

Calian on Human Rights: Modern Slavery and Human Trafficking Statement

This joint statement (the “Statement”) has been prepared in accordance with [Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act](#), (the “Canadian Act”) which came into effect January 1, 2024 and the United Kingdom’s *Modern Slavery Act 2015* (together referred to as the “Acts”) and is made on behalf of Calian Group Ltd. and its subsidiaries (“Calian”, “we”, “our” or “us”). It sets out the steps taken by Calian during the financial year ending September 30, 2025, to prevent and reduce the risk of modern slavery and human trafficking in its business and supply chains. As a Canadian publicly traded entity with over \$40M in revenue, Calian is required to report annually to the Canadian Ministry of Public Safety, the steps taken to prevent and reduce the risk of modern slavery. This Statement has been prepared in collaboration with relevant corporate divisions and representatives from each relevant group entity and applies to each of them.

The terms “team” and “team members” refers collectively to all Calian employees, contract employees and Calian directors.

1. About Calian

Calian is a Canadian publicly traded company registered on the Toronto Stock Exchange (TSX) under the symbol CGY. Calian offers diverse products and services, including innovative healthcare, communications, learning and cybersecurity solutions.

Our headquarters is in Ottawa, Ontario 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 exceeding customers’ expectations.

At Calian, how we do business is just as important as the business we do. This is reflected in our values—the principles that guide the decisions we make every day:

Integrity	Teamwork	Innovation	Respect	Customer Commitment
We hold ourselves accountable for the actions we take. Our duty is to help the world move forward. We place our customer interests first and deliver on the promises we make. We empower our customers, partners and employees to succeed.	Effective collaboration delivers better solutions. We embrace our diversity and collective experience—and put it to work on behalf of our customers. We work effectively together, providing our customers with quicker problem solving and more innovative and effective solutions	At Calian, solving complex problems is our passion. We engineer innovative, creative solutions to difficult, complex challenges that affect us all. We solve customer problems by bringing the right solutions, technology, people and partners together.	Respect is a fundamental pillar that underpins our success. It's the glue that holds our diverse fabric together, enabling us to work cohesively towards common goals that benefit our customers. We value everyone and treat people with dignity and professionalism, which also helps us attract and retain top talent.	Business problems are ultimately human problems. Everything we do is measured against the confidence, progress and success of our customers, our partners and our employees. We are honest, work hard and are a pleasure to deal with.

2. Our Commitment

Calian recognises and understands its responsibility to manage and seek to prevent, the risks of modern slavery and human trafficking, forced, bonded and child labour and to respect human rights in our operations and our supply chain. Our commitment to our stakeholders is clear – we will always treat people in our business and supply chain fairly and with respect. We do not tolerate slavery or human trafficking within our company or in our suppliers and subcontractors. We have and will continue to review and improve our practices to ensure that we have effective responses to prevent and remediate any negative impact on human rights. We remain committed to raising awareness of this complex issue while maintaining and improving our procedures to enable compliance with the Acts.

3. Our Structure, Operations and Supply Chain

3.1 Structure and Operations:

In 2025, Calian was organized into four business units: Learning, Health, IT and Cyber Solutions, and Advanced Technologies. Effective October 1, 2025, which is the start of Calian's 2026 fiscal year, the business organized into two operating segments: Defence and Space, and Essential Industries. This Statement is reported under the 2025 reporting structure.

IT and Cyber Solutions	Health	Advanced Technologies	Learning
<ul style="list-style-type: none"> • Cybersecurity • Managed IT Services • IT and Cloud Modernization 	<ul style="list-style-type: none"> • Health Services • Pharmaceutical Solutions • Digital Health 	<ul style="list-style-type: none"> • Space • Defence • Terrestrial 	<ul style="list-style-type: none"> • Military Training and Simulation • Custom Learning Solutions

These business units are supported by the following corporate services: Information Systems, Human Resources, Marketing and Communications, Legal, Finance, Privacy, Environmental Social Governance and Industrial Development. Calian Group Ltd. is the parent company of the following wholly owned subsidiary entities:

Location	Entity Name	Business Unit
Canadian Operations	Calian Ltd.	Corporate
	Calian International Ltd.	Corporate
	Calian Cyber Solutions Ltd.	ITCS
	Decisive Group Inc.	ITCS
	DWP Solutions Inc.	ITCS
	Calian GNSS Ltd.	Advanced Technologies
	Calian Agriculture Ltd.	Advanced Technologies
	Calian Composites Ltd.	Advanced Technologies
	Calian Antenna Solutions Ltd.	Advanced Technologies
	Calian Patient Support Programs Ltd.	Health
	Calian Clinical Research Organization Ltd.	Health
	Global Healthcare Services Inc.	Health
	Advanced Medical Solutions Inc.	Health
	Det'On Cho Medic North Ltd.	Health
	Primacy Management Inc.	Health
Calian Digital Solutions Ltd.	Health / ITCS	
Calian Operational and Training Technologies Solutions Ltd.	Learning	
US Operations	Calian Corp.	ITCS
	Calian US, Inc.	Corporate
	Intragrain Technologies USA Inc.	Advanced Technologies
	Calian Pacific Teleports Ltd.	Advanced Technologies
Europe Operations	Calian Belgium BV	Learning
	Calian Europe AS	Learning
	Calian UK Ltd.	Learning
	Mabway Ltd.	Learning
	SatService, Gesellschaft für Kommunikationssysteme mbH	Advanced Technologies

3.2 Supply Chain

Third-party arrangements include outsourced activities, functions and services that would otherwise be undertaken by Calian and any other arrangement that involves the provision of goods and services or the storage, use or exchange of data, the delivery of business activities, functions or processes to Calian and/or its clients. Third party arrangements can be provided by utilities, financial market infrastructures, outside consultants, networking arrangements, managed services, affiliates and subsidiaries, joint ventures, sponsorships, partnerships, contracts, among others. Calian procures goods and services from a range of third-parties in different businesses, including but not limited to information technology, telecommunications, real estate management, human resources firms, transportation, manufactured goods, storage and mail services, research and analytics, marketing and advertising, consulting services, and office supplies.

The majority of third-parties that Calian procures goods and services from are based in North America, with a small minority of goods and services purchased from third-parties in the U.K., Europe and Asia. Calian's regional offices rely on the provision of goods and services from a number of local third-parties for services such as electricity, leases, telecommunications and courier services.

4. Modern Slavery Risks and Remediation in Calian's Operations and Supply Chain

4.1 People Risk

The overall risk that our operations may cause or contribute to modern slavery with respect to our workforce is relatively low, given our largely skilled and experienced workforce and integrated approach to human rights. We are committed to providing a safe, fair and respectful workplace and have robust human resources policies and procedures that support the protection of human rights.

4.2 Client Risk

Although Calian has clients in multiple jurisdictions, most of our clients reside in North America where there are robust measures in place to combat human trafficking and modern slavery. Our exposure to clients who engage in modern slavery, including forced labour and child labour, human trafficking and other violations of human rights, is relatively minimal. We have processes for identifying potential risks and mitigation plans should we identify a client engaging in these activities.

4.3 Supply Chain Risk

Calian has procedures in place to manage potential risks related to our third-party relationships. Monitoring suppliers continues to be an integral part of our risk management system and seeking commitment from suppliers that they conduct business in compliance with our ethical business practices through inclusion of terms and conditions in our contracting process. In 2024, Calian introduced new terms and conditions in supplier contracts requiring certification from suppliers that they are aware of and adhere to our Supplier Code of Conduct and Modern Slavery and Anti-trafficking Policy through registration in a supplier database. These requirements remain in effect throughout the 2025 reporting period and continue to be applied to all new and renewing suppliers.

4.4 Remediation

There were no high-risk items related to modern slavery, including forced labour and child labour, or human trafficking identified by Calian in the previous financial year related to our third-parties. As a result, no remediation measures were required in the previous financial year, either in respect of any modern slavery, including forced labour or child labour, or human trafficking incidents, as well as to address any resulting loss of income to vulnerable persons.

5. How we Identify and Address Modern Slavery Risk

Throughout our operations, we expect our team members, clients, suppliers and other third-parties with whom we have a business relationship to share our commitment to respect human rights. Across Calian we have policies, procedures and frameworks in place to ensure we can identify potential incidences of and prevent

modern slavery, including forced labour and child labour, human trafficking and other human rights violations by taking the measures outlined in this Statement.

5.1 Key Policies Supporting Modern Slavery Prevention in our Supply Chain (“Policies”)

Policy	Description
Calian Guide to Ethical Business Practices	Calian’s Guide to Ethical Business Practices sets out the principles that constitute our way of doing business and affirms our core values. Calian and all Calian Personnel are expected to observe a basic code of conduct in all activities related to Calian.
Modern Slavery and Anti-Trafficking Policy	This policy outlines the strict prohibition of human trafficking and modern slavery in all forms and its compliance with related laws.
Supplier Code of Conduct	The purpose of this Code of Conduct is to ensure that all suppliers adhere to Calian’s ethical practices, standards of safe working conditions and fair treatment of all employees.
Social Procurement Policy	The purpose of this Policy is to outline Calian practices and procedures for the procurement of goods and services, including its commitment to social procurement, being the achievement of social, economic, cultural, environmental and workforce development goals through Calian's procurement activities and purchasing power.
Enterprise Risk Management Process	Calian’s ERM process guide articulates how we define risks, the impact and likelihood of these risks, and the financial and strategic impact of these risks, including risks arising from climate change. Each quarter, updates are made to the risk registry which is included in the senior leadership team quarterly financial reviews with corporate leadership team.

Regarding oversight, as environmental and social risk management requires a multi-disciplinary approach, Calian’s Board of Directors (the “Board”) and its committees provide ongoing oversight. The Board Governance and Risk Committee has oversight on Calian’s ESG strategy and annually approves this Statement. This committee meets four times per year to review corporate risk associated with employee wellbeing and the economic environment. The Human Resources and Compensation Committee also meets quarterly to reviews key strategic initiatives covering people and culture. The chairs of the respective committees are responsible to ensure mandates are followed.

5.2 Our People

Calian’s Guide to Ethical business practice (the “Guide”) is our foundation. It identifies policies that guide our actions and lays out the standards we have in place for how team members should behave and treat our fellow team members, clients and communities.

The Guide outlines how the company and all its employees are expected to observe a code of conduct in all activities including:

- 1) Conduct our business in accordance with unwavering ethical standards.
- 2) Be aware of, and abide by, the laws of all jurisdictions in which we do business.
- 3) Adhere to the spirit of the law and observe recognized standards of fair dealing and personal integrity.
- 4) Be dedicated and loyal, to our company, and the communities in which we are doing business.
- 5) Use company and customer resources appropriately.
- 6) Neither condone (including through passivity and complicity), nor ratify, any illegal or unethical acts for any reason.
- 7) Upon witnessing or becoming aware of an activity that contravenes this Guide, promptly report such activity in accordance with Calian’s Treatment of Concerns Policy.

5.3 Our Clients

Calian's Chief Legal Officer and Corporate Secretary oversees Calian's Governance, Risk and Compliance team. This team works collaboratively with Calian's business units to develop and implement procedures to identify, assess and escalate material reputational risks to Calian's Senior Leadership Team and Board for review and consideration of next steps, as appropriate. Criminal conduct such as modern slavery, including forced labour and child labour, human trafficking and other human rights violations must be reported to the applicable legal agency. We strive to avoid causing or contributing to adverse human rights impacts through our own business activities by:

- Seeking to identify and assess risks to human rights for all prospective and existing clients and transactions; and
- Taking appropriate action to mitigate any such risks, which may include the exercise of leverage in our business relationships, drawing on independent expert advice and evaluating whether relevant relationships should be pursued or maintained.

We recognize that modern slavery, including forced labour and child labour, and human trafficking are more prevalent in specific industries, entities, and conflict zones and will not proceed with business relationships if risk is identified.

5.4 Our Supply Chain

Our Supplier Code of Conduct sets out the principles, standards, and behaviours we expect our suppliers to adhere to, including committing to upholding human rights and combating modern slavery, including forced labour and child labour, and human trafficking. Suppliers must adhere to all applicable laws, rules and regulations of the jurisdictions in which they operate, including, but not limited to, those related to business practices, labour and employment, immigration, human rights, modern slavery, including forced labour and child labour, and human trafficking, health and safety, building codes, privacy, the environment, and practices that:

- Comply with applicable employment laws, including, without limitation, laws regarding minimum wage, minimum age of employment, working hours, overtime, hours free from work, health and safety and human rights.
- Prohibit all forms of forced or compulsory labour, and ensure they do not engage in the withholding of wages, retention of identity documents and restriction of an individual's movement; and
- Comply with local labour laws permitting trade unions or other forms of employee representation.

We maintain the right to monitor third-party compliance to Calian's Supplier Code of Conduct and review their control environment. We have procedures in place to assess third-party risk and to govern our contracted third-party relationships. Calian procurement teams are expected to conduct due diligence reviews of prospective, new, and existing third parties, and, as applicable, we may require:

- Employment and recruitment agencies and other third-parties supplying workers to Calian to expressly confirm compliance with the Guide, the Acts, and the Policies.
- Suppliers engaging workers through third-parties to obtain third-party agreement to adhere to the Guide, the Acts, and the Policies.
- As part of our ongoing risk assessment and due diligence processes, Calian will consider whether circumstances warrant audits of suppliers to be conducted to affirm their compliance to the Guide, the Acts and the Policies.
- If we find other individuals or organizations working on our behalf are in breach of the Guide, the Acts or Policies, we will consider the severity of the incidents that are not mitigated and will consider termination of the third-party relationship in accordance with the third-party's applicable agreement, or a decision not to contract with a potential vendor including removal from consideration in any request for proposal process.

5.5 Mechanisms to Report Concerns and Complaints

Resources are available for resolving workplace issues and investigating allegations of human rights violations. Team members are advised, through our Policies, to immediately raise concerns about activities that may be inconsistent with the Guide or that might be damaging to Calian or our stakeholders. In accordance with the Guide, no one may suspend, discharge, discriminate against, harass, threaten, or otherwise retaliate against a team member or other person in any way for reporting in good faith any actual or possible misconduct, or providing information for, or participating in, an investigation. Our team members can raise concerns through a variety of mechanisms and are directed to report concerns to management to assess risk and determine requirement to add to Calian's Enterprise Risk registry for ongoing monitoring. Should an employee feel their concerns are not being addressed, Calian's policies enable a "One Up" reporting mechanism, in which any employee may report concerns to their manager's supervisor without reprisal, as well as a "Whistleblower" reporting mechanism, in which any employee may report concerns, anonymously or not, to their manager, any member of the Senior Leadership Team, and/or the Chair of the Audit Committee of the Board.

5.6 Training and Awareness

Annually, all team members must certify they have read, understand, and agree to abide by the Guide and the Policies. All employees have been provided with communications and resources describing modern slavery and human trafficking, instances when incidents are more likely to occur and their responsibilities to report. In addition to the resources provided on this topic, Calian has partnered with a third-party vendor to provide the following two training modules that are part of our employee onboarding, available for all employees and mandatory for procurement personnel:

- Combating Human Trafficking
- Modern Slavery

Procurement personnel have also been provided with specific instructions related to assessing their level of supplier risk as far down the supply chain as possible. This includes the requirement to have their suppliers register in a supplier database that Calian introduced in 2024. Specific guidance is provided on how to assess level of risk, and report incidents to ensure effective mitigation actions are taken.

6. Assessing the Effectiveness of our Actions

The responsibility for human rights is shared across Calian's business units and corporate services groups. We seek to assess the effectiveness of our actions in conjunction with internal and external stakeholders by tracking our progress to respond to modern slavery risks, including forced labour and child labour, in our operations, business activities and supply chains. We realize that in all its forms, slavery and human trafficking are a violation of fundamental human rights. We understand that these risks are not static, and we will continue to monitor and mitigate them in our business and supply chains today and in the years ahead. To assess the effectiveness of our approach to environmental and social risks, we consider input from relevant internal and external stakeholders, including clients, investors and community representatives. The effectiveness of our programs is regularly evaluated to confirm each remains current and aligned with business activities, regulatory developments, industry standards and best practices. Activities used to assess the effectiveness of our actions include identifying new and emerging issues by engaging with internal and external stakeholders, third-party screening on environmental and social risk including with respect to human rights and modern slavery, including forced labour and child labour; and collaborating with industry peers and external stakeholders to develop best practice mechanisms to remedy adverse impacts related to human rights abuses.

7. Process of Consultation

This Statement is evaluated annually against best practices and recommendations from stakeholders and updated in collaboration with relevant corporate areas, including Environmental Social Governance and Industrial Development, Human Resources, Legal, Enterprise Risk Management, Calian's Governance, Risk and Compliance Committee and other representatives from relevant Calian entities.

Calian's Governance, Risk and Compliance Committee is overseen by the Chief Legal Officer and Corporate Secretary, who has oversight responsibility for the relevant regional modern slavery acts and is responsible for ensuring that Calian has appropriate regulatory compliance processes, policies, and controls in place to meet their regulatory compliance oversight obligations.

8. Attestation

In accordance with the requirements of the Acts, including section 11 of the Canadian Act, I attest that I have reviewed the information contained in the report for Calian Group Ltd. and the entities listed in Section 3.1 of this Statement above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Acts for the reporting year listed above. I further attest that this Statement was approved, pursuant to Section 11(4)(b)(ii) of the Canadian Act, by Calian Group Ltd.'s Board of Directors on May 13, 2026.



Patrick Houston, Chief Executive Officer
May 13, 2026
Signed on behalf of Calian Group Ltd.