

TITLE:	Occupational Health and Safety Policy
POLICY OWNER:	Chief Human Resources Officer
ID / VERSION NUMBER:	HR-0036 Version 1
EFFECTIVE DATE:	March 29, 2023

PURPOSE:

The purpose of this Policy is to outline Calian’s commitment to the health & safety of all Calian Personnel and establish its policies, procedures and responsibilities in relation thereto.

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:

Calian’s Objectives for a Healthy Workplace

1. In keeping with Calian’s commitment to a ‘Healthy Workplace’, Calian shall have the following two objectives with respect to the health and safety of Calian Personnel:
 - a) All Calian Personnel shall always operate in healthy and safe work environments.
 - b) All Calian Personnel must have the necessary information to perform their roles and responsibilities in a safe and healthy manner, which in turn will allow them to contribute to the health and safety of their worksite.
2. To achieve the objectives outlined above, Calian shall promote and maintain its Health and Safety Program along with all related policies and procedures to prevent or minimize the likelihood of work-related incidents, including, but not limited to, injury and occupational illness, while promoting a culture of continual improvement in safety performance.

Compliance with Applicable Legislation

3. This Policy is drafted with a primary focus on health and safety requirements in Canada. Notwithstanding the foregoing, all parties bound by this Policy shall comply with all applicable occupational health and safety laws and regulations, which may vary

depending on the jurisdiction in which a Calian subsidiary operates and/or Calian Personnel is located. Any inquiries or concerns regarding compliance with applicable legislation or the appropriate legislation to be applied in a given situation can be addressed to Calian's Chief Human Resources Officer or Calian's General Counsel.

Supporting Rights of Calian Personnel

4. Calian recognizes that health and safety is a shared responsibility among all levels of the organization and understands the importance of worker cooperation and consultation to build continual improvement of a safe and healthy workplace. Calian shall continually promote and support the rights of Calian Personnel to (1) know about hazards in the workplace; (2) participate in health & safety activities and training; and (3) refuse unsafe work.

Consultation and Cooperation

5. All levels of Calian's organization are responsible for consulting and cooperating with individuals and/or entities carrying out health and safety duties, including Calian's Health and Safety Committee and/or designated worker safety representatives, and safety prevention officers and all other workplace safety authorities responsible for the enforcement of applicable occupational health and safety legislation.

Calian Responsibilities

6. Calian, as the employer, is ultimately responsible for ensuring the health and safety of all Calian Personnel, unless otherwise agreed to in writing. To that end, Calian shall:
 - a) comply with all applicable legislation and regulations pertaining to occupational health and safety in the jurisdictions in which Calian Personnel is located and take all reasonable precautions to eliminate, prevent and protect Calian Personnel from occupational injury or illness;
 - b) establish, maintain and review a workplace health and safety program (the "**Health and Safety Program**") in accordance with this Policy;
 - c) appropriately train and hold all management-level Calian Personnel ("**Managers**") accountable for ensuring that Calian Personnel under their supervision comply with this Policy;
 - d) set up and support a joint occupational health and safety committee (the "**Health and Safety Committee**") to promote a healthy and safe work environment;
 - e) identify and control or eliminate hazards, where possible. When Calian Personnel is required to work under hazardous conditions, they will be trained on the use of personal protective equipment ("**PPE**"), materials, clothing and devices required to use in accordance with the applicable occupational health and safety legislation; and

- f) review reported occupational health and safety injuries, incidents and illnesses on a quarterly basis with Calian's HR & Compensation Committee to discuss key trends and opportunities for improvement.

Management Responsibilities

- 7. Managers play an important role in health and safety as they instruct, direct and control performance of Calian Personnel. All Managers are responsible for ensuring the health and safety of all Calian Personnel under their supervision. All Managers shall:
 - a) know and comply with safe work practices, Calian's policies and procedures and all occupational health and safety legislation that is applicable to the work under their supervision;
 - b) ensure that Calian Personnel under their supervision are made aware of all known or reasonably foreseeable health and safety hazards to which they are likely to be exposed to by the nature of their work;
 - c) investigate reported hazards and ensure appropriate corrective action is taken without delay; and
 - d) ensure that Calian Personnel under their supervision are trained to work safely and have PPE as required by applicable occupational health and safety legislation.

Calian Personnel Responsibilities

- 8. All Calian Personnel have a duty to identify hazards and to offer suggestions or ideas to improve the Health and Safety Program. All Calian Personnel shall:
 - a) carry out its roles and responsibilities, including, without limitation, wearing PPE, in accordance with all Calian workplace health and safety practices, policies, procedures, rules and instructions and all applicable occupational health and safety legislation;
 - b) refrain from engaging in 'horseplay' or inappropriate conduct that may endanger the health and safety of themselves or any other person at the workplace;
 - c) cooperate with the Health and Safety Committee and/or representative and with all others exercising authority under the applicable occupational health and safety legislation; and
 - d) immediately report any workplace hazardous conditions, occupational injury, incident or illness to their Manager or to the Human Resources Department.

Policy Compliance, Reporting and Enforcement

9. 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.
10. Violations or suspected violations of this Policy should be immediately reported to Human Resources 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 Calian's Chief Human Resources Officer 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 Calian's Chief Human Resources Officer, 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 (the "**Board of Directors**").
11. Sanctions for breach of this Policy may be imposed by Calian, including termination of employment. Any violation of this Policy, which also constitutes a violation of applicable laws, may result in fines, penalties or criminal proceedings.
12. 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 Approval

13. This Policy shall be approved annually by the Board of Directors.

Policy Assessment

14. 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.