



Welcome to UK News 14<sup>th</sup> Feb 2018  
your weekly update from around CEMEX UK

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## BEING THE BEST FOR FAMILIES

### Health and Safety Weekly Update



Unfortunately, one of our contractors suffered an injury to his forearm last week while using a fixed bladed knife to cut through a plastic water pipe. The wound required three stitches and is classed as a medical treatment case and, therefore, reportable as a recordable injury (TRI).

Michel Andre commented: "It is very disappointing to report on a further contractor TRI which resulted from improper behaviour, forgetting to stop and think before acting.

Contractors represent a hot spot in term of safety and I encourage everyone to make sure ALL our safety procedures and practices are properly inducted and followed by every contractor, everywhere, every time. We must also make sure that we do not select suppliers that fail in respecting our safety standard and/or in training and supervising their employees."

Injuries with fixed blade knives were in the past relatively common; however, improved control measures reduced their frequency. Before using a fixed blade knife the risk of injury can be reduced by taking the time to STOP, THINK... & CHECK:

- Can the need to use the knife be eliminated by, for example, ordering materials to size?
- Is a knife the right tool for the job?... in the incident last week a hacksaw would have been more suitable.
- If a knife must be used, is it a safety knife with a self-retracting blade?
- Do you have the right personal protective equipment for the task, including anti cut gloves and long sleeved coveralls?

Is there a safe system of work/are safe work methods being used, including the requirement to always cut away from the body?

### Two New Safety Alerts



The first of the Alerts details an incident where a fault on a packaging line resulted in the need for **manual intervention and, as a result, a manual handling injury**. Where the decision is taken to run equipment that has a known defect, a formal risk assessment should be carried out to identify interim precautions necessary to control



hazards and risks at an acceptable level. Manual handling tasks should be assessed and take consideration not only of the weight of the load, but also its stability, postural constraints, the workplace, the distances involved and any relevant health issues of those carrying out the task.

The second Alert details a slip, trip, fall involving a truck mixer driver who injured his hand. Whilst the main learning point is the need for drivers, in particular, to be aware of hazards in the work environment and follow MYSPACE principles, the concerns relating to the driver having to reverse through a busy builders merchant's yard without any assistance should also be noted.

Please review these Alerts with your teams, taking the time to discuss relevant learning points and identify any gaps in standards or procedures that should be addressed. The Safety Alert posters can be found at the end of UK News and they should also be displayed on relevant notice boards. Global and UK Alerts are available from the CXME app. or in the download section of UK News.

Always **STOP** and **THINK** then **STEP IN IF YOU NEED TO LOOK AFTER YOURSELF AND EACH OTHER.**

### Working As ONE CEMEX – Sheffield Joint Emergency At Height Rescue Drill



Recently the team at Local Asphalt Sheffield had a 60 foot Mobile Elevated Working Platform on site to assist with a current project on site. Colleagues at Sheffield Readymix also had a task that needed completing with a MEWP, so Gordon Renshaw and Steve Taylor arranged for a collaboration of use that benefitted both.

Whilst talking to the Readymix lads the subject of emergency drills and situations came up and they decided to undertake a joint training session on how to get someone down in a basket from working at height in an emergency situation that could

benefit us all in future. Danny Wilkinson (trained IPAF MVEP operative) from our local contractor, DP Young, was on hand to highlight the controls and actions to take should they find themselves needing to bring the basket down from the control panel at ground level. The bucket was raised in the air, and with no one in the basket they were all able to have a go with the controls on both machine power and with the emergency battery.

Many things were learnt and appreciated from the training session and in the unlikely event of an emergency are all better prepared than they were before. Thanks to Danny for helping with the drill, and to Craig and Ryan from Sheffield Readymix, and Andy and Adam from Sheffield Asphalt for attending.

### LTI Free Congratulations To:



Middleton Quarry and Angerstein Wharf who reached 15 and 11 years LTI-free respectively.

Kevin Cage congratulated Maurice Burrell, David Adrian Mills and the team at Middleton in achieving 15 years LTI-free. It is an amazing target to hit more so when we think back 15 years and the standards we were working to at the time – they had just come out of the HSE's hard target era and they thought they



were doing well with incidents falling year on year, however, we suspect they were happy then to not record an accident every 15 weeks never mind years.

And David Whitby reported that Angerstein Wharf reached 11 years too. The team are so proud they could not wait to remind David on the morning it was achieved. David said: "For me I am so happy that all the staff and permanent contractors continue to focus on safety on a daily basis so we can continue to achieve our goal of ZERO accidents."

VP, Chris Leese, added his congratulations to both teams saying: "These teams are setting an excellent standard for all to follow. ZERO is possible, let's stay focused."

## BEING THE BEST FOR CUSTOMERS

### Joel Srodon Wins Bulk Cement 2017 Customer Service Award



Veteran Customer Service Agent, Joel Srodon, was the 2017 winner of the Bulk Cement Customer Service Award recognising his exemplary customer service in the Bulk Cement Planning department. Throughout the challenging year he consistently went beyond the call of duty to be the vital link between logistics and the end customer.

UK Supply Chain Director, Dave Hart, was delighted to congratulate Joel on his achievement commenting: "From speaking, listening and interacting with you I know you are passionate about your job and providing a service in line with our customer's expectations which last year was difficult on a number of occasions. I really appreciate it and your Award for exceptional customer service is extremely well deserved."

### Eight Weeks To Go – Check Out Weekly Newsletter



Leading up to the go-live of CEMEX Go in early April, a countdown has started with a weekly "X" WEEKS TO GO one-page newsletter published and being posted on Notice Boards.

The objective is to raise overall awareness throughout the business of CEMEX Go actions underway and provide a countdown to launch. Key messages this week are:

- What exactly does CEMEX Go offer to our customers?
- New positions being advertised for Customer Care Advisors
- How do we know who to contact at our customer businesses?
- What does "Minimum Viable Product" mean?

Please see the Newsletter at the end of this document or in the UK News downloads section for sharing with your teams and posting on Notice Boards throughout the business.



## Our ONE CEMEX Quality Drive Continues



Mike Higgins reported that, continuing with our unified ONE CEMEX drive on quality, we recently held a cross business review of our internal and external audit process. The key purpose was to explore how we can make the most out of the auditing process and better share outputs as ONE CEMEX.

Thanks go to the attendees for contributions and associated actions. The businesses were represented by Christopher Clarke (Building Products, Cement & Rail); Terence John Mulcahy (Readymix); N Woodfield (Asphalt) and Ian Phillips (Aggregates).

We made great progress with new capture and distribution of findings process agreed, as well as revisiting internal audit processes to include 9001:2015 requirements.

## Update On 2017 Performance And 2018 Challenges



Director of Asphalt and Paving Solutions, Garry Gregory, hosted three business update sessions with the Rugby Customer Service Centre team last week. He took the opportunity to reflect on 2017 performance and achievements, the challenge

2018 present us with, our key 2018 initiatives and priorities, and concluded with a discussion about the importance of Superior Customer Service and how the Customer Service Team can help the business and vice versa. Garry thanked Liz D and Rob C for arranging the event which had excellent attendance and a

good level of participation from the Customer Service Centre team, Logistics & Asphalt Commercial.



Garry commented: "I enjoyed the sessions and found them of value. I hope all those who attended found them useful and interesting. We have a very good team in Rugby. They are a critical part of our Asphalt business, have a pivotal role to play and it is evident each and every day they make great efforts and thanks to their interventions and initiative, we get a lot right a lot of the time. There is always room to be even better and our aspiration must be to give Superior Customer Service, every time, everywhere. The cost of falling short on service in Asphalt is extremely high, however the opportunity, should we consistently deliver superior service, is huge."

## Learn More About CEMEX Go – Watch This Simple Video From CEMEX USA



At CEMEX USA they have now been live on CEMEX Go in some regions since last November.

One of our colleagues, Alex Ortiz, who is working on the project there, shared this simple video of how CEMEX Go benefits our customers - just click on the link below. It's only 40 seconds long but is a simple summary – we'll be replicating these simple communication messages as we approach our Go-live in early April.

<https://youtu.be/JI-FNDdMxTO>





## First CEMEX Hackathon Will Help Us Transform Our Innovation Model



Last weekend a group of more than 100 participants came together for a 48 hour “Hackathon” at the Moller Centre in Cambridge. There was a mix of highly engaged CEMEX employees together with brilliant students from nine universities.

Working in mixed-up teams of eight, the group spent two days brainstorming creating new models and refining a pitch to an eminent panel of judges on the Saturday evening. Jointly organised with the Lean Analytics Association, UK Country

President, Michel Andre, was delighted with the outcome - he tweeted: “What a learning experience! Incredible engagement and passion demonstrated by all >100 participants. Several great ideas being incorporated in our innovation model. Thank you all!”

Hackathons have been used in the computer software world to collaborate intensively on new ideas and innovation. In this case the goal was to host a fast-moving sprint event where hundreds of great ideas are synthesised very quickly into potential solutions for CEMEX.

Some interesting numbers here: >200 cups of coffee; >600 cups of tea; >240 cans of soda; 15 countries represented; >12,000 Post It Notes used!; >1,300 ideas; 24 prototypes; 13 incredible pitches and three winning teams!!

## BEING THE BEST FOR SHAREHOLDERS

### 2017 Financial Results – CEMEX Reports Highest Net Income In A Decade



CEMEX reported its global results for 2017 this week with highlights as follows:

- Net income reached US\$806 million in 2017, from US\$750 million in 2016, and was the highest net income generation since 2007.
- Free cash flow after maintenance CAPEX for the full year was US\$1.3 billion and conversion of EBITDA into free cash flow after maintenance CAPEX reached 50%.
- Total debt plus perpetual notes was reduced by US\$2.1 billion during 2017, on a pro-forma basis.

CEMEX announced that, on a like-to-like basis for the ongoing operations and adjusting for currency fluctuations, consolidated net sales increased by 4% during the fourth quarter of 2017 to US\$3.4 billion, and increased 3% for the full year 2017 to US\$13.7 billion versus the comparable periods in 2016. Operating EBITDA on a like-to-like basis decreased by 7% during the fourth quarter of 2017 to US\$625 million and decreased by 6% for the full year to US\$2.6 billion versus 2016.

Fernando A. Gonzalez, Chief Executive Officer of CEMEX, said: “Although 2017 was a challenging year, our two largest markets, Mexico and the United States, performed well with like-to-like increases in their EBITDA. We also generated free cash flow after maintenance CAPEX of close to US\$1.3 billion, with a 50% EBITDA-to-free-cash-flow conversion rate and which, together with our asset-divestment initiatives, resulted in pro-forma debt reduction of close to US\$2.1 billion during the year.



We had important headwinds during the year: underperformance in Colombia, Egypt and the Philippines as well as increased energy costs, mainly in Mexico. As we have done in the past, we focused on the variables we control to dampen these headwinds and we continued to deliver solid results.”

## BEING THE BEST FOR COMMUNITIES

### Five Lend-A-Hand At Monks Kirby Church Graveyard



Lucy Birch, Customer Service Manager for Readymix, reports that on 6<sup>th</sup> February five members of the RMX Customer Service Centre joined a local team of volunteers at Monks Kirby Church who are trying to tidy up their churchyard. Dale Marson, Matt Wells, Jason Warren, Kyle Gibson and Lewis McCance spent the day clearing graves; lining them and then covering them with gravel with some intensive weed removal going on. This was hard work - the pictures show the amount of work involved in clearing the area - they managed to clear, line and prepare 32 graves in total - so a great achievement and much appreciated by the church community.

Everyone involved commented on what a great team the local volunteers are and what a huge job they have ahead of them. They are looking for more help with a few projects so if anyone is interested in a Lend-a-Hand opportunity please contact Lucy Birch via your Line Manager.



### Archaeology In Action At Datchet



Alfredo Hernandez reports that at Datchet Quarry they work together with WESSEX Archaeology as part of the planning conditions to operate on the site. Last year, the team of Archaeologists who worked at Datchet found what is one of the earliest known examples of monument-building in Britain, dated from 5,500 years ago.

A ceremonial gathering place known as a causewayed enclosure has been revealed with the discovery of a series of encircling ditches, artificial boundaries with gap entrances, at a vast site in Berkshire. Archaeologists have found extensive quantities of animal bones as well as decorated pottery sherds, and evidence that pots were deliberately smashed, perhaps as festivities came to a boisterous close. Other finds include finely worked, leaf-shaped flint arrowheads, serrated blades, stone axes and grinding stones.

About 80 Neolithic monuments have been identified in Britain, but Archaeologists are particularly excited by this one as they expect to uncover the entire circuit of the enclosure. Specialists from Wessex Archaeology made the discovery at a sand and gravel quarry near Datchet, within sight of Windsor Castle.



Please follow the link here to read the full coverage on the Guardian website:

<https://www.theguardian.com/science/2018/feb/08/discovery-of-windsor-neolithic-monument-excites-archaeologists>

## BEING THE BEST FOR EMPLOYEES

### Congratulations To Dan Davison On 15 Years Service!



Dan Davison completed 15 years service with CEMEX on 3<sup>rd</sup> February 2018.

The photo shows Dan opening his award letter, given by Phil Moore, to mark his achievement.

Matt Yaxley congratulated Dan on reaching this huge milestone and thanked him for everything he has done over the past 15 years.

Congratulations Dan!

### Congratulations Toby



Kevin Cage sent congratulations to Toby Byers who has been appointed Quarry Manager at Pallett Hill Quarry in N Yorkshire, leaving an AQM vacancy at Leyburn Quarry for those interested. Toby follows Sam Shepherd's departure to pastures new in the SW.

They both see the progression of Trainee Managers within the company and reflect the success candidates such as Toby, Sam and Lauren Nugent have had within the business, as well as the benefits the programme has brought CEMEX Aggregates over the last few years.

Well done Toby and every success in your new role – he's shown in the picture (far right) with his colleagues in 2015 when they first joined us.

### CEMEX VENTURES – All Ears For Your Ideas – Deadline 7<sup>th</sup> March 2018



Following last year's success, CEMEX VENTURES invites you to participate in the 2nd CEMEX Ventures Ideas Challenge, a new opportunity for CEMEX employees to submit disruptive ideas that can change the way the construction industry performs. All ideas are welcome, no matter how crazy they are, as long as they resolve a problem related to the construction ecosystem and are not focused on our core business products and processes. Your idea could be the driver of change in the construction industry and subject to be presented to the Executive Committee





later this year. In addition, each of the three finalists will be rewarded with an iPad.

The winner will be invited to further develop the idea with CEMEX Ventures team. We are all ears for your disruptive ideas!

Using your CEMEX ID and password, submit your idea at:  
<https://internalchallenge2018.cemex.spigit.com/>

Questions about the process? Contact CEMEX VENTURES at... [info@cemexventures.com](mailto:info@cemexventures.com)

## Team Talks Follow Up..... Answers To Questions Left On Tables

### ONE TEAM, ONE CEMEX

### UNLOCKING OUR POTENTIAL

Thanks again to all who attended our 2018 Team Talk events at the end January.

Some 50 questions were left on tables which may not have been fully answered, so we have collated these and obtained the answers.

In this first of weekly Q & A updates in UK News UK Supply Chain Director, Dave Hart, answers questions regarding Logistics:

**Question - New trucks bought but no consultation – they are too low and only one drive axle – struggle when leaving highway**

**Answer -** We have a vehicle specification group which includes driver representatives In fact prior to the most recent fleet replacement we undertook a survey of the drivers based at the depot and used the output in the decision making process.

**Q - One year since logistics team moved to Czech Republic – has this been commercially beneficial to CX and the hauliers?**

**A -** The team in Prague have settled into their new roles and we are seeing the benefits.

**Q - We need to have the correct trucks in the correct areas of the country e.g. Norfolk Suffolk – recycling trucks but not really needed**

**A -** These trucks are based here as historically we had secured contracts in Norfolk and Suffolk based around us removing the muck away before delivering new material. This work is currently not available in this region and doesn't occur elsewhere in the UK. However if we were to secure some outside of this region we would actively seek to relocate them. As it is they will remain in this area and it is unlikely we will procure vehicles of this type in the future.

**Q - Why are the new aggs artic trailers not up to standard, ill thought-out and not fit for purpose? Access at rear more dangerous – entry in crouched position due to height. How do you track a vehicle that spends more time in the garage than on the road?**

**A -** The feedback we have received regarding these new trailers from the drivers has been extremely positive so this one piece of feedback was a surprise. We have traced it to issues with one trailer in South West which the supplier has been unable to diagnose so they have agreed to a complete strip down of the trailer to due to understand the root cause and we have informed the driver accordingly. The new trailers were designed in mind of the HSE's drive to eliminate risk of working at height and the door design and access is the same as all the walking floor trailers currently in use in the UK which eliminates the need to climb up a side ladder and over the of the trailer and down a set of internal steps.





## Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
052-02-2018	Multi Skilled Quarry Operative	Aggregates Northern	Dove Holes Quarry	21/02/2018
053-02-2018	Assistant Quarry Manager	Aggregates North East	Leyburn Quarry and Coating Plant	16/02/2018
054-02-2018	Wharf Operative/Weighbridge	Aggregates Southern	Brighton Wharf	23/02/2018
055-02-2018	Multi Skilled Operative/Weighbridge ***Temporary***	Aggregates North East	Jarrow Wharf	16/02/2018
056-02-2018	UK Digital Support Partner	National Commercial	Rugby Office	23/02/2018
057-02-2018	Assistant Quarry Manager	Aggregates Scotland	Cowieslinn Quarry	16/02/2018
058-02-2018	Operative	Asphalt	Wickwar Asphalt Plant	23/02/2018
059-02-2018	Plant Technician	National Technical	Dove Holes Laboratory	27/02/2018
060-02-2018	Plant Technician	National Technical	Selby Asphalt Plant	27/02/2018
061-02-2018	Day Driver Bulk Tankers	Cement Logistics	Tilbury Works	27/02/2018
062-02-2018	Quarry Supervisor/Operative	Aggregates Central	Rugeley Quarry	23/02/2018
063-02-2018	Quarry Operative	Aggregates Central	Rugeley Quarry	23/02/2018

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](mailto: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.



# UK SAFETY ALERT

UK SA04/2018 – 12.02.18

Display Until  
09.03.18



## DRIVER INJURES HAND IN FALL

### Details of Incident

A truckmixer Driver was waiting behind a colleague's vehicle to discharge a load of concrete at a customer's site, which was to form part of a yard extension.

The client's yard was a busy builder merchant, which was fully open to the public, and the Drivers were required to drive through the working yard area and park up in close proximity to the pour location.

Having reversed into position, the Driver left his vehicle and walked to the rear of the truck to speak to a colleague, who had just finished the previous delivery; however, as he was walking back, he stumbled and fell towards the rear of his truck. He put out his left hand to try and prevent the fall, but caught and injured it against the rear light cluster of his truck as he fell.

### Key Findings

- The weather, lighting and ground conditions in the area were reasonably good.
- The Driver was wearing the required Personal Protective Equipment.
- There was a slight ramp from the concrete slab down to a hardcore compacted base.
- No induction was provided by our customer / contractors on site.
- No reversing assistance was provided by our customer / contractors on site.
- The Driver was wearing a large wrist watch, which compressed the wrist area to some extent when the fall occurred.

### How Could This Incident Have Been Avoided?

- By taking greater care and looking where we are placing our feet.
- By taking time and not rushing.
- By informing the customer of hazards or problems on site.

### Key Review Points

- **The Driver was expected to manoeuvre his truck with no reversing assistant or guidance through a busy yard and required to park close to a colleague's vehicle.** Are trained Banksmen provided where existing traffic management is inadequate? Do we inform customers of hazards or issues on site prior to discharge? Where concerns are not addressed, are they brought to the attention of the relevant CEMEX Supervisor / Manager?
- **The Driver is unsure as to what specifically caused him to stumble.** Do Drivers adopt the "MYSPACE" philosophy when visiting customers' sites? Do they visually assess the working area and surroundings for hazards and, where significant hazards are identified, is corrective action taken? Is everyone encouraged to use the Near Miss / Hazard Alert reporting system?
- Do you consider how jewellery and loose clothing may create additional hazards?
- **Staying fit and healthy is important to maintain a good quality of life and minimise the risk of injury.**
- Is everyone encouraged to take part in health and wellbeing initiatives, to help keep fit and alert.

Customer's site / yard



Injury to wrist



### Look after yourself and each other

Don't let anyone act unsafely, always stop unsafe practices.

### Housekeeping

Keep designated access routes and work areas tidy and free from trip/slip hazards.

### Personal Protective Equipment

Always wear the correct PPE.

### Incident/Hazard alerts

Report all incidents/hazards immediately.





## MANUAL HANDLING INJURY

### Details of Incident

An employee was operating a cement plastic packing line. Due to an issue with the machine, some cement bags on the pallet partially collapsed as they exited the palletiser (a palletiser is a machine which provides automatic means for stacking cement bags onto a wooden pallet). Subsequently manual intervention by the operator was necessary to push the partially loaded pallet forward on the roller conveyor, clear of the machinery. Whilst undertaking this activity, the operator felt discomfort in his upper right thigh and the pain worsened over the following 30 minutes. An ambulance attended site and the employee was transferred to hospital, where it was diagnosed that he suffered a tear to an abductor muscle in his right leg.

### Key Findings

- During the shift there was an intermittent fault on the palletiser.
- The employee had undergone manual handling training recently; receiving a toolbox talk, covering aspects of manual handling techniques.
- The force required to move the pallet on the roller conveyor was measured and not considered excessive; however, a restricted working area and awkward body positioning probably made the application of force more difficult.

### How Could This Incident Have Been Avoided?

- By eliminating the machine fault, and thereby preventing the need for manual intervention.

### Key Review Points

Is there a procedure in place for reporting and communicating faults on equipment?

Are procedures evaluated and changes properly reassessed before continuing with work activities?

Do we challenge accepted practices to ensure we always adopt the safest method of work to complete a job?



### Manual Handling



Use mechanical aids or ask for help to reduce risks.

### Look after yourself and each other



Don't let anyone act unsafely, always stop unsafe practices.

### Housekeeping



Keep designated access routes and work areas tidy and free from trip/slip hazards.

### Tools and Equipment



Use the right, well maintained, tools/equipment for the job. Never make do.

### Incident/Hazard alerts



Report all incidents/hazards immediately.



# EIGHT WEEKS TO



Your weekly CEMEX Go pre-launch update

## What exactly does CEMEX Go offer to our customers?



It's a new way for our customers to deal with us - an end-to-end process where customers have the option to communicate with us online – they can -

**PREPARE TO BUY** - register with us

**REQUEST AN ORDER** – ask us to accept a product order

**TRACK THE DELIVERY** – check where the vehicle is on delivery day

**CHECK INVOICES & MAKE PAYMENTS** – all online

None of our competitors offer this full solution, and for the first time our customers will have visibility of parts of our systems, just like we all do when ordering groceries from the supermarkets online, or dealing with Amazon

## We're recruiting four CEMEX Go Customer Care Advisors

In addition to our Digital Support Partners Kirsty Roche, Amanda Walker and Laura Hogan, there are currently IVCs for four new Customer Care Advisor roles to be based at our Rugby customer service centre. These roles will provide day to day online help to our new CEMEX Go customers. They will be responsible for setting customers up on our systems after they have registered in "Prepare to Buy." Their work will be crucial to ensuring our customers become confident in our new CEMEX Go digital way of working.

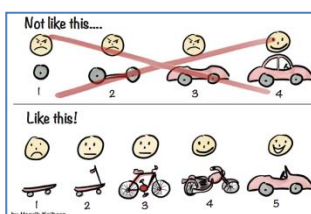


## How do we know who to contact at our customers ?



We have held workshops with our cement and readymix sales teams to agree how to maximise customer take-up of CEMEX Go. We are developing detailed Customer Engagement plans to identify who are the right people in our customers' businesses to talk to and gain confidence in CEMEX Go.

## I've heard people say "Minimum Viable Product" – what does it mean?



When we launch CEMEX Go in the UK – week commencing April 3<sup>rd</sup> 2018 - the version we will be using is the first version as CEMEX wants to launch with a "Minimum Viable Product" (MVP). MVP is a method used to launch a new product or website with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after gaining feedback from the early adopters.