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CEMENTING THE FUTURE

It has been an unprecedented 18 months for the UK cement business. Not only has the team faced considerable challenges presented by the Coronavirus pandemic, they are also experiencing incredibly high demand for cement.

All of this has been while undertaking huge investment projects to ensure we can continue to meet growing customer demand, as well as our global sustainability commitments, made as part of the Future in Action strategy.

We spoke to Phil Baynes-Clarke, Director of UK Cement Operations & Technology and Marco Murillo, Project Manager for Cement Operations & Technology to find out more.

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ENVIRONMENTAL ACTIVISM ADVICE

The UK Security team has launched a quick and simple guidance video for all sites around environmental activism and how to manage the risks. This is essential viewing for all site managers and their teams – watch the video using this URL: <https://bit.ly/3CrrerDU>

With environmental issues being high on everyone’s agenda and our involvement in projects such as HS2, there is more risk of activists on our sites. Remember, everyone has a right to peaceful protest and the Health and Safety of everyone, including protesters, is our number one priority.

The video outlines what to look for and what to do if there is a protest on a site. The main points are:

- Any potential protest against CEMEX or at

- a CEMEX site/project, must be immediately escalated to the country Security Manager and ERM Manager
- If you can and it is safe to do so, secure the site to prevent trespass
- Call the police. Remember that it may take some time for them to arrive
- Under no circumstances should CEMEX representatives engage with the protesters

What should you do if there is protest activity on your site?

- Consider the impact on business – look for continuity to be provided from elsewhere
- CEMEX deliveries and activity should proceed with extreme caution and only if it is safe to do so

- Staff and visitors on site should avoid leaving the premises if it could put them in harm’s way, unless it is required and authorised by the Security Manager, RRT, police or security
- Do not engage with the protesters (either in reality or on social media) and remain professional and dignified at all times as protesters are likely to be recording everything. Do not take any photos or videos of your own, or put anything on social media

Be assured that there is a plan and professional team to support you if this happens at your site. If you have any questions please contact Colin Jones or John Sweeting.

The full contingency plan for environmental Activism can be viewed on spark! Follow this URL: <https://cmx.to/3koxY1x>

SOUTH FERRIBY – WHAT’S HAPPENING THERE NOW?

WE WANTED TO SHARE AN UPDATE WITH YOU ON THE CEMENT PLANT AT SOUTH FERRIBY AND ITS CURRENT STATUS, ONE YEAR AFTER PRODUCTION OF CEMENT STOPPED.

The plant remains mothballed, and all employees left the business in August last year, with the exception of Stuart Blackburn who now looks after the site on a day-to-day basis.

Currently, the site is being used for storage of cement, to help us better meet the increased demands of our customers, and as a parking area for cement tankers. Interestingly, the local police force are also making use of the site for tactical firearms training, as well as the quarry area specifically for diving exercises and emergency simulations. This is a great way for us to maintain our positive relationship with the local community while also helping our emergency services.

There are some challenges though; there is the ongoing risk around theft (as faced at our sites across the country). A further challenge, particularly over the summer months, has

been the number of break-ins where children have attempted to gain access to swim in the quarry. Fortunately, these incidents have been dealt with safely by the site security team, but it serves as a reminder of the importance of educating young people about the dangers associated with quarries.

In 2013, the area was devastated by serious tidal flooding and it was a miracle this event did not lead to the loss of life in the village. Working closely with the Environment Agency and the local council, the major flood defence project has now been completed. CEMEX contributed over quarter of a million tonnes of clay for this vital project, which will ensure the long-term protection of the local community from future flooding. This is an immensely important project for the area and as CEMEX we are proud to have played a fundamental role in delivering this £12 million project safely.



TAKE 5 TO LOOK AFTER YOUR HANDS



So far this year, half of the injuries sustained in the UK have been to people’s hands. They are your most precious tools so please take the time to think and look after them.


Remember to:

- Take 5 – look left, right, up and down
- Wear the correct PPE
- Look after yourself and each other
- Follow safe systems
- Report all hazards or incidents immediately

An example of a recent injury:
A driver caught a finger in a site security fence when retracting an offside mirror. The laceration had to be glued with steri-strips in hospital.



THE HEART OF THE MATTER...



We have recently welcomed back our little cartoon friend Cardi-O to help remind us all to look after our heart health. Eating healthily and doing regular movement is the best way to keep our hearts and immune systems in shape.

confirmed this! It showed me I had to make a change. Listening to Trevor really inspired me – if he could do it, I could too.

Since then I’ve made small changes to my diet, cutting down on unhealthy snacks such as crisps. I also make sure I’m more active, going for regular walks. I haven’t committed to any exhausting exercise regimes or fad diets, just made simple, healthier choices – exactly what the Cardi-O campaign encourages us to do.

I’ve noticed a real difference. I’ve lost weight and my blood pressure has improved. I also feel better in myself. I hope sharing my story encourages others. It’s easier than you think to make small, positive changes that have a big impact.”



COVID UPDATE

Case numbers of COVID in our business continue to persist, with several new cases being recorded every week. As the weather becomes colder and we approach flu season, we are anticipating that these numbers will rise further. We certainly cannot afford to be complacent – please do everything you can to follow the Behaviours that Save Lives and look out for others.

From the experiences of our employees, it is clear that the vaccination has a considerable impact on the severity of symptoms suffered by those who have the virus and we want to urge any employees who have not yet had the vaccine and are eligible to do so, to make time to get both doses. Choosing to get the vaccine could very well save your life. It is quick, free and easy to book your job – find out more via the NHS website at www.nhs.uk





CARDI-O SAYS:



Regular exercise is good for our physical and mental health!

Good nutrition and hydration are vital for your heart!

Employee Testimonial: Mike Higgins, National Technical Manager, CEMEX UK

“A couple of years ago, I went to a conference led by our asphalt business. Part of this day included a section on health & wellbeing, with an employee (Trevor Golding) talking about his health journey. I could see that Trevor had lost a lot of weight and he looked much healthier. He explained that he didn’t do anything dramatic or overwhelming; instead making small changes to his diet and doing more exercise.

“At the time, I knew I was overweight and I wasn’t living very healthily – and a blood pressure check later in the day confirmed this! This showed me I had to change. However, listening to Trevor inspired me – seeing someone I could relate to made it seem much easier as I knew that if he could do it, I could too.

“Since then, I’ve made small changes to my diet; cutting down on unhealthy snacks such as crisps for instance. I also make sure I’m more active, going for regular walks. I haven’t committed to any exhausting exercise regimes or fad diets, just made simple, healthier choices – exactly what the Cardi-O campaign encourages us to do.

“I’ve noticed a real difference. I’ve lost weight and my blood pressure level has improved. I also feel much better in myself. I hope sharing my story encourages other employees; it’s easier than you think to make small, positive changes that have a big impact.”



**BUILDINGS
MADE BETTER.**
SOLUTIONS FOR **RENOVATION.**

CEMEX INTRODUCES 'BUILDINGS MADE BETTER'

CEMEX recently announced a complete range of renovation/refurbishment products and services titled 'Buildings Made Better', which offers customers easy access to low carbon, energy efficient solutions.

As part of our 'Future In Action' Climate Action Strategy commitment to deliver net-zero CO2 concrete to all customers by 2050, we have highlighted a selection of specialist renovation products that support the retrofit agenda and are suited to a diverse selection of applications and environments. These range from residential housing projects and public buildings through to urban schemes.

The new CEMEX renovation range includes a wide selection of new and innovative products designed to boost energy efficiency, increase productivity and durability, offset carbon emissions and conserve water. From our renowned Vertua® low carbon concrete, to self-levelling screeds and sustainable urban drainage systems, our sustainable solutions support the construction phase and the whole lifecycle of the building.

By providing a comprehensive range for sustainable refurbishment and energy efficient renovation, we are committed to preserving the UK's building stock for future generations. The drive to restore, maintain and improve is resulting in better buildings with greater resilience to the impacts of climate change.

"The renovation of existing buildings can lead to significant energy savings for all, as buildings account for over 40% of energy consumed. More than 220M buildings in Europe - representing approximately 85% of the building stock built before 2021 - will mostly still be standing in 2050, yet currently only 1% of buildings undergo energy-efficient renovation every year," comments Steve Crompton, Director of Quality and Product Technology, Materials West Europe, CEMEX. "The energy performance of buildings is a major area for improvement in public policies, for new build and the renovation of the existing stock. From residential housing, to public buildings and urban schemes, across the board we're demonstrating to our customers that by improving the built environment, we can significantly improve our natural environment too."

NPS UPDATE: WHAT DO OUR CUSTOMERS THINK?

Every quarter a selection of our customers are surveyed to ask what they think of CEMEX UK. They give us an overall score and then score us individually on questions about different interactions they have had with us, such as placing an order, receiving a delivery, dealing with our sales force and more. The overall scores are put together to show our NPS (Net Promoter Score), or the percentage of customers who would recommend us to others. The result can be between -100 and 100.

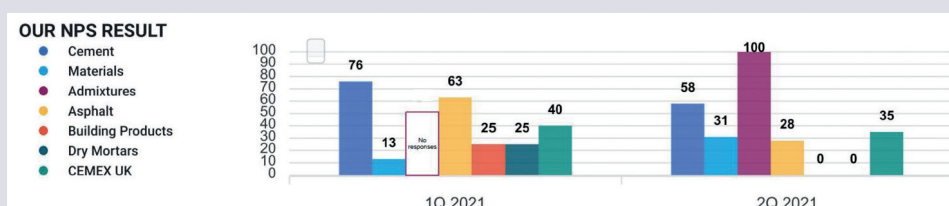
The results for Q2 are available and overall the UK result was down five points to NPS 35 in comparison to an NPS of 40 during Q1.

However, this was a good result despite the challenging period with higher than

anticipated demand for products leading to some product shortages, most noticeably in cement. Additionally, the score for Materials has improved from 13 in Q1 to 31 in Q2. The results clearly show the strong relationships we have with our customers.

Following the Q1 results, improvements have been implemented in various business areas to respond to feedback received from customers. This includes the use of customer confirmation calls by Readymix Shipping offices, alongside a commitment by asphalt to reduce collect turnarounds to less than 45 minutes.

Well done to all teams for these scores, and thank you for your efforts to improve our customers' experience.



HUMBER BRIDGE TEAMWORK DELIGHTS CUSTOMER

The Asphalt, Aggregates and Supply Chain teams worked closely together in the first half of this year to ensure the successful production and supply of asphalt over a four-month period to our North Lincolnshire based customer, EC Surfacing. This high-profile project was for the A15 Humber Bridge and surrounding roads.

"We've been in talks with EC Surfacing about this complex job since December 2020 and liaised closely with them beforehand on their intended schedule to ensure it worked for both parties," explains Hannah Davis, External Sales Representative for Asphalt. "We operated at capacity every day they needed but didn't over commit on our output. They were grateful for the clear communication surrounding plant productivity from when the job was first priced."

With the project needing a high PSV aggregate for the job as specified by North Lincolnshire Council, the team worked hard to obtain the required aggregate from various places.

A multi-modal approach was used to secure the material, with it brought into Selby via Stourton, by rail from Gilfach in South Wales and also

by ship into Ellesmere Port from Belfast. Final delivery into Selby was by road along with additional material from the North East.

The team at Selby plant then worked both day and night to supply over 16,000 tonnes of our own branded Viatex material (which was a lot more than first planned!).

The internal teamwork from Commercial, Technical, Logistics, Accounts and Operations during this scheme was fantastic and EC Surfacing was over the moon with both the service provided and the finish of our Viatex material.

"This was a very successful project for us and our customer has been delighted with the service levels we have provided," comments Scott Jones, Asphalt Area Manager. "Producing the considerable quantity of asphalt required has been a challenge but we have been able to succeed through excellent teamwork. Thank you to everyone involved. EC Surfacing was a great customer to work with and we continue to supply them with asphalt at other sites across Yorkshire and Lincolnshire."



BANK UNDERGROUND UPGRADE

CEMEX is supplying more than 50,000t of sprayed concrete for the capacity upgrade at Bank Underground Station in London.

Bank is one of the world's largest underground railway complexes, used by 123,000 passengers every day.

The team was contracted to provide high quality primary lining spray concrete for the shafts and cross passages, with four 100 tonne silos on site for storage.

Supply is expected to continue until November 2022 and nearly 2,000 deliveries will be made in total!

UK R&D UPDATE

BY MIKE HIGGINS, NATIONAL TECHNICAL MANAGER

The Quality & Product Technology team has continued to make progress on our 11 live UK R&D projects. The projects include Aggregates, Asphalt, Readymix, Admixtures and Building Products. An update with more detail is circulated to the business on a quarterly basis, if anyone has not seen this and would like to, please just email me at mike.higgins@cemex.com

We have made exciting progress in recent weeks with some projects moving from concept stage to laboratory trials and others progressing out of the lab to plant trials. A sizable proportion of our efforts are focussed on low carbon product solutions for all business lines, with some notable advancement made in all areas to help satisfy market and organisational interest in the field.

One specific area for everyone to be aware of is the development and publication of our Vertua® Ultra Zero Technical Datasheet. Following a significant project to further develop our knowledge and understanding of clinker free technology and industrialisation, a comparison of key technical characteristics has been developed alongside a control concrete.

The Vertua® Ultra Zero Technical Datasheet is available in the Value Added Products Sales Tool (VAP APP) in the Vertua section under Readymix. Please contact me if you need support downloading this tool.



CEMENTING THE FUTURE

STORY CONTINUED FROM PAGE 1

FURTHER INVESTMENT INTO PACKING PLANT

Over the last year or so, CEMEX has seen a huge increase in demand for its packed cement products. As a result, a £5 million investment has been made into the packing plant at Rugby.

Phil explains: "To secure our ongoing supply chain we identified a need to bring the packing plant to a more modern standard and that started with the installation of a new paper packing line last year.



"What we've now done this year is initiated a project to install two new plastic packing lines, the first of which will be operational in early Q4. These lines utilise the very best technology that exists globally to pack 25kg of cement into plastic bags to offer the customers with a weatherproof packaging solution. Importantly, the new technology allows us to introduce recycled plastics as part of our packaging for the first time – so very relevant as we move to a sustainable future.

"We have also increased the size of the shed to make sure that we have the required space to store packed goods. Some road re-configuration has also been completed to reduce the time the lorries collecting the packed products spend on site and there are numerous associated safety benefits too.

"In terms of capacity, the new packing facility will give us a combined production capacity of 27 million bags per year."

Marco adds: "We have had to work on this project whilst maintaining current production capabilities and installing the latest equipment in a building that dates back to the 1950s. The building required significant structural changes, which has posed a considerable challenge.

Phil concludes: "Combined with the pressures of the pandemic (in particular the 'pingdemic' causing the isolation of employees and contractors) and shortages of products, reduced HGV driver availability and shortages of materials such as electrical components, it has been a challenging time. We would like to thank everyone who is helping to make this project a reality – our packing plant team, those working on the project, and our colleagues in supply chain and commercial."

NEW CLIMAFUEL® FACILITY AT RUGBY

The largest investment in the past 18 months has been to install a new Climafuel facility at Rugby cement plant. Phil explains: "Climafuel is our alternative fuel, which replaces the use of traditional fossil fuels such as coal and is a key part of our decarbonisation journey. We have been using Climafuel at Rugby for over a decade and last year achieved a 55% substitution rate. The use of alternative fuels in our production process is vital!

"This 55% substitution rate is a great accomplishment, but we knew we could achieve more. However, we had reached the capacity constraints of the existing feed system and the time had come to upgrade. To support this, a £22 million investment has been made into a new Climafuel facility at the plant.

"The new building now houses two fully automated lines, each with dedicated overhead cranes, to continuously and smoothly feed Climafuel into the pre-heater tower where it is used to heat the process. This investment is part of the plant's ambitions to operate at 90% + alternative fuels in the near future and indeed in recent weeks, the plant has been operating at over 80%.

"This investment includes a state-of-the-art fire suppression system which is unrivalled in CEMEX. The new Climafuel feed system has full redundancy, allowing preventative maintenance activities to be carried out without interrupting alternative fuel usage. The overall design has been to focus on eradicating the complexity of the old system and the difficult working conditions it often presented.

"As part of this project, the site now also boasts a new laboratory for physical testing of our raw materials and finished products – a much improved work environment for our colleagues."

Marco adds: "This project certainly presented us with some challenges. One of these was the limited footprint available to us at the Rugby plant, combined with the need for the development to be built without halting production. Rugby had to carry on producing 24/7 and to do this it needed to use the existing Climafuel system while we installed the new one around it.



"This presents its own health and safety concerns, particularly when you consider that the pre-heater tower (PHT) operates at many hundreds of degrees Celsius. As well as the huge reception building, a new floor was created, 60 metres up in the PHT for additional handling and feeding equipment for the Climafuel.

"A further challenge none of us anticipated at all was of course the pandemic! As well as the need for social distancing and other measures put in place to prevent the spread of the virus, there was a period in 2020 when all CapEx projects globally were put on hold, with the exception of essential maintenance. The need for contractors who came from countries across the world has also been made more difficult due to travel restrictions, while we've had to juggle those who were self-isolating."

Phil concludes: "As a result of these challenges outlined by Marco, we have needed to be flexible and agile in our operations, to ensure the project could continue without compromising the safety of our many

employees and contractors. Fortunately, thanks to the commitment and dedication of the entire site team, the work has been completed safely and the system is now operational.

"I believe we now have a world-class facility at Rugby that incorporates all of the learnings that CEMEX has gathered, both locally and globally on the handling of Climafuel. Our supply of Climafuel is contracted for the next two decades and we are primed to achieve an incredible 90% (or even above) substitution rate for many years to come.

"This development has been made possible by demonstrating over the last decade that we can increase the alternative fuels at Rugby without adversely impacting our finished product, but also showing the regulator and the community that there are many environmental benefits associated with the use of Climafuel.

"I would like to thank all those involved in the project for their support over the past 18 months. What we have achieved together is incredible and I am very proud of all you have done."

ADDITIONAL PROJECTS TO ENHANCE THE CEMENT OPERATION

Further developments have also been completed recently to improve the cement business's ability to meet customer demand. One of these is the installation of a new cement loading point at the Tilbury grinding plant in Essex. This increases the operational capability to load bulk tankers to maximise plant utilisation. Ultimately this means we can better serve our customers with timely deliveries of cement and improve supply chain resilience. This new loading point is fully operational and initial feedback has been very positive.

Finally, an extension to our Southam quarry has been safely commissioned in recent times. This £8 million project secures materials for the cement-making process at Rugby for the next 40 years (over 500,000 tonnes per year). The new quarry is in operation and the project included the excavation of a tunnel under the busy A426 road and a one-kilometre-long conveyor belt.

AT A GLANCE...

- **£22 million** total investment
- **280,000 tonnes** of Climafuel will be handled per year
- **196,000+** person-hours for project to complete
- **16,000+ tonnes** on concrete and steel used for Climafuel investment
- **70+** contractors involved, from 7 countries
- **6,000** cubic metres per Climafuel bay
- **120 metre** high pre-heater tower

Watch a timelapse video of the Climafuel development by scanning the QR code:





DECARBONISING CEMENT

CEMEX has made robust commitments to improve the sustainability of its operations as part of its Future in Action strategy, and a crucial part of this is the work being carried out (both in the UK and globally) to decarbonise cement.

There are three distinct areas of focus for these efforts; alternative fuels, decarbonated raw materials and clinker factor. As we’ve touched upon elsewhere in this issue, the investment into a new Climafuel facility at the Rugby cement plant will greatly increase our ability to use alternative fuels during the manufacture of cement.

In the area of decarbonated raw materials, progress continues to be made and the team have started to introduce paper ash into the process. Additionally, trials to use white slag to replace the traditional raw materials are underway. The UK cement business has a target of 12% use of decarbonated raw

materials which means approx. 200,000 tonnes per year are required.

Finally, there is a target to reduce clinker factor (percentage of clinker in cement) to 69% in the coming years. Note: it is the clinker manufacturing process that generates CO2 emissions due to the combustion and chemical processes involved. The proposed investment in a new cement mill will be an important way to achieve this target, as part of our CO2 reduction strategy, allowing the production of low CO2 cements. Meanwhile trials continue with new cements to see if they are compatible with current market requirements.

Considerable work must be done if we are to meet our targets, and a collaborative approach across different business areas is vital; thank you to everyone who is involved in this important work and for the progress so far.



Looking forward, other plans are underway to secure the future of CEMEX UK’s cement business and support the company as it aims for a carbon neutral operation that delivers superior customer solutions.

Phil comments: “We’re evaluating an option to install a new cement mill at Rugby cement plant that will allow us to produce the low CO2 cement products of the future, which would be the biggest investment that Rugby has had in the last two decades. We have a dedicated project team working on that now and more details will follow in the near future. We are also looking at expansion and reconfiguration of our Tilbury plant to support our ongoing portfolio of low CO2 products.

“It’s a very exciting time as we transform our manufacturing sites on our journey to deliver a carbon neutral operation. I would say that the industry is going through its biggest period of change, certainly for many decades. At CEMEX, that’s prompting us to really think about every stage of the manufacturing and distribution process.

“Personally, I am really excited to see how CEMEX UK’s operations will develop over the years to come, and how we can continue to demonstrate the contribution our extensive portfolio of building products makes to sustainable construction.”



INCREDIBLE WATER SAVING AT RUGBY CEMENT PLANT



Thanks to the efforts of the team at Rugby cement plant, an incredible 40 million litres of the town’s water is set to be saved each year.

The plant uses water for cooling the cement mills (the crushing and grinding of the materials generates heat and this temperature must be controlled) in line with its operating permit.

Previously, this water was taken from the town’s water supply, which could potentially cause issues during times of national shortages, such as in 2017.

However, the team is currently finalising approval to use the water that naturally forms in our adjacent, redundant Lodge Farm quarry instead. The equipment has been installed and extensive trials are underway. The plant will then make a permanent application to the Environment Agency to use abstraction water from the quarry.

“This presents a real sustainability benefit, but more than that it is about doing the right thing for our local community,” said Phil Baynes-Clarke. “We don’t believe we should be using purified water for process temperature control, so I’m really pleased that we are moving forward with this important project.”

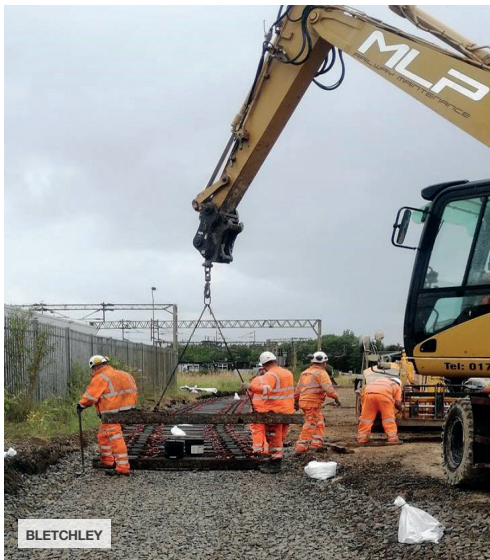


SUPPLY CHAIN INVESTS IN TRACK IMPROVEMENTS

More than £500,000 of investment into CEMEX UK's rail network has been completed over the summer period. The money was used to replace and extend track infrastructure at three sites – Attercliffe, Bletchley and Small Heath.

This investment was made as part of CEMEX UK's ongoing plans to invest in its rail operation, reducing the number of truck movements in favour of more sustainable methods of transport such as trains and vessels.

The investment at each site was part of an ongoing programme to improve service or capacity. At Bletchley, 152m of new track with a different alignment to reduce drainage issues and increase the turning circle for delivery vehicles



was installed, while 330m was laid at the new depot at Small Heath as part of the new siding, alongside storage bays for efficient offloading. This site has been developed as part of CEMEX UK's ongoing strategy to target metro markets.

“At Bletchley the work was carried out over a weekend to minimise disruption to customers and ensure we could continue running as many trains as possible into the site, maximising product availability,” commented Jane Walsh, Head of S&OP Europe Aggregates at CEMEX.

Finally, at Attercliffe life-expired track has been replaced with 196m of track embedded in concrete (supplied by CEMEX's Urbanisation Solutions business) so that delivery vehicles can safely use the same area in the day as the train does at night. Attercliffe is a consistently high performing depot in our booming Yorkshire market, which recently reached the 250,000t milestone earlier than it has ever previously done.

All three sites used recycled RMC sleepers that had been reclaimed from the mainline. This is particularly poignant at Small Heath where the sleepers were originally made at our Washwood Heath factory before its closure.

SAND HERON SAILS OFF TO WARMER CLIMES...



CEMEX UK Marine recently sold the Sand Heron. “We laid the keel in 1989 and had the ship delivered to us to start operating in 1990, so she has been sold at 31 years old,” explained Kurt Cowdry, Director Marine Aggregates. “The Sand Heron served us well, very well.”

Operating mainly on the South Coast with some excursions to the Thames and CEMEX France, the Sand Heron has been integral to our Marine and Aggregates business. However, she was replaced by CEMEX Go Innovation this year.

“Negotiations were difficult and protracted, with CGI Integration, Covid and Middle East requirements taking their time, however, we successfully concluded the sale with HAC Cranes in Germany who will look to operate the ship in Kuwait,” added Kurt. “This is a great strategic outcome for our fleet and will take CEMEX Marine forwards in developing our long-term strategy. Special thanks to the team that helped to execute the sale, Mark Lindeque, Mark Williams and Vishal Puri.”

Thanks to Graham Singleton, Marine Resource and Systems Manager, for the original photo of the Sand Heron from the brochure when she was first bought by RMC!



IDEATION CREATION

A big ‘Thank You’ goes out to all of our teams for continuing to develop and implement ideas that help make CEMEX a safer place to work, with better quality and greater efficiency/effectiveness. Here's a summary of recent ideas:

MIDLANDS READYMIX

Came up with a simple yet brilliant idea to help find out where a pipe is blocked – transparent piping! Photo (below) shows the old green pipes next to the new transparent clear pipe (it has product flowing through it which is why it looks grey!)

MIDLANDS READYMIX

Also developed very visual silo and tank measurement signs to help with the consistency and accuracy of stocks.

PROCON BRENTFORD

Introduced very visual colour coded admixture lines to help with auditing and traceability.

ASTON READYMIX

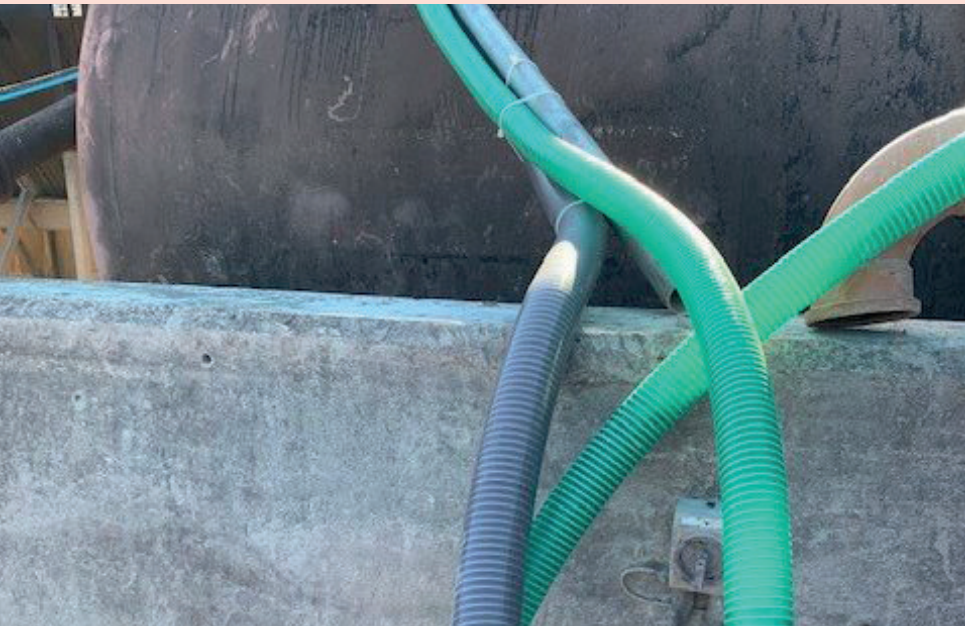
Installed an air flow system that feeds the water pit which agitated the silt and water, allowing it to be pumped and kept clean throughout the day. This eliminates overflowing water in the yard which created STF Hazards and stops the need for dig outs every other day.

WILLINGTON QUARRY

Overcame the plant feed hopper tensioning bar spinning by drilling through and installing a nut and fitting a bolt. This removes the need to remove guarding therefore making adjustments much safer and quicker!

WEST DEEPIING QUARRY

Used brainstorming techniques with the team to develop ideas to overcome downtime due to blockages. This involved redesigning and fabricating a better, more effective reject chute.



If you'd like to find out more or have an idea to suggest please contact the EXCEED team leader: Mark Beagrie - markcharles.beagrie@cemex.com

UK COMMUNICATION FORUM GOES VIRTUAL

The annual UK Communication Forum took place on 1st September 2021. For the second year in a row it was held online because of the ongoing pandemic.

However, despite not being face to face it was a useful and informative session for all who attended. Directors were joined by 10 Employee Representatives from across our UK business.

The day included updates from directors, with topics covered including health & safety, customer experience, sustainability, financial performance, investment and future plans for the company. There was also plenty of time for Q&As, covering subjects such as remote working, the company car policy, employee retention and training.

“It was my pleasure to once again chair this year's Communication Forum,” said Lex Russell, Managing Director for UK Materials. “I would like to thank all the employee representatives who collected questions from their teams and attended.

“Despite the challenges we are experiencing currently around product availability and the ongoing impact of the pandemic, it's a very exciting time to be part of CEMEX and we hope the director presentations demonstrated this. By continuing to work as a team and striving for excellent results, we believe the business can grow exponentially over the coming few years. We are excited to see what we can achieve together!”

James Taylor, Sales Executive, added: “As a member of the commercial team for the Southern Materials business I have been fortunate to represent the area at the National Communication Forum for the last four years or so. From our respective business areas, we all understand there are ever changing pressures on the industry and this was a great opportunity to discuss them with the board, alongside the business update for the year to date.

“The group of representatives is an excellent cross-section of the wider UK business, and everyone understands what our role is for the forum - to make the most of the opportunity, and to bring some good, precise, and hopefully probing questions to the Board of Directors!”

Steph Horn, HR Director, concluded: “While the Coronavirus pandemic prevented us from meeting face to face again, it certainly didn't hamper the interaction and constructive discussion between all who attended.

“It's important to us all on the UK Coordination Team that employees feel they are kept updated on company developments and are communicated with transparently and honestly – the Communication Forum plays an important part in helping us achieve this. Hopefully, next year we will be able to hold the day in person!”

If you'd like to find out more about the forum and what was covered, please visit the UK News website where a summary newsletter and meeting notes will be available shortly.



SUSTAINABILITY IN THE SUPPLY CHAIN

BY DAVE HART, SUPPLY CHAIN DIRECTOR FOR UK AND FRANCE



Whatever our business unit, we all have a role to play in improving the efficiency of our operations. Supply Chain can certainly support the pledges CEMEX has made as part of its global Future in Action - Committed to Net Zero CO2 strategy - and it's critical that it does. Close to 40% of our business costs relate to freight, so improving the sustainability of Supply Chain not only helps the environment but also CEMEX's profitability.

In the UK, we are already contributing to this in many ways. We strive to optimise the fleet efficiency of the CEMEX assets, including delivering product at night and maximising the vehicle payload, while all of our fleet is compliant with EURO 6 technology and meets the Clean Air Zone requirements of cities like London.

Additionally, we have a mature and established

driver training program that incorporates the importance of safe and fuel efficient driving, which we monitor in real-time through vehicle telematics. We also have a long serving relationship with Continental, which has helped us to optimise the type of tyre fitted to our fleet based on maximum durability and low rolling resistance, further improving fuel efficiency.

Finally, modal shift is a key part of our supply chain developments and we are increasingly using other forms of transport like rail and sea, which significantly reduces road vehicle movements. Over 3 million tonnes of aggregates are delivered using these methods, which not only eases congestion but offers considerable sustainability benefits. For instance, our use of rail transport in 2020 saved 150,000 road movements and 17.5kt of CO2 from being released into the air.

This is an area of our freight that's growing year

on year, with record volumes into several of our rail depots like Attercliffe, Stourton and Luton achieved in recent months. Investment into our existing rail assets (such as the £500,000 spent on track infrastructure in 2021) and the introduction of new depots like Small Heath (with other potential locations being explored) will support this growth. Additionally, we are planning to invest significantly in the rail out-loading capacity at Dove Holes to further enhance our capabilities.

In the medium term, the investment in our marine capability has opened the potential to move marine dredged material from our wharves by rail into landlocked markets like the Midlands. We are also actively looking to 'rail enable' our cement plant in Rugby for inbound and outbound materials by the middle of the 2020s.

Our tippers and tankers will still continue to play an important role in the supply of our products. We are working on enhancing vehicle specification, both by trialling electric, battery and alternative fuelled vehicles and reducing the vehicle's unladen weight so we can maximise its carrying capacity. We are also using digital tools to optimise the transport plan and are working with the commercial teams to reduce delivery distance by selling close to our cement plants, quarries, and asphalt plants – building into CEMEX UK's wider strategy to focus on metro markets.

It's an exciting time to be part of the Supply Chain team, as we are all working hard to meet our customers' demands while also supporting the global business's climate action commitments. As you can see there is plenty of opportunity to develop the sustainability of our supply chain even further, and I look forward to assessing the positive impact we are having over the months and years to come.



SLAYING THE DRAGON

Congratulations to Aaron McDowell, Customer Service Team Leader, Aggs and Asphalt, and the team of eight other CEMEX employees, who raised an impressive £2,000 for Alder Hey Children's Hospital by participating in this year's Dragon Boat Race charity event at Crosby Marina, Liverpool.

"We had a great day at the event and it was fantastic to get together as a team after so long apart due to COVID," said Aaron. "We have raised close to £2,000 now and donations continue to come in. There were 10 teams entered this year and I think we came 5th. It was a great team effort and we had lots of fun trying something new."



NO MORE DEER IN THE HEADLIGHTS...

CEMEX has been asked to sponsor a project to protect a rather unusual vulnerable road user. On the roads by Rugeley quarry in Cannock Chase, over 170 deer are involved in road-side collisions every year.

This is terrible for the deer, a safety hazard for local traffic - including our quarry vehicles - and takes up valuable time of the emergency

services, who attend the collisions.

CEMEX was asked by Staffordshire County Council to co-sponsor a conservation project to help save the deer. We are supporting the project by funding game deterrents for one of the roads, which is a particular deer hot spot.

The devices will be placed to create a 'virtual fence' along the road and work by emitting a noise to deter the deer. The device is set off by vehicle noise on the road rather than car headlights like other units, which means the deer will also be kept safe during the day.

It adds another dimension to our mission to look out for vulnerable road users!

THE GREAT TRAVELLING KESTREL

Back in July, we shared a story in UK News about how our colleagues in Poland had worked with ornithologists to ring a number of Kestrel chicks from Chelm and Rudniki. One of them also had a GPS transmitter installed.

Thanks to the transmitter, they know that this young Kestrel has already visited the neighbourhood of several of our plants and spent its holidays in the Bialowieza Forest. For a bird not much larger than a Pigeon, the length of the Kestrel route is impressive!

The choice of location is also interesting because the Bialowieza Forest is the last fragment of lowland forests in these areas of Europe and additionally it is included in the UNESCO World Heritage List.

Our colleagues have, therefore, decided that their Kestrel deserves a name. This was selected in an internal competition for CEMEX Polska employees. Now the traveller Kestrel has been named Aurora while two other names – Wagabundo and Echo – were given to ringed Kestrels from Chelm and Rudniki.

FUN WITH BUXTON WATER

During the pandemic it's been hard to help local communities with projects, however, Buxton Concrete Products contacted a few local schools and one asked for some help with a water play activity station for their reception playground.

Donna Wooliscroft, Production Administrator at Concrete Products Buxton, helped arrange this with Jordan Hercock, our Engineering Co-ordinator.

They used some pallets, guttering and pipe that were available on-site and with some help from Donna's partner created a wonderful activity station for the children.

Paul Kania, Works Manager Buxton, commented: "This is a great small project to help one of our local schools. Being able to produce it on site and deliver it to school without any contact worked perfectly."

The school gave some lovely feedback, saying 'the children absolutely love the activity station and they are having a great time, thanks so much for your help.'



AND THE WINNER IS...

Well done to Paul Townsend, Area Sales Manager and the Concrete Products team in Kent and Sussex for donating a raffle prize to customer Gibbs and Dandy for their charity fundraiser.

They donated an M&S voucher for the day which was raising money for the local Demelza Children's Hospice. So far the day has raised £590 and also included wet sponge throwing at branch staff and a golf day. Proud prize winner customer Tom Cherry is pictured here with his voucher.





VACCINE VOLUNTEER



Over the course of the pandemic, some CEMEX employees have volunteered their services to support their local community. Adrian del Corral, Conformance and Reliability Supervisor for Cement, talks us through his experiences as a vaccine provider.

"I signed up to become a vaccine volunteer back in February. Before lockdown I'd been volunteering for a local charity that feeds homeless people and I wanted to find something else to do, especially as everything was closed.

"I completed two days of training and then started giving people their vaccines in April. I alternate between giving vaccines, helping with the screening questions and post-vaccine care. At first, I worked for the St John's Ambulance, travelling to different local areas,

but then switched to Locke House in Rugby. My mum and dad are also volunteering here, so it is quite a family affair! Recently, mum was greeting people, I was administering the vaccine and my dad was on post-vaccine care, so we had nearly the whole process covered!

"So far I estimate that I've vaccinated over 1,000 people in Rugby, including about 10 people from the cement plant, and my own brother. Some days can be really busy, others quieter but it's been great to have the opportunity to help. People are so thankful and it's also a fun way to meet new people and build relationships in the community.

"Some people can be nervous but hopefully I can help reassure them. If there's anyone reading this who hasn't had their jab yet, please do – it's over in seconds and really helps to protect yourself and others."

LAUNCH OF SPARK!

Start transforming your new digital workplace



In July, we launched spark! the new digital workspace. This innovative tool helps employees improve the way they work and enables them to stay better connected with one another.

In one digital workplace, employees can easily access global and local information, as well as CEMEX tools, including:

- Microsoft 365 apps: Outlook, Teams and SharePoint
- Shortcuts to SuccessFactors and CEMEX University
- Global and local events and news

spark! can be accessed via any device, without a VPN connection and is available for those with a CEMEX email address.

If you haven't already, do start exploring spark! at <https://spark.cemex.com>

ANNUAL ENPS PULSE SURVEY COMING SOON

Get ready!

EMEA Q3 '21 eNPS Pulse Survey

ONE Question – On a scale from 0-10
How likely are you to recommend CEMEX as a good place to work to family or friends?

eNPS CALCULATION FORMULA
Employee Net Promoter Score = % of Promoters (9-10) minus % of Detractors (0-6)

0-6 Detractors
Detractors are employees who are not satisfied with the organization & could spread negative word of mouth.

7-8 Promoters
Promoters are employees who are satisfied with the organization & spread positive word of mouth.

9-10 Promoters
Promoters are employees who are extremely satisfied with the organization & spread positive word of mouth.

#1 WHY ARE WE TRACKING OUR EMPLOYEE NET PROMOTER SCORE (eNPS) QUARTERLY?
We want CEMEX to be a great place to work – so we're tracking quarterly how everyone feels about working here.

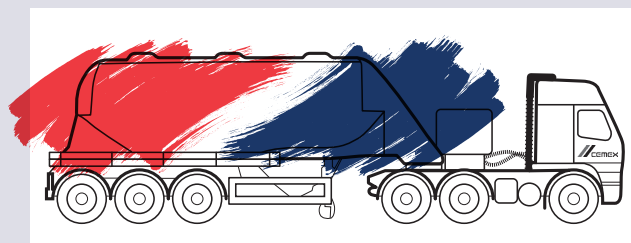
#2 WHAT WERE THE EMEA eNPS RESULTS IN Q2 2021?
We maintained positive Q2 21 eNPS results in our EMEA Region: +32 vs +34 in Q1. Our eNPS Pulse response rate in Q2 21 was 88%.

#3 THIS Q3 WE'X PULSE:
Our EMEA Q3 21 eNPS Pulse survey will include the Global 2021 WE'X Pulse. It will be the same experience, same Personality platform but this time with the WE'X plus 8 additional questions.

#4 HOW CAN I PARTICIPATE IN OUR EMEA Q3 21 eNPS / GLOBAL WE'X PULSE?
Watch out for an email from Personality on October 18th (CEMEX Global 2021 WE'X Pulse - eNPS survey information) & Q3 21 eNPS. Access will be available for our EMEA office employees to participate in the Q3 21 eNPS Pulse.

GET YOUR COLOURING PENS OUT...

How would you design the livery for our cement tanker trucks? Use our colouring sheet insert and get your creative juices flowing! What message would you put on it? Can you incorporate the CEMEX logo somewhere too?



Anyone can take part, you, your family, friends, neighbours... The winning entry will win a £50 Amazon voucher, second place will receive a £20 Amazon voucher, and third will win a £10 voucher. There will also be CEMEX goodies for all winners!

Full T&Cs are on the UK News website (www.cemexuknews.co.uk). Entries need to either be sent to: Sarah Murphy, CEMEX House,

Evreux Way, Rugby, Warwickshire CV21 2DT, or take a photo of your completed design and email it to: sarah.murphy@cemex.com by the 12th November.

Remember to say who did the design and if a child did it, say how old they are. Also remember to include contact details so we can tell you if you've won. Good luck!

COFFEE BREAK INTERVIEWS



Since our last edition we've had an unusual number of 40 year service milestones to celebrate. We thought we'd ask two of them for their thoughts on the past and future of our business. Here's what they had to say:



PAUL RICHARDS,
SUSTAINABILITY MANAGER

What's been the best thing about working for the company for so long?

For me it has been the variety. I have worked in many different roles and had a wide range of experiences working alongside some fantastic people, many of whom I am still friends with years after they left the company. I have visited places that I definitely would never have considered going to if not for business needs and have pushed myself to achieve positive results in several areas of the business.

What do you think are the main future challenges for the company or industry?

I know it's the department I work for but the biggest challenge going forward for any company is sustainability. We have to reduce our energy use, our reliance on fossil fuels, our waste production and our use of finite resources to protect the future of our planet. We cannot continue as we are. I think we're now reaching the point I expected us to be at 10 – 15 years ago, where demonstrating the company's sustainable credentials will be a prerequisite to doing business.

What advice would you give to any young people considering a career in the industry?

Go for it! There will always be a need for construction materials and the variety of different careers available mean there is always scope to change direction if you want to. If you have an idea or want to do something differently then tell someone. If you do that it may happen, if you don't then it almost certainly won't.



ANDREW BARBER,
QUARRY MANAGER

What's been the best thing about working for the company for so long?

Being part of an ever-developing company that listens while allowing you to manage, working with positive and strong colleagues, this along with first class support functions in every discipline.

What do you think are the main future challenges for the company or industry?

Attracting the next 40-year candidates to secure our ever demanding future challenges, such as climate change, people's perception of our industry and lack of mineral reserves.

What advice would you give to any young people considering a career in the industry?

I have just offered a position to a 22 year old and my words of advice were to make it a career not a job, and to take every available opportunity to develop yourself.

Are there any other words of wisdom you'd like to share?

The rewards come from the efforts you're prepared to put in, as in life itself.

LONG SERVICE AWARDS AND RETIREMENTS

40 YEARS

PAUL NEWELL

Plant and Field Technician at Widnes concrete plant

PAUL RICHARDS

Sustainability Manager

PAUL REYNOLDS

Commercial Manager at Brighton Wharf

ANDREW BARBER

Quarry Manager at Berkswell

25 YEARS

BOB HEBBLETHWAITE

Chief Mate on the Sand Fulmar

MICHAEL RIPLEY

Aggregates Operations Manager at Halkyn

BRIAN TODD

Operative at Ryall

15 YEARS

KAREN TOYE

Officer of the Watch (Deck) Sand Fulmar

ROBERT CHAPPELL

Multi Skilled Operative at Salford

SEAN FEREDAY

Mechanical Technician at Rugby plant

AKIN USTUN

Mechanical Technician at Rugby plant

PAUL SCORER

Operative at Willington

JUSTINE TWEEDY

Class 2 Driver at Datchet

PETER MCWILLIAMS

Quarry Manager at Jarrow

LAURENCE DAGLEY

Materials Op Ex & Bus Dev Director WE

RETIREMENTS

IAN PELLOWE

from Marine

BOB GREEN & CHARLIE PAYNE

from Halkyn

KEN SIMPSON & JOHN ELSON

from Cement