



Your bi-weekly update from around Cemex UK
25th September 2025



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Health & Safety

Latest Safety Alerts

The latest two Safety Alerts relate to incidents which occurred in Cemex Spain, but the learning points can be applied throughout our own operations.



Please review these Safety Alerts with your teams. You can read them at the end of the document and on the UK News download page: www.cemexuknews.co.uk/downloads

The eye protection alert can serve as a useful prompt to verify that colleagues are fully aware of the applicable PPE requirements for their tasks, that the necessary equipment is readily available and in good condition, and that Supervisors and Managers are actively monitoring and enforcing compliance.

The other alert reinforces the importance of maintaining clean vehicle steps that are free from loose items. Debris, tools, or unsecured materials can pose serious hazards, especially during entry and exit, and should be properly stored away. Regular inspections and housekeeping in vehicles and operational sites can help ensure that steps remain clear, reducing the risk of injury and supporting a safe working environment.

Health and Safety information and resources can be found at the following location:
<https://cemex.sharepoint.com/sites/UKHealthandSafety/SitePages/Safety-Alerts.aspx?web=1>

Reminder - MPA Launches 2026 Health & Safety Awards



A message from Lex Russell, Chair of the UK Health & Safety Committee:

The MPA have launched their 2026 Health and Safety Awards and are now calling for entries. This year the MPA have announced the launch of a new award for the Outstanding Contractor working within the mineral products industry.

The key philosophy behind the MPA Health & Safety Awards is that we are all 'Safer by Sharing'. By actively participating you will be helping to prevent injuries and fatalities within the mineral products industry. Please watch the short video below by clicking on the link. It highlights the benefits for our employees, our organisation, our stakeholders and others working within the mineral products industry, by submitting entries to the MPA Health & Safety Awards.

Please watch this [video HERE](#) to find out more.

Over the years, the Awards have played a pivotal role in preventing serious injuries and fatalities within the mineral products industry and enable the industry to learn about and share the innovations and good practice that improve health, safety, and wellbeing in the workplace. Many of the entries highlighted in the Awards from previous years have now been widely adopted across the mineral products industry and shared via the [Sharing Good Practice guides](#).

For the attention of All General Managers and Operational Managers

It would be great if you can all please encourage entries from your teams*, in any of the topics listed below, and for Individual and Young Leader Recognition (Under 30). The Awards are a great opportunity to share good practices across Cemex UK and the wider industry, to recognise the efforts of our teams and, most importantly, to help keep everyone safe.

*Please note, submissions must be made by Managers.

Award Topics:

- The seven Health & Safety Topic Awards
 - Safer production
 - Safer maintenance and housekeeping
 - Safer management of pedestrians and transport on-site
 - Safer transport and logistics
 - Safer operations at a contracting/laying asphalt, construction, or customer site
 - Safer through improvements in health and wellbeing
 - Safer together
- 'The Fatal 6' Award
- The Eurobitume Trophy
- The Outstanding Contractor Award (New for 2026)
- The Individual Recognition Awards
- The Young Leader Award (Under 30)
- The John Crabbe Trophy
- The Sir Frank Davies Award

The closing date for submissions is 17th October 2025 and should be emailed to entries@mpahsawards.org. A briefing note and the entry forms are available via the following link:
https://www.safequarry.com/home/best-practice-awards/ent.aspx?dm_t=0,0,0,0,0

The Health & Safety team are available to provide guidance on possible Award entries and submissions as necessary.

We have a proud history of supporting the Awards with significant numbers of entries and Awards received in the past. There is no limit to the number of entries, so you are all encouraged to showcase the great initiatives that we are continually developing and implementing. Be proud, blow your own trumpet and share your initiatives with the industry.

We look forward to continuing our long history of success in these prestigious Awards.

Cement Plant Opens for Heritage Open Days



Cemex's Rugby Cement Plant once again opened its doors to the public as part of our two-day Heritage Open Days event.

We were delighted to welcome around 100 visitors for a unique glimpse into our Cement plant's history and operations with tours of the site, audio-visual presentations, and a trip to the top of the 120 metre high preheater tower to enjoy views across beautiful Warwickshire.

The open days are a great opportunity to showcase our role in building local infrastructure, highlighting our commitment to sustainability,

innovation and local employment, while sharing our fascinating industrial heritage.

Head Office Charity Support Off to a Great Start



At our Coventry Head Office we've recently launched a new quarterly charity support initiative, launched last week supporting the local the University Hospitals Coventry & Warwickshire Charity. The campaign, Check Your Ducks, was founded by Tracie Mills, a close friend of HR's Michelle Walsgrove, after Tracie's cancer diagnosis. To date, fundraising has raised over £130,000 for the University Hospitals Coventry & Warwickshire Charity supporting vital palliative care for patients wishing to remain at home.

The campaign also carries an important reminder: to "get your ducks in a row" by checking your body regularly for unusual changes. At the Head Office we shared support for people to find out how to check themselves, along with the very important message that early detection saves lives.

The launch on 17th September was a great success – raising £548 through the sale of ducks and a raffle to win two fantastic hampers of goodies! Congratulations to raffle winners Darren Hockley and Bayley Murphy.

🍰 Next month colleagues will continue supporting this charity with a Wear It Pink Bake Sale on 24th October.

A big thank you to Michelle and Hollie for organising, and to all our Head Office colleagues for your generosity and support – together we're making a real difference.

Summer Community Volunteering



Volunteering is part of Cemex's commitment to improving the quality of life and wellbeing of its communities. All Cemex employees are encouraged to actively engage in activities that contribute to improving the quality of life and wellbeing of people in the places and communities where we live and work.

All employees are encouraged to spend a day a year, taking part in a volunteering activity and here in the UK we refer to this as our Lend a Hand day. Connecting and giving back to local communities, delivering social value, team building, discovering new skills and adding variety and fun to a working day at Cemex are among some of benefits we see in employee volunteering.

During the summer period, many of our Cemex UK teams got ready their power tools, sun protection and PPE and were out and about volunteering in their local communities. Here is a round up of some of their activities:

Peak Dale War Memorial

Earlier this month, a team from Dove Holes quarry nightshift spent the day supporting their local community by carrying out improvements at the nearby village Peak Dale's beautiful War Memorial. The project began on a glorious summer morning with the careful felling of a few overhanging trees, helping to bring more natural light into the memorial gardens. The team then strimmed the grass verges and cleared the paths using brushes and leaf blowers, giving the area a refreshed and cared-for look.

In total, five flatbed van loads of branches and shrubbery were removed, with kind support from Balfe Building Construction Ltd, and all materials were recycled within the quarry grounds. This was a real team effort, and they were proud to give something back to their local community. A huge thank you goes to Cemex team members Rick Hughes, Sam Crosby, Mike Simmons, Kyle Murray, Jane Harrison and Steven Mellor. A special thanks also to Jack Gould and Ed from Balfe Building Construction Ltd for their invaluable help and support.

St Johns Ambulance Community Hall



Also supporting their local community, Dove Holes Assistant Quarry Manager, Jamie Shaw, and his team spent time volunteering at their local St John's Ambulance Community Hall, carrying out activities to improve access for the elderly and disabled. From installing a new hand rail to installing a container for safe storage of power tools and garden equipment, the team also did some general tidying of over grown shrubs and bushes.

Tools, equipment and manpower were supplied by Cemex, and a massive well done goes to the Cemex team Gareth Ratcliffe, Brent Coupe, Kevin Stableford, Jamie Shaw and Darren Ward. Jamie also shared his thanks for Phil Heathcote, a farmer who allowed the team to use a bit of his land and supplied the storage container. Thanks also went to Town and Country

Aggregates for supplying the stone base and thank you to Balfe Building Contractors for supplying the mini excavator to make the job so much easier.

Barby Woodland Trust



On a particularly warm day, the Materials Management team spent time volunteering at Barby Woodland Trust near Rugby. This is a long-term project where Cemex UK is supporting the local community in restoring 27 acres of native woodland.

The team worked hard together building outdoor furniture and a seating area for future visitors, while staying well hydrated in the sunshine.

Well done to everyone involved in these fantastic team activities, supporting our local community.

If your team is planning to organise a Lend a Hand day in your local community, please remember to share your photos with us. Send them

along to gb-communicationsandpublicaffairs@cemex.com, along with who took part and some details of your activities.

Two Million Tonnes Milestone

On 18th September the two millionth tonne of Aggregate was loaded and left Dove Holes by rail destined for Salford depot. Despite the challenging market across the UK this milestone has been achieved three weeks earlier than last year.

Well done and thanks to all involved. This has only been achieved with everybody from Dove Holes Operations, Rail Load, Supply Chain, Depot Management and Commercial colleagues all coming together to generate the stone and the sales for this important route to market.



Every train moved takes up to 75 trucks off the UK Roads, therefore, this achievement supports our Future In Action strategy. Using rail freight to transport approximately 1,800 tonnes per train movement, helps us to reduce our CO₂ emissions.


Suicide Awareness: Signposting to Support

This month we have been sharing resources to support colleagues who may be struggling with suicidal thoughts, and for those who may have a friend or family member who is struggling.

Normalising conversations about suicide is important to breaking down barriers and saving lives. Our guidance shares important signposts to 24/7 support by phone/text and online. It also gives guidance on how to support a colleague, friend or family member who you think may be struggling.

Supporting suicide awareness and prevention, the Premier League and its clubs are working in partnership with Samaritans through their ongoing campaign 'Together Against Suicide'. By supporting fans affected by suicide or suicidal thoughts they are committed to helping fans by sharing resources such as this powerful video. Please take two minutes to watch it:



 Click [HERE](#) to watch VIDEO.

Please use or share the resources we have shared [HERE](#). Please also print and share on your workplace notice boards, screens and wellbeing boards.

Here are signposts to further support available both by phone or online. If you are struggling with suicidal thoughts, or you know someone who is, please use/share these links.

📄 **QR Codes Poster** – Click [HERE](#) you can find our poster sharing QR codes to many online support resources. Please share this poster on your site notice boards and wellbeing boards.

📄 **Poster** with QR code to ALL support documents shared on UK News.

Sources of phone, text and online support – available 24/7

For **urgent support** please contact your GP and ask for an emergency appointment. Alternatively call the NHS 111 and ask for urgent support.

- **Samaritans:** Call **116 123** – <https://www.samaritans.org/how-we-can-help/contact-samaritan/>
- **NHS Mental Health Crisis Services:** Available locally via NHS Call 111
- **SHOUT** – <https://giveusashout.org/> text SHOUT to 85252 (available 24/7).



A free, confidential, 24/7 text messaging service for anyone who is struggling to cope.

- **Suicide Prevention UK** – Helpline Call 0800 5870800 – <https://spuk.org.uk/> – offering a safe haven for anyone who needs someone to talk to.
- **CALM** (Campaign Against Living Miserably) – [call 0800 58 58 58](https://www.thecalmzone.net/what-we-do) (daily, 5pm to midnight) <https://www.thecalmzone.net/what-we-do>. Nationwide helpline and chat service. Life-saving services, information and advice to help anyone struggling with life.
- **HOPELINE247 Text: 88247. Call: 0800 068 4141.** Free and confidential support for under 35s, information via phone, text message (SMS), email <https://papyrus-uk.org/>

Further support information:

- How to support yourself if you're struggling with suicidal thoughts (Samaritans): <https://www.samaritans.org/how-we-can-help/if-youre-having-difficult-time/how-to-interrupt-your-suicidal-thoughts-guide/>
- What to do if you are at risk of suicide (Mental Health UK): <https://mentalhealth-uk.org/suicide/>
- Guide: Suicidal thoughts – how to cope Click [HERE](#) to open

You can find all our resources at the end of this document and on the UK News download page [HERE](#) – please print and share on your workplace screens, notice boards, and wellbeing boards.

Emotional Wellbeing Support During Periods of Change



Experiencing a change in your role your team or your organisation can bring a mix of emotions, including uncertainty, sadness, frustration, or even regret. These reactions are natural and valid.

We are sharing some guidance designed to help you look after your mental and emotional wellbeing during this period of organisational change.

You can find these support documents at the end of this document and on the UK News download page [HERE](#).

📄 Please print and share on your workplace noticeboards and wellbeing boards.

For Managers

We're also for sharing some support for Managers with team members 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.

The 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. Managers can find the support document [HERE](#).

Employee Assistance Programme

Don't forget – our Cemex offers all employees a free, confidential employee assistance programme called Lifestyle Support. It 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 and Cemex does not receive any employee specific information from them.

Contact the Employee Assistance Line (Lifestyle Support) for confidential advice and support – call 0808 168 2143 or visit www.lifestyle-support.co.uk (Username: cemex Password: cemex).

Cemex UK Website Gets a Fresh New Look!



We're delighted to share that after many months of planning and hard work, the Cemex UK website has a new look and feel which now reflects the new Global Cemex website.

With this new fresh, clean update the new website launch, customers and prospective new recruits will enjoy:

- Easier navigation to find the information
- Easier for customers to do business with us
- Easier search to find our Cemex sites and locations

The website refresh is an ongoing project as it will constantly evolve to meet the needs of our business.

[Why not head over and take a look for yourself: https://www.cemex.co.uk/](https://www.cemex.co.uk/)

We'd love to hear your feedback, so please send this to gb-communicationsandpublicaffairs@cemex.com
Thank you.

Time for your Winter Flu Vaccinations

With temperatures noticeably dropping as we head towards October why not be prepared and go and get your flu jab.

Flu is an unpredictable virus that can cause mild or unpleasant illness in most people. It can cause severe illness and even death among vulnerable groups including older people, pregnant women and people with an underlying health condition.

Over time, protection from the injected flu vaccine gradually decreases and flu strains often change. So new flu vaccines are produced each year which is why people advised to have the flu jab need it every year too.



So, now is the time of year when people are advised to have a vaccination jab to help protect from or reduce the symptoms of flu. Some people in the higher risk categories get the immunisation free via the NHS. For others the jab is widely available through local pharmacies or local GPs.

As usual, Cemex will reimburse the cost of the vaccination for those that are not entitled to a free job. Just provide your Line Manager with an itemised receipt and they will arrange for you to be reimbursed the cost of up to a maximum of £20.

Note for Managers: Requests for reimbursement should be sent to the HR Admin team using the form available via this link [Flu Jab Form.doc](#).

Long Service Celebrations for Martin and David



Recently, colleagues at our Coventry Head Office Customer Experience Cement team helped Transport Planner, Martin Gunter, celebrate his 10 years of dedicated service within the company (top photo).

Congratulations Martin, we appreciate all your contributions and hard work over the years.

Also recognising his Long Service Award, David Sowden last week celebrated his 25 year Long Service Award with his Shipping team and colleagues from Yorkshire Readymix.

Dave started his career in the company as Plant Manager at Barnsley, while for the last decade he has supported the build and running of the Readymix Shipping office for the Yorkshire Market.



Commenting on this fantastic achievement John Parker, General & Commercial Manager NE and Yorkshire, said: "It has been a pleasure working with Dave for the last 25 years. He is the glue that holds the Shipping office together and in my opinion makes it the best in the UK. Hopefully, Dave will stay with us for many more years to come. Congratulations from the Yorkshire team."

Free Financial Consultation and a £10 Amazon Voucher



Over on the Cemex Lifestyle Portal you can find details of an offer from Unbiased, the UK's leading online directory of financial advisers.

They can connect you with a local financial adviser for free, and they'll cut through the confusing jargon to help you make confident money decisions based on your unique circumstances. Whether you're looking to invest, want your money to work harder, or are planning for retirement. Get matched with one out of 27,000 financial experts so you can build a brighter financial future.

You'll also receive a £10 Amazon voucher when you complete your first meeting with a financial adviser. First consultation is free.

Find out more HERE: <https://cmx.employeebenefitsplatform.com/view-product/offer/unbiased-ltd-MT25>

Our Employee Assistance Programme

Did you know that Cemex offers all employees a free, confidential employee assistance programme called Lifestyle Support?

You can find a guide all about How Care first can support you in the UK News website: [here](#)

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 only for access, available 24/7 and can provide help and support with a wide range of issues at no extra cost to you. Further details, appointment, for assessment, diagnosis and more.

It is not to be regarded as a part of Cemex - we do not make any employee specific information from them.

Call 0808 168 2143
Visit www.lifestyle-support.co.uk
Username: cemex
Password: cemex

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 and Cemex does not receive any employee specific information from them.

Contact the Employee Assistance Line (Lifestyle Support) for confidential advice and support – call 0808 168 2143 or visit www.lifestyle-support.co.uk (Username: cemex Password: cemex).

Internal Vacancies

IVC Ref	Position	Company	Location	Closing date
120-09-2025	Plant Manager x 2	Materials - Readymix	Derby/ Loughborough	26/09/2025
121-09-2025	Operative	Materials - Aggregates	Berkswell Quarry	29/09/2025
122-09-2025	Operative (Multi Skilled)	Materials - Aggregates	Raynes Quarry	30/09/2025
123-09-2025	Operative	Materials - DSM	Swindon	02/10/2025
124-09-2025	Aggregate Operations Manager (Northern)	Materials - Aggregates	Dove Holes/ Halkyn/Raynes/ Railheads	03/10/2025
125-09-2025	Multiskilled Operative	Materials - Asphalt	Ellesmere Port	06/10/2025

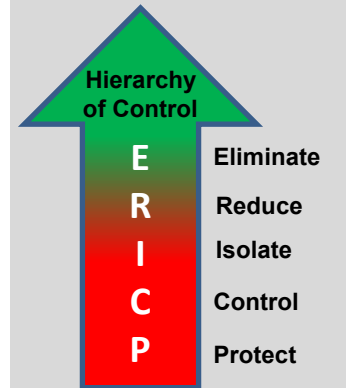
We would love to hear from you for the next edition

To send us a story: either click on 'submit a story' on the UK News website or email gb-communicationsandpublicaffairs@cemex.com

If you can, please include a photo too, Thank you.

SAFETY ALERT

Eye injury due to cement exposure



DETAILS OF THE INCIDENT

A tanker truck driver was unloading cement into a client's silos when, as the silo became full, he noticed material spilling from its top. He finished the unloading and proceeded to empty the hose, moving away to avoid exposure to the dust. As he was doing this, the excess material from the silo fell down the pipe onto the ground and was projected upwards into the worker's face and into his eyes. He was attended by medical services and treated for an injury caused on his eyelids.

HOW COULD THIS HAVE BEEN AVOIDED

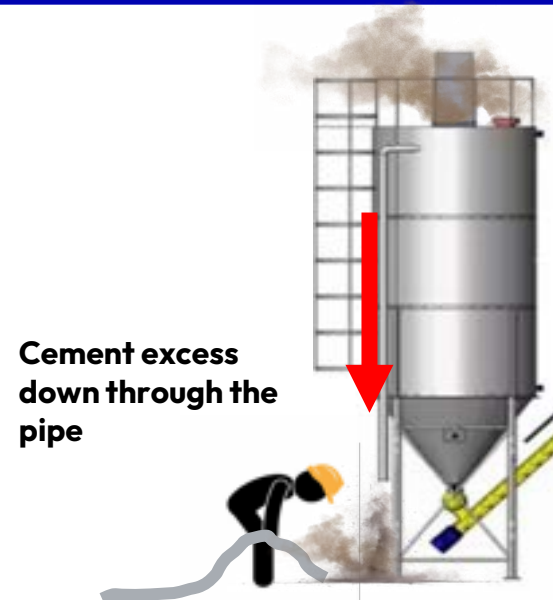
- Raise awareness among drivers about the importance of wearing sealed safety goggles with rubber straps instead of regular safety glasses
- Educate customers on the necessity of having reliable safety systems and filling valves installed on their silos.
- Stop the unloading process immediately if you suspect the silo is full, to prevent hazardous situations.

KEY REVIEW POINTS

- Ensure drivers wear sealed safety goggles and have access to an eye-wash kit.
- Verify that silos are equipped with reliable safety systems and are never filled to maximum capacity.
- Provide regular training for employees and contractors on proper use of personal protective equipment (PPE), adherence to safety procedures, and appropriate response to cement-related eye exposure.

KEY RCA FINDINGS

✓	The driver is experienced and has been working for Cemex for 2 years.
✗	The driver did not use safety goggles despite having them available and knowing they had to be used for this activity.
✗	The unloading was carried out into the silo, which did not have a filling valve. This caused an excess of material to be expelled through the duct.
✗	The driver was aware of the risks and had been informed of a previous incident involving the same situation but decided not to use his goggles anyway.



Personal Protective Equipment

Always wear the correct PPE.

Safe Systems

Follow safe systems of work, site rules, signage and traffic signals.

Driving

Drive safely, ensure you are authorised and that vehicles/mobile plant are well maintained.



STOP THINK ACT

SAFETY ALERT

LTI – Fall while getting in the truck



INCIDENT DETAILS

A contractor driver fell while attempting to get in truck’s cabin. As he stepped onto the third step, he lost his footing because his personal shoes were placed on the step, preventing him from properly positioning his foot. He fell, impacting his hip and ribs. He was taken to a medical center for evaluation. Although no injuries were detected through examination, he was granted medical leave due to the pain he reported.

KEY RCA FINDINGS

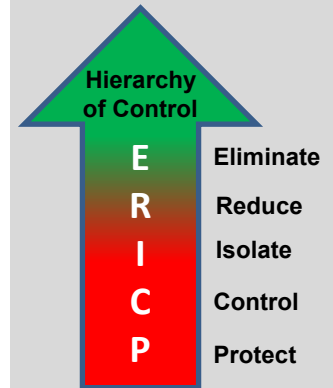
✓	The driver was validated in the contractor validation system.
✓	The driver had 9 years of experience as a driver and 1.5 years working for Cemex.
✗	The driver stored his personal shoes on the third step of the truck.
✗	The truck is equipped with a dedicated storage compartment next to the door for personal belongings, but the driver chose not to use it. Instead, he opted for a shortcut by keeping his personal shoes on the step, as it was quicker for him to access them.

WHAT CAN WE DO TO IMPROVE?

- Reinforce the 3 points of contact rule, especially when getting in and out of the cabin. Always maintain three points of contact either two hands and one foot or two feet and one hand to ensure secure movement
- When entering or exiting a truck follow key safety rules. Always check your surroundings for potential hazards, keep your hands free to maintain balance, and use designated grab handles and footholds. Wearing proper footwear and work gloves enhances grip and stability.

REVIEW OF KEY POINTS

- Before getting into the cab, check the condition of the safety boots and steps, which do not have mud or other elements that could cause slipping. If so, clean it before climbing.
- Use a proper storage for elements inside the cab. Never use steps to storage tools, shoes, cans, etc.
- Check that the trucks have signs for the use of the 3 support points next to the door.



Get a grip

Hold handrails on stairways and use three points of contact when getting into/out of vehicles.

Look after yourself and each other

Don't let anyone act unsafely, always stop unsafe practices.

Housekeeping

Keep designated access routes and work areas tidy and free from trip/slip hazards.





SUICIDE PREVENTION

Support Resources

Samaritans



**Call
116 123**

SHOUT



**Text
85252**

NHS



**Call
111**

CALM



**Call
0800
585858**

**Sea Farers
Welfare**



**Call
0207
3232737**

HOPELINE



**Call
0800
068 4141**

**Cemex
EMPLOYEE
ASSISTANCE
PROGRAMME**



**Call
0808
1682143**





SUICIDE AWARENESS & PREVENTION

Please take 2 minutes to watch this video.



Brighton & Hove Albion | Together Against Suicide With Samaritans & Premier League

#TogetherAgainstSuicide



Scan with your phone
camera to watch

Every 90 minutes, someone in
the UK takes their own life.

Kick off the conversation

Take stock of how you feel

Put time aside to examine your current situation and think about how you really feel, perhaps talking it through with someone you trust. Always try to be kind to yourself, and get support with how you are feeling if you think you might need it.

Focus on the short term

Focus on the day-to-day, and think about what's in your power to do right now. Focus on your short-term needs and those of the people close to you.

Try breaking down tasks into manageable and achievable chunks. Start with easier tasks first and as you progress, your mood should improve and it should get a bit easier.

Acknowledge what's working

There will be things, however small, that do not change. Noticing, acknowledging and being grateful for these constants, as well as any small positive changes we have already made or are working on, can help deflect and recover from life's knocks, and helps us see positive possibilities for the future. Each day, consider what went well and try to list 3 things you're thankful for.

Get practical advice

Talk to people you trust and get support if you need it. It can be hard, but try to face your fears and get help. For advice on how to look after your mental health in the workplace, or support others.

Try contacting the a free, confidential Cemex Employee Assistance Programme. Available 24/7 and can provide help and support. Call 0808 168 2143 or visit www.lifestyle-support.co.uk (Username: cemex Password: cemex).

10 Tips for dealing with change and uncertainty



Recognise your achievements

Take 10 minutes and list some of your accomplishments or successes from recent months – no matter how big or small. If you are dealing with some serious stuff, just getting by is a big achievement in itself. Take time to reflect on and be proud of what we have been able to do. It can also help to keep a note of them as a reminder of the good stuff.

Only do what's comfortable

Going at your own pace. We should not let others pressure us into things that make us feel uncomfortable, anxious or unsafe.

Discuss any concerns with those close to you and try to build in small positive changes. Honest and open communication is vital but so is giving others the space to move at their own speed.

Find a new rhythm

Routine and structure can be a powerful way to feel more in control and reduce uncertainty. Think about all the things that you can change or control. Make time to de-stress and wind down each day – build in positive activities like exercise, relaxation, hobbies, speaking to friends or spending time with those close to you, and think about a positive sleep routine.

Decide what strategies work for you

Uncertainty can put a strain on our mental health and wellbeing. Remember this is not the first challenge you have faced in life. Think about what strategies have worked best for you before, and work out how you can use these approaches now. Whatever it is, commit to making it part of your daily routine. Recognising when you need professional help with your mental health is an important coping strategy.

Reframe your thoughts

It can be easy to get caught up in negative thoughts, feelings and actions. You might find yourself in a negative spiral where you fixate on issues and convince yourself of the worst. It can be helpful to step back, examine the evidence for your thoughts and explore other ways of looking at the situation.

Try to stay in the moment

When going through a period of change we can sometimes forget about the here and now. Try not to dwell on the past, fixate on the future, or get bogged down by things you do not or cannot know. You can only do your best with what you have today. Relaxation, mindfulness or getting outside are all good ways to help you focus on the present.

EMOTIONAL WELLBEING SUPPORT FOR EMPLOYEES Affected by Organisational Change



Experiencing a change in your role or leaving an organisation can bring a mix of emotions, including uncertainty, sadness, frustration, or even regret. These reactions are natural and valid.

This guidance is designed to help you look after your mental and emotional wellbeing during this period of transition, while also supporting you in taking practical steps towards the future.



Acknowledge Your Feelings

It's natural to feel shock, sadness, anger, or anxiety.



Seek Support

Reach out to Cemex's Employee Assistance Programme or talk to trusted friends, family, or colleagues.



Focus on Self-Care

Maintain healthy routines: sleep, nutrition, exercise, and social contact.



Allow Time to Adjust

Give yourself space to process the change before making big decisions.



Practice Relaxation Techniques

Deep breathing, journaling, regular physical activity, or spending mindful time with yourself.



Limit Negative Input

Reduce exposure to news or conversations that increase stress.



Stay Connected

Keep in touch with friends, family, or colleagues for emotional support.



Focus on Strengths

Reflect on your skills and past successes to boost confidence for the future.



Set Small Goals

Focus on manageable daily or weekly objectives to maintain motivation.



Explore Your Options

Use career counselling, and training. Reach out to professional contacts, former colleagues, or networking groups to explore new opportunities.



Keep Learning

Take time to develop new skills or update existing ones.



Maintain Perspective

Remember that change can also bring new opportunities.

EMOTIONAL WELLBEING GUIDANCE FOR MANAGERS

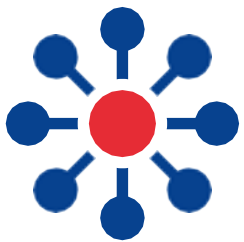
During Organisational Change



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.



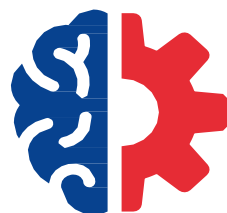
Recognise the emotional impact on yourself

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.