

ESG REPORT 2024

One Calian.

# Igniting Impact.



# One Calian. Igniting Impact.

This year's ESG report theme, One Calian. Igniting Impact., aligns with our Annual Report theme One Calian. Igniting Growth.

Our goal is to build a purpose-driven organization rooted in strong values committed to profitable growth that benefits both our people and our planet. We realize the impact we have on the world through the mission-critical work that we deliver every day. As we grow, we are not only igniting growth—we are also sparking positive change across the communities, industries and environments we touch globally.

The cover image of this report symbolizes our commitment to cultivating a positive global impact as the company continues on its accelerated growth trajectory.

Kevin Ford, CEO, Calian Group Ltd.



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## About this Report

The Calian ESG report describes progress we have made related to our environmental, social and governance (ESG) strategy. In 2024, we continued to formalize our ESG strategy and deliver on the focus areas identified in our 2023 ESG report.

Calian ESG reporting reflects the International Financial Reporting Standards/International Sustainability Standards Board (IFRS/ISSB) standards announced on June 26, 2023, and the Canadian Sustainability Standards Board (CSSB) standards announced on March 13, 2024.

## 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 longstanding 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

#### HEALTH

- Health Services
- Pharmaceutical Solutions
- Digital Health

#### IT & CYBERSECURITY SOLUTIONS

- Cybersecurity
- Managed IT Services
- IT and Cloud Modernization

#### ADVANCED TECHNOLOGIES

- Space
- Terrestrial
- Defence

#### LEARNING

- Military Training and Simulation
- Custom Learning Solutions



# Message from the CEO


## Dear Shareholders,

It is with great pride that I share our 2024 ESG report. Our commitment to ESG principles is not merely a corporate mandate; it reflects our core values of sustainability, community and resilience. I am pleased with the progress made on our strategy and particularly the work done this year to establish our net-zero roadmap, prioritize the most material climate-related risks and opportunities and develop action plans to hit our emissions reduction targets. Ultimately, our goal is to create value for our shareholders in a sustainable way.

Meeting with Calian stakeholders from around the globe, I continually hear incredible stories of Calian's social impact. How Calian is keeping the world safe, was never more evident than in my visit to Latvia where the Learning team is delivering NATO training exercises. When client facilities were inoperable due to Hurricane Beryl, our US ITCS team in Texas opened the doors to our solution centre and when the world faced the CrowdStrike outage our team had clients back online before official advisories were received. Following major earthquakes in Taiwan, the AT team

provided vital connectivity support from our newly completed Guam teleport. The impact of our Health team is almost indescribable—continuing to deliver exemplary care and innovative digital solutions to the Canadian Armed Forces and many communities across Canada as far reaching as Nunavut and the Yukon. At a corporate level, while we support many diverse groups, I am particularly proud of our engagement with Indigenous communities including a new partnership with the University of Waterloo to deliver STEM camps in First Nation locations across Ontario.

Our ESG journey is a continuous one, and we remain committed to embedding best practices in our business. The strides we have made are a testament to our dedication to creating a sustainable future. I invite you to read our 2024 ESG report to learn how the Calian team continues to ignite impact for our stakeholders around the globe.



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

**“ Our commitment to ESG principles is not merely a corporate mandate; it reflects our core values of sustainability, community and resilience. ”**



# Message from the VP ESG

## Dear Shareholders,

As we reflect on the past year, I am proud to share Calian's continued dedication to ESG excellence. Our 2024 journey has been marked by significant milestones that underscore our commitment to creating a sustainable and responsible future.

Our environmental initiatives have taken a leap forward, as we completed climate scenario analysis and developed our net-zero roadmap to align to the bronze level Net-Zero Challenge certification level.

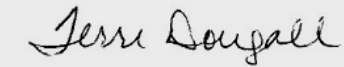
Calian CARES™, our ESG vision statement, continues to guide our efforts in social responsibility, ensuring that our actions create tangible benefits for our communities. We have deepened our engagement with Indigenous communities and businesses and were proud to receive the Canadian Council for Indigenous Business (CCIB) Partnership Accreditation in Indigenous Relations (PAIR) Committed level certification. We furthered our commitment to driving innovation that has real impact in the world, notably as the lead industry partner on a successful NSERC CREATE application by Dalhousie University to

develop a new cybersecurity curriculum supporting almost 200 graduates. Our employee resource groups have grown, fostering a culture of collaboration and we launched a new corporate giving platform to support employee causes and volunteerism.

In terms of governance, we published our Modern Slavery and Anti-Trafficking Statement and introduced a new Supplier Code of Conduct. Our Calian GNSS team was pleased to achieve ISO14001 certification joining our SatService team in Germany.

Looking ahead, we are excited to continue this journey, driving innovation and excellence in everything we do. We are committed to not just meeting, but exceeding ESG standards, ensuring that we deliver value to our shareholders, broader stakeholders and the communities we serve.

Thank you for your continued trust and support.



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

**“ We are committed to not just meeting, but exceeding ESG standards, ensuring that we deliver value to our shareholders, broader stakeholders and the communities we serve. ”**



# ESG Stats

44 countries with staff delivering to all 7 continents



50+ Indigenous community engagements since 2018



46.2% representation of women across global regular employee workforce



4367 military family members connected to family doctors through MFDN\* since 2016



\$1.5M in ESG and community investment



16% interim emission reduction target by 2030 on path to net-zero



550 members (non-unique) in 9 employee resource groups



1.5M patient visits in 2024



\* Military Family Doctors Network

# Awards, Memberships, Community Investment

## Awards

In 2024, we were pleased to be recognized across several of the industries we participate in:

- Calian named to CRN's Managed Service Provider 500 List
- Calian named to CRN's 2024 Tech Elite 250 List
- Canada's Best Employers: #92
- Cisco Powered Services specializations for Managed Internet Service, Managed Business Communications - Cloud Calling, Meraki Access, Meraki Security, Meraki SD-WAN
- CrowdStrike Canada Partner of the Year Award
- Canadian Defence Executive of the Year: Kevin Ford
- Houston Business Journal's list of the largest Houston-area cybersecurity companies
- Military Spousal Employment Network's (MSEN) Proud Partner e-badge
- WiDS Emerging Leaders: Karen Mann & Kim Vrieling

## Community Investment

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

### Environmental

Ecologi

### Diversity, Equity, Inclusion & Belonging

QuickStart Autism Charity

Women In Defence and Security (WiDS)

Elevate International

### Indigenous Engagement

University of Waterloo—Travelling STEM Camps

Wabano Spirit Gala

### Community Resilience

72nd Canadian Tulip Festival—Honouring Veterans of the Year

Christie Lake Kids Camp

Dare to be Vulnerable

Local Food Banks

Ottawa Hospital Foundation

Red Cross

Royal Ottawa Mental Health Centre

Saskatoon Cancer Centre

Take a Veteran to Dinner Association

Team Rubicon

United Way

### Innovation - Advancing STEM

Canadian Institute for Military and Veterans Health Research (CIMVHR)

Canadian Rover Challenge

Dalhousie University—Cyber research labs

Queen's University—Garnet Family Institute

University of Saskatchewan

Western University—Lawson Health Research Institute



## Memberships

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

### Environmental - Nuclear

Canadian Nuclear Association (CNA)

Canadian Nuclear Society

Canadian Nuclear Isotope Council

CANDU Owners Group

Organization of Canadian Nuclear Industries (OCNI)

### Indigenous Engagement

Canadian Council for Indigenous Business (CCIB)

Indigenous Works

### Industry Associations

Aerospace Industry Association of Canada

Association of Professional Engineers and Geoscientists of Saskatchewan

Atlantic Canada Aerospace & Defence Association (ACADA)

Canadian Association of Defence and Security Industries (CADSI)

Excellence Canada

Grain Elevator and Processing Society

Industrial Participation Association of Canada (IPAC)

Institute of Corporate Directors (ICD)

Ottawa Board of Trade

Petroleum Equipment Institute (PEI)

Saskatchewan Trade and Export Partnership (STEP)

Saskatoon Chamber of Commerce

Space Canada

World Teleport Association (WTA)

### Community Resilience - Health

CDISC (Clinical Data Interchange Standards Consortium)

Digital Health Canada

# ESG Strategic Framework









## Our company mission is our core purpose:

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:

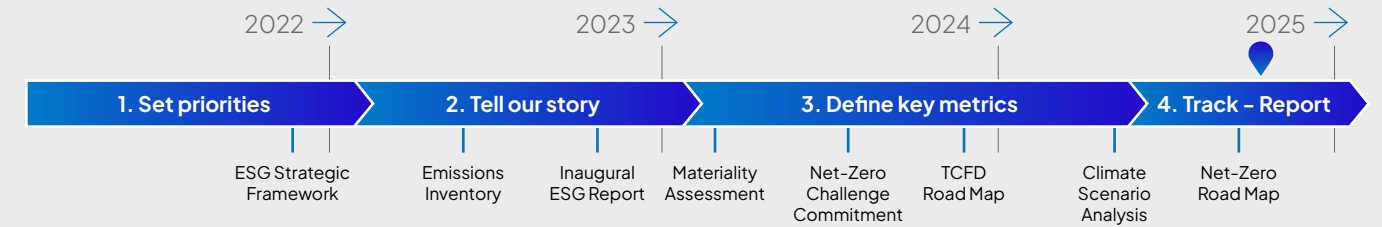
Calian **CARES**: Collaboration to **A**dvance **R**esilience **E**xcellence and **S**ustainability.

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](#)  
About our ESG efforts on [calian.com](https://calian.com)

# Our Journey



## Maturity Indicators

	Maturity Indicators and 2024 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>Climate Scenario Analysis completed</li> <li>Emission reduction target set: 16% by 2030</li> </ul>		
S	<b>Consolidated employee demographic data</b>	●	●
	<b>Social Impact targets (community investment, hiring, suppliers)</b>	●	●
	<ul style="list-style-type: none"> <li>Indigenous workforce feasibility study completed</li> </ul>		
G	<b>Established employee ESG engagement programs</b>	●	●
	<ul style="list-style-type: none"> <li>Three new ERGs established in 2024</li> <li>Environmental ERG established: Sustain Calian</li> </ul>		
	<b>Board oversight</b>	●	●
	<b>Processes and policies include ESG</b>	●	●
	<ul style="list-style-type: none"> <li>Supplier Code of Conduct &amp; Modern Slavery &amp; Anti-trafficking Policy</li> <li>Modern Slavery Statement and Report submitted to Public Safety Canada</li> <li>Calian supplier registration database launched</li> </ul>		
	<b>ESG disclosure excellence aligned to international standards</b>	●	●
	<ul style="list-style-type: none"> <li>TCFD report updates: enhanced climate-related risk and metrics/targets</li> </ul>		

# 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



## Why Calian CARES

### Environmental Priorities

#### Climate Change

Calian recognizes our responsibility to reduce and mitigate our carbon emissions, while providing innovative solutions to help clients address the impacts of natural disasters and extreme weather.

#### 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.

## Climate Scenario Analysis and Target Setting

### Approach

In 2024, Calian conducted a climate scenario analysis and developed a framework to assess physical and transition risks and opportunities for the organization in alignment with Canada's Net Zero Challenge requirements. As recommended by the Task Force on Climate-related Financial Disclosures (TCFD) we assessed organizational performance under different, plausible future states and assessed the potential financial impacts on our business, value chain, and operations.

Through comprehensive scenario analysis, we are actively preparing to mitigate risks and seize opportunities in a low-carbon economy. Our focus on reducing emissions by 16% by 2030 underlines our dedication to a sustainable future.

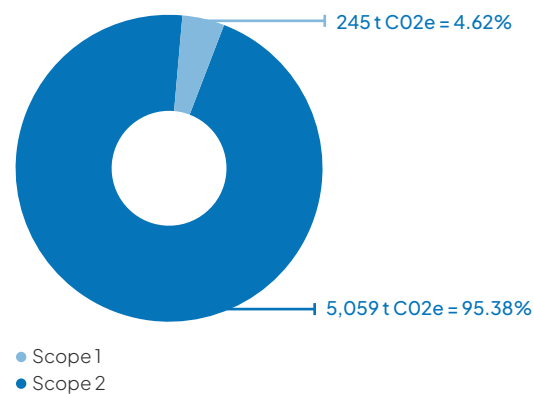
We explored three distinct climate scenarios:

- **High energy transition:** Global temperature increase is limited to below two degrees Celsius above pre-industrial levels by 2100, and net-zero commitments are achieved by 2050.
- **Moderate energy transition:** Canada achieves net-zero by 2060, but global efforts are insufficient to limit temperature increase to below two degrees Celsius, and the national transition to a low-carbon economy is delayed.
- **Low energy transition:** No global constraints on greenhouse gas reduction targets, with continued reliance on non-renewable energy sources. Net-zero target is not achieved by 2050.



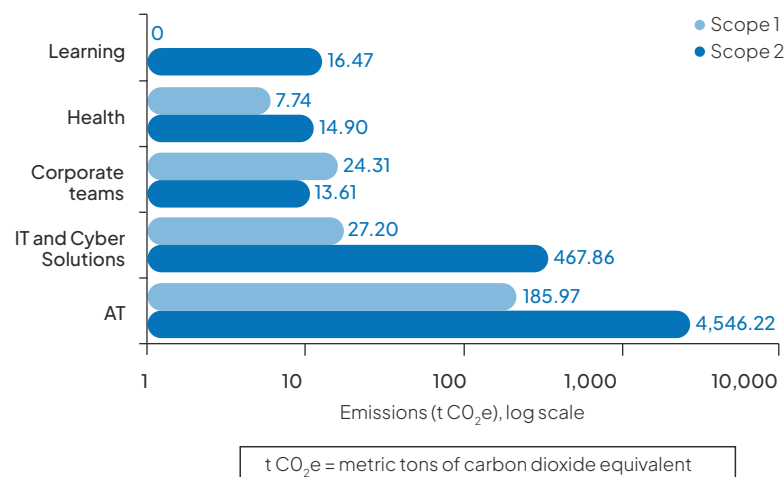
## Emissions Inventory Data Analysis

2024 GHG emissions by scope



\* Scope 3 carbon footprint disclosed separately

2024 GHG emissions by operating segment (t CO<sub>2</sub>e)



**Scope 1:** Stationary combustion is mainly from natural gas use and makes up the entirety of Scope 1 emissions, with Scope 1 representing 4.62 per cent of Calian total direct emissions.

**Scope 2:** Purchased electricity makes up the entirety of emissions, with Scope 2 representing 95.38 per cent of Calian total emissions for Scope 1 and 2. Most of the electricity consumption occurs at the Saskatchewan facilities, where most of the manufacturing occurs.

**Scope 3:** Advanced Technologies (AT) represents 89.21 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 of total Calian square footage being attributed to AT.

### Results

All business units identified top transition risks and opportunities. Physical risks were assessed based on climate trends relevant to those geographies. Calian's 2024 TCFD report will update the most material risks to the corporation.

Three climate-related focus areas emerged as priorities across all four operating segments and value chain:

- **Upstream:** Screening our supply chain to assess vulnerability to climate related risks and to assess carbon footprint of key products and services.
- **Operations:** Refining our operating model and processes to support the operating segments in identifying the resources required to address risk and develop decarbonization programs.
- **Downstream:** Mapping customer ESG requirements and market trends to prioritize investment that aligns with Calian's growth strategy.

### Looking forward

Calian is developing action plans to address the most material climate-related risks and opportunities including specific absolute emissions reduction targets aligned to the Net Zero Challenge Bronze tier criteria:

#### For Scope 1 and 2:

- 16% emissions reduction by 2030
- 58% emissions reduction by 2040
- Net-zero by 2050

#### For Scope 3:

- Emissions reduction targets are consistent with Scope 1 and 2 focusing on Purchased Goods and Services as the largest value chain category at over 93% of our Scope 3 emissions.

## Impact Story

### From Crisis to Clarity—Transforming Hurricane Lessons into Action for Prince Edward Island

“Hurricane Fiona was the most severe weather event to ever hit PEI, and the After-Action Review conducted by Calian provided us with actionable plans to help make our province more resilient and better prepared for years to come.” —Nick Policelli, Director, PEI Emergency Measures Organization

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Read the full article

## Impact Story

### Ensuring Trust, Transparency and Environmental Protection in Nuclear Energy Development

“At Calian, we use a thorough and scientific process to positively advance nuclear projects. Ultimately what we’re trying to do is provide clean, safe, reliable energy to the world—and this is one way we support that.” —Hani Al Anid, Vice President, Calian Nuclear

[Learn More](#)  
Read the full article

## Climate Change

### 2024 Focus

- 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.
- Second TCFD Report completed with enhanced sections on risk management and targets and metrics.
- Established operating segment ESG committee to support focused efforts on most material climate risks and opportunities and achieve our 16% reduction target by 2030 on our path to net-zero by 2050.

### 2024 Performance

- Climate-Scenario Analysis completed for both transition and physical risks.
- Net-Zero Roadmap developed aligned to NZC Bronze Tier Criteria.
- Net-Zero Challenge milestone two report submitted.
- Carbon Disclosure Project (CDP) second annual submission.

### 2025 Priorities

- Integrate updated climate-related risks and opportunities in corporate enterprise risk management (ERM) tracking process.
- Develop strategies to reduce emissions with the focus on Scope 3 Purchased Goods and Services as the most material category in our value chain.
- Set actionable steps with clear timelines and responsibilities in decarbonization roadmap.
- Track progress against interim targets for Scope 1, 2 and relevant Scope 3 emissions.

## Environmental Protection

### 2024 Focus

- Expand Bin-Sense® to secure new variations of crops.
- Collaborate with property managers to consider waste.
- Meet customer climate-related requirements through policy and process improvements.

### 2024 Performance

- Working with three Canadian provinces on small modular reactor studies.
- Broadened Bin-Sense® to safeguard additional crop types with over 262 million bushels of grain, such as wheat, barley and lentils in 44,800 bins being monitored using Bin-Sense.
- Catalogued facilities energy systems and efficiency programs to better understand energy use as we look at future Scope 1 and 2 decarbonization plans.
- Calian GNSS in Ottawa and SatService in Germany successfully achieved ISO 14001 Environmental Management Systems certification.
- Positive impacts from Calian GNSS waste reduction and recycling initiatives:

- 57.9% decrease in waste sent to landfills (January to August reduced monthly waste by 840 kg, reducing carbon footprint by 365.4 CO<sub>2</sub>e per month).
- 59% increase in recycling rate (January to August increased by 23%).
- Established Sustain Calian, a new employee resource group focused on environmental protection to drive positive change and foster a culture of environmental and social responsibility.

### 2025 Priorities

- Continue to identify and integrate additional crop types to be monitored by Bin-Sense.
- Develop and implement new waste reduction and recycling initiatives.
- Expand and optimize energy efficiency programs across all Calian sites, leveraging the catalogued data to target high-impact areas.
- Ensure ongoing compliance with ISO 14001 standard and develop plans to expand to other facilities.
- Continue to refine and enhance climate-related policies and processes to meet evolving client and regulation requirements.

# 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



## Impact Story

### Calian Spark Empowers Employees to Drive Meaningful Change Through Innovation

“With Calian Spark, employees can confidently express their ideas for improvement, regardless of their role, knowing they have a platform to share and the resources to help bring those ideas to reality.” —Lisa Aimable, Director, Enterprise Business Enablement



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

Social Priorities	Why Calian CARES
<b>Our People</b>	We cultivate a superior employee experience, characterized by inclusivity and a sense of belonging. We empower employees with the tools and resources to reach their full potential while meeting the needs of our clients and communities.
<b>Diversity, Equity, Inclusion and Belonging</b>	Promoting DEIB is central to retaining and attracting top talent, fostering innovation and offering opportunities to under-represented populations. Calian strives to create an environment where employees feel valued, respected and able to contribute authentically.
<b>Indigenous Engagement</b>	We prioritize meaningful relationships with Indigenous communities emphasizing respect, cooperation and partnership, aligned with Canada’s Truth and Reconciliation Commission (TRC) calls to action, Calian is committed to Indigenous employment, business development and community relations, having engaged with over 50 Indigenous communities and businesses through various service delivery and supplier arrangements.
<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 the increasing threat that climate change poses to communities, particularly public safety and, ultimately, community resilience. Calian is 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

### 2024 Focus

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

### 2024 Performance

- Developed foundational elements of compensation philosophy allowing internal equity review based on job levels.
- Implemented employee retirement savings planning, investing in our employees’ futures.
- Established 3 new ERGs: Sustain Calian, Safe & Stigma Free - Mental Health Allies, Excel-erators.
- Over 550 (non-unique) members across 9 ERGs
- 52 mentees and 24 mentors participated in second annual speed mentoring event.
- \$13,000 in scholarships for children of employees pursuing post-secondary education

- Executed annual employee engagement survey, boasting a response rate of 75% company wide, a 2% decrease in active disengagement and celebrating a 20% increase in our engagement ratio.
- Launched Calian CARES, a community giving platform, to support employee giving and volunteering in their communities.

### 2025 Priorities

- Develop and execute action plans based on 2024 employee engagement survey outcomes focused on performance management and recognition.
- Offer enhanced employee learning and development opportunities to support the growth and retention of employees.
- Enhance manager skills and capabilities (performance management, communications, feedback) to improve employee experience and increase performance.
- Continue to expand ERG participation and resources.



## Impact Story

### Women in Tech—Fostering Diversity to Shape Tomorrow’s Innovations

“At Calian, women in STEM have the chance to drive meaningful, positive change in society, while working in a supportive environment where they are respected, heard, and surrounded by a team that embraces diversity.” —Valérie Travain-Milone, President, Advanced Technologies



Learn More  
Read the full article

## Impact Story

### Inspiring the Next Generation—Investing in STEM Education for Indigenous Youth

“STEM professions have the power to shape entire societies. When making decisions that impact the future, it’s essential all voices are represented. By inspiring Indigenous youth, we can foster a generation of Indigenous engineers, helping to bring diverse perspectives to the table and create a more inclusive future.” —Sophie Nasato, Senior Manager, Engineering Outreach, University of Waterloo



Learn More  
Read the full article

## DEIB

### 2024 Focus

- 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.

### 2024 Performance

- Partnered with local schools and government bodies to understand barriers for employees newly immigrated to Canada.
- Onboarded gender-balanced and multicultural cohort of 30 leaders for 2nd annual Leadership Development Program with 43% women.
- Embedded diversity training into employee onboarding, making DEIB training mandatory globally.

- Enjoyed a diverse age spectrum of employees spanning 5 distinct generational groups.
- Maintained gender balance across all employees of 46.2% women.

### 2025 Priorities

- Integration of acquired employees into Calian human capital management systems (HCM) to enhance reporting, capabilities and better measure progress of our DEIB initiatives.
- Continue to expand ERG participation and resources.
- Continued focus on gender equality and DEIB themes in succession planning and leadership development.
- Recruitment initiatives and/or partnerships to develop talent pipelines from diverse backgrounds.

Learn More  
[Calian Gives Women in STEM an Equal Seat at the Table](#)

## Indigenous Engagement

### 2024 Focus

- 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 CCIB – Partnership Accreditation in Indigenous Relations (PAIR) program.

### 2024 Performance

- Completed workforce development feasibility study which will inform a formal Calian Reconciliation Action Plan.
- New joint venture (JV) established with Indigenous Advancement Partnerships (IAP) to support Government of Canada contracts with first win for the JV valued at \$3.68M (Equipment Fielding Detachment Services (EFD)-Valcartier).
- Received CCIB Committed Level Partnership Accreditation in Indigenous Relations (PAIR) program certification.

- \$25K sponsorship for the University of Waterloo Indigenous Travelling STEM Camps at two Ontario Indigenous communities.
- \$25K Gold sponsor for Indigenous Works 25th Anniversary Inclusion Works '24 conference, with seven Calian employees attending and participating.

### 2025 Priorities

- Continued focus on improving data gathering to set baseline metrics and drive improvement.
- Initiate development of formal Calian Reconciliation Action Plan.
- Expand Indigenous business supply chain
- Form meaningful joint venture partnerships that generate new community opportunities.
- Submission for CCIB Bronze Certified Level Partnership Accreditation in Indigenous Relations (PAIR) certification.
- Resubmission of Indigenous Works Employer of Choice certification.
- Continue investment and participation in Indigenous training, organizations and communities.

## Impact Story

### Innovative Thinking Boosts Community Resilience in an Increasingly Volatile World

“When disaster strikes, there are two reasons why Calian is often called upon to help. First, we’re experts in this space. Second, we care, and we respond. As citizens of the world, we will be there when the world needs us.” —Leeanna Smith-Ryland, CEO, Calian Pacific Teleport



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Read the full article

## Community Resilience

### 2024 Focus

- 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.

### 2024 Performance

- Community investment framework rolled out to senior leadership team.
- Calian US ITCS team supported clients impacted Hurricane Beryl by providing access to our Texas-based solution centre getting them back online within 24 hours.
- When CrowdStrike outage impacted the world, ITCS had clients back online before official advisories were received.

- Following major earthquakes in Taiwan, the AT team provided vital connectivity support from Guam teleport.
- Health team has continued to support military family priorities through the Military Family Doctors Network supporting 4367 family members securing doctors.
- Announced partnership with Ottawa Senators Hockey Club which includes engagement with the Senators Community Foundation.

### 2025 Priorities

- Incorporate community investment projects in cadence being established through new business unit ESG executive committees.
- Deliver services, solutions and funding to support community resilience initiatives.
- Expand our relationship with the Senators Community Foundation to deepen community engagement.

## Impact Story

### Immersive Learning Delivers Safe, Sustainable Training Using Simulated Environments

“Our scenarios simulate high-pressure situations, providing organizations a valuable time-saving advantage by training individuals to thrive under stress. In such intense real-life environments, it’s easy to lose focus or feel overwhelmed. However, our approach ensures that participants are familiar with these pressures, so they can navigate the adrenaline without being thrown off balance.” —Matt Thomas, Director, Immersive Learning



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Read the full article

### From Data to Discovery—Ensuring Accuracy in Clinical Trial Outcomes

“Calian’s support in guiding Entos through the complex drug development process has been invaluable as we seek innovative new treatments and ultimately look to improve the lives of patients and their families.” —Catalina Vasquez, Clinical Development, Entos Pharmaceuticals



[Learn More](#)  
Read the full article

## Innovation

### 2024 Focus

- Integrating student hiring and co-op programs with talent management initiatives
- Ongoing support of STEM initiatives and events with universities and colleges
- Expanding our cybersecurity university research investments, collaborating with academic and university institutions.

### 2024 Performance

- Lead industry partner on successful Natural Sciences and Engineering Research Council (NSERC) application by Dalhousie University resulting in \$3.037 M in funding to the Cyber Research Labs to produce 197 new grads.
- Supporting partner on successful Social Sciences and Humanities Research Council (SSHRC) application with Queen’s University resulting in \$2.5M in funding to support military and first responders’ families through the new Garnet Families research collaboration.
- Research paper selected for presentation at 2024 IEEE 10th World Forum on Internet of Things (WF-IoT)

- Veteran pharmacogenetic testing project with Lawson Research initiated to improve mental health and pain management based on participation of over 100 Veterans.
- Letters of support provided to University of Alberta for a new centre for applied research in defence and dual-use technologies, and Algonquin College for their new science labs.

### 2025 Priorities

- Student hiring and co-op placement programs in collaboration with colleges and universities.
- Ongoing support of STEM initiatives and events with universities and colleges.
- Continued expansion of our cybersecurity university research collaborations.
- Develop new university-based research engagements for manufactured materials and enhanced product development.

# Governance



For 42 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.

## Impact Story

### Maximizing Corporate Resilience in an Ever-Changing Risk Landscape

“Disruptions to Calian affect both our operations and the customers who depend on us. By fine-tuning our emergency response strategies, the Board and senior leaders ensure we’re prepared to quickly address risks and mitigate financial impacts, ensuring continued service and business continuity.” —George Weber, Chair, Board of Directors, Calian

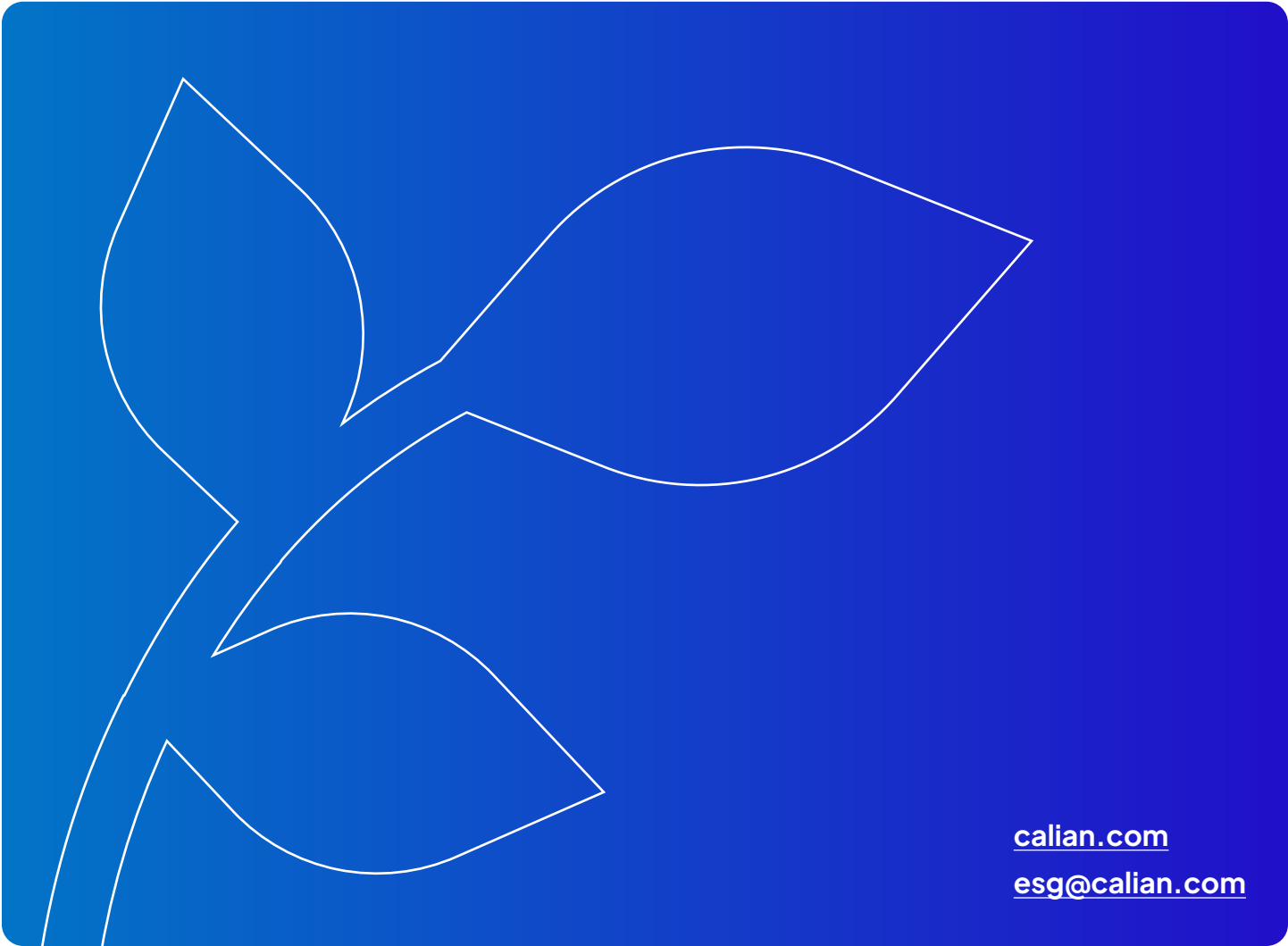


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### 2025 Priorities

- Set and monitor interim targets for emissions reduction on path to achieve 16% reduction by 2030.
- Strengthen enterprise risk management framework and update risk registry based on the results of the climate scenario analysis work completed in 2024.
- Enhance environmental tracking and reporting processes.
- Develop policies and seek certifications to meet stakeholder requirements.

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 2024, we established ESG executive committees for each of the operating segments to focus on the most material priorities and establish mechanisms to support achievement of our 16% emissions reduction target by 2030 and net-zero by 2050.
	The Calian Emergency Management team conducted a training exercise for our Board of Directors and senior leadership team, simulating a wildfire impacting our Saskatoon facility to ensure executive preparedness procedures were validated.
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.
	Calian’s legal and finance teams continued to monitor progress on the proposed Canadian Sustainability Disclosure Standards to ensure Calian is prepared to meet mandatory disclosure requirements expected in Canada in 2026.
	The climate scenario analysis conducted in 2024 and selection of the Net-Zero Challenge bronze tier target were used as key inputs to enhance the following TCFD reporting elements: Enterprise Risk Management, Metrics and Targets.
	We successfully delivered the Net-Zero Challenge Milestone 2 submission and Calian is now a bronze tier participant, demonstrating our commitment to interim targets to achieve net-zero by 2050.
	We successfully delivered the Climate Disclosure Project submission on October 2, 2024 showcasing our dedication to transparency.
Enterprise risk management (ERM)	As indicated, in 2024, we conducted climate scenario analysis to identify physical and transition risks and opportunities to identify the most material climate related financial impacts on our business. Our TCFD report provides a comprehensive list of the climate related risks and opportunities which we will incorporate in the enterprise risk management framework in 2025.
Client requirements	Client ESG requirements continue to be a key driving force behind our ESG priorities and planning with particular focus on Industrial and Technological Benefits and ethical supply chain development and management. 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. In 2024, Calian GNSS and Calian SatService received the ISO 14001:2015 Environmental Management Systems certification.
Policies, certifications and processes	In response to government requirements and stakeholder requests in 2024, Calian rolled out its Supplier Code of Conduct to ensure that all suppliers adhere to Calian’s ethical practices, standards of safe working conditions and fair treatment of all employees
	On January 1, 2024, Bill S-211 mandated publicly traded entities to report to the Public Safety Ministry the steps taken to prevent and reduce risk of modern slavery. In May 2024, Calian published its Modern Slavery and Anti-Trafficking Statement and submitted its first annual statement to the Public Safety Ministry.
	In 2024, Calian rolled out its Supplier Questionnaire to support the development of a global supplier database and seek adherence to Calian’s Supplier Code of Conduct, Modern Slavery and Anti-Trafficking Policy and ethical manufacturing processes and policies.



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