



UK NEWS



Welcome to UK News 22nd September 2022

your weekly update from around CEMEX UK

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CEMEX-UK



CEMEXUK



HEALTH & SAFETY

Latest Global Safety Alert

SAFETY ALERTS



The latest Global Safety Alert relates to the death of a cyclist in a collision with a company truck in our operations overseas.

Sadly, the circumstances are all too familiar, with the cyclist and truck colliding at a junction as the driver turned to the nearside; a situation that has resulted in fatalities in our UK operations previously.

You can find the Safety Alert at the end of this document and on the UK News download page <https://www.cemexuknews.co.uk/downloads/>

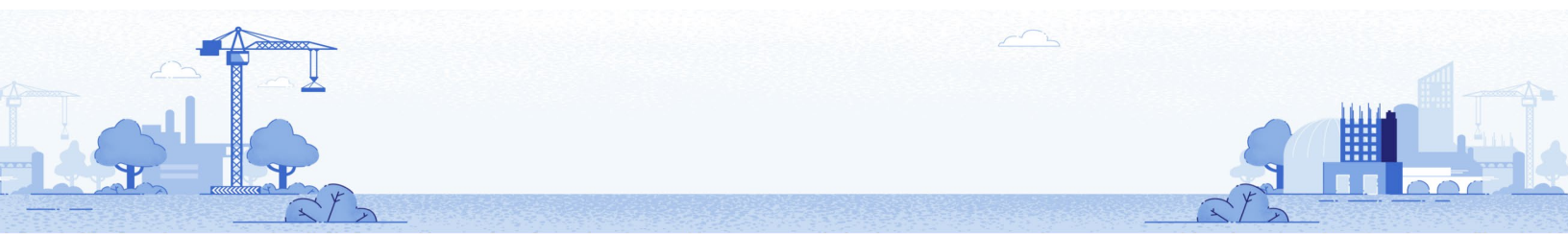
As you will see from the Alert some of the critical safety features on the truck were defective at the time of the incident, and the risk of the collision may have been reduced with greater awareness of the risks to vulnerable road users.

Please discuss the Alert with your teams, using it as an opportunity to stress the importance of:

- Critical safety features, not only on trucks but also on processing plants.
- Robust daily pre start checks and routine maintenance regimes to confirm all safety features are operational.
- Taking vehicles off road / removing equipment from service where critical safety features are defective.
- Ensuring drivers have attended defensive driver training, including vulnerable road user awareness training.
- Always remaining alert to hazards and risks in the workplace and when driving.

Alerts should also be displayed on relevant noticeboards.

CEMEX Global Protocols require all Fatal Alerts to be communicated and Managers to capture the signature of employees and contractors to confirm they have received and understood the information and the control measures they need to adopt. In addition, operations are invited to observe a one minute silence in memory of the deceased at the time of discussing a Fatal Incident Safety Alert.



Before starting any new task always **STOP, THINK & CHECK** it is safe, and always **STEP IN** if you see anything unsafe. **LOOK AFTER YOURSELF AND EACH OTHER.**

Our New Global Wellbeing Model



Last week we introduced our new Wellbeing model which aims to provide clarity, consistency, and common understanding with our approach throughout CEMEX. The introduction of this model is an important step forward in our ongoing efforts to look after our people and to continue fostering a positive culture towards Health and Safety.

To aid our understanding a series of videos have been made featuring Alberto Luis de Armas, VP Organisation and Human Resources, and Richard Claydon, Global Health & Safety Director.

This week we are sharing the **second video** in our series. In the first video we provided you with an overview of the model, but in this and the following editions you will hear more about each of the four pillars, starting with today's video about the pillar for **Emotional Health**. Taking care of our mental health should be a priority for us all because it's an important part of our wellbeing.

This pillar contains some key components for us all to work on: Knowing Yourself, Stress Management, Social and Personal Support.

You can watch the second video [here](#).

If you missed the launch of the Wellbeing model last week, you can look back [here](#). Please take the time to understand the model, to embrace it and to discuss it with your teams.

Improving our Outside Housekeeping



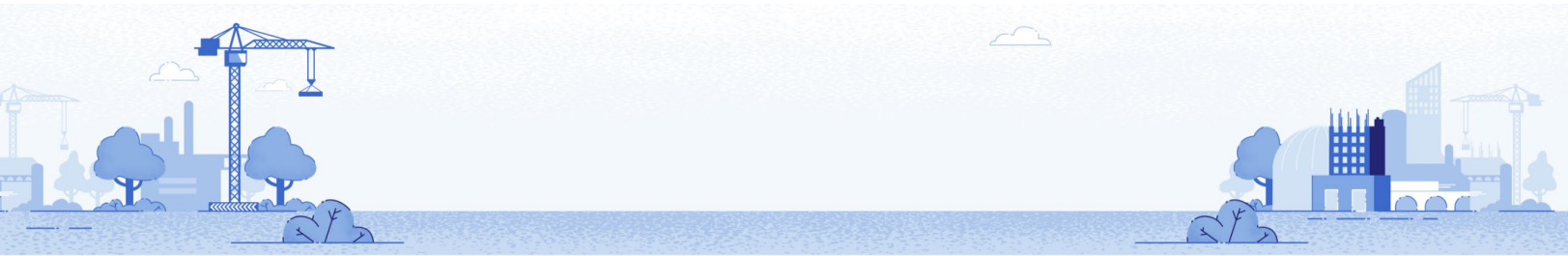
Our current Slips, Trips and Falls campaign focusses on improving our outside housekeeping. Throughout September we are sharing a series of posters for displaying in your workplaces.

This week we are sharing the third in our series of Slips, Trips & Falls posters, about keeping work areas **tidy/organised at all times**.

You can find the poster at the end of this document and as a PDF in the download section of the UK News website: <https://www.cemexuknews.co.uk/downloads>

In this month's campaign we encourage teams to:

- Complete "hazard spotting" activities on each site associated with outside housekeeping to identify any issues and create a NMHA for each.
- Walk the regular routes – what hazards do you spot?
- Check well-identified paths and passages.
- Make preparations for adverse weather later in the year, providing necessary equipment and grit salt for snow and ice.

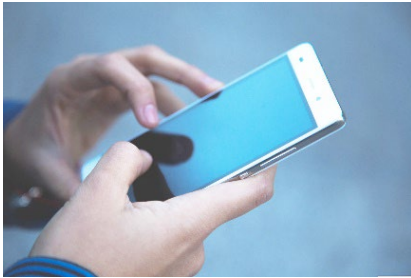


- Produce before and after posters to highlight improvements using the template in the download section of the UK News website: www.cemexuknews.co.uk/downloads
- Identify areas where there is regular spillage or poor housekeeping, consider how it can be prevented at source.
- Ask team members to check their safety boots are in good condition, with good grip, and can be laced to the top to provide ankle protection.
- Going further with 5S methodology.
- Remind teams that housekeeping issues are not minor and should be reported as a NMHA if applicable.
- Ensure site inspection schemes include formal housekeeping checks (exterior and interior) at least quarterly.

Managers can find full details of this Outside Housekeeping – Slips Trips & Falls campaign, along with the before and after template, at the end of this document and in the download section of the UK News website: <https://www.cemexuknews.co.uk/downloads>

Please print and display on notice boards in your working areas.

Reminder about CEMEX's Social Media Policy



We would like to remind all employees of the need to act in line with the values entrenched in CEMEX's Code of Ethics and Business Conduct and (in relation to social media), to remember that our actions can reflect on the company – positively or negatively.

Employees should remember that when posting images of CEMEX colleagues and sites on social media, all images need to reflect good Health & Safety practice.

Please ensure that all images show:

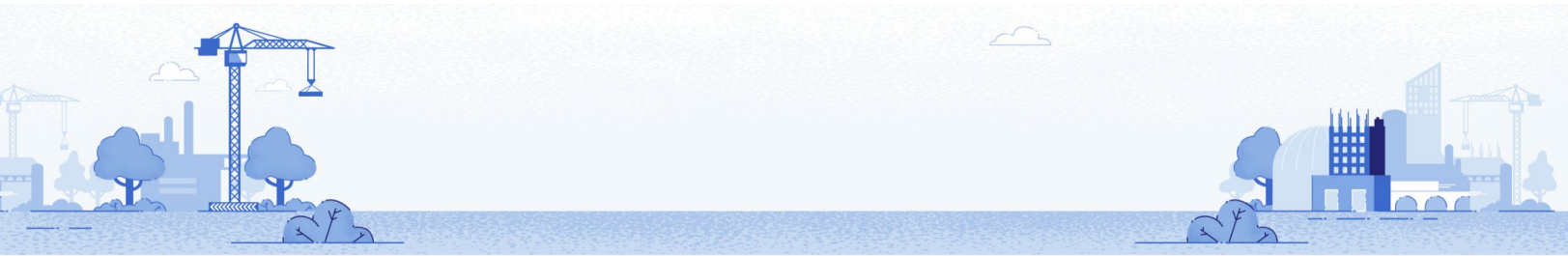
- People wearing the correct PPE for the environment:
 - All tops/jackets must be long sleeved
 - Jackets must be done up
 - All PPE must be clean and high visibility
- Stationary trucks should have the chocs under the wheels
- Sites should be tidy (no Slips, Trips & Falls hazards)

Please take time to STOP AND THINK, STEP IN if you see anything unsafe.

To view the social media guidelines please go to the download section of the UK News website. www.cemexuknews.co.uk/downloads. A pdf version at the end of this document too.

To see the full policy on Spark please click [here](#).

We expect any non-work-related posts on social media to be made in an individual's own time and outside of work.



If you have any questions about CEMEX's social media policy and guidelines, please speak to your HR Business Partner.

COVID-19 Update for UK Employees

Update to business response to Coronavirus



You may have seen the communication from our CEO Fernando Gonzalez last week, which announced a move away from global COVID protocols to a local system, following local guidelines.

Following on from this, the RRT wanted to share a quick reminder about the ongoing need to be vigilant against Coronavirus in our operations, particularly as we move

towards the end of the year and the colder months.

Please remember if you have symptoms or test positive for Coronavirus, do not come into work – The NHS advise that, if you have COVID-19, you can pass on the virus to other people for up to 10 days from when your infection starts. Many people will no longer be infectious to others after 5 days. You should try to stay at home and avoid contact with other people for 5 days. Avoid meeting people at higher risk from COVID-19 for 10 days, especially if their immune system means they're at higher risk of serious illness from COVID-19, even if they've had a COVID-19 vaccine. This starts from the day after you did the test.

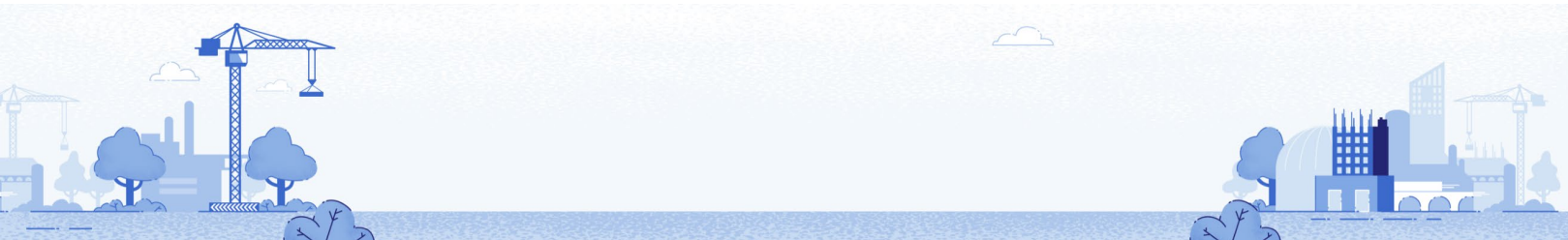
If you are feeling unwell and do not test positive or test negative for COVID-19 and do not feel well enough to go to work and do your normal activities, you should try to stay at home and avoid contact with other people. Avoid meeting people at higher risk from COVID-19, especially if their immune system means they're at higher risk of serious illness from COVID-19, even if they've had a COVID-19 vaccine. You can go back to your normal activities if you feel well enough to do so and do not have a high temperature.

Please also remember that all cases of and absences due to Coronavirus must be notified to Line Managers and the Health & Safety team at the earliest opportunity. This procedure still applies to those who are working remotely, even if they do not need to be absent from work.

All COVID-19 related absences / self-isolation should also be logged via the dedicated online form, accessible [here](#), and record absences on SAP as you would do normally.

While much of life has returned to normal, remember that the risk of the virus has not disappeared please continue to maintain good hand washing and sanitising practices, and ensure ventilation of enclosed spaces.

It is also important that we all take up the booster vaccines when these are offered and encourage friends and family to do the same; especially if they are deemed vulnerable. A fourth dose of the vaccine is now being rolled out across the UK, with those over the age of 50, pregnant women and carers on the list of people who will be offered the booster. To find out if you are applicable for a booster, and for more information including how to book, click [here](#).



We would like to finish by reiterating Fernando's thanks to everyone at CEMEX for their commitment to keeping people safe, both at home and in their communities. Thank you for your ongoing support.



CUSTOMER CENTRICITY

CEMEX Expands our Concrete Products Range



Earlier this year we launched the UK's first Carbon Neutral Concrete Block – ReadyBlock Zero which was very well received and has generated much interest.

The feedback from our customers encouraged us to explore expanding our Carbon Neutral portfolio to include other core products.

Last week CEMEX UK launched our ReadyBlock ZERO 1400 Lightweight blocks and ReadyBrick ZERO Concrete Common Bricks which are available in Dense and Lightweight to provide our customers with a complete Carbon Neutral Concrete masonry solution. This launch enables our customers to meet the concrete block requirements for housing and commercial developments using solely CarbonNeutral® products.

Carl Platt, Urbanisation Solutions Director of Asphalt, Paving and Building Products for Europe, commented: "The initial launch of our ReadyBlock Zero dense concrete block was very well received, with customers asking us to expand our range further to include lightweight and common brick options.

I'm proud of the way we have quickly responded to feedback and now offer these two additional products nationwide. Together, they can present significant savings on emissions – imagine how much of a difference could be made to the carbon footprint of the construction industry if the ReadyBlock Zero and ReadyBrick Zero products were used for every new home built!"

You can read the full press release [here](#).

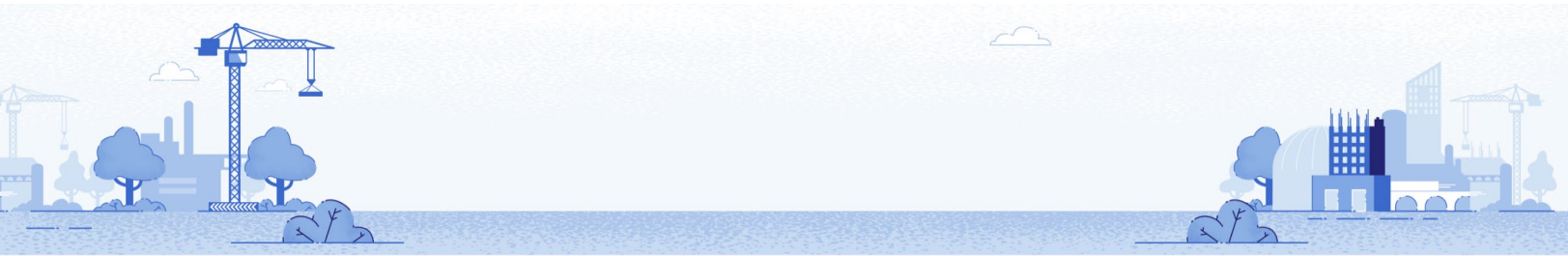
Customer Experience Day and Global Event



Our customers' satisfaction is our success! We all have an impact on the Customer Experience.

CEMEX EMEA is celebrating our **Customer Experience Day on 4th October**. You are invited to take part in the Customer Experience Day webinar with special guests and two external experts. Register [HERE](#) to join the seminar.

The Webinar will take place on Zoom from 8.30am (UK time). Please see the poster at the end of this document, and on the UK News download page: www.cemexuknews.co.uk/downloads, for the full agenda and guests' details.



The Customer Experience team also invites you to join their **Global Event** – every Tuesday in October at 3.00pm (UK time). Register [HERE](#) to join. Please see the poster at the end of this document and on the UK News download page: www.cemexuknews.co.uk/downloads for full details.

At the Global Event this year you will learn more from global and regional CEMEX leaders about the foundation on which we build our customer experience – also known as the Customer Journey – so that you can better identify how your actions contribute to this experience.

Finally, you will hopefully have received invites this week for the Customer Experience quizzes. Today the last quiz was released. You can win **£50** by being the person who completes the quiz in the shortest time (time to complete the quiz) and answers the greatest number of questions correctly. The winners will be announced during the Customer Experience Day – Regional Webinar on 4th October.

You can enter today's final quiz [HERE](#). Good luck!

For quiz details and a QR code please see the poster at the end of this document, and on the UK News download page: www.cemexuknews.co.uk/downloads



FUTURE IN ACTION

Future in Action Summit



— Future in Action SUMMIT 2022

**FUTURE
IN
ACTION**

On Wednesday 28th September and Thursday 29th September is the **Future in Action Summit**, taking place from 3pm – 6pm UK time.

We're all aware that our Future in Action program is at the forefront of our company's strategy.

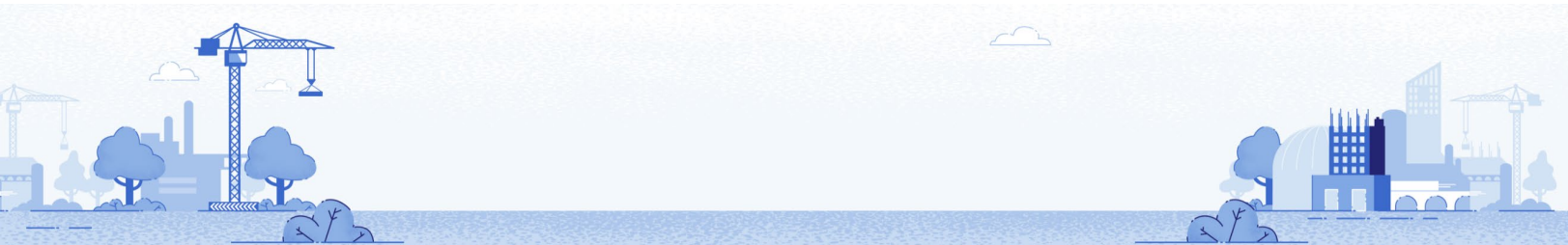
This global, virtual event will gather all our colleagues across our operations to discuss the evolution of our Future in Action program and touch on how it's connected to us individually, to our company, and our industry.

The event will be in English with live translations available in Spanish, French, German, Polish, Czech, Croatian, Arabic, and Hebrew. During both half-days.

We can expect sessions from our CEO, leadership, and subject matter experts within our company on climate action related topics. Click [here](#) for the full agenda for the Future in Action Summit.

Our attendance and participation at this virtual event are very important and strongly expected by our leaders.

- **Make sure you follow this guide to register correctly using the SSO option : [this Zoom guide explains how to use the Single Sign-On \(SSO\)](#)**
- **Use SSO here: [Register for the FIA SUMMIT event here](#)**



Please share this important message with your teams and accommodate other business activities to join the Future in Action Summit later this month.

We look forward to seeing you all then.

And the Winners Are.....



We have kicked off our fundraising activities for the Charity of the year, Cancer Research UK. Many thanks to the 79 participants of the raffle, we were able to raise a fantastic £896.

Congratulations to all our winners:

- CEMEX model train valued at over £100 won by Sarah Barwick.
- An Amazon voucher valued at £70 won by Aman Jandu.
- A Marks & Spencer voucher valued at £50 won by Rachel Jones.
- Hotel Chocolat Premier Liqueur collection won by Mark Cross.
- Branded water bottles won by Susan McNeilis, Katie Sherriff, Tracey Cart, Steve Hartup and Stephen Stroud.

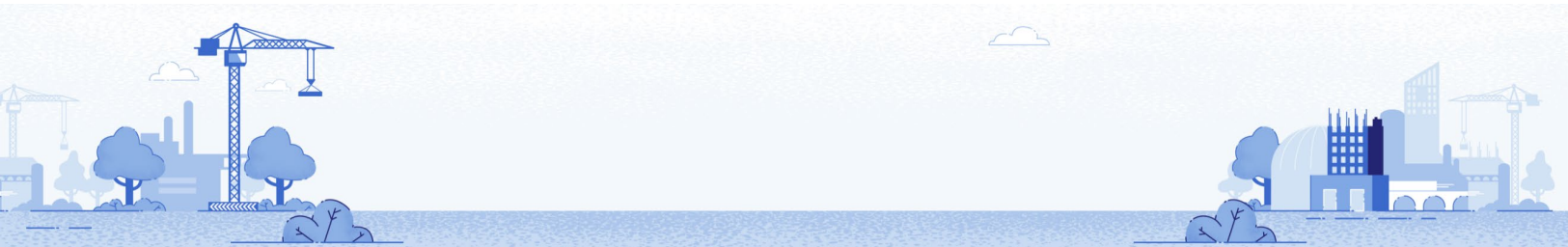
Lucky winner Sarah Barwick, Dove Holes Quarry Weighbridge Operative, who won the model train, commented: "I purchased tickets as this is an excellent charity to raise money for, never thinking that I would win the first prize. Very happy to be raising money for a charity so close to many people's hearts."

Aman Jandu, Business Development Manager (Aggregates), was delighted to have won her prize. She also commented: "I didn't expect to receive any prize and I feel great pride in knowing that CEMEX UK has contributed to such a great cause. With one in two people impacted by cancer in their lifetime, most people probably know someone close to them who's been affected. It's great to support the ongoing research and their campaigns in educating/raising awareness."

Cancer Research UK's strategy is about beating cancer to ensure greater survival for cancer patients. In the 1970s just one in four people survived their disease for 10 years or more. Today two in four survive. CRUK's ambition is to accelerate progress and see three in four patients surviving the disease by 2034. In the UK, one in two people will get cancer in their lifetime, along with millions more around the world. Cancer will be beaten – by many brilliant people working together.

This raffle is only one of the many activities that we hope to have as part of our fundraising efforts.

If you are passionate about fundraising for a great cause, join us and lead fundraising efforts at your local site. Get in touch with the Social Impact team socialimpactuk@cemex.com and we can support you.



Barges Back On at Fulham



After a short break for maintenance work, barges between Dagenham and Fulham have begun again.

These barges transport over 100,000 tonnes of sand and gravel to Fulham every year via the River Thames and are a very successful way to ensure our material reaches our Readymix plant when it is needed, without adding trucks to London's busy roads. Using a barge offers a 75% CO₂ saving compared to road transport, with each loaded barge saving the equivalent of 20 HGV lorries travelling across the centre of London.

By using alternative transports methods and saving lorry movements on the roads, demonstrates CEMEX's Future in Action commitment to net zero CO₂.

Some dredging work was required at the berth and approach at Fulham as the area had become too shallow and was not level – this happens because of build-up in the river and can mean that the barge takes on water.

Thanks to all involved in completing this work, it was a real team effort across Supply Chain, Readymix, Marine and Engineering. Well done, and in particular thank you to Joe Holcroft and Graham Osman from Marine, Alex Flocea and Dean Trowbridge from Materials, Chris O'Brien from Engineering, and Danielle Cullinane from Planning. Not forgetting safety support from Julie Welch and Jason Aked.

Nigel Bateman, Senior Operations Manager for London, commented: "Having material coming down the river cuts down on lorry movements in a very tight yard, so it is vital that we have barge deliveries at Fulham. This dredging work was, therefore, very important and I'm pleased with how well it was completed."

An ongoing maintenance plan is being put in place at the site, with new rubber tyre fenders and life buoys also recently added, as well as protection around the mooring points. Other improvements planned include rising piled mooring points and fenders to allow bigger barges in future.

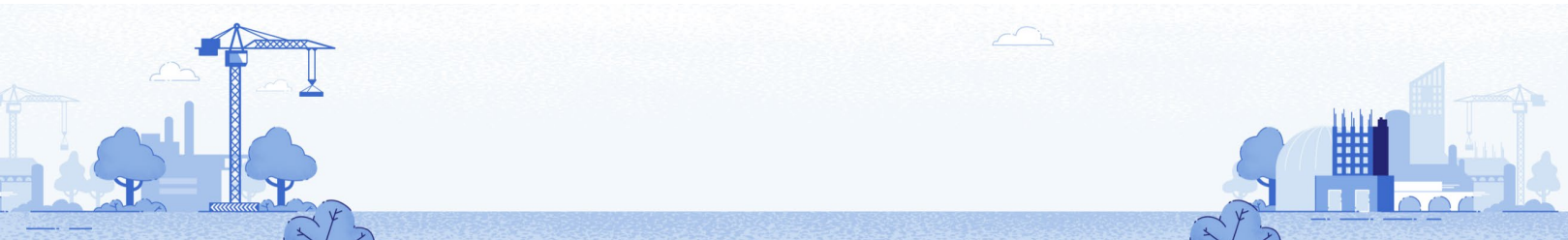
Rugby Cement Plant Opens its Doors to the Public



Last week Rugby Cement plant welcomed 93 members of the general public to site as part of a two-day Heritage Open Day event. This is an annual, national initiative to open various sites of historic interest across the country for members of the public to visit.

Visitors to the plant enjoyed a tour of the Cement manufacturing plant, alongside audio visual presentations on the history and development of cement making on the site. They also had the opportunity to travel to the top of the

120 metre high preheater tower and enjoy stunning views across the Warwickshire countryside. This has been the first time since 2019 that the Rugby Cement plant has been able to participate in the event, due to the restrictions of the Coronavirus pandemic.



The tours appealed to all ages and we were delighted to receive some feedback from a young boy who had enjoyed his tour, he wrote: “Thank you so much for this wonderful journey. I give it a 9.7 out of 10.”

Chiedza Mupfumira, Social Impact Specialist for CEMEX UK, said: “It was a joy to throw open the doors again and welcome so many visitors to our plant for the Heritage Open Days. The Rugby Cement plant has been part of the local community since 1865 and so people love having the opportunity to look around and see how this vital construction material is made. We hope those who attended on the day enjoyed their tour, and we are able to host a similar event soon!”



EMPLOYEES

Latest In the Mix Podcast



Here is the latest episode of the In the Mix podcast – your news and views podcast from CEMEX UK. This time, we’re speaking to Laurence Dagley and Adam Leverett from the Operational Excellence team about the importance of saving energy on sites this winter.

You can listen to the podcast [here](#).

We hope you enjoy this episode. If you have any feedback, suggestions or comments please email us at: inthemix@cemex.com

Keeping Up to Date with Yammer



Do you like being active on social media? Would you like to be more connected to your EMEA colleagues?

Find out what is going on in the EMEA region by joining CEMEX's EMEA Region Yammer group.

You can publish an interesting story to share with our EMEA colleagues. You can also follow others, join groups of interest, like, comment and connect!

[Click here](#) to open Yammer's EMEA Group.



Go Live CAVI – Europe



A message from the Process & IT P2P Teams

When global efforts towards a digital transformation started we realised that we could improve the experience of managing our relationships and interactions with vendors.

CAVI (CEMEX Alliances Vendor Integration) is a self-service platform to integrate supplier onboarding

processes in a simplified and secure way in a single place to manage information throughout its life cycle.

The CAVI project started two years ago in our company. Even though we work as one team and have one global CEMEX model, we check the regulations in each country before implementing a project and before integrating them into one model. The implementation strategy concerns one region at a time to focus on local details and adequately meet all needs.

Over the course of the project, we have completed all our Americas and Caribbean regions and now it's time for Europe to Go Live!

Go Live Date – 29th September 2022

If you have any questions, please contact:
Jan Hrava, Head of P2P Service Delivery EMEA
For general questions
jan.hrava@cemex.com

Luis Carlos Elizondo, Master Data Management Lead P2P EMEA
For general questions and testing
luiscarlos.elizondo@cemex.com

Claudia Armenta, P2P Global Process Owner
For general questions
claudializabeth.armentar@cemex.com

Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
285-09-2022	Assistant Quarry Manager	Blackwater – Aggregates	Bradwell Quarry – Essex	23/09/2022
286-09-2022	Multiskilled Operative	Blackwater – Aggregates	Bradwell Quarry – Essex	23/09/2022



287-09-2022	Works Manager	Urbanisation Solutions	Somercotes	27/09/2022
288-09-2022	Plant Manager	Materials – Readymix	Nottingham	04/10/2022
284-09-2022	Operative	Urbanisation Solutions – DSM	Braintree	05/10/2022

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

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

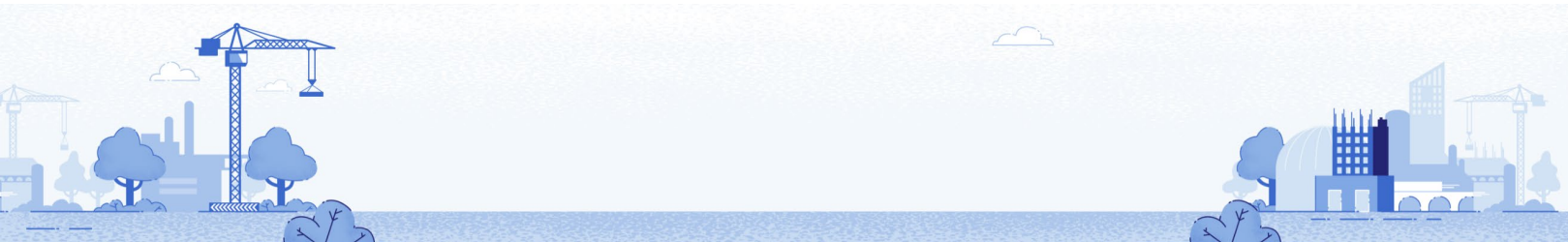
Employee Assistance Programme

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 (username: cemex / password: cemex) or call **0808 1682143**

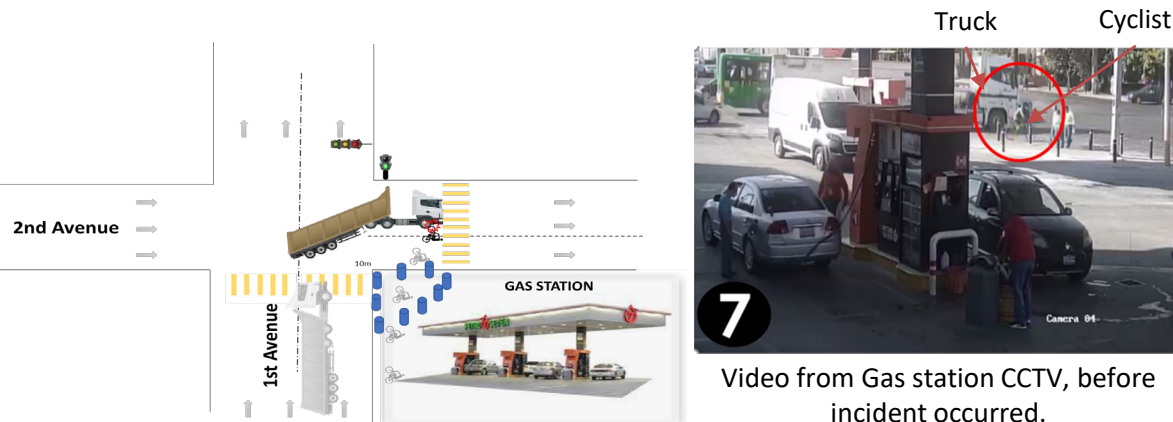


GLOBAL SAFETY ALERT

CYCLIST FATALLY INJURED

INCIDENT DETAILS

A company truck driver stopped at a red traffic light and when it changed to green, he moved forward and turned to his right. While making this maneuver, his truck collided with a cyclist who was travelling in the same direction along the inside of the truck. Our driver hadn't realized the incident had occurred until a member of the public in the area alerted him.



KEY FINDINGS

- The proximity sensors and right turn warning alarms were not working because of a design fault.
- The truck driver said he observed the cyclist when he stopped at the red light but was then not able to see him as he turned right, because he apparently had a blind spot.
- The cyclist tried to keep moving without observing with caution that the truck was turning to the right. Also, the cyclist's position did not allow him to see the truck's right turn signal.
- The truck stopped at the red light in the wrong position, blocking the pedestrian crossing, although that crossing was not going to be used by the cyclist. CCTV also showed our driver edging further forward several times before the light changed.
- Several distractions were present before and during the right turn, which included some colleagues who waved to our driver as they walked past.
- The pedestrian lights turned green at the same time as the roadway traffic lights and this type of arrangement can create confusion about who has the right of way.

MANAGERS – KEY POINTS TO CHECK

- All trucks have the correct vehicle safety features and there is a procedure in place to remedy faults promptly and to park trucks up if there are pending critical safety items.
- Pre-start checks are made by the driver every shift and any faults are reported on the check sheet record, and verbally as well when the defect is serious.
- Blind spot prevention mirrors are fitted and correctly adjusted and included in the pre-start checks each shift. Drivers are also trained to constantly review their alignment.
- All drivers, including contractors, are well trained in defensive driving, including how to help protect vulnerable road users.

ALL PERSONNEL – ACTION TO TAKE

- Always carry out your pre-start vehicle checks and report any defects. Never continue to use your vehicle if the fault is a safety critical item.
- Always be vigilant, regularly check your fields of vision and visibility aids and remain alert to the potential for vulnerable road users to be present.
- Never park across pedestrian crossings and always wait patiently at traffic lights and other stop signs. You might not be able to predict the actions of others, but if you always drive with caution, it can help prevent a serious incident.



Other Road Users



Safety Checks



Remember



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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?

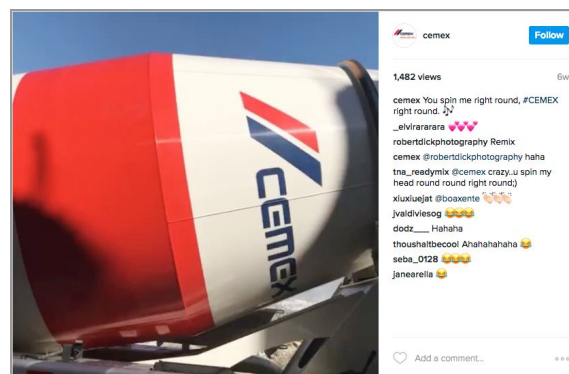
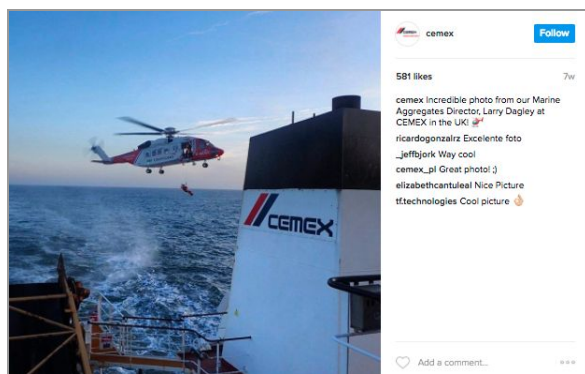
- ◆ We know that video content performs well on Facebook
- ◆ In this example we took a longer clip and created a shorter, socially snackable version to engage people at a glance and encourage them to click through to read the broader story



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?

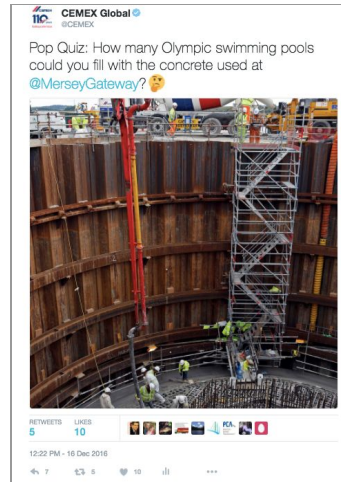
- ◆ Striking action shots tend to elicit strong engagement on Instagram. Both the dramatic still on the right and the rotating CEMEX truck GIF on the right resulted high like volumes and some users engaging via comments.
- ◆ In both cases we included relevant emojis to help reinforce the imagery and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

TWITTER



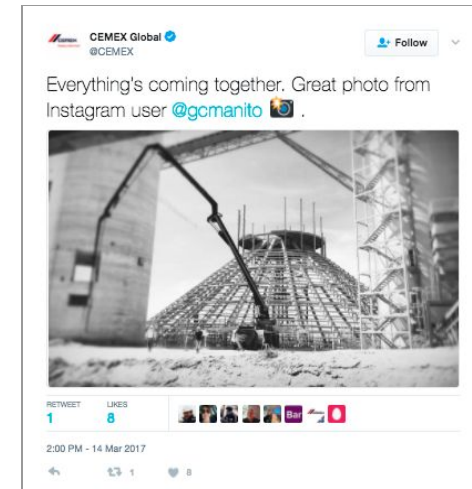
Why is this a strong post?

- ♦ 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.

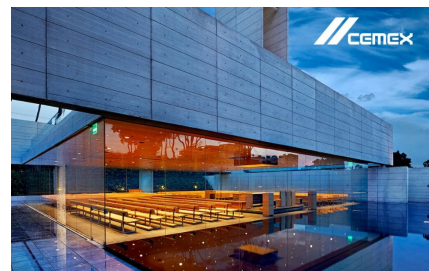
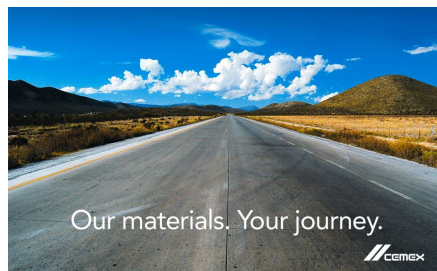


Cover Images

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

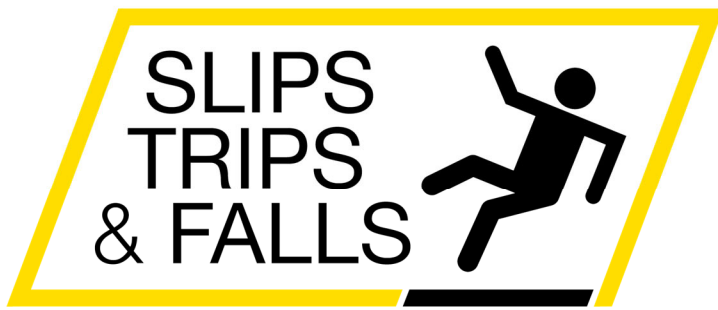
If you have any follow-up questions about these Social Media Guidelines, or if you are in doubt about any content you'd like to post or how to respond to follower posts, please contact CEMEX's Global Communications Team. They will be able to advise you on any sensitivities and supply you with best practice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

CEMEX Global Communications Team

Phone: (212) 317-6000

Email: jerrick.haddad@cemex.com

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



THE JOB ISN'T FINISHED UNLESS IT'S LEFT TIDY

Keeping our sites clear of hazards is an important part of doing a good job and looking out for others.

Work areas should be kept tidy / organised at all times. When finishing a task and at the end of the day, take a look around and make sure all outside housekeeping is in order.

**KEEP STANDARDS
HIGH AND
STAY SAFE**



Unlocking our Customer Journey

Celebrating our Customer Centricity

GET READY TO CELEBRATE EMEA CUSTOMER EXPERIENCE DAY WITH US!

October 4th

**Our Customers' satisfaction is our success!
We all have an impact on the Customer Experience.**

**WE CORDIALLY INVITE YOU TO TAKE PART IN OUR REGIONAL WEBINAR
WITH SPECIAL GUESTS AND TWO EXTERNAL EXPERTS!**

The Webinar will take place on October 4th in Zoom platform (language: English)



9.35-9.45 (CET)

**Customer Experience
Journey in CEMEX**

Sergio Menendez

President Region EMEA



9.50-10.05 (CET)

**Voice of Customer
Management**

Elise Jouffrey

*Customer Experience
Director Region EMEA*



10.05-10.55 (CET)

**How to use CJE in
practice and in building
a company's competitive
advantage?**

Jeroen Janssen

*Founder of TCXA – The
Customer Experience Agency*



11.00-11.45 (CET)

**Hacking Growth –
Customer Obsession
Approach**

Maja Voje

*The Growth Lab – Growth
marketing and digital
transformation expert*

REGISTER NOW

We also invite you to participate in

Global Event

Every Tuesday in October!

Oct 4th	Oct 11th	Oct 18th	Oct 25th
Customer Journey Overview	Customer Approach	Transactional Experience	Customer Success



GLOBAL SPEAKERS



SAP, LATAM

Juan Montes

Overall Journey



**Coca-Cola
Southwest Beverages**

Santiago Herrera

Customer Approach



Beiersdorf

Gerardo Miranda

**Transactional
Experience**



LinkedIn

Yvonne Morante

Customer Retention

9:00 Mexico 9:00 Bogota 15:00 London 16:00 Madrid 22:00 Manila

Event in English with live translation in Spanish

Register here

To register, click on SSO and type CEMEX





We have the pleasure to invite you to take part
in....

3 QUIZ

BECOME A

"CUSTOMER EXPERIENCE AMBASSADOR"
AND CHECK YOUR KNOWLEDGE WITH US!

3 QUIZZES, 3 WINNERS!

YOU CAN WIN A GIFT CARD WORTH 50 EUR  *taxable

WELCOME IN THE LAST QUIZ!

COMPLETE THE THIRD QUIZ NOW!

Click on the link or scan
the QR code



The quiz will be open for 24 hours.

The winner will be the person who will complete the quiz in the shortest time (time to complete the quiz) and answer the greatest number of questions correctly.

The winners will be announced during **Customer Experience Day - Regional Webinar** on **4th of October**.

DON'T HESITATE AND BECOME A CUSTOMER EXPERIENCE AMBASSADOR NOW!