

Mission Forward:

Deepening Impact with Purpose



Mission Forward: Deepening Impact with Purpose

This year's ESG Report theme, *Mission Forward: Deepening Impact with Purpose*, aligns with our Annual Report theme *Mission Forward: Deepening Impact Where it Matters Most*.

As we look ahead, our commitment to purpose-driven growth remains unwavering, but how we achieve it is evolving. In 2025, we realigned our priorities and strategy to deepen our impact where it matters most. By strengthening ESG principles in our mission-critical work, we are refining the interconnection between our business objectives and social responsibilities. This shift enables us to drive meaningful progress for our people, our communities and our planet—ensuring that every step forward is strategically sound and environmentally sustainable.

The cover image reinforces our commitment to sustainability and responsible governance. Composed of three concentric circles, it symbolizes the integrated pillars of our ESG strategy. The outermost circle represents our environmental stewardship. The middle circle reflects our dedication to social impact, collaboration and community engagement. At the centre, we highlight our governance focus—transparency, accountability and strategic leadership. Together, these layered visuals convey a holistic approach to ESG, demonstrating how we are aligning purpose with performance across every dimension of our organization.

Patrick Houston, 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 2025, we continued to evolve our ESG strategy and deliver on the focus areas identified in our 2024 ESG report.

Calian ESG reporting adheres to 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

For over 40 years, Calian (TSX:CGY) has delivered mission-critical solutions when failure is not an option. Trusted worldwide, we empower organizations in critical industries to overcome obstacles, manage risks and drive progress. By combining the expertise of our people, proven industry insight, cutting-edge technology, bold innovation and global reach, we deliver tailored solutions that solve complex challenges. Headquartered in Ottawa, Canada, with over 5,000 people around the world, Calian's solutions protect lives, strengthen security, foster global connectivity and drive economic progress, making a lasting impact where and when it matters most.

Serving Key Customers in Mission Critical Industries



DEFENCE



SPACE



**ESSENTIAL
INDUSTRIES
(HEALTH AND ENERGY)**



Message from the CEO

I am pleased to present Calian's 2025 ESG Report, themed *Mission Forward: Deepening Impact with Purpose*. This year represented an inflection point in our ESG journey—one defined by reflection, strategic realignment and renewed clarity of purpose. In 2025, we focused on laying the foundation for a more integrated and actionable ESG strategy, ensuring our approach aligns with our core values while supporting long-term, sustainable growth.

A key highlight of the year was the acquisition of Advanced Medical Solutions (AMS), a leading provider of remote and emergency healthcare services in northern Canada. This strategic action strengthens our ability to deliver integrated healthcare across underserved regions, enhances our partnerships with Indigenous communities, and expands our reach in industrial health services. The acquisition aligns directly with our goals of supporting equitable access to care, improving health outcomes and reinforcing our commitment to respectful service delivery.

Calian also remains deeply committed to supporting the military community by delivering critical health services, advancing training capabilities and providing meaningful employment opportunities for veterans. Through programs like the Military Family Doctor Network (MFDN), we continue to prioritize the well-being of military families, ensuring timely access to quality care and support services.

In parallel, we formalized a multi-year decarbonization roadmap and identified the most material climate-related risks and opportunities across our operations and supply chain. This work sets the stage for execution in 2026, when we will begin implementing a targeted emissions reduction roadmap across Scope 1, 2 and 3 and develop segment-specific action plans. To support customer requests for

transparency around product-related greenhouse gas (GHG) emissions, we plan to conduct lifecycle analyses (LCAs) on select products and enhance our emissions accounting practices to align with evolving climate disclosure standards, including Canadian Sustainability Disclosure Standards (CSDS) 2: Climate-Related Disclosures.

As we look ahead to 2026, we are prepared to activate the strategy we shaped this year. The clarity and structure built in 2025 ensures we are not only ready to meet our ESG targets, but to lead with purpose—translating ambition into measurable impact for our shareholders, customers and communities.

Thank you for your continued trust and support as we move our mission forward.

Patrick Houston
CEO, Calian Group Ltd.

Calian's ESG Stats



Awards, Memberships, Community Investment

Awards

In 2025, we were pleased to be recognized across several of the industries we participate in:

- TIME Magazine: Canada's Best Companies 2025
- Forbes: Canada's Best Employers for Company Culture 2025
- Houston Business Journal: Calian ITCS Division Named on "Best Places to Work"
- Report on Business Magazine: Calian on 2025 Women Lead Here list
- Best Ottawa Business (BOBs) Awards: 2025 Award Recipient
- Canadian Defence Review (CDR): 16th place (up from 21st in 2024) on list of Top Defence Companies for 2025
- Engage Preferred Services Partner (EPSP) within Fortinet's Engage Partner Program
- Investor Relations Impact Award: Best in Sector - Healthcare
- Investor Relations Impact Award: Best Investor Relations Officer (Small Cap)
- Investor Relations Impact Award: Best IR website
- CRN Next-Gen Solution Providers Leaders: Lisa Hisaw, Customer Success Lead and Taylor Vaughn, Sr. Manager, Engineering Operations

Memberships

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

Environmental

- Canadian Nuclear Association (CNA)
- Canadian Nuclear Society
- Canadian Nuclear Isotope Council
- Conexus Nuclear Inc
- Organization of Canadian Nuclear Industries (OCNI)

Indigenous Engagement

- Canadian Council for Indigenous Business (CCIB)
- Indigenous Works

Community Investment

Calian supports the following 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

Elevate International

Annual Camelot QuickStart Charity Women in Defence and Security (WIDS)

Indigenous Engagement

Senators Indigenous Culture Celebration Night

University of Waterloo—Travelling STEM Camps

Wabano Spirit Gala

Community Resilience

Boss Cheer Athletics

Canadian Armed Forces Appreciation Night

Christie Lake Kids Camp

Dare to be Vulnerable

Hockey Fights Cancer

Local Food Banks

Queensway Carleton Hospital

Regina Ringette U19 RIPT Club

Ronald McDonald House

Royal Ottawa Mental Health Centre

Saskatchewan Deaf & Hard of Hearing Services

Saskatoon Cancer Centre

Senators Community Foundation

Twin Cities Orthopedics Foundation

United Way

University of Ottawa Heart Institute

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—Hard Hat Ceremony

University of Saskatchewan—CJ Mackenzie Gala

University of Saskatchewan—Space Design Team

University of Toronto

University of Waterloo—Formula Electric Team

Western University—Lawson Health Research Institute

ESG Strategic Framework

→ Learn more

about our ESG efforts on calian.com

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 Advance Resilience Excellence and Sustainability.

Calian has aligned our ESG efforts to the following SDGs:

UN Sustainable Development Goals (SDGs)



GOAL 3 Good health and well-being

Ensure healthy lives and promote well-being for all at all ages



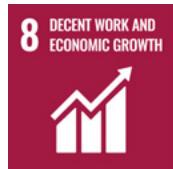
GOAL 4 Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



GOAL 5 Gender equality

Achieve gender equality and empower all women and girls



GOAL 8 Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



GOAL 9 Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



GOAL 11 Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable



GOAL 12 Responsible consumption and production

Ensure sustainable consumption and production patterns



GOAL 13 Climate action

Take urgent action to combat climate change and its impacts

Our Journey



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.



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.

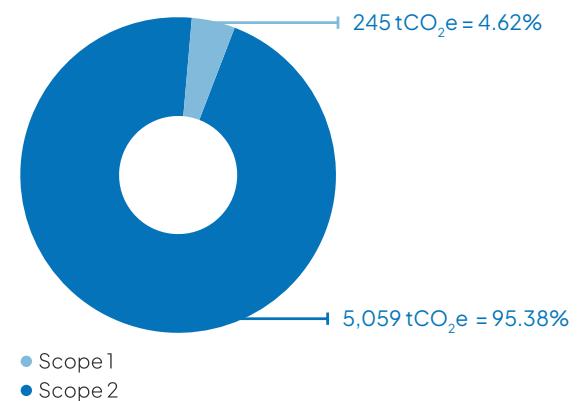


In 2025, Calian was organized into 4 business units: Learning, Health, IT and Cyber Solutions, and Advanced Technologies. Effective October 1, 2025, which is the start of Calian's fiscal year, the business will now be organized into two operating segments: Defence and Space, and Essential Industries. Data for 2025 is reported under the 2025 reporting structure.

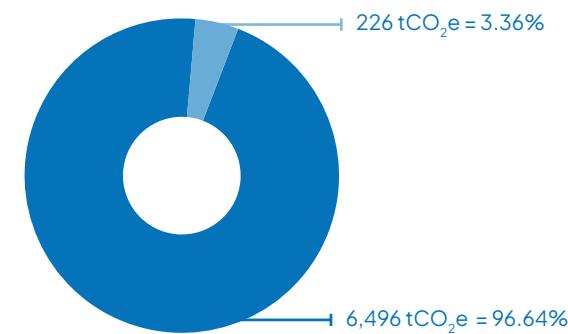
Emissions Inventory Data Analysis

The charts below catalogue Calian's 2024 and 2025 GHG emissions by scope. During this time, Calian has been establishing its framework to track emissions. In 2026, Calian is moving towards implementing GHG reduction measures.

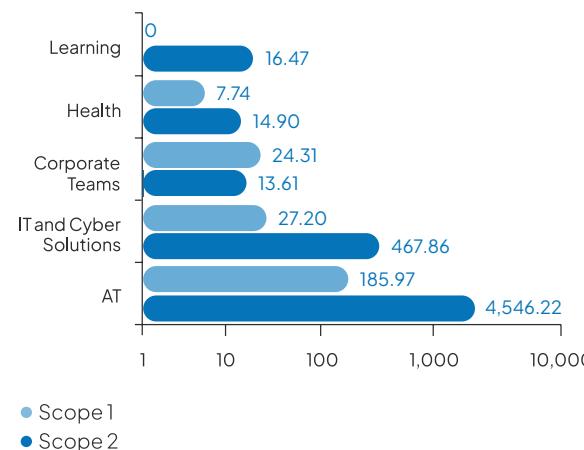
2024 GHG emissions by scope



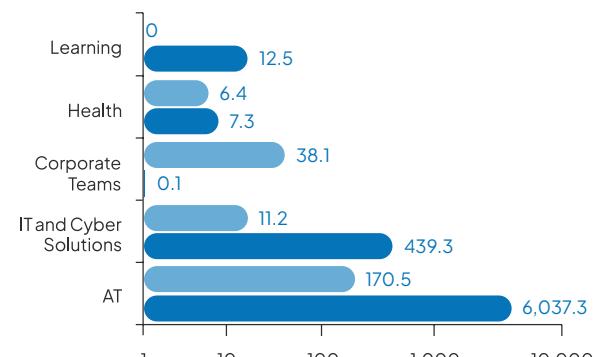
2025 GHG emissions by scope



2024 GHG emissions by operating segment (tCO₂e)



2025 GHG emissions by operating segment (tCO₂e)



Scope 1: Stationary combustion is mainly from natural gas use and makes up the entirety of Scope 1 emissions, with Scope 1 representing 3.36% per cent of Calian total direct emissions combined.

Scope 2: Purchased electricity makes up the entirety of emissions, with Scope 2 representing 96.64 per cent of Calian total emissions for Scope 1 and 2 combined. Most of the electricity consumption occurs at the Saskatchewan facilities, where most of the manufacturing occurs.

Operating segments: Advanced Technologies (AT) represents 92.33 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.

Climate Change

2025 Focus

- 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.
- Track progress against interim targets for Scope 1,2 and relevant Scope 3 emissions.

2025 Performance

- Partnered with a third-party consulting firm to advance Calian's decarbonization strategy, ensuring alignment with industry best practices and regulatory standards.
- Integrated material climate-related risks and opportunities into Calian's enterprise risk management (ERM) system to enhance visibility and governance across business segments.
- Developing a comprehensive emissions reduction roadmap with clear actions, timelines and accountability measures across operations.

- Submitted Calian's third annual Carbon Disclosure Project (CDP) report, reinforcing transparency and commitment to climate action through standardized disclosures.

2026 Priorities

- Submit Calian's first Annual Progress Report in alignment with Net Zero Challenge requirements.
- Model and define actionable roadmap to achieve Scope 1,2 and 3 GHG reduction targets.
- Formalize Inventory Management Plan (IMP).
- Assess the carbon intensity of select products to meet evolving customer and market expectations.
- Continue to evaluate climate-related disclosure standards to ensure regulatory alignment.
- Develop five-year emission reduction plans for each business segment to support Calian's 2030 target in line with Canada's Net Zero Challenge bronze tier criteria.

Environmental Protection

2025 Focus

- 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.

2025 Performance

- 423 million bushels of grain monitored across 48,150 bins using Bin-Sense.
- Calian GNSS waste reduction (Jan–Aug 2025 vs. 2024):
 - Landfill waste reduced by 35.5% (7,890 kg → 5,088 kg)
 - Recyclables increased by 56.0% (9,065 kg → 14,140 kg)

2026 Priorities

- Continue to expand the range of crop types monitored through Bin-Sense by identifying and incorporating new varieties.
- Prioritize reducing landfill contributions, increasing recycling rates, and lowering carbon emissions at Calian GNSS and other facilities.
- Advance waste reduction and recycling initiatives across other business segments.

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

Hackathon empowers all employees to learn, connect, and shape Calian's AI future



Serving as a judge and being a part of Calian's Hackathon was an incredible experience. The use cases presented were impressive and have real potential to drive Calian's business forward. Being part of such innovation is always exciting, and the creativity and enthusiasm from the participants were truly inspiring.

—Nandan Oza, Head of Americas Technology Partners, Microsoft

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Our People

2025 Focus

- 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 employee resource group (ERG) participation and resources.

2025 Performance

- Launched a global performance management program to strengthen professional development across the organization.
- Introduced a new learning and development portal featuring world-class curriculum, wellness seminars, and weekly workshops to help employees reach their full potential.
- Advanced our One Calian strategy by aligning policies, entitlements and total rewards including compensation, incentives, benefits and perks to unify the employee experience.
- Strengthened workplace safety through updated policies, procedures, manager training and expanded organizational health & safety communications.
- Celebrated the graduation of 20 leaders from Calian's Leadership Development Program

2026 Priorities

- Continue rolling out global programs to unify the employee experience and empower managers and teams.
- Deepen employee insights through new engagement pulse surveys and manager support tools to better support our people.
- Support new leaders participating in the Leadership Development Program.
- Expand manager training for unified programs including performance management, recognition and total rewards.

Impact Story

Employee-Led Communities Build Belonging, Connection, and a Thriving Culture



ERGs are about creating space for employees to lead and shine—celebrating their passions, voices, ideas and impact.

—Candace Labelle, Senior Director, HR Talent Programs, Calian

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DEIB

2025 Focus

- Integration of employees of acquisitions 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.
- Continue 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.

2025 Performance

- Launched Project Cohesion to unify Canadian HR data and systems across acquisitions, streamlining processes and enhancing the employee experience.
- Onboarded six acquisitions into Calian's centralized HCM via Project Cohesion, enhancing reporting, streamlining tools and unifying the employee experience.
- Achieved intentional gender equity in our Leadership Development Program, with 55% of the 20-person cohort identifying as female.
- Expanded our ERGs with two groups: Leadership & Beyond and Health & Wellness Collective.
- 18% of employees actively participate in ERGs, fostering inclusion and connection across the organization.

2026 Priorities

- Foster continued growth and connection across employee resource groups (ERGs) to strengthen inclusion and engagement.
- Advance integration and system consolidation efforts to enhance support for employees of acquisitions and unify the employee experience.
- Continue to prioritize gender equality and DEIB in succession planning and leadership development initiatives.
- Strengthen talent pipelines through targeted acquisition strategies and partnerships focused on diverse backgrounds.

Impact Story

Building Inclusive, Indigenous-Led Success in Defence and Beyond

[→ Read more](#)



There is strong support from communities, government, and forward-thinking companies like Calian. Over the next 5-10 years, Indigenous businesses across Canada will expand in both scale and capability, driving momentum in sectors such as defence and technology. The opportunities ahead are tremendous.

—Lucas Miller, President, Talent Transformation Group Inc.

Indigenous Engagement

2025 Focus

- Continued focus on improving data gathering to set baseline metrics and drive improvement.
- Expand Indigenous business supply chain.
- Form meaningful joint venture partnerships that generate new community opportunities.
- Annual submission for CCIB Committed 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.

2025 Performance

- Acquired Advanced Medical Solutions ("AMS"), a provider of remote and emergency healthcare services across the NWT, Yukon, Nunavut and parts of northern provinces, serving 15+ Indigenous communities through long-standing partnerships.
- Continued improving HR reporting systems to enhance visibility into Indigenous workforce inclusion by exploring effective execution of a self-identification campaign to better understand Indigenous representation within our workforce.
- Submitted Indigenous Works Employer of Choice two-year recertification questionnaire and received a positive score of 97% (or 174/180).
- Provided a second consecutive year of \$25,000 sponsorship to the University of Waterloo Indigenous Travelling STEM Camps, supporting two Ontario Indigenous communities, with six Calian employees volunteering.
- Marked the fourth consecutive year of volunteering for the September 30th National Day for Truth and Reconciliation at Parliament Hill
- Donated \$5,000 worth of personalized Christmas presents for 85 children to the Wabano Indigenous Centre for excellence in healthcare services.
- Sponsored Wabano's annual gala fundraising event with a \$5,000 contribution.

2026 Priorities

- Advance Indigenous workforce skills development and training initiatives by leveraging strategic partnerships with associations, academia and collaborations with Indigenous business partners like DWP and Indigenous Advancement Partnerships (IAP).
- Support continuing Indigenous youth education through sponsorship of STEM outreach programs and university partnerships.
- Submission for next phase of Committed Level CCIB Partnership Accreditation in Indigenous Relations (PAIR) program certification.

Impact Story

Community Resilience, Indigenous Partnership and Sovereignty in the North



Calian, in joining forces with AMS, has gained rich and deep experience in delivering culturally grounded, high-quality care that communities in Canada's North expect. We have strengthened and enhanced our collective capacity to grow and innovate for the future of Northern healthcare.

—Kara Livy, Senior Director, AMS

[Read more](#)



Community Resilience

2025 Focus

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

2025 Performance

- Acquired Advanced Medical Solutions ("AMS") to expand healthcare access and improve outcomes across Canada's North, including Indigenous and remote communities, while also contributing to local employment and healthcare capacity through AMS's workforce of over 300 frontline medical professionals.
- Conducted over 7,000 psychological assessments, helping organizations make informed hiring and return-to-work decisions.
- Licensed Calian's NEXI™ platform to a major retail pharmacy partner as part of a strategic collaboration to expand specialty pharmacy capabilities, streamline the administration of high-cost medications, and enhance patient care through secure, efficient digital health infrastructure.
- Calian's collaboration leveraged the partner's extensive pharmacy network to reduce barriers and bring specialty medications closer to home.

2026 Priorities

- Continue to integrate community-focused initiatives into the rhythm of business planning.
- Provide services, resources and funding to strengthen community resilience and capacity-building efforts.
- Continue to deepen engagement with the Senators Community Foundation to broaden our impact and foster meaningful community relationships.

Impact Story

Advancing STEM—Inspiring Future Innovators in Saskatoon and Maui



Many companies recognize Maui's importance in the space industry and want to give back. If we can excite even a handful of students about space and engineering, we're helping build the future teams that will drive this industry forward in Hawaii.

—Leeana Smith-Ryland, President, Calian US

[Read more](#)



Innovation (Advancing STEM)

2025 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.

2025 Performance

- Selected to deliver the element management system and operational data platform for the Telesat (TSX: TSAT) Lightspeed LEO network, supporting communications in remote regions.
- Completed installation of 14 antennas for Eutelsat (EPA: ETL) OneWeb at its Guam Teleport and initiated expansion of the Maui Teleport, enhancing critical infrastructure for continuous satellite communications.
- Launched Calian VENTURES, Canada's first defence innovation orchestrator, to help small and mid-sized enterprises (SMEs) test, validate and scale advanced technologies into sovereign operational capabilities for the Canadian Armed Forces and allied markets.
- Partnered with Dalhousie University on its multidisciplinary cybersecurity training program to train nearly 200 students over six years in cybersecurity for emerging technologies, bridging academia and industry to address Canada's cyber skills gap through mentorship and hands-on learning.
- Secured new contracts supporting small modular reactor (SMR) development, advancing scalable, low-carbon energy solutions for future power needs.

2026 Priorities

- Continue to strengthen industry-academia collaboration.
- Expand student hiring, co-op programs and mentorship initiatives to address national skills gaps in cybersecurity and STEM, aligning talent development with Calian's strategic growth areas.
- Continue integrating secure cloud and digital platforms to support long-term healthcare delivery.

Governance

For 43 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 2025, our ESG Executive Committees were temporarily paused to allow for a strategic realignment of our sustainability priorities. A new framework will be reinstated to help drive progress toward our 2030 emissions reduction target of 16% and our long-term goal of achieving net-zero by 2050.
Reporting standards	Calian is committed to ethical business practices and transparent reporting, and we continue to strengthen our processes while monitoring developments in the IFRS/ISSB and CSSB sustainability disclosure standards released in 2023 and 2024.
	For the third year in a row, we successfully delivered the Carbon Disclosure Project submission on September 9, 2025, showcasing our dedication to transparency.
Enterprise risk management (ERM)	Calian conducted climate scenario analyses 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 were incorporated 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 July 2025, Calian GNSS passed ISO 14001 environmental follow-up audit at the new facilities with zero non-conformities.
Policies, certifications and processes	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 2025, Calian published its second annual Modern Slavery and Anti-Trafficking Statement to the Public Safety Ministry.
	In 2025, Calian continued to implement 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.
	Calian's Supplier Questionnaire reinforces our commitment to ethical sourcing, adherence to the Supplier Code of Conduct, and alignment with global standards on Modern Slavery, Anti-Trafficking, and responsible manufacturing practices.



Confidence. Engineered.

calian.com

esg@calian.com

