



# CEMEX European Consultative Committee Meeting



18-19 September 2018  
Windsor, United Kingdom



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# HEALTH AND SAFETY

Following a brief welcome from Derek O'Donnell, Richard Claydon presented on health and safety. The room observed a silence to reflect on fatalities that have occurred, and Richard Claydon stressed the importance of remembering that such tragedies are not about statistics, but the individuals involved and their families. CEMEX continues to focus on contractor safety, particularly vehicle drivers, by putting efforts into VFL's and communication campaigns. For the first time, there were no fatalities in July and August, which may indicate progress. Everyone was urged to help influence behaviours and speak out about any problems identified.

Total recordable injury rate had improved, including LTI's. CEMEX remained the industry leader for LTI's with the lowest Rate for a global company. Europe Region has been improving, but has much more scope compared to other CEMEX Regions. To support the global approach for annual improvement plans, gaps were assessed using the fourteen HSMS elements. CEMEX's focus on safety had expanded further, with initiatives in Europe also creating engagement with families using the subject of safety at home. Other initiatives included UK road safety advertisements on trucks for pedestrians, exchanging places programmes between cyclists and drivers and educating children. ◆



Richard Claydon

## Health & Safety Q&A

Jean-Serge Peret drew attention to safety equipment, with issues involving hot weather, dust, and restricted movement. He advocated for a working group to tackle these issues. In response, Richard Claydon talked of different materials being in use in some countries to deal with these challenges. He indicated that the issue would be taken to the H&S network, and that the working group could go ahead.

Jeff Sewell asked about the reduction in the number of hazard alert cards. Richard Claydon acknowledged the need to re-energise reporting and asked everyone to both use the system and encourage others to do so. Communication with people who submit reports will encourage further reports. Jaime Elizondo reflected on requests from country managers to remove specific targets for raising near-miss cards.

Maris Zunda asked about safety investments and the success rate of hazard alert cards. While Richard Claydon did not have country-specific visibility, he confirmed there are significant and targeted investments globally. Jaime Elizondo offered assurance that investments would be made wherever necessary.



Maris Zunda

José Lafuente Casas highlighted some variations between countries in their safety approaches. Drivers often feel forced to carry out tasks, and when hazards are reported, he had the impression that the cheapest issues to resolve are the ones that are closed. Jaime Elizondo explained that if workers want to draw attention to an issue, they can, (1) call the ETHOS line, and (2) contact him directly.

Annick Dumont addressed Muriel Peretti's question about helmets, explaining an initiative in France for cards containing an employee's name, emergency contact details, and blood group. Jaime Elizondo revealed the ongoing development of helmets containing chips, which would provide alerts were the person to fall. ◆

# CEMEX BUSINESS PERFORMANCE

To fulfil a request made by the ECC subcommittee, Jaime Elizondo presented on business performance. In the first half of 2018, sales increased from \$6.7 to 7.2 billion and EBITDA was flat. A basic version of CEMEX Go has been implemented, with the ability to take and track orders. The tool could be expanded to all products in the future. More than 15,000 customers will use CEMEX Go, with an estimated 11,000 in Europe by the end of the year.

Group EBITDA was less than \$2.6 billion, due to issues in the Philippines, Colombia, Egypt, and the cost of fuels. Following shareholders questions, a plan was drawn up to build a stronger CEMEX. \$1.5-2 billion of assets will be divested by 2020, generating \$150 million in savings and benefits and a \$3.5 billion debt reduction. Shareholders will receive a dividend for the first time in almost twenty years. The geographical system is expensive and inefficient, so it was decided to reorganise and act as one CEMEX in Europe, sharing best practices, with country heads taking care of local dynamics. Materials (ready-mix and aggregates) will be split into two regions, the West (UK, France, Spain) and Central (Latvia, Germany, Poland, Czechia, and Croatia). Cement commercial, cement operations, other related business and all functional areas will work as one single business unit. The first layer of the structure had been implemented, and the first layer would define the second, which will connect with the rest of the organisation.

José Cascajero reviewed the finances. CEMEX is targeting the cost of capital. In accordance with the commitment made three years ago, Capex was increasing. Approval had been given to acquire a new dredger for aggregates in the UK. Investment is needed to improve the environmental impact of the concrete plant of Bondy, which will be close to the 2024 Olympic Village. Alcanar in Spain is a key plant, as it supplies cement for various markets. \$10 million was being invested to fix a clinker dome in Latvia, and CEMEX has invested in a new quarry in Burgstall, Germany. CEMEX owns the Hopwas quarry land in the UK, and work was ongoing to increase the presence of the Gudmont quarry in France. Investments were continuing in Croatia to ensure a commitment to community, and capacity increases were targeted for Czechia. Acquisitions included a Readymix plant in London. In France, CEMEX put up for sale two main areas and a quarry was acquired in Normandy to supply the Paris market, which is a key market for aggregates. ♦



Jean-Serge Peret

## CEMEX Business Performance Q&A

Jean-Serge Peret spoke of the impact that reorganisation has on employees, with employee numbers almost halving. Jaime Elizondo agreed, noting that divestments occur

when assets don't make sense for the portfolio. He offered assurance that efforts have been made on the human side of the process. The engagement surveys show that people are not happy, and Jaime Elizondo accepted that employee motivation is also his responsibility.

Sonny Netto asked how many layers would be affected with the reorganisation. Jaime Elizondo did not know. When the next stage is defined, work will be done with the ECC (European Consultative

Committee).

To Jean-Serge Peret's question on the anticipated headcount cost, Jaime Elizondo explained that the process does not have set percentages for reduction, although headcount savings were expected.

José Lafuente Casas wondered how the ECC would represent workers when Europe is organised as one business unit and asked what percentage of the global \$2 billion of savings will come from Europe. Jaime Elizondo said that interactions will continue with ongoing HR support. There will be clear definitions of global connectedness and European integration. It remained uncertain what would be sold in Europe, and savings would extend beyond headcount, such as in fuel efficiencies, while \$8 million can be saved in Europe by changing suppliers. Derek O'Donnell added that the change would not affect the integrity of the ECC.

*Continue on page 5.*

*Continued from page 4.*

Muriel Peretti suggested that the language barrier had been underestimated and asked whether employees who can speak English well enough would be required. Jaime Elizondo clarified that there would be appropriate local people to facilitate communication. Muriel Peretti pointed out that



Muriel Peretti

communications could be lost in translation through interpreters. Jaime Elizondo said that it would not be different from his current practice of speaking to multilingual salespeople who can translate where necessary. Jean-Serge Peret asked when the consultation regarding the implementation of the second and third level will be, to which Derek O'Donnell clarified that it will occur when they have the full information, with further consultations if necessary. Jean-Serge Peret said that colleagues expect answers when delegates return from the ECC. Derek O'Donnell stated that communication would be proper and effective, with CEMEX complying to all rules and regulations. Muriel Peretti pointed out the difference between information and consultation, and Jaime Elizondo offered that information would be shared when possible and that consultation processes will be implemented when it will be necessary.

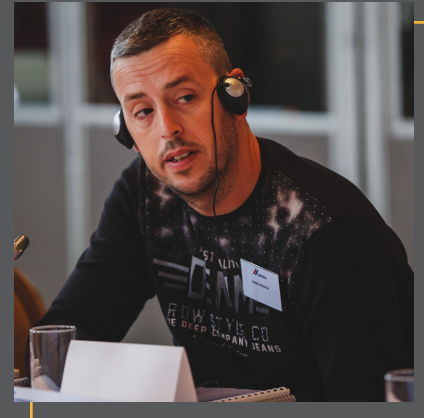
Jean-Serge Peret explained that the ECC did not feel respected or heard, drawing attention to difficulties in providing representation for Croatia and Germany, which should not be delegates' responsibility to resolve. Derek O'Donnell felt that there was not much more that could have been done to find representation from Croatia, and explained that management do not swap people, the representative who is used to come to this meeting could not because of health issues. Jaime Elizondo further noted that some delegates have attended for many years and agreed that he would like stability on the team.

Annick Dumont requested that headcounts for each country be provided at the next meeting, and pointed towards Germany's headcount exceeding 1,500, which should translate into an additional delegate. Melanie Riedel clarified that Germany's headcount fell short of 1,500 when delegates were

confirmed. Rüdiger Kuhn wondered whether, as Norway is included in Germany's numbers, they should have a representative present, and Uwe Pommer echoed Annick Dumont's suggestion for individual country breakdowns. Derek O'Donnell agreed to the country breakdowns and offered further clarification that neither the delegate nor their substitute were available for Croatia. Marin Bonacin noted the difficulties in being prepared for the meeting, having only been informed that he would attend a few days prior.

Muriel Peretti asked what information would be provided to the delegates. Derek O'Donnell confirmed that the presentations would be distributed after the meeting.

To Jeff Sewell's question on whether there were plans to deal with potential Brexit outcomes, Jaime Elizondo explained that



Marin Bonacin

there have been conversations with economists, and noted the confidence in the UK of the country's long-term strength. Muriel Peretti wondered whether UK representatives would be able to continue their participation in the ECC. Derek O'Donnell confirmed the intention was that the UK would continue participation. Muriel Peretti wondered whether country-specific legal entities would continue, following the integration of Europe. Derek O'Donnell confirmed that they would.

Roberto Serrano Herrero shared that there is concern surrounding upcoming divestments. He talked of hearing about changes through workers without being able to provide answers, and wondered how the information can circulate in the workplace but not be communicated to the ECC. Jaime Elizondo did not know how any information about the changes had come out, sharing that delegates were informed immediately following the first layer being informed. He shared an understanding of the uncertainty and stress, saying that the work was being done as quickly as possible, and accepted responsibility to consult on the process.

Regarding the earlier presentation, Jean-Serge Peret asked whether materials, ready-mix and aggregates would be reunited. Michel André answered that there were different possible scenarios. ♦



Derek O'Donnell

Derek O'Donnell presented on HR. There had been increased focus on health, such as with the establishment of a global health forum, the introduction of staff health KPIs and guidance being provided on how to warm up properly before manual labour. Delegates were asked to encourage co-workers to engage in the Fit4Life campaign. The engagement survey results were shared, with strong scores on engagement and enablement. Following the survey, each country reviews results and each manager reviews with their team, before local action plans are developed. As a result, there have been initiatives to improve work-life balance, involving reviewing headcount needs where people are overworked. Work had been done on individual development plans and improvements for facilities. Further, work was being done with middle

management on how to empower people.

Regarding ethics, there were 65 reported ethical violations, which Derek O'Donnell described as worrying. Delegates were encouraged to take action if they become aware of any ethical violations. Such complaints start with Jaime Elizondo and are taken very seriously. 10% of Europe had now been trained in ETHOS-related topics. Ethical investigations are closed within 6 weeks, with around 50% being proved, and complaints can be made both anonymously or face-to-face, with neither method resulting in a higher rate of proved cases. Jill Delaney shared that there was a survey underway regarding ethics and the reporting of misconduct, which will inform HR of what is happening from an ethics perspective. Derek O'Donnell encouraged everyone to complete the survey and to encourage others to do so, also. There had been formal training through the CEMEX University, with the learning experience portfolio covering commercial, H&S, supply chain, and culture and values.

There was ongoing work on talent diversity, particularly regarding female underrepresentation at all levels of CEMEX, resulting in links being established with The Women's Leadership Forum at Harvard Business School. Further, CEMEX is conducting an annual gender pay gap analysis and ensuring that 50% of recruited graduates are female. ◆

## Human Resources **O&A**

Jean-Serge Peret outlined issues in France surrounding an extended lack of internet stability. Jaime Elizondo expressed surprise at this issue and encouraged delegates to email him if they face such issues. Muriel Peretti also outlined a problem faced by a colleague who could not make calls for a month and a half, saying it is worrying that such problems exist when CEMEX Go is being promoted. Jaime Elizondo further expressed a need to understand what is happening.

Regarding Jaime Elizondo's suggestion that he be contacted directly, Jean-Serge Peret pointed out that this is not his role, and such issues would not arise if everyone did their job correctly. Jaime Elizondo confirmed that he will intervene to help fix the solution as well as trying to understand whether, for example, someone with more expertise is needed. Muriel Peretti suggested that an issue lies in a lack of resources at IBM, and Jaime Elizondo accepted that he should communicate with them.

Michel André asked whether these problems were being faced outside of France. Petr Votava outlined IBM issues in Czechia regarding ticketing. For the UK, Jeff Sewell noted past issues with order fulfilment and password issues. Michel André shared that he was aware of the issues in the UK but surprised by the basic issues. For Germany, Uwe Pommer talked of problems with IBM's response time. Delegates reflected on the reliance of co-workers to fix problems.

Muriel Peretti asked where the European team would be based. Jaime Elizondo answered that the team will be spread across different European countries, and people will only be relocated if necessary. Further, people could report to different countries. ◆

# CEMEX GO AND DIGITAL TRANSFORMATION

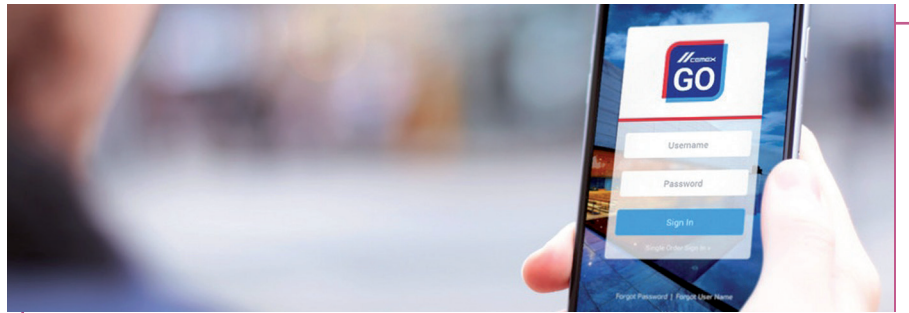
Stuart Keighley gave the first presentation on the second day, reflecting on the previous night's boat trip and similarities between customers for the boat and CEMEX's customers. Delivering a consistent customer experience is a priority, requiring good processes, systems, and organisation, alongside methods of measuring customer experience.

CEMEX Go had progressed well, allowing customers to get quotes and see past quotes, place orders, track deliveries, make payments, see invoices and raise disputes. The system went live in April in the UK, followed by Germany, France, and most recently, Spain. It covered ready-mix and cement, and aggregates will be rolled out. An app has also been rolled out, allowing customers to sign for orders via tablet. Around 1,600 customers were signed up, almost 50% of the customer base, with onboarding focussing on face-to-face visits. CEMEX Go development will continue, with teams focussing on one function at a time. The system was allowing CEMEX to collect more customer data, which could have future marketing implications. Stuart



Stuart Keighley

Keighley reflected on the increased pace of technological change, with the increasing presence of digital natives in the workforce. Jaime Elizondo referred to Amazon disrupting other markets, stating that CEMEX is preparing to be the Amazon of the industry. ♦



## CEMEX Go and Digital Transformation **Q&A**

Maris Zunda asked whether employees would use CEMEX Go, and whether the system might lead to staff cuts. Stuart Keighley explained that employees currently use the platform as the system is not fully automated. Regarding staff cuts, jobs can be expected to change, freeing up time for customer engagement. Jaime Elizondo added that there would be a need to train the sales force in customer interactions, including developing solutions for customers. While there may be headcount reductions, he foresees a more professional sales force, with necessary training.

Sonny Netto requested an explanation of how CEMEX Go would work with existing IT systems. Stuart Keighley described the cloud-based nature of the system, which has had no effect on CEMEX's basic platforms. Performance has been good, with some short downtime events.

Muriel Peretti shared uncertainty about logistics management, such as how CEMEX Go would manage multiple clients requesting the same delivery times. Stuart Keighley explained that the system was currently manual, negotiating with the customers if they request an unavailable time. The plan is to automate such processes.

Uwe Pommer asked about the logistics of dealing with too many orders, potentially overburdening facilities and employees. Jaime Elizondo insisted that in such cases, CEMEX would invest as needed.

Muriel Peretti noted that depending on the production, products can differ, and asked how CEMEX Go deals with that. Stuart Keighley explained that customers can only see their existing contracts and hoped that customers would eventually be able to see the entire range of products.

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Jaime Elizondo said that it would be easy, in the future, to serve smaller customers. Stuart Keighley presented on the NPS customer survey tool, which allows for faster feedback, and will be managed on every transaction. Customers are asked, for example, on the likelihood that they would recommend CEMEX, and low scores allow for the customer to be contacted and their experience improved. CEMEX plans to survey all customers annually. Q2 survey results, ranging from -100 to 100, were highest in Latvia at 100 with 2 responses, and lowest in the UK, at -10 with 29 positive and 39 negative responses. In the UK, there was a 4.5% response rate from 2,000 emails, so response rate is a focus for Q3. Jaime Elizondo expressed surprise at the extent of unsatisfied customers.

Stuart Keighley described the leadership programme. Executives had been setting visits, focussing on different areas in CEMEX. Customer feedback from France often mentioned late deliveries, leading to a new dispatch structure at a ready-mix centre. In the UK, feedback surrounded waiting time for vehicles, leading to a league table which prompted improvements. In Croatia, customers were waiting for credit, so the process was redefined. Richard Claydon described his involvement in the corporate team, spending time with customers and engaging with ex-customers.



Jaime Elizondo

Stuart Keighley continued to present on processes and systems, citing difficulties in giving good customer experience if staff are not supported by processes and systems. Investments were being made for a new customer relationship management system. The system will be integrated with Office365, providing a platform for customer engagement and helping with surveys. There was ongoing work regarding how to present information to salespeople. The system was launched in Egypt in April and will be rolled out in Europe from November.

Sonny Netto asked whether there were metrics to compare before and after CEMEX Go's launch. Stuart Keighley stated that a survey would soon be sent out to all CEMEX Go users for feedback on the tool. José Lafuente Casas recounted interactions with customers who did not like CEMEX Go due to the lack on personal interaction. Jaime Elizondo clarified that the negative survey results were not about CEMEX Go and may reflect that customer opinions of CEMEX's personal service. Stuart Keighley added that CEMEX Go would free up the sales force to see customers. ◆



Carmen Burgos Casas



Miloslav Plachy & Petr Votava



Andy Raeburn & Paul Whyte





Eva Masa Pinto

Eva Masa Pinto presented on sustainability, beginning by describing the new network for the environment with five main pillars, (1) climate change, (2) air emissions, (3) quarries and biodiversity, (4) water management, (5) waste and circular economy. Having the pillars helps CEMEX to focus on a number of important areas at the same time, with leaders appointed for each pillar. Other areas for sustainability include social aspects, governance, and the economy. Suppliers were also being surveyed on whether they see sustainable practices. Latvia was the best-performing country for sustainability KPIs, and Jaime Elizondo was engaging in sustainability meetings.

Eva Masa Pinto stressed the importance of CO2 issues, describing the emission trading system in Europe. CO2 prices had tripled in three months, and while CEMEX was given a free allocation, the rules will change to reduce the emissions, given as the average of the 10% of best performers in Europe. CEMEX needs to improve before 2021, with the manageable CO2 emissions arising from burning fossil fuels. While there had been pushes towards burning biomass, CEMEX was lobbying for incentives to do so. Preliminary work was being done on capturing carbon for storage or transformation. All processes would be assessed at each plant. There were 138 initiatives identified, and Capex needs were being assessed. Delegates working in maintenance were encouraged to keep kilns efficient, and all delegates were asked to help CEMEX progress in sustainability.

A video was played to the room. ◆



Sonny Netto

Sonny Netto asked how Poland achieved their high rate of alternative fuel use. Eva Masa Pinto explained that Poland has the best rate globally largely due to commitments from the Government, with similar stories for Spain and the UK. Jaime Elizondo reflected on Chelm's improvement in alternative fuel use and the benefits of the cement kiln. Masa also spoke of the value in educating and persuading authorities about sustainable solutions.

Maris Zunda wondered about acquiring fuels, and shared concerns about the future of clinkers, given the 2021 requirements. Eva Masa Pinto agreed that this is the biggest CO2 challenge, and said that CEMEX were working hard to achieve the necessary rates. Jaime Elizondo outlined that there were specific plans in place for each kiln, and if CEMEX does not reach the benchmark, the difference will be charged to customers. Investments were being made and sources of alternative fuels were being developed locally. To a question from Paul Whyte, Jaime Elizondo clarified that the European Union allows for credits for reaching the benchmark to be used for other operations. Masa noted the importance of the UK to cover surplus, alongside the uncertainty this faces due to Brexit. ◆

## Sustainability Q&A

# CORPORATE SOCIAL RESPONSIBILITY



Martha Herrera Gonzales  
& Isabella Rokicka

Martha Herrera Gonzales and Isabella Rokicka presented on CSR. CEMEX had created a global prize, with involvement with Monterrey Tech. There were ongoing partnerships with governments, NGOs and

companies for social change, with CEMEX having a presence in Mexico, the UN, and focussing on developing skills for youth.

Martha Herrera Gonzales had visited 91 sites, engaging in dialogue with a variety of people. In Europe, the primary stakeholder was employees. CEMEX's CSR strategy aims to become strategic and localised. There were ongoing efforts to train people to engage and listen, with ideas being shared of how to care better. The responsible business strategy begins with the employees, the value chain, clients and communities. Efforts to minimise impacts have involved volunteering, donations and infrastructure. Projects and partnerships will be co-created with

stakeholders, and CSR aims to facilitate and enable ways of engagement. Efforts will be focussed under the 17 sustainable development objectives from the UN and building the future through the four pillars of (1) education and capability development, (2) sustainable and resilient infrastructure and mobility, (3) S&E entrepreneurship, (4) a culture of environmental protection and health. Community engagement plans were being developed for each community to secure company knowledge about communities and stakeholders and to assist with KPI measurements. France created an internal CSR network and have been active in blood donation. There was a day for cleaning up the community and family days in Czechia. Germany introduced efforts to change drivers' views. Latvia were engaging with retired employees. There was a competition for volunteering ideas in Poland, and Spain had been focussing on the corporate volunteering programme. The UK had been involved in the Lend a Hand initiative. Croatia were engaging with employees to share stories, and had been growing olives, with engagement from war veterans. Delegates were invited to participate in sustainability committees, and a conference call was suggested to discuss upcoming community engagement plans. ◆

## Corporate Social Responsibility Q&A

Muriel Peretti shared a feeling that CEMEX was doing well in CSR and wondered what was being done for people who have been made redundant. Martha Herrera Gonzales outlined an entrepreneurship workshop in Colombia and developing capabilities with ex-employees in Mexico. There were ongoing talks in Europe. Isabella Rokicka spoke of a mentorship programme and a project focussing on women returning to the labour market. Derek O'Donnell attended to the impact job losses can have on people. Jaime Elizondo talked about the need for increased focus on the social part in Europe.

José Lafuente Casas wondered why there was not more engagement with established organisations working for societal equality and spoke of workers leaving in precarious situations. Martha Herrera Gonzales shared management's belief that CSR starts at home, so community development is key to CEMEX's development. She committed to engage better with people in operations to understand their needs and expectations. Isabella Rokicka added that the projects are focussed on local needs, and welcomed continued dialogue and feedback, noting the need to continually learn.

Following employee donations for natural disasters, Jean-Serge Peret suggested that there should be communication about what was done with the money. Martha Herrera Gonzales agreed, saying that the feedback about the USA was sent but will be re-sent to delegates. For Mexico, there will be communication when the funds have been allocated. Jaime Elizondo suggested that care should be taken about email communications if not everyone has CEMEX mail.

Bogumiła Hałas asked how CEMEX planned to retain experienced workers and wondered why employees were leaving due to better offers in other companies. Derek O'Donnell stated that CEMEX has retention rates better than the industry standard. Jaime Elizondo spoke of some areas where employees were being offered better pay by competitors, suggesting that more could be done to retain expertise. ◆

# ANY OTHER BUSINESS

Konrad Meier requested information about the second and third level of the new structure. Derek O'Donnell said that the structure would be communicated as soon as possible, with the first communication anticipated for the current week, and for communication to occur before any public announcement.

Jean-Serge Peret asked Jaime Elizondo for a timeline for the second layer. Jaime Elizondo offered assurance that there was a lot of ongoing work and hoped for the communication by the end of the following week.

Uwe Pommer asked about the divestment of assets and connections to CEMEX's debt. Jaime Elizondo shared that many things would be sold from the present day to 2020 but did not know what would be divested. The objective was to increase investments and drive growth. CEMEX aimed to be efficient in reacting to local situations and to be closer to customers.



Uwe\_Pommer

José Lafuente Casas requested information on whether there would be closures or operations being stopped. Jaime Elizondo confirmed that there could be optimisations, including integrating facilities, and said that if any operations are closed, it would be done in the best way possible.

Jose Lafuente suggested the "best way possible" was not enough, Jaime Elizondo commented that it would be the best way possible in full compliance with legal requirements..

Muriel Peretti asked for information about the sales in France. Jaime Elizondo said that the new owners would hopefully decide to continue the operation. There would be a review done on the impact to staff, and different office plans would be assessed. Muriel Peretti discouraged a move towards an open-plan office, and Jaime Elizondo clarified that different offices were being visited, with ongoing work being done to develop the right facilities.

Regarding cost-saving measures, Sonny Netto shared concerns in the UK that functions could be relocated to different countries. Derek O'Donnell clarified that there were no plans to do so at the current time, and Jaime Elizondo said that CEMEX was focussed on operations, materials and cement.

Jean-Serge Peret hoped that management would consult with the ECC about the new organisation as soon as possible, adding that the ECC were relying on the distribution of presentations. O'Donnell agreed to communicate everything and send the presentations.

Peret thanked colleagues, feeling that the work had been productive. Jaime Elizondo expressed delight in listening to everyone's opinions, ideas and proposals, and noted the requests for increased communication. Everyone was encouraged to be demanding of management. ◆



Bogumiła Hałas  
& Marzena Stanirowska



Roberto Serrano



Jill Delaney

## Photograph

For GDPR compliance, Benedikt Jodocy led a vote. Everyone was asked to raise their hand if they agreed to photographs taken being published in the communique. All present raised their hand in agreement.

# ATTENDEES

## Employer Representatives, Presenters and Guests

<b>Jaime Elizondo</b> .....	<i>Regional President Europe, Chairman of the ECC</i>
<b>Michel André</b> .....	<i>President, UK</i>
<b>Carmen Burgos Casas</b> .....	<i>Vice President HR, Spain</i>
<b>José Cascajero</b> .....	<i>Regional Vice President Planning, Europe</i>
<b>Richard Claydon</b> .....	<i>Global Health and Safety Director</i>
<b>Jill Delaney</b> .....	<i>Planning &amp; Development Director, UK &amp; Europe</i>
<b>Annick Dumont</b> .....	<i>VP HR, Legal and Communication &amp; Public Affairs, France</i>
<b>Alan Iván Salinas García</b> .....	<i>Organisation &amp; Compensation, OHR</i>
<b>Martha Herrera Gonzalez</b> .....	<i>Director CSR and CEMEX-Tec Centre for Sustainable Development</i>
<b>Benedikt Jodocy</b> .....	<i>VP HR, Legal and Communication &amp; Public Affairs, Germany</i>
<b>Stuart Keighley</b> .....	<i>Director Customer Centricity</i>
<b>Rüdiger Kuhn</b> .....	<i>President, Germany &amp; Central Europe</i>
<b>Eva Masa Pinto</b> .....	<i>Sustainability &amp; Environmental Manager, Corporate Sustainability</i>
<b>Derek O'Donnell</b> .....	<i>Regional VP HR, Europe, Secretary of the ECC</i>
<b>Melanie Riedel</b> .....	<i>Personal Assistant to VP HR, Legal and Communication &amp; Public Affairs, ECC coordinator</i>
<b>Izabella Rokicka</b> .....	<i>Director, Communication &amp; Public Affairs, Europe and Poland</i>

## Employee Representatives

<b>UK:</b>	
<b>Sonny Netto</b> .....	<i>Production Supervisor</i>
<b>Andrew Raeburn</b> .....	<i>Plant Manager for Asphalt</i>
<b>Jeffrey Sewell</b> .....	<i>Aggregates Sales Representative</i>
<b>Paul Whyte</b> .....	<i>Fitter</i>
<b>France:</b>	
<b>Jean-Serge Peret</b> .....	<i>Aggregates Operations Manager, Vice Chairman of the ECC</i>
<b>Muriel Peretti</b> .....	<i>Regional operational performance Manager</i>
<b>Pascal Williate</b> .....	<i>Laboratory Technician</i>
<b>Spain:</b>	
<b>José Lafuente Casas</b> .....	<i>Works Council</i>
<b>Roberto Serrano Herrero</b> .....	<i>Works Council</i>
<b>Germany:</b>	
<b>Konrad Meier</b> .....	<i>Deputy Chairman of the General Works Council</i>
<b>Uwe Pommer</b> .....	<i>Chairman of the General Works Council</i>
<b>Czechia:</b>	
<b>Miloslav Plachy</b> .....	<i>Cluster Technologist</i>
<b>Petr Votava</b> .....	<i>Chairman of Trade Union Coordination Body</i>
<b>Poland:</b>	
<b>Bogumiła Hałas</b> .....	<i>BSO Accounting Specialist</i>
<b>Marzena Staniowska</b> .....	<i>BSO Assets Specialist</i>
<b>Latvia:</b>	
<b>Maris Zunda</b> .....	<i>Shift Production Manager</i>
<b>Croatia:</b>	
<b>Marin Bonacin</b> .....	<i>Crane Operator</i>