



A WORD FROM...

LAURENCE DAGLEY,
OPERATIONAL EXCELLENCE
AND BUSINESS DEVELOPMENT
DIRECTOR FOR WEST EUROPE
MATERIALS

Welcome to the final edition of CEMEXPRESS for 2022 – and what a year it has been! Politically, we have seen real change (particularly over the last couple of months), although hopefully the situation will stabilise now as it impacts so much, both for the business and in our personal lives.

Looking back over the last year, we should all be proud of the results we have achieved. Despite tough market conditions, particularly due to increased costs, performance during the first half of 2022 was very positive. While volumes overall were slightly down, our commercial teams did a fantastic job of recovering huge energy increases through pricing, whilst in operations there was an excellent focus on controlling costs and improving efficiency. This resulted in us coming through the summer ahead of budget and making a strong contribution to our EMEA region, which has faced a more challenging market this year.

Over the final few months of 2022 demand has slowed down, so the need to keep costs tight has become increasingly important. In particular, we should be doing all we can to keep energy use and its associated costs down across our operation, particularly during the Triad period, which we talk about in more detail in our front-page story and elsewhere in this edition.

Nevertheless, we are still looking to end the year with a good overall performance during a challenging economic time, which is definitely something to celebrate.

It's also worth reflecting on the high level of investment that is being made into the business; over the last two years more UK CapEx projects were approved by the Global Investment Committee than any time in the last decade, which reflects the strong belief in the UK business. The global business is focused on investing in a combination of growth and sustainability projects and the UK has strong representation in both across all business areas. In total, £69 million of CapEx was invested in the UK business in 2021 with a further £67 million forecast to be spent during 2022. Looking ahead, we are already working on some exciting projects, including a new quarry and Readymix plant in the Midlands, a new quarry in the London market, a new cement mill at Rugby, a major refurbishment of Chichester Readymix Plant and a big capacity upgrade at Dove Holes Quarry.

These projects and more, demonstrate the continued confidence in the UK's strong OCF performance and growth prospects for the future.

I'll finish now by wishing you and your families all the best for the festive period, and a safe and healthy New Year. Enjoy this issue of CEMEXPRESS, and I will look forward to seeing what great things we can achieve together in 2023!

WORKING TOGETHER TO SAVE ENERGY

The soaring cost of energy is the subject on everyone's lips at the moment, particularly as we move into the winter months.

Unfortunately, no one is exempt from the pinch of these massive increases, with recent figures showing that gas and electricity costs for households across Europe have nearly doubled compared to a year ago.

And it's not just in our personal lives we are feeling the impact, with CEMEX as a business under real pressure from the rise in energy fees. Comparing our year-to-date energy costs, we can see that between September 2021 and September 2022 our costs for the

whole business have increased by more than 50%; from just over £18 million to nearly £28 million; whilst our consumption has remained almost the same.

Additionally, until the end of February 2023, we are in Triad season. Triads are the top three half-hourly peaks of national energy demand across the grid, separated by ten clear calendar days, over the most energy intensive time of the year: November to February. To manage the huge demand on the network during the Triad, the National Grid imposes a charge on businesses, proportional to their energy use during these periods. This year, the

price per kWh of electricity consumed during a Triad period is set to be approximately 204 times the usual price.

Companies aren't told when the Triad periods were until after the season has ended, meaning ongoing energy management during these times, especially during peak hours (16:00 - 18:00), is absolutely vital.

We must therefore all play our part to reduce energy costs and protect the business – not just now but into the future, with CEMEX setting a goal of reducing energy use across the organisation by 10%.
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A MESSAGE FROM OUR UK H&S DIRECTOR



As this year draws to a close, Andy Taylor, UK H&S Director, reflects back on 2022 and looks forward to 2023:

"At the time of writing, CEMEX UK has achieved four years fatality free and two years employee Lost Time Injury (LTI) free. These are huge achievements. When we first started reporting LTIs in 2005, we had 113 that year - more than two a week.

Firstly, I want to thank everyone for their efforts in looking after themselves and each other, and for putting health and safety first. We have some excellent sites and equipment, but we also have some that can be more challenging, and we wouldn't be able to keep everyone safe and maintain our safety record without the strong teamwork and commitment that runs throughout the business, from operational teams and office staff to drivers and contractors, so thank you!

Secondly, I'd like to ask every one of you for your support in implementing the key initiatives from our Health and Safety Improvement Plan, to help us continue on our journey to Zero4Life injury free performance.

A key objective is to look after our contractors. When we talk about looking after ourselves and each other, that must apply to our contractors and their families, who are just as important to us. In the last few years we have suffered an average of four contractor LTIs a year, so we have a little way to go to achieve injury free performance. One thing we can do to help improve contractor safety is to ensure all

contractors, those on site and hauliers, are registered with MP Connect. In doing so we can ensure contractors are competent to carry out the tasks we ask of them.

Something we can all do is ensure we STOP & THINK and TAKE 5 before starting any new task, taking the time to ensure we have assessed the hazards and risks, and confirmed all necessary control measures are in place.

If you see anything unsafe or are concerned that a safety system is impractical or cannot be followed, please speak up. Take action and STEP IN if you see anyone you think may be putting themselves at risk of injury and complete a TAKE 5 together where it will help identify additional control measures. In doing so, we are truly looking after ourselves and each other.

To help us learn from hazards and near misses, so action can be taken before an injury occurs, please ensure they are reported, especially those where there is a high potential for serious injury.

Our most common causes of injury are slips, trips and falls, so please maintain high housekeeping standards and Get a Grip by maintaining three points of contact on steps, stairways and ladders.

Finally, please follow the 12 Safety Essentials - your efforts are resulting in an improving safety record and, most importantly, ensuring we can all return home safely to our loved ones... THANK YOU!"

EMEA 2023 IMPROVEMENT PLAN

HSMS Element	Initiative Name	Actions	Date
Element 1: Leadership & Accountability	1.H&S Academy	1. Define local rollout plan covering Modules 1, 2 & 3 2. Rollout H&S Academy as per local plan	Jan Jan - Dec
	2. VFL	1. Address identified training/coaching needs, inc VFL's with Drivers 2. Incorporate driver VFL activity into relevant meetings & reports	Jan - Jun Jan - Feb
Element 2: Risk Management	3. Machinery guarding	1. Train relevant teams in the enhanced guidance 2. Close guarding gaps as per local action plan	Mar - May Jan - Dec
	4. Isolation	1. Repeat isolation audit in all sites 2. Close isolation gaps as per local plan	Feb - Jul Jan - Dec
	5. Traffic management	1. Close gaps as per local action plan	Jan - Dec
	6. Slips, trips & falls	1. Site based improvement campaign	Jun - Dec
Element 4: Driving Safety	7. Zero4Life Today for Drivers	1. Define prioritised local rollout plan 2. Deploy program to drivers as per plan	Apr - May May - Dec
	8. Dual Facing Cameras (Road & Driver facing)	1. Identify barriers to implementing dual facing cameras in trucks 2. Develop & deploy localised plan to overcome barriers	Jan - Mar Apr - Dec
Element 5: Contractors Safety Management	9. Min competency requirements	1. Close gaps in contractor training/ competency audit	Jan - Jun
Element 6: Occ Health & Wellbeing	10. Health & Wellbeing	1. Implement Global Wellbeing model as per local plan	Jan - Dec
Element 7: People, Training and Behaviors	11. Take 5 & Take 5 Together	1. Rollout engagement based campaign	Jan - Apr
	12. Positive Recognition	1. Carry out gap analysis against Regional Recognition Guidance 2. Implement agreed actions	Jan - Feb Feb - Apr
Element 13: Incident Reporting	13. High Potential Incidents	1. Launch awareness raising campaign 2. Increase visibility of HiPo reporting activity / incidents	Apr - Jun Jan - Feb



ALL ABOUT BARGES



BY MARK GRIMSHAW-SMITH, RAIL AND SEA MANAGER

Did you know that we use trucks and trains to transport our aggregates from our quarries, but we also use river barges too?

Like trains, barges are a great alternative to trucks – taking vehicles off our crowded roads and reducing emissions. CEMEX UK operates barges from three of our locations, and in 2021 there were around 3,000 barge movements, moving over 500,000 tonnes of material. This is the equivalent of over 26,000 truck movements.

Ryall Quarry uses barges the most, with four barges (three on a continuous rotation) that combined, transport around 12 loads a day – approximately 350,000 tonnes a year. The material travels from the quarry along the River Severn to our nearby processing plant. Interestingly, the loading pontoon for the barge can be moved along the riverbank to new locations as CEMEX gains new consented reserves. There are still a few years left for the barge to support the operation here, and we've recently added new branding and made some safety improvements to the barges and the wharves.

Next, we have Denge Quarry. Here, we use a barge with a push tug and a floating pontoon as part of a 'wet dig operation' – similar to the system we used to have at Attenborough. Material is dug out unprocessed and then travels across the water to our processing plant. The use of a barge at Denge has been very successful.

Finally, barges are crucial for delivering material to our busy Readymix plant in Fulham. Aggregates are taken from our processing and distribution wharf located at Dagenham, along the River Thames to Fulham. Each loaded barge saves the equivalent of 20 HGV lorries travelling across the centre of London, with a 75% CO₂ saving compared to trucks. Over 100,000 tonnes of sand and gravel travel this way every year, and we are looking to develop this further in future with increased barge sizes.

All of the barge movements are made possible through the teamwork between Supply Chain and Materials and the support of our barge contractors.

Barges are definitely an unsung hero of our operation, and I'm excited to see how we can use them even more in the years to come!



CEMEX FIRST TO OFFER A COMPLETE CARBONNEUTRAL® CONCRETE BLOCK SOLUTION

CEMEX has expanded its ReadyBlock Zero portfolio to provide the first complete CarbonNeutral® concrete block solution in the UK. We can now offer our customers our new zero-carbon lightweight concrete block and common brick as part of our ReadyBlock Zero range enabling them to dramatically decrease the carbon footprint of their construction projects.

Combined with the existing ReadyBlock Zero dense block, this launch enables our customers to meet the concrete block requirements for housing and commercial developments using solely CarbonNeutral® products. CEMEX remains the only UK supplier to offer a fully net zero concrete block option.

The ReadyBlock Zero range is part of our Vertua® family of low carbon and sustainable

Urbanisation Solutions and is available for projects across the UK, ahead of the Government's Future Homes Standard – when all new homes must produce 75-80% less carbon emissions by 2025.

Our two new products, ReadyBlock Zero Light and ReadyBrick Zero Common Brick, are zero carbon concrete products which look identical to traditional concrete blocks and bricks, with the only difference being that they embody up to 80% less carbon, with the remaining carbon offset to make a CarbonNeutral product, in accordance with The CarbonNeutral® Protocol. To do this we are working with Climate Impact Partners (previously called Natural Capital Partners), an award-winning expert on carbon neutrality and climate finance, that is harnessing the power of business to create a more sustainable world.

FUTURE PROOFING TOMORROW'S CITIES

The British Tunnelling Society Conference and Exhibition took place in October and CEMEX's Mortars team had an exhibition stand to inform customers about how we are supporting infrastructure development with our unique Dry Silo Sprayed Concrete solutions.

In readiness for the exhibition, our Marketing team produced a new brochure, Tunnelling Ahead, Together. The brochure aims to show CEMEX's complete range of tunnelling products, expertise and capabilities to help our customers navigate the challenges of futureproofing tomorrow's cities.

Mike May, CEMEX Urbanisation Solutions's European Mortar Sales Manager, attended the exhibition: "It was a really successful and busy couple of days, we were able to speak to lots of current and potential new customers and were delighted to share our new brochure including our Lower Carbon products with everyone." You can see the new brochure and new web content on the CEMEX UK website at www.cemex.co.uk/concrete-for-tunnelling



UK MARINE SUPPORTING SIGNIFICANT FRENCH PROJECT

Just across the English Channel a significant French H2V Normandy project is aiming to create a green hydrogen production plant, on land, in the industrial zone of Port-Jérôme between Le Havre and Rouen. The new plant, developed by H2V and supported by RTE for the electrical connection of the plant, will produce green hydrogen with a very low environmental impact, which will then be injected into the Port-Jérôme hydrogen distribution network. Local manufacturers, who today mainly use grey hydrogen, could thus reduce their carbon footprint by using green hydrogen produced by H2V.

Working in collaboration, CEMEX Marine and CEMEX France are supplying an estimated volume of 480kt of dredged aggregates to the H2V project.

CEMEX Marine and CEMEX France have been working together for many years, developing their offering through Marine UK's Dredgers, CEMEX France's License Areas and wharves (SPS & Dunkirk). This latest contract – H2V – is the result of both teams collaborating and targeting additional external activity.

RECOVERED TYRES RETURNING TO ROADS

Did you know that the UK alone generates over 486,000 used tyres each year?

CEMEX UK is now playing its part in easing this waste, by launching RUBBERMIX ASPHALT, a new solution which can be added to most of our branded asphalt mixes.

RUBBERMIX ASPHALT utilises crumb rubber – a material made from shredded waste tyres that is also used for football pitches and softplay floors. It therefore enables end-of-life tyres to

be recycled, creating new roads and new life. RUBBERMIX ASPHALT offers the potential to recycle up to 500 tyres per kilometre of road.

RUBBERMIX ASPHALT is perfect for local authorities and housebuilders, as it can be incorporated into mixes for both highway maintenance and newly constructed roads and pavements, while providing the same quality control and consistent product performance as a standard asphalt.



WINTER DRIVING

Winter has arrived and with the return to the office, some of us are now driving more than before. It is important to make sure you're prepared to tackle all that the winter roads throw at you. Winter weather can be harsh and driving conditions can quickly change, with poor visibility, snow and ice on the roads; you need to be prepared and take extra care when planning your journey.

What's the best way to prepare for cold weather - driving in snow, ice and rain? And if you drive an EV, how is range affected by cold weather?

Before you go anywhere, follow these tips to help you to stay safe:

- Plan your journey. Tell friends or family where you're going, which route you're taking and when you expect to arrive
- Keep a torch, blanket, ice-scraper, small shovel, suitable shoes or boots, de-icing fluid and a supply of winter grade screen wash fluid in the

car. Some basic food and drink is also a good idea, and perhaps a flask of hot drink for longer journeys

- Always take a fully-charged mobile phone with you, and ensure you have a working in-car charger
- Never use warm or hot water to clear your windows of ice. The sudden change in temperature could crack the glass
- Never set off if you haven't completely de-iced your car windows of ice. The sudden change in temperature could crack the glass
- Driving with just a small 'pothole' of clear glass in a frosty windscreen isn't only dangerous – it's illegal. It's also a good idea to remove snow from the bonnet, bootlid and roof
- Never leave your car unattended with the engine running to de-ice it – you may lose the car to an opportunist thief
- Make sure your car is fuelled or charged sufficiently for your journey, bearing in mind you may get stuck in winter weather

DOUBLE THE ACHIEVEMENT!

In November, CEMEX UK reached two years without an employee LTI – an incredible milestone and a first for the UK business. This is a huge achievement and results from your commitment to looking after yourself and each other. Through your efforts, you have prevented serious injury and the resulting distress these incidents cause for families, thank you!

However, we must not get complacent, but use this as an encouragement that our Zero4Life goal is possible. As we look ahead to 2023, in particular let's focus on taking care of our contractors and doing all we can so they also stay safe, remembering that they are as important as employees. Please ensure you STOP & THINK and TAKE 5 before starting any new task and always follow the 12 Safety Essentials.

CEMEX INTRODUCES GLOBAL WELLBEING MODEL



A new wellbeing model has been introduced to the CEMEX Health & Safety (H&S) Management System by the global HR and H&S teams. The aim of this model is to provide clarity, consistency, and common understanding, with our approach throughout the business. Its introduction is an important step forward in our ongoing efforts to look after our people and to continue fostering a positive culture towards health & safety. There are four pillars to the model:

1. Emotional Health
2. Physical Health
3. Financial Fitness
4. Workforce Experience

While this is a global initiative, our local HR and H&S teams are also working hard to

implement this model in the UK business. As part of this, a Wellbeing Strategy Group has been set up, made up of people from across CEMEX UK's different product areas, alongside representatives from H&S, HR, and Social Impact.

So far, the group has met twice, with meetings planned bi-monthly moving forward. The objective of the group is to support the development of our wellbeing strategy, initially focusing on mental health, smoking cessation, and menopause. As part of this, a webinar was held for interested employees, covering an introduction to menopause. This webinar was very well attended and further sessions are planned. Additionally, work is underway to determine what support should be provided for those who would like to stop smoking. Look out for more updates from the Wellbeing Strategy Group!

FUTURE IN ACTION UPDATE



THE EVOLUTION OF FUTURE IN ACTION

FUTURE IN ACTION

Future in Action is CEMEX's program to achieve **sustainable excellence** through **climate action, circularity, and natural resource management** with the primary objective of becoming a **net-zero CO₂ company**.

Our new Targets

- To be below 430kg of CO₂ per ton of cementitious material, equivalent to a 47% reduction by 2030.
- To reduce the carbon content per cubic metre of concrete to 165kg, equivalent to a 35% reduction by 2030.
- To reach 65% in clean electricity consumption by 2030.
- To reduce Scope 3 emissions by 30% by 2030.
- For Vertua® lower-carbon to account for majority (50%+) of cement and concrete sales by 2025.
- To manage up to 40M tons of waste per year by 2030.

Sustainable Products & Solutions



We offer products that help our customers reduce the environmental footprint of their projects.

Vertua's initial launch included our first net-zero CO₂ concrete, as well as lower carbon cements, concretes, aggregates and admixtures.

The Vertua brand has evolved to an extensive family of products with other sustainable attributes like energy efficiency, water conservation, use of recycled materials, and enablement of design optimization.

Decarbonizing our Operations



We are evolving our production process to reduce its carbon footprint every step of the way.

There are four main levers to reduce CO₂ in our cement operations:

- Alternative fuels with high biomass content
- Reducing clinker factor in cement
- Thermal efficiency in our kilns
- Decarbonated raw materials

We also are taking action to increase clean electricity consumption and reducing our transport and logistics emissions.

Circular Economy



CEMEX consumes and recycles waste in its operations, mitigating one of society's greatest challenges and contributing to a circular economy.

By using waste as alternative fuels and raw materials, CEMEX lowers its carbon emissions and manufactures sustainable products with a lower carbon footprint.

Water & Biodiversity



We are committed to having a positive impact on nature through preservation, restoration, and biodiversity enhancement efforts throughout our value chain.

The preservation of water, humanity's most precious resource, is a top priority. We are reducing the use of fresh water in our operations, and implementing sustainable water management processes.

Innovation & Partnerships



To achieve carbon neutrality, we are investing in breakthrough technologies by collaborating with other industries and companies that are at the forefront of:

- Carbon Capture, Utilization, and Storage (CCUS)
- Electrification
- Hydrogen injection
- Solar heat

We are actively exploring these and many other technologies that contribute to reaching net-zero carbon emissions by 2050.

Promoting a Green Economy



CEMEX is committed to actively promoting the adoption of a regulatory framework that enables more sustainable construction practices and a greener, more circular economy.

We assist a just transition by including all stakeholders from employees to neighboring communities in our evolution towards a green economy.



THE IDEATION 'OSCARS' 2022

This year our IDEATION ideas sharing platform has gone from strength to strength. We now have almost 300 initiatives recorded across West Europe Materials, with many good ideas being replicated between sites, which means the benefits and cost savings are being multiplied. As we approach the end of the year, we asked some of our Directors and Department Heads to choose their favourite idea from some of the key initiative categories in Ideation. Here are their thoughts on the very best initiatives from 2022:

HEALTH & SAFETY

- SELECTED BY PETER LUXMORE, UK HEALTH & SAFETY MANAGER

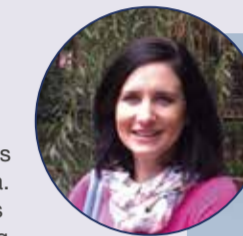


"My choice is the Safety Stand Down by Yorkshire ReadyMix. The stand down was designed to give more ownership of sites to the Plant Managers, plant staff and IHCs, which is a key issue in the wider ReadyMix business. We have seen the impact in our follow up visits, which have shown marked improvements in housekeeping and general behaviours. Well done to John and the Yorkshire team for this improvement initiative."



ENVIRONMENTAL

- SELECTED BY MIRANDA CLEGG, UK SUSTAINABILITY MANAGER



"My choice for the best environmental initiative is Kevin Mellors' solar lighting in the Midlands area. There are several reasons why this is an obvious winner. Not only does it provide essential lighting using renewable energy, which reduces our carbon footprint, but it is also a relatively low-cost solution, whilst providing a higher wattage light improving safety and security. It reduces our electricity consumption at a time of much needed energy savings, plus the motion sensor ensures battery power is not wasted, and importantly it is completely replicable at all other sites."



EFFICIENCY

- SELECTED BY LAURENCE DAGLEY, OPERATIONAL EXCELLENCE AND BUSINESS DEVELOPMENT DIRECTOR



"Some excellent ideas were recorded in this category, but my choice would be the cone crusher improvements made at Berkswell Quarry. It's a really good example of process optimisation and it's clear that a lot of effort was put in by both our team at the quarry and the equipment manufacturer. The benefits speak for themselves in terms of the improved component life and also the electricity savings, which at current prices are very significant! Well done Team Berkswell!"



SECURITY

- SELECTED BY COLIN JONES, UK SECURITY MANAGER



"For my category, it has to be Michael Roberts' submission on additional measures to secure the site fuel tank. Like all the best security measures, this initiative was simple, relatively cost free, and utilises one of the 'golden rules' of security. The more layers you add, the less likely an offence becomes. In addition though, and what swings it for me, the idea was timely and in direct response to a recognised increased threat. Being vigilant, aware and upstream of a security issue is key, which is exactly what Michael's initiative demonstrates."



So, there you have it, the 'Ideation Oscar' winners for 2022! Congratulations again to the winning teams, and thank you to everyone who has recorded an improvement initiative in the Ideation tool this year. As we progress through the winter period, our focus remains on site safety and on energy awareness. A competition is currently running for new suggestions for ideas to be implemented in 2023. If you have not seen this yet, or if you need additional information, please check the EXCEED Yammer channel or contact anyone in the Operational Excellence team.



OUR VERTUA® BRAND HAS EVOLVED



Our Vertua® brand has evolved. Its scope has been extended to include additional sustainability attributes beyond CO₂. This expanded brand promise represents a more ambitious and stronger approach: from a family of low carbon products to a family of products and solutions that embody our company motto "Building a Better Future."

The Vertua® brand strapline is changing from - "Vertua Low Carbon by Design" to "Vertua More Sustainable by Design". Vertua's goal is to be positioned not only as a low-carbon brand but also as one that offers other environmental attributes, expanding its field of action and strengthening its sustainability credentials.

The Vertua brand identity has been updated to combine the initial logo with the leaf and the planet. This union shows that the benefit of using a Vertua product is not only for one sector but for the entire planet.

The purpose of having products under the Vertua brand is to prevent the proliferation of unnecessary brands in the CEMEX portfolio. Only those that can't fit in a current brand and

have very significant sustainable standards can be Vertua (standalone). Branding products with the Vertua logo has a hybrid role - as a sign of sustainable attributes and as a product brand mark.

Vertua must represent SIGNIFICANT improvements. This means we are talking about a limited set of products under the umbrella of a brand with ambitious standards. Considering the market's dynamism, the numbers will change over time, and the standard settings will be changed as needed.

Vertua incorporates five sustainable attributes: Lower Carbon, Energy Efficiency, Water Conservation, Recycled Materials, and Design Optimisation. Vertua products will now include a facts label which enables us to explain what we mean by each sustainable attribute. They fulfil the function of promoting the most technical part of each attribute and can be applied on packaging, websites, brochures, quotations, apps, etc.

For more information about the new Vertua branding please go to the CEMEX Brand Centre.



BIODIVERSITY SITE SPOTLIGHT - RAYNES QUARRY

We continue our spotlight on some of the great biodiversity work that is being carried out at CEMEX sites across the country. This time we are focussing on Raynes Quarry on the North Wales coast. This site has a Biodiversity Action Plan (BAP) in place and the team have made good progress over the last year.

Raynes has a very high species diversity, helped by the fact that ecosystem processes are developing as restored habitat recovers. Cutting the grass annually is encouraging more lowland calcareous grassland habitat to develop. The site has a large range of wildflower species, and this supports invertebrates, including large populations of butterflies and bees at the height of summer. Also, numbers of birds in the exposed cliffs and developing scrub is very high. The site is used by lots of seabirds including species which are of conservation concern.

The Raynes team has a great relationship with the RSPB and along with specialist Adrienne Stratford, the team have been monitoring Chough (one of the UK's rarest birds). Last year an older female lost her partner so was

unable to breed. The same bird now has a new younger male partner and they are likely to have had a chick.

In May 2022, a site survey for wildflowers, invertebrates, birds and sealife was completed by Sean Cassidy, CEMEX Sustainability Manager. In the photo, you can see the restored grassland being developed to become better quality calcareous grassland, abundant with wildflowers such as Birdsfoot Trefoil, Bee Orchid and Kidney Vetch. The grassland, mixed with scrub, lowland woodland and cliff faces is a mosaic of habitats that helps support a diverse range of birds, plants and invertebrates - including many UK BAP Butterflies Priority Species such as Small Heath, Small Copper, Dark Green Fritillary and Wall Brown.

Next year the team plan to continue monitoring the Chough and carry out a survey for the Studded Blue butterfly. They plan to cut the calcareous grassland, make a record of Peregrine Falcon activity required (nesting and breeding), check on bat box use, complete a further site survey, carry out an EClA and produce a new Biodiversity Plan.

SPOTLIGHT ON BAGGED CEMENT

As our business evolves to achieve our Future In Action objectives, employees and customers will see an ever-growing list of carefully controlled, 'Factory Produced Blended Cements'. To help us understand the changes, Richard Boulton, Commercial Technical Manager for Cement, talks through the most recent updates to the cement product range:

"The latest addition to the CEMEX portfolio is our CEMSTONE bulk product and packed Rugby High Strength will soon change in composition to include less clinker but maintain the same strength performance levels.

Product names are incredibly important to differentiate and position our products in the eyes of the customer, however we often hear these products referred to as CEMI or CEMII. With the introduction of more products this gives rise to the potential confusion so product names should be used where possible. Below we will go into the background and complexity behind the CEMI and CEMII labels.

Currently the cement standard groups cement into six types denoted by the word CEM followed by Roman Numerals (and not ordinary numbers):

- CEMI Portland cement
- CEMII Portland-composite cement
- CEMIII Blast furnace cement
- CEMIV Pozzolanic cement
- CEMV Composite cement
- CEMVI Composite cement

CEMI is made predominantly from clinker, the hard granular material manufactured in our kilns. However, as the types of materials (known as additions) that are allowed to be used to manufacture the other 'blended cements' (CEMII to CEM VI) are numerous, there is a further layer of complexity used to describe

these other additions which are:

- Blast furnace slag: S
- Silica fume: D
- Natural pozzolana: P
- Natural calcined pozzolana: Q
- Siliceous fly ash: V
- Calcareous fly ash: W
- Burnt shale: T
- Limestone: L or LL

Using this list of 'additions', the full technical description of any of the 'common cements' can be built up. For example:

CEMEX CEMSTONE has the notation CEMII/A-LL which means it is a Portland-composite cement containing 80-94% clinker (the meaning of the A here) with limestone i.e., a Portland-limestone cement.

Simply referring to it as CEMII could result in confusion over which product is being described, as our Sulfate Resisting bulk product CEMEX Extra is also a CEMII by designation. The full correct notation includes a sequence at the end to describe the strength class tested in a standard mortar at 28-days, and a letter to denote whether the early strength is 'Normal' (N) or 'Rapid' (R).

So, there you have it, cement naming convention in a nutshell. As technical descriptions are a bit of a mouthful, for our day-to-day business, where we can, we should simply refer to the product names given in the table to the right as these are unique to each product, and this will avoid confusion."



Scan for full article

CIRCULAR ECONOMY

Earlier this year, our Future in Action global sustainability strategy was developed to add two further pillars: Water & Biodiversity, plus the Circular Economy.

As part of this, a dedicated strategy group for the UK has been created with a focus on material recovery to support a circular economy. The group is made up of representatives from Materials, Sustainability, Business Development and Social Impact, and its members are:

- Stephen Sheller: Head of Business Development, West Europe Materials
- Michael Haines: Landfill & Recycling Manager
- Paul Reynolds: Commercial Manager, Aggregates & Landfill
- Miranda Clegg: Sustainability Manager
- Chiedza Yvonne Norah Mupfumira: Social Impact Specialist
- Thomas Forbes Cox: Planner
- Nigel Ponton: Fleet Engineering Manager
- David Hakes: Senior Project Manager
- Mike Higgins: Quarry Manager
- Damon Montgomery: General and Commercial Manager
- Stuart Wood: Sales Executive
- Dani Cullinane: Customer Service Team Leader

• Christian Vale: Senior Operations Manager
The Circular Economy group is tasked with implementing our strategic solution for material recovery – e.g. the use of recycled materials in our products and the promotion of circular economy principles – where products and materials are kept in use for as long as possible. In particular, the team is exploring ways to increase the use of recycled materials in our business. This includes identifying quick wins and enhancements to work that is already underway.

Not only will this work support our sustainability objectives, but increasing the use of recycled materials in our products will help replenish our reserves and protect the business in the long-term, as aggregate reserves are becoming increasingly difficult to obtain. In 2020, CEMEX UK sold just 38kt of recycled materials (equivalent to 0.06% of sales), so there is plenty of room for improvement!

Look out for updates from the group over the coming months.

WHAT IS A CIRCULAR ECONOMY?

The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.

INSPIRATION FROM OVERSEAS

It's always useful to look at energy saving ideas from other CEMEX businesses for inspiration. In France, a pilot project is underway for a smart lighting system, which allows operational sites to be split into a series of defined areas. The lighting for these is then managed via a web platform and can be switched on and off according to specific shut down times, or as required.

Thomas Greard, Readymix Operational Excellence Manager, CEMEX France, commented: "I discovered this solution about one year ago, while watching the news and I wondered if it was something that could be

adapted to our sites. CEMEX became Photon Group's first 'non city' partner and we now have the first site installed in Lyon (Readymix) and a second to come in Bouafies (Quarry)."

"The first feedback from our team in Lyon is very positive, and the site has already started to work on changing the switch off period to adapt to the occasional late concrete delivery. Photon Group makes the tool evolve to match our needs and I hope that the interest mixed with the pretty low cost of the solution will help convince a wider deployment across France and WEM."

CEMEX UK IMPLEMENTS ISO 50001 ENERGY MANAGEMENT SYSTEM

ISO 50001 Energy Management System is an international standard created by the International Organisation for Standardisation (ISO).

The standard specifies the requirements for establishing, implementing, maintaining and improving an energy management system. It enables organisations to follow a systematic approach in achieving continual improvement of energy performance, including energy efficiency, energy security, energy use and consumption.

Benefits of this system include improved reputation, reduced energy related taxes, increased energy efficiency and reduced energy costs.

CEMEX UK has now started to roll out ISO 50001 across the majority of the business, with it already in place at Rugby Cement Plant. It will be implemented in areas where ISO14001 is already in place, including asphalt, aggregates, building products and Tilbury Cement Plant.

Miranda Clegg, Sustainability Manager, CEMEX UK, commented: "This is an exciting development in the way we manage and implement energy improvements across our UK business and is completely aligned with our Future in Action strategy."

	Product Name	Full BS EN 197-1 Technical Specification	BS EN 197-1 Description
Bulk Products	CEMEX Portland	CEMI 52, 5N	Portland cement
	CEMEX Extra	CEMII/B-V 42, 5N	Portland-fly ash cement
	CEMEX Cemstone	CEMII/A-L 52, 5N	Portland - limestone
Packed Products	Rugby Premium	CEMIII/A-L32, 5R	Portland - limestone cement
	Rugby High Strength	CEMIII/A-L 52, 5N	Portland - limestone cement
	Rugby Sulfate	CEMII/B-V 42, 5N	Portland- fly ash cement
	Rugby White	CEMI 52,5R	Portland cement (white)
*From Q4 2022			



RECHARGING OUR EFFORTS CONT...

Further to other communications on this subject, we want to remind everyone to review all electrical items on your site and ensure they are switched off when not in use. This doesn't just mean lights or heaters (although these are definitely important), but also equipment on sites such as sand pumps and plant mixers. Additionally, ensure high load items, including compressors and welfare facilities are not operating out of hours unless required for health & safety or environmental reasons.

ACTION TAKEN ACROSS THE BUSINESS

We also want to take this opportunity to share examples of work that is being done across the organisation to help us better manage our future energy use.

A key development in the Materials business is the implementation of the Centrica energy management system. This helps sites to understand energy consumption (Kwh), and the times of the day when we use the most energy.

Steve Coles, Operational Excellence Manager, explains: "The deployment of this equipment involves applying wireless, self-powered sensors to monitor a range of our essential machinery, including pumps, conveyors, crushers, and mixers. The live data received by the sensors is transmitted to a cloud-based analytics platform, providing unique, comprehensive, and real-time insights into energy consumption and asset performance, identifying inefficiencies, wastage and giving an overview of the overall health of the assets. Managers can then see granular 'live' data immediately, plus accompanying reports enables them to swiftly identify opportunities to save energy.

"Currently, we have deployed the Centrica system on 26 Aggregates sites with almost 1,000 individual sensors, and in the Readymix business we are starting to roll out the system to 50 high production sites, so we can receive live data on the plants' incoming power supply. Following the success of the deployment in the UK, rollouts are also currently being planned in both France and Spain."

Sites currently using the Centrica system in the Southeast include Northfleet, Dagenham, Angerstein, Leamouth, Sandgate, Langley, Datchet, Bramshill, Poole, Brighton, and Hatfield. Quarry Manager Mick Hinson commented: "It's a good system, clear to understand with a lot of data about what energy is being used and where. The reports are helpful to compare costs week on week and identify any areas that can be modified,



SUPPLY CHAIN UNDERTAKES AUTUMN/WINTER 2022 RAIL IMPROVEMENTS

Over the last few months, Supply Chain - in collaboration with the Operational teams - has made improvements to a number of our rail depots across the UK.

At Selby, the track needed upgrading. Now, the site can take 26 wagon trains and complete turnarounds more efficiently and safely. Meanwhile, two reception lines needed to be relayed at Dove Holes. This is a significant ongoing project that requires lots of planning and coordination with Network Rail, as it runs adjacent to the main line.

Finally, the team collaborated with Network Rail at Bletchley to implement improved walkways, CCTV,

which is essential where energy costs are rising. Additionally, it allows you to identify any pieces of equipment that aren't working properly – for instance, if a motor is using a lot more energy than usual you have time to investigate."

And it's not just in Materials – the Asphalt business has applied a host of measures across its sites. These include motion sensor lighting, telemetry on bitumen tanks that gives temperature warnings when the tanks go outside a specific range, new dryers with an improved lifter design to reduce energy usage, and new bitumen tanks that have a third more lagging to maintain heat better.

Meanwhile, the new UK head office in Binley has both solar panels and an intelligent lighting system, while Dry Silo Mortar is exploring options including using batteries to store electricity from cheaper periods for use in the day at the plant, batteries supplied by off peak or solar energy on silos for the running of the site mixers, plus the use of either solar panels or ground source heating at the proposed new site in Swindon.

Renewable energy options are also being explored at Swindery Quarry, with planning underway for a 1.1MW solar farm, which would be the first ever installation of solar panels of this scale on an operational site. The Operational Excellence team has analysed CEMEX's UK Readymix portfolio and identified approximately 30 sites in areas with higher-than-average sunlight hours. They are seeking CapEx for these projects in 2023, which could add a further 0.5MW of self-produced green energy to our capacity.

It's clear that a great deal of effort is being made across the business to make it more energy efficient; helping to reduce not only costs but also our impact on the environment. Every action, no matter how big or small, makes a difference.

If you make a change to your operation to reduce electricity use, share it on the the Ideation platform and you could help encourage others to do something similar. If you'd like inspiration, you can also check out ideas that have already been implemented: <https://cemex.idhall.com/>

To find out more about CEMEX UK's energy campaign, use this QR code to access a Sway and podcast interview from the Operational Excellence team.



RUGBY SHUTDOWN APPROACHES

The next annual overhaul of Rugby's Kiln is scheduled to start on 1st February 2023 and is planned to last 34 days. This duration is longer than normal as the scope of works will be the largest seen since the plant was constructed in 1999. It includes the replacement of 17 metres of kiln shell, replacement of the drive tyre station, and a full alignment of the kiln shell to remove any eccentricity at the kiln inlet.

In 2021 a crack was found in the kiln tyre which obviously presents a risk to the continued operation of the kiln. The crack was ground out and repaired during the 2021 outage and a new tyre section was ordered with a plan to change it at the earliest opportunity. This tyre weighs 98 tonnes. The 17-metre section of kiln shell is being replaced as a planned preventative measure. The kiln shell is inspected on a yearly basis for shell thickness. The current shell, in places, is now nearing the recommended OEM tolerances for wear and, therefore, needs to be replaced to prevent any risk of failure.

Another critical task during the shutdown is the installation of a new design kiln inlet and outlet seals. The purpose of the new design seal is to improve oxygen efficiency in the kiln and increase alternative fuel substitution through the main burner. This increase in alternative



fuels through the main burner will offer a huge cost saving to the business with the current increasing rise in coal prices.

During each shutdown there is extensive replacement of refractory, brick and steel liners. In total 55 metres of bricks will be replaced as part of the kiln shell renewal.

2023 will also see significant work undertaken in the clinker cooler and renewal of critical components in the pre-heater tower. Other refurbishment of ancillary equipment will be completed and the scope of work extends to include both Southam and Kensworth quarries.

In total, we expect to see more than 500 contractors working 24 hours throughout the 34-day shutdown. The shutdown is important to ensure the plant can run reliably and efficiently throughout the 2023/24 campaign, to meet the needs of the business and our customers. As always, safety will remain our number one priority.

LABEXPERTS: ONE YEAR ON

In 2020, the Quality & Product Technology team launched "CEMEX LabExperts". Following market evaluation, it was clear that there was an opportunity for a materials testing laboratory to offer superior quality of service to set itself apart. LabExperts was launched with three key deliverables:

1. QUALITY – High quality and availability of test reports providing clear and concise test information.
2. RELIABILITY – Consistent standards of reporting based on customer requirements – we will be upfront with turnaround time commitments.
3. RESPONSE – We will develop and agree a bespoke customer experience based on the customer's needs; all client enquiries will be responded to in a timely manner.

We routinely undertake testing for our Readymix customers, reporting cube results on a daily basis. In addition to this, we have had a great deal of success with asphalt testing, laboratory Readymix trials, aggregate testing and specialist sprayed concrete testing direct to the market.



Since launch we have exceeded budgets year-on-year, with 2022 looking to be no different. This month CEMEX LabExperts hit an important milestone having generated half a million pounds of revenue contribution for the UK. This achievement has only been made possible through the dedication of the team of managers and technicians at the National Technical Centre.

Preparations are underway to ensure CEMEX LabExperts continues to grow in 2023, if anyone has an opportunity/idea for LabExperts please contact mike.higgins@cemex.com (www.labexperts.co.uk)



UPGRADE TO WATFORD READYMIX PLANT

A substantial upgrade has recently been completed at Watford Readymix Plant. Alongside a general site update, three new cement silos and a new 3m planetary mixer have been added. As a result, the site can now serve the collect customer with a better range including special mixers and screeds. Additionally, the site can now accept out of hours cement deliveries. The batch cabin and drivers' welfare facilities have also been moved up a level, which makes them easier to find and gives drivers a good view of the yard.

A big thank you to Dave Roberts, plant manager, for all the hard work painting and concreting the yard.

The plant was originally opened in 1962 so the upgrade was much needed!



HEREFORD'S HEART OF GOLD

Keen amateur photographer, Adrian Radnor, Site Manager at Hereford Readymix Plant, truly has a heart of gold. Over the years he has been raising money for his local hospice, St Michael's Hospice, which supports patients and their families living with a terminal illness.

It all started when Adrian's good friend passed away aged just 33, at the hospice back in 2006. Wanting to do something in his friend's memory and to support St Michael's who looked after him so well, Adrian organised a bike ride with a group of friends. They raised several hundred pounds for the hospice and the following year, he decided to organise it again. More and more people wanted to take part as they wanted to support the hospice where their friends and relatives had been cared for. Over the years Adrian's annual bike ride race grew in popularity and the cyclists raised a magnificent £20,000 for the hospice.

Some years later, the race got so popular that Adrian had to hand over the organisation.

Last year Adrian was able to support the hospice by donating three of his beautiful photographs to the fundraiser 2022 hospice calendar. His photos featured a pair of inquisitive cattle near Ross, an incredible drone shot over the Lugg Flats and a beautiful autumnal view of Hereford Cathedral.

This year Adrian has had to hang up his camera to support his wife Melanie, who was sadly diagnosed with cancer earlier in the year. Together they have struggled through a terrible year but are now celebrating as Melanie has just received her first all-clear results.

Adrian and Melanie have been incredibly moved by all the support from his CEMEX friends and colleagues and want to say an enormous thank you to everyone who has supported him through this difficult year.



NEW UK HEAD OFFICE

We are very pleased to confirm that our new UK Head Office opened on Monday 31st October and everyone who previously worked at CEMEX House Rugby has now relocated to the new office at Binley, near Coventry.

It has been great to see everyone settling into their new office and the meeting rooms and training facilities are being well utilised.

Our new head office is much better suited to the needs of the business, providing a comfortable and modern environment for employees to work and collaborate together. Aside from the advantages offered due to it being a newer building, features such as solar panels and intelligent lighting provide further sustainability benefits. The move has gone very smoothly and feedback on the office set-up and facilities has been very positive.

We would like to remind everyone that our registered office address is now: CEMEX House, Binley Business Park, Harry Weston Road, Coventry CV3 2TY. If you include the head office address in your email signature, please ensure you have updated it.



SHARON BAKER – 40 YEARS IN THE COMPANY

A huge congratulations to Sharon Baker, CEMEX UK's Readymix Sales Representative for London and the South East, who celebrated 40 years in the company on 18th October. She is only the second female in the company to have achieved this outstanding milestone!

Sharon started working for the company (RMC as it was then) back in 1982, first joining as a youngster as a part-time summer holiday job, filing in the Fulham office, under the watchful eye of her sister-in-law Yvonne.

Sharon was then offered a full-time job checking quotes (the days before computers!). Sharon became a Sales Clerk, and then Sales Admin, Sales Coordinator and Internal Sales Rep. When RMC introduced mortars, Sharon then became Internal Sales Rep for mortars and then ventured out on the road as a Mortars & Screed Sales Rep around 2001. This was a role which she loved, the highlight being her fantastic achievement of getting RMC's only order for the 2012 London Olympics, for the Velodrome – supplying Dove Holes White Coloured Mortar.

After her years with Mortars, one of Sharon's career highlights, and biggest career steps was returning to London as an RMC Concrete Rep. In 2020 she then moved back to Screed to look after CEMEX's key accounts, covering 14 plants across the entire UK South East and London.

Looking back, Sharon has many happy memories of office social events, parties, bowling and darts nights funded by their office sweepstakes! And of course, she has seen many changes over the years, including the CEMEX take over. For Sharon, this was a positive change for the company due to CEMEX's increased focus on Health & Safety and wellbeing which she felt the results of personally and out on sites.

Sharon enjoyed her 40-year work anniversary celebration, along with her colleagues, friends and family in her local pub and was delighted to have been presented with a beautiful Tiffany bracelet.

Sharon would like to take this opportunity to thank her current line manager, Jeff Fielding, for all his support, and Marcus Rappensberger for offering her the Screed Sales Rep job! Most of all Sharon would like to thank her Sister-in-Law, Yvonne Baker, for all the years of working together, tears and laughter and for offering her first RMC job!!

14 Sales Managers and 8 General Managers later, Sharon is still loving her job at CEMEX. She has enjoyed working with many colleagues across the company and forming close relationships with her customers and is now looking forward to reaching her 50-year anniversary!

LONG SERVICE AWARDS

30 YEARS

STUART WOODS
Planning & Customer Services Team, Cement

20 YEARS

JAMIE PICKLES
Director of Communications Europe

15 YEARS

ANNELLI GILBERT
Sustainability Manager

SEAN CASSIDY
Sustainability Manager

ADRIAN TURNER
Quarry Operative, East Leake Quarry

BRENDA DUNKLEY
Planning & Customer Services Team, Cement

RETIREMENTS

COLIN BANNISTER
Driver, West Deeping

ROY GELSTHORPE
Driver, West Deeping



GOODBYE TO CARL PLATT

We said goodbye to Carl Platt at the end of October, who left CEMEX to move on to pastures new.

Carl was at CEMEX for over 30 years, after joining the company when he was just 16! He started in the Accounts department at Rugby, before moving to Southam as Sales Office Administrator. Carl progressed through a number of roles including Sales Manager in the Sheffield area, Commercial Director for UK Cement and VP for Concrete Products and Cement Commercial, before becoming Director of Asphalt, Paving and Building Products for Europe.

Additionally, in recent years Carl led the business through the challenges of the COVID-19 pandemic as head of the Coronavirus RRT, and Chair of the UK Health & Safety committee.

Carl was an important part of CEMEX for many years and we are all sad to see him leave, but wish him the very best for the future!

THANK YOU

THANKS FOR YOUR EFFORT

Congratulations to the Engineering team for the Weeford Project; Alan Caird; Andrew Higson; Nigel Marston; Marcus Hollingworth, who are the worthy recipients of the latest Thanks For Your Effort award. Thanks to their team effort working as one CEMEX, they delivered a commissioned Readymix Plant safely; ahead of time and on budget despite challenging delays.

Well done to all the nominees too:

- Tracey Millen for re-establishing the Rail Safety Awareness training
- Paul Cheeseman, Barry Jones, Christopher Rudd, Leonard Dobson, Daniel Roberts, Charlie Woodhouse, Charlie Wilcock, John Finley, Gary Wellsbury and Stuart Minney for delivery of North West Readymix Operation Health, Safety and Wellbeing day
- Ryan Crowther for going the extra mile to complete a challenging pour for a Readymix Yorkshire customer

Is there someone you would like to nominate for a Thanks for Your Effort award? Email gb-hrplanning@cemex.com

THANK YOU FOR ALL YOUR SUPPORT AND STORIES OVER THE PAST YEAR – KEEP THEM COMING IN 2023! MERRY CHRISTMAS AND HAPPY NEW YEAR FROM THE UK COMMUNICATIONS TEAM!