



Welcome to UK News 1<sup>st</sup> April 2020  
your weekly update from around CEMEX UK

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## BEING THE BEST FOR FAMILIES

### COVID-19 Update For UK Employees | 30/03/2020



**Why is it important for us to continue operating, where it is safe to do so?**

Our company is providing vital materials to keep essential UK services operational during the pandemic.

For example:

- Our concrete, Aggregates and Asphalt have been supplied to **hospitals** that are currently under construction to meet the growing demand, plus new **medical centres** and hospitals that are being created.
- We are helping to build **car parks and foundations for oxygen tanks** and heavy-duty storage containers.
- **Damaged highways, train lines and bus routes** – we have supported the repairs to tracks, central barriers and the road surfacing. This has ensured that medical staff can get to work and receive the supplies they need to do their jobs.
- **Utilities companies have continued to dig up roads and pavements to repair cables and pipes.** Our materials have filled in the holes to make it safe once again for cars and pedestrians.
- **Our Cement plant is crucial to the waste management industry,** processing domestic and sanitary waste and enabling our essential bin lorries to keep working.
- **CEMEX is following UK Government guidance to the letter.** Construction and building materials manufacturing operations are essential for society and our economy to continue to function – moreover the UK Government states in its guidelines that it is important for businesses to carry on working provided they meet all Public Health Guidelines.

### What is going to happen in the coming weeks and months?

- During the last two weeks demand for our materials has reduced in certain areas and markets. As we have all seen in the news, some contractors and housebuilders have closed sites because they are unable to guarantee safe physical distancing for their people.



- Every day our Rapid Response Team is reviewing demand for our materials, and it is likely that certain CEMEX sites will close in the near future. It may be that we have to move to a strategic network of priority sites to serve the UK economy.
- The Government has put in place a Coronavirus Job Retention Scheme (CJRS). This provides support to UK employers who are severely affected by the pandemic and might otherwise have to make redundancies, enabling them to temporarily “furlough” employees who have little or no work due to the COVID-19 pandemic. We are currently reviewing how this scheme might work for our business and our employees and we will provide more information in the coming days.

Please do speak to your Line Manager, or relevant HR Business Partner, about any concerns.

### Returning to Work After Coronavirus-Related Absence

As employees return to work at the end of their isolation period for suspected or confirmed Coronavirus, Line Managers should ensure that Return to Work Interviews are carried out and that an RTW form is completed in the usual way and sent to HR Admin. This includes employees who may not have experienced symptoms but who have isolated because household members had symptoms.

These meetings can be conducted remotely, by phone or Skype, but otherwise, please ensure that physical distancing protocols are used when discussing an employee’s absence with them.

Very importantly Managers must make sure that returning employees understand the importance of hygiene, implementing physical distancing and any other specific COVID-19 precautions and the absolute requirement to follow them.

### Distancing Ideas From Halkyn Quarry



Our employees from across the country are implementing innovative and easily adaptable ideas to ensure the required physical distance between people is enforced while work carries on. Thank you to Mick Ripley and the NW team for these recommendations!

- Floor tape now used to delineate 2m stand-offs in offices, weighbridges, canteens, corridors etc.
- Hand sanitiser provided in all workstations.
- Excess chairs removed from the canteen, one chair per table and staggered breaks.
- Meeting room set out with two chairs and floor tape ensuring any necessary inductions carried out with physical distancing.
- Clocking in/out suspended to discourage operatives congregating in one area and the handling of clock cards.
- Load out cards sanitised on each use.
- One man/one machine.
- Reinforcing the 2m separation rule with employees, it is very easy during conversation to forget this.



## Looking After Mental Health



During these challenging times, it is important to ensure that we are looking after our mental health. That might be having virtual online drinks with your friends or reaching out to talk about how you feel.

Please find recommendations that may help during these times:

- CEMEX helpline – 0808 168 2143 - <https://carefirst-lifestyle.co.uk/>
- NHS recommended mental health support lines - <https://www.nhs.uk/conditions/stress-anxiety-depression/mental-health-helplines/> and/or <https://www.nhs.uk/oneyou/every-mind-matters/coronavirus-covid-19-staying-at-home-tips/>. (\*More recommendations for support lines below).
- World Health Organisation advice on mental health and wellbeing during COVID-19 Outbreak [https://www.who.int/docs/default-source/coronaviruse/mental-health-considerations.pdf?sfvrsn=6d3578af\\_8](https://www.who.int/docs/default-source/coronaviruse/mental-health-considerations.pdf?sfvrsn=6d3578af_8)
- <https://www.mentalhealth.org.uk/publications/looking-after-your-mental-health-during-coronavirus-outbreak>

| Organisation | Target Audience | Type of Service    | Hours of Operation | Contact             | Website   |
|--------------|-----------------|--------------------|--------------------|---------------------|---|
| Shout        | General         | Text               | 24/7               | Text SHOUT to 85258 | <a href="https://www.giveusashout.org/">https://www.giveusashout.org/</a> |
| Refuge       | Domestic Abuse  | Phone              | 24/7               | 0808 2000 247       | <a href="https://www.refuge.org.uk/">https://www.refuge.org.uk/</a>       |
| Samaritans   | General         | Phone/email/letter | 24/7               | 116123              | <a href="https://www.samaritans.org/">https://www.samaritans.org/</a>     |

## Address Your Stress....

### WEEKLY WELLBEING CHECK-UP

Try using this list each week to check in with your mental health

#### Where's my mental health today?

How do I feel today?

Mentally?

Physically?

#### Looking after my wellbeing

Am I drinking enough water and eating a balanced diet?

How did I sleep last night?

Did I feel rested when I woke up?

Is there anything I can improve?

#### How's my thinking today?

How are my thoughts making me feel?

Am I having unhelpful thoughts?

Check out [getselfhelp.co.uk](https://getselfhelp.co.uk) or [moodgym.com.au](https://moodgym.com.au) for free resources on spotting and challenging unhelpful thoughts

#### My Stress Container

How full is my container?

Am I using helpful coping strategies?

Are they working?

Learn about your stress container here: [mhfaengland.org/mhfa-centre/campaigns/mhaw2018](https://mhfaengland.org/mhfa-centre/campaigns/mhaw2018)

**MHFA England** There are simple steps you can take to #AddressYourStress. Check out our resources at [mhfaengland.org](https://mhfaengland.org)

If you are feeling the strain of the recent weeks of uncertainty here are some useful tips to help keep yourself calmer.

### ACTIVE COPING CALENDAR: APRIL 2020

| SUNDAY   | MONDAY  | TUESDAY   | WEDNESDAY   | THURSDAY   | FRIDAY   | SATURDAY  |
|--|---|---|---|--|--|---|
| 1. "Everything can be taken from us but one thing: the freedom to choose our attitude in any given set of circumstances" - Viktor Frankl | 2. Greet people with a smile and say hello to them              | 3. Write down 3 things you are grateful for in the new year | 4. Take a walk in nature to refresh your mind and body          | 5. Get outside, even if you're stuck indoors, move & stretch | 6. Contact a friend or family member and tell them how you are | 7. Take a break from work and do something you enjoy            |
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**ACTION FOR HAPPINESS** 30 actions to look after ourselves and each other as we face this global crisis together

[www.actionforhappiness.org](https://www.actionforhappiness.org) Keep Calm - Stay Wise - Be Kind

On their website there are also some other ideas on supporting your mental health whilst remote working, and here is April's calendar from [www.actionforhappiness.org](https://www.actionforhappiness.org) to help you stay positive.



An Active Calendar for April can be found at the bottom of this document or can be downloaded here: (<http://cemexuknews.co.uk/downloads>).

Please share these with colleagues, friends and family to help everyone deal with the current situation.

### Thanks From J.N. Bentley



Our Materials team received communication from J.N. Bentley – excellent praise from a customer – which also shows how important our work is for keeping vital building and infrastructure projects going:

*Hi CEMEX Team,*



*Firstly, I just want to thank you all for the support you have given J.N. Bentley so far over these difficult times – it really has been much appreciated and this gratitude is also shared by our clients in the critical sectors which we support.*

*With respect to the current status of our sites, the steer from the regulators and clients which we work with has been made very clear to us over the past few days – the work we carry out in both our Utilities sector for Water and Gas and our flood defence work for the Environment Agency is essential and key to safeguarding critical national infrastructure, therefore we must continue.*

*Understandably, the Procurement Team are experiencing a lot of questions for each order they are raising at present with regards to whether what they are ordering is essential, to help reduce this please can you going forward treat every request as essential because I can assure you that any works that don't fall into this category have already been stopped.*

### Physical Distancing Tip For Batcherers



Thank you to Andrew Mathewson, Relief Plant Manager, for sharing this experience of physical distancing whilst working:

“Just thought during these stressful times we are in I would share with you a positive experience I had this morning with a Cement Driver.

A delivery of OPC turned up to Stafford and I have blocked the batch cabin off so no one can enter. We did the induction 2m apart and the Driver was happy for me to sign on his behalf. After having the general chat about COVID-19 we discovered we are both in similar situation in our home life with vulnerable people, so we made a plan for the Driver to sign on my behalf. A new thing we did, which I haven't seen on email, was the Driver, Phil Aldridge, stayed in the canteen while I went and took the padlock off the blow-up pipes as I had already touched the key. Once the high-level alarms sounded he waited by his cab until I locked one and opened the other for him.

I do believe this is good practise and think whilst we are operating in these crazy times all Batcherers could do this to save anyone coming into contact with keys and padlocks. I have to say how professional Phil was during this process which made me feel less at risk. It was great teamwork.”





## LTi Free Congratulations



To the Supply Chain team in Scotland who reached 3 years LTI free this week.

Dave Hart commented: "This has been achievable through your continued safety leadership and the support of the Materials and Related Businesses team."

Please continue this good work to build upon this performance working closely with our Materials & Related Business teams to keep our employees and contractors safe and healthy so we can reach our target of ZERO incidents and ZERO harm."

## Hand Hygiene Idea From Denge



Richard Cork came up with this idea so you can sanitise before you go into site buildings to keep all the staff safe at Denge quarry.

Well done Richard, please keep the ideas coming...

## BEING THE BEST FOR CUSTOMERS

### Our Value To The UK



The Rail Products team recently received this email from the Chief Executive of Network Rail.

CEMEX and the construction industry have been identified as 'key workers'.

The work we do helps underpin the fabric of our society. You are providing the products which keep our NHS workers able to travel to work on safe roads and transport networks, our Concrete will be used in building new hospitals, our Asphalt used to make new car parks for hospitals and the likes of the Excel Centre in London for hard standing for oxygen tanks. Our Cement kilns help burn our nations waste.



Your dedication hasn't gone unnoticed by our customers:

*Dear CEMEX Rail Products Colleague,*



*I would like to take this opportunity to thank you for the commitment you have shown during this unprecedented time. The work we are asking you to do is vital in supporting a safe, resilient and sustainable rail network. And the Government's announcement identifying you as 'key workers', just goes to show what an important role we all have in keeping Britain connected.*

*In line with Government and Public Health England, with your help we will continue to work on our railway. We will do this in a safe way and take all reasonable precautions. It is critical that we can continue to run services for key workers and freight, and that when we emerge from this crisis, our railway is at it's very best.*

Thank you for your support.  
Yours sincerely,



Andrew Haines  
Chief Executive

Remember to always follow the government COVID-19 guidelines whilst doing your job.

### **Collaboration Across Departments Ensures Success**



Rob Wilkinson, Regional Supply Chain and Logistics Manager, shared this encouraging update on teams working together to solve customer issues at a Readymix pour in Kings Lynn:

"Late in the day it was established that the customer was going to run out of product. Lead Driver, Julian Poole, arranged for three drivers to come back to work and satisfy the order. The Drivers: Neal Hill, Emma Chapman and Bob Gillett got back to base at 8.30pm having made the emergency deliveries.

There was excellent collaboration across Aggregates Ops, RMC and Supply Chain to ensure the customer's orders were met."

Well done all of you for solving the issue and keeping our customers happy despite the pandemic!

### **Helping The Supermarkets**



Alexander Hopcroft, Sales Executive, shared this great customer story: "Yesterday we completed a 515m3 pour for Adston Construction in Southampton, forming the raft slab foundation for a new Lidl store.

We had 12 trucks on the pour, running primarily from Southampton plant and supported from Totton. We kicked off just after 6.30am and all was going wonderfully until Southampton broke down at 9.00am, for what would turn out to be a two-hour breakdown!



Our CSO reacted quickly and shifted all the trucks over to Totton plant as to not cause much of a gap in the pour. Once we were back up and running, the trucks were flying in and out of site, and by 3.00pm we had batched just under 500m<sup>3</sup>. A few more loads through the huge 63m<sup>3</sup> boom pump, and the pour was complete.

The customer was delighted, the CEMEX team were relieved, and we have a nice positive news story to share in what is quite a difficult time at the moment!"

### **M23 Smart Motorway Pour Complete!**



This week marked the end of a 10 month Slipform requirement to Extrudakerb on the M23 Smart Motorway, supplied by Crawley Readymix plant on the South Coast. The project, split into two phases, consisted of circa. 15,000m<sup>3</sup> Concrete supplied by CEMEX and Tarmac through our joint venture plant.

We have a few small hand-lay pours to complete, but the photo shows the customer collecting one of the last loads of Slipform.

Adam Leverett, General and Commercial Manager, commented: "The project has been a huge success from a customer and commercial point of view, and this is because of the enormous effort of our Operations, Technical & Maintenance teams. Thank you to Richard Endacott, Colin Galvin Christopher O'Brian and their teams!"

"A fantastic performance by all those involved," commented Richard Kershaw, Technical Manager Materials UK. "Supplying such a large volume of a demanding product into an equally demanding application without any rejections is testament to the commitment of the team."

## **BEING THE BEST FOR SHAREHOLDERS**

### **CEMEX Organisational Changes**



Sergio Mauricio Menendez Medina, current President for CEMEX in Europe, has been appointed President for CEMEX Europe, Middle East, Africa & Asia (EMEAA). Sergio will oversee the business in The Philippines, Israel, Egypt and United Arab Emirates, in addition to his current responsibilities.

"I would like to thank our current President of our Asia, Middle East and Africa region, Joaquin Estrada, for his contribution and commitment to CEMEX during his 29 years of service in the company and wish him success in his new endeavours." said Fernando A. González, CEO of CEMEX.

Jesus Vicente Gonzalez Herrera, current President for CEMEX in South, Central America and the Caribbean (SCAC), will also oversee CEMEX's Global Trading activities, in addition to his current responsibilities.

For more information on CEMEX and its Senior Management team, please visit: [www.cemex.com](http://www.cemex.com)





## Well Done Team Rail....



The Rail team has had an amazing achievement during March as over 300,000t has been moved by rail smashing the previous record by a staggering 10%. This has been made possible due to the recent investment in the loading wall at Dove Holes which has increased our rail capacity and is set against the impact of COVID on the demand levels in March.



Whilst we may see demand drop in the coming weeks we will be well placed coming out.

A huge thank you to everyone for their collaboration from operations, commercial and supply chain.

## Leamouth Wharf's New Plant



Thanks to Steve Bomber, Assistant Quarry Manager, for putting this image of the new CDE sand plant being delivered at Leamouth wharf.

A big thank you to all involved in the lifting for keeping in mind our physical distancing rules.



## BEING THE BEST FOR COMMUNITIES

### Ideas To Help



Dear Colleagues,

I hope this message finds you and your family in good health.

We are facing one of the greatest challenges of our times. The COVID-19 pandemic is impacting our society, our families, and our communities. At CEMEX, we are acting decisively to properly analyse, develop, and execute measures within our company and our people, as well as our customers,





suppliers, and communities. We must continue to act as collectively as possible across all our operations.

As we continue to listen to you and your concerns, through last week's pulse survey, for example, we have decided to leverage on our Smart Innovation process and reach out to every one of you and invite you to share your ideas on how we can take even better care of ourselves and our families. Additionally, I would like to hear your suggestions on how, as a company, we can deploy our resources to better support our communities.

I am confident that we can take advantage of our collaborative thinking, our innovation process, and our collective resources to continue to improve the wellbeing of our families and our communities.

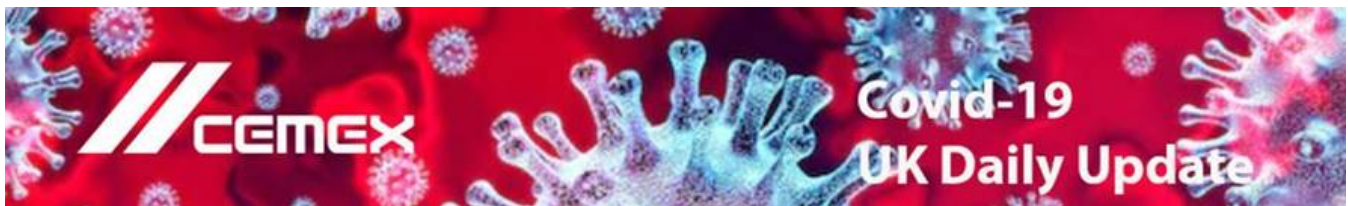
Please submit your ideas as soon as possible so we can continue to take action. Do so before next Monday 6<sup>th</sup> April.

Thank you and keep safe.  
Fernando González

[Submit your idea](#)

## BEING THE BEST FOR EMPLOYEES

### COVID-19 – Secretary Of State Letter



#### Department for Business, Energy & Industrial Strategy (BEIS) Pays Tribute to Construction Industry

Yesterday afternoon, Alok Sharma, the Secretary of State for BEIS has written to the construction industry thanking its workers for their commitment during the Coronavirus pandemic. This letter affirms our position that we are right to continue to operate as long as it is safe to do so, and reminds us all of the importance of our contribution to both the economy and our country's efforts to beat the virus. Please see the letter in full below and can be downloaded here: (<http://cemexuknews.co.uk/downloads>).

*To everyone working in the UK's construction sector,*

*In these challenging times, I want to pay tribute to all those who are working tirelessly within the construction industry. Delivering on large or small construction sites across the country, in builders' merchants and logistics providers, or producing construction and mineral products.*

*Our country and our economy need all our support. And the construction industry has answered the call to action. Whether by building temporary hospital wards, installing complex and life-saving oxygen systems, constructing the infrastructure that society needs to function or ensuring that people have*



*safe and healthy homes to live in, you are delivering for our Nation through this difficult time. My heartfelt and personal thanks for everything that each and every one of you is doing to support our joint national effort.*

*The Government has advised that wherever possible, people should work at home. However, we know that for many people working in construction their job requires them to travel to their place of work, and they can continue to do so. This is consistent with the Chief Medical Officer's advice.*

*To help ensure that it is safe for you to operate in your workplace, the industry has worked to develop Site Operating Procedures (SOP), which were published by the Construction Leadership Council. These align with the latest guidance from Public Health England. As this health guidance updates, the SOP will reflect any changes.*

*I am in regular contact with industry leaders about the developing situation that faces the sector. And I am fully committed to continuing to engage through the coming days, weeks and beyond. Thank you again to everyone operating in the UK construction sector. You are making a hugely valued and critical contribution to the resilience of our Nation and I salute you for the enormous efforts you are individually undertaking to support the UK economy.*

*Yours sincerely,*

**THE RT HON ALOK SHARMA MP** Secretary of State for Business, Energy & Industrial Strategy

## Keeping In Touch With Your Team

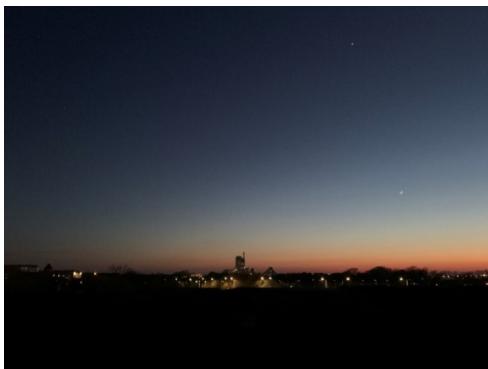


Thank you to Adam Leverett and his team for this excellent way to stay connected despite working remotely – Adam explains:

“Last week the South Coast Materials team held a really positive commercial call where we spent the first section purely socially catching up (taking the ‘water cooler’ advice from the recent training videos). As you can see from the photo we also got to say hello to our Commercial Manager, Courtney’s baby, Tyde!

It was genuinely very uplifting spending some time focussed on each other's families before we got into business. Most of the team also pre-arranged to wear their favourite team's football shirts for the call too – and we are thinking of ways to keep things fun and interesting for future weeks.”

## CEMEX Sky At Night....



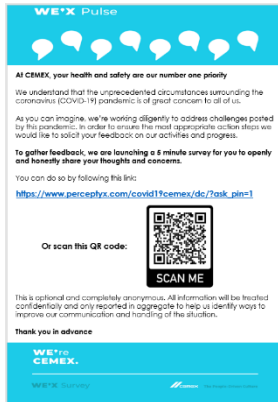
Thank you to Matt Baines, Sales Administrator Concrete Products, who took this atmospheric shot of the Cement works at Rugby last week.

The small dot you can see at the top of the shot is Venus.

He was on his state approved daily walk!!



## WE'X Pulse Survey



Please take part in the totally anonymous pulse survey. We understand that the circumstances surrounding the coronavirus (COVID-19) pandemic is of great concern to all of us.

As you can imagine everyone is working diligently to address the challenges posed by this pandemic. In order to ensure the most appropriate actions we would like to have your feedback on our activities and progress.

We are launching a 5-minute survey for you to openly and honestly share your thoughts and concerns.

Please follow the link below or use the QR code on the poster.

[https://www.perceptyx.com/covid19cemex/dc/?ask\\_pin=1](https://www.perceptyx.com/covid19cemex/dc/?ask_pin=1)

## Temporary Site Closures Security Message



In the event of a temporary site closure in response to the Coronavirus, Managers are encouraged to review and follow the advice posted by Colin Jones on Yammer last week.

Any Manager wishing to review specific security measures and in particular the temporary availability of a guard or dog unit, is invited to contact Colin Jones or John Sweeting on a case by case basis.

## Spotting Email Scams Linked To The Coronavirus



According to the UK National Cyber Security Centre, cyber criminals are preying on fears of the Coronavirus and sending 'phishing' emails that try and trick users into clicking on a bad link. Once clicked, the user is sent to an untrustworthy website which could download malware onto your computer or steal passwords. The scams may claim to have a 'cure' for the virus, offer a financial reward, or be encouraging you to donate.

Like many phishing scams, these emails are preying on real-world concerns to try and trick people into doing the wrong thing.

For genuine information about the virus, please use trusted resources such as the Gov.Uk, Public Health England or NHS websites.

Recent BBC research identifies the following email title examples, each aimed at evoking an emotive response in the reader, leading them to 'click' on falsified and fraudulent links:

- "Click here for a cure"
- "Covid-19 tax refund"



- “Little measure that saves”
- “The virus is now airborne”
- “Donate here to help the fight”

Our organisational response to the coronavirus pandemic is presenting a variety of challenges for us all. Please do not fall for the unscrupulous efforts of those that seek to take advantage of the issue.

Detailed advice on how to stay safe online is available via the following SharePoint, including an informative video filmed in partnership between CEMEX and the UK Police Cyber Prevent Team.

Visit: <https://cemex.sharepoint.com/sites/UKCyberSafetyDay>

## COVID-19 SharePoint For Employees



A dedicated Coronavirus Sharepoint is now available for all UK employees. It includes all updates from the UK Rapid Response Team, plus helpful documents including guidance for using the VPN when working from home and mental health advice.

Visit:

<https://cemex.sharepoint.com/sites/CoronavirusEU/SitePages/United-Kingdom.aspx>

## Internal Vacancies

| IVC Ref    | Position                 | Company            | Location          | Closing date |
|------------|--------------------------|--------------------|-------------------|--------------|
| 63-03-2020 | Assistant Quarry Manager | Materials UK South | Taffs Well Quarry | 08/04/2020   |

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)

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







Department for  
Business, Energy  
& Industrial Strategy

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31 March 2020

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Yours sincerely,

**THE RT HON ALOK SHARMA MP**  
Secretary of State for Business, Energy & Industrial Strategy



# ACTIVE COPING CALENDAR: APRIL 2020



## SUNDAY

**"Everything can be taken from us but one thing: the freedom to choose our attitude in any given set of circumstances" ~ Viktor Frankl**

## MONDAY

## TUESDAY

## WEDNESDAY

## THURSDAY

## FRIDAY

## SATURDAY

**5** Get active. Even if you're stuck indoors, move & stretch

**6** Contact a neighbour or friend and offer to help them

**7** Share what you are feeling and be willing to ask for help

**8** Take five minutes to sit still and breathe. Repeat regularly

**9** Call a loved one to catch up and really listen to them

**10** Get good sleep. No screens before bed or when waking up

**11** Notice five things that are beautiful in the world around you

**12** Immerse yourself in a new book, TV show or podcast

**13** Respond positively to everyone you interact with

**14** Play a game that you enjoyed when you were younger

**15** Make some progress on a project that matters to you

**16** Rediscover your favourite music that really lifts your spirits

**17** Learn something new or do something creative

**18** Find a fun way to do an extra 15 minutes of physical activity

**19** Do three acts of kindness to help others, however small

**20** Make time for self-care. Do something kind for yourself

**21** Send a letter or message to someone you can't be with

**22** Find positive stories in the news and share these with others

**23** Have a tech-free day. Stop scrolling and turn off the news

**24** Put your worries into perspective and try to let them go

**25** Look for the good in others and notice their strengths

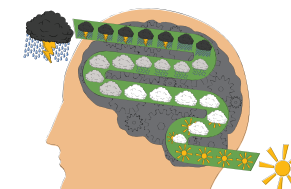
**26** Take a small step towards an important goal

**27** Thank three people you're grateful to and tell them why

**28** Make a plan to meet up with others again later in the year

**29** Connect with nature. Breathe and notice life continuing

**30** Remember that all feelings and situations pass in time



**ACTION FOR HAPPINESS**



[www.actionforhappiness.org](http://www.actionforhappiness.org)

30 actions to look after ourselves and each other as we face this global crisis together

**Keep Calm · Stay Wise · Be Kind**



## **At CEMEX, your health and safety are our number one priority**

We understand that the unprecedented circumstances surrounding the coronavirus (COVID-19) pandemic is of great concern to all of us.

As you can imagine, we're working diligently to address challenges posted by this pandemic. In order to ensure the most appropriate action steps we would like to solicit your feedback on our activities and progress.

**To gather feedback, we are launching a 5 minute survey for you to openly and honestly share your thoughts and concerns.**

You can do so by following this link:

[https://www.perceptyx.com/covid19cemex/dc/?ask\\_pin=1](https://www.perceptyx.com/covid19cemex/dc/?ask_pin=1)

Or scan this QR code:



This is optional and completely anonymous. All information will be treated confidentially and only reported in aggregate to help us identify ways to improve our communication and handling of the situation.

**Thank you in advance**

**WE're  
CEMEX.**