

UK Communications Forum Q&As

No.	Employee Rep Name	Question	Employee Rep Business Area	Business Area relating to the question	Answer
1	Andrew Burne	The company were looking into a holiday purchase scheme (ie able to increase holiday entitlement and reduce salary accordingly) do we know if that will be an option for 2025?	Urbanisation Solutions	HR	This is all part of a wider review of our benefits which is ongoing. Unfortunately, this has not yet been completed. We are currently working on the digital evolution of HR and we need to get through this process before we can take any final decisions on the feasibility of a flexible benefit platform.
2	Andrew Burne	What is the intention with Wick and the reason for putting a planning application in for the top site for 45 houses and what future does the Floors business have with Cemex? Are they planning on doing the same for the bottom site in the near future?	Urbanisation Solutions	Urbanisation Solutions	The reason for obtaining planning consent was for CEMEX to determine the value of the land with a view to see if we could make a business case to reinvest it. This would be to change how we make Floor beams to a more compact and versatile system. There are no plans to do the same for the bottom site.
3	Andrew Burne	Wellbeing - Could the company offer discounted corporate rates for gyms or health clubs? Suggestion: Could the Cemex lifestyle information be added to the payslip- or payslip email to reach a wider audience?	Urbanisation Solutions	HR	<p>We do currently offer discounted gym membership through Pluxee our benefits provider. This link will take you to the Gym Membership section of Cemex Lifestyle https://cmx.employeebenefitsplatform.com/view-product/third-party/232077</p> <p>We are investigating including details of our employee support programme on our payslips. We could alternate this with the link for lifestyle rewards so we will consider this.</p> <p>We are now widely communicating details of Lifestyle support in various communications across the business via UK News, https://cemexuknews.co.uk/ information sent to managers to display on noticeboards and TV screens. Lifestyle rewards can be found at this link https://cmx.employeebenefitsplatform.com/</p>
4	Andrew Burne	Health - Could the company offer discounted corporate rates for dental care or health care (Bupa)?	Urbanisation Solutions	HR	As part of the review of benefits we can look into Medical/Dental Cash Plans, which provides cash back on everyday health care and dentist bills.

5	Andrew Burne	Would the company consider things like extra days holiday that increase with length of service?	Urbanisation Solutions	HR	<p>We already offer an extra 2 days holiday after 2 complete holiday years of service and the maximum is 25 days a year.</p> <p>Statutory holiday entitlement is 20 days plus the bank holidays a total of 28 days per annum. Our employees, dependent on service, are entitled to 23/25 days holiday plus the bank holidays which is a total of 31/33 days.</p> <p>Currently we have no plans to increase the holiday entitlement.</p>
6	Andrew Burne	With regards to the company car scheme are we looking at alternative suppliers in the UK other than Alphabet and what could the possible outcome of the car scheme be over the next few years?	Urbanisation Solutions	HR	<p>Our contract with Alphabet is on a sole supplier agreement which means we are unable to introduce any new suppliers in the UK at this time, we are not seeking to review this until 2026.</p> <p>Cemex are happy to have implemented a lower CO2 policy which by the end of 2024 will have successfully replaced all cars on fleet with a hybrid or full electric car. This leaves us with no natural replacements required until 2026 and therefore we are not considering a change in the scheme at this time.</p>
7	Andrew Burne	With regards to opting out of the car scheme, what other alternatives are we looking at and would we consider increasing the opt out amount as it has been the same value for over 20 years!	Urbanisation Solutions	HR	<p>Cemex have been looking into supplier affinity schemes and salary sacrifice schemes specifically aimed at drivers who may have opted out of the Company Car Scheme (CCS). Following a thorough review we have decided to implement a salary sacrifice scheme using a third party supplier.</p> <p>We are confident that this will provide a more affordable option to support vehicle replacement. Although there are no plans to increase the cash allowances, significant savings will be realised through tax efficiencies and discounted car prices through the third party supplier.</p> <p>We are now working on plans to launch this initiative. Full details and costings will be provided as part of this. We are expecting this to become available early in 2025.</p>

8	Andrew Burne	When are electric points going to be installed at sites? We have had electric cars for a year or so now but they only seem to be installed at Binley. What is the plan to increase the infrastructure for electric vehicles across our site	Urbanisation Solutions	HR	<p>This is already happening. Electric charge points are being installed at various locations across the business. The installation is primarily dependant upon local operations teams and their budget to be able to install and of course if the charge point installation would be feasible at the given location. We expect this to continue to grow over time. The following sockets have now been installed: Binley Head Office, Southampton Marine Office, Somercotes, Brighton Wharf, Gorton Plant We have orders in for: Angerstein Wharf We are waiting for quotes for: Southam Lab Birmingham Doris Road</p>
9	Andrew Burne	Long service awards have been the same for a long time would we look at increasing these? And increasing the frequency	Urbanisation Solutions	HR	<p>We are recognising more long service anniversaries, through an end of year Regional Career Awards event, which is hosted by our Regional President, Sergio Menendez and HR VP, Derek O'Donnell (for 15 years' service and every 5 years thereafter), but there are no plans to increase the frequency or amount of the awards we currently make.</p> <p>The Region is also working on a Career Anniversary initiative which will lead to employees receiving an email congratulating and thanking them for their service on the anniversary of their start date. For employees who do not have a Cemex email address this message will go to their manager who will pass it onto the employee.</p>

10	Andrew Burne	Our talent pools throughout the UK are decreasing would we look at apprenticeship programmes (as a full scheme not simply locally arranged) to increase a younger pool of people for more technical / engineering & management roles? Our competitors have whole departments dedicated to managing the apprenticeship programme and recruit numerous candidates every year (18 year old up to graduate) and Cemex are many years behind.	Urbanisation Solutions	HR	At Cemex UK, we proudly open our apprenticeships to individuals of all ages, backgrounds, and career levels. Our programs are designed to develop the skills and knowledge necessary for a thriving career. Our commitment to nurturing talent is evident in the consistent year-on-year growth of our apprenticeship numbers. Currently, we have 25 apprentices enrolled across a diverse range of programs, including Laboratory, Electrical & Installation Technicians, Data Analysts, Materials Technologists, Artificial Intelligence Specialists, LGV Drivers, Team Leaders, and Business Administrators. We recognise the crucial role apprentices play in our success and are dedicated to investing in them for the future. As part of our operating model, we encourage all recruiting managers to consider apprentices when hiring and to discuss these opportunities with their HR Business Partner. At Cemex, we ensure that every apprentice has the chance to make a direct impact on our business, contributing to our mission of building a better future together. We also encourage individuals to regularly visit the current vacancies section of our website to explore available apprenticeship positions.
11	Andrew Burne	Can we shorten the time it takes to get Capex approved as each delay in these areas adds pressure to the business and its team.	Urbanisation Solutions	UK	The business endeavours to make sure that the limited CAPEX funding available each year is allocated to the priority projects as quickly as possible. CEMEX has a clear process that we must follow in making application for this funding.
12	Andrew Burne	Can we shorten the time it takes to get ECFs approved as each delay in these areas adds pressure to the business and its team.	Urbanisation Solutions	HR	<p>We need to have a robust approval process to ensure recruitment activity is appropriate and fair. This is set by the Region and depends upon whether it is a replacement or new position and also the job level. The more levels of approval the request needs, the longer it may take for approval to be given, but we try to turn them around as quickly as possible. To minimise any delays please ensure the approval request form (ECF) is properly and accurately completed and submit it as early as possible.</p> <p>We expect there to be a change to our approval processes in the first quarter of 2025 as part of our HR Evolution and implementation of SAP Success Factors.</p> <p>In the meantime, it would be very helpful if the person raising this issue could provide us with specific information, so we can see if we can make any improvements the the process.</p>

13	Andrew Burne	Does the company have information or insight from government on improvement in the economy and house building, it is very bleak at the moment and all are staff worried about their jobs at Northfleet whilst we continue running on skeleton crews with little resources making everyone worried about future employment. There are concerns across all business areas.	Urbanisation Solutions	Urbanisation Solutions	There is plenty of optimism around housebuilding after the change in government, with major house builders announcing projects. What has to catch up is affordability i.e. interest rates. This has begun to ease with another interest rate reduction expected before the end of the year. Hopefully then we should see volumes pick up quickly, although this isn't expected until 2025. In regard to running on 'skeleton crews', we had opted not to replace leavers to keep cost under control throughout 2024 which is critical when volumes are subdued. There are no discussions around redundancies and in fact we have recently begun to bring staff back in to replenish stocks.
14	Mary-Ann MacInnes	In my last company, there were 2 'tracks' for progression within your role. Either the Management track, or a technical track. This enabled everyone to have an opportunity to develop themselves and aim for more responsibility and higher salary in their chosen fields. However, in Cemex, unless you want to go down the management route and become a line manager, there seems to be no way of progressing in your role, expanding responsibilities, skills and therefore salary – in effect, you can be fantastic at your job, but not able to develop further or demand a higher salary in your area of expertise, because you don't want to go into management. Can you please explain the opportunities and paths for progression for people who don't want to progress as a line manager.	Health & Safety	HR	<p>We continue to evolve and expand the development opportunities we offer. These include our CEMEX University Academies for H&S, Commercial, Supply Chain, Operations, Sustainability and Digital & Culture as well as leadership development programmes, coaching and mentoring sponsored further education courses and apprenticeships. All of these are intended to facilitate and support employees with opportunities for growth either within their role and it is not necessarily limited to line management</p> <p>We recognise everyone is individual and it is important for us all to have the opportunity for a robust annual 121, which includes discussions on potential skills gaps and plans for development and growth, in line with individual and business objectives. Individual Development plans agreed by both the line manager and employee should align with the 70/20/10 development model. (70% Live Experience (developmental tasks), 20% Coaching/Feedback (from line manager/role models) 10% Formal Training Programme(s) (skills or competency based).</p> <p>Each role in Cemex is assigned a salary band so that we are able to recognise significant growth and development of our employees skills, knowledge and experience.</p>

15	ALL	How does the business identify 'talented employees' and what programmes are in place to develop the identified talented individuals. Are there designated development routes for job roles?	UK	HR	<p>It's important for each of us to have the opportunity for a meaningful annual one-on-one with our line managers. These discussions should focus on identifying potential skills gaps and creating development plans that align with both individual and business objectives. These meetings are also key to the management team for identifying our talent and understanding what we need to do to nurture these people and build their experiences and knowledge.</p> <p>We also conduct an annual talent review in order to identify our talented individuals and this helps to create development plans. It also feeds into our succession planning processes.</p> <p>We have many programmes that are in place to develop talented individuals these include our CEMEX University Academies for H&S, Commercial, Supply Chain, Operations, Sustainability and Digital & Culture as well as leadership development programmes, coaching and mentoring sponsored further education courses and apprenticeships.</p>
16	Mary-Ann MacInnes	Is there any intention to open up the company car scheme to those currently stuck on the car cash allowance? The allowance is now negligible compared to its original value as it hasn't been increased in at least 17 years. Although it may be comparable to that offered at some other companies, it doesn't change the fact that those on it have been taking an effective pay cut every year. If the allowance continues to be eroded over time, it would be fairer to allow those on it to have the option of taking a company car instead.	Health & Safety	HR	<p>There is no intention to open the CCS to those who are in receipt of a car allowance. Unfortunately it is not feasible given CAPEX budget restrictions considering budget increase requirement for new lease agreements.</p> <p>Cemex have been looking into supplier affinity schemes and salary sacrifice schemes specifically aimed at drivers who may have opted out of the Company Car Scheme (CCS). Following a thorough review we have decided to implement a salary sacrifice scheme using a third party supplier.</p> <p>We are confident that this will provide a more affordable option to support vehicle replacement. Although there are no plans to increase the cash allowances, significant savings will be realised through tax efficiencies and discounted car prices through the third party supplier.</p> <p>We are now working on plans to launch this initiative. Full details and costings will be provided as part of this. We are expecting this to become available early in 2025.</p>
17	Mary-Ann MacInnes	In last year's Q&A there were a few Answers in which it was stated that a proposal to improve the Maternity and Paternity pay has been submitted for regional approval. Can an update be given on where this is at and if Cemex is likely to offer anything better than the statutory minimum?	Health & Safety	HR	<p>A proposal to improve the Maternity and Paternity benefits has been put forward to the region but as of yet, it has not been approved. We intend to re-visit this again with the Regional HR team.</p>

18	Mary-Ann MacInnes	In last year's Q&A, there was a lot on the subject of the car allowance (whether this can be increased in line with real costs) and company cars (these being available instead of the cash option) – and the answers were that options were being looked at. So, is there any update as regards whether the cash car allowance will be updated/increased or whether someone currently taking the cash contribution can instead opt to take a company car?	Health & Safety	HR	<p>Cemex have been looking into supplier affinity schemes and salary sacrifice schemes specifically aimed at drivers who may have opted out of the Company Car Scheme (CCS). Following a thorough review we have decided to implement a salary sacrifice scheme using a third party supplier. We are confident that this will provide a more affordable option to support vehicle replacement. Although there are no plans to increase the cash allowances, significant savings will be realised through tax efficiencies and discounted car prices through the third party supplier. We are now working on plans to launch this initiative. Full details and costings will be provided as part of this. We are expecting this to become available early in 2025.</p> <p>There is no intention to open the CCS to those who are in receipt of a car allowance. Unfortunately it is not feasible given CAPEX budget restrictions considering budget increase requirement for new lease agreements</p>
19	Mary-Ann MacInnes	Health insurance is one of the benefits that employees value most. If the quoted price given in the past is very high, could we run an RFI (Request For Information) in 2025 to find solutions that adjust to our budget expectations?. There are multiple options to engage Private Medical Insurance for employees. It would be worthy to dig more in deep. I as a procurement function, will be more than happy to lead.	Health & Safety	HR	<p>As you are aware from the answer that we provided at last years Forum, we carried out an exercise with our brokers to get an up to date picture of the costs involved. To provide PMI to all employees, we were quoted either £1.7m per annum, or alternatively £650k if only new conditions are covered. We think it is likely these costs would increase as employees would inevitably claim against the policy, which would push up future premiums, so this is not something we can commit to.</p> <p>The negotiations for all Corporate Insurances within Cemex are managed by our Risk Department in conjunction with Mercer.</p>
20	Mary-Ann MacInnes	Life Insurance. Same as Health insurance. (can a discounted offer be sourced)	Health & Safety	HR	<p>We already have a death in service Benefit which all employees are eligible for assuming that they have financially dependant beneficiaries at the time of their death in service. The amount of this benefit depends on your membership of the pension scheme. Non members and Auto Enrolment section members have 3 times basic salary. Standard section members have 5 times basic salary.</p> <p>With regards to the potential of the Company providing discounted life insurance, we will investigate this.</p>

21	Mary-Ann MacInnes	Does Cemex have an international exchange program? Giving to the employees the opportunity to work in a different country in a short period of time, without changing the employee's initial contract.	Health & Safety	HR	We don't operate an international exchange programme. Sometimes we have project opportunities where a person might go to another country for a few months and their UK contract is maintained. For anybody interested in working abroad in project work please discuss this with your manager during your 121's and we can consider any opportunities that might arise.
22	Mary-Ann MacInnes	Is the flu jab going to be offered to employees? If yes, how will this be co-ordinated?	Health & Safety	HR	<p>We are not generally offering on-site flu vaccination clinics. When we offered these previously, the take up declined over the years, meaning vaccines were wasted and this was not cost efficient.</p> <p>Flu jabs are readily available via pharmacies and supermarkets and the company will reimburse the cost for employees, up to £20. We will communicate this via UK News at the beginning of September.</p> <p>We have shared the details of the New Leaf Flu Vaccination Clinics with some of our larger sites e.g. Rugby Cement Plant, Dove Holes and Wick in case there is sufficient demand locally to warrant an on-site clinic.</p>
23	Mary-Ann MacInnes	Eye tests and glasses for DSE users. How can an employee request the eye test and obtain glasses if required? Can vision express now be used	Health & Safety	HR	<p>An employee who is a DSE user can visit any opticians for an eye test and claim back via the T&E process up to £25 towards the eye test. If the individual's prescription specifically states that the glasses are for VDU use then the company will reimburse up to £109 for the glasses. Receipts are required as part of the T&E process</p> <p>UVEX provide prescription Safety Glasses. If an employee needs prescription safety glasses then the best process is to contact National Safety Supplies who also provide all of our PPE. The manager will then be provided with a UVEX request form and a link to search for local opticians who are able to process the UVEX forms.</p> <p>Kathy Willcox, Administrator in the Health and Safety department, is able to provide you with the UVEX request forms.</p> <p>We can confirm that Vision Express no longer work with UVEX.</p>

24	Andrew Hoskins	Would the business consider inclusion in private health care schemes as part of employee benefits packages? Or would the business consider discounted rates for private health care providers, similar to the discounts we have access to for Shopping, Gym Memberships, Holidays etc through the Cemex Employee Benefits Platform ?	Materials	HR	As you are aware from the answer that we provided at last years Forum, we carried out an exercise with our brokers to get an up to date picture of the costs involved. To provide PMI to all employees, we were quoted either £1.7m per annum, or alternatively £650k if only new conditions are covered. We think it is likely these costs would increase as employees would inevitably claim against the policy, which would push up future premiums, so this is not something we can commit to. The negotiations for all Corporate Insurances within Cemex are managed by our Risk Department in conjunction with Mercer.
25	Andrew Hoskins	Why are RMX plant staff salaries lagging behind other parts of the business as well as working conditions? Most aggregate sites now work a 5 day week whilst the RMX staff are still working Saturdays. EG; Loading shovel operator earns £36k on a 5 day week, RMX staff earn circa £34.5k for a 5.5 day week with a huge amount of additional responsibility. On top of this their end of day working is dictated by the customer and very difficult to plan things. Shovel operators and quarry staff finish at a fixed time.	Materials	Materials	<p>In the Readymix business working hours are determined by the customer needs and production requirements. In areas where we can close on Saturdays we try to accommodate this as and when we can. Plant closure reports do show that there is a degree of flexibility on closing times throughout the week whereas Aggregates has more fixed opening hours. In Aggregates, employees work annualised hours so that they can accommodate the fluctuating needs of the business. The Aggregates and Readymix businesses are very different. Readymix is reactive and requires a plant manager on site in order to produce our products. In Aggregates we have stockpiles so we are able to open on weekends where we need to with less staff in some areas.</p> <p>We review our salaries on an annual basis. The salaries for these roles are inline with the salary band and these are based on skills, experience and hours worked.</p> <p>2 businesses are very different and cannot compare, quarry operates in specific times of the day. Customers come and collect. Produce during the week and then maintenance on Saturdays. RMX is very different if customers want materials we do it at night, weekends. Salary Survey to benchmark our salaries within our industry</p>
26	Thomas Crutchley	There is no incentive to work on Sunday mornings or out of normal business hours for weighbridge staff as this is currently covered by 'business needs'. Will this be reviewed?	Urbanisation Solutions	Urbanisation Solutions	We are committed to ensuring our additional payments remain competitive and we are currently reviewing these to ensure this is the case in the Asphalt business
27	Andrew Hoskins	In other RMX companies they have agreed to a 5 day week but if work is taken on a Saturday it is covered but paid as overtime which gives a boost to basic pay and potential to earn more. Cemex often picks up Saturday work at plants as other nearby companies won't cover it. As soon as Monday comes around that customer	Materials	Materials	We have circa 100 readymix plants across the UK, all in different markets and geographies. Because of this, General and Commercial Managers define the strategy to which they operate, including opening hours in line with local customer and business requirements.

		just returns to his preferred supplier. Would Cemex look to work a 5 day week in RMX?			
28	Andrew Hoskins	Will there be any Capex available for 2024/25 for replacing ageing plants/associated equipment?	Materials	Materials	<p>Every year Capex is made available. As we discussed in the Roadshows we receive investment levels that are very generous in comparison to our OCF.</p> <p>Bit tighter this year as there is less money coming in but we are getting some in Readymix and Aggregates. New quarry Shepperton, finishing Swinderby.</p>
29	Andrew Hoskins	Over the last few years we have slimmed down our RMX plants significantly... Is there a plan to rebuild our portfolio?	Materials	Materials	We have a very clear strategy of focusing on the key Metro Markets in the UK for RMX. We try to concentrate our efforts in this area.
30	Andrew Hoskins	Is there any news on a new share option scheme?	Materials	HR	<p>The Share Incentive Plan has been in place since 2013. We moved provider from YBS our original partner to Equiniti at the beginning of 2023 because YBS no longer wanted to work with these types of scheme but it is the same scheme. The brochure is on SPARK and employees can become members after 6 months service. Maximum contribution is £1,800 per year or 10% of taxable pay if it's lower. This is the link to the brochure:</p> <p>https://cemex.sharepoint.com/:b:/r/sites/HumanResourcesInformationCentre/Employees/Benefits/Share%20Incentive%20Plan%20(SIP)/Cemex%20Partnership%20Shares%20Brochure%202023.pdf?csf=1&web=1&e=LfxD5J</p>
31	Richard Jenkins	Could there be more communications between business areas?	Supply Chain	UK	We had an open discussion on communication. The current resources we have to improve this includes our newsletters, cemexpress, annual roadshows, comms forum and we are also looking at piloting spark for employees who don't have access to company e-mail. It was felt that communication could sometimes be better across functions and the management team explained that sometimes things can happen which are out of our control which can lead to frustrations. We need our colleagues to raise any issues with their line managers when they occur so that they can be reviewed.

32	All	Employees without Cemex email addresses are advised to use the App to see the their payslips- there are issues with the App not working efficiently and it being a very convoluted experience trying to get the payslip. ~Are there plans to review the App to enhance the user experience?	HR	HR	<p>The IT Team within EY who process our payslips have now applied a 'fix' which was tested and is now working.</p> <p>Accessing payslips from either a personal or work email address should be quick and simple once you have registered and have a username and password set up. If you are having problem accessing your digital payslip please contact payroll.uk@cemex.com</p>
33	Thomas Crutchley	Why is the maternity/ paternity such a poor-standard for a company that promotes women/ mental health and other such things. Our competitors such as Tarmac, Breedon's and A.I. are well further advanced as they offer various schemes to working families/expecting mothers.	Urbanisation Solutions	HR	A proposal to improve the Maternity and Paternity benefits has been put forward to the region but as of yet, it has not been approved. We intend to re-visit this again with the Regional HR team.
34	Thomas Crutchley	Could you bring up the topic of how much they give people who have opted out of the Company Car scheme, this hasn't been increased in several years. It was brought up on the last Forum nearly a year ago and nothing has been either looked at or communicated.	Urbanisation Solutions	HR	Cemex have been looking into supplier affinity schemes and salary sacrifice schemes specifically aimed at drivers who may have opted out of the Company Car Scheme (CCS). Following a thorough review we have decided to implement a salary sacrifice scheme using a third party supplier. We are confident that this will provide a more affordable option to support vehicle replacement. Although there are no plans to increase the cash allowances, significant savings will be realised through tax efficiencies and discounted car prices through the third party supplier. We are now working on plans to launch this initiative. Full details and costings will be provided as part of this. We are expecting this to become available early in 2025. There is no intention to open the CCS to those who are in receipt of a car allowance. Unfortunately it is not feasible given CAPEX budget restrictions considering budget increase requirement for new lease agreements
35	Thomas Crutchley	It was stated at last years forum that the move to Binley from Preston Brook would 'enhance the customer experience' Do the leadership team 12 x months on believe this has been the case?	Urbanisation Solutions	Customer Experience	As part of our transformation journey to deliver a superior and consistent customer experience across our business lines we decided last year to consolidate the activities performed in Preston Brook to Binley. This is an ongoing journey as our efforts to enable leading technology, system integration and standardisation of our Lead to Cash processes continues. Our NPS results indicate that we are continuing to move in the right direction. (UK results for 2022 37, 2023 60 and 2024 64).
36	Thomas Crutchley	How much has the cancelled HS2 scheduled work in parts of the UK affected Cemex?	Urbanisation Solutions	Materials	None of the contracts that CX secured were cancelled, they were delayed. The impact of the delays is that we don't make a return on the investments as quickly as we set out in the business cases.

37	Thomas Crutchley	Does the Asphalt Business have any plans to build any new plants in the next few years, projects were carried out last year to look at potential new sites and locations, however it has gone quiet since then?	Urbanisation Solutions	Urbanisation Solutions	We are constantly looking for new opportunities to grow the Asphalt business, both in the UK and abroad. Work is ongoing looking at potential locations in growth markets.
38	Darren Bland	Will the Petrol Allowance continue for Binley staff that moved from Rugby?	Customer Experience	HR	Yes, we have recently communicated to everyone who is eligible for this that the travel allowance will continue.
39	Darren Bland	Hybrid working. Car park is packed, more new people starting, already paying for extra parking. If all teams did hybrid working the parking issue and desk space would be somewhat resolved.	Customer Experience	HR	<p>Requests for hybrid working would be covered by our policy on flexible working requests (which is set out in our family rights policy).</p> <p>Requests would be considered individually and whether we are able to agree to a request will depend on what is being asked for and the effect it may have on the business, customers and colleagues.</p> <p>Last year we secured 30 additional parking spaces for Customer Service Employees very close to Binley and we have 123 spaces at Binley Office.</p> <p>Employees and visitors are also able to park on side roads near to the office for free or in Morrisons Carpark which can be reimbursed through company expenses. We have also introduced a pager system which is in place for those who are double parked which we think has made further improvements.</p>
40	Darren Bland	Is there any update on plans to review the maternity/paternity pay and leave? Will there be any change to 90% pay for 6 weeks, followed by SMP?	Customer Experience	HR	A proposal to improve the Maternity and Paternity benefits has been put forward to the region but as of yet, it has not been approved. We intend to re-visit this again with the Regional HR team.
41	Darren Bland	What is the stance on compassionate leave following an illness or bereavement of a close family member	Customer Experience	HR	<p>Our Bereavement Leave Policy states that we would pay 3 days leave if the employee is involved with the funeral arrangements and 1 day if not for close family members.</p> <p>We also have a Special Leave Policy for paid and unpaid absence which could be requested in situations such as the one mentioned in the question.</p> <p>We try to be as flexible as we can with our employees in these circumstances. Employees should have a discussion with their line manager about their personal circumstances in these situations so that we can support them as best as we can.</p>

42	Darren Bland	Can we have a plan for cement changes and recycled aggregates so we can be more proactive changing materials on contracts etc for Readymix	Customer Experience	Customer Experience	<p>The cement supply from Rugby and Tilbury has been exceptionally stable over the last 12 months.</p> <p>In terms of future cement supplies, it is worth noting that there is close collaboration between cement operations, commercial, and supply chain teams, as well as with our internal and external customers. Craig Williamson Director Cement Commercial, and his team have been doing extensive work in this area. We have an agreed clinker factor roadmap that will gradually shift the types of cement we produce over the coming years and this is driving major investments at Rugby Cement Plant. This is aligned to our 'Future In Action' programme. However, there are no sudden changes planned, and any adjustments will be communicated well in advance to ensure a smooth transition.</p> <p>With regards to recycled aggregates, there is a process in place for the identification of sources, several stages of testing and then reports are sent to the Technical Managers per market, along with the GM & Operational Manager with guidance as to whether the material is suitable and levels at which it can be consumed in mixes. The local Technical Manager then works with the local Management team to determine where the material will be used and establish mix designs for those designated plants and the GM should inform all relevant stakeholders to ensure all necessary preparation is complete so that they can start promoting these materials for sale...</p> <p>I would suggest that, maybe the person who asked the question could arrange a call with Michael Haines Landfill and Recycling Manager and Steve Sheller Head of Business Development to ensure that we have a full appreciation of their concerns and can then manage accordingly</p>
43	Mathew Fearn	What are the potential 'new and upcoming' materials that could be used in Asphalt in line with Cemex's net zero goal?	Materials	Urbanisation Solutions	<p>Currently our focus is on developing our circular offering, by incorporating more recycled aggregates into our product range, we have just started using a recycled aggregate at our Ellesmere Port plant and this has good potential to be rolled out at other locations. We also have work ongoing developing bio-binders which can help to significantly reduce the CO2e of our products.</p>
44	Mathew Fearn	Annual leave, is there a chance that we could look at buying additional annual leave and/or selling annual leave back?	Materials	HR	<p>This is all part of a wider review of our benefits which is ongoing. Unfortunately this has not yet been completed. We are currently working on the digital evolution of HR and we need to get through this process before we can take any final decisions on the feasibility of a flexible benefit platform.</p>

45	Mathew Fearn	Eye Tests, vision express no longer accept the Cemex voucher, how do we now go about having our free eye tests?	Materials	HR	<p>An employee who is a DSE user can visit any opticians for an eye test and claim back via the T&E process up to £25 towards the eye test. If the individual's prescription specifically states that the glasses are for VDU use then the company will reimburse upto £109 for the glasses. Receipts are required as part of the T&E process</p> <p>UVEX provide prescription Safety Glasses. If an employee needs prescription safety glasses then the best process is to contact National Safety Supplies who also provide all of our PPE. The manager will then be provided with a UVEX request form and a link to search for local opticians who are able to process the UVEX forms.</p> <p>Kathy Willcox, Administrator in the Health and Safety department, is able to provide you with the UVEX request forms.</p> <p>We can confirm that Vision Express no longer work with UVEX.</p>
46	Mathew Fearn	Recruitment, why does it take so long to get ECF's approved? If we have someone retire or leave the business we are losing some very experienced individuals and not having the opportunity to transfer these skills and train new starters.	Materials	HR	<p>We need to have a robust approval process to ensure recruitment activity is appropriate and fair. This is set by the Region and depends upon whether it is a replacement or new position and also the job level. The more levels of approval the request needs, the longer it may take for approval to be given, but we try to turn them around as quickly as possible. To minimise any delays please ensure the approval request form (ECF) is properly and accurately completed and submit it as early as possible.</p> <p>We expect there to be a change to our approval processes in the first quarter of 2025 as part of our HR Evolution and implementation of SAP Success Factors.</p> <p>In the meantime, it would be very helpful if the person raising this issue could provide us with specific information, so we can see if we can make any improvements the process.</p>
47		When will aggregates and asphalt go ticketless - using Cemex Go- what is the timeline/ plan for implementation?	Customer Experience	Customer Experience	<p>In August we started a pilot with 2 North West customers on a full end-to-end paperless solution, subject to the success of this trial we will look to roll this out across all our 'Local' plants for collections. The solution for deliveries is the same system but will need some tweaks once we have successfully gone live for collections. Plans are also in place for a tracking solution. For Aggregates we started a pilot with 5 customers during August. The intention is to have a kick off meeting and rollout in the Midlands during September followed by a gradual implementation across the other markets. For Asphalt we are starting paperless with the Collect business. 3 customers have been onboarded and the pilot will commence during September. We will then review the process for further implementation across the Asphalt business.</p>

48	Mary-Ann MacInnes	Can the 4-year cap on the company car policy (for individuals who have opted out of the company car scheme) be removed so employees can keep their own vehicles for as long as it is fully maintained and roadworthy with a proper business insurance? This will enable employees save money for other family needs.	Health & Safety	HR	The policy states the car will be less than 5 years old, with less than 150,000 recorded miles and a CO2 rating of less than 150g/km. This is not under review for change.
49	Andrew Hoskins	What direction is Ready Mix heading in? as, unofficially we believe that the direction might be to centralise. If this is the case, then why? As that decision will result in huge additional costs to the business, massive loss of experienced employees replaced by inexperience and the potential to impact our customer base which is already thin in this current market/climate. All offices are on Cemex sites generating zero additional costs, with experienced employees capable of adding and moving Cemex forward on the digital journey we're on.	Materials	Materials	<p>I assume this question refers to Readymix Transport Planning rather than the whole business. Last year we piloted the centralisation of North West Transport Planning. You may be aware that this week we have announced a proposal to further centralise Readymix Transport Planning in the Home Counties and South Coast by moving the work to our head office at Binley.</p> <p>The 3 main drivers of the transformation to provide a superior customer experience are:</p> <ol style="list-style-type: none"> 1) Consistency – Offering consistent service levels across channels, segments, business lines and geographies to provide a stronger omnichannel experience. 2) Efficiency – Providing a service as efficiently as possible. Optimising the resources needed to support, register, and monitor customer interactions. Performing consistent continuous improvement thanks to better visibility of customer experience, operational and cost to serve KPIs. 3) Speed – Supporting our digital transformation. Making it easier to implement or improve technology supporting our processes, and automation of repetitive manual tasks; easier to build knowledge and provide training. <p>If proposals are confirmed, long term, we expect to realise significant efficiencies by doing this and to improve our customer experience across our different business lines. During the consultation process with affected employees, we would look to mitigate as many redundancies as possible by redeploying people into any suitable vacancies we may have within Cemex. The proposal to move the work to Binley is not a reflection of our current employees but is to refocus resources on a specific location so we can go deeper and faster in transforming our service delivery model and be more effective in implementing our digitalisation evolution.</p>

50	Andrew Hoskins	Long Service – would the company ever consider additional holidays for long service (+1 day for 10 years for example).	Materials	HR	We already offer an extra 2 days holiday after 2 complete holiday years of service and the maximum is 25 days a year. Statutory holiday entitlement is 20 days plus the bank holidays a total of 28 days per annum. Our employees, dependent on service, are entitled to 23/25 days holiday plus the bank holidays which is a total of 31/33 days. Currently we have no plans to increase the holiday entitlement.
51	Andrew Hoskins	Long Service – the monetary reward for long service haven't changed or moved forward with time. £1000.00 for 25 years was worth a lot more 10-15 years ago that it is now, has the company considered moving this number forward.	Materials	HR	<p>We are recognising more long service anniversaries, through an end of year Regional Career Awards event, which is hosted by our Regional President, Sergio Menendez and HR VP, Derek O'Donnell (for 15 years' service and every 5 years thereafter), but there are no plans to increase the frequency or amount of the awards we currently make.</p> <p>The Region is also working on a Career Anniversary initiative which will lead to employees receiving an email congratulating and thanking them for their service on the anniversary of their start date. For employees who do not have a Cemex email address this message will go to their manager who will pass it onto the employee.</p>
52	Mathew Fearn	One question that has been raised a few times recently is 'why don't Cemex give extra annual holidays, depending on length of service'? After a couple of years, a new starter can be on the same package as someone who has been here for 20 – 40 years. Why can't Cemex give an extra day's holiday for every 5 years?	Materials	HR	<p>We already offer an extra 2 days holiday after 2 complete holiday years of service and the maximum is 25 days a year.</p> <p>Statutory holiday entitlement is 20 days plus the bank holidays a total of 28 days per annum. Our employees, dependent on service, are entitled to 23/25 days holiday plus the bank holidays which is a total of 31/33 days.</p> <p>Currently we have no plans to increase the holiday entitlement.</p>
53	Mathew Fearn	The rates at Dove have been the same since 2002 for example a qualified first aider got £16 back then and over 20 odd years later the rate is still the same. We have been told the rates in different areas and divisions are all different. We have also been told that Cemex is going to 'standardise' these amounts through out Cemex? Would you ask what is happening and when please?	Materials	HR	<p>Qualified first aiders receive a nominal payment which does vary to some extent across business areas and sites for historical reasons. First aiders generally agree to do this as part of our culture of looking after each other rather than for payment. However we will commit to review payments at Doveholes in the near future.</p>

54	Mathew Fearn	Why when an employee is dismissed do they receive a months pay yet if an employee who has been loyal and leaves on good terms do they not, they work the notice period. Doesn't seem very fair!	Materials	HR	<p>If an employee is dismissed for Gross Misconduct then no notice is paid.</p> <p>If an employee is dismissed for any other reason then contractual notice is paid.</p> <p>For employees who resign, they are required to work their contractual notice as set out in their employment terms and conditions.</p> <p>The way we manage these various situations is inline with current employment law.</p>
55	Mark Hampton	In SAP orders are closed down if the delivery date has been exceeded by 6 months for services and 3 months for parts.This is done automatically. Would it be possible to have a automatic report sent out, for orders that are due to be closed the following month .We appreciate staff should monitor their orders , but for some items, delivery dates can be longer than originally entered.This would save having to create new orders to replace the one that was automatically cancelled, which does happen.	Materials	Materials	<p>We have asked various SAP subject matter experts about this question and have quite a detailed reponse which we will share in the Q&A's for interested individuals to go through and digest. If you have any further questions relating to this answer please contact your relevant procurement negotiator.Procurement have said there are options:1 – Instead of raising a new PO you can add a line to the existing PO, which then won't have the delivery complete box ticked, and delete the original blocked line, this way you can keep the same PO.2 – In some case Alan Venning can remove the delivery complete tick which then makes the line active again, although this cannot be done as the “norm” only as an exception.3 – Extend the delivery dates at the point of raising the purchase order, especially on items that could take time to require Goods receipting, this is difficult to gauge as usually, as in my team, we do not know the timescale as the Operations Managers organize the works and parts.4 – There is a way in SAP to check open orders, so could potentially be monitored that way by the PO creator, again, depending on the amount of Pos created and the information given, this could prove a little difficult.We do get a report to tell us that PO's have been marked as complete but this is after the fact</p>
56	Mathew Fearn	Working hours are still Long Especially here 55HRS a week then Some places what are 37HRS (Staff) it Could help with staff retention!	Materials	HR	<p>In the Aggregates business employees work annualised hours (2200) which average 48 hours over a 52-week reference period. Hours can fluctuate weekly/monthly to accommodate business needs and these fluctuations may be different depending on the site.</p>
57	Mathew Fearn	Paternity Pay I think is poor I know its by the Government but I had to go to NCT Classes and lots of Business the less someone was off for was 8 Weeks Full Pay, Paternity from Cemex is about £180 a week, Paternity Pay Should be your Wage, People Don't have Children every Day some people Find it hard to	Materials	HR	<p>A proposal to improve the Maternity and Paternity benefits has been put forward to the region but as of yet, it has not been approved. We intend to re-visit this again with the Regional HR team.</p>

		even have one they are special moments, Not worrying about getting hardly any money that week I don't think is fair, Or should be at least a 75% Pay at least, Sick is full Pay			
58	Mathew Fearn	Christmas Eves Should be given off in the near Future Some I know that all sites cant But majority Can, Can this be arranged?	Materials	HR	Employees are able to request to take annual leave on Christmas Eve if they would like to through the normal approval route via their Line Manager. If a site is closed on Christmas Eve, then this day would come out of the employees holiday entitlement as stipulated in the Holiday Policy.
59	Keren Castle	The employee discounts platform (Pluxee) is terrible. Really slow and unstable app, sometimes you can't even log on as it says the site is currently unavailable, and I've even had an instance where I had a transaction duplicated in error by the app, was charged twice, and was told I could not get a refund! Is Cemex looking at alternative discount schemes, or could we improve the current one?	Materials	HR	We have recently held a review with our benefits provider Pluxee who have informed us that the APP and lifestyle Benefits website is continually under development and improvements have been made in recent months. For any individual issues, please contact Liz Burns who will look in to getting a resolution for you.
60	Keren Castle	With so many people now switching to a vegan diet, and recent statistics showing 1 in 10 of us are lactose intolerant, would the business consider dairy free alternatives at all sites so that those who are unable/unwilling to drink milk can still enjoy hot beverages at work?	Materials	HR	We cannot accommodate individual dietary requirements due to potential wastage. However if you feel there is a demand at a particular site please discuss with the relevant manager.
61	Keren Castle	Flexible Working(family rights policy) It seems a given when you have children, however, there doesn't seem to be anything for employees approaching their twilight years or have elderly relatives to look after.	Materials	HR	Anybody can make a flexible working request under our flexible working policy. Our policy on flexible working requests is in line with UK Legislation. Details are included in the Family Rights Policy. In summary, all employees now have the right to request flexible working. Whether we are able to agree to a request will depend on what is being asked for and the effect it may have on the business, customers and colleagues.

62	Keren Castle	Flu jabs – can we pay at our local chemist and claim the money back as a cash expense.	Materials	HR	<p>We are not generally offering on-site flu vaccination clinics. When we offered these previously, the take up declined over the years, meaning vaccines were wasted and this was not cost efficient.</p> <p>Flu jabs are readily available via pharmacies and supermarkets and the company will reimburse the cost for employees, up to £20. We will communicate this via UK News at the beginning of September.</p> <p>We have shared the details of the New Leaf Flu Vaccination Clinics with some of our larger sites e.g. Rugby Cement Plant, Dove Holes and Wick in case there is sufficient demand locally to warrant an on-site clinic.</p>
63	Keren Castle	Flexible holiday platform – this was discussed last year with the hope of having a platform in place by Spring 2024.	Materials	HR	<p>This is all part of a wider review of our benefits which is ongoing. Unfortunately this has not yet been completed. We are currently working on the digital evolution of HR and we need to get through this process before we can take any final decisions on the feasibility of a flexible benefit platform.</p>
64	Stephen Porter	We have asked previously regarding private health care- can this be revisited and include options for reduced rate private health care	Cement Operations	HR	<p>As you are aware from the answer that we provided at last years Forum, we carried out an exercise with our brokers to get an up to date picture of the costs involved. To provide PMI to all employees, we were quoted either £1.7m per annum, or alternatively £650k if only new conditions are covered. We think it is likely these costs would increase as employees would inevitably claim against the policy, which would push up future premiums, so this is not something we can commit to.</p> <p>The negotiations for all Corporate Insurances within Cemex are managed by our Risk Department in conjunction with Mercer.</p>
65	Stephen Porter	We have previously had a good apprenticeship scheme are there any plans to restart the apprenticeship scheme in Cement Operations	Cement Operations	HR	<p>We have budgeted for 3 Apprentice position in Cement Operations in 2025</p>
66	Stephen Porter	Are there any seminars on the pensions scheme? If not can these be arranged	Cement Operations	HR	<p>You can access information about the Standard Life Master Trust Pension Scheme via the Standard Life Website or the App. We have not arranged pension seminars for a number of years now as we now feel there are so many options dependant on personal information that individual advise needs to be taken. Also, there is some general information on the Care First Website which is part of the Cemex Lifestyles benefits platform. We will add the links to the final answers.</p>