

SOCIAL MEDIA

CORPORATE AND EMPLOYEE GUIDELINES



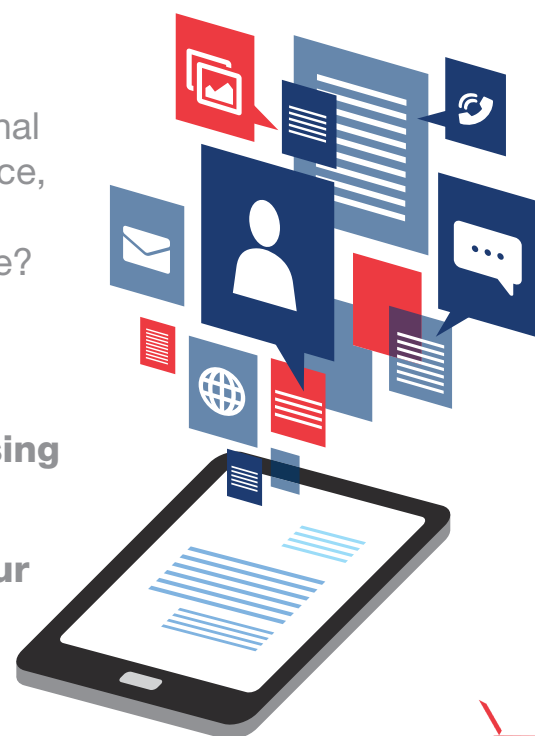
These guidelines apply to CEMEX UK employees or contractors who create or contribute to social media channels, either in a personal capacity or on behalf of CEMEX UK.

All CEMEX UK employees are encouraged to use social media channels; however, we require that those who do so adhere to the following guidelines. The objective of these guidelines is to ensure that social media activity of all employees or company representatives is transparent and open, and protects the reputation of our brand.

Many of us will be actively engaged in Facebook, Twitter and LinkedIn in our private lives. Some will have wondered about where and how our professional lives cross over into our private activities. For instance, when is it OK to make reference to the fact that you work for CEMEX UK or to follow a CEMEX UK profile?

Included you will find the following sections:

1. **Guidelines when representing CEMEX or using the CEMEX corporate social media**
2. **Guidelines for discussing CEMEX within your own personal social spaces**



ETHICS

Ethical and responsible behaviour is an important part of all corporate and brand communication. Online, where you have the means to talk publicly with people as a representative of your organisation it's especially important that you behave in an ethical way to avoid any situations that might risk your reputation or that of the company. Fortunately, the Word of Mouth Marketing Association's three-point code of conduct gives a sound, simple basis for online behaviour:

Commitment to Integrity: Honesty, Disclosure & Identity

Always declare who you are. Although you may find people on social media can sometimes be hostile towards organisations, you should never try to conceal your identity in order to build a better relationship. Social media is highly attuned to seek out deception and is fundamentally against this on all levels.

Commitment to Community: Responsiveness, Generosity, Helpfulness & Collaboration

Remember to take part but also give back. In order to influence social media you must become a respected member of the community. This involves listening and responding as well as talking

Commitment to Opinion: Respectfulness, Equality & Freedom of speech

Respect the views of others even if they don't agree with yours

or those of your organisation. Social media provide forums in which groups can convene to hold open conversations. Organisations should be careful to avoid destabilising or alienating communities by attempting to impose views, or limiting the scope of conversation. Aim to assert influence rather than control and take advantage of the open nature of conversation to learn more about your audiences and how to engage them.

ENGAGEMENT

Successful social media engagement is founded on trust – the people you want to connect with on behalf of your organisation need to believe in you and the content you have to share. In practice, this means:

Transparency – Be open and honest, always say who you are and explain why you are getting in touch. Look for opportunities to be in regular contact.

Tailoring – Sending out a message that hasn't been personalised (e.g. a press release) is generally considered rude, unless of course the person you're contacting has already asked for information in that format. Personalise all the messages you send to show you genuinely want to build a

relationship with that community or send links to the relevant people. As much as you can, link to other content that supports your story. This provides extra value and gives the person you are contacting something to share more widely to increase the visibility of your message.

Timing – As in all conversations timing is crucial to the success of the communication and ongoing

relationship. Don't push too much information at the people you want to build a relationship with, give them time to digest and respond to what you send.

Tone – The tone of your engagement should reflect that of the community you want to engage. As a rule of thumb, keep your style clear, simple, direct, personal and jargon-free.

NOTE

Mainstream media inquiries must be referred to the Communications team.

ESCALATION

In rare cases, online criticism may escalate to a significant PR issue or "reputational crisis". Alternatively an external crisis may manifest via social media channels. Any situation that may threaten the corporate reputation of CEMEX UK should be evaluated based on the following flagging system according to three factors:

Content – what has been said?

Influence – who is saying it?

Volume – how much is it being said?

Assessing Negative Content

The following provides a broad overview of how content will be assessed to evaluate level of threat to our brand and reputation. Each scenario has been assigned broad flagging levels for guidance, but assessment of the situation will involve cross referencing the nature of content against influence and volume of postings before determining action.

NOTE

In the case of a 'red' threat, notify the Line Manager and Communications team immediately

LIMITED THREAT

Statements that pose limited or no threat to CEMEX UK's reputation; often factually incorrect.

MEDIUM THREAT

Includes factually incorrect statements that pose a threat to company reputation.

HIGH THREAT

Includes statements that pose a threat to company reputation, backed by apparently credible evidence. Note that the accusation or comment doesn't actually have to be true to deserve a Red status. It could be factually inaccurate and still be red, as long as it appears to pose a credible threat to the reputation of Cemex UK.

Guidelines for discussing CEMEX within your own personal social spaces

Use CEMEX's values as a guide. This will ensure that you adopt a good online citizenship, namely being a safe personal user of social media and a responsible representative of CEMEX UK.

Think before you post. When writing content for any social media platform, remember to consider the context that you are posting it within. Once you've posted something, it can be hard to undo, so always think through what you are posting because there is a possibility that it can reappear elsewhere. Leaked or re-shared sensitive information related to either you or CEMEX UK could cause harm to both yourself and the company.

Respect confidentiality

When writing content, always be mindful of sensitive information. Be sure that any content you share online has been approved from the relevant parties within the company and always avoid sharing information such as sensitive financial forecasts, internal communications and details of projects. This is also equally important in your personal life – particularly when you check into location-based services such as Foursquare or when discussing your peers.

Be respectful in all communications

The Internet is a diverse and borderless place and therefore your posts and messages should exercise the sensitivity of the breadth of cultures who are likely to read your posts. Communicate in a polite, factual and courteous way to avoid getting involved in potential conflict online – always remember, your words can be interpreted in multiple ways.


Always be transparent, honest and accurate

Social media brings with it an expectation of transparency of affiliation online. On personal profiles, it is encouraged that you disclose your connection to the company through a statement in the 'about' or 'bio' section. For example "I work for CEMEX UK. All views expressed are my own." should suffice in most cases.

Correct Your Mistakes

Acknowledge errors and inaccurate information, and, if necessary, apologize. If you post something in error, don't delete it – simply post an update with the correct information. Be mindful that your posts should not be false or misleading in any way.

BE ALERT



You may come across comments about CEMEX UK. If you discover a questionable comment about CEMEX, our products, our people and our practices, contact the Communications Team to determine if a response is needed and who should respond. Be especially careful to avoid the temptation to comment on things that are not in your area of expertise. Be careful to not give an opinion about a topic or issue you are unsure of: it is always best to allow the subject matter experts to respond.

If in doubt, contact the Communications Team first.

If you are unsure about anything you are about to post online regarding CEMEX UK, don't hesitate to contact the corporate communications team first. They will be able to advise you on sensitivities of the

situation and supply you with best practice examples for engagement. If you have any questions, please contact:

CEMEX UK Communications Team

Tel: 01932 568833

Email: gb-communicationsandpublicaffairs@cemex.com

