



SOCIAL MEDIA GUIDELINES



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PURPOSE

These Global Social Media Guidelines are for CEMEX employees, contractors and designated agencies who are responsible for managing CEMEX owned and affiliated social media channels. These Guidelines are included as Annex A to the Use of Social Networking, Media and Other Third Party Websites Policy (the “Policy”) located on Shift. The objective of this guide is to help social media managers excel at their role, to protect CEMEX’s brand reputation, to promote consistency across our regional channels and an adherence to social media best practices. They will also help ensure we are always transparent and open with our followers.

CORE PRINCIPLES

Our Social Media Guidelines are designed to reflect our culture of transparency, authenticity and openness, and to help our audiences connect with our brand. Refer to these standards when participating on CEMEX’s behalf on social media.

DO'S	DON'TS
<ul style="list-style-type: none">• Do understand your role and how it fits into CEMEX’s social media infrastructure.• Do be transparent and honest when publishing content on social media.• Do get facts straight, correcting mistakes quickly and visibly.• Do avoid posting about topics you don’t fully understand or aren’t authorized to discuss, especially during the designated Quiet Period before earnings are announced.• Avoid identifying yourself as a CEMEX employee when discussing CEMEX matters. When using private social media accounts, you must also clearly indicate that your views are your own and do not reflect the position of the Company.• Do try to find a solution if you notice someone online who is frustrated with CEMEX.• Do respect diverse backgrounds and cultures• Do protect personal, confidential or proprietary information, trademarks and copyrights.	<ul style="list-style-type: none">• Don’t use slang, jargon or sarcasm in case it gets lost in translation for our bilingual audience.• Don’t use language that could be considered offensive, personal insults, obscenity or defamatory remarks.• Don’t discuss our industry partners without permission.• Don’t make disparaging remarks about CEMEX competitors or their products• Don’t engage in inflammatory subjects such as politics or religion.• Don’t get defensive or engage in online confrontations.• Don’t ignore posts that require a customer service response.

CRITERIA FOR LAUNCHING A NEW SOCIAL MEDIA CHANNEL

Before launching a new CEMEX-affiliated social media channel, please ensure that you have:

- A clear set of objectives for your social media accounts, including a sound rationale for why you need to create a separate new account. For example, to help consolidate and streamline communications, could your business unit be adequately represented via CEMEX's global social channels instead of starting a brand new, high-maintenance account?
- The capacity and resources to produce a steady stream of compelling written and visual social media content.
- Before new channels will be approved, at least three months of sample content will be required and a regular content production drumbeat will be essential (at least one month in advance).
- A paid media budget to boost top performing social posts, and to run the occasional influencer activation or brand promotion.
- The time and capacity to consistently interact with your followers.
- An ability to quickly respond to customer questions and complaints.
- Enrolled in the enterprise social media tools, allowing you to have the capacity to produce monthly results reports, reflecting what can be done to improve your channel's performance in the month ahead.
- Key spokespersons within your organization to engage in the social media interactions on regular basis (Country Head, H&S Director, HR Director, VPs, Sustainability Responsible, Environmental Protection Team etc)
- Plans to provide required training and guidelines to spokespersons as well as any other employees engaging on social media on CEMEX's behalf.
- A plan to promote your social media channels internally.
- Content approval process in place by your parent brand if you are representing a sub-brand. (Example: @CEMEX_UK_Asphalt needs to get content approved by @CEMEX_UK)

HOW CEMEX MEASURES SUCCESS ON SOCIAL MEDIA

When measuring success CEMEX prioritizes engagement metrics, rather than follower growth, in order to accurately understand if we are reaching our customers/audiences. Engagements and Engagement Rate are the primary metrics we use to quantify performance.

Facebook and Twitter

- Most brands average around 0.5-1.0% Engagement Rates on Facebook and Twitter.
 - Engagement Rate is a percentage that is calculated by dividing the **Number of Engagements** by the **Number of impressions x 100**.

$$\text{ENGAGEMENT RATE (\%)} = \frac{\text{NUMBER OF LIKES/COMMENTS/SHARES}}{\text{PEOPLE REACHED}}$$

- Because of Facebook’s News Feed algorithm and other live stream-style feeds, reaching your audience and getting them to interact with brand content can be a challenge.
- A well targeted paid media campaign is recommended to help boost organic engagement rates hampered by algorithm limitations.

Instagram

- On Instagram, you should aim for a higher average Engagement Rate of around 3-6%.
- Because of Instagram’s eye-catching visual content, users are more likely to show support with a quick double-tap.
- Pair a well-designed image with a few smartly chosen hashtags, and you’ll be more likely to see a good response from followers.

General

- Competitions on social can help boost follower numbers and engagement, so consider factoring some into your social media plan and budget.

PAGE NAMING CONVENTIONS

All CEMEX channels should adhere to a consistent set of naming conventions, without limiting any provisions in sections 4.4 and 4.7 of the Policy.

- **Facebook:** CEMEX + Business Unit Name
 - Example: *CEMEX Colombia*
- **Twitter:** CEMEX + Business Unit Name
 - Example: *@CEMEX_Colombia*
- **Instagram:** CEMEX + Business Unit Name
 - Example: *@CEMEX_Colombia*

CRISIS MANAGEMENT & ESCALATION

In rare cases, online criticism may escalate to a significant PR issue or “reputational crisis.” Alternatively an external crisis may manifest via social media channels. Any situation that may threaten the corporate reputation of CEMEX should be evaluated based on the following flagging system, according to three factors, without limiting any provisions in sections 5.8, 5.11 and 5.14 of the Policy.

- Content: What has been said?
- Influence: Who is saying it?
- Volume: How much is it being said?

ASSESSING NEGATIVE CONTENT (Without limiting provisions in sections 5.3 and 5.6 of the Policy)

The following provides a broad overview of how content will be assessed to evaluate its level of threat to our brand reputation. Each scenario has been assigned broad flagging levels for guidance, but assessment of the situation will involve cross-referencing the nature of content against influence and volume of postings before determining action. **In the case of a RED threat, notify your Manager and the Global Communications Team immediately.**

Limited Threat

Statements that pose limited or no threat to CEMEX's reputation; often factually incorrect.

These comments can either be positive or negative, for example:
"CEMEX sucks" or "Good job, CEMEX!"

Suggested Actions: Respond neutrally to these comments politely correcting misinformation, on rare occasions it might be appropriate to hide unhelpful but benign Facebook comments. Unfortunately comments on Twitter cannot be hidden, but the Twitter newsfeed refreshes really rapidly so often the best approach is to refrain from responding to unhelpful comments as this will only give the author a bigger stage.

Medium Threat

Includes factually incorrect statements that pose a threat to company reputation.

Post Example: "CEMEX is ruining the environment!"

Suggested Actions: Politely correct the misinformation shared by the user and invite them to privately message us if they'd like to continue the discussion offline. In general, negative comments, misinformation or posts with a more provocative slant should be hidden. Hidden comments are still visible to the poster but they won't know their original comment has been hidden from the public feed. However, not all negative comments should be hidden, in some instances we should take the opportunity to showcase our customer service.

High Threat

Includes statements that pose a threat to company reputation, backed by apparently credible evidence. Note that the accusation or comment doesn't actually have to be true to deserve a Red status. It could be factually inaccurate and still be red, as long as it appears to pose a credible threat to the

Post Example: *High threat posts may also include racial slurs, posting an employee's personal information as a means to get back at someone, or profanity laced posts. If there is any risk or danger to an employee, yourself, or another community member, act quickly to ban the user and alert the Global Communications team. In the case of one or two isolated, negative comments, these should be tracked and responded to (if at all) with caution. But if there is a rapid influx of high threat, negative comments over a short period of time, it is imperative that you flag the situation quickly and determine your next*

Mandatory Actions: Escalate immediately and discuss the best course of action with your manager or CEMEX's Global Communications Team. For persistent trolls, one possible outcome may be banning users from engaging on CEMEX owned channels like Facebook and Instagram. Unfortunately Tweets cannot be deleted so the goal should be to take these conversations offline as quickly as possible.

SOCIAL MEDIA TONE OF VOICE

CEMEX's Tone

The CEMEX social media voice is best described as “business casual.” Positive, simple, and clever—with a purpose. (Please see section 5.7 of the Policy). We bring our expertise to bear, explaining our business—and the relevance of building materials in everyday life—with relatable appeal. Our social media content is always tied back to our products, if often in a nuanced way. We always strive for relevance to the broadest possible audience, with special consideration of bilingual readers.

Channel Specific Best Practices

- **Post length**
 - Twitter: It is best to compose Tweets that are 140 characters or less, including links and avoid “batching Tweets”, ie. publishing multiple Tweets in a row that capture one consecutive thought.
 - Facebook: Best to keep posts to a couple of sentences or less, depending on whether the post includes a compelling image (only a sentence may be needed) or links off to another website.
 - Instagram: Best to keep posts to a sentence or two, but occasional longer-form copy can also be effective if telling a more in-depth story
- **Punctuation:** Use normal punctuation, capitalizing the first letter at the start of new sentences; don’t use excessive exclamation points; don’t post in all caps etc.
- **Emojis:** Tastefully select emojis to add to your social copy, but only when they add concrete value to posts. Avoid using more than 1-2 at once. *Some examples of emojis that regularly feature in CEMEX corporate social posts include* 🏠 🏢 🏡 🏠 🌱
- **Hashtags** - Try to include 1-2 relevant hashtags in your Twitter copy but use them sparingly on Facebook. Hashtags can also be effective on Instagram, but it is best practice to separate them from your caption copy a little by pasting them at the end of a post after a few line breaks, or in a separate comment altogether. *Commonly used hashtags include: #BuildingaBetterFuture, #CivilEngineering, #concrete, and #cement.*
- **Suggested Content Buckets:**

Suggested Content Buckets	One Global Agenda Content Buckets
<ul style="list-style-type: none"> • Partner Profiles • Positive Stories • Concrete as Material • Concrete as Lifestyle • Sustainability 	<ul style="list-style-type: none"> • Health & Safety • Customer Centricity • Investment Grade • One Global CEMEX • Sustainability

- User Generated Content
- Playful, Fun Content

BEST PRACTICE SOCIAL POST EXAMPLES

FACEBOOK



Why is this a strong post?

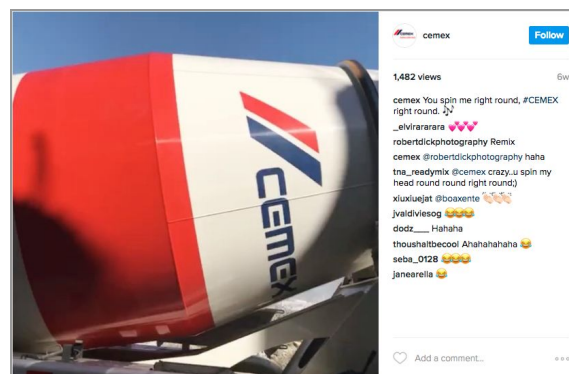
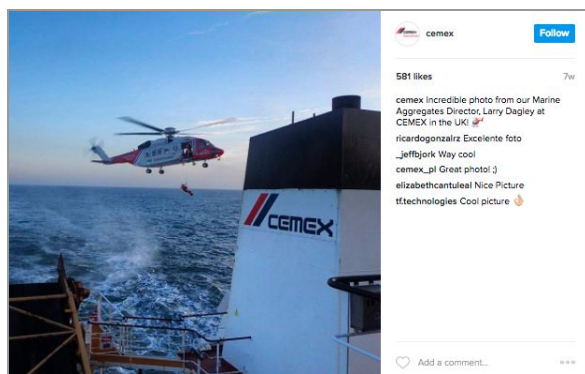
- ◆ We know that video content performs well on Facebook
- ◆ In this example we took a longer clip and created a shorter, socially snackable version to engage people at a glance and encourage them to click through to read the broader story



Why is this a strong post?

- ◆ Eye-catching visual tend to perform well on social media
- ◆ Infographics are playful way effectively to communicate complex facts or statistics at a glance
We used checklist style copy, incorporating tick emojis to support the visual

INSTAGRAM



Why are these strong posts?

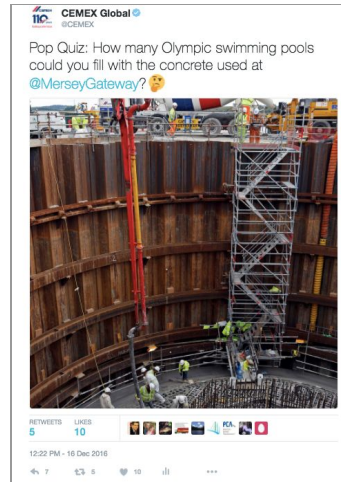
- ◆ Striking action shots tend to elicit strong engagement on Instagram. Both the dramatic still on the right and the rotating CEMEX truck GIF on the right resulted high like volumes and some users engaging via comments.
- ◆ In both cases we included relevant emojis to help reinforce the imagery and copy.

TWITTER



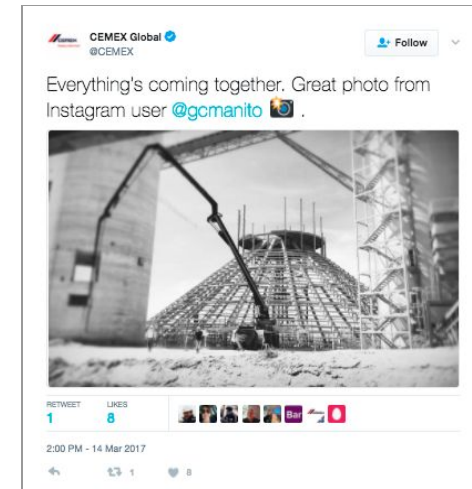
Why is this a strong post?

- ♦ Timely posts that coincide with cultural events, holidays or awareness days trend to resonate and garner higher engagement
- ♦ Leverage relevant hashtags to maximize exposure and reach a broader audience



Why is this a strong post?

- ♦ Quiz style posts paired with interesting visuals can be an effective way to engage followers to contribute answers or ideas
- ♦ Be sure to tag any companies, organizations or influencers mentioned in Tweets



Why is this a strong post?

- ♦ Engage engage subject matter experts and brand enthusiasts by engaging with influencers and requesting permission to re-purposing user generated content

EMPLOYEE USE

- When sharing photos of operations or worksites it is essential to ensure all employees/contractors are adhering to Health and Safety practices.
- When sharing photos of meetings or events, ensure that there is no private or confidential information visible. *For example, a workshop or meeting where sensitive documents or PPTs are being projected.*
- Avoid identifying yourself as a CEMEX employee when discussing CEMEX matters. When using private social media accounts, you must also clearly indicate that your views are your own and do not reflect the position of the Company.

- It is best practice to include “Work for @CEMEX, all views are my own” to Twitter profile

SOCIAL MEDIA PRINCIPLES FOR CEMEX EXECUTIVES

- **Lead by Example:** CEMEX leaders are expected to model professional behavior at all times on social media, setting a good example for employees to emulate. If your personal life is one that you (or CEMEX) doesn’t want to overlap with your work, you may want to consider establishing separately private and public profiles, with appropriate sharing settings.
- **Get Trained:** Before engaging on social media, CEMEX Executives should understand best practice channel use and make sure they are aware how CEMEX is to be represented online. Contact our Global Communications team for further guidance on this front.
- **Listen Before You Talk:** Before engaging in conversations on social media make sure you understand the full context of the discussion, including who you’re speaking to and if there is a strong enough reason for you to engage. If people reach out with negative feedback or accusations about CEMEX-related misconduct please refer to the escalation matrix on page 6 of this document, and escalate accordingly. If, in consultation with the Global Communications team, you decide to respond to criticism online (eg. a customer or employee complaint) own and monitor the situation until it is resolved.
- **You’re Always On Record** - Everything you say online is public and can come back to haunt you. Always assume you’re “on record”. Never publish anything you wouldn’t say to someone’s face, or in a public statement, including profanity or demeaning language.
- **Say Who You Are:** Always disclose your relationship with CEMEX on any work-related social media channels. Personal social media channels should include a disclaimer saying that the views published on those channels are your own and that you are not speaking on behalf of CEMEX.
- **Show Your Personality:** Social media is not designed to be a robotic forum. It is important that you try to be conversational and authentic, while remaining professional. Avoid delegating content production or community management of your social media channels to interns or people who may have difficulty correctly representing CEMEX or your personal tone of voice.

SOCIAL MEDIA VISUAL BEST PRACTICES



Profile Photos

Profile photos on regional CEMEX pages should feature CEMEX's inline logo and corresponding flag, with tag like optional, with adequate spacing. The Global Communications team can provide regions with artwork in the correct dimensions for use across Facebook, Twitter and Instagram, as the guidelines are updated frequently.

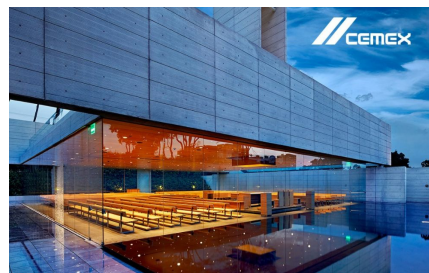
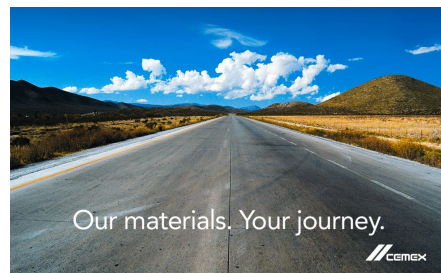


Cover Images

CEMEX Facebook and Twitter accounts should feature a high quality, striking landscape image, preferably one that showcases the scale and impact of CEMEX's work.

CEMEX LOGO IN SOCIAL MEDIA CONTENT

CEMEX's Logo can be positioned in any corner of a social media designed layout, or occasionally centered, based on composure of the image and the availability of white space. CEMEX's full color logo should be used on white backgrounds and a white version should be used when layered on a colored background. General Brand Guidelines apply when it comes to using CEMEX's logo on social media, including spacing and size parameters. Please contact the Communications Team for any questions about a specific application. All posts shall adhere to any and all applicable IP and CEMEX Brand provisions in the Policy.



CONTACT DETAILS

If you have any follow-up questions about these Social Media Guidelines, or if you are in doubt about any content you'd like to post or how to respond to follower posts, please contact CEMEX's Global Communications Team. They will be able to advise you on any sensitivities and supply you with best practice advice.

CEMEX Global Communications Team

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Shift community: email social.media@cemex.com to request an invite or visit our [Shift Wiki](#)