



Welcome to UK News 20th Dec 2017

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HAVE A SAFE AND HAPPY CHRISTMAS

BEING THE BEST FOR FAMILIES

Seatbelt Saves Our Driver



It was an extremely difficult week last week with one of our cement tanker drivers being involved in a head on collision with an oncoming car on a two way road. CCTV footage from the forward facing camera on the cab of our vehicle shows the car clearly veer across the centre line of the road

and into the path of the tanker. Thankfully our driver suffered only minor injuries, however, our thoughts are with the 37 year old married driver of the car who had to be cut free and we believe is in a serious condition in hospital, and their family and friends at this time.

We will review the incident to see if there are any learning points for us, however, there are two important reminders we should all consider:

- Ensure fatigue and other distractions do not affect our concentration while driving.
- Wear seatbelts at all times while operating a vehicle... in this instance it is highly likely that our driver avoided serious injury because he was wearing his seatbelt.

Michel Andre, CEMEX UK Country President, commented: "It is important that we all recall when driving that we need to stay 100% focused on the road thereby ensuring our own safety and integrity as well as those of our passengers as a first priority."

Three Points Of Contact On All Steps Or Stairs

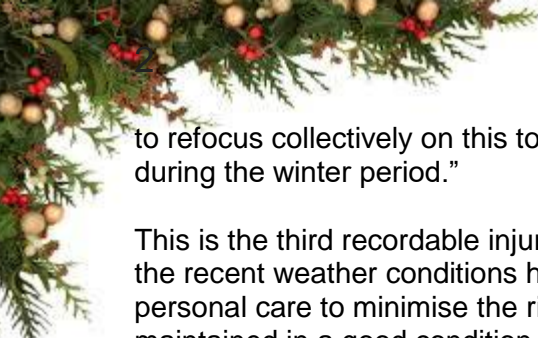


Unfortunately a contractor suffered a restricted work injury when he slipped as he left a welfare cabin, fracturing a bone in his ankle. Please take extra care especially in the frosty weather.

Remember, ALWAYS THREE POINTS OF CONTACT when walking up or down steps even if it's only one or two - always use the handrail.

Michel commented: "I am also very concerned to report a third incident related to slip, trip and falls in less than a month. This is simply not acceptable and we have





to refocus collectively on this topic that, we all know, is extremely relevant at all times and especially during the winter period.”

This is the third recordable injury (TRI) resulting from slips, trips and falls in the last two weeks. Whilst the recent weather conditions have presented us with additional hazards, it is essential that we all take personal care to minimise the risk of slips, trips and falls by ensuring walkways are adequately lit, maintained in a good condition and kept free of ice/snow, by wearing suitable footwear, including correctly laced ankle safety boots while on site, and by maintaining three points of contact on steps and stairways.

LTi Congratulations



To the team in Aggregates South West who have reached 7 years LTI free; hopefully by continuing to **STOP, THINK** and **CHECK** before starting a new task, and by taking the time to always **STEP IN** when something is not safe, the team will continue to build on this success.

Just In Case You Are Tempted.....



To have a drink and drive over the festive period, please look at this link from the Road Safety UK Twitter feed. Not even one drink is a good idea....

Please share with your friends and family too.

<https://twitter.com/RoadSafetyUK/status/942299821662187520>

A Sneaky Peak



Our new pedestrian safety branded trucks got their first airing this week at an Exchanging Places event to educate vulnerable road users about truck safety in Ealing.

This is a sneaky peak at the new livery before it is officially launched in the New Year.



BEING THE BEST FOR CUSTOMERS


Customer Service Champions Award Goes To....



The Aggs and Asphalt Customer Service/LPVD Champion Award presentations took place last week for the teams in Preston Brooke and Rugby.



HELPING TO BUILD A **GREATER BRITAIN**



For the Preston Brooke Team Amy Bunt took the Service Award Trophy, and for Rugby Michelle Gibson was awarded the trophy. They both showed outstanding quality call handling, established solid customer relationships and impeccable professionalism. In addition, Amy gave invaluable assistance in the Scotland transition process. Jessica Murrell from Preston Brooke team also received an honourable mention in this category and was awarded a CEMEX brolly.

Michelle Gibson from Rugby office took the LPVD (load per vehicle day) Champion Trophy, and Nikki McCumiskey from Preston Brook also took it in recognition for consistently keeping the Merseyside/N Wales CEMEX Fleet productive and keeping the vehicles efficient in some quieter periods which are equally as important. An honourable mention and CEMEX brolly also went to Tasha Watson in this section.

These Awards were instigated by Neil Farmer and are based on a lot of effort and stats, as well as Call Bob, delivery on time and professionalism on the phone.

Well done to Amy, Michelle, Jodie and Nikki for providing the customer with a superior experience.

Something Old Something New....



Well done to Derek Sheehan, RMX Sales Rep, for coming up with an innovative solution to a customer's challenge when redeveloping a 140 year old building in Kingston upon Thames. Derek tells the story: "I was approached by Berkley Group on their new development in Kingston upon Thames. Their issue was they had two grade one listed buildings: one being a post office and sorting office built in 1875 in a gothic style and the second being a large purpose built Telephone Exchange which was built on an adjacent site in 1908. They required a hydraulic lime mortar to keep with the heritage of these buildings but found out it was

hard to find and expensive.

After two site meetings I suggested to use our M4 Braintree Heritage which has 25% sharp sand that would make a perfect match, a lot cheaper and still gave that heritage look. I asked David Webb and his team in Southam to post some sample sticks to site (great service as always).



After months of hearing nothing (thinking I haven't got the order), Progressive Building Services called to request 1 tonne bags to complete the show unit which is attached to the post office, and requested M4 Braintree Heritage which was great to hear. This is a 10 year project and circa 7,000 tonne so it's great for VAP."

Even Santa Needs CEMEX!



Let's hope Santa is landing on our VIATEX roads this Christmas to help minimise reindeer skidding!



BEING THE BEST FOR SHAREHOLDERS

CEMEX Supplies Cryogenic Concrete For Liquefied Natural Gas Plant



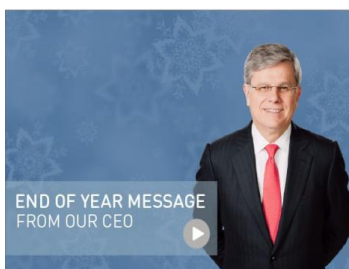
This facility is the first power plant based on liquefied natural gas in Central America.

CEMEX announced that its subsidiary, CEMEX Latam Holdings, S.A. is participating in the construction of the first power plant based on liquefied natural gas in Panama and Central America. For this project, CEMEX expects to supply approximately 46,000 cubic meters of specialised

concretes, including 26,000 cubic metres of cryogenic concrete and 12,000 cubic metres of low-heat hydration concrete. To date, CEMEX has supplied 83% of the required concrete.

Read the complete press release: <http://cmx.to/2Cbkiim>

CEO's End Of Year Message For You



Our global CEO, Fernando Gonzalez, has recorded an end of year message for you all to listen to. Here is the link for you to watch:

<http://cmx.to/2BsnDMv>

The main messages include:

- 2017 has been a good year. A big thank you to everyone for your effort and commitment, and enthusiasm and to your families for their support. There is still much to do to reach Zero Harm for Life and nothing is more important than protecting the lives and integrity of everyone.
- It is important for everyone to support CEMEX Go when it arrives in your country as it is a new era for our company.
- Our financial results are solid and we are moving closer to investment grade.
- Keep working as one CEMEX as we have the best team in the industry.
- We are on the right path and let's make 2018 a great year in our history.
- Have a happy holiday!

BEING THE BEST FOR COMMUNITIES

800 Year Old Tree Saved From The Chop

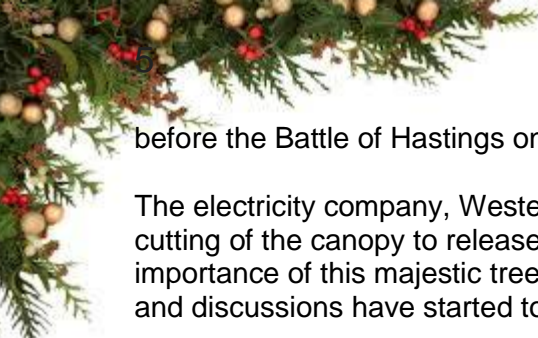


One of the largest and oldest oak trees in Britain has been saved from being 'chopped' by CEMEX Wickwar's Quarry Manager, Frank Hogg.

The tree, which has a girth of 10.5 metres, is comparable in size to the famous Major Oak in Sherwood Forest making it between 800 and 1,000 years old. It could have been planted



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before the Battle of Hastings on land now owned by building materials supplier, CEMEX UK.

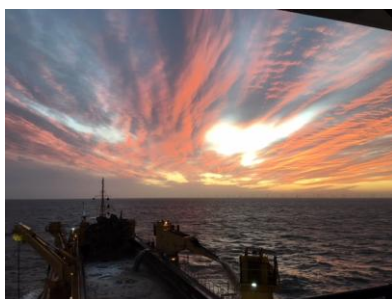
The electricity company, Western Power Distribution, was due to undertake a major pruning and cutting of the canopy to release the power lines that run through the top of the tree. Frank, realising the importance of this majestic tree, contacted the Tree Protection Officer at South Gloucestershire Council and discussions have started to find an alternative solution.

"This tree is part of our heritage and should be preserved for future generations. My granddaughter, Edith, now eight years old first saw the tree about three years ago. She was fascinated by it and would run in and out of the big hole at the base, imagining fairies living in there," comments Frank.

During the last century the tree has suffered some fairly severe treatment. The electricity lines were laid in 1938 when the landowners tried to burn it down and in the 1970s; it was severely cut back, once again to accommodate the power lines.

"Trees such as this one are part of our natural heritage and provide a living link to our past. It is clearly a nationally valuable tree and needs to be cherished and protected. It may have been lost if it wasn't for the good work of Frank who recognised its importance and sought to protect it," comments Jim Mullholland, Training and Technical Officer for the Ancient Tree Forum.

Silent Night, But Not For Long....



A beautiful sky taken from the bridge on the Sand Falcon just before Storm Caroline hit!

Another Great Lend-A-Hand



Danny Roberts, Sales Manager for Readymix Preston Brook, was approached by Morecombe North and Heysham Allotments to purchase some concrete. They were installing 100m² of pathways to enable disabled access to some new raised beds. Danny mentioned the CEMEX Lend-A-Hand scheme and Dennis (Allotments Manager) was delighted to accept some help barrowing and laying the concrete.

Danny comments: "We supplied just short of 10m³ on the day. CEMEX staff Jenny Deacon, Sales Exec; Steve Jeffries, Ops Manager; Andy Haworth, Technician; Khai Freeman, Plant Manager, and IHC, James Anguss gave up their Saturday morning for this worthy cause, along with a team from local precast customer, Volkerbrooks. Further assistance was given by a great turn out from the allotment volunteers."



Christmas Jumper Day!



The team at Taffs Wells Quarry were spreading the Christmas cheer with their Wear a Christmas Jumper for Charity Day.

They raised an impressive £187 for Save the Children and showed off a nice array on knits!

More Nice Knits At Uddingston



Another big thank you to the team at Uddingston for wearing their festive knits and raising £60!

Pictured sporting their jumpers are some of the Scotland Aggs Commercial team: Mark Bonnar, Martin Fellowes, Alistair Gibb and Brad Murphy (organiser).

Christmas Comes But Once A Year...



Which is a shame as the jolly jumpers make a nice change in the workplace!

Well done to the Aggs and Asphalt Planners for making the effort too – note the festive headgear creeping in too..!

Preston Brook Planners Lend-A-Hand



Three of the Preston Brook Planning team have recently made a start at a sizeable lend-a-hand project at All Saints Church in Runcorn. The old majestic building and grounds are in need of a fair bit of attention, but



the vicar identified that the iron railings on the front boundary would be a good place to start.



Phil Guest, Supply Chain Manager, commented: "Despite not ideal weather at this time of year, we were determined to make a start and then do the bulk in the spring. Jessica Murrell and Georgia Jackson Brown joined me on the enjoyable but tricky task, despite the cold weather, and being regularly mistaken as court-induced Community Servers!"

Jess and Georgia are pictured in the before and after shots below.

Beach Clean-Up Lend-A-Hand



With plastics polluting the sea in the news a lot at the moment, the Sustainability team's Lend-A-Hand couldn't have been more topical.

Well done to the team (and friends) who spent the day litter picking and clearing up



Gorleston beach in Norfolk. They even had some help from Santa's elves (see pic).....

Save Your Stamps To Help Save The Albatross



Put your Christmas stamps to good use and help stamp out Albatross deaths by giving the RSPB your used postage stamps - we can convert them to cash. In 2016 your stamps helped us raise £13,000!

So, how does it work?

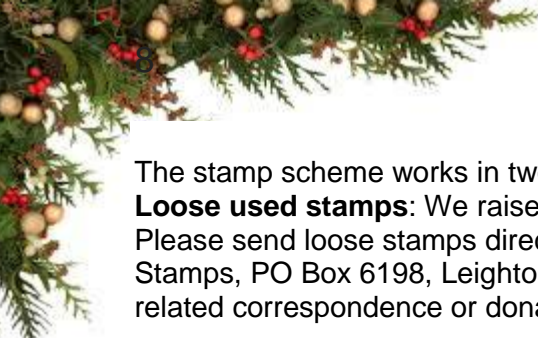
We sell the stamps on. Each stamp has a small value, but in large quantities they're valuable. When you send in your stamps you're helping give Albatrosses a brighter future. For example, £50 worth of stamp sales will buy a tori-line (bird scaring device) for a longline fishing vessel.

Albatrosses are the largest flying birds in the world but it's estimated that around 80,000 of them are killed each year by longline and trawl fishing vessels. Unfortunately, many Albatrosses die trying to grab an easy meal from the baited hooks meant for fish such as tuna. 17 of the 22 species of Albatross are threatened with extinction.

Thankfully, solutions exist. In 2005 the RSPB, in conjunction with BirdLife International, created the Albatross Task Force (ATF) - a team of people who work with fishermen to advise them of the simplest and most effective ways to avoid accidentally catching and killing these iconic birds. Techniques such as using weighted lines to make baited hooks sink more quickly and the use of bird-scaring (tori) lines to deter the birds from the stern of fishing vessels are simple, yet effective measures.

The charity's stamp appeal, which has made over £100,000 since it began in 2004, encourages people to save stamps from their Christmas post and donate them to the RSPB to raise money for its Save the Albatross campaign.





The stamp scheme works in two ways:

Loose used stamps: We raise up to £6 per kg for UK stamps and £15 per kg for foreign stamps. Please send loose stamps directly to the dealer, pre-sorted into UK and foreign please to: RSPB Stamps, PO Box 6198, Leighton Buzzard, Bedfordshire LU7 9XT. Please do not send any non-stamp related correspondence or donations to this address.

We ask that **stamp albums, first day covers and rare stamps (pre 1970)** are sent to: Save the Albatross Stamp Appeal (Special Stamps and Albums), RSPB, The Lodge, Sandy, Beds SG19 2DL. Please do not send loose stamps here. We will send to a specialist auction house to achieve the best price we can. If you send us your details in the package then we can let you know how much they raise.

Unfortunately, due to lack of resources, we are unable to collect stamps from you.

Do I need to take the stamp off the envelope?

Yes please - just tear off the corner with the stamp, ideally with no more than a quarter of an inch border.

“Not many people will be fortunate enough to see an Albatross, but everyone can take a role in trying to help them. If everyone could be encouraged to send in their stamps to the appeal these birds would have a brighter future,” commented Jenny Oldroyd, CEMEX UK Biodiversity Advisor.

To find out more about the work of the RSPB and BirdLife International’s Save the Albatross Campaign log onto: www.savethealbatross.net

Rockin’ Robin - Top 3 Ways To Help Garden Birds This Winter

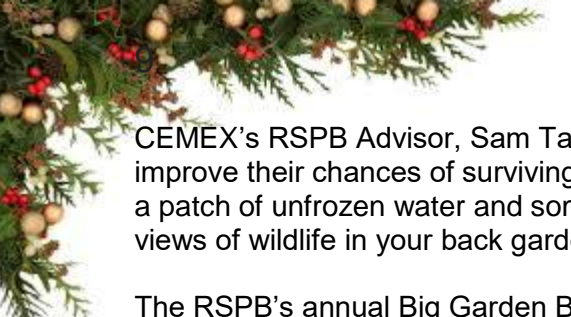


The temperature is expected to plummet over the next few weeks with ice and snow spreading across the country, and birds that have benefitted from a mild autumn will begin to struggle as the weather changes.

The RSPB, our nature partner, says there are three key things that birds will need this winter: food, unfrozen water and shelter.

- 1) In chilly weather birds will appreciate a variety of food, but fatty food will be especially helpful. For example, fat balls or homemade bird cakes made with lard and packed with seeds, fruit or dried mealworms are great treats to put out in your garden.
- 2) Unfrozen water for drinking and bathing may be hard for birds to find when there’s been a frost, but with a simple trick you can help to keep a patch of water ice-free. The RSPB recommends floating a small ball, such as a ping-pong ball, on the surface of the water. Even the lightest breeze will keep it moving and stop an area of the water freezing.
- 3) You can provide shelter with careful planting by planting dense hedges such as Privet or Hawthorn, or allowing Ivy or Holly to grow: these all provide great cover for birds to roost in. Nest boxes can also be good roosting sites.





CEMEX's RSPB Advisor, Sam Tarrant, said: "We can make a real difference for garden birds and improve their chances of surviving the winter. Birds don't need much and by providing a supply of food, a patch of unfrozen water and somewhere to shelter from the elements, you will be rewarded with great views of wildlife in your back garden."

The RSPB's annual Big Garden Birdwatch, the world's biggest wildlife survey, returns on 27 – 29 January 2018. To take part people are asked to spend just one hour at any time over Big Garden Birdwatch weekend noting the highest number of each bird species seen in their gardens or local park at any one time.

Xmas Pud Delivery



Father Christmas was a bit too busy this year with the amount of puds and biscuits ordered by CEMEX Marine so delegated the deliveries to Mother Christmas.

Here she is handing over the precious goodies to the Master of the Sand Heron in Southampton.

Through her baking efforts she has raised £559 plus £200 in match funding from the CEMEX Foundation. All proceeds have been sent to hArt (Hampshire Art for Recreation and Therapy). This charity was set up in 2014 to provide art therapy services and projects for the Hampshire area for groups of all ages. Art therapy has been found to be particularly effective for those suffering with ADHD, Autism and Aspergers and in the older generation it is helping people cope with dementia and Alzheimers.

BEING THE BEST FOR EMPLOYEES

Top Team Talks 2018 – Book Your Place!



If you are a UK employee you will have received an email inviting you to next year's Top Team Talks. These are the new version of the Country President roadshows we've held before.

This is an opportunity to come and listen to members of Michel's team talk about the year ahead and how to unlock our UK potential. It's also a chance for you to give your views too.

Please book yourself and your teams on to one of the venues – either morning or afternoon – by following this link: <http://bit.ly/2juqGga>

We have made the meetings slightly longer than before to allow for more informal discussion and time for a small bite to eat along with your tea or coffee. The talks are open to all employees and we hope that by having a morning and afternoon session at each venue more of you will be able to come.

These talks won't work without you so please make them a priority if you can. Michel and the team are hoping to talk to as many of you as possible.

If you can't get onto the booking system link above please email:



gb-communicationsandpublicaffairs@CEMEX.com to book your place.

Here are the times and venues:

MONDAY 29 th JAN	VENUE	TEAM TALK ONE	TEAM TALK TWO
RUGBY	The Benn Hall, CV21 2LN	10:00 – 14:00	N/A
TUESDAY 30 th JAN			
STRATHCLYDE	Double Tree Strathclyde Hotel, ML4 3JQ	08:30 – 12:00	13:15 – 17:00
DONCASTER	Best Western Mount Pleasant Hotel, DN11 0HW	08:30 – 12:00	13:15 – 17:00
DARTFORD	Mercure Dartford, Brands Hatch Hotel, DA3 8PE	08:30 – 12:00	13:15 – 17:00
WEDNESDAY 31 st JAN			
STOCKTON	Best Western Parkmore Hotel, TS16 0DH	08:30 – 12:00	13:15 – 17:00
HUNTINGDON	Huntingdon Racecourse, PE28 4NL	08:30 – 12:00	13:15 – 17:00
SOUTHAMPTON	Grand Harbour Hotel, SO15 1AG	08:30 – 12:00	13:15 – 17:00
THURSDAY 1 st FEB			
WARRINGTON	Daresbury Park Hotel, W4A 4BB	08:30 – 12:00	13:15 – 17:00
WOTTON-UNDER-EDGE, GLOUCESTERSHIRE	Eastwood Park, Falfield, GL12 8DA	08:30 – 12:00	13:15 – 17:00
ST ALBANS	Mercure St Albans Noke, AL2 3DS	08:30 – 12:00	13:15 – 17:00
FRIDAY 2 nd FEB			
RUGBY	The Benn Hall, CV21 2LN	10:00 – 14:00	N/A

Robert Fulton You Are Great – Thank You



Thank you and well done to Robert who has won November's Thanks For Your Effort Award of £100 in shop vouchers.

Robert is a Fitter and Operator at Kilbarchan Asphalt Plant.

He potentially saved a person's life when he stepped in to protect and support an injured person lying on the side of the road. Robert noticed a funny shaped thing at the side of the road whilst he was driving past. He stopped and went back to investigate to find a person.



The person was lying disorientated and semi-conscious from gas inhalation. He could have been badly affected by the cold (it was minus 2 degrees) and potentially be hit by traffic. Robert used his first aid training, roused the man and made him conscious again. He called the ambulance service then moved him to a safer area, and used his car as a barrier against traffic.

Robert's prompt actions probably saved this person's life or at the least saved them from more serious injury/illness.



These People Are Great Too.....



It's not only Robert who has been going above and beyond last month. There are some other colleagues who have shone out as well. We continue to be amazed and grateful for our outstanding colleague's commitment and effort. Our thanks go to:



The whole of Denge Quarry team: The team at Denge Quarry have been going the extra mile working with contractors to get the new wharf and water working underway. We are working with Thames Shipping to transport 150,000 tonnes of material from the excavation lake to the Plant working area for CEMEX to process. This is going to extend the life of the Quarry by 8-10 years. Dave McCauley and the team have taken on extra duties to get the new project underway as well as keeping business as usual going.



Amy Bunt, Transport Planner, Aggs Supply Chain. Amy went the extra mile in residing in Scotland to help the new Aggregates Orders Office get up and running single handedly. Through Amy's dedication the new team members in Uddingston Planning Office have 'hit the ground running' and had a very successful start.

Carl Milton, Regional Logistics Manager, Logistics. This is the second year running that Carl has prepared a CEMEX UK wide Health & Safety campaign. Following on from last year's Seatbelt Awareness campaign, Carl organised this year's Mobile Phone Awareness Campaign – "leave the phone alone..." Carl worked tirelessly in the lead up to the campaign to ensure that materials were ready and distributed to all parts of our business.

The Crew of the Sand Fulmar (including Tony Surey, Master; Ben Manfield, Chief Engineer; Matt Ghesari, Chief Mate and Karen Teye, 2nd Mate) – for their innovative approach to communicating safety on board. They produced crew t-shirts showing our 12 Health & Safety essentials. They also produced an excellent short video demonstrating the importance of managing confined space entry.

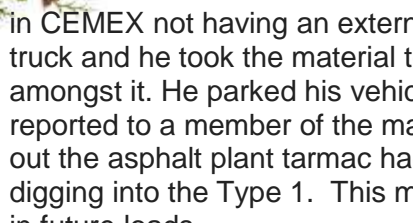
Steve Taylor, Eileen Badger and Sean Panks from Sheffield Aggregates Depot. During October Steve, Sean and Eileen showed commitment and dedication working together to prove the customer, Hunts Contractors, with 8,000T of Neogem Sports over three weeks. The order was initially for 5,000T gradually increased to 8,000T. They took control of the situation, organised the vehicles, liaised with site, organised additional trains and moved stock around to accommodate the order. The customer appreciated everyone's efforts to ensure we didn't let them down.

Steve Riddell, Transport Planner, Aggs and Asphalt. As part of Project Comet to align our three CSCs, Stuart was asked to develop one standard Aggs Planning Spreadsheet under one standard for all three offices. Stuart did the task with amazing dedication. He also spent some of his own time to do it ensuring the task was done quickly to fit in with project timelines. His 'can do' attitude to a task that was a big 'ask' alongside his busy day job was outstanding.



Ian Ritchings, Agency CEMEX company lorry driver, Wickwar Quarry. Ian demonstrated great product quality awareness and his actions may have resulted





in CEMEX not having an external complaint or claim to deal with. A load of Type 1 was loaded onto his truck and he took the material to a customer's site. Whilst tipping the load he noticed pieces of tarmac amongst it. He parked his vehicle safely and removed the offending tarmac, brought it back to site and reported to a member of the management team. The internal investigation identified that when cleaning out the asphalt plant tarmac had stuck to the side of the bucket and this must have come free when digging into the Type 1. This message was relayed to the shovel operator team to avoid it happening in future loads.

Melissa Whitby, Supply Chain Planner, Preston Brooke. During November the Planning Team received the final critical fixes and improvements to the Order Fulfillment System from the Task Force assigned from Monterrey shortly before the Task Force Team is due to be disbanded. It was critical that these items were tested by the business prior to implementation. With the usual support team seconded to Prague we needed super-users to step up to the mark and do the testing thoroughly, quickly and professionally. Although not her usual role Mel, in particular, showed a very professional and organised approach by carrying out the tests, feeding back to the team and re-testing as needed. She also kept everyone well informed of progress.

What Went On At European Consultative Committee?



Find out what our European colleagues and we are discussing at the ECC – which is the European equivalent of the UK Communications Forum. It is for employees from across CEMEX's European countries to come together and feedback and discuss important issues with the European VPs.



Please see the download section of the UK News website (or at the end of this document) for the minutes of the meeting.

Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
363-12-2017	External Sales Representative	Asphalt	Scotland East	27/12/2017
364-12-2017	Sales Agent	UK Readymix	Rugby Office	21/12/2017
365-12-2017	Customer Service Team Leader	UK Readymix	Rugby	22/12/2017
366-12-2017	Relief Plant Manager	Readymix Northern	Newcastle, Durham, Tyne and Wear	02/01/2018
367-12-2017	Rugby Day Driver (Bulk Tankers) x 2	Cement Logistics	Rugby Works	03/01/2018

For further details on other roles and a full listing of other vacancies, together with information on how to apply, please log on to CEMEX Shift > My Services > Internal Vacancies>New IVCs.

We would love to hear from you for the next edition





To send us a story: either click on 'submit a story' on the UK News website or email
gb-communicationsandpublicaffairs@CEMEX.com
or call us on 01932 583 217/006

If you can, please include a photo too (taken in super fine landscape setting and saved as a jpeg.) Thank you.



**HAPPY CHRISTMAS TO YOU ALL FROM THE UK COMMUNICATIONS AND
PUBLIC AFFAIRS TEAM. HAVE A SAFE AND MERRY TIME .**

THE NEXT UK NEWS WILL BE IN THE NEW YEAR W/C 8TH JAN.

CEMEX European Consultative Committee 26-27 September 2017, Berlin, Germany.

Communiqué

ATTENDEES:

Employer Representatives:

Jaime Elizondo – Regional President Europe, Chairman of the ECC
Derek O'Donnell – Regional Vice President, HR Europe, Secretary of the ECC
Richard Claydon – Global Health and Safety Director
Jose Cascajero – Regional Vice President Planning Europe
Eva Masa Pinto – Sustainability & Development Manager, Corporate Sustainability
Carmen Burgos Casas – Vice President Human Resources
Benedikt Jodocy – Vice President Human Resources, Legal, Communication & Public Affairs
Annick Dumont – Vice President Human Resources, Legal, Communication & Public Affairs

Guests:

Rüdiger Kun – President Germany and Central Europe
Jana Welsch – Director Human Resources

UK:

Andrew Raeburn – Plant Manager for Asphalt
Paul Whyte – Fitter





Sonny Netto – Production Foreman
Ian Horstwood – Process Team Operator

Spain:

Jose Lafuente – Works Council
Robert Serrano – Works Council

Germany:

Uwe Pommer – Chairman of the General Works Council
Konrad Meier – Deputy Chairman of the General Works Council

France:

Jean-Serge Peret – Aggregates Operations Manager, Vice Chairman of the ECC
Muriel Peretti – Regional Operations Performance Manager
Pascal Williate – Laboratory Technician

Poland:

Justyna Kala – HR Services Consultant
Barbara Szyszkowska – Admin Specialist

Czech Republic:

Petr Votava – Chairman of Trade Union, Coordination Body
Miloslav Plachy – Cluster Technologist

Latvia:

Maris Zunda – Shift Production Manager

Croatia:

Mladen Radic – Internal Supply Specialist

Health and Safety – Richard Claydon

Richard Claydon opened the session by looking at the number of fatalities, a number that, although halved in recent years, has now plateaued and therefore urged delegates to ensure everyone takes steps to prevent further tragedies. The majority of incidents include moving vehicles or machinery with all incidents being preventable. Europe was once one of the strongest regions but has now become one of the worst with increasing risk-taking. The aim is to now reapply health and safety efforts and return to the zero injury target the company is aiming for.



Near-misses and hazard alerts need to be reported to help avoid accidents and it was felt reporting could be increased. Sickness absences are also being reported with a stronger focus on health, which is starting to show in the figures.

Richard Claydon asked the delegates to take a one minute's silence in memory of the colleagues who have sadly lost their lives. Looking at the fatalities, it has been important to react quickly and a comprehensive audit has been implemented to check the correct procedures are in place and are working effectively.

A Health and Safety Academy has now been launched to provide training to managers and leaders. Module 1 has started with teaching health and safety leadership with module 2 looking at the CEMEX health and safety model. Module 3 will then go deeper into the proficiency model. A Health and Safety Incident Management System has also been developed to look at action planning and tracking as well as allowing staff to make near-miss reports and record information. This should be fully implemented worldwide by the end of the third quarter.

Jean-Serge Peret introduced an initiative from France looking at the development of waste on site and coming up with preventative measures and rules. It is therefore hoped that similar practices could be presented by other representatives during the next meetings.

Richard Claydon reported that there had been a lot of campaign materials regarding health and that a global health forum has now been set up to allow health specialists from around the world to meet on a monthly basis and share best practices.

Richard Claydon closed the presentation by focusing on the successes with health and safety with Europe featuring prominently in the Health and Safety Awards.

Health and Safety Q&A

Jean-Serge Peret remarked that campaigns change from one week to the next with no real focus on understanding or integrating these into the company culture. Richard Claydon agreed that some places have a 'tick-box mentality', wanting to implement the newest initiative and then moving on before ensuring they've been implemented correctly. The issue of quality over quantity has been discussed and that there needs to be a focus on not overloading people.

Rüdiger Kuhn felt that there were too many initiatives and that near-miss reporting was counterproductive. Richard Claydon responded that near-miss reporting is effective and that it's about encouraging a culture where employees are more confident about reporting.

Jose Lafuente remarked that it was felt that health had been neglected with long hours causing stress and issues caused by new by-products, adding that it's hard to maintain health and safety standards when the rate of subcontracting is so high. Richard Claydon pointed out that working hours are controlled by European legislations and that issues need to be discussed with HR and management. All subcontractors work to the same standards as those expected from CEMEX employees

Jean-Serge Peret commented that employees are taking on an increasing workload.



Richard Claydon closed the session by noting that 95% of operations have been injury free and thanked the delegates for their support.

HR – Derek O'Donnell

Derek O'Donnell explained that this year there would be a full engagement survey after last year's Pulse survey. The Pulse survey showed positive results and showed employees understood the engagement process. The response rate was an average of 60% with the highest participation rates coming from Latvia, Finland, Russia and Poland. The engagement survey will test the 4 business priorities of CEMEX, to be safe, return to being investment grade, being customer centric and working as one organisation. There are high expectations for this year's survey and Derek O'Donnell urged delegates to promote it to colleagues.

Health surveys are also being conducted to help encourage healthy lifestyles.

Fernando González has introduced a zero-tolerance policy for any ethical misbehaviour within the company to help promote working to the highest standards in an organisation where people feel safe and unthreatened. The Ethos line is available for employees to report any behaviour and all matters are investigated with feedback provided to those who don't submit issues anonymously. Derek O'Donnell also reminded delegates that the policy is there to protect employees from any unacceptable behaviour from customers and any forms of abuse should be reported.

A global talent diversity committee has been formed to help ensure equal representation so that CEMEX best represents society. Jean-Serge Peret raised the issue that particular work may not appeal to women and they therefore struggle with this. Derek O'Donnell wondered if this was old-fashioned thinking and felt that CEMEX is behind in ensuring equal representation. Jose Lafuente commented that some areas have better representation of women and therefore efforts need to be taken to ensure equality in all areas.

Moving to training, Derek O'Donnell revealed that over a third of training is dedicated to health and safety with virtual training increasing by around 10% in the last 2 years. The largest group being trained are operational employees with most receiving 2 or 3 training interventions per year.

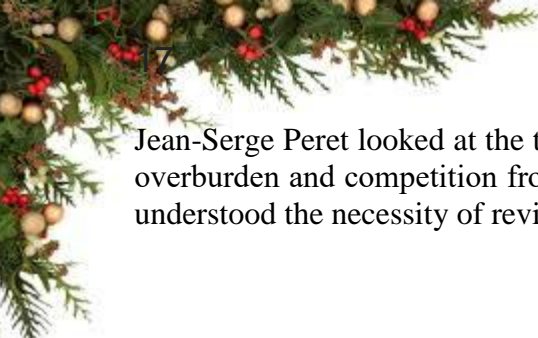
Derek O'Donnell hoped that all delegates agreed with the ECC contract and sign it today.

The presentation ended by looking at the reasons for leaving in 2016, which revealed there had been a turnover of 1,027 members of staff in the last year.

Q&A – HR

Jean-Serge Peret felt there was a risk due to employees not receiving the core training that they were used to. Derek O'Donnell took on this feedback and ensured it would go back to the health and safety network to see if it was a more common problem.





Jean-Serge Peret looked at the turnover of staff and highlighted the issue of talented staff leaving due to overburden and competition from other companies. Derek O'Donnell agreed that this was an issue and understood the necessity of reviewing what opportunities CEMEX can offer employees.

Sustainability – Eva Masa

Eva Masa explained that sustainability remains embedded within the organisation with a sustainability committee meeting quarterly to maintain this strategy.

The focus is to concentrate efforts on the areas of highest importance and one of the ways in which this is done is through materiality analysis. A survey was last carried out in 2012 and then repeated in 2016 to ensure the company's priorities are aligned with those of the stakeholders. Although participation was only 15%, results allowed for analysis and highlighted concerns regarding 23 items with the majority of responses coming from suppliers. These 23 items have been prioritised with the top 6 in Europe looking at customer experience and satisfaction, health and safety, transport optimisation, innovation, employee development and business ethics.

A new sustainability model is being worked on with stakeholders with the pilot currently running in Mexico and plans for European deployment in October and November this year. This will establish a common methodology and detect the impact of operations on both communities and stakeholders. This information will then help create an investment plan and ensure that resources are being used efficiently.

Looking at environmental compliance with environmental excellence, Eva Masa described the main pillars as low carbon strategy, water management, air quality, waste management and biodiversity. The low carbon strategy is now in phase 3 with phase 4 expected to start in 2021. Eva Masa was pleased to report that they were still to be assigned free allocation due to the benchmark. Regarding air quality control, many polluters are being monitored and with the European Air Quality Regulation one of the strictest in the world, the company is performing well. All plants are fitted with fabric filters and the next stage is to work with plants regarding installing non-catalytic installations.

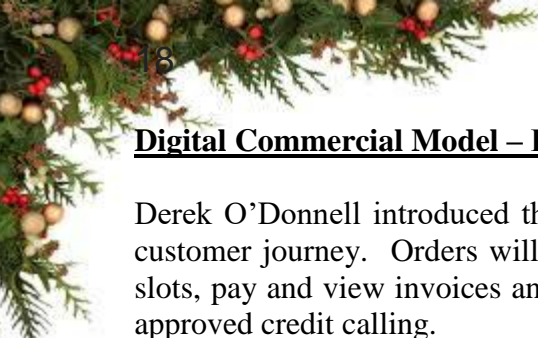
Moving to biodiversity, CEMEX has many requirements regarding quarries, the first being their restoration with particular focus on quarries on near high-biodiversity areas. A biodiversity action plan has been developed and has now been implemented in 63% of quarries with a goal to be at 100% by 2020.

The commitment to sustainability is also reflected in the company's investments with more than \$18.5 million invested in sustainability projects.

Q&A – Sustainability

Derek O'Donnell asked how far the company was from proper institutional EPL accounts that would read positively. Eva Masa confirmed they are still quite far from this as EPL accounting has only just been developed in the UK





Digital Commercial Model – Derek O'Donnell

Derek O'Donnell introduced the Digital Commercial Model (DCM) to the delegates by outlining the customer journey. Orders will be able to be placed via an app 24/7 with the ability to book delivery slots, pay and view invoices and track deliveries. Credit checks will also be streamlined by using pre-approved credit calling.

The aim of the DCM is to ensure that customers begin to depend on CEMEX as a business partner and view CEMEX as a company that can help them achieve their objectives. There is therefore a commitment from Fernando Gonzalez to enable approximately half of customers placing their orders online by the second quarter of 2018. To enable this, the first version is currently being piloted in Mexico and the States with the plan for it to go live to technical teams in the UK on 1st November to then be available to customers by the first quarter of 2018.

Implementation will bring great challenges and will require changes in business policies and master data management processes. Deployment will also affect how salespeople working, changing their relationship with the customer from one of purely sales to more customer management and support.

Adoption of the new model is also critical and customers will need to view the product as safe and one that will make their lives easier. Drivers will also need to become proficient in the app via discovery workshops.

Q&A – Digital Commercial Model

Uwe Pommer raised the issue that the implementation of this model would require current systems to function effectively. Derek O'Donnell agreed with this and commented that the reliability of current systems was unsatisfactory but was being worked on.

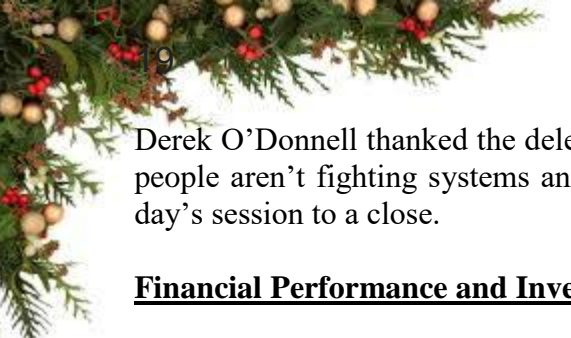
Muriel Peretti remarked that despite requests regarding systems not working, it feels like it hasn't been taken into consideration by management. Muriel Peretti added that working in these conditions is unsatisfactory with both customers and employees suffering. Derek O'Donnell understood the frustrations and assured delegates that the issues are being worked on.

Konrad Meier revealed that he had spoken to Jaime Elizondo regarding the issues and that he had confirmed he wouldn't introduce DCM until the basics were fixed.

Jose Lafuente raised the issue of Industry 4.0 and whether this would be discussed as part of the model. Derek O'Donnell assured delegates that this was just to sharpen the customer process and not full automation of industrial processes.

Annick Dumont remarked that the DCM would require the standardisation of all procedures across participating countries and would therefore force the company to become organised and ensure clear procedures. The DCM is about efficient interaction with customers by providing a simpler tool and allowing salespeople to be more customer-focused.





Derek O'Donnell thanked the delegates and reminded them that the idea of the DCM was to ensure that people aren't fighting systems and that they are instead fighting the competition and then brought the day's session to a close.

Financial Performance and Investments – Jose Cascajero

Jose Cascajero opened the day's session by looking at the financial performance of 2016 as well as looking ahead to 2017. Although signs looked negative, it was felt there were positive signals when looking at information per country with more and more countries getting zero or positive cash value added. The markets are recovering and performance is improving so the expectation is that more countries will become either positive or neutral.

CEMEX continues to invest in Europe with capex increasing, showing CEMEX's commitment to investment. Investment has been heavy in micro markets where plants are close to city centres to ensure smoother operation.

Aggregates are key to the company and a team of experts are assessing quarries and the hope is to have strong projects across the whole of Europe.

Looking at the agreement to sell assets in Croatia, this process ended in April after being denied by the European Commission and the Director General with no plans to appeal this decision CEMEX.

Q&A – Financial Performance and Investments

Jean-Serge Peret asked if markets that can't improve their profitability would be divested. Jose Cascajero admitted that they did not want to make decisions where they didn't fully understand the drivers of profitability and the root cause of underperformance.

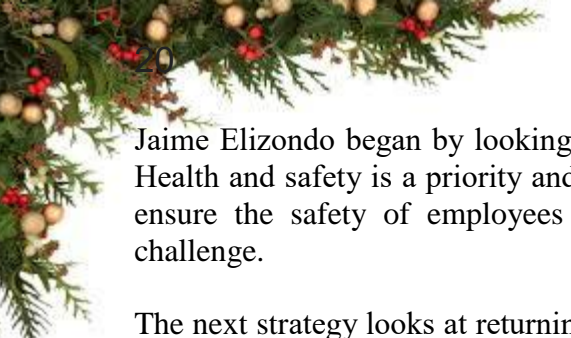
Jean-Serge Peret requested further information on future plans for Croatia. Jose Cascajero explained that the decision to divest Croatia had been during a time when export markets were difficult but with Mediterranean countries now performing better, the plan is to now keep investing in Croatia. Jaime Elizondo added that there are no further conversations to sell Croatia and the only aim was to strengthen their position. Heidelberg have decided to appeal the decision but this is not supported by CEMEX.

Muriel Peretti asked about the current level of debt and what the amount would be by the end of 2017. Jose Cascajero explained that the group had planned to reduce the debt through divestment with strong divestments in Europe and the US. The group is looking to reduce the debt by \$1.7 billion this year taking the current debt to around \$10 billion from its starting point of \$23 billion in 2007.

Muriel Peretti asked if bringing the debt down would result in investments in Europe or elsewhere. Jose Cascajero explained that the company is always looking to grow and that they look at attractive and emerging markets but with a focus on sustainable growth and long-term profitability.

CEMEX Business Performance – Jaime Elizondo





Jaime Elizondo began by looking at the group's 4 main strategies, starting with having zero incidents. Health and safety is a priority and will remain as the group's main concern. More needs to be done to ensure the safety of employees and Jaime Elizondo implored the delegates to assist him in this challenge.

The next strategy looks at returning to investment grade and Jaime Elizondo reveals that 2017 wasn't as positive as 2016 but that they were paying the debt. Europe generated an EBITDA of \$418 million in 2015, which was reduced by 3% in 2016, caused by the devaluation of the pound. The goal with working capital is to reach zero and, with the average below zero in 2016, inventories have been reduced and accounts payable increased.

The next focus is on customer centricity. Markets are evolving fast and market distribution systems need to be updated. Jaime Elizondo admitted that they needed to resolve the basic issues first, such as delivering on time, before launching a new platform. The issues regarding SAP and RMS were addressed and the delegates were reassured that technical experts are working on these issues.

The next priority is building One CEMEX to ensure people and experiences are integrated through a supportive and knowledgeable network.

Q&A – CEMEX Business Performance

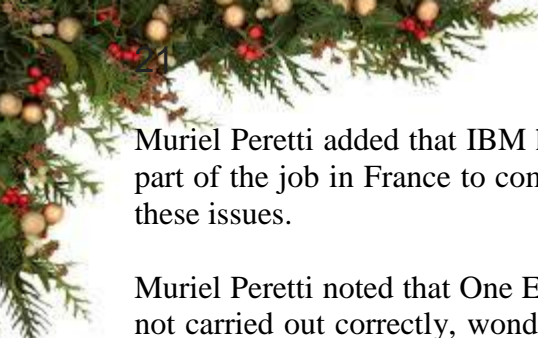
Konrad Meier explained that RMS isn't working and that employees are facing enormous problems with many finding themselves working up to 17 hours a day and facing illness through burnout. Jaime Elizondo understood the issue and that this isn't just a problem in Germany. The delegates were reassured that new software has been installed to fix the issue. Jaime Elizondo committed to the group that he would follow this issue until it was resolved.

Konrad Meier responded that they would face the same issues if the new model was implemented before current issues were resolved. Jaime Elizondo explained that the new system is being tested in the US and Mexico with a view to start in the UK in February or March. Internal testing will be carried out alongside a pilot with customers to analyse how the system is working and progressing. Jaime Elizondo reassured the group that SAP would be resolved before the new system was launched.

Konrad Meier confirmed they had drawn up a list of the 350 things that don't work with the RMS and pleaded with Jaime Elizondo to work through this list as soon as possible.

Muriel Peretti shared the same issues as Germany and also raised concerns about IBM, something that had been brought up in previous years, explaining there was no IT contact and that these issues are causing stress and exhaustion for colleagues. Muriel Peretti also highlighted concerns with the service centre in Czech Republic, feeling that staff was under-qualified and that current staff are relocating to SMEs. Jaime Elizondo acknowledged these concerns and noted that, with unemployment at almost zero in Prague, staff recruitment is an issue. CEMEX needs to become more agile and be responsive to both customers and employees.





Muriel Peretti added that IBM had not improved in the last 4 years and that local positions are doing a part of the job in France to compensate for the work not done by IBM. Jaime Elizondo acknowledged these issues.

Muriel Peretti noted that One Europe was created to reduce costs but that temps had to be hired to roles not carried out correctly, wondering what the cost was to employees. Jaime Elizondo commented that he needed to understand why this was happening first before analysing different options but that service areas need to be changed if they're becoming ineffective.

Jean-Serge Peret explained that the losses aren't just monetary but also the impact on colleagues regarding burnout and dissatisfaction. The company is experiencing a turnover of staff and staff are unable to work effectively due to stress and long hours. Jaime Elizondo agreed that it was concerning that people were leaving and they therefore need to revise their initiatives.

Jaime Elizondo urged the delegates to use the upcoming engagement survey to put down ideas to help fix these issues and closed the session by thanking the group for their comments.

Any other business

Derek O'Donnell opened up the floor for the final part of the committee for any other business.

Muriel Peretti asked if the Digital Commercial Model would be deployed across all products. Derek O'Donnell explained that implementation would be phased and understood that they needed to fix basic systems before anything new was added. Version 2, currently being tested in the US, will cover bulk cement and bulk aggregates with version 21 introducing ready mix.

Muriel Peretti commented on Brexit and wondered if it would have any impact on the EWC. Derek O'Donnell felt that he was unable to currently answer this as they didn't know how Brexit would work out but that they hoped to all still work together as CEMEX Europe.

Annick Dumont confirmed that all signatories for the agreement had been received and that each country would receive a copy for their HR department, hoping that each new representative would receive a signed copy complete with comments.

Jean-Serge Peret reminded management that the delegates are here to represent workers and that their concerns must be taken into account. A health and safety policy that ensures the wellbeing of staff is needed and there needs to be a recruitment and training policy to effectively fill vacancies and ensure customers receive the services they need.

Jean-Serge Peret and Derek O'Donnell closed the session by thanking the delegates, German hosts and translators for all their hard work.

