



Policy on social dialogue, collective bargaining and worker representation in the company's governing bodies

Contents

1. Scope
2. Objective
3. Scope of application
4. Guiding principles
5. Governing bodies and responsibilities

1. Scope

The Cox Group recognizes social dialogue as a fundamental pillar for building strong, inclusive, and sustainable labour relations. This policy ensures the active participation of employees and their representatives in decision-making, collective bargaining, and representation within the company's governing bodies. All of this is carried out in line with the European Sustainability Reporting Standards (ESRS S1) and applicable regulations, addressing the impacts, risks, and opportunities arising from the company's double materiality assessment and its value chain. Therefore, Cox sets objectives aligned with its ESG strategic pillars (environmental, social, and governance).

2.- Objective

The objective of our policy is:

- To foster a working environment based on trust, transparency, and mutual respect.
- To ensure the existence of effective channels for social dialogue and consultation with employees and their representatives.
- To promote collective bargaining as a tool for improving working conditions.
- To ensure effective worker representation within the company's governing bodies and decision-making processes.

3.- Scope of application

This policy applies to all companies within the Cox Group, including subsidiary and affiliated companies. In general, it applies to entities within the organization or companies under the



control of a Cox Group company, or to those to which the Common Management Systems (NOC) apply, including Temporary Joint Ventures (UTEs) and Economic Interest Groupings (AIEs).

Cox creates value for its shareholders and investors as well as for its customers; drives the professional development, safety, and equality of its employees and its entire value chain; promotes a responsible supply chain; and supports the growth of the communities in which it operates.

4.- Guiding principles

4.1. Social dialogue

- Cox maintains a structured and continuous dialogue with its employees and their representatives through employee engagement surveys, periodic meetings, and open communication channels.
- The participation of all groups is encouraged, especially those in vulnerable situations, in decision-making processes that affect their working conditions.
- All internal policies and regulations are accessible on the corporate intranet to ensure transparency and access to information.

4.2. Collective bargaining

- Cox recognizes and respects employees' right to collective bargaining and trade union representation, in accordance with applicable legislation and international conventions.
- It actively participates in the negotiation of collective agreements and arrangements with trade unions, ensuring the protection of labour rights and establishing mechanisms for the prevention and resolution of issues.
- The agreements reached are communicated transparently and implemented at all levels of the organization.

4.3. Worker representation

- Cox ensures the existence of staff delegates and works councils at workplaces where permitted by applicable regulations, guaranteeing the democratic representation of employees.
- Workers' representatives are provided with the necessary resources to carry out their duties effectively and to participate in the company's consultative and decision-making bodies.
- Freedom of association and the right to union membership are recognized, as well as protection against retaliation for the exercise of representative functions.



4.4. Participation in the company's governing bodies

- Employee representatives participate in the company's governing bodies in accordance with applicable legislation and collective agreements, contributing to decision-making on working conditions, health and safety, equality, and diversity.
- Consultation and participation are encouraged in the development and review of internal policies, equality plans, occupational risk prevention, and other relevant matters.

5. – Governing bodies and responsibilities

It is the responsibility of the Sustainability and Compliance Committee of the Board of Directors to evaluate and periodically review ESG policies in order to ensure that they fulfil their mission of promoting the corporate interest and take into account, as appropriate, the legitimate interests of other stakeholders. Likewise, it must oversee that the company's environmental and social practices are aligned with the established strategy and policy.

For the implementation and monitoring of this policy, the strategic objectives approved by Senior Management are adopted and deployed across the different companies of the Group.

Compliance is monitored through performance indicators, which are reviewed in committees to assess their progress and take the necessary decisions.

This policy was approved by the Board of Directors on 20/04/2026 and is publicly available to stakeholders through the website. It will also be reviewed in the event of regulatory changes or significant events affecting the company.