

Improvement Plan 2020

HSMS Element	Initiative Name	Actions	Date	KPI
Element 1: Leadership & Accountability	1. H&S Academy	1. Module 1: Training sessions for new leaders 2. Module 2: Completion; program trainings for new leaders 3. Module 3: Completion in 2020	Jan-Dec	% leaders trained M1 100% M2 95% M3 25%
	2. Guarding and Isolation	1. Review all sites using Guarding and Isolation checklists (INTELEX) and guidelines, with H&S team support 2. Closing of gaps and follow up (INTELEX)	Jan-Mar Jan-Dec	%full compliance sites 45%
	3. Traffic Management	1. Update situation in all sites using Traffic Management checklists (INTELEX) and guidelines, with H&S team support 2. Closing of gaps and follow up (INTELEX)	Jan-Jun Jan-Dec	%full compliance sites 24%
Element 2: Risk Management	4. Slips, Trips and Falls	1. Relaunch Get a Grip and Housekeeping campaigns 2. Follow up Housekeeping compliance per site (Inspections Findings) 3. Additional regular activities per site on STF	Jan-Dec Jan-Dec Jan-Dec	%full compliance sites 27%
	5. Driver Certification	1. Evaluate compliance with Global Driver Certification Model in Europe 2. Implement digital system to control certified drivers (One Card or similar) that enable safe/unsafe behaviours reports linked to individual drivers 3. Compliance with mandatory Driver's Training program (Induction, Defensive Driving, Rollovers...)	Jan-Feb Mar-Dec Jan-Dec	% certified drivers

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Element 5: Contractors Safety Management	6. Contractors management standardization	<ol style="list-style-type: none"> 1. Increase % of contractors companies verified with electronic tool before start working for CEMEX (Third Party Verification program) 2. Improve / Standardize Permit to Work 3. Improve / Standardize Contractors Induction approach: on line and face to face 	Jan-Dec Jan-Jun Jan-Jun	% verified contractor companies
Element 6: Occupational Health & Wellbeing	7. Health Campaigns and Standards	<ol style="list-style-type: none"> 1. Healthy Heart Global Campaign 2. Health Global Standards Campaigns <ol style="list-style-type: none"> a) Work-Life Balance b) Stress Management c) Smoking Cessation 3. Additional activities per site / area 	Jan-Dec Apr-Dec Jan-Dec	#audience reached
Element 7: People, Training and Behaviors	8. Front line employee training (Safe Behaviours)	<ol style="list-style-type: none"> 1. Prepare Global materials, implementation plans 2. Train the trainer sessions 3. Roll out 	Jan-Jun Jul Jul-Dec	% front line employees trained

Additional Initiatives:

- **Central Materials:** Review **disciplinary consequences** and communicate to employees; Review **Take 5** / My Space implementation, evaluate digital application; Thorough review and definition of **SOPs** scope (standard operating procedures)
- **West Materials:** Evaluate increasing internal **RMX drivers** (availability, aging, training, supplier negotiating power)
- **Supply Chain:** Working at heights; maritime standards