

EMOTIONAL WELLBEING GUIDANCE FOR MANAGERS

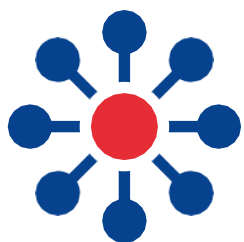
During Organisational Change



These tips are for managers who have already spoken with an employee who may be at risk of redundancy, or who could be affected by the reorganisation. Such conversations can be emotionally challenging not only for the person receiving the news, but also for the manager delivering it.

Fit4Life

This guidance is designed to help you look after your own emotional wellbeing while continuing to support the affected employee and the rest of your team.



Give space to the Employee Allow the person to process the information without pressure to continue the conversation immediately.



Look after your wellbeing

Use available support services, maintain work-life balance, and engage in activities that help you recharge physically and mentally.



Support the Employee with compassion and resources

Treat the employee with empathy and respect in all follow-up interactions. Ensure they know where to find contact details for the Cemex Employee Assistance Programme.



Monitor your stress levels

Watch for signs of burnout or emotional fatigue and take steps to address them early.



Support remaining team members

Plan a short team meeting to deliver a consistent message, address concerns, and maintain morale.



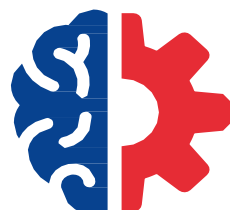
Recognise the emotional impact on yourself

Acknowledge that delivering such news can affect you emotionally. Give yourself permission to process these feelings and, if possible, schedule some recovery time to protect your own wellbeing.



Stay connected

Keep open communication channels with HR and leadership for ongoing guidance and emotional support for both you and your team.



Reflect and learn

Consider what went well and what could be improved for future conversations, both in terms of process and emotional approach.



Debrief and share

Discuss your experience with HR or a trusted colleague to help process your emotions.

Use this opportunity to gather additional tools and resources that can support both you and your team in the days ahead.



Set clear boundaries

Be supportive while maintaining your professional role to protect your own mental wellbeing.