



**One Calian.**

Endless  
Possibilities.

# One Calian. Endless Possibilities.

This year's theme, One Calian. Endless Possibilities., reflects our new three-year strategic plan: One Vision, One Purpose, One Calian 2026.

Our goal is to continue to build a purpose-driven organization that has a strong values foundation and is growing profitably. We realize the impact we have on the world through the mission-critical work that we do every day. We help the world communicate, innovate, learn and lead safe and healthy lives.

The cover image portrays impact. At Calian, we strive to leave a positive impact in everything we do. A drop of water hitting the surface results in a ripple effect, demonstrating that small actions can lead to much bigger, positive changes.

**Kevin Ford**, CEO, Calian Group Ltd.



## Table of Contents

1	About this Report
2	Message from the CEO
3	Message from the VP ESG
4	2023 ESG Highlights
5	Awards, Memberships, Community Investment
6	ESG Strategic Framework
7	Our Journey
8	Listening to Our Stakeholders – Materiality Assessment
10	Environmental
13	Social
20	Governance

## About this Report



The Calian ESG Report describes progress we have made related to our environmental, social and governance (ESG) strategy. In 2023, we continued to formalize our ESG strategy and deliver on the focus areas identified in our 2022 inaugural report. Three key work activities are highlighted: (1) the results of our first formal materiality assessment, (2) our preliminary Task Force on Climate-related Financial Disclosures (TCFD) road map and (3) our Climate-Related Risk and Opportunity report. We have developed these documents to reflect the International Financial Reporting Standards/International Sustainability Standards Board (IFRS/ISSB) standards announced on June 26, 2023.

### 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 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, we recognize that 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
- Enterprise Solution
- XaaS
- Digitalization

### Health

- Health Service
- Pharma Solution
- Digital Health

### Advanced Technologies

- Space
- Defence
- Terrestrial

### Learning

- Learning Technologies and Innovation
- Defence Learning and Training
- Immersive Learning
- Emergency Management



# Message from the CEO

In 2023, we made considerable progress on our ESG objectives as outlined in this report. We also embarked on our new three-year planning cycle. As part of this exercise, we wanted to ensure ESG is considered as an integral element of our go-forward strategy. To this end, we executed our first materiality assessment to understand our stakeholder priorities more formally. Our business unit leaders were asked to consider how their client ESG requirements are impacting their line of business and to look at community investment priorities aligned to their strategic growth plans.



**Kevin Ford**, CEO, Calian Group Ltd.

We are asking the team to take a close look at the impact our solutions and services are making in the world. While we believe we do a good job telling our financial and capability story, we want to clearly understand and articulate our impact to identify both opportunities and risks to the business. Embedding ESG in everything we do starts with our company strategy and, although we know there is still work to do, I am pleased with the steps we have taken this year in moving forward on our ESG journey.

As I reflect on the year, I cannot emphasize enough how proud I am of the Calian team. Every day I witness the positive impact our people are having as they address the significant social and environmental challenges facing the world today. The work Calian engages in gives us a front-row seat to the impacts of climate change and the needs of communities. Beyond tackling these global issues with

innovative solutions, I am most impressed by the integrity and heart the team consistently brings to every engagement.

With such a diverse business participating in many industries, it is difficult to pare down our impact stories to only a few. The cross sections included in this report are only a sampling of the incredible examples I am fortunate to experience daily. Be it delivering health service in remote communities, installing antennas for deep space exploration, training military members, protecting our food supply, thwarting cyber criminals, or developing emergency plans to prepare for catastrophic weather events, we work hard to make a difference in the world and for all our stakeholders.

I would be remiss if I did not mention the efforts of Hawaii Pacific Teleport, a recent Calian acquisition, to support those impacted by the Maui wildfires through donations and the team's on-the-ground efforts to restore connectivity for the affected area. It's just one example of our team's incredible commitment to the communities in which we live and work.

While I recognize in today's economic environment there are challenges in balancing the three elements of people, planet and profit, I am confident the Calian commitment to "doing the right thing", coupled with our ESG strategic framework, provides a strong foundation and governance for our continued success and growth. This year's report highlights how we are living our ESG vision: Collaboration to Advance Resilience Excellence and Sustainability—Calian CARES™—in a big way.

**Kevin Ford**  
CEO, Calian Group Ltd.

# Message from the VP ESG

2023 has been a busy year as we continue our ESG journey. While 2022 was a year of discovery, 2023 has been a year of progress. Several projects were completed as we refined our priorities and built on the ESG strategic framework introduced in 2022. I was pleased to take on the mantle of Vice President ESG and Industrial Development, adding a new member to my team to focus on social and economic development requirements including small business supply chain and Indigenous engagement.



**Terri Dougall**, Vice President,  
Environmental, Social, Governance

One of our key priorities this year was to conduct our first formal ESG materiality assessment to quantitatively measure stakeholders' priorities. This work informed our ESG strategy and has been incorporated into our new three-year corporate strategic plan. The results reflected input from over 800 stakeholders, Calian enterprise risk management (ERM) priorities, key client ESG requirements and investor priorities. We were pleased that our internal and external stakeholders align on their top priorities, and we have action plans related to all 12 of the top focus areas.

With the announcement of the International Sustainability Standards Board climate and general standards in June, it is evident that the world is taking another step closer to formal regulation and reporting. In preparation, Calian completed a Task Force on Climate-related Financial Disclosures (TCFD) gap analysis and identified key actions required to prepare for future disclosures. Our TCFD road map is an integral element of meeting the first milestone

requirement of the Canada Net-Zero Challenge, which we were pleased to commit to in February. We also completed a deep dive of our enterprise risk management registry to ensure climate-related risks and opportunities are reflected and mitigation plans are in place. In July, we made our first submission to the Climate Disclosure Project. In 2024, we will be conducting the climate scenario analysis to further define metrics and targets and meet milestone two of the Net-Zero Challenge.

Diversity, equity, inclusion and belonging continues to be a key social focus. We were pleased to support the launch of several employee resource groups within Calian to provide safe spaces for discussion and sharing. A new corporate community investment strategy is under development with plans to launch in 2024. Specific to Indigenous engagement, in July of this year, I was honoured to accept a position on the Indigenous Works Board of Directors. We also launched an Indigenous resource hub for our employees and have initiated a workforce development feasibility study with an Indigenous firm that we hope will be the precursor to a formal reconciliation action plan.

We have also continued to evolve and strengthen our governance practices with the proactive engagement of our board of directors. Leveraging best practices, improving reporting, and ensuring clear lines of communication with management and the board on governance, risk and compliance topics are critical as we pursue our global growth objectives.

Last year, we said we were starting a marathon. This year the race has clearly started, and we are pleased with where we are positioned. I hope you enjoy learning more of the details of our journey and thank you for taking the time to review our 2023 ESG Report.

**Terri Dougall**  
Vice President, Environmental, Social, Governance

# 2023 ESG Highlights

44

countries with staff delivering to all 7 continents



35+

Indigenous community engagements since 2018



45%

representation of women across global regular employee workforce



4268

military family members connected to family doctors through MFDN\* since 2016



\*Military Family Doctors Network

>\$720K

in community investment



364M

bushels of grain protected by BinSense



>275

members in 6 new employee resource groups



6M+

hours of care delivered to 2M+ patients



# Awards, Memberships, Community Investment

## Awards

In 2023, we were pleased to be recognized across several of the industries we participate in:

- Best Investor Event (Small Cap) Award IR Magazine Award
- Canadian Defence Review Top 25
- Cisco Partner Summit Regional Partner of the Year Award
- Indigenous Works Employer of Choice
- Microsoft Canada Independent Software Vendor (ISV) Tech Intensity Impact Award
- Microsoft Modern Workplace for Frontline Workers Partner of the Year finalist for Corolar Virtual Care
- MedHealth Outlook Top 10 CRO Solutions Provider
- Proofpoint Canada Top Canadian Growth Partner
- RCMP Certificate of Appreciation for Health Service Delivery

## Community Investment

Calian supports local organizations through volunteering, and in-kind and/or financial contributions aligned to our environmental and social priorities:

### Environmental

Ecologi

### Diversity, Equity, Inclusion & Belonging

Bruce House

Pride at Work

QuickStart Autism Charity

### Indigenous Engagement

Indspire

Orange T-shirt Society

University of Manitoba

### Community Resilience

CanadaHelps

Canadian Lung Association

Dare To Be Vulnerable

Food Banks Canada

Maui Strong Fund

Ottawa Hospital

Ottawa Regional Cancer Foundation

Red Cross Canada Wildfire Fund

Royal Ottawa Mental Health Centre

Saskatoon Cancer Centre

Society for Neuroscience

St Joseph's Healthcare

Support Our Troops

Team Rubicon

THEMBA Foundation

### Innovation – Advancing STEM

Canadian Institute for Military and Veterans Health Research Algonquin College (CIMVHR)

Canadian International Rover Challenge

Northern Alberta Institute of Technology

University of Ottawa

University of Saskatchewan

## Memberships

Calian seeks memberships in organizations and aligns our community investment to our environmental and social priorities.

### Environmental – Nuclear

Canadian Nuclear Association

Canadian Nuclear Society

CANDU Owners Group

Centre for Canadian Nuclear Sustainability (CCNS)

Organization of Canadian Nuclear Industries

### Diversity, Equity, Inclusion & Belonging

Prosperity Project

### Indigenous Engagement

Canadian Council for Aboriginal Business (CCAB)

Indigenous Works

### Community Resilience – Health

Canadian Nurses Association

CDISC (Clinical Data Interchange Standards Consortium)

Digital Health Canada

### Industry Associations

Aerospace Industry Association of Canada

Association of Professional Engineers and Geoscientists of Saskatchewan

Atlantic Canada Aerospace & Defence Association (ACADA)

Canada Space Innovation

Canadian Association of Defence and Security Industries (CADSI)

Grain Elevator and Processing Society

Industrial Participation Association of Canada (IPAC)

Institute of Corporate Directors (ICD)

Saskatchewan Trade and Export Partnership

Saskatoon Chamber of Commerce

Space Canada

World Teleport Association

### Innovation

CableLabs

Canada Space Innovation

Technation

Techtopia



# ESG Strategic Framework









## Our company mission is our guiding light:

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

## Our ESG vision is the overarching goal of all our ESG efforts:

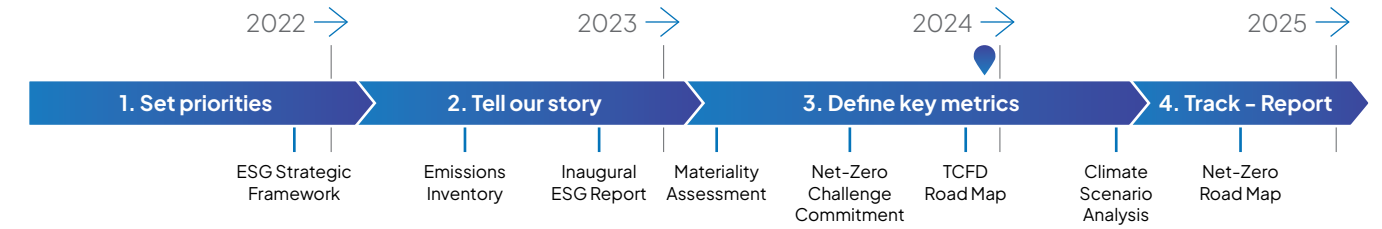
Calian **CARES**: **C**ollaboration to **A**dvance **R**esilience **E**xcellence and **S**ustainability.

## Our ESG Strategic Framework sets the priorities to achieve our vision:

	Priorities	UN Sustainable Development Goals (SDGs)
Environmental	Climate Change	 
	Environmental Protection	
Social	Our People	 
	Diversity, Equity, Inclusion and Belonging (DEIB)	
	Indigenous Engagement	 
	Community Resilience	
	Innovation (Advancing STEM)	 
Governance	Structure	
	Reporting	
	Enterprise Risk Management	
	Client Requirements	
	Policies, Certifications and Processes	

Learn More  
ESG on [calian.com](https://calian.com)

# Our Journey



## Maturity Indicators

	Maturity Indicators and 2023 Highlights	Established Goals (Current State)	Integrated Business Practice (A Year from Now)
E	<b>Established environmental targets</b>		
	<ul style="list-style-type: none"> <li>Commitment to Net-Zero Challenge</li> <li>Completion of preliminary TCFD road map</li> </ul>		
S	<b>Consolidated employee demographics data</b>		
	<b>Social impact targets (community investment, hiring, suppliers)</b>		
	<ul style="list-style-type: none"> <li>Industrial development lead focused on socio-economic requirements (i.e., Indigenous engagement)</li> </ul>		
G	<b>Established employee ESG engagement programs</b>		
	<ul style="list-style-type: none"> <li>Employee resource groups (ERG) established</li> <li>Leadership development program (LDP) delivered</li> </ul>		
	<b>Board oversight</b>		
	<b>Processes and policies include ESG</b>		
	<ul style="list-style-type: none"> <li>Policies updated and posted on Calian website</li> </ul>		
	<b>ESG disclosure excellence aligned to international standards</b>		
	<ul style="list-style-type: none"> <li>TCFD report published aligned to IFRS/ISSB standards</li> </ul>		

Learn More  
[Calian Investor Relations/Governance TCFD report](#)

# Listening to Our Stakeholders – Materiality Assessment

## Approach

In 2021, when Calian started to formalize our ESG strategy, we elected to inform our priorities based on known information, available survey data and the Calian three-year strategic plan. This year, Calian conducted a formal materiality assessment of ESG topics to quantitatively measure stakeholder priorities.

Research was conducted to establish a broad list of 25 ESG topics most material to Calian activities. Engagement was conducted through quantitative surveys and documentation review (including Calian enterprise risk management (ERM), client ESG requirements and investor priorities) to understand what topics are most material to Calian stakeholders. The results are summarized in a materiality matrix considering the importance to external stakeholders and impact on the business (internal stakeholders).

## Nine groups of stakeholders were engaged:

Internal Stakeholders
Employees
Board members
External Stakeholders
Independent contractors
Customers
Sell-side analysts
Suppliers
Shareholders
Partners
Other

## Demographic Data

- Survey responses: 831 (497 internal, 334 external)
- Geographic distribution: 93% Canada, 6% US, 1% Other
- Respondent distribution:
  - Employees: 37% (491)
  - Independent contractors: 11% (291)
  - Customers: 5% (21)
  - Board members: 83% (5)
  - Sell-side analysts: 75% (6)
  - Suppliers: 13% (6)
  - Shareholders: % N/A (8)
  - Partners: 8% (3)

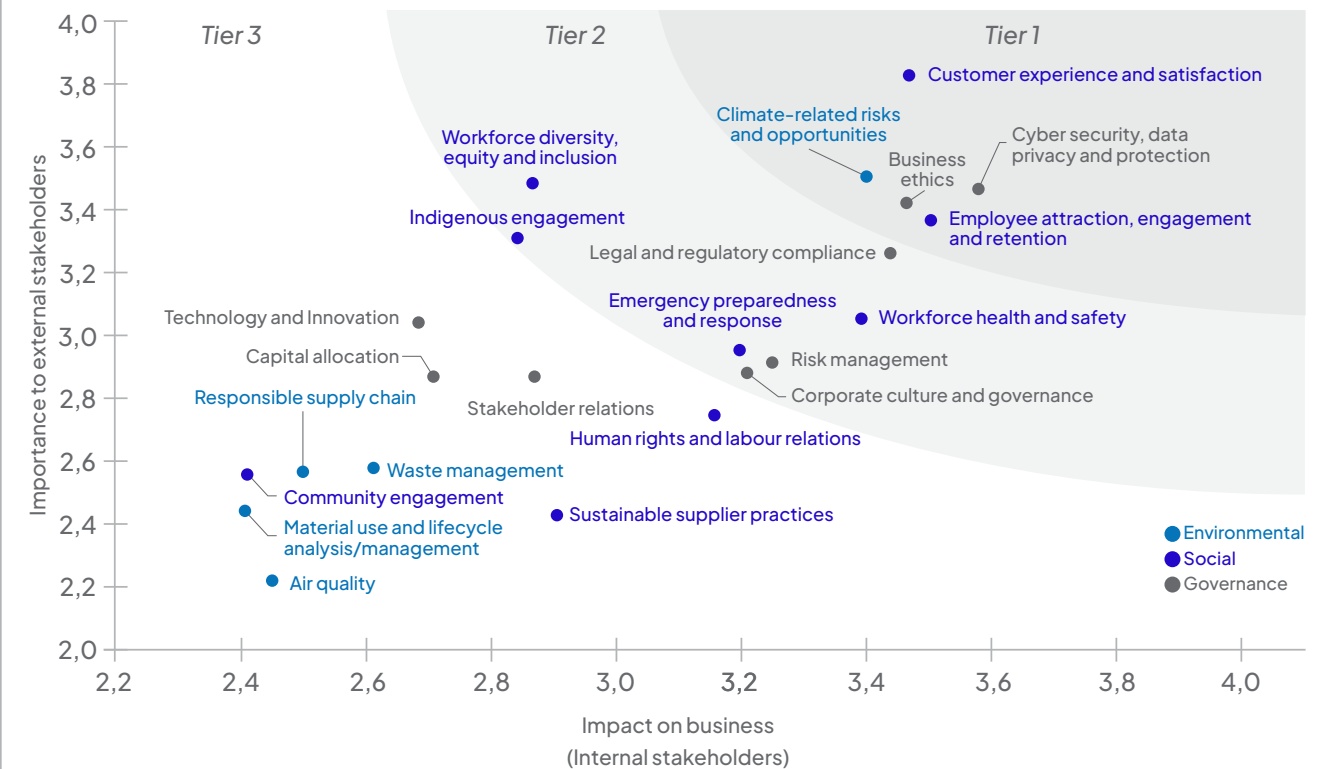
## Results

- Materiality assessment yielded 12 topics most material to Calian
- Priorities for internal and external stakeholders are aligned, with top 10 topics being the same
- 75% of employees and 70% of independent contractors ranked the three most prioritized topics as highly important: business ethics, customer satisfaction and cybersecurity/data privacy
- The most material environmental topics for customers were responsible supply chain, waste management and lifecycle management
- All stakeholder groups ranked governance and social topics higher than environmental topics
- Indigenous respondents, 23 in total, spanning all stakeholder groups, ranked two environmental topics in their top three: material use and lifecycle management
- There was minimal variance in the response from the different geographies

## Notes:

- Materiality matrix is based on stakeholders' surveys as well as Enterprise Risk Management (ERM), key clients' requirements and investors' priorities.
- 3 topics from the original universe of 25 ESG topics were grouped for sake of clarity: ESG strategy, metrics and indicators was grouped into corporate culture & governance while energy management and GHG emissions were accounted for in Climate-related risk & opportunities.

## Materiality Matrix



### Material Topics

### Tier 1 – Strategic differentiators (5)

1. Customer experience and satisfaction
2. Cyber security, data privacy and protection
3. Climate-related risks and opportunities
4. Business ethics
5. Employee attraction, engagement and retention

### Tier 2 – Focus Areas (7)

1. Legal regulatory compliance
2. Workforce health and safety
3. Workforce diversity, equity and inclusion
4. Risk management
5. Indigenous engagement
6. Emergency preparedness and response
7. Corporate culture & governance

## Looking forward

Calian is addressing the Tier 1 and Tier 2 material topics through several targeted initiatives. We have focused on the Tier 1 strategic differentiators to identify actions in four areas: 1. policies, 2. documented commitments, 3. key performance indicators and 4. assigned responsibility.

Cybersecurity (which includes data privacy and protection) is viewed favourably with the most robust structure in place. As expected, climate-related risks and opportunities were evaluated as needing improvement, which is primarily being addressed through policy improvements and the planned 2024 climate scenario analysis. The remaining

three strategic differentiators were ranked as average to good and will continue to be revisited to drive improvement.

In addition to the materiality assessment, ESG priorities were identified by our operating segments in the three-year strategic plan and are further refined in the annual plan. Climate-related risks and opportunities have also been documented as part of the company enterprise risk management process.



[Learn More  
ESG on calian.com](https://www.calian.com/ESG)



# 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.

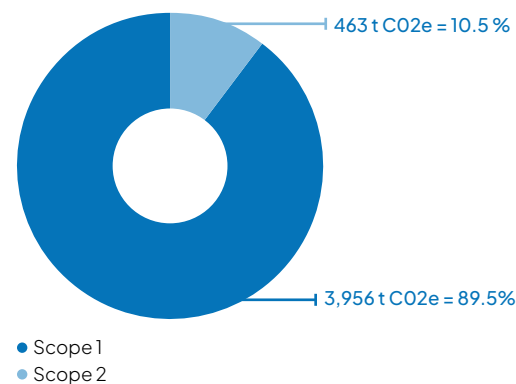
### UN SDG Alignment



Environmental Priorities	Why Calian CARES
Climate Change	Calian recognizes our responsibility to account for, reduce and mitigate our carbon emissions and to deliver innovative solutions to help our clients address the impacts of natural disasters and extreme weather events resulting from climate change.
Environmental Protection	Calian recognizes the need to consider our own consumption by using resources wisely, protecting natural resources and minimizing our impact on the environment. We also offer several products and services for clients focused on protecting land, water, people and food supply.

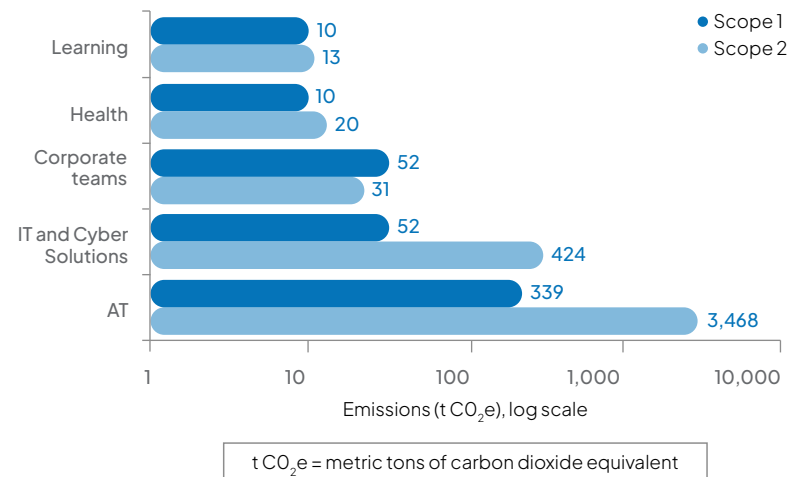
## Emissions Inventory Data Analysis

2023 GHG emissions by scope



\* Scope 3 carbon footprint disclosed separately

2023 GHG emissions by operating segment (t CO<sub>2</sub>e)



t CO<sub>2</sub>e = metric tons of carbon dioxide equivalent

**Scope 1:** Stationary combustion: entirely from natural gas use, with Scope 1 representing 10.5% of our total direct emissions.

**Scope 2:** Purchased electricity continues to make up entirety of emissions primarily from manufacturing facility in Saskatoon, with Scope 2 representing 89.5% of total Scope 1 and 2 emissions.

**Scope 3:** Advanced Technologies represents 86% of total emissions (Scope 1 and 2) as expected, due to manufacturing and having most of facilities.

# Climate Change

### Focus

- Enhancing governance, process and procedures for data collection and data controls
- Completing 2022 emissions inventory
- Establishing metrics, targets and action plans as part of decarbonization road map

### 2023 Performance

- Emissions data owners identified in all operating segments
- Biannual emissions inventory process has been instituted to regularly track emissions and ensure compliance with environmental goals and regulatory requirements
- 2022 and 2023 emissions inventory successfully completed
- Committed to Net-Zero Challenge and successfully met requirements of milestone one
- Completed preliminary TCFD road map
- In July 2023, submitted to the Climate Disclosure Project

### 2024 Priorities

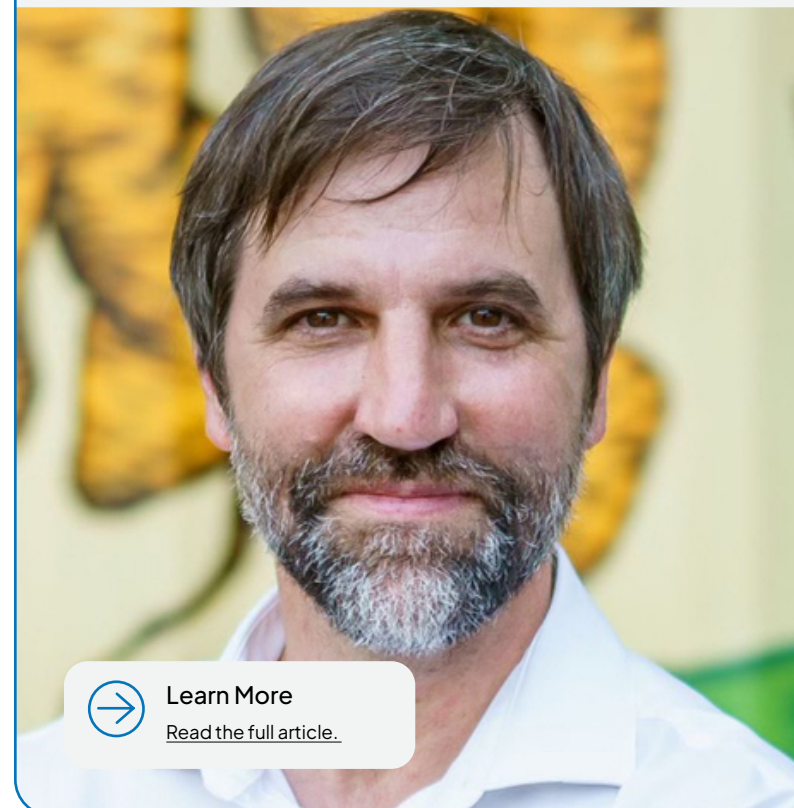
- Complete climate scenario analysis to identify and assess how climate-related risks may affect our financial outlook and to inform the development of mitigation strategies
- Document net-zero road map with targets and metrics, and track progress transparently to ensure regulatory compliance
- Submit Net-Zero Challenge milestone two: comprehensive net-zero plan



### Learn More

[Net-Zero Challenge](#)  
[TCFD](#)  
[Climate Disclosure Project](#)

## Feature Article



[Learn More](#)  
[Read the full article.](#)

“More and more businesses across Canada are aiming to make their facilities and operations net-zero—not just to fight climate change, but also to stimulate innovation, demonstrate corporate responsibility, and ensure their long-term competitiveness. By taking up the Net-Zero Challenge, alongside more than 130 other companies, Calian is spearheading Canada’s clean industrial advantage and the path toward a sustainable future.”

The Honourable Steven Guilbeault, Minister of Environment and Climate Change



# Environmental Protection

## 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

## 2023 Performance

- Over 364 million bushels of grains such as wheat, barley and lentils in 36,000 bins are being monitored using *Bin-Sense*®
- Calian has entered the U.S. market, which produces 450 million tons of grain per year
- Our product is now being used with other grains and crops, such as black beans, corn, soybeans and rice, in addition to a few test sites with almonds
- Calian is cataloguing all facilities and their existing environmental management programs and will be reviewing to determine where waste management reduction can be further improved

- Calian has entered several supply arrangements with clients that have specific product emission reduction targets and/or carbon offset investments
- Calian delivered after-action reviews following Hurricane Fiona, which displaced approximately 13,000 people
- Calian closed four facilities in 2023, reducing our emissions by approximately 1.73 t CO2e per month

## 2024 Priorities

- Continue to expand *Bin-Sense*® to secure other crops
- Continue to collaborate with property managers to consider waste
- Meet client climate-related requirements through policy and process improvements



**Learn More**  
[Environment on Calian.com](https://www.calian.com/Environment)

## Feature Article



### Tackling Food Insecurity, One Grain at a Time

“Working with growers on improving their grain storage management has been very rewarding. Having the ability to closely monitor your stored grain at your fingertips and receive alerts at the first indication of heat rise allows you to make smart decisions to mitigate any spoilage. Better grain quality to market equals better food quality.”

Kyle Boxall, BinSense Dealer, Silver Star Ag Ltd.



**Learn More**  
[Read the full article](#)

# Social

Calian recognizes our 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, we believe we can create a more resilient, sustainable world.

## UN SDG Alignment



Social Priorities	Why Calian CARES
<b>Our People</b>	We believe it is important to cultivate a superior employee experience, characterized by inclusivity and a sense of belonging. We want to empower employees to contribute to their full potential by arming them with the tools they need to flourish as they meet the demands of our clients and communities.
<b>Diversity, Equity, Inclusion and Belonging</b>	We recognize that DEIB is an ethical imperative and its critical role in retaining and attracting talent, fostering innovation and extending employment opportunities to under-represented populations. We want to provide a nurturing environment where employees can authentically express themselves in a culture that values and celebrates diversity.
<b>Indigenous Engagement</b>	We place great importance on establishing relationships grounded in principles of rights, respect, cooperation and partnership in alignment with Canada’s Truth and Reconciliation Commission (TRC) calls to action. Having engagements with over 35 Indigenous communities and businesses through our service delivery and supplier arrangements, we are committed to meaningful, mutually beneficial engagements.
<b>Innovation (Advancing STEM)</b>	We engineer innovative, creative solutions to address complex challenges that affect us all. To protect the planet, people and our business, it is important to continually innovate new solutions and products. We recognize the scarcity of skilled STEM (science, technology, engineering, math) resources, and are committed to supporting the next generation of students and innovators.
<b>Community Resilience</b>	We recognize climate change is continually increasing the severity and frequency of threats to communities, impacting public safety and, ultimately, community resilience. We are focused on eliminating barriers to resilience by overcoming obstacles such as scarcity of skilled resources, access to technology, reliability of communication infrastructure and the availability of healthcare.



## Our People

### Focus

- Creating baseline metrics and establishing KPIs to measure program performance
- Employee health & safety
- Investing in leadership development and enhancing employee experience
- Employee programs

### 2023 Performance

- 50% female representation on board of directors
- 45% total female representation (3rd year of participation in The Prosperity Project)
- Leadership positions include 63% men and 37% women
- 23% of workforce is under 30 years old
- Hired Health, Safety and Wellness manager

- Launched revitalized health, safety and wellness program
- Launched new Leadership Development Program (LDP) with 29 Calian leaders participating in a six-month, 100+ hour per employee curriculum designed to establish a consistent skillset
- Launched retirement savings program with Calian 3% match to employee contributions
- \$12,000 in scholarships for children of employees pursuing post-secondary education

### 2024 Priorities

- Measurable impact on DEIB initiatives (employee satisfaction, retention, performance)
- Drive consistency in employee compensation practices with a unified pay philosophy and job leveling
- Growth of ERGs to expand platforms for employees to foster communities of belonging

### Feature Article

## Empowering our People

“Being part of the inaugural leadership development program cohort has been a fantastic growth and learning experience. The program has provided me with invaluable insights and knowledge to hone my leadership skills, while fostering an environment of collaboration across the organization. The investment in this program is a testament to Calian’s commitment to nurturing and empowering its most valuable asset—its people.”

Jazmin Flores, Health Market Segment Leader



[Learn More](#)  
Read the full article.

## Diversity, Equity, Inclusion and Belonging

### Feature Article



## Employee Resource Groups: Fostering Inclusion and Change

“Employee Resource Groups are a safe space for essential discussions to amplify employee voices. Being involved has provided me the opportunity to participate in group dialogue that positively contributes to a culture of collaboration and inclusiveness.”

Stefania Momtcheva, ESG Program Manager,  
Co-Chair Young Professionals and Supporters ERG

[Learn More](#)  
Read the full article.

### Focus

- Gender equality and DEIB themes in succession planning/recruitment initiatives
- Invest in HR systems to enhance reporting capabilities

### 2023 Performance

- Launched six employee resource groups (ERGs) with over 10% of eligible employees as members
- DEIB included as priority element in the company’s three-year strategic plan
- Ensured gender-balanced cohort through 50% female representation LDP
- Reviewed recruiting process for senior leadership roles to encourage more diverse applicant pool
- Continued multi-year roll-out of Calian human resources information system (HRIS)

### 2024 Priorities

- Continue investment in human resources information systems (HRIS) to enhance reporting capabilities and better measure progress of our DEIB initiatives
- Continue to focus on gender equality, and DEIB themes in succession planning and recruitment
- Increase DEIB training and educational courses for employees who want to continue expanding their knowledge past mandatory training
- Recruitment initiatives to seek candidates with more diverse backgrounds



## Indigenous Engagement

### Focus

- Improving data gathering to set baselines to drive improvement of Indigenous engagement
- Increasing Indigenous employees and suppliers
- Including reconciliation training in onboarding materials for Canadian employees
- Improve understanding of Indigenous priorities and perspectives
- Recognition for Indigenous engagement

### 2023 Performance

- Continued efforts on developing more comprehensive DEIB tracking and reporting processes, including Indigenous employment data
- Joined CCAB Supply Change
- Partnership with Indigenous-owned firm to execute Indigenous workforce development feasibility study
- Updated Indigenous reconciliation training in employee onboarding package to be launched in 2024

- Launched Indigenous engagement resource platform for employees
- Volunteers participated in National Day of Truth and Reconciliation
- VP, ESG joined Indigenous Works Board of Directors.
- Awarded Indigenous Works Employer of Choice certification with a positive score of 89% (or 161/180).

### 2024 Priorities

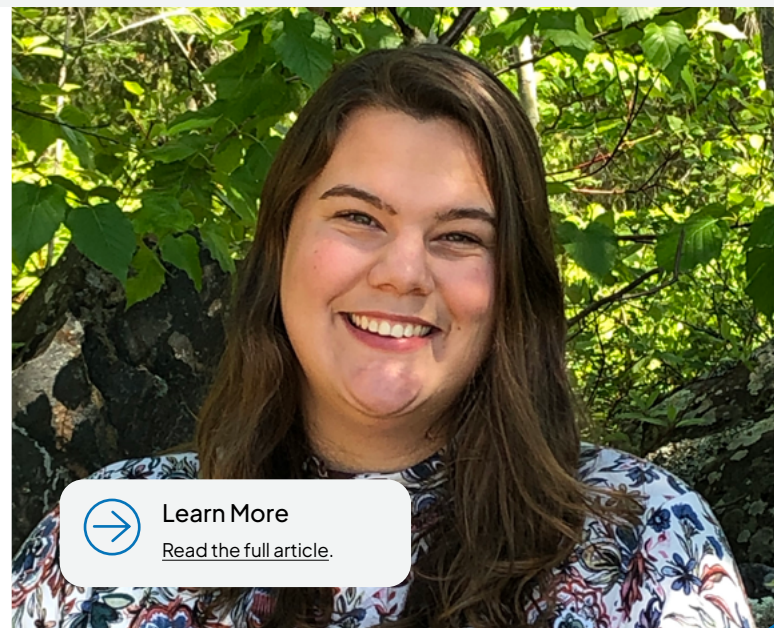
- Continued focus on improving data gathering to set baseline metrics and drive improvement
- Complete Indigenous workforce development feasibility study
- Establishment of joint ventures and partnerships with Indigenous suppliers
- Continued Indigenous engagement training led by Indigenous stakeholders where possible
- Successful submission for CCAB - Progressive Aboriginal Relations (PAR) program

## Feature Article

### Land-Based Knowledge in Emergency Management Practices

“Indigenous knowledge does not need to work alone. It can work in tandem with Western knowledge to help communities best equip themselves and respond to emergencies.”

Tia Wilson, Graduate student, University of Manitoba



[Learn More](#)  
Read the full article.

## Innovation (Advancing STEM)

### Feature Article



### Gearing Up To Face The Future By Investing In Cybersecurity Research

“Understanding the risks associated with data exhaust will ultimately help us develop new methods to protect against future cyber threats.”

Nur Zincir-Heywood, Distinguished Research Professor and Associate Dean of Research in the Faculty of Computer Science at Dalhousie University

[Learn More](#)  
Read the full article.

### 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
- Expanding our cybersecurity university research investments

### 2023 Performance

- Continuing to explore more robust student hiring programs through outreach to university and college programs
- Event participation at University of Saskatchewan, such as computer science research fest, technical advisement, and support to the Space Design Team (USST) on their CubeSat projects
- Provided funding and cyber expertise to Dalhousie University cyber research project resulting in two papers: “A Systematic Review of Data Exhaust in IoT Devices” and “Preliminary Results on Exploring Data Exhaust of Consumer Internet of Things Devices”

- Provided funding and emergency management expertise to University of Manitoba Indigenous led research project resulting in infographic: [Indigenous Knowledge in Emergency Management](#)
- Provided funding and health expertise to Lawson Research for a Veteran Pharmacogenetic DNA clinical research trial that is currently undergoing ethics review and is expected to start in 2024
- Supported Dalhousie University application to the Natural Sciences and Engineering Research Council of Canada (NSERC) to create a new cybersecurity program curriculum to develop 190 highly qualified workforce ready graduates

### 2024 Priorities

- Student hiring and co-op programs through collaboration with colleges and universities
- Ongoing support of STEM initiatives and events with universities and colleges
- Continued expansion of our cybersecurity university research collaborations



# Community Resilience

## 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

## 2023 Performance

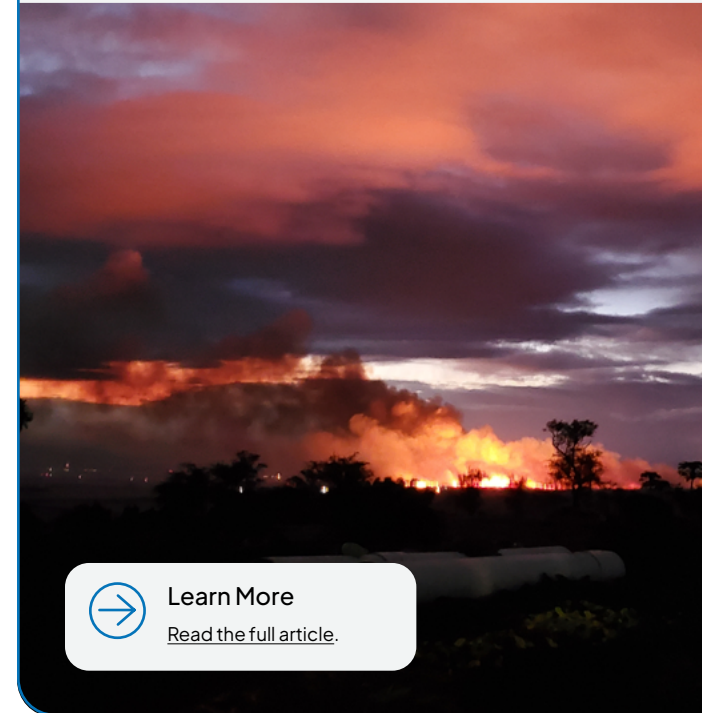
- Health and Learning commitment to support the Canadian Pandemic Hub in collaboration with University of Ottawa and McMaster University
- All four business units engaged in Indigenous workforce feasibility study and strategy
- Community investment model approved by board for roll-out in 2024, including formal review process aligned to ESG priority areas and target communities
- Over 4,254 military family members referred to a family physician through the Military Family Doctor Network (MFDN)

- Over 6,000 psychological assessments performed to ensure the suitability of public safety personnel to perform their duties in a safe and effective manner
- Delivered simulation exercises for the Canadian Armed Forces (CAF), preparing them to support civilian authorities in emergency management as part of a domestic disaster response
- Developed West Coast Evacuation Plan for five Vancouver Island communities
- Supported RCMP Roxham Road Immigration Centre by delivering 24/7 health services for asylum seekers
- Engaged with Canadian Space Agency Health Beyond initiative looking at shaping the future of remote care

## 2024 Priorities

- Community investment strategy roll-out
- Projects that support community resilience, particularly for underserved populations
- Continue leveraging our expertise and products to improve access to remote healthcare

## Feature Article



### Calian Restores Vital Communications Links Following Wildfires on Maui

“Our priority is assisting the groups doing vital work to assist our community during this difficult time. It is inspiring to see the community come together in the wake of such an event, and HPT is dedicated to supporting these efforts wherever we can.”

Leeana Smith-Ryland, CEO of HPT

[Learn More](#)  
Read the full article.

## Feature Article

### Expert-Backed Psychological Assessments to Support Recruitment of Resilient Workforce

“Building resilient communities starts with prioritizing individuals’ mental health, well-being and safety—on both sides of the badge. In developing and expanding the assessments and working with our customers to adapt to evolving needs, Calian is having a big impact on communities across the country.”

Dr. Christine Courbasson, Chief Psychologist at Calian for Eastern Canada



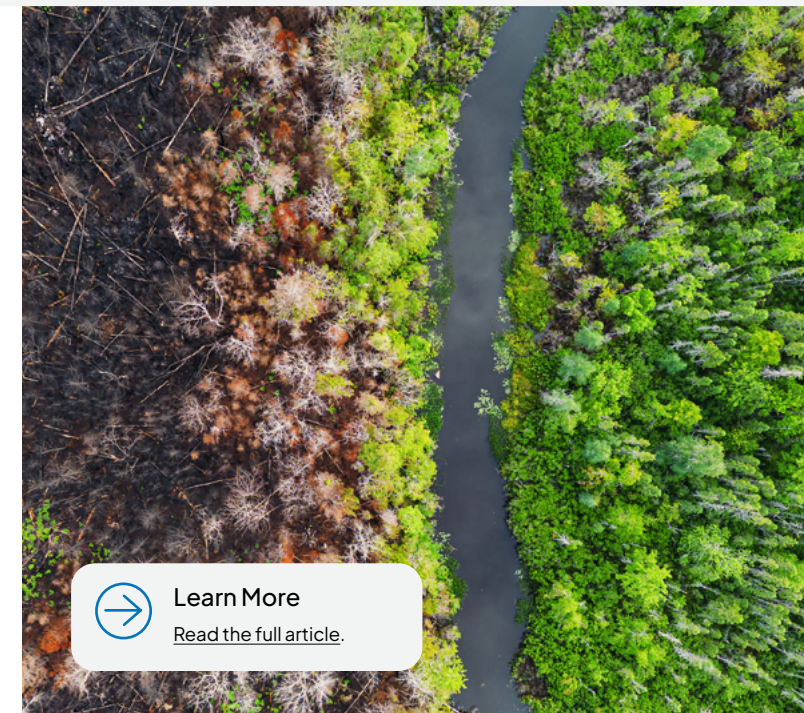
[Learn More](#)  
Read the full article.

## Feature Article

### Mapping the Future

“Calian worked closely with the Town of Smithers to conduct a risk assessment and to ensure that their response plan was tailored to meet the unique needs of their community. First responders, community organizations, Town staff, and local residents have a plan in place to effectively prepare for and respond to extreme heat events. The Town of Smithers now has a means of ensuring that everyone is aware, and that public safety during an extreme heat event is optimized.”

Sandy Lavigne, Senior Manager, Calian Emergency Management



[Learn More](#)  
Read the full article.



# Governance

For 41 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.

Focus	Performance
Governance structure	The board governance and risk committee continues to oversee the ESG strategy and enterprise risk management framework. Updates are provided on a quarterly basis on specific ESG topics as required and a comprehensive ESG strategy review is conducted annually.
	In 2023, the senior director of ESG was promoted to a vice president position and a senior manager, industrial development was added to the team to focus on social and economic development requirements, including small business supply chain and Indigenous engagement.
Reporting standards	Calian is committed to ethical business practices and transparent reporting. We continue to develop processes to align to the ISSB disclosure requirements formally released in June 2023.
	With the TCFD being a key element of the ISSB disclosures, Calian engaged an independent third party to conduct a TCFD gap analysis and peer benchmarking analysis to align with investor and stakeholder expectations. Using this analysis, we published our first TCFD report (available here) and submitted to the Net-Zero Challenge to meet the first milestone requirement.
	The climate scenario analysis is scheduled for 2024. The results will support the development of a comprehensive emissions reduction road map which will help Calian address metrics requirements in TCFD and future ISSB disclosures, as well as meet the second milestone requirement of the Net-Zero Challenge.

Focus	Performance
Enterprise risk management (ERM)	To support our enterprise risk management registry, we completed a review of the World Economic Forum Global Risk report and assessed the impact of the environmental and social risks applicable to Calian over the next three years. Our TCFD report provides a comprehensive list of the climate related risks and opportunities.
	In 2024, we will continue to work with the internal governance, risk and compliance (GRC) committee and leadership team to highlight ESG risks and opportunities and develop mitigation plans.
Client requirements	For the first time, client ESG requirements were assessed and prioritized as an integral element of our new three-year strategic plan. We continue to see an increase in client ESG requirements with focus on more comprehensive environmental tracking and reporting, DEI policies and practices and ethical supply chain. To address these requirements, we continue to assess our policies, certifications and processes to ensure we continue to meet our client needs and support our growth strategy.
Policies, certifications and processes	<p>Policies:</p> <p>In response to stakeholder requests, Calian posted eleven updated and newly developed policies on our investor relations webpage:</p> <ul style="list-style-type: none"> <li>• Calian UK Modern Slavery Statement Fiscal Year 2022</li> <li>• Corporate Sustainability Policy</li> <li>• Diversity, Equity, and Inclusion Policy</li> <li>• Employee Resource Groups Policy</li> <li>• Environmental Policy</li> <li>• Guide To Ethical Business Practices</li> <li>• Indigenous Engagement Policy</li> <li>• Occupational Health and Safety Policy</li> <li>• Related Party Transactions Policy</li> <li>• Social Procurement Policy</li> <li>• Workplace Discrimination, Harassment, Bullying and Violence Policy</li> </ul>

## 2024 Priorities

- Refine ESG plans to address climate-related risks and opportunities.
- Roll-out of Vendor Code of Conduct.
- Roll-out of corporate Modern Slavery Policy in response to Canadian regulation.
- Complete climate scenario analysis as input to TCFD report and annual CDP submission.



**Learn More**

[Calian Investor Relations/Governance TCFD Report](#)



