to socioeconomic and environmental requirements, which can be a differentiating factor in winning business.

- **ESG goes well beyond social responsibility**—it is about understanding the company’s impact on the world—how we conduct business to ensure we protect the future of the earth, and the impact of the world on Calian—how we manage our exposure to material ESG risks.
- **ESG regulation is coming, and companies need to be prepared**—the International Financial Reporting Standards (IFRS) announcement of the International Sustainability Standards Board (ISSB) indicates a coordinated effort of all major sustainability standards organizations to work towards a single disclosure standard. This coming together is an important step towards the establishment of formal

disclosure requirements and sets the stage for future regulation.

We have developed our ESG vision: **Collaboration to Advance Resilience Excellence and Sustainability**—Calian CARES™ as an overarching umbrella for our ESG efforts. We are confident that by working collaboratively with our stakeholders, and applying Calian expertise, we can create a more resilient, sustainable world and business. We know we are partway through a marathon, but Calian is up for the challenge and we are proud to share the beginnings of our ESG journey in this inaugural report.

Terri Dougall

Terri Dougall
Senior Director, Environmental, Social, Governance

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OUR ESG JOURNEY

Building on a strong foundation of corporate social responsibility and ethical business practices, Calian is establishing a structured approach that aligns with our mission, core competencies and broader strategic plans. We look to industry best practices and key metrics to ensure the completeness, accuracy and comparability of the ESG information we disclose.



Starting point Calian mission

Where can Calian have an impact in the world?

We help the world communicate, innovate, learn and lead safe and healthy lives—today and tomorrow.



Setting priorities

What is important to our stakeholders?

Environmental: Responsible consumption

Social: Innovative, impactful collaboration to support a more resilient world for all our stakeholders by leveraging Calian solutions and expertise

Governance: Ethical, transparent tracking, reporting and eventual disclosure based on industry best practices



Sharing the Calian ESG story

What does the world need to know?

ESG is more than a phrase—it is embedding sustainability in everything we do.

- Board-approved ESG strategic framework
- ESG vision: Calian CARES
- Alignment to UN Sustainable Development Goals (SDGs)
- IFRS/ISSB standards to guide future disclosure
- Emissions inventory initiated
- Social themes: DEI, Indigenous, innovation (advancing STEM), community resilience
- Internal communications launched
- ESG launched on calian.com
- Year end 2022: inaugural ESG Report



Defining key metrics

How will we measure our success?

- Set baselines
- Define key metrics
- Establish long-term goals
- Develop plans to achieve goals
- Embed ESG in business and strategic planning processes



Track progress

Where are we having an impact?

- Improved emissions
- Innovative solutions
- Support to advance key social themes and target communities
- Ongoing reporting to meet constituent needs

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Calian has elected the following ESG maturity indicators to demonstrate our organization's current state and future ambition.

		Getting Started	Established Goals	Integrated Business Practice
	Maturity Indicator	Current State	A Year from Now	2023 and Beyond
E	Established environmental targets			
S	Consolidated employee demographics data			
	Social impact targets (community giving, hiring, suppliers)			
G	Established employee ESG engagement programs			
	Board oversight			
	Processes and policies include ESG			
	ESG disclosure excellence aligned to international standards			

STAKEHOLDER PRIORITIES

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Calian has a complex and unique business, which made it challenging to decide how to approach our ESG strategy. We elected to develop our priorities based on known information, available survey data and the Calian three-year strategic plan. More formal materiality assessments will be conducted in the future to validate ESG priorities and refine actions.

	Source	Priorities	ESG Strategy Alignment
Customers/Partners	<ul style="list-style-type: none"> RFP requirements Informal customer and partner input 	<ul style="list-style-type: none"> Health and safety policies Ethical business practices Socioeconomic and environmental commitments 	<ul style="list-style-type: none"> Emissions inventory Indigenous engagement strategy
Employees	<ul style="list-style-type: none"> Employee feedback Exit interviews Recruiting interviews Employee surveys 	<ul style="list-style-type: none"> Personal health and safety Compensation (pay and benefits) Social conscience DEI Environmental conscience 	<ul style="list-style-type: none"> New senior leader appointed to drive programs and culture Emissions inventory Social priorities: Our people, DEI, innovation ESG internal communications
Shareholders	<ul style="list-style-type: none"> Executive feedback Board feedback Informal shareholder feedback 	<ul style="list-style-type: none"> ESG to meet client requirements ESG to reduce risk to business 	<ul style="list-style-type: none"> Board oversight Emissions inventory IFRS/ISSB standards as guide Inaugural ESG Report
Rights Holders	<ul style="list-style-type: none"> Input from Indigenous organizations Feedback from Indigenous partners 	<ul style="list-style-type: none"> Economic development opportunities Respectful partners that understand the impacts of colonialism on Indigenous communities in Canada 	<ul style="list-style-type: none"> Social: DEI, STEM, community resilience priorities Indigenous engagement strategy
Investors	<ul style="list-style-type: none"> ESG trend research 3rd party consultant input 2021 Glasgow Climate Summit Analyst feedback 	<ul style="list-style-type: none"> Public ESG tracking and reporting Disclosure standard adoption to prepare for future regulation 	<ul style="list-style-type: none"> ISSB/IFRS standards as guide Inaugural ESG Report ESG on calian.com
Board/Executive Team	<ul style="list-style-type: none"> Board feedback Executive feedback Enterprise risk management (ERM) process 	<ul style="list-style-type: none"> Financial stability Governance Employee health and safety Talent attraction and retention Information safety and security 	<ul style="list-style-type: none"> Board oversight ESG as part of governance, risk and compliance (GRC) International Financial Reporting Standards/International Sustainability Standards Board (IFRS/ISSB) as guide Diversity, equity and inclusion (DEI) priority

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OUR ESG APPROACH

As Calian continues to grow, we recognize a strategic approach to ESG is paramount to our success, and to meeting stakeholder expectations. Over the past 18 months, we performed internal discovery, to understand our ESG strengths, challenges and business opportunities in this space.

In looking at best practices, the United Nations Sustainable Development Goals (SDGs) provide a blueprint to achieving a more sustainable future for all. Calian has aligned our ESG efforts to the following SDGs.



GOAL 3
Good health and well-being

Ensure healthy lives and promote well-being for all at all ages



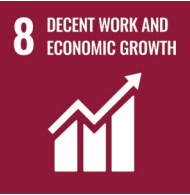
GOAL 4
Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



GOAL 5
Gender equality

Achieve gender equality and empower all women and girls



GOAL 8
Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



GOAL 9
Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



GOAL 11
Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable




GOAL 12
Responsible consumption and production

Ensure sustainable consumption and production patterns



GOAL 13
Climate action

Take urgent action to combat climate change and its impacts

 [LEARN MORE](#)
About the UN SDGs.

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CALIAN CARES™



Our ESG vision: Calian CARES—Collaboration to Advance Resilience Excellence and Sustainability, builds on our mission, values, historical commitment to social responsibility and key competencies. It provides a framework and focus for our activities and corporate communications related to ESG.

C

A

R

E

S

COLLABORATION
Working hard and working together for a common purpose or benefit

ADVANCE
Moving the world forward in a purposeful, innovative way

RESILIENCE
The ability to adapt in the face of adversity by solving complex problems that stand in the way of better health, communications, learning and security

EXCELLENCE
A quality, which is unusually good, surpassing ordinary standards

SUSTAINABILITY
Meeting Calian needs without compromising the ability of future generations to meet their needs by protecting social, economic and natural resources

OUR ESG REPORT FRAMEWORK

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<p>Our Mission We help the world communicate, innovate, learn and lead safe and healthy lives—today and tomorrow.</p>						
<p>Our ESG Vision Collaboration to Advance Resilience Excellence and Sustainability (Calian CARES)</p>						
 Environmental	We understand the significant impacts of climate change on businesses and communities.	<p>Climate Change</p> 	<p>Environmental Protection</p> 			
 Social	We recognize we have obligations to our people, our stakeholders and the communities in which we work.	<p>Our People</p>  	<p>Diversity, Equity and Inclusion (DEI)</p>  	<p>Indigenous Engagement</p>   	<p>Community Resilience</p>     	<p>Innovation (Advancing STEM)</p> 
 Governance	We are committed to ethical business practices and transparent reporting.	<p>Governance Structure</p>	<p>Reporting Standards</p>	<p>Enterprise Risk Management</p>	<p>Client Requirements</p>	<p>Policies, Certifications and Processes</p>

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AWARDS, MEMBERSHIPS AND COMMUNITY GIVING



Awards

In 2022, we were pleased to be recognized as a top employer, healthcare leader and top defence company, demonstrating our commitment to our people, health innovation and community safety.

- *Forbes* list of Canada’s Best Employers 2022
- Microsoft Canada 2022 Healthcare Impact Award
- *Canadian Defence Review* Top 25 Defence Companies



Memberships

Calian seeks memberships in organizations and aligns our community giving to the three priorities of our social pillar: community resilience, innovation, and diversity, equity and inclusion.

- Canadian Association of Defence and Security Industries (CADSI)
- Canadian Chamber of Commerce (Cyber Now, US-Canada)
- Canadian Council for Aboriginal Business
- CANDU Owners Group
- Centre for Canadian Nuclear Sustainability
- Indigenous Works (IW)
- IW Luminary initiative
- Space Canada



Community Giving

Calian is a significant supporter of local charitable campaigns and some of our partners include the following.

- Alzheimer Society of Canada
- Bingham Cup
- Bruce House
- Canadian Cancer Society
- Canadian International Rover Challenge
- CP Women’s Open: Supporting Heart Health
- Heart and Stroke Foundation
- hue: Representation of Black and People of Color
- Ontario Institute for Clinical Evaluative Science
- Jim Pattison Children’s Hospital, Saskatoon
- Montreal Children’s Hospital
- Northern Alberta Institute of Technology
- Odessa Pumps Golf Tournament: American Cancer Society
- Ottawa Hospital
- University of Ottawa Green Clinic Contest
- Polaris Foundation: Healthy Communities
- Red Cross (Ukraine Relief)
- Remember Me—September 30 Day of Remembrance
- Royal Ottawa Hospital
- Royal University Hospital, Saskatoon
- Saskatoon Cancer Centre
- Saskatoon Food Bank
- Shoppers Drug Mart Foundation: Women’s College Hospital
- SIM Houston Charity Clays Tournament: STEM careers
- Soldier On
- Special Olympics Regina
- St. Joseph’s Health Care, London, Ontario
- STARS Air Ambulance, Regina
- Canadian Armed Forces Appreciation Night
- TD Bank—A Night to Shine
- UNICEF (Pakistan Flood Relief)
- United Way
- University of Ottawa Heart Institute
- University of Saskatchewan

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ENVIRONMENTAL

As a provider of emergency planning, environmental safety and food safety solutions, Calian understands the significant impacts of climate change on businesses and communities. Understanding our own carbon footprint is an important first step in establishing decarbonization plans, enabling us to set reduction targets and work with our stakeholders to achieve our respective environmental goals. Together, we believe we can create a more sustainable future.

CLIMATE CHANGE

Why Calian CARES

Climate change is an existential threat to humanity, exacerbated by the burning of fossil fuels. We recognize our responsibility to account for and reduce our carbon emissions, and mitigate our contribution to this defining challenge of our time. Calian offers services and solutions related to emergency planning and nuclear safety, which are inextricably tied to addressing natural disasters, such as floods, fires and other extreme weather events that continue to worsen due to climate change.

How we manage this topic

We are in the early stages of formalizing plans for responsible consumption and production. To support establishing key priorities in these areas, we focused on an emissions inventory. This helped us identify our greatest opportunities for carbon reduction.

In terms of our solutions, the Calian Nuclear team is actively working with three major utility companies to harness the potential of small modular reactors (SMRs) as a low carbon alternative to traditional energy sources.

Performance data

EMISSIONS INVENTORY DATA

To kick off developing our climate strategy, we completed a formal greenhouse gas (GHG) inventory. In early 2022, we engaged an independent third party to support the development of a GHG emissions inventory for scope 1 and 2 emissions, and a screening of scope 3 emissions. This work will enable a thoughtful and organic dialogue within the company with an end goal to develop climate change targets and a decarbonization roadmap.

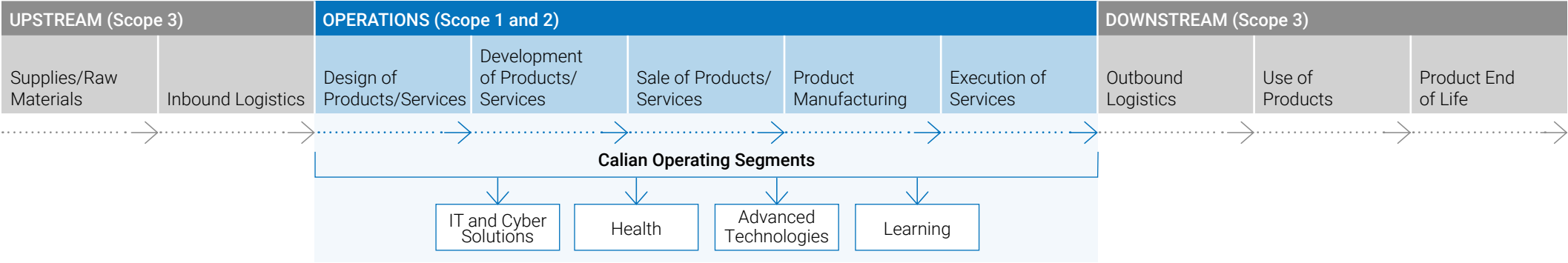
GHG emission source data from Calian locations was gathered for the reporting period October 1, 2021 to March 31, 2022. The calculation methodology followed the guidelines of the GHG Protocol Corporate Accounting and Reporting Standard for scope 1 and 2 emissions. For the screening of scope 3 emissions, the Corporate Value Chain (scope 3) Accounting and Reporting Standard was used.

Understanding GHG emissions impacts along our value chain will allow us to comprehensively

UN SDG Alignment

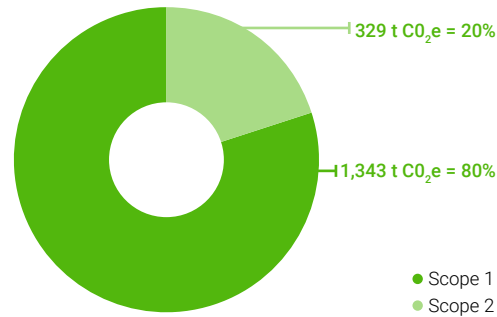


manage our GHG-related risks and opportunities in a way that bolsters our bottom line, reduces risk and unlocks competitive advantage. It is noteworthy that while scope 1 and 2 emissions are within the company's direct control, managing scope 3 emissions will require engagement with our stakeholders.



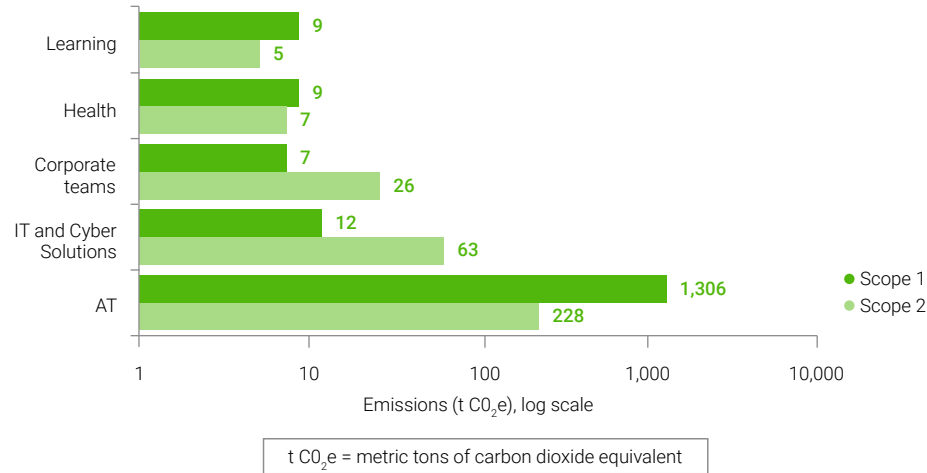
Scope 1 and 2 GHG emissions (controlled by Calian)
 Scope 3 GHG emissions (controlled by third parties)

GHG emissions by scope



* Scope 3 carbon footprint refinement will be disclosed in future years.

GHG emissions by operating segment (t CO₂e) for the first half of 2022



Data analysis

- Scope 1: Stationary combustion is mainly from natural gas use and makes up the entirety of scope 1 emissions, representing 20 per cent of Calian total emissions.
- Scope 2: Purchased electricity makes up the entirety of emissions and represents 80 per cent of Calian total emissions. Most of the electricity consumption occurs at the Saskatchewan facilities, where the majority of manufacturing occurs.
- Operating segments: Advanced Technologies (AT) represents 92 per cent of the total Calian emissions (scope 1 and 2). These

results were expected due to the manufacturing operations and larger number of facilities (73 per cent) of total Calian square footage being attributed to AT.

- The scope 3 emissions screening informed us that our most material emissions were from purchased goods and services (category 1) across all segments. We will continue to refine our scope 3 estimate to further understand how to drive emissions reductions and better realize the opportunities of working with our value chain stakeholders.

2023 Focus

- Enhancing ESG governance, processes and procedures for annual emissions accounting including data collection and data controls (apply to second half of 2022 inventory)
- Completing 2022 emissions inventory
- Establishing metrics and targets and developing action plans as part of a decarbonization roadmap focusing on highest emission areas

The Calian Nuclear team is collaborating with utility companies and communities on small modular reactors (SMRs)

Calian is assisting customers to harness the potential of SMRs as a low-carbon alternative to traditional energy sources. SMRs emit no greenhouse gases during operation, with lifetime emissions comparable to solar and wind solutions.

In 2021, Calian was awarded a contract with SaskPower to provide engineering and technical services to support the planning and project work required to maintain SMRs. SaskPower seeks to reduce its greenhouse gas emissions by 50 per cent by 2030.

Calian is also consulting with stakeholders and First Nations representatives for the Government of the Yukon, to identify opportunities or potential limitations of an SMR development in their energy grid.

[→ LEARN MORE](#)
Read the full article.

ENVIRONMENTAL PROTECTION

Why Calian CARES

Environmental degradation is the deterioration of the environment through depletion of resources. We recognize the role we play in using resources wisely, to protect natural resources and minimize our impact on the environment. Beyond our Calian consumption and production, we offer several products and services for clients who are focused on protecting land, water, people and food supply.

How we manage this topic

We offer services and solutions related to emergency planning and environmental management, which help address food safety and water availability in the case of natural disasters.

Calian Bin-Sense™ provides farmers the ability to monitor stored grain to ultimately avoid food spoilage. This product is sold primarily in Canada but is gaining international interest.

Calian meets all environmental laws and regulations, working with our property managers to support energy efficiency, renewable energy and environmentally friendly waste disposal. We offer lead-free manufacturing capabilities, in compliance with Restriction of Hazardous Substances (RoHS) standards, and look to the Waste from Electrical and Electronic Equipment (WEEE) directive as a guideline for our treatment of waste electrical and electronic equipment. Clients of our manufactured products are offered the opportunity to return products for reuse or recycling.

Performance data

- In 2022, six evacuation plans were developed for Canadian communities (164K estimated population)
- Two communities experienced climate events requiring the use of Calian emergency management plans (42K estimated population)
- Two hazard inventory and risk assessments (HIRA): Regional District Alberni Clayoquot and Northwest Territories (NWT)-wide HIRA (75K estimated population)
- Four after-action reviews (AAR) for three major weather events: NWT 2021 flooding; Regional District of Okanagan, BC, Similklen 2021 wildfire and 2021 atmospheric river event; Town of Oliver, BC, 2021 wildfire
- Estimated 200M bushels of grain being monitored by Calian Bin-Sense during harvest

2023 Focus

- Reviewing international applications for the Bin-Sense product with the goal of expanding beyond grain monitoring to other natural resources, such as water and crops like almonds and soybeans
- Collaborating with property managers to target waste management reduction
- Continuing improvement in the delivery of services for managing climate-related risks



“Emergency preparedness is key in ensuring our community and province are positioned to manage events as they transform.”

Mayor Martin Johansen, Town of Oliver, BC



UN SDG Alignment



Supporting Oliver Regional Airport in wildfire preparedness

The Calian emergency management team works with organizations to enable prevention, preparation, response and recovery from major emergencies. The importance of emergency management has never been more evident. In Canada alone, fires burn an average of 2.1 million hectares per year. Also, roughly four million Canadians live in flood-affected areas.

Recent work with the town of Oliver, supported development of a formal action plan to streamline using their airport as a staging area during wildfires. In August of 2022 this plan came to life, when the airport was used as a base of operations as over 400 wildfire personnel battled the Keremeos Creek wildfire.



[LEARN MORE](#)
Read the full article.

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SOCIAL

We recognize we have obligations to our people, our stakeholders and the communities in which we work. We believe collaboration is key to positive social impact. We are committed to providing our people with a superior employee experience by ensuring a healthy, safe and engaging environment. By leveraging our core competencies, supporting diversity, equity, and inclusion, including Indigenous communities, and investing in innovation, we are committed to creating a more resilient, sustainable world.



OUR PEOPLE

Why Calian CARES

Our employees are our most valuable resource. We understand to meet today's workforce expectation of a superior employee experience, where everyone feels included and belongs, means enabling everyone to contribute to their full potential. Arming our employees with the tools they need to flourish enhances resiliency and our collective ability to meet the demands of our clients and communities.

How we manage this topic

We foster an environment of mutual respect, free from discrimination, violence or harassment through defined labour guidelines, policies and everyday cultural work practices. We offer competitive wages, benefits and recognition programs. Our collaborative culture is demonstrated through flexible working hours and vacations. Every employee recertifies annually to ensure we are living our company policies and values. Employee assistance plans and our health and wellness policy and committees, protect our employees and provide a safe and healthy workplace.

Performance data

- Of a 73 per cent employee participation rate, 68 per cent of our employees indicated they were very/extremely satisfied with Calian as a place to work
- Social science research projects with the University of Guelph, University of New Brunswick, Mohawk College and Sault College to inform our business policies with leading industry information
- COVID-related support in 2022:
 - Zero COVID-related layoffs

- CEO and CHRO fireside chat held with employees to invite connection and open dialogue
- Flexible work arrangements
- Health screening, testing and personal protective equipment provided
- Employee mental health support campaign, including three mental health surveys, meeting-free work time and promotion of the employee assistance program (EAP), that collectively resulted in a 100 per cent increase in uptake of our EAP services

UN SDG Alignment



2023 Focus

- Ensuring employee safety remains a top priority as office interactions and business travel increase
- Investing in leadership development and enhancing/unifying our employee experience across operating segments and acquisitions
- Leveraging data from our ESG and employee engagement surveys to further inform employee programs



DIVERSITY, EQUITY AND INCLUSION (DEI)

Why Calian CARES

DEI is an ethical imperative, and critical to attracting great people, driving innovation and providing under-represented populations with job opportunities. We are fostering an environment in which employees can bring their whole selves to work, allowing them to maximize their potential, by nurturing a culture where everyone is valued for their differences.

How we manage this topic

Calian is committed to nurturing an environment and culture of belonging. We are an equal-opportunity employer throughout the employee lifecycle. To drive the change and build programs necessary for us to progress in this space, we recently created a new role centred on DEI, reporting directly to the CHRO. Our initial focus will be on creating baseline metrics and establishing KPIs to measure our success.

Performance data

- 52 per cent response rate to our first employee ESG DEI survey to better understand our employee identities and ESG passion points
- 45 per cent female representation across our global workforce
- 20 per cent of our workforce is under 30, demonstrating engagement and career opportunities for youth

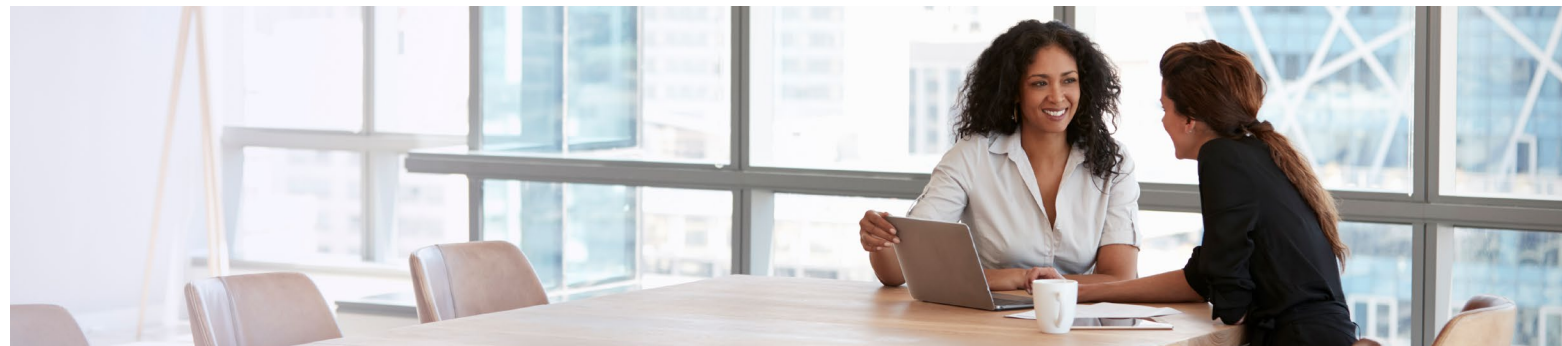
- DEI training launched in fall of 2022
- One of over 80 Canadian companies that participated in The Prosperity Project as a step towards understanding industry and expanding leadership roles for women
- On August 26, 2022 (Women's Equality Day), gender parity was achieved by the Calian Nuclear team, as part of the Equal by 30 initiative to accelerate gender equality and diversity in clean energy transitions by 2030

UN SDG Alignment



2023 Focus

- Embedding a focus on gender equality, as well as overall DEI themes into our succession planning and recruitment initiatives
- Continue investing in updated human resources information systems (HRIS) in 2022, allowing us to enhance reporting capabilities, to better measure progress of our DEI programs and initiatives




“At Calian I’m given the liberty to do what is the right thing for the team and the company. So far, I have not really seen a difference [in gender treatment]. A woman is given the same chair at the table, which is a great thing.”

Radhika Narayana, Director, Cloud and Managed Services Operation, IT and Cyber Solutions



Calian women in STEM have an equal seat at the table

Many companies talk about the importance of women in STEM roles in their organizations. We are proud to have 45 per cent female representation across our global workforce. With four operating segments, each providing products and services that rely on science, technology, engineering or mathematics, Calian offers opportunities and a supportive environment for women.

 [LEARN MORE](#)
Read the full article.



“I feel there’s no judgment because of my gender... It’s been a really comfortable place to be heard and I’ve been given plenty of opportunities—the same opportunities as all my other peers.”

Helen Percival, Senior Systems Designer/Section Head, Advanced Technologies



“I have been very fortunate in my career to have been mentored by strong IT leaders and the majority have been women. They were strong role models who supported my career advancement. I have reported to women in various STEM roles, and we have always supported each other.”

Lisa Aimable, Manager, Business Applications, Corporate Information Systems, Applications Management



“I have not been treated differently, or given different work, as a result of being a woman. I am proud to say that Calian and our customers are very inclusive in this way.”

Jordyn Rohel, Intermediate Systems Designer, Advanced Technologies



INDIGENOUS ENGAGEMENT

Why Calian CARES

In alignment with Canada’s Truth and Reconciliation Commission (TRC) Call to Action 92, we believe engagement is a sustained relationship between groups working towards shared goals and in the importance of building relationships based on rights, respect, cooperation and partnership. We have worked hard to develop relationships with over 30 Indigenous communities across Canada through service delivery and supplier engagement. Our clients, including the Canadian government, are asking businesses to do more: for example, the 2021 announcement of the Indigenous Benefits Plan (IBP) supports a five per cent federal Indigenous procurement objective for federal contracts.

How we manage this topic

In 2019 we established an Indigenous strategy working group, which included ongoing community engagement. With input from Indigenous organizations and individuals, we developed our Indigenous Engagement policy, including a framework and overarching guidelines, to establish meaningful relationships. The policy is based on three pillars that focus on listening to, learning from and leveraging capacity in Indigenous communities, by engaging Indigenous partners, seeking joint opportunities and providing the highest quality services to Indigenous clients.

We deliver a broad range of health, emergency management and resilience services in direct partnership with communities, and provincial and territorial authorities. Our approach puts the community at the centre of our engagement. We bring our best practices and knowledge to integrate traditional knowledge and preferences to support resilience.

Beyond health and emergency management, we provide data security services for electronic health records and e-health management for Indigenous communities. Additionally, our nuclear team partners with Indigenous-owned companies to deliver environmental management services, including risk assessments and environmental evaluations for small modular reactors (SMRs).

Performance data

- >30 Indigenous community engagements
- >100K COVID-19 vaccines administered in Nunavut
- Member of Canadian Council of Aboriginal Business (CCAB) since 2018
- Leadership Circle member of Indigenous Works (IW) since 2018
- Charter member of IW Luminary initiative: establishing Indigenous-led research ecosystem

- Second year as sponsor and participant in Remember Me ceremony on Parliament Hill

2023 Focus

- Improving data gathering to set baselines to drive improvement
- Increasing Indigenous employees and suppliers
- Including reconciliation training in onboarding materials for Canadian employees



UN SDG Alignment



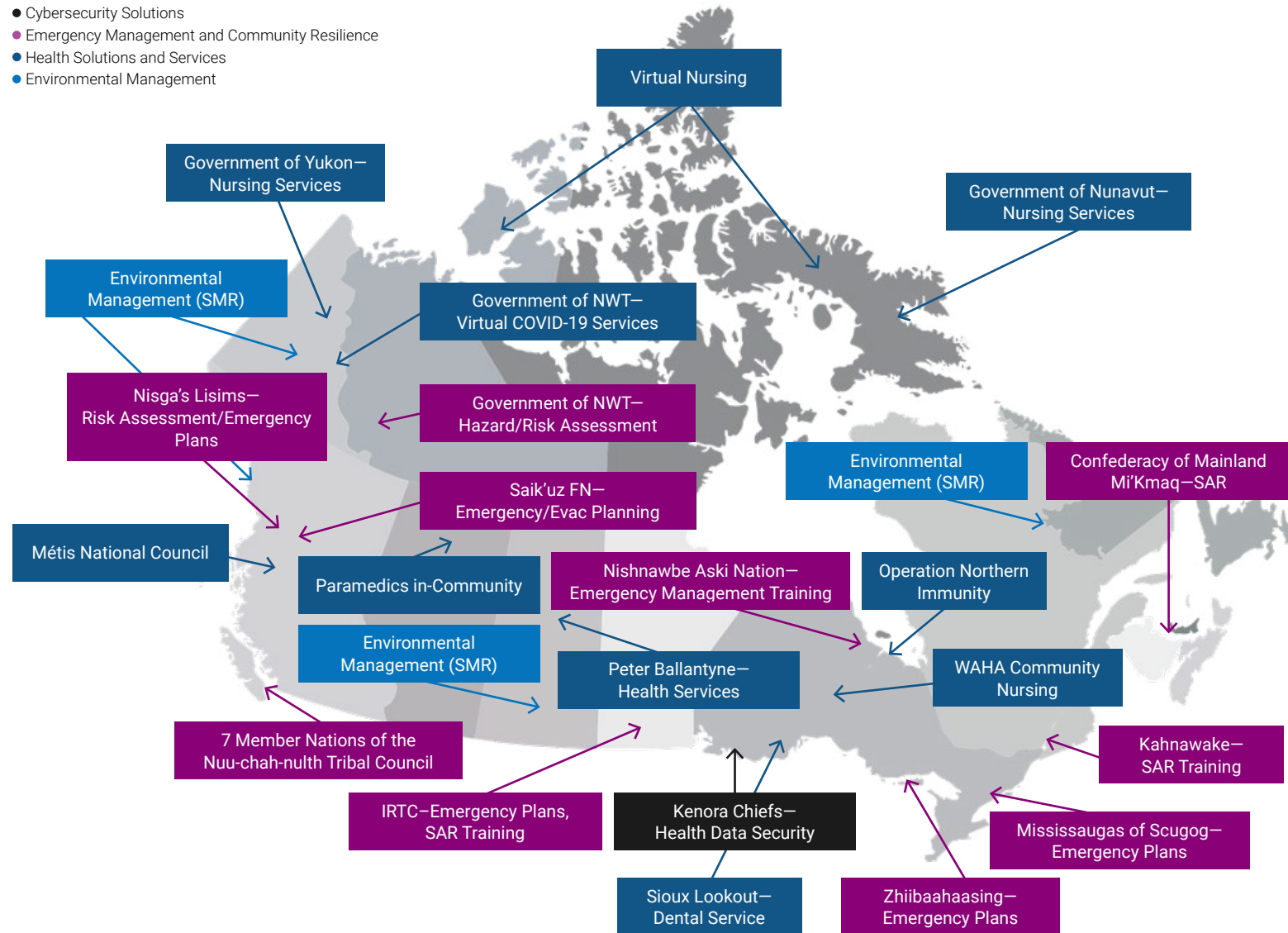
Calian collaborates with Zhiibaahaasing First Nation on water contingency plans

We worked with Zhiibaahaasing First Nation, located on the western edge of Manitoulin Island, to complete an emergency plan and water contingency plan to manage risks associated with the collection, treatment and distribution of water for use by residents. With First Nations communities, our Calian emergency management team focused on in-person consultation using a strengths-based approach. This approach was adapted to meet the demands of remote collaboration during the COVID-19 pandemic. While this consultation was underway, the water treatment plant failed. We rapidly developed a contingency plan, which was immediately used by the community to ensure residents had safe, clean water all the time.

[➔ LEARN MORE](#)
About Calian emergency management solutions.

Indigenous engagement across Canada

- Cybersecurity Solutions
- Emergency Management and Community Resilience
- Health Solutions and Services
- Environmental Management



“The Calian approach to First Nations consulting starts with a focus on strengths and an understanding of traditional practices to ensure we can meet the unique needs of each community we serve.”

Ian Becking, Director of Emergency Management Services, Calian



COMMUNITY RESILIENCE

Why Calian CARES

Our solutions address some of today's most complex issues facing communities around the world. Calian brings a unique perspective on the complexities of supporting resilient communities, businesses and individuals. We recognize the interconnected nature of a resilient community. As such, we break down barriers to resilience: shortage of skilled resources, access to technology, reliable communication infrastructure and access to healthcare.

Beyond the health challenges the world has experienced in the past two years, climate change is continually increasing the severity and frequency of various threats. Many factors are impacting public safety and community resilience: the shift in where people work, cyber threats and a more connected world. Supporting resilient communities and businesses, including our own, means security of operations, supply chain and access to basic resources (clean water, power, healthcare).

How we manage this topic

To bring our best to our clients and the communities with whom we work, our operating segments often collaborate to bring all parts of Calian to meet a client or community requirement. For example:

- Health delivery and solutions (unites healthcare providers, clinical research trials, remote care, clinic management, psychological assessments)
- Learning and skills development (unites training for the military and commercial clients)
- Emergency management (unites evacuation plans, risk assessments, training)
- IT and cyber solutions (unites cyber threat detection and mitigation, training)

- Advanced technologies (unites satellite communications, nuclear environmental assessments, agriculture technology)
- Through community giving, sponsorships and event participation we support several underserved communities, including military, veterans (and their families), the LGBTQ community, women, visible minorities, individuals with disabilities, and those impacted by natural and man-made disasters.

[→ LEARN MORE](#)
About Calian.

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“With each move, military families in Canada are required to seek out new healthcare providers, and inevitably land on the bottom of a new waiting list if the demand for healthcare in their new community is high. The Military Family Doctor Network (MFDN) helps to mitigate this challenge by actively working to connect physicians with newly posted military families. Canadian Forces Morale and Welfare Services’ Military Family Services (MFS), and the military family constituency, have greatly benefitted from the ongoing Calian efforts to support improved healthcare outcomes for families.”

Laurie Ogilvie, Senior VP, Military Family Services, Canadian Forces Morale and Welfare Services



Performance data

- >\$650K in community giving
- >3,875 military family members connected to family doctors through MFDN since 2016
- >80 types of healthcare providers
- >150 Primacy clinics managed by Calian
- >6M patients served through Primacy and Canadian Armed Forces (CAF) clinics
- >4,000 psychological assessments delivered
- 130 patient support programs in 10 countries represent >300K patient enrollments
- 11 clinical trials actively supporting research towards better treatment for patients as well as COVID-19 vaccines

- >5,400 healthcare professionals have accessed and completed training on the proper usage of a particular medication to support opioid substitution
- Two survey programs run to assess the healthcare professionals’ understanding of the risks associated with prescribing particular medication used to treat adults with opioid addiction (>150 healthcare professionals have completed the survey)
- Six evacuation plans developed for Canadian communities (represents >164K population)
- Two hazard inventory and risk assessments (HIRA): Regional District Alberni Clayoquot and Northwest Territories (represents >75K population)

2023 Focus

- Engaging in opportunities for operating segment collaboration to address community resilience
- Aligning corporate giving and innovation investments with ESG priority areas
- Focusing on projects that support community resilience, particularly for underserved populations
- Continue leveraging our expertise and products to improve access to remote healthcare

Military Family Services and Calian collaborate to help military families access family doctors

There are 40,000 families of full-time, regular force CAF personnel. While military members receive healthcare through the military, their families access care through provincial healthcare programs. Since 2016, Calian Health, in partnership with MFS, has offered the MFDN. This program is provided at no cost to families of the CAF.

Our goal is to improve access to quality healthcare for families of serving CAF members, by speeding up the process of obtaining a physician and reducing the number of military spouses and children without a family physician. To date, we have connected more than 3,875 military family members to doctors in our Calian network.



[LEARN MORE](#)

Read the full article.

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Calian keeps communities safe during pandemic

We are dedicated to keeping communities and our people safe, healthy and resilient. This was evident during the COVID-19 pandemic, when the need for community health support was urgent. Calian Health supported communities across Canada providing screening, testing, guidance and vaccinations, quickly and safely.

Throughout the pandemic, we administered more than 650,000 vaccinations, and tested or screened more than a million people.



[LEARN MORE](#)

Read the full article.

COVID-19 support included

- 200 Calian nurses administering more than 61,000 vaccines at Toronto pop-up clinics in some of the most vulnerable areas of the city
- At Canadian Border Services Agency in Laval, Toronto and Surrey, providing healthcare, health checks and COVID-19 screening for people detained in immigration holding centres
- At Royal Canadian Mounted Police Roxham Road, providing COVID-19 screening and healthcare
- In 31 northern Ontario fly-in locations, administering vaccinations to Indigenous community members and residents of First Nations elder care homes
- In Nunavut, deploying nurses to provide screening, quarantine management, testing and mass vaccinations in the 25 communities including fly-in to remote and isolated locations; also administering more than 110,000 vaccine doses to the territory
- In June 2022, signing a three-year contract extension to continue the delivery of COVID-19 virtual nursing services to Nunavut
- Supporting Indigenous Services Canada to provide COVID-19 screening and paramedic services to several Indigenous communities
- Providing vaccination services to remote communities along the James Bay and Hudson Bay coasts for Weeneebayko Area Health Authority
- Providing mental health support in Yellowknife, Edmonton, Winnipeg, Ottawa and Quebec City isolation sites where community members were housed to help prevent the spread of COVID-19
- For the Mississaugas of Scugog Island First Nation (MSIFN), developing a back-to-work action plan to guide a safe return to work after the COVID-19 pandemic shutdown



“If you only saw the smiles on our faces and felt the excitement as we administered their vaccine. You would have thought it was a beautiful, warm, sunny day even though it was a blizzard! Every single one of us felt so happy to be part of this team, so happy to be in these communities and so happy to bring some hope. Thank you Calian for making this experience possible.”

Nurse, administering COVID-19 vaccinations in Nunavut

INNOVATION (ADVANCING STEM)

Why Calian CARES

Solving complex problems is our passion. We engineer innovative, creative solutions to difficult, complex challenges that affect us all. To protect the planet, people and our business, it is important to continually innovate new solutions and products. Like many businesses, we recognize the shortage of skilled STEM (science, technology, engineering, math) resources. We are committed to supporting the next generation of students and innovators.

UN SDG Alignment



How we manage this topic

In 2022, we established an Innovation Council that meets regularly to provide:

- Pan-Calian innovation mechanism for inspiring idea creation
- Forum for employees engaged in the innovation agenda
- Insight and informed decision-making, regarding innovation/collaboration-oriented platforms, processes, principles and practices
- Culture to drive innovation initiatives and platform adoption
- Support for innovation getting to market

Internally, we continuously invest in development of new products to support customers. Externally, we invested in several university research projects including at Dalhousie University, University of Manitoba and University of Guelph. To support youth and students seeking STEM education and careers,

we regularly participate in student engineering and computer science competitions, sponsor STEM-related conferences, participate in career fairs, support science camps, award scholarships, and hire students and interns.

Since 2015, we have partnered with the Canadian Institute for Military and Veterans Health Research (CIMVHR) on various research and development projects. This includes funding for expansion of military markers in the repository of data on chronic diseases, knowledge translation, development of military family and veteran health reference guides and, currently, a project on pharmacogenetic testing focused on veterans.



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Performance data

- Launched inaugural employee ideas contest; our first winner: a remote health device monitoring project
- Funded a \$260K+ cyber research project with Dalhousie University looking at the cyber threats related to data exhaust from IoT devices
- Contributed \$45K to support pharmacogenetic testing veteran research project with Lawson Research at Western University to improve use of drugs for pain management and mental health treatment

- Dedicated \$25K to support literature review focused on DEI with University of Guelph and University of New Brunswick
- Donated \$10K to support Indigenous-led literature review looking at Indigenous traditional knowledge in emergency management practices with University of Manitoba
- Hired ~50 students and interns to develop our future workforce
- Provided \$100K value of in-kind access to Calian ResponseReady™ for Northern Alberta Institute of Technology to support

training at the Centre for Applied Disaster and Emergency Management

- Issued letters of support to Indigenous Works Luminary initiative and Skills Council Canada related to separate funding applications for projects to expand Indigenous-led research and to support Indigenous skills development

2023 Focus


- Integrating our student hiring and co-op programs with our talent management programs
- Ongoing support of STEM initiatives and events with universities and colleges
- Leveraging a sponsored university in our products and solutions
- Expanding our cybersecurity university research investments



Coalse Health and Calian collaborate on innovative tools to improve chronic disease management

According to the Public Health Agency of Canada, 44 per cent of Canadians over 20 years of age have at least one chronic disease, such as heart disease, asthma or diabetes. This number grows to 73 per cent by age 65. Care plans for patients with chronic conditions are at the core of meaningful chronic disease management.

In 2022, Calian worked with L-SPARK to establish a MedTech Accelerator as an avenue to bring Canadian health innovation to the market faster. By fostering a thriving healthcare ecosystem, innovative med-tech products can add functionality across the care continuum, benefitting both healthcare providers and patients. Coalse Health was selected for further support and the two companies signed formal teaming agreements to extend the benefits of Coalse Health's Complex Care Plan chronic disease management software beyond the primary care clinic and into the hospital environment. Incomplete patient data poses a critical information gap for hospital physicians. Through the collaboration with Coalse Health, there is a significant opportunity to positively impact a patients care journey and ultimately improve the management of chronic disease.

 [LEARN MORE](#)
Read the full article.



“Coalse Health's Complex Care Plan software automates the creation of care plans, applying analytics that tailor them to each patient. By combining the strengths of Coalse Health's software with the Calian Corolar™ integration platform, hospitals can access patient summaries and care plans directly from the electronic medical record (EMR) systems used by local primary care clinics, saving valuable time and better helping patients.”

Stephen Naor, CEO of Coalse Health






Syantra and Calian collaborate to provide access to innovative breast cancer screening blood test

The Canadian Cancer Society indicates one in eight women will develop breast cancer and one in 34 will die from it. Since the 1960s, the mammogram has been the most common screening tool for breast cancer. Recognizing an opportunity for innovation, a group of researchers at the University of Calgary, led by Bob Shepherd, and Dr. Kristina Rinker, Co-Founders of Syantra, began developing a new screening tool for detecting breast cancer.

In 2021, Syantra received accreditation from the College of Physicians and Surgeons of Alberta for the Syantra DX | Breast Cancer screening blood test. Clinical studies demonstrated an accuracy rate of 92.2 per cent for women between 25 and 80, and 98.5 per cent for women under 50.

We partnered with Syantra to bring this new screening tool to women in more than 100 cities across Canada. Through our mobile nursing network and Calian Nexi™ digital platform, we are helping women access this new test.

 [LEARN MORE](#)
Read the full article.



“Our breast cancer screening blood test provides a new tool for women to use in taking charge of their breast health. Our mission is to make early detection part of routine healthcare and our partnership with Calian brings us a big step forward in Canada to impacting the way cancer is detected here and around the world.”

Dr. Kristina Rinker, Co-Founder and Chief Science Officer, Syantra



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GOVERNANCE

For 40 years, we have continued to grow and prosper. Strong leadership and well-established corporate governance are key elements of our continued financial success. With integrity as one of our core values, we are committed to ethical business practices and transparent reporting. Our board values the trust our stakeholders place in us, which extends to the governance required to integrate ESG throughout our business.

GOVERNANCE STRUCTURE AND REPORTING STANDARDS

Governance structure

Calian has a well-defined corporate governance strategy, overseen by our Board of Directors. The Governance and Risk Committee mandate was updated to include oversight of the environmental, social and governance strategy and enterprise risk management framework.

An ESG governance framework was established by the board to prioritize key ESG factors of importance to Calian. As we embed ESG

throughout the business, all committees have an important role to play in ESG governance.

As a direct report to the CFO, the ESG senior director oversees the ESG strategic framework, which was approved by the board in November of 2021.

Reporting standards

We recognize the need to prepare for future disclosure regulations. This ESG report demonstrates our commitment to transparency.

Preparing for formal sustainability disclosure requires planning: an understanding of the standards and data required, access to the data, and infrastructure to support consolidated reporting.

In November of 2021, the Calian Board of Directors agreed to adopt the International Financial Reporting Standards/International Sustainability Standards Board (IFRS/ISSB) as our guide for future disclosures. IFRS was selected with the knowledge that the leading standards organization have collaborated

to develop a single set of disclosure requirements that are expected to be finalized by the end of 2022. Organizations engaged in this exercise include Climate Disclosure Standards Board (CDSB), Task Force on Climate-related Financial Disclosures (TCFD) and Value Reporting Foundation (VRF), which house the Sustainability Accounting Standards Board (SASB).

ESG Governance Framework

Level of Priority	ESG Factor	Governance and Risk Committee	HR and Compensation Committee	Audit Committee	Nomination Committee
Core ESG Factor	ESG Governance	✓	Compensation tied to ESG		Members with ESG expertise
	Environmental Impact	✓			
	Data Security	✓		✓	
	Employee Health & Safety		✓		
Enhanced ESG Factor	Climate Change/GHG Emissions	✓		Future ESG regulation	
	DEI (including Indigenous)		✓		
	STEM Workforce		✓		
	Business Ethics	✓			
Emerging ESG Factors	Human Capital Management		✓		
	Supply Chain Management			✓	
	Client Social/Environmental Reqs	✓			
	Community Relations	✓			

Note: Other committees may be consulted as required



“Calian adheres to strong governance and cross-business accountability in order to promote sustainable growth for our shareholders and to protect the interests of all Calian stakeholders.”

Young Park, Corporate Director,
Board Governance and Risk Committee Chair



ENTERPRISE RISK MANAGEMENT AND CLIENT REQUIREMENTS



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Enterprise risk management

In our annual planning process, each operating segment and corporate team completes an objective-centric risk analysis, in accordance with the ISO 31000:2018 Standard on Risk Management framework. ESG risks are considered: climate change impacts, mitigation and adaptation, environmental management practices and duty of care, working and safety conditions, respect for human rights, anti-bribery and corruption practices, and compliance with relevant laws and regulations.

Risk trends and the effectiveness of mitigation controls are reviewed regularly by management and the Governance and Risk

Committee of the board. Each operating segment provides a detailed update on risk at quarterly reviews attended by senior management.

With expertise in emergency planning and business continuity, we applied this knowledge to develop a robust incident management process. In March of 2020, a formal incident management team formed, under corporate leadership and with representation from across the business, to manage our COVID-19 response. The team continues to meet regularly. To date, over 900 situational reports have been distributed to senior management on key risks, opportunities, impacts and mitigation plans.

Beyond pandemic response, topics have expanded to include relevant subjects such as the war in Ukraine, Monkey Pox, weather events (i.e., Ontario derecho, Pakistan floods, hurricanes Fiona and Ian) and the German emergency gas plan. This robust management system allows for timely decisions related to the risks we face regularly: business continuity, employee travel, office safety, and other geopolitical and environmental risks.

Client requirements

We have experienced a notable increase in the number of socioeconomic and environmental requirements being requested by our clients.

Our clients, particularly government, are weighting and rating ESG factors when awarding work, including specifics on our policies, procedures and certifications. Working with our proposals and client managers, we are developing a database of these requirements, identifying gaps in policies, certifications, and processes, and developing plans to prioritize and address them accordingly.

POLICIES, CERTIFICATIONS AND PROCESSES

As we continue to update our business practices with an ESG lens, we will continue to revise policies and processes and seek relevant certifications. Key ESG-related items currently include:

- **Calian Guide to Ethical Business Practice:** Sets out the principles that constitute our way of doing business, affirms our core values and is certified annually by all employees
- **Treatment of Concerns Policy:** Procedures established by the board audit committee for the receipt, retention and treatment of concerns received by the company related to the Calian Guide to Ethical Business Practice
- **Disconnect from Work Policy:** Responds to Ontario Employment Standards Act updates
- **ISO 27001 Certification:** International standard ensuring organizations follow best practices for securing assets such as financial information, intellectual property, employee details or information entrusted by third parties; held by fewer than 1,300 organizations across the US and Canada
- **Responsible Mineral Policy:** Calian Advanced Technologies does not support the use of minerals that are linked to the human rights abuses in the Democratic Republic of the Congo (DRC)

- **Indigenous Engagement Policy:** This policy provides a framework and overarching guidelines for engagement with Indigenous clients, partners, suppliers, employees and potential employees
- **Innovation Playbook Process:** An innovation playbook, which includes governance to ensure environmental and social impacts are considered in our process
- **Acquisition Screening Process:** An acquisition screening and due diligence process with 10 elements, including questions, and request for information, related to the following:
 - Sustainability tracking, reporting, disclosures
 - Carbon footprint/emissions documentation
 - Employee engagement and experience
 - Socioeconomic or environmental qualifications or certifications





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