

CemExpress



ISSUE 33 | SUMMER 2024





P4
LEX'S
ROADSHOWS



P6
OUR FIRST
HVO TRUCK



P8
LENDING A
HAND

A WORD FROM...



STEPH HORN, UK HR DIRECTOR, ON IMPROVEMENTS TO WORKFORCE EXPERIENCE AND EMPLOYEE ENGAGEMENT.

We want everyone at Cemex to have a good employee experience and to feel proud of the company we work for, the teams we are part of and the jobs we do. To perform at our best, we all need to feel valued and supported, so it's important that we regularly check how people are feeling and listen carefully to what they tell us. One way to do this is through our engagement surveys.

The UK results of the last WE'X survey were very pleasing, with a response rate of 78%, an employee Net Promoter Score (eNPS) of 28 and engagement index of 82%, which shows how many of us feel positively about working for Cemex. However, there's no room for complacency and we always review these survey results in detail, to understand what we are doing well and should keep doing, and where we need to do better and put plans in place.

In line with UK government requirements, we have recently published our latest Gender Pay Gap report. This shows that we have a growing number of women working at all levels of the business and that our pay gap is low and much better than industry and UK averages. Our efforts in this area continue, as women still only make up 17% of our workforce, despite a 4% improvement since 2020.

For more information on both the latest WE'X survey and the 2023 Gender Pay Gap report, please see the centre pages.

In April we held our first UK Diversity, Equity, and Inclusion Committee meeting, with representatives from across our business. The group will help us to focus on how we can attract more women and other underrepresented groups to join Cemex and build a career with us. The committee will also look at how we can help everyone who works at Cemex to feel a sense of belonging.

Linked to this is the work currently going on to improve the careers area of our Cemex UK website, so that we can tell our story better about being a great place to work and showcase the opportunities we offer more clearly.

GOING BACK TO BASICS

Over the past two to three years, we have been really pleased to see a sustained reduction in contractor incidents, which is thanks to all your work to improve contractor safety. Initiatives such as robust on-site contractor management, contractor H&S forums, the Haulier Leadership Days and the roll out of MP Connect, have all contributed to this reduction.

However, we have seen a gradual increase in employee injuries over the last 12 months. So far this year we have had seven TRIs, two LTIs and four High Potential Incidents (HiPos), which could have caused serious injuries. It is critical that we do not lose sight of the basics. Our Safety Essentials are simple rules intended to help keep us safe and to look out for each other. We need to continue to **Take 5** (STOP & THINK) before starting any new task, to ensure the necessary precautions are in place, and to speak up and **STEP IN** and Take 5 Together, if we see anyone at risk of injury, or anything we think may be unsafe.

These incidents serve as a reminder to us all to Look After Ourselves and Look After Each Other. If we are to reverse the current injury trend and avoid even more severe consequences, we need to retain our health and safety focus, taking every opportunity to understand any obstacles that may be preventing us from ensuring health and safety remains our number one priority.

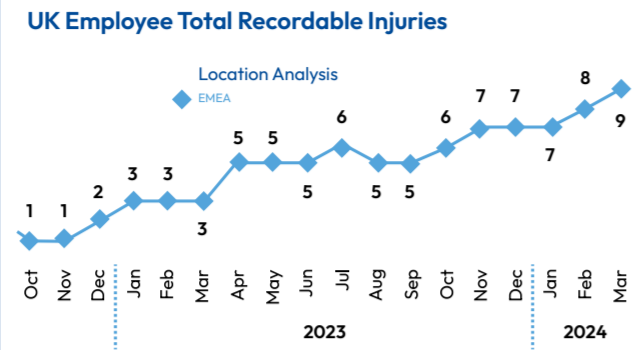




Safety Essentials

1. Look after yourself and each other
2. Housekeeping
3. Get a Grip
4. Personal Protective Equipment
5. Manual Handling
6. Tools and Equipment
7. Safe Driving
8. Safe Systems
9. Isolation Procedures
10. Working At Height
11. Confined Spaces
12. Incident/Hazard Alerts

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.



HEALTH & SAFETY UPDATE

BY ANDY TAYLOR,
UK HEALTH & SAFETY DIRECTOR

While there have been seven injuries so far in 2024 that either involved medical treatment, restricted duties, or resulted in lost time, thankfully all those involved were able to make good recoveries.

Despite the adverse trend in employee injuries, there were some good LTI free achievements in the first quarter, including:

- Materials London → 16 years LTI free
- Supply Chain - Building Products → 15 years LTI free
- Asphalt West → 10 years LTI free
- Materials North East → 7 years LTI free
- Materials South Coast → 2 years LTI free

We have also made good progress against our 2024 Health, Safety and Wellbeing Plans.

Wellbeing: Good focus on mental health throughout January & February, culminating with Time to Talk Week. In addition, with seven sessions already this year, 30% of employees have attended one of the Wellbeing and Safety Sessions with Jason Anker MBE.

Safety: We have made good progress with leadership VFL coaching and the Health and Safety Academy programme, close out of the machinery isolation audit actions (with 239 out of 242 actions done), and roll out of the 5S programme and Zero4Life Today for Drivers training, which has reached over half the intended audience.

STAYING SAFE ONLINE: AT WORK AND AT HOME

Your Safe Cyber Top 10

1. Log off / lock your keyboard when away from your computer.
2. Practice good password security; never share or leave your password insecure.
3. Do not insert USB sticks or other memory media where you can't be sure of the device history. Only use CEMEX allocated USB or memory media.
4. Collect printing promptly. Use 'Private Print' or 'Follow Me' for sensitive documents.
5. Do not connect unauthorised devices including mobile phones.
6. Avoid connecting to unsecured public Wi-Fi (e.g. Airports and Hotels) ALWAYS use the VPN.
7. Prevent your screen from being viewed in public; consider using a protective screen.
8. Always keep your laptop secure when not in use.
9. Beware of phishing emails; 'Think before you click!'
10. Do not download unauthorised apps or software.

Our Security is in your hands - if in doubt ASK!

MP Connect: The MP Connect competency assurance system is becoming further embedded, with 24,000 drivers and 3,000 individual onsite contractors registered across the industry.

LOOKING AHEAD

Going forward, Women's and Men's Health will feature strongly as part of our wellbeing programme during Q2. Safety highlights will include an initiative on Working at Height, the cause of most workplace fatalities across UK industry, continued expansion of the 5S programme, and further H&S Academy sessions. Support from operations enforcing the use of MP Connect with onsite contractors would be appreciated. Operational teams are encouraged to ensure they are checking MP Connect registration for all on-site contractors. Where gaps are found, they must ask contractors to ensure they register their teams with MP Connect by the beginning of September, highlighting that without it they may not be allowed entry to sites.

REMEMBER!

Look after ourselves and each other. It is important we keep our Safety Essentials (see image) and other key health and safety principles, such as **Take 5 (STOP & THINK)** and **STEP IN (Take 5 Together)** at the forefront of our minds.

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. Thank you!

Cyber security is an ever increasing focus as online and digital technologies become more wide-reaching. With this in mind, we want to remind you all about our Top 10 Cyber Safety Tips:

1. If you get an unwanted text message or phone call that appears to be spam you can forward them to the Ofcom service, '7726' the QR code below gives you further information including a helpful video showing you how to do this. The number 7726 was chosen because it spells 'SPAM' on an alphanumeric keyboard - a handy way of remembering it!
2. Check the security of your email account to see whether it has been compromised by cyber criminals. You can also use this resource to check the strength of your passwords.



MARY-ANN JOINS GREEN WATCH!

Recently, Mary-Ann MacInnes Collins, Regional Health and Safety Manager, spent a fascinating day with Rugby Fire Station's Green Watch, gaining valuable insight into their operations and building relationships with Rugby Cement Plant's local crew.

The Rugby Cement Plant has an annual fire inspection from Rugby Fire Station. It's an opportunity for the fire service to learn about any changes to the plant, and also for the crews to familiarise themselves with the plant's layout.

During a recent inspection Mary-Ann was invited to spend a day at Rugby Fire Station to see how they operate. Mary-Ann agreed and she recently joined the Green Watch at 7am for their 12 hour day shift.

Although there were no emergency call outs, they still kept Mary-Ann busy. She accompanied the Watch on the fire engine to a local primary school to talk about fire prevention with the children. They told Mary-Ann about how the number of call outs have reduced dramatically, due to the community outreach prevention work they do.

Finally the Watch invited Mary-Ann to take part in their afternoon training session. Training is something that firefighters are constantly doing when they aren't on calls. Confined Space Rescue was on the cards that day and to no one's surprise, Mary-Ann was kitted up with her breathing apparatus and sent into a mock scenario to rescue a trapped 'little boy' dummy. Battling with the full firefighter PPE and breathing tank, Mary-Ann squeezed herself into the tight space on hands and knees and after some effort, successfully pulled the 'little boy' free.

To celebrate her success Mary-Ann was allowed to try the fire hose which she said, took two people to hold, as it was so powerful!! Of course, she ended up soaked but very happy!! Mary-Ann had a fantastic day, but also gained an amazing insight into the fire service. She was staggered by how much training they do, how skilled they were and how passionate they were - every firefighter really loved their job.

For Mary-Ann it was also a great way to build important relationships with the fire crews local to the cement plant where she manages health & safety. Through these relationships, both parties can share and learn from each other, and with further planned joint events at the plant, these relationships are going from strength to strength.

RANGE ANXIETY

As more of us transition to electric vehicles, some people have reported apprehension and worry about the adequacy of their vehicle's battery charge to complete a journey or the availability of charging stations along the way, sometimes termed "range anxiety".

If you are an EV driver we have produced a guide including practical tips to help overcome range anxiety.

Please scan the QR code for the full guide.



CEMEX INTRODUCES I-CON

Cemex has introduced a new data-driven, digital solution, designed to help contractors deliver smarter, more efficient concrete construction, during the critical curing process.

Cemex i-Con provides contractors with real time insights using Bluetooth and maturity tracking to make faster and more accurate decisions about when to remove formwork, apply loads, or pour concrete. This reduces time, the reliance on third-party testing and field cured cubes, ultimately allowing contractors greater optimisation and control over their project delivery.

i-Con's new smart technology is aimed at supporting a range of concrete applications, from high-rise buildings and crane bases, to cast-in-place construction, bridges, tunnels and precast. This is all done using simple and easy-to-install wireless smart sensors, which are placed within the concrete formwork.

Mike Higgins, Cemex said: "Cemex i-Con has been created to help our customers drive greater efficiencies on-site and make smarter, more informed decisions during the time-intensive and often complex process of concrete curing. CEMEX i-Con is ideal for use on applications where rapid early strength is needed. When working with concrete, contractors plan for maturity development and dynamic visibility of this data means jobs may be finished ahead of schedule."

Cemex i-Con works across all Cemex concrete mixes and is part of Cemex's suite of added value digital tools, which are designed to help contractors and specifiers improve their productivity, profitability, and sustainability, more efficient concrete construction. The reports generated by Cemex-i-Con can be used as part of BIM models, enabling users to upload detailed reports on concrete curing performance.



AN UNUSUAL DELIVERY!

No two days are the same for our Readymix truck drivers!

Cemex UK recently supplied Readymix concrete from our BuiltHills plant to our customer, Newton Civil Engineering, at Abergwasgn Farm in Llanwrlyd Wells. The customer was installing a new telephone mast on the top of a big hill which had no road access for the Readymix truck.

To overcome the challenge, which was complete during two days, the customer decided to fly the concrete in a container to the top of the hill using a helicopter! The alternative was to build a temporary three mile road so hiring a helicopter at £500 per hour worked out more cost effective!



BOLDER, BRIGHTER, MORE SUSTAINABLE...

Did you know? Our new Rugby Cement bags have adopted a new look, inspired by our history and heritage. The new bag designs feature a modern design with individual coloured bags, ensuring Rugby Cement is easily recognisable on the shelf or in the builders' yard.

Each bag is clearly labelled on the front with simple-to-understand application icons, making it easier for our customers to select the right product for their needs.

The bags feature Vertua® labelling to highlight our more sustainable cement under the Vertua brand. Three of Rugby's bagged cement products sit within the Vertua portfolio due to their reduced embodied carbon, receiving

a lower carbon attribute logo shown on the front of the bags. These cement products have reduced CO₂ emissions by over 25% compared to traditional Portland cements CEM I, achieved through using high-quality alternative materials in the manufacture of cement and reducing emissions through the manufacturing process.

The Vertua data label, found on the back of the bags, provides detailed information about the products' environmental impact compared to traditional building materials.

We hope you agree, these fantastic new eye catching designs are sure to be a big win with our customers.

IMPROVEMENTS TO CEMEX GO

The UK Customer Experience team has been working on a project since the turn of the year to make further improvements to our sector leading Cemex Go platform, working closely with customers to better understand how they use the tool and where there is further opportunity for the platform to meet their requirements.

Terri Charles, Head of UK Service Centre, commented: "We reached out to a number of different customers, both small and large, to take part in the exercise as we really wanted to get a better understanding of their experience of using the tool. The workshops were carried out at various different customer sites and have proven extremely valuable in providing us with insights into how we can continue to adapt Cemex Go to provide a superior customer experience that helps them to achieve their objectives."

There have been several recent improvements to the Cemex Go platform. Customers now have additional flexibility to create multiple orders and get an instant confirmation on the availability of selected delivery timeslots. If the date or time requested by the customer is not available, Cemex Go will now instantly provide the closest available alternative timeslot - or customers can choose another timeslot that better suits their needs.





LEX'S ROADSHOWS A-ROLLING

Lex Russell, Managing Director of UK Materials, spent time in March and April visiting a number of Cemex locations across the country to host his Materials Roadshows.

Locations included Oldbury, Coventry, Wick, Luton, Hatfield, Sheffield, London, Southampton, Preston Brook, Stockton and Dove Holes.

These sessions were very popular with all employees, not just from Materials, giving an opportunity to hear an update on global, regional and UK performance in 2023. Lex discussed our commitment to health, safety and wellbeing, how our new digital strategy would support our business to become more efficient, and gave an update on how Future in Action is helping to decarbonise our operations, as well as providing sustainable

and innovative solutions for society. Lex also shared a great overview of UK investments in 2023 and an indication of what we could expect in the future. Employees also had the opportunity to ask any questions.

Now the Roadshows have ended for this year, Lex reflected: "I have really enjoyed meeting so many colleagues face to face across the UK and both sharing and celebrating our successes that we have achieved together. I hope the sessions have given people a deeper insight into the UK Materials business along with its challenges and opportunities. Being able to share and discuss my plans for 2024 has been hugely valuable and it has also been a great opportunity for me to answer any burning questions people had. I'd like to thank everyone who attended a session. I hope you found them interesting and of value."



ENSURING OUR LONG TERM FUTURE

The Land Development and Permitting team in the UK is headed up by Stephen Redwood, Land Development and Properties Director Europe. The team are responsible for mineral replenishment and land acquisition, obtaining planning permissions, carrying out geological and hydrogeological investigations, land surveying, site restoration design and estates management.

There are 5 key functions within the team:

1. Geological Services, headed up by Rob Yates
2. Planning, headed up by Mark Kelly
3. Land Acquisition, headed up by James Carling following the recent retirement of Mike Walker
4. Real Estates, headed up by Pardip Shoker
5. Project Management, headed up by Andy Scott

The team is primarily focussed on ensuring our quarries have enough aggregate reserves to keep them open into the foreseeable future. Stephen comments: "Ensuring we have a strong pipeline of extensions to existing quarries and new aggregates sites is essential if we are to continue to have a successful and profitable business. The team we have in the UK has a huge amount of experience and knowledge when it comes to acquiring

new land and securing planning permission. Our recent successes in winning a significant number of tenders to acquire an interest in new land, is a sign that we have a bright future!"

ACQUIRING FUTURE LAND AND RESOURCES

The Land Acquisition team has primary responsibility for identifying and acquiring new aggregate resources for the business. They are also involved in the acquisition of other land assets including rail, marine wharves, and other strategic land. The team is focused on delivering new aggregate reserves for Cemex UK and has played a vital role in the success of the whole Land Development team over the past few years.

James explains: "It's been extremely encouraging to see our replenishment and growth strategy delivered successfully over the past few years, addressing some of the short and long-term objectives needed to maintain a steady supply of aggregates for Cemex UK. There have been the inevitable challenges, however I feel we've overcome these well and we are now in a very strong position going forward, to not just maintain our aggregates position, but to grow it."

2023 SUCCESS

In terms of performance over 2023 the team

has acquired the rights to:

- Midlands:** 4.98Mt of mineral / 3.4Mt landfill void
- North West:** 3Mt of mineral
- South Coast:** 1.61Mt of mineral / 1.61Mt of landfill void
- Yorkshire:** 4.1Mt of mineral
- Total:** 13.7Mt of mineral / 5Mt of landfill void

These volumes are a combination of extensions to existing sites, new sites to replace volume, or growth opportunities. For context, excluding Marine and Dove Holes (which is Cemex UK's largest aggregates producer in the UK), we consume around 5Mt of minerals each year. The team therefore needs to acquire 5Mt each year just to stand still! The objective however, is to grow and maintain a pipeline of sites by acquiring in excess of this figure annually to have a sustainable business.

The team celebrated one of its most successful years in 2023, by not only being invited to tender, but also in acquiring new sites. Cemex has an excellent reputation in the industry, known for working with customers and partners with integrity. Due to the team's positive focus on relationships and partnering with landowners to deliver mutually beneficial

outcomes, Cemex was selected as preferred operator on three tenders in 2023, and is expecting a positive outcome on one more. As a result, the team acquired approximately 7.5Mt of new mineral and landfill void, with the possibility of a further 2Mt. This work has generated further opportunities that may not otherwise have been offered, which is very exciting for the team.

James goes on to explain: "Cemex's strong reputation around health & safety, sustainability, environmental compliance, and ethics helps us incredibly, as landowners and their agents feel confident dealing with a company with strong values."

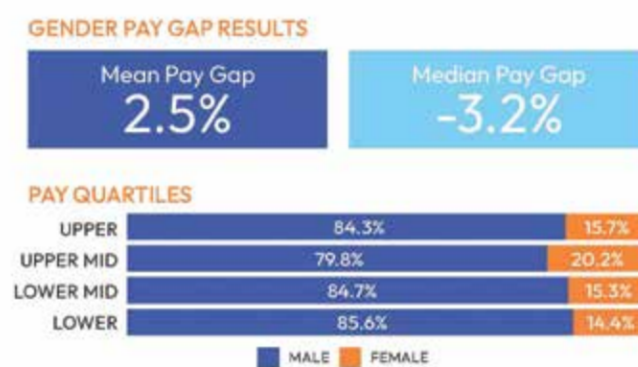
LOOKING FORWARD

In 2024 the team has ambitious targets to acquire around 14Mt of new mineral reserves together with around 6 Mt of new landfill void. By working in close collaboration with the rest of Stephen's wider team and the wider business teams such as Commercial, Operations, Business Performance and Strategic Planning, James is looking forward with confidence and positivity to reporting further land acquisition and planning successes this year.

Finally, Stephen and James, along with the whole Land Development and Permitting team would like to wish Mike Walker a very happy and long retirement!



GENDER PAY GAP REPORT 2023



Every year Cemex UK publishes a Gender Pay Gap report. This is a legal requirement which also helps us to monitor and review progress in improving female representation in our workforce and at all levels of the company. This is an important part of our ongoing efforts towards a more inclusive and diverse culture. Statistics show that companies fostering diversity and inclusion are better at innovative thinking and are more successful. Currently, only 17% of our workforce are women, which is reflective of our wider industry, although this is a 4% improvement since 2020. We want women to view Cemex and the building materials sector as a rewarding career path and are encouraged that our actions are reflected in incremental changes to our female representation year on year. It is especially rewarding when we recruit females into operational production roles, and we really appreciate the efforts of recruiting managers in considering a more diverse group of candidates when they have vacancies to fill.

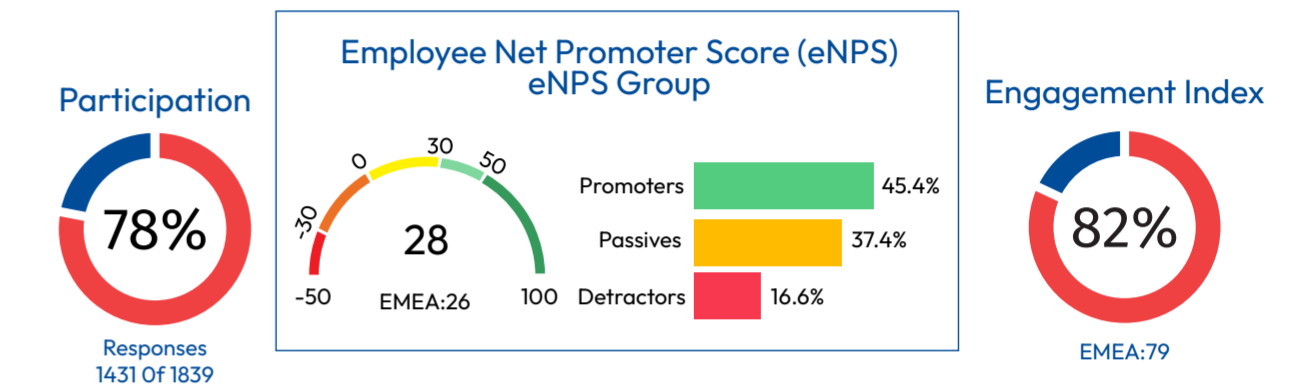
The gender pay gap is a measure of pay data and is the difference between the mean or median average hourly pay of men and women, taken at a defined snapshot date. The mean gender pay gap is the difference between the average hourly earnings of men and women, and the median gender pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

At the 2023 snapshot date, our mean gender pay gap saw a 3.5% improvement, narrowing to 2.5% compared to the previous year. Our median pay gap saw a notable shift, with women earning 3.2% more than men, compared to 2022 when men received 0.75% more than women. This is explained by a higher number of women joining Cemex at the upper mid and upper quartiles in the 12-month period up to the snapshot date. Our figures are significantly more favourable compared with the reported median UK national average of 7.7%, positively reflecting our continuing efforts to address gender population imbalance and pay differences.

We continue to make progress in attracting women to our business and into roles which have more traditionally been filled by men. The challenge we must address is how best to speed up this progress, so that we have better female representation across the business, with the fresh ideas and perspective that this brings.

*UK Office National Statistics for 2023

OUR EMPLOYEE ENGAGEMENT SURVEY RESULTS AND ACTION PLAN



Best Employee Net Promoter Score, Employee Engagement Index & Response Rates for the last 5 years in the UK.

Our Employee Engagement survey is important for us to understand how you feel about working for Cemex, the things we do well that we need to continue doing and where we can make further improvements. Whilst there are areas where we know we can do better; the results demonstrate that a large majority of you feel positively about working for Cemex. Once again, a huge thank you to everyone who completed the survey. Our response rate was very impressive with 78% of you completing the survey, our overall Engagement Index was 82% and we achieved a much improved employee Net Promoter Score (eNPS) of 28.

WHY DO WE USE ENPS?

eNPS is a commonly used methodology or scoring system that is globally recognised and allows us to gain a measurement of how we're performing.

HOW DOES IT WORK?

It works by subtracting the percentage of detractors from the percentage of promoters. The diagram above demonstrates how the scoring system works in terms of identifying promoters and detractors. Whereas we might ordinarily think that a score of 7 or 8 out of 10 is a good score - within the scoring system of the eNPS these are seen as 'passive' scores. Only scores of 9 or 10 (which are classed as 'promoters') or scores of between 0 and 6 (which are classed as 'detractors') are taken into the equation when calculating our overall eNPS score.

OUR TOP 3 SCORING QUESTIONS

- 87% of you say that you intend to stay with Cemex for at least the next 12 months. A very reassuring result as we want our employees to feel confident that their future is with Cemex.
- 84% of you say that you feel supported by your immediate Line Manager in making decisions to support your work/ life balance. Again, a great result as we understand the importance of a good work/life balance.

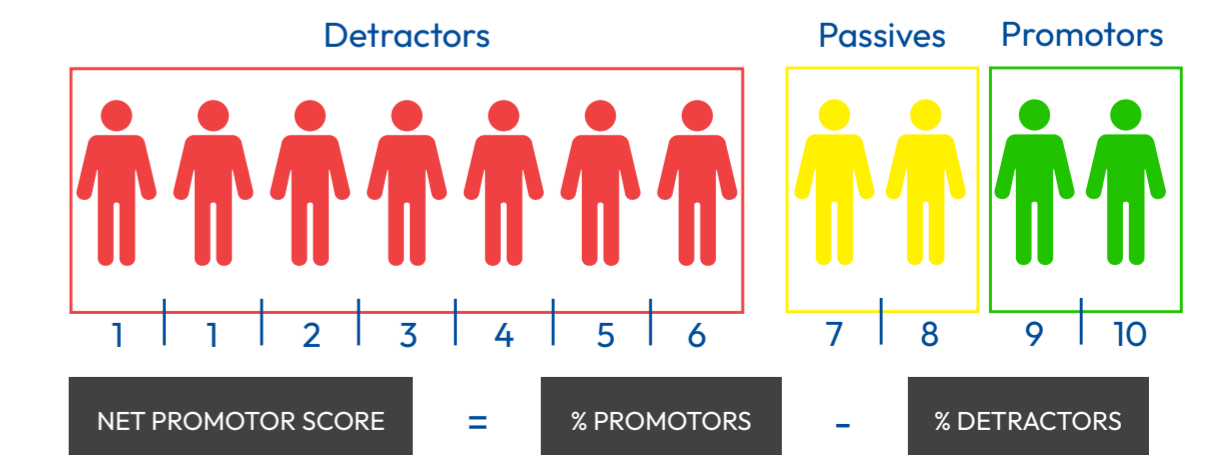
• 80% of you are proud to work for Cemex. A positive result, pride in working for Cemex is something we want everyone to feel.

BOTTOM 3 SCORING QUESTIONS

- 70% of you feel optimistic about the future of Cemex. This is a large majority, but we strive for everyone to feel the same.
- 65% of people at Cemex trust and respect each other. Again, still a majority but with opportunity to improve further as trust and respect is integral to our culture.
- 61% of you feel there is effective cooperation across areas within Cemex. As a business, we will continue to ensure that all our teams work well together to support each other better.

UK WIDE ACTION PLANS FOR 2024 INCLUDE:

- Roadshows with Lex Russell: on UK results, the expected outlook & ongoing investments.
- Business Updates: quarterly communication tool for managers to update teams on business performance.
- Wellbeing Strategy Group: 2024 plans have strong focus on women's and men's physical & mental health.
- Local DEI Committee: established to increase focus on gender diversity, to promote inclusive behaviours & sense of belonging.
- Recognising Achievements: promotions; career milestones; volunteering & other notable occasions.
- 121s: intended for all to discuss personal goals and agree individual development plans.
- Website improvements: to careers section to support recruitment; sector pride; attraction & retention.
- Platforms: for daily activities with improvements to HR platforms & pilot planned for better access to information for offline employees.





NEW FUNDING FOR SUSTAINABLE MARITIME TECHNOLOGIES

Cemex and its partners have been awarded a grant of nearly £1.7million by the Department for Transport. This will be used for the next stage of development of a shore power system that aims to eliminate the operation of on-board diesel engines while ships are discharging marine aggregates.

The next stage will see Cemex and partners building a demonstrator of a smart shore power system with battery energy storage for vessels alongside. This system incorporates renewable energy to provide constant power whilst simulating fluctuating power demands and delivers real world emissions savings.

Following the success of initial paper-based feasibility studies, Cemex is working in partnership with the University of Warwick and advanced system integrator, iconsys, to deliver an intelligently managed shore power system demonstrator, specifically tailored to understand self-discharging commercial vessels' demanding electrical load fluctuations. It will incorporate battery energy storage and solar photovoltaic energy generation, plus integrated hardware-in-the-loop simulation to both virtually expand the capability of the system and validate modelling software predictions.

This stage of the project will take place at Cemex's wharf in Shoreham, Brighton & Hove, which will better allow Cemex to manage the impact of the demonstrator on its operations.

Additionally, it aligns with Shoreham Port's wider sustainability goals and efforts to create a credible and measurable Local Industrial Decarbonisation Plan.

Work started on this stage of the project in April, with 12 months allowed for installation and demonstration of the system to be completed and the results shared with stakeholders from the industry and Department for Transport.

Laurence Dagley, Operational Excellence and Business Development Director for Cemex West Europe materials commented: "Our initial feasibility study for this shore power system identified an opportunity to save a significant amount of CO₂ during each dredger discharge, while also improving local air quality at the port itself. We are therefore pleased to have received this funding to progress to the next stage of the project and undertake on-site demonstration.

"The timings for this stage are tight but the potential benefits are considerable, as it will allow us to gain real experience of all the hardware, in a real environment, whilst being able to study full scale operation and quantify the benefits. Utilising the Cemex Go Innovation, already the newest and most advanced aggregates dredger in the industry, this will be the first dredger in the UK to be shore powered and marks an exciting progression in our efforts to decarbonise."



RSPB PARTNERSHIP CONTINUES TO GO FROM STRENGTH TO STRENGTH

In a recent review it was discovered that Cemex has created a whopping 795Ha of priority habitat since the start of our partnership with the RSPB. This is a timely reminder of the potential of the minerals industry to deliver for nature as we approach the 15th year anniversary of the partnership this September.

Naturally this is a time of reflection and a time for action. Cemex's commitment, together

with the RSPB, to facing the dual threats of the climate crisis and biodiversity loss, is growing increasingly important. Thanks to the collaborations between the RSPB and Cemex's Sean Cassidy (Cemex Biodiversity Manager EU), our policy work should be, later this year, putting Cemex at the forefront of the march towards a sustainable economy. Such leadership should be celebrated for its foresight and responsiveness.

CDP AWARDS CEMEX WITH ITS HIGHEST RATING FOR ENVIRONMENTAL TRANSPARENCY AND PERFORMANCE

Cemex has been recognised for environmental leadership and transparency in climate action disclosure by global environmental non-profit organisation CDP, securing a place on its annual 'A List'.

Based on data reported through CDP's 2023 Climate Change questionnaire, Cemex is one of a small number of companies that achieved an 'A' out of over 21,000 companies scored. Since the launch of its Future in Action program in 2020, Cemex has reduced its CO₂

emissions by 13%, a reduction that previously would have taken it 15 years to achieve.

"We are proud to be part of this prestigious group of climate action leaders and to receive CDP's 'A' rating, which reflects Cemex's leadership in climate action and transparency through significant demonstrable actions," said Fernando A. González, CEO of Cemex. "In this 'decade to deliver' we are committed to reaching our ambitious decarbonisation goals so that Net Zero is achievable by 2050."

FUTURE IN ACTION

HEAD OFFICE WASTE REDUCTION SUCCESS

Following the move from Rugby to Coventry in November 2022, colleagues at our Head Office have been working hard to find ways to reduce their carbon footprint by reducing waste, plus many more initiatives to improve their environmental performance.

Led by Natasha Page, Facilities Manager & HR Advisor, and her team, with the support from the Sustainability team, the Head Office based colleagues have made many positive changes to support the project. Their efforts were rewarded at the end of 2023 when the Head Office was awarded both ISO 14001 certification and Bronze accreditation with Investors in the Environment (a national environmental accreditation scheme designed to help organisations reduce their impact on the environment and receive recognition for their progress). Congratulations to everyone

involved for these amazing achievements.

To continue this great work, a new group called the Binley More Sustainable Group, consisting of colleagues from across all departments based at Head Office, has been formed. The group will work together to make further positive changes and maintain both certifications. One of the group's first tasks was to organise a wonderful day of activities on 5th June to celebrate World Environment Day. The day included food, team activity - building a bug hotel, the launch of the new electric vehicle chargers, a group walk plus many more activities. Educational information was also provided on the day to support the continued effort to reduce our environmental impacts. Keep an eye on UK News for all the photos in due course!



CEMEX UNVEILS FIRST HVO-POWERED VEHICLE IN THE UK

Cemex has unveiled its first ever HVO-powered (Hydrogenated Vegetable Oil) vehicle in support of its Future in Action programme - which acts as the driver for Cemex to become a carbon Net Zero business by 2050.

HVO is a diesel-like biofuel that can be produced without fossil resources by processing renewable waste. HVO is now one of the leading alternative renewable fuels available to the construction industry, producing up to 90% less carbon emissions than traditional diesel fuel. It will act as a transitional fuel, helping to lower carbon emissions while the industry moves towards more long-term solutions such as electric or hydrogen power.

The vehicle will be operating out of Cemex's Tilbury Cement Plant, which sits on the River Thames and serves the London and South East building and construction markets. Tilbury Cement Plant has achieved the ISO14001 environmental accreditation and the addition of the new HVO-powered vehicle is another example of Cemex's commitment to environmental sustainability.

Cemex aims to lead the industry in its approach to creating a more sustainable future through its Future in Action programme, which sets out a combined

approach to tackling climate change by reducing carbon emissions, introducing circularity into its operations, and increasing biodiversity.

Alongside its continued progress to decarbonise operations in order to reach Net Zero by 2050, Cemex is also taking innovative approaches to creating lower carbon building and construction materials through its Vertua® range and increasing biodiversity through vital restoration work at its quarry locations. It is also finding ways to reduce carbon emissions across its supply chain through increased rail activities and the use of alternative fuels such as HVO.

Dave Hart, Director of Supply Chain for the UK, says: "The introduction of the new HVO-powered vehicle at our Tilbury Plant is another important step on our journey towards reducing carbon emissions within our HGV fleet.

Electric and hydrogen powered alternatives are either still in development or do not yet have the range or the infrastructure to be supported across our larger vehicle fleet.

HVO biofuel, therefore, provides us with the opportunity to reduce carbon emissions, acting as a transitional fuel, whilst we continue to assess other emerging technologies."



INCREASING SUSTAINABLE SAND AND GRAVEL SUPPLY AT SWINDERBY QUARRY

After investing in a new premium plant, Cemex's Swinderby Quarry is poised to significantly increase its high-quality sand and gravel production.

The advanced CDE plant installation is Cemex UK's largest sand and gravel-based site investment in the last decade. Increasing Swinderby Quarry's prized Trent Valley sand and gravel output to up to 700,000 tonnes a year, the new plant features a CDE wash plant, CDE Infinity screens, a Metso Nordberg GP100 cone crusher, two grading screens with Tema Isenmann screen media, a Wileman barrel washer, and circulating conveyors.

At the quarry face, sand and gravel are extracted by a Komatsu PC490LC-11 hydraulic excavator and fed into a 20-tonne hopper feeder by a Komatsu WA480 loading shovel. A 1.2-mile long, up-to-400-tonnes-per-hour Canning Conveyor modular stringer field conveyor system then transfers the sand and gravel to the

production plant.

At its maximum length, the Canning Conveyor will save an estimated 250,000 litres of fuel per year, the equivalent of taking 143 cars off the road. In addition to reducing the site's dust and noise, Swinderby Quarry's new production setup cuts CO₂ emissions by around 50% per tonne of gravel and sand, in line with Cemex's Future in Action programme.

Highlighting why Cemex UK opted for a CDE plant at its flagship sand and gravel quarry, Kevin Cage, Cemex UK Head of Aggregates Operations said: "Part of it was the size of the project and needing a manufacturer that could deliver what we wanted to our timescale. The price was right, and the software and AI [artificial intelligence] element linked to plant operation and condition monitoring and maintenance was good. Of all the companies that tendered, CDE was the best supplier to meet our needs."

STANDARD & POOR'S UPGRADES CEMEX TO INVESTMENT GRADE

Rating agency Standard & Poor's (S&P) announced recently that it has upgraded Cemex's long-term global scale issuer credit rating to Investment Grade (BBB-) due to its strong financial and operating performance, deleveraging strategy, and flexible capital allocation.

"Achieving an investment-grade credit rating from S&P is a very important milestone for Cemex," said Fernando A. González, CEO

of Cemex. "While we had record results last year, this rating is recognition of successful execution against our medium-term strategy and consistent financial performance over several years."

In 2023, Cemex's EBITDA grew 25%, while Free Cash Flow after maintenance capex more than doubled. S&P also upgraded Cemex's national scale issue-level rating (Mexico) scale to mxAA+ from mxAA.



NEW FLEET FOR DOVE HOLES

Dove Holes Quarry has recently taken delivery of an impressive new fleet of plant equipment.

The £7.8 million investment includes vehicles equipped with MineStar Edge technology. This analytical equipment allows the fleet's operational data to be reviewed and improvements made to vehicle performance, by highlighting areas of high idle time and increased fuel burn, optimising its performance, particularly from a CO₂ perspective.

Real time GPS and route tracking complements fleet performance data, enabling the Dove Holes team to better optimise the workloads for each vehicle, which improves overall operational

performance of the site. The "health" of each unit is measured continuously with a warning system highlighting issues to the operator and maintenance teams to ensure the vehicle is reviewed, serviced and repaired at optimal times.

The fleet and its operators are considered to be best in class by the Finnings Managed Services team, who provided weekly and monthly performance statistics, whilst working closely with site management to define and action improvement plans.

All equipment also comes with the latest health and safety specifications, offering improved health and safety performance for both drivers and the site in general.



CEMEX SUPPORTS PORT OF TILBURY WITH ESSENTIAL MAINTENANCE

The UK Marine team has utilised its dredging expertise to support the Port of Tilbury with essential dredging to the working berths along the River Thames.

The work has helped to ensure that the berths are maintained to their designated depths, meaning vessels ranging from barges to 100,000 tonne ships can access the quayside.

The Port of Tilbury is one of the UK's largest ports and is located just 22 nautical miles east of central London. The port has 56 operational berths, 31 independent working terminals, 10.2km of quay and five million square feet of warehouse space.

Port of Tilbury is the closest port to the City of London and has an annual throughput of 16 million tonnes, with goods estimated to value around £8.7 billion. This makes it the largest port on the Thames and therefore essential for the continued supply of materials via shipment in and out of London.

The Port of Tilbury initially teamed up with Cemex Marine to explore whether the team would be able to support its requirements to dredge the Tilbury2 berth to a depth of 15 metres. Using the charter vessel MV Reimerswaal, a 130-metre-long hopper dredger, which can carry 6,000 metres³ of materials, Cemex was able to carry out the work.

As a regular visitor to the River Thames, and using the Masters Pilot exemption certificate, the team was able to adapt the Reimerswaal's usual schedule to undertake this

project, allowing the work to be completed successfully, on time, on budget and to the port's specification.

The Cemex Marine team worked closely with the Port of London Authority's Hydrographic department, which produced daily bathymetric pre and post dredge surveys. This allowed the team to fully understand the progress of the work completed against the project's requirements.

Over the course of five days, the vessel successfully extracted over 20,000m³ of spoil from the berth, and disposed of it at an approved site, 40 miles outside of the Thames estuary.

Chris Grosscurth, Commercial and Logistics Manager for Cemex Marine, said: "The project was a huge success and opens up many other opportunities for Cemex Marine, complementing our normal Aggregate delivery work."

Adam Montgomery, Harbourmaster/Asset Manager Marine at the Port of Tilbury said: "Dredging maintenance is an essential part of our business, helping to ensure that we are accessible to the wide range of vessels calling at the riverside berths at the Port of Tilbury. Working with the Cemex team was seamless, their knowledge and experience was invaluable to ensuring that this operation was carried out successfully again this year."



“Cemex have supported me in gaining industry recognised qualifications that have provided me with the skills and knowledge to develop and advance my career.”

LEWIS COXON
Quarry Manager in our Aggregates team

LAUNCHING OUR NEW CEMEX CAREERS WEBPAGES

We've recently relaunched the careers area of our UK website (www.cemex.co.uk/careers) to make the pages easier to navigate, more vibrant and attractive to visitors, and provide up to date information about what it's like to work for Cemex in the UK.

The HR team, alongside colleagues in Communications, Marketing and Social Impact, have been working together since January on the project. We want to make sure that we position Cemex as a great place to work for potential candidates who may be looking for a new opportunity or to start their career in the industry. It's a competitive employment market, so to attract talented individuals we need to create a compelling picture of work and life at Cemex.

We've tried to do this by featuring colleagues

from across our business, using people-centred imagery and videos that help tell the story of what it's like to work at Cemex from the perspectives of our employees.

We would encourage all hiring managers to make use of these pages and share this excellent resource with future applicants, to show them what we're all about, how they can benefit from a career with Cemex, and to help them prepare for their interview.

As well as hiring managers, the new pages can be used by any Cemex employee who may want to recommend Cemex as a great place to work. Of course, if you're looking to develop and continue your own career with Cemex, there may be roles listed that you wish to apply for. So take a look for yourselves and tell us what you think about our new careers webpages.

THANK YOU

THANKS FOR YOUR EFFORT

Congratulations to the latest Thanks For Your Effort winners, **Matt Baker and Christina Shields**, Logistics Support, Supply Chain.

Matt and Christina won the Award for going above and beyond their day jobs to deliver an excellent example of safety innovation.

Their nomination was made by Carl Milton, Cement Logistics Manager, Supply Chain – Logistics, and here is why Carl nominated them:

“A safety improvement project has been rolled out to convert written safe systems of work into short films. This initiative makes them both easier to consume and digest and makes the subject matter much more dynamic and memorable. This brings significant benefits in how to impart valuable key safety information and collaborates well with the driver digital handbook for drivers to visit and review. Matt and Christina volunteered to take this project forward and have shown great leadership, innovation and passion to

develop the programs and take it forward, working outside of their comfort zones, learning to storyboard, film, narrate and edit the films. They have produced films as good as professional equivalents that would have cost thousands of pounds to make externally and be much harder to keep up to date. Matt and Christina's contribution to this program has been invaluable.

“The whole team has benefited from this project, and it has also created greater engagement with the driver workforce who were involved, consulted, and also took part in the filming. This best practice is certainly going to become more widespread in the business.

“This has been an excellent example of safety innovation and development for Cemex and a great advertisement for the standard and professionalism of our safety training and processes. We are leaders in health and safety innovation, and this helps to reinforce that perception and this best practice will be shared across Cemex and the industry.”



LEND-A-HAND SPRINGS INTO ACTION

There has been a significant increase in our long-standing and extremely popular Lend-a-Hand volunteering days over the past few months. The UK continues to be hit with wet and unsettled weather, but this hasn't stopped teams from right across our business supporting local charities and good causes, with examples including:

- Our teams from Legal, Communications and Marketing have been building benches at Historic Coventry Trust's Charter House to help improve overall visitor experiences following the recent reopening of the house and gardens to the general public.
- Our Operational Excellence team spent a morning Lending-a-Hand at the Coventry Food Bank, helping to package items and learn about the work the food bank does to support communities both locally and internationally.
- Our night-shift teams from Dove Holes have continued to support the local hamlet

of Small Dale with gardening activities and, following a successful Lend-a-Hand day in September last year, have been back once more this spring.

Vish Puri, UK Legal Director, said: “There are so many benefits in these events including team building, physical exercise and a sense of achievement. This is all whilst giving something back to the local community.”

It is commonly observed that there is a direct link between volunteering and wellbeing, and our Lend-a-Hand volunteering days provide a fantastic opportunity for colleagues to donate one day of their time a year to supporting charities, good causes and local communities.

If you'd like to get involved or have a cause that you would like to support, contact socialimpactuk@cemex.com for more information on how to do so.

Do you need support?

Care first

Cemex offers all employees a free, confidential employee assistance programme (EAP) called Lifestyle Support, operated by Care first.

Lifestyle Support is easy to access, available 24/7 and can provide help and support with a wide range of issues or concerns such as family matters, debt, relationships, bereavement, depression and anxiety.

It is run by a separate provider and not part of Cemex – we don't receive any employee specific information from them.



Call 0808 168 2143

Visit www.lifestyle-support.co.uk

Username: cemex
Password: cemex



LONG SERVICE AWARDS

Huge congratulations and thank you to the following colleagues for reaching long service milestones in the last few months:

40 YEARS

Mark Brown, Assistant Quarry Manager in Cambridgeshire

Alan Smith, Quarry Manager in Leicestershire

Andrew Bright, Production Manager Mortars Europe in Warwickshire

25 YEARS

Michael White, Multi Skilled Operative in Lincolnshire

Michael Davies, Fitter in Conwy

Michael Lynn, Accounting and Reporting Lead UK in Stockton-on-Tees

Paul Quinney, Senior Project Engineer in Warwickshire

Stuart McGregor, Project Manager UK in Warwickshire

Andrew Wood, Multi Skilled Operative in Derbyshire

Barry Gardiner, Tipper Driver in Lincolnshire

Gillian Williams, Transport Planner in Cheshire

15 YEARS

Robin Page, Electrical Coordinator in Warwickshire