



Stakeholder engagement

Engaging with our stakeholders

We maintain strong relationships across all our stakeholder groups.



People

- ▶ This year the Board reinstated its in-person visits to subsidiaries and the Directors were able to tour the sites and engage with employees.
- ▶ The Board received monthly health and safety reports which included updates on safety incidents involving employees and incidents of COVID-19 throughout the Group.
- ▶ Board members attended the Cohort Business Excellence Awards to commend individuals for their achievements.
- ▶ Board members contributed to Q&A sessions held for the Learning Development Programme and Business Development Conference.

FURTHER DETAILS ARE SET OUT IN THE PEOPLE SECTION OF OUR SUSTAINABILITY REPORT



Customers

- ▶ The Board received regular updates on key customers through the monthly reporting mechanism, in the presentations to the Board meetings by the Managing Directors and through input from the Managing Directors into the strategy planning.
- ▶ Our Group engagement principles show our customers how we will work with them.
- ▶ The Chief Executive was invited to meet with selected customers when they visited subsidiary sites.
- ▶ The Board visited the DSEI industry event in London in September 2021 and engaged with visitors and customers.



Suppliers and partners

- ▶ The Board received updates on relationships with key suppliers and strategic partners through the monthly reporting mechanism and the year-end compliance reports.
- ▶ Our Group engagement principles show our suppliers how we will work with them.



Communities and our environment

- ▶ The Board has created and endorsed a Group Environmental Policy.
- ▶ Engagement by our subsidiaries in the communities within which they operate is reported to the Board throughout the year where appropriate.

FURTHER DETAILS ARE SET OUT IN THE SOCIAL SECTION OF OUR SUSTAINABILITY REPORT



Shareholders

- ▶ Live Q&As hosted for shareholders after Preliminary results and Interim results webcast presentations.
- ▶ Regular meetings with institutional shareholders.

FURTHER DETAILS ARE SET OUT IN THE CORPORATE GOVERNANCE REPORT



Stakeholder engagement continued

Board engagement with stakeholders

The Board has set out below how it has engaged with each group of key stakeholders.

Shareholders

The Board gives the utmost importance to engaging with shareholders.

Annual General Meeting

Our AGM is one of the key methods of communicating with the Company's shareholders. The AGM is an opportunity for the Chair, the Senior Independent Director, the Committee Chairs and the rest of the Cohort plc Board to meet with shareholders, hear their views and answer their questions about the Group and its business. All voting is conducted by way of a poll and all shareholders are encouraged to submit voting instructions by proxy in advance of the AGM to ensure that they are able to participate in the decision making of the Company and have their votes recorded. Details of proxy votes received are made available on the Company's website (cohortplc.com) following the meeting.

This year the Company is expecting to be able to host a physical AGM on 27 September 2022 at Armourers' Hall, 81 Coleman Street, London, EC2R 5BJ and the Notice of AGM for Cohort plc is being sent to shareholders together with this Annual Report.

A Capital Markets Day event will be held at the same location immediately after the AGM, which will provide shareholders and analysts with the opportunity to understand the business better and hear about the latest innovations from the subsidiary businesses.

The Board also hosted live Q&A sessions for shareholders following the year-end announcement in July and after the Interim results in December.

Responding to shareholders

The Chairman takes overall responsibility for ensuring that the views of our shareholders are communicated to the Board, and that all Directors are made aware of issues and concerns raised by shareholders. When appropriate, the Committee Chairs will engage with shareholders where an issue has been raised relevant to the work of their committee.

Other shareholder engagement

Further engagement with our shareholders takes place through meetings with institutional shareholders, the Annual Report and Accounts, the Interim Report, social media, webcasts and email for RNS alerts. The Chairman, together with the Company Secretary, responds to any written enquiries received from investors.

The Executive Directors host presentations to market analysts on the Group's performance twice per year and as outlined above, will host a Capital Markets Day event together with the other members of the Board following the 2022 AGM.

Group website

The Company uses the Group website (cohortplc.com) as a key source of information for all of our stakeholders; our website contains information on the business of the Group, corporate governance, all regulatory announcements, key dates in the financial calendar and other important shareholder information.

Customers, suppliers and partners

From mid-2021 our business development teams were once again able to meet with their customers face-to-face and resume attendance at industry conferences and exhibitions. The teams worked within remaining local restrictions to enable travel, and also continued to attend meetings by video conference.

Our engagement principles

Our engagement principles show what our customers, partners and suppliers can expect from us when they work with the Cohort Group.

We hold innovation at our core

Breaking new ground reverberates through the core of our business. It is fundamental, constant and a critical resource for our customers. We dedicate the equivalent of over 50% of our profits to innovation and we employ and develop the best minds in the business to stay at the forefront of defence and security technology solutions.

We nurture agile partnerships

Direct access to specialist expertise, underpinned by deep operational experience. With short decision-making chains, managed risk and a culture of openness and support, we're easy to do business with.

We commit to mission critical effectiveness

We are committed to developing purposeful technology that is driven by our customers and their agenda. Inspired and motivated by solving real problems, we move quickly and act effectively.

Communities and our environment

Our approach to engagement with our communities and to environmental sustainability is included in our Sustainability report.

People

Details of our engagement with our people are set out in our Sustainability report.