

CALIAN GROUP LTD.

MANDATE OF THE BOARD OF DIRECTORS

1. Authority

1.1. The Board of Directors (Board) has the overall responsibility for the stewardship of the Corporation. The Board delegates to management some of its authority and certain responsibilities to manage the business of the Corporation. The delegation of authority conforms to statutory limitations and certain responsibilities cannot be delegated to management and remain with the Board. The Calian Board of Directors has a Chair, a Corporate Governance and Risk Committee, a Nominating Committee, a Human Resources and Compensation Committee and an Audit Committee.

2. Purpose

2.1. The primary objective of the Board is to make sure that management is thinking and acting in a manner that reflects our core objectives of:

- a. Creating and protecting value
- b. Thinking long-term
- c. Being honest, transparent, and prudent in all business activities

3. Responsibilities

3.1. Strategic Planning and Annual Operational Plans

- 3.1.1. Review and approve the strategic plan and monitor the implementation of the strategic plan by management;
- 3.1.2. Review and approve the financial goals of the Corporation;
- 3.1.3. Review and approve the annual operating plan and budget of the Corporation;
- 3.1.4. Review and approve major business decisions and transactions not in the ordinary course of business such as acquisitions, divestitures, and capital transactions.

3.2. Risk Management

- 3.2.1. With the support of the Governance and Risk and Audit Committees of the Board:
 - a. Review the processes utilized by management with respect to risk assessment and risk management and the identification by management of the principal risks of the business of the Corporation including financial risks;

- b. Review the implementation by management of appropriate systems to manage operational, conflict of interest, compliance & financial risks;
- c. Review the processes to ensure respect for and compliance with applicable regulatory, corporate, securities, environmental, health and safety, and other legal requirements.

3.3. Human Resource and Compensation

With the support of the Human Resource and Compensation Committee:

- 3.3.1. Provide guidance and oversight on human resources and compensation issues affecting the Corporation;
- 3.3.2 Choose the Chief Executive Officer and approve the appointment of Senior Officers;
- 3.3.3. Review and approve the corporate objectives that the Chief Executive Officer is responsible for achieving;
- 3.3.4. Assess the performance of the Chief Executive Officer in relation to such objectives;
- 3.3.5. Establish the compensation for the Chief Executive Officer;
- 3.3.6. Assess and oversee the succession plan for Senior Officers;
- 3.3.7. Ensure that processes are in place for the recruitment, training, development, and retention of executives who exhibit high-standards of integrity and competence.

3.4. Internal Controls

With the support of the Audit Committee:

- 3.4.1. Oversee the establishment by management of an adequate system of internal controls and procedures and assess its effectiveness;
- 3.4.2. Oversee the reliability and integrity of accounting, disclosure principles, and practices followed by management;
- 3.4.3. Approve the Annual Financial Statements, Management Discussion and Analysis, and other statutory filings such as the AIF, Management Proxy Circular and Annual Report;
- 3.4.4. Approve the Interim Financial Statements and Management Discussion and Analysis.

3.5. Communication and Public Disclosure

- 3.5.1. Adopt communication policies and monitor the Corporation's investor relations program;
- 3.5.2. Oversee the establishment of processes for accurate, timely, and full public disclosure.

3.6. Governance

With the support of the Governance and Risk Committee

- 3.6.1. Establish appropriate structures and procedures to allow the Board to function independently of management;
- 3.6.2. Evaluate the size and composition of the Board and establish Board committees. Define the committees mandates to assist the Board in carrying out its responsibilities;
- 3.6.3. Review periodically the Corporation's Guide to Ethical Business Practices;
- 3.6.4. Annually review and assess the adequacy of the Board's mandate and evaluate its effectiveness in fulfilling its responsibilities;
- 3.6.5. Overseeing corporate governance of the Corporation, including development and adoption of corporate governance policy;
- 3.6.6. Review shareholder proposals and determine appropriate course of action;
- 3.6.7. Ensure company is operating in a sustainable manner taking into account best practices in environmental, social, and governance (ESG);
- 3.6.8. Annually review and update the Board skills matrix to reflect the changing needs of the organization in concert with the Nominating Committee.

4. Membership

- 4.1. The board shall be comprised of the independent directors and CEO of the corporation.

5. Chair

- 5.1. The Chair has primary responsibility for the Corporation's strategic direction. The Chair, along with the CEO, will ensure that the Corporation's management and employees conduct their business with honesty and integrity with a view to creating sustainable, long-term value and profitable growth. Along with the Board of Directors, the Chair assumes responsibility for the stewardship of the Corporation. The Chair manages the affairs of the Board, ensuring that the Board is organized properly, functions effectively, operates independently from management, and meets its obligations and responsibilities relating to corporate governance matters.

5.2. Specific Responsibilities

- 5.2.1. Provide leadership to the Board in reviewing and deciding upon matters that exert major influence on the manner in which the Corporation's business is conducted,

such as corporate strategic planning, policy formulation, and mergers and acquisitions;

- 5.2.2. Provide liaison between the Board and management of the Corporation;
- 5.2.3. Provide overall leadership to enhance the effectiveness of the Board. Chair meetings of the Board and attend committee meetings as appropriate;
- 5.2.4. In collaboration with the Nominating Committee support the director recruitment process and recommend to the Board of Directors nominees for election to the Board;
- 5.2.5. Support the orientation of new and the continued education of incumbent directors;
- 5.2.6. Periodically review the performance of Directors and the effectiveness of the Board and each of its committees.

6. Rules of Procedure

- 6.1. The Board shall be composed of a minimum of 6 directors, with the majority being independent directors.
- 6.2. The Board shall meet on a quarterly basis. Each quarterly meeting will include the following sessions:
 - 1. Informal board dinner with board members and senior management present;
 - 2. Independent Directors meetings;
 - 3. Board meeting with management present;
 - 4. Board meeting without management present.
- 6.3. Special meetings shall be held at the call of the Chair or upon the request of two members of the Board;
- 6.4. Unless the Board otherwise specifies, the Secretary of the Corporation shall act as Secretary of all meetings of the Committee;
- 6.5. A copy of the minutes of each meeting of the Board of Directors shall be provided to each director in a timely fashion;
- 6.6. Board meeting agendas shall be the responsibility of the Chair of the Board;
- 6.7. The Board shall communicate its expectations to management with respect to the nature, timing, and extent of its information needs. The Committee expects that written materials will be received from management at least five (5) days in advance of meeting dates;
- 6.8. To assist the Board in discharging its responsibilities, the Board may retain at the expense of the Corporation, one or more persons having special expertise.

7. Term

7.1. Board member terms are subject to the Companies term limits policy.

8. Frequency of Meetings

8.1. The Board shall meet on a quarterly basis and at other times as circumstances dictate.

9. Quorum

9.1. A quorum shall be a majority of the members.

10. Resources

10.1. Resources to support the Board will be provided through consultation with the Board Chair and CEO.

Date of Last Review: May 10, 2022