

CEMEX (UK) Environmental Protest Contingency Plan

March 2021

Environmental protest contingency plan

This protocol has been developed following an assessment concluding that threats related to environmental activism in the UK have markedly increased, with a growing number of groups emerging and converging, increasingly demonstrating both intent and capabilities to take action. Such groups include but are not limited to Extinction Rebellion (XR) and STOP HS2. This protocol is intended as a guideline to support both the local RRT of CEMEX UK and the local operations and security management in defining the contingency planning prior to and during the response to incidents.

This protocol is to be considered during protests close to or within a CEMEX facility, and must always take into consideration the CEMEX Business Continuity and Crisis Management guidelines. Additional measures should be considered to anticipate and mitigate protests CEMEX is aware of.

Strategic aim

- To ensure the health and safety of personnel and third parties at the targeted CEMEX site.
- To respond in a timely and effective manner, to avoiding confrontation and de-escalate tensions.
- To protect key assets and support effective business continuity.
- To enable appropriate crisis communications with internal and external stakeholders and mitigate potential reputational and integrity impacts.

Notification and escalation

The risk mitigation efforts must focus on awareness, monitoring and early notification of potential protest actions (e.g. demonstration, facility access blockades, media campaign, etc.). Ongoing or planned protest actions should be reported to the effected CEMEX site management and local security guards (if deployed), as well as to the country Security, ERM, CSR, Legal, HR and Communications areas:

- Any potential protest against CEMEX or at a CEMEX site/project, must be immediately escalated to the country Security Manager and ERM Manager.
- The local RRT will be informed about the situation, if potential for actions remain, by the Security Manager or ERM Manager. Both are also responsible for escalating the levels of the emergency plan.
- The country Security Manager will report the potential incident to Global Security. Focus will be on providing intelligence, logistics and incident response support.
- Risk mitigation and contingency measures will be immediately considered by the local operations management and RRT and implemented, as required.

Notwithstanding the lawful right to peaceful protest, the appropriate security resources will be informed of the event by the Security Manager in consultation with the RRT, the Site Manager and the Communications Manager and additional persons defined in this plan.

CEMEX departments should continue with regular internal reporting procedures to inform direct management of events as required.

General staff guidance

- For the duration of the protest, and when possible, staff whose role is mobile in nature should maintain a business as usual service by working from home or from alternative business premises.
- If on-site presence of an employee is required for business continuity, where possible staff should avoid bringing vehicles onto the site and make alternative arrangements for parking. Consider avoiding visibility of CEMEX clothing or other markings when accessing. Entering the site should be done so in a dignified and non-confrontational manner, preferably at a separate access point to the location of protestors and never if there is a safety risk to individuals.
- Staff and visitors already on site should avoid leaving the premises if that could put them in harm's way, unless it is required and authorised by the Security Manager, RRT, Police or security.
- Staff should not engage in a verbal or physical interaction with protestors, nor attempt to change their perception or that of other external parties such as the media and local authorities.
- If protestors are successful in seeking to occupy the plant or premises, general staff must seek to secure themselves within one of the defined safety areas defined for the facility and located in the facility layout (attached to the plan).
- If a blockade is conducted by the protesters, vehicles (including logistic, operations and customer trucks) should avoid any attempt at crossing the blockade. The RRT together with the Site Manager, Commercial and Logistics departments should arrange for supply to be delivered from other facilities if possible and only authorize entry/exit from the facility when it is safe to do so.
- Photographs or other recording must not be taken by general staff as it could antagonize the protestors and would likely find its way to online platforms. Staff and visitors should not engage with any mainstream media or social media platforms in relation to the protest, the protest group, or other environmental concerns without consulting with the RRT. Non-Designated staff should remain out of view whenever possible.
- Maintain disciplined security and access control measures, to avoid tailgating, identify points of intrusion and deny access with additional physical security for restricted areas. Staff must wear security passes where in use and challenge unknown persons not wearing passes or otherwise acting suspiciously.
- Review and ensure capability of CCTV, alarms, and other measures, where relevant, and prepare incident response procedures.
- Remain vigilant and calm throughout, report any developments to the Site Manager and Security Manager and follow published guidance throughout the duration of the protest.

Roles and responsibilities

Rapid Response Team

- Agree and coordinate CEMEX's incident response, including actions related to the protest.
- Define a local incident management team at affected site to provide timely notifications and decision making.
- The core team members of the RRT would be ERM, Security, Operations/Materials, Logistics, Commercial, H&S and Communications. Functional members of the team are Social Impact, Sustainability, Legal, HR, Public Affairs.
- Facilitate police or external security providers, access to CEMEX facilities, if required.
- Notify internal stakeholders and coordination with regional RRT if required.
- Prepare and authorize communications with protester, media, and other external stakeholders.

Security

- If intelligence confirms the potential for a protest outside CEMEX premises, the Security Manager will assess

the requirement for additional (external) security support such as guard presence at the targeted site.

- Inform, brief, and maintain liaison with the police and security providers throughout the incident. There is a need for sensitivity and avoid a heavy-handed response.
- Monitor protest development, define most likely and worst-case scenarios
- Coordinate action with Global Security.
- Report developments to the RRT and offer advice on tactical options for safety and business continuity.
- Maintain close liaison with local site management and personnel remaining on site,

Communications

- Prepare key messages and act as single point of contact for all communications with media and other external stakeholders (as agreed by the RRT).
- Agree content of all formal communications with the RRT and relevant CEMEX departments.
- Develop and maintain communications with CEMEX employees, enabling feedback on concerns.

Site management and logistics

- Provide continuous liaison with the Security Manager, Communications Manager and the rest of the RRT.
- Implement agreed measures for safe building access and business continuity management.
- Identify vulnerable and safe locations within the facility, where staff would be directed should protestors "occupy" the facility.
- Consider temporary redistribution of business supply from nearby facility in coordination with the RRT.
- Ensure that hazardous locations, access to heights and dangerous materials are secured in order to prevent associated risks.

Key contacts

CX UK Security	Colin Jones	07387 252978
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CX UK Operations		
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Security provider		
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Alert levels

This table provides 4 alert levels regarding protest scenarios near or within CEMEX facilities as well as the different response measures to be considered by the RRT.

Alert	Situation / scenarios	Response
Level 1	Regular situation.	The security deployment will remain the same as usual. Ongoing monitoring of the activism threat is required due to the current threat environment in the country. Developing an intelligence network to assess the risk of environmental activism will be key for this task. Training on incident management and simulation will help react upon an incident.
Level 2	A small number of protestors gather outside the CEMEX premises without causing any impact on the daily operations of the plant or the office. No direct action against the CEMEX asset. Local media coverage.	Security manager must be immediately informed of the presence of demonstrators, to coordinate with local management, RRT and law enforcement, external security provider to be informed, and agree on relevant support options such as stationing a guard to monitor protestors, patrol perimeter and incident response, if required. The goal at this point is to de-escalate the situation, not confront protestors and enable continuation of operations. Accesses to the premises will be restricted except those used for key deliveries and shipments where alternative arrangements are not available. Alternatives for traffic flow into and within the facility to be assessed to avoid close contact with protestors. Re-schedule visits from external providers, clients etc. Notify the police about the situation.
Level 3	A crowd of protestors gather outside the CEMEX premises, blocking accesses, vandalising the company's perimetral assets (walls, signs etc) or voicing anti-CEMEX slogans. Limited (quickly resolved) unauthorised intrusion to facility, without causing major disruption or damage. National media coverage.	Limited and controlled reduction of some operations within the premises. Assess the necessity to redirect supply from another plant. A situation update will be notified to security suppliers and a police presence will be requested if it has not been deployed by then. All accesses to the premises will be closed including the main entry, with vehicles only being allowed to access or leave the premises on case-by-case basis (risk assessment). Premises evacuation to be considered by the Security Manager and RRT and authorised (in coordination with the security forces) only if deemed as safe.
Level 4	In addition to the conditions described in Level 3, demonstrators put individuals in harm's way, conduct sabotage and behave aggressively. Likely police intervention against the protestors and heavy media presence, including social media following.	Consider shut down of part/all operations, including emergency procedures. Employees and visitors within the facility are to seek refuge at predetermined "safe" location, denying access to potential aggressors. Additional support from the security suppliers may be requested, as required and approval by RRT.

