

TITLE:	Corporate Indigenous Engagement Policy
POLICY OWNER:	Chief Legal Officer
ID / VERSION NUMBER:	ESG-0004
EFFECTIVE DATE:	April 14, 2026

PURPOSE:

This policy affirms Calian is committed to fostering long-term, meaningful, and mutually beneficial relationships with Indigenous Peoples, communities, and Indigenous-owned businesses across Canada. This policy provides the framework that guides how Calian engages respectfully, collaboratively, and effectively using the three strategic pillars that anchor our Indigenous Engagement approach: ***Listening, Learning, and Leveraging***. These pillars reflect Calian’s long-standing belief that true partnership requires trust, shared objectives, and sustained engagement.

SCOPE:

This policy applies to all Calian leaders, employees, contractors, subcontractors, and business segments engaged in:

- Indigenous community engagement
- Partnership development with Indigenous-owned businesses and Economic Development Corporations (EDCs)
- Procurement and supplier diversity activities
- Proposal development involving Indigenous Participation or Industrial and Technological Benefits (ITB)/Value Proposition (VP) requirements
- Service delivery in communities or regions where Indigenous rights holders or stakeholders may be impacted
- Hiring, training, and professional development involving Indigenous candidates and employees.

POLICY:

1. The Three Pillars of Calian’s Indigenous Engagement Strategy

Calian’s Indigenous Engagement Strategy is grounded in three key pillars: *Listening, Learning, and Leveraging*. These pillars, originally defined in Calian’s Indigenous Engagement Policy (2019), remain foundational. They are preserved in full and enhanced to reflect our current experience, modern practices, and strengthened partnerships.

1.1. LISTENING

Listening forms the foundation of Calian’s relationships with Indigenous Peoples. Aligned with the Truth and Reconciliation Commission’s Call to Action 92, Calian believes authentic engagement requires time, humility, respect, and a commitment to building trust. In practice, this means:

- 1.1.1. Establishing open, respectful dialogue with Indigenous partners to understand community priorities, perspectives, and expectations.
- 1.1.2. Building and maintaining relationships with Indigenous communities, EDCs, businesses, Tribal Councils, Band Councils, and regional organizations.

- 1.1.3. Seeking and incorporating meaningful feedback to improve the way Calian collaborates, delivers services, and shares opportunities.
- 1.1.4. Engaging national-level Indigenous organizations to understand cultural protocol, governance, economic development goals, and partnership opportunities.
- 1.1.5. Prioritizing early, proactive engagement at the concept or pre-RFP stage so Indigenous partners help shape opportunity pathways.
- 1.1.6. Respecting Indigenous governance and decision-making timelines, following appropriate protocols, and involving Elders where appropriate.

1.2. LEARNING

Calian believes that education—both internal and shared with partners—is essential to understanding one another and strengthening collaboration. Learning is a continuous process that deepens relationships and enhances our ability to co-create meaningful outcomes. Operationally, this is achieved by:

- 1.2.1. Delivering cultural awareness and competency training validated by Indigenous partners.
- 1.2.2. Creating opportunities for Calian teams and Indigenous partners to learn together through workshops, planning, and technical knowledge exchange.
- 1.2.3. Supporting skills transfer in areas such as health, emergency management, training, and systems engineering.
- 1.2.4. Approaching all engagements with cultural humility and respect for Indigenous knowledge systems.

1.3. LEVERAGING

Leveraging reflects Calian's commitment to sharing expertise, supporting local capacity, and collaboratively building sustainable economic and social outcomes. This is demonstrated by:

- 1.3.1. Supporting the growth of Indigenous-owned businesses by prioritizing Indigenous suppliers and EDCs where practical.
- 1.3.2. Co-developing workshare, capacity-building, and revenue-sharing models that strengthen Indigenous participation in major projects.
- 1.3.3. Working with Indigenous communities on emergency management, risk mitigation, health programs, and other community-driven priorities.
- 1.3.4. Providing opportunities for Indigenous employment, training, mentorship, and professional development.
- 1.3.5. Supporting Indigenous-led solutions and respecting local knowledge and decision-making.
- 1.3.6. Collaborating with partners to develop shared visions for future business opportunities and community development.

2. OPERATIONAL REQUIREMENTS

Calian's Indigenous Engagement approach requires consistent, coordinated actions across business segments to ensure respectful, effective, and outcomes-focused partnerships. The following operational requirements outline *when and how teams* are expected to apply the three pillars—*Listening, Learning, and Leveraging*—throughout the lifecycle of projects, proposals, service delivery, and procurement activities. These requirements apply during project planning, community engagement, supply-chain decisions, proposal development, and ongoing delivery in regions where Indigenous Peoples are rights holders or key stakeholders.

- 2.1. Engage the ESG/Industrial Development Lead at the earliest stage of project planning to ensure alignment with Indigenous engagement expectations.
- 2.2. Identify Indigenous stakeholders, rights holders, and potential partners relevant to the geographic region or project scope.
- 2.3. Prioritize Indigenous-owned suppliers, subcontractors, and Economic Development Corporations (EDCs) during procurement and supply-chain activities, where practical.
- 2.4. Co-develop Indigenous Participation Plans, Industrial and Technological Benefits (ITB)/Value Proposition (VP) transactions, and related benefits frameworks with Indigenous partners.
- 2.5. Track, document, and maintain records of engagement activities, community feedback, partnership opportunities, and outcomes.
- 2.6. Ensure all staff participating in Indigenous-related work complete required cultural awareness and protocol training.
- 2.7. Report Indigenous supplier spends, employment outcomes, training activities, and capacity-building results as required by project, client, or corporate reporting needs.

3. GOVERNANCE AND ACCOUNTABILITY

Strong governance ensures that Indigenous engagement is embedded across Calian's operations and upheld consistently by all business units. This section defines *who* is accountable and outlines the roles and responsibilities required to deliver on Calian's commitments.

- 3.1. Executive Leadership is responsible for organizational commitment, resource allocation, and policy oversight.
- 3.2. The ESG/Industrial Development Lead provides guidance on protocols, partnerships, training, compliance, and measurement of outcomes.
- 3.3. Business Segments are accountable for executing engagement activities in alignment with customer requirements and Calian's Indigenous Engagement Policy.
- 3.4. All employees must conduct themselves in a manner consistent with the three pillars—*Listening, Learning, and Leveraging*—in all interactions with Indigenous Peoples and partners.

4. REPORTING AND CONTINUOUS IMPROVEMENT

Calian is committed to transparency and the ongoing enhancement of its Indigenous engagement practices. Monitoring outcomes and integrating feedback ensures the policy

remains effective, responsive, and aligned with evolving best practices and community expectations.

- 4.1. Track quantitative and qualitative engagement outcomes with Indigenous partners.
- 4.2. Measure Indigenous procurement, employment, training outcomes, and ITB/VP credit realization where applicable.
- 4.3. Incorporate Indigenous partner feedback into annual policy reviews and project-level evaluations.
- 4.4. Demonstrate progress publicly or internally, where appropriate and approved by Indigenous partners.
- 4.5. Continuously improve engagement practices based on lessons learned, evolving standards, and community-driven recommendations.

5. COMMITMENT STATEMENT

Calian is dedicated to building respectful, long-term partnerships with Indigenous Peoples. Through ***Listening, Learning, and Leveraging***, Calian strives to contribute to economic empowerment, capacity-building, community well-being, and shared success across all partnerships.