



Welcome to UK News 29<sup>th</sup> July 2021  
your weekly update from around CEMEX UK

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Follow us on twitter too: @CEMEX\_UK



## HEALTH & SAFETY

### Safety Alerts for UK – Please Read



Two Alerts relating to injury incidents in the UK were circulated earlier this week, one where a driver fractured his hip when he fell from the cab of his vehicle, and the other where a driver cut one of his fingers on security fencing while retracting a side mirror.

The first incident highlights the importance of daily inspection and defect reporting, including the need to ensure steps are of a suitable design and maintained in good condition; cab steps should be inspected daily and repaired if damaged. In addition, we can all help minimise the potential for injury by ensuring we have three points of contact when climbing steps, ladders, etc... **Remember to “Get a Grip”**.

The need to ensure delivery instructions are understood and communicated to Transport Planning teams, Plant Managers and Drivers is apparent from the second Alert.

Please discuss the Alerts with your teams and consider whether local processes and procedures are suitably robust to prevent similar incidents. Where any shortfalls are identified, please take immediate action to prevent injury, while considering if longer term controls are required.

The Alerts should also be displayed on relevant notice boards. They can be found at the end of this document and in the download section of the UK News website: [www.cemexuknews.co.uk/downloads](http://www.cemexuknews.co.uk/downloads)

### 23 Years LTI Free for Team Denge

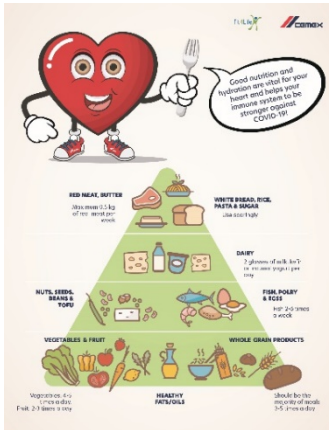


Huge congratulations to the team at Denge quarry for achieving an incredible 23 years LTI free on 16<sup>th</sup> July.

Mick Hinson, Operations Manager for Northfleet and Denge, commented: “What a great achievement from the site and all the staff and contractors who have worked on the site in the last 23 years. Please keep up the hard work of keeping everyone safe on site. The team will be celebrating with a Fish & Chip meal!”

Please note the photo was taken pre-COVID.

## Healthy Heart Food



Good nutrition helps your immune system to stay strong and to be more resistant against COVID-19.

CEMEX has produced the nutrition poster as guidance for you and your teams.

Please use this on your noticeboards to help remind everyone to eat well. The poster can be found at the end of this document and in the download section of the UK News website: [www.cemexuknews.co.uk/downloads](http://www.cemexuknews.co.uk/downloads)

## LTI Free Congratulations to....

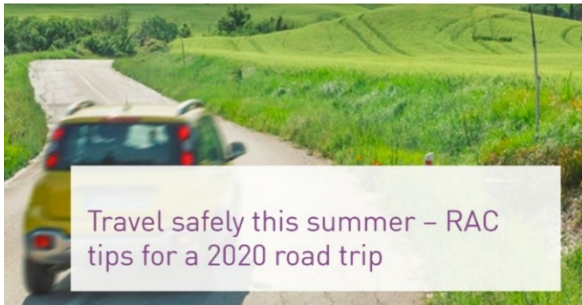


Rob Wilkinson and the UK Supply Chain team in Aggregates and Asphalt for achieving 1 year LTI Free milestone.

Dave Hart commented: "This has been achieved through your consistent and continued safety leadership allied with the collaboration with the Materials and Urban Solutions teams. Well done!"

Additionally, well done to a number of other business units for reaching similarly impressive LTI free milestones: Marine (2 years), Materials South West (2 years) and Materials South Coast (1 year). Thank you all for making safety your top priority!

## Travel COVID Safely this Summer



The UK Government has launched a campaign designed to encourage us to travel safely this summer as the country emerges from many of the lockdown restrictions imposed back in March.

But what does this mean for drivers? We take a look at ways you can keep yourself and others safe if you're looking at taking a holiday in the UK or simply heading out for a daytrip.

Visit the RAC website for more info: <https://www.rac.co.uk/drive/travel/driving-in-europe/travel-safely-this-summer-rac-tips-for-a-2020-road-trip/>

Before your go:

- Plan ahead before you get to your destination – know the COVID rules of where you are travelling to
- Take regular breaks when driving long distances





- Check your vehicle before you set out remember: FORCES. Fuel; Oil; Rubber; Coolant; Electronics; Screen wash
- Take your essentials to cut down on the need to stop in crowded places (food and drink); always take facemasks and hand sanitiser in the car
- Try and avoid travelling in the same vehicle with other households
- Respect the locals who may be nervous of tourists spreading COVID

## Oldbury Weeds Out A New Path



Well done to the team at Oldbury Readymix plant for taking the initiative and creating a new pathway to two pump isolators. The weeds made it difficult to get to the isolators so the new pathway means they can be reached quickly and safely. It was hard work in last week's heat but well worth the effort!

Well done for spotting a safety improvement to look after each other.



## CUSTOMER CENTRICITY

### Joined Up Thinking Secures Big Contract in the NW



The Protos Energy Recovery Facility is being developed in Ellesmere Port by Covanta and Biffa to provide 400,000 tonnes of annual treatment capacity for non-recyclable waste. Whilst processing the non-recyclable waste, the facility will generate up to 49 megawatts of electricity – enough to power 90,000 UK homes.

Jacky Horabin, Aggregate Sales Executive, had already secured a 50,000 tonne aggregates contract on this site and with 8,000 tonnes still to be delivered Danny Roberts, Readymix Commercial Manager NW, chased and received the concrete enquiry and

specification. It was a big opportunity, and it was a key target for North West team.

Danny arranged a meeting with the Project Team and asked Jacky to accompany him. From experience, a joined-up approach would benefit everyone as Jacky had an established working relationship with the Project Team, and the CEMEX brand was already credible with them. From this meeting two further Readymix meetings were held to progress the order. The customer made it clear we were up against a strong aggregate industries commercial offer.

However, due to being positive and following up professionally and also being efficient/resilient, we have secured the full concrete order



alongside the aggregate order. This is a great example of a cross selling opportunity being converted through joined up working and determination to find the best solution for the customer.

Ward and Burke Construction Ltd commented on how they appreciated CEMEX's positive and proactive approach on both products and our collaborative working has been acknowledged as a different approach from our competition.

Lex Russell commented: "Well done to Jacky and Danny – excellent teamwork securing such a major contract in the NW. It is also good to see us delivering to a project that will have such a positive impact on the environment."

### Team Redditch on Form



Well done to Jack Williamson and the team at Readymix in Redditch for supplying 500+m to the new Lidl at Redditch. It was an incredible effort put in by the Batchers, Drivers, Shipping and Management.

Jack, Plant Manager, commented: "I am really proud of my team, I couldn't ask for a better group."

### Summer of Sport Sand



CEMEX was able to provide Tranmere Rovers Football Club training ground – The Campus – with 4,000 tonnes of neogem Sports Sub-Base material.

The client was looking for a permeable material for use under the 3G football pitch. Specifically, the material needed to be permeable to allow for the free drainage of water and form a compacted and stable construction platform, capable of carrying the surface layers above.

Through close working relationships and technical expertise, CEMEX suggested that neogem Sports Sub-Base would be the most appropriate material for the job, the client was then able to determine the suitability for their scheme and agree on quantity and supply dates.

As a result, the client was extremely happy with the quality of the neogem Sports Sub-Base and level of customer service provided by CEMEX.



## What3Words Readymix Delivery Pilot



What3words is a geo-location app, available for free and usable both on and offline which divides the world into 3 x 3 metre squares, with each square given a unique three-word reference, making every square easy to find.

We will shortly be starting a pilot in the East Midlands where we will give the Readymix Drivers at Mansfield, Heanor and Derby 'what3words' addresses to navigate to.

We hope the test will prove the use of w3w will improve our on-time delivery % and remove a lot of the confusion that can be caused by post codes (which often cover multiple properties, sometimes hundreds!).

W3w has many benefits, not least in the realms of Health & Safety, particularly for emergency response and roadside assistance, and we would encourage everyone to download the app which again is free, and have a go at using it: <https://what3words.com/>



## PROFITABILITY

### CEMEX's Second Quarter 2021 Results Live Audio Webcast



HOSTS:



Fernando A. Gonzalez  
Chief Executive Officer



Maher Al-Haffar  
EVP of Finance and  
Administration (CFO)



Lucy Rodriguez  
EVP of Investor Relations,  
Corporate Communications,  
and Public Affairs

Learn about our results as they are presented to and discussed with our key financial stakeholders.

#### Hosts:

Fernando A. Gonzalez, Chief Executive Officer  
Maher Al-Haffar, EVP of Finance and Administration (CFO)  
Lucy Rodriguez, EVP of Investor Relations, Corporate Communications, and Public Affairs

**Date:** Thursday 29<sup>th</sup> July 2021

**Time:** 10:00am EDT

[9:00 Mexico | 10:00 NY | 15:00 London | 16:00 Madrid | 22:00 Manila]

Please click on the link 5-10 minutes before the scheduled time: <https://cmx.to/36C9mLa>

- To ensure easy viewing, disable pop up blockers in your navigator.
- If you experience buffering or other connectivity issues, press F5 on your keyboard to refresh the webcast player.
- A replay of the webcast will be available following the live event through the same link highlighted above.
- The replay will also be accessible through the Home section of [Shift](#).







### Charity Target Smashed



Congratulations to Celaine Cave from UK Aggregates and team who have smashed their fundraising target for Myton Hospice in Rugby. The total currently sits at £465, helped along the way by £200 of matched funding from CEMEX. They are now setting their sights on raising £500!

They are taking part in the Mudnificent event on 7th August so there is still time to raise money if people can support!

<https://www.justgiving.com/fundraising/celaineandchristy>

### Social Impact at CEMEX



CEMEX aims to grow its social impact culture. We do this by creating sustainable relationships with the local communities we operate in, to help improve their quality of life and well-being.

Do you want to learn more about Social Impact at CEMEX?

Start your learning path at Social Impact Academy:

[https://degreed.com/plan/966469#/#/](https://degreed.com/plan/966469#/) and be one of CEMEX's Social Impact leaders.

After taking the Academy Course, you will understand CEMEX's Social Impact strategy, and how it:

1. Contributes to our license to operate.
2. Creates positive experiences for our stakeholders.
3. Generates shared value.
4. Strengthens our brand.

### CEMEX Summer Discount for Cambridge Science Centre



As a huge thank you from Cambridge Science Centre for CEMEX's continued support they would like to offer CEMEX employees and their direct family members a 15% discount on ticket price for our summer holiday shows and workshops.

You can see a full schedule of the events they are running online here: <https://cambridgesciencecentre.org/events/>

The discount code is **SUMM21CEM**. This can be applied at checkout.



They have asked that this is restricted to CEMEX employees and their families only, and not shared more widely. They try to keep ticket prices low all year round, to ensure they are accessible to the widest possible audience, therefore cannot afford to support this discount for anyone who is not directly affiliated with CEMEX.

They really hope to see some of your team over the summer. If you visit with your family please take a photo and send it in to us: [gbcommunicationsandpublicaffairs@cemex.com](mailto:gbcommunicationsandpublicaffairs@cemex.com) We'd love to see your scientific summer adventures!

## July Earthly Matters



The July edition of Earthly Matters, our partnership blog with the RSPB, is now available featuring a couple of short stories including biodiversity achievements from across the business, employee stories and sustainable activities people can undertake at home.

It's a bumper edition this month as we approach the summer break – find out more about fly fishing with Lex Russell, the Big Butterfly Count and the decline in invertebrates!

Read the latest blog here:

<https://sway.office.com/b4xUWw5voGUfjAVf?ref=Link>

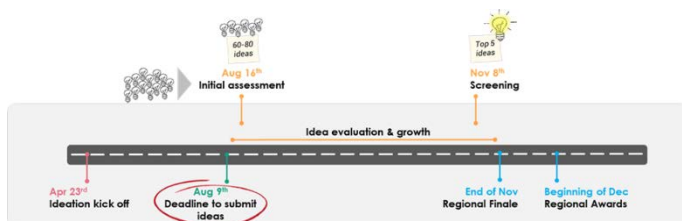
## Innovation Ideas Extended Deadline



We are extending the deadline to 9<sup>th</sup> August to share your ideas in the Innovation Idea Challenge 2021. Put your ideas forward!

By 16<sup>th</sup> July 60-80 ideas shared within EMEA region will be selected. The authors of ideas will be invited to further improve their ideas, start validating concepts and made assumptions with support of the innovation team and Company's experts in the matter if needed.

By 8<sup>th</sup> November, the five most interesting ideas that will have grown in the given period will be selected to be presented to the regional management.



If you are wondering in what type of ideas we are looking for, it's ranging from new tools, through new process, products, services, up to new or change in business models. Solutions that simplify, make things more convenient, solutions that create value for customers, users and other stakeholders.

We have three priority areas on which we will focus (examples of tracks are listed on the pictures below).

- Achieve our climate action targets
- Address the needs of the cities of the future



- Radically improve efficiency & enable smart working

However, we are open to review and work with you on other interesting ideas with potential to create value within construction arena, even if it might not exactly fit the priority areas.

**Share your ideas by 9<sup>th</sup> August.**



## EMPLOYEES

### Quarrying is like Marmite you either Love it or Hate it...



Luckily Andy Barber loves both... this week Andy, Quarry Manager at Berkswell, celebrates his 40 year milestone working for the company. We asked Andy for some career highlights and his colleagues for some comments. Here is the lovely interview. Having such longstanding colleagues is part of what makes CEMEX UK a special place to work, and I think this comes out loud and clear from this story.

We make no apologies for the length of the story – we think 40 years deserves some column inches!

Andy left school in 1978 and started as an apprentice toolmaker for a local company. That didn't stick and in 1980 he joined RMC as a temporary fitter at Hopwas quarry, in Tamworth – this was made a permanent position in 1981. 40 years later he is still here!!

Andy commented on his time in the business:

"My role within RMC/CEMEX has been very rewarding, being given the opportunity to lead and develop teams and being trusted to manage in such a diverse environment and projects keeps me motivated.

I can only recall one occasion when I did not want to come to work and did not, which was Tuesday 2<sup>nd</sup> January 2000 when I lost my father. As on many other occasions for other employees, the support I received from our company was tremendous.

The great support and training I have been given has enabled me to continue to 'grow the box' and I have fond memories of the weeks spent at Thorpe Head Office on training, whilst gaining half a stone in weight and driving back to the Midlands on a Friday afternoon with a bad head!

Later the AMDP (Aggregate Manager Development Program) provided a platform to be one UK aggregate division, with a team of managers at the helm, or as we say now we have moved forwards to be ONE CEMEX.

I think I'm lucky to have had such a rewarding career path and to work with a truly great team of people who genuinely care about each other. Sometimes we forget that we are CEMEX, we influence what happens to our futures; the finest example of this is how we have all dealt with the COVID pandemic.





I had a quick tot up of my sick days and in forty years I have had less than one month away from work. I knew I was getting old and service years totting up when I was explaining a situation to Josh Cage, my AQM at the time, and he replied, “Andy, but I wasn’t born then!!

I can truly say I enjoy my role in CEMEX and am proud of the teams I’ve worked with over the years and what has been achieved, particularly my team at Berkswell.



If I can leave you with this closing thought; if you are going to spend the largest proportion of your time at work, as we all do, make sure you enjoy it! If not please find something you do enjoy.

I also wanted to name a few of the mentors who have helped steer and develop my career in no particular order: Charles Barber, Colin Lowth, Richard Claydon, Craig Hooper, Andy Taylor, Rob Doody, Wayne Strevens, Mark Brown and Lex Russell.”

The photo (left) Andy supplied shows the RMC restoration calendar from 1985 when he was Mr July! Andy commented: “I’m the one on top of the trailer (23 years old) my late father is pitching the bale; he had recently retired as Production Manager for RMC Western Aggregates LTD (Midlands now) and at the time he was farming the restored land at Weeford quarry as a supplement to small holding he had as his retirement project.”

### What his team say:

We asked Andy’s team at Berkswell for some comments about him – we were inundated! He is clearly a well loved and highly respected member of the team. Here’s what they had to say:

Mark Sale, who has worked with Andy for 21 years, says Andy is there when you need him, a good listener, very supportive, he is extremely knowledgeable if you are ever struggling and he will always find a solution.

Ken, who has known Andy for 32 years, says he is very approachable, is confident to share anything with him, has never had a negative reaction from him and that he works with you and for you.

Debbie Johnson, who has worked with him for 16 years, says he is a great manager. She feels privileged to work alongside him in her new role as AQM. He is a fantastic support and not only a manager but a great friend. Dependable and trustworthy and kind. His is firm but fair. An absolute asset to the team.

Katy says he is a pleasure to work for, always has CEMEX values at the forefront of his mind and is consistent in finding ways to improve, innovate and protect. Our staff are very grateful to have him on the team and CEMEX are very lucky to have someone who is so committed.

Kyle commented that Andy has been a huge help to him since he started at CEMEX, both professionally and personally. He is always available, no matter the time, he feels he can always approach him with any concerns.



Huge congratulations Andy for a long and successful career and thank you for your significant contribution to the success of our company.

### **Andy's many roles:**

In 1984, at the age of 22, Andy was appointed Quarry Manager of a new greenfield site at Berkswell quarry in the Midlands. He had to recruit a new team and commission the plant. Geological information had not identified stones over 100mm in size, there was lignite contamination and the ratio of sand to gravel was low. So, for the first 18 months they had to dig around the lignite whilst we supplied concrete sand for the construction of the M42 bridges and hand pick stones off the landline!

In 1987 Andy became the Area Manager covering Berkswell, and Mathon in the Malvern Hills, he then moved to become Production Manager covering Berkswell, Mathon, Hopwas, Weeford and Rugeley.

In 1989, in addition to the five quarries, Andy was tasked to arrange earthworks for the access and plant site preparation of two green field sites at Coleshill and Ragley. He had to cancel his September holiday abroad and had the first mobile phone (Motorola) to be fitted in a company car to support remote working during the construction!

The 1990s saw Andy involved in commissioning the two new quarries and developing our first inert landfill Midlands operation at Coleshill. He then became Quarry Manager at Coleshill quarry and landfill. Whilst at Coleshill he worked with the Environment Agency to divert the river Cole in order to release minerals and enable flood defences to be built.

At the turn of the Century in 2001 he was Quarry Manager at Berkswell and Coleshill quarry. Having worn the old Berkswell plant out, he helped design and commission replacement processing plant.

In 2004 he took on Berkswell/Rugby and Coventry concrete plants As a Multi-Product Manager, however, in 2006 he reverted back to single product as an aggregates Quarry Manager at Berkswell quarry which is where he is today!

### **Fantasy Football League Upset!**



Well done for all those 34 players that took part in the Fantasy football league 2020/21. The league remained one the most competitive in recent memory.

James Drobka's 'Gangsters Allardyce' struck form towards the end of the season to overtake Laurence's team to be crowned Champions in a dramatic end to the season, and to end Laurence's hopes of retaining the title by just 5 points!

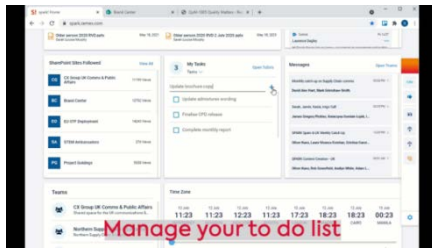
Well done to James for gaining current bragging rights, make the most of it revenge on the cards. I have renewed the league for 2021/2022 so if you set your teams up you should be automatically entered.

As always all are welcome to join, feel free to pass on the details to anyone who may be interested in joining. Ample time to get your teams together this year, the cut-off for game week 1 is 13<sup>th</sup> August.

<https://fantasy.premierleague.com/leagues/auto-join/jochye> Code to join this league: **jochye**



## How to get spark! ing



Not sure how to get the most out of spark!, our new digital workplace? This short step by step video provides a guided tour for all the different features and functions.

spark! is easy to use and provides our most-used platforms and programs, without the need for VPN access.

<https://web.microsoftstream.com/video/59e6c410-db34-46d7-a1e...>

## Want to find out more about Working Smarter?



As you know, CEMEX has started Working Smarter, an initiative that will connect these new findings and practices with our current strategies.

Working Smarter will create our next generation of shared services, enabled by technology and innovation to collaborate between our functional areas and improve our quality of delivery to our customers.

To find out more or refresh your knowledge, watch the videos below:

**Introduction to WS Video** link here – <https://web.microsoftstream.com/video/ee2cf127-1a0a-4006-9fe1-057fbc045a47>

Files with some subtitles here –

**The Viewpoint with Maher Al-Haffar video** – as shared on global WS Yammer page and Our Global Voice: <https://web.microsoftstream.com/video/0225b869-54e1-4786-bc01-acfa7cfa3cd0>

## Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
205-07-2021	Senior Analyst	Regional Corporate Affairs Sustainability & ERM	UK or Spain	05/08/2021
206-07-2021	Multi Skilled Operative (Backshift)	Aggregates	Dove Holes	29/07/2021
207-07-2021	Multi Skilled Operative	Aggregates	Dove Holes	29/07/2021
208-07-2021	Transport Planner	Cement Logistics	Rugby	29/07/2021
209-07-2021	Day Driver (Bulk Cement)	Cement Logistics	Rugby	29/07/2021
210-07-2021	Plant Manager	UK Materials	Leeds	29/07/2021
211-07-2021	Multi Skilled Operative	UK Materials	Angerstein	30/07/2021





213-07-2021	Plant Manager	UK Materials	Gorton	04/08/2021
214-07-2021	Multi Skilled Operative	UK Materials	Halkyn	03/08/2021
215-07-2021	Multi Skilled Operative	UK Materials	Salford	10/08/2021
216-07-2021	Technical Sales Support	Customer Service	Rugby	03/08/2021

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.

## **Employee Assistance Programme**

**Free, confidential support and counselling available for all employees**

If you're worried about a work, family or personal issue then the Employee Assistance Programme can help, 24/7.

Support with everything from consumer rights to bereavement, depression & anxiety to childcare.

Visit [www.lifestyle-support.co.uk](http://www.lifestyle-support.co.uk) (username: cemex / password: cemex) or call **0808 1682143**



# SAFETY ALERT

UK SA10/2021 – 27.07.21

Display Until  
31.08.2021



## LOST TIME INJURY – Driver Fractures Hip Whilst Exiting Vehicle

### DETAILS OF THE INCIDENT

A third party driver of a rigid tipper truck slipped and fell from the bottom access step whilst exiting the vehicle. The tipper was being used for the discharge of clinker vessels; the driver was changing vehicles after being advised that he had a puncture. Whilst descending from the cab, the driver slipped off the bottom step and fell from a height of 500mm, resulting in a fractured hip.

Weather conditions were dry and the incident occurred in daylight hours.

### KEY FINDINGS

- The driver was part of a two vehicle operation working a 12 hour day shift, transporting clinker from Eco Hopper to silo reception.
- Ship discharge had been delayed by 5 hours due to a Port Authority crane breakdown.
- The driver's truck was found to have a puncture once discharge had commenced.
- No documented pre-start check had been completed on the vehicle. This may have identified the puncture, depending on when the puncture occurred (pre or post vehicle start-up).
- The driver maintains he had 3 points of contact when exiting his truck.
- The driver's footwear was of the correct specification, in good condition, and correctly laced.
- His left foot slipped off the corner of the bottom access step, causing him to lose his grip and fall to the floor.
- The vehicle design does not have an 'enclosed step', and this increases the likelihood of incorrect foot placement on the edge of the step where there is reduced grip.

### KEY REVIEW POINTS

- Reinforce the need for documented vehicle pre-start checks.
- Ensure steps are maintained in good condition and free from damage
- Check all vehicles for 'enclosed' access step design. Avoid 'open step design' - see below.
- Follow the ERIC-P principles to eliminate tasks where possible – this activity will be eliminated with the completion of a CAPEX project that was already in execution stage at the time of the incident.



Open sides to step

#### Open step design

Access step not 'enclosed' at sides, increasing risk of incorrect foot placement on the edge of the step where there is reduced grip.



#### Enclosed step design

Enclosed access steps, preventing placement of foot on the sides of the step.



#### Safety Checks

Carry out your vehicle checks before driving and make sure your load is stable and secure.

#### Get a grip



Hold handrails on stairways and use three points of contact when getting into/out of vehicles.

#### Incident/Hazard alerts



Report all incidents/hazards immediately.



STOP THINK ACT

# SAFETY ALERT

UK SA11/2021 – 27.07.21

Display Until  
31.08.2021



## TRUCKMIXER DRIVER INJURES FINGER ON CUSTOMER SITE

A truckmixer Driver arrived at a customer site, reversing as directed toward the discharge point. The site narrowed and the Driver needed to retract his offside mirror. As the Driver was doing so, from his cab, he caught his right middle finger on the site security fencing, resulting in a laceration that had to be closed with glue and steri-strips in hospital.



### KEY FINDINGS

- The customer had requested a minimix truck; however this was not communicated to the batching plant and the order was sent on an 8m<sup>3</sup> truckmixer.
- There are very few Near Miss / Hazard Alerts reported for customer sites.

### HOW COULD THIS HAVE BEEN AVOIDED?

- Follow MYSPACE principles on site
- Ensure details of any constraints or hazards on customer sites are communicated
- Take 5 - Look left, right, up & down

### KEY REVIEW POINTS

- Encourage reporting of Near Misses / Hazards
- Understand requirements of remote ordering procedures and ensure delivery details are communicated
- Follow ordering procedures
- Liaise with customers regarding any site restrictions, and communicate these to relevant persons

### Look after yourself and each other



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

### Safe Systems



Follow safe systems of work, site rules, signage and traffic signals.

### Incident/Hazard alerts



Report all incidents/hazards immediately.



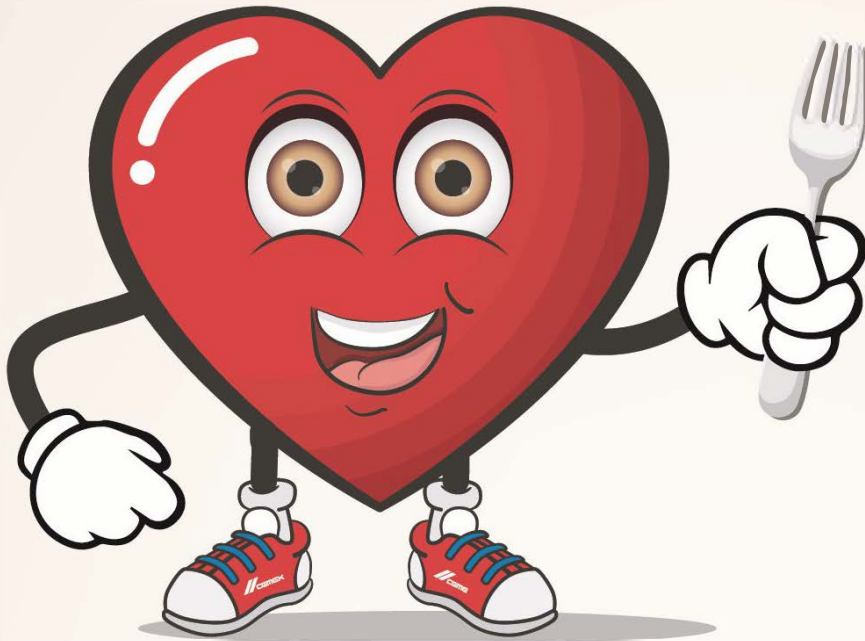
### Site Safety

Check for hazards when on site, be highly visible and assess the risks before unloading.



STOP THINK ACT





Good nutrition and hydration are vital for your heart and helps your immune system to be stronger against COVID-19!

**RED MEAT, BUTTER**

Maximum 0.5 kg  
of red meat per  
week

**WHITE BREAD, RICE,  
PASTA & SUGAR**

Use sparingly

**DAIRY**

2 glasses of milk, kefir  
or natural yogurt per  
day

**NUTS, SEEDS,  
BEANS &  
TOFU****FISH,  
POULTRY  
& EGGS**

Fish 2-6  
times a week

**VEGETABLES & FRUIT**

Vegetables: 4-5  
times a day  
Fruit: 2-3 times a day

**HEALTHY  
FATS/OILS****WHOLE GRAIN PRODUCTS**

Should be the  
majority of meals  
3-5 times a day