

<b>TITLE:</b>	Diversity, Equity and Inclusion Policy
<b>POLICY OWNER:</b>	Chief Human Resources Officer
<b>ID / VERSION NUMBER:</b>	HR-0028/2
<b>EFFECTIVE DATE:</b>	February 10, 2023

**PURPOSE:**

The purpose of this Policy is to establish Calian’s commitment to fostering a diverse, equitable and inclusive workplace environment where everyone belongs and can achieve their full potential.

**SCOPE:**

This Policy applies to Calian Group Ltd. and its subsidiaries (collectively “**Calian**”), including all Calian employees, contractors, directors, officers, executives, management and any other parties conducting work on Calian’s behalf (collectively “**Calian Personnel**”). At Calian’s discretion, any vendors, suppliers, customers, consultants, partners or any other third parties conducting business with Calian may also be bound by this Policy as a condition of doing business with Calian.

**POLICY:**

1. This Policy is related to and should be read in conjunction with the following policies:
  - a) Workplace Discrimination, Harassment, Bullying and Violence Policy
  - b) Calian’s Guide to Ethical Business Practices
2. Calian is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion and recognizes that the collection of Calian Personnel is the most valuable asset that it has. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that Calian Personnel invest in their work represents a significant part of not only Calian’s culture, but also its reputation, creativity and innovation that ultimately results in organizational achievement.
3. Calian understands a diverse, equitable and inclusive workforce expands Calian’s base of knowledge, skills, and cross-cultural understanding, which in turn, enables Calian to better understand, relate and respond to the diverse and ever-changing needs of its customers throughout the world.
4. Calian and all Calian Personnel shall comply with all applicable laws pertaining to diversity, equity and inclusion and provide a safe, equitable and inclusive working environment that

respects the diversity and dignity of every individual, fosters trust, and allows all Calian Personnel the opportunity to realize their full potential.

### **Managing and Promoting Diversity, Equity and Inclusion**

5. Calian shall embrace and encourage the diverse personal characteristics of all Calian Personnel.
6. Calian is committed to being an equal opportunity employer in all aspects. Calian's practices and policies during all phases of employment, including, without limitation, recruitment and selection, compensation and benefits, professional development and training, promotions, transfers, layoffs and termination, shall be equitable and inclusive for all individuals from all backgrounds, with a view to preventing unconscious bias and without any discrimination related to personal characteristics, including, without limitation, colour, race, ethnicity, religion, nationality/citizenship, ancestry, age, marital status, sexual orientation, gender, gender identity and expression, disability, pregnancy, family status, record of offences and/or convictions for which a pardon has been granted, medical conditions, Aboriginal heritage, geography, covered veteran status, protected genetic information and political affiliation.
7. Calian shall make decisions related to Calian Personnel during all phases of employment based on merit using objective standards, regardless of any aforementioned personal characteristic unrelated to experience, expertise and performance of an individual.
8. Calian shall seek to ensure all Calian Personnel are compensated fairly based on the external market value for the role, capabilities, and performance and shall periodically review its workplace policies and practices to ensure Calian is creating a fair and transparent compensation environment for all and a living wage is paid to all Calian Personnel in accordance with all applicable laws and/or minimum standards.

### **Calian Personnel Responsibilities**

9. Fostering a safe, diverse, equitable and inclusive working environment is the shared responsibility of all Calian Personnel, regardless of position, role, or title within Calian. All Calian Personnel shall:
  - a) Communicate and treat others with dignity and respect.
  - b) Exhibit conduct that reflects inclusion during work, at work functions on or off the work site and at all other company-sponsored and participative events.
  - c) Welcome, embrace, and foster positive, informed, inclusive and accepting attitudes towards each other.
  - d) Be knowledgeable about the company's efforts toward the implementation of diversity, equity, inclusion and belonging programs.

- e) Participate in and cooperate with all Calian-provided training and/or educational activities related to diversity, equity, inclusion and belonging.

### **Management Responsibilities**

10. All Calian Personnel in a management-level position (collectively “**Calian Management**”) shall:

- a) Be familiar with and lead, implement, support, participate in, and integrate diversity, equity and inclusion practices and procedures into day-to-day management roles and responsibilities. This includes understanding, owning, and communicating key concepts of this Policy in messages delivered to Calian Personnel under their supervision.
- b) Be knowledgeable about and contribute to Calian’s organizational efforts and goals related to diversity, equity and inclusion, including the implementation of diversity, equity, inclusion and belonging programs and action plans.
- c) Uphold Calian’s commitment to diversity and equal opportunity employment as described in the ‘Managing and Promoting Diversity, Equity and Inclusion’ section of this Policy above when making employment decisions during all phases of employment.

### **Policy Compliance, Reporting and Enforcement**

- 11. This Policy and its enforcement will be taken seriously, including the investigation of any breaches or alleged breaches. All parties subject to this Policy are expected to provide full cooperation into any investigation under this Policy.
- 12. Violations or suspected violations of this Policy should be immediately reported to a supervisor/manager or any level of management within Calian that the reporting party feels comfortable with. Any party who receives a submission from any person regarding a reportable activity shall immediately report such submission to the CHRO along with Calian’s Chief Financial Officer (the “**CFO**”) or Chief Executive Officer (the “**CEO**”), regardless of the materiality of the suspected violation. If the reportable activity concerns the activities of the CHRO, then the submission should be passed on directly to the CFO or the CEO. If the reportable activity concerns the activities of the CFO or the CEO, then the submission should be passed on directly to the Chair of Calian’s Audit Committee or Chair of Calian Group Ltd.’s Board of Directors.
- 13. Sanctions for breach of this Policy may be imposed by Calian, including termination of employment.
- 14. Any report of a violation of this Policy made in good faith shall not be subject to any form of reprisal, provided the reporting party is not involved or implicated in the violation. If the reporting party is involved or implicated in the violation, the party’s act of self-reporting the violation will be considered when determining an appropriate sanction.

## **Policy Assessment**

15. Calian may periodically review and assess this Policy and changes or modifications may be implemented from time to time without notice as Calian deems necessary.