

Materials Roadshows Q&A Responses

When conducting NPS surveys can the scoring system be shown either directly in the survey or elsewhere as a visual reminder?

When conducting our most recent Employee Experience survey using the eNPS (employee Net Promoter Score) scoring system, we supported this with a comms campaign that gave further details about how this works, and we have provided this information below.

The platform that we use to conduct the Global External Customer NPS Survey, does not allow us to include any visuals or further information around the scoring the methodology.

One of the things that we are doing to encourage customer feedback and demonstrate the actions that we are taking based on previous feedback, is to include some of our improvements in the product specific newsletters that we send out to customers across our different audiences.

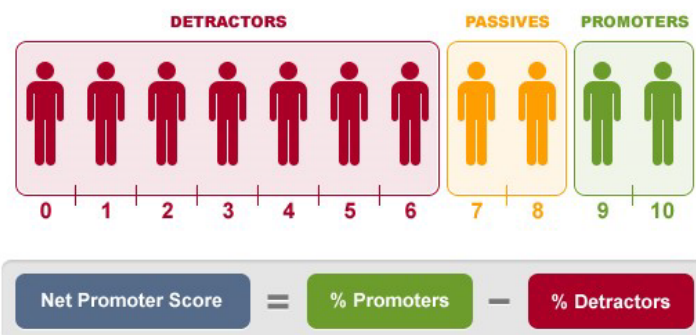
We're also using these newsletters to encourage and promote wider customer participation, something that we're hoping the move to two surveys a year from 2024 (rather than the four we previously conducted across 2023), will also support with.

Sue Hawkins, Customer Experience Manager

A Key measure of the WE'X Pulse Survey is Employee Net Promoter Score (eNPS) – here's how it works

It works by subtracting the percentage of detractors from the percentage of promoters.

The diagram to the right demonstrates how the scoring system works in terms of identifying promoters and detractors.



Only scores of 9 or 10 (which are classed as 'promoters') and scores of between 0 and 6 (which are classed as 'detractors') are used when calculating our overall eNPS score. Scores of 7 or 8 (which are classed as 'passives') are not included in the overall calculation.

How are our pay increases and bonuses calculated?

Salaries are reviewed through an annual cycle. The intention is to align with inflation using the Consumer Price Index (CPI) over time so that employees' spending power is maintained. We use the term 'over time' because we look at what has happened to CPI since the previous pay review as well as forecasts for the year ahead as inflation can be difficult to predict. For example, there are sometimes unforeseen events which affect inflation, the war in Ukraine which pushed fuel prices higher is an obvious example.

Most UK employees participate in the discretionary General Bonus scheme. The bonus is calculated depending on how well the European countries in the EMEA region meet the annual target for financial performance (CVA) and sustainability (CO2). Performance and attendance at work may also affect an individual's bonus payment.

Steph Horn, HR Director

When referring to EBITDA in our financial updates what do we mean by this?

EBITDA (pronounced "ee-bit-dah") is a standard of measurement of a company's financial performance or profitability. It stands for earnings before interest, taxes, depreciation, and amortisation.

When we refer to this, we are talking about the gross profit we make from our business i.e. the money we get in from sales less the money we pay for our raw materials, salaries, maintenance, fuel and power etc. This calculation gives us our EBITDA figure.

After this we have to account for our machinery (depreciation), loan interest and taxes etc to calculate our overall net profit, but EBITDA is the very first and simple figure we use to measure our financial performance. At Cemex we often refer to this as OCF (Operating cash Flow).

Clare Pickering, Director of R2R and Ops Support EMEA

It was commented that the roadshow events were extremely useful in providing information about the business but that some colleagues, and particularly those whose Line Manager is based in another country, do not necessarily have regular touchpoints in order to understand current performance and latest updates across the UK.

We try to ensure that all colleagues are connected to the organisation, and our comms team provide weekly updates in UK News (<https://cemexuknews.co.uk/>) about important topics from right across our business. We also appreciate that not all colleagues are digitally connected, so we deliver our CemExpress print publication to every UK employee's home address to keep you updated with all the latest news from across the UK.

There is, however, also a recognition of the benefits that face to face or video conferencing events provide, due to being more personal in their nature. This is exactly why we make the effort to conduct the roadshows, which this year saw us take in 19 sessions at 11 different venues across the country with attendance by a high proportion of UK Cemex employees.

Inclusion, and feeling part of the Cemex family is very important to me and I would like to extend an invite to any colleagues who would like to join to my monthly update calls to contact Jane Haughton (email: jane.haughton@cemex.co.uk), if you would like to be included.

Please feel free to contact me directly if you feel that you would benefit from having closer contact to the UK business and I will try to help.

Lex Russell, UK Materials Director

Are there plans to use MP Connect internally at Cemex, we currently use Avetta but it seems like we have two platforms doing the same thing are there any plans to bring this all under one platform?

We have been using Avetta to provide an external review of the contract companies we work with and their management systems for over 10 years; however, more recently, concerns were raised about their service and costs. We have been leading the industry supporting the development of MP Connect, which is initially focussed on individual competency of contractors, drivers and on-site. Pilots of contract company verification through MP Connect are due to start imminently and, if successful, we will promote this as an alternative accreditation route.

With regards MP Connect for internal employees, this has been discussed at the last 2 UK Health and Safety Committees and there is a plan to establish a working group to evaluate this fully in the coming months.

Andy Taylor, Director of Health & Safety

How do we promote the benefits of CEM II and lower carbon products more widely across our customers, it seems that some of our customers are still reluctant to purchase CEM II products?

This is very much an sector-wide challenge and the Minerals Products Association (MPA), have been leading on this with a promotional campaign to create wider awareness of the benefits of using CEM II/A-L products

(<https://www.thisisukconcrete.co.uk/Perspectives/Changes-to-concrete-recipe-cuts-carbon.aspx>).

We have also supported this through further communications and press releases around the topic (<https://www.cemex.co.uk/-/revision-to-the-british-standard-for-concrete-bs-8500>).

Additionally, we have focussed our efforts on transitioning cement customers to our lower carbon cements (CEM II/A-L and CEM II/B-V+SR), with 50% of our UK cement sales now covered by this category. Significant work has been carried out on mix designs and trials to support this and we will continue to promote the lower carbon benefits of these products.

Craig Williamson, Cement Commercial Director

Where are we with the implementation of Cloud Cycle for use across our concrete trucks?

Cloud Cycle is an innovative technology platform that we have piloted in the London market area, and which we are now rolling out across our operations in the UK with interest from other countries too.

The Cloud Cycle platform uses an algorithm linked to sensors contained within the vehicle which allow us to obtain data on the quality of the mix during its journey and upon its arrival at our customer sites. It has the potential to reduce waste and increase customer satisfaction.

At this stage we need to undertake some improvements in our Cemex systems to unlock the full potential of the tool and this work is underway. Going forward we will be working on how this platform may integrate with our existing systems such as Cemex Go. Cloud Cycle is an example of how our UK businesses are participating in leading the transformation of our Cemex operations to embrace the digital opportunities of the future.

Marcus Rappensberger, Readymix General and Commercial Manager

As we look to go more digital, do we have plans to ensure that the connectivity of our sites provides reliable internet access so that we can make best use of new tools?

In 2022 we started a project to implement a new data network for our UK sites. This involved selecting vendors to provide fixed line fibre-based circuits and 4G data connections. Further to this Cemex have also implemented the latest network management technology know as SD WAN meaning we have replaced traditional routers with new devices running this enhanced network software.

We have provided dual fibre circuits to our larger sites and smaller sites have fibre-based circuits plus a 4G connection. The network solution will decide which option is the quickest and best to use at that moment in time. In more remote locations we have installed Satellite solutions to provide the network connections.

We expect to complete the project in June 2024, but we will continue to review the connectivity options available locally and the operational network requirements. Additional to this we have also been investing in site infrastructure to replace local cabling, install data cabinets and new data switches as required, and this work will continue through 2024 and 2025.

Simon Whitfield, UK Process and IT Manager

Is there a materials directory that our sales teams can tap into that would allow us to link relevant teams and product to customers in specific locations?

We have a link on our website to a tool called, 'find a plant,' where both customers and employees alike can search for a specific location or product to find the nearest site to them.

We are currently looking at how we can streamline the process and data flow to ensure that the information contained in this tool is accurate and up to date.

<https://www.cemex.co.uk/find-a-plant>

Paul Bradshaw, Head of Marketing

How can we get more recycled materials into our concrete?

This is something that I would ask everyone to support us with. It is really important that we all work together to identify opportunities to decarbonise our concrete and meet the growing needs of our customers and society.

This one is very much in our hands, and we recently hosted a Recycled Aggregates and Circular Economy Webinar for all UK colleagues to learn more about our plans to increase the use of recycled aggregates. The webinar also presented the chance for colleagues to understand how other teams from across our EMEA region have achieved increases in the use of recycled aggregates, share best practice and examples from sites in the UK where we are already using recycled aggregates and how we can overcome some of the challenges to increasing the volume of recycled aggregates we consume within our readymix concrete.

If you missed this webinar and want to find out more about our plans to increase the use of recycled aggregates, you can watch a recording of this session [here](#).

Lex Russell, UK Materials Director

When looking to secure our aggregate reserves for the future, is there a possibility that we may look towards the Nordic (e.g Sweden, Finland) states particularly for hard rock and import in via ship?

Our planning and land acquisition teams are currently doing an excellent job of securing new sites, many of which have a medium to long-term supply of materials. We have also been able to secure a number of new marine licenses and permits for the extraction of sand and gravel for our marine operations (<https://cemexuknews.co.uk/profitability/new-extraction-site-in-english-channel/>).

This, alongside our significant reserves at Dove Holes quarry, we are in good shape with regards to our current reserves. Whilst it is not one of our current projects, we are always looking at different ways to ensure we continue to supply the UK business and may be something we look at in the not too distant future.

Steve Redwood, Director Aggregates, Permitting & Development