



Your bi-weekly update from around Cemex UK

20<sup>th</sup> November 2025

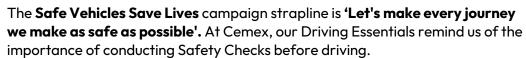


### Health & Safety

### **Supporting Road Safety Week 2025**

This week we are supporting the <u>Brake Road Safety Week</u> 2025 campaign, aimed at encouraging safe driving practices amongst all road users. This year's campaign is **Safe Vehicles Save Lives.** 

Every year more than 1,700 people die on UK roads. Another 30,000 receive serious, life-changing injuries. The numbers are shocking, and there has been no significant reduction for more than a decade.





\*\*\* Please watch our **Road Safety Week - Safe Vehicles video** to find out how **Safe Vehicles Save Lives.** Watch the video **HERE.** 

### Remember:

- Regular vehicle safety checks are essential for protecting drivers, passengers and other road users.
- Inspect key components before driving such as brakes, tyres, lights and fluid levels to spot issues early and prevent incidents.
- Early detection helps avoid breakdowns, dangerous situations and costly repairs.
- For commercial vehicles, especially those carrying heavy loads:
  - o Ensure loads are secure and stable to prevent shifting, rollovers or loss of control.
  - o Regularly inspect load-bearing components to maintain stability and safety.
- Regular checks also extend vehicle life, improve reliability and reduce maintenance costs.

At the end of this document and on the UK News download page: <a href="www.cemexuknews.co.uk/downloads">www.cemexuknews.co.uk/downloads</a> you can find our Driving Essentials poster – please ensure this is displayed on all workplace notice boards.

### New videos coming in 2026

We're delighted to announce that our **Road Safety Week - Safe Vehicles video (link above)** includes the first in our **new series of videos for 2026**, highlighting each of the 12 Driving Essentials. The video includes the first in the series − **Safety Checks** and will be available for sharing in January 2026.

Our focus on supporting Brake's Road Safety Week highlights our continued commitment to Health and Safety. Remember, a few minutes spent on safety checks can prevent incidents, save lives and keep vehicles running smoothly: Zero 4 Life - let's do it!

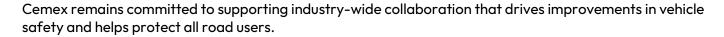


### **UK Road Safety Improvement Group Meets at Dove Holes**

The Cemex UK Road Safety Improvement Group held its scheduled meeting recently at Dove Holes quarry, enabling participating members to actively participate in the Brake Charity's **Road Safety Week**.

The agenda covered a wide range of important topics including a review of recent vehicle incidents, updates on ongoing projects and actions, and the latest industry information and initiatives. The timing of the meeting was deliberate, aligning with Road Safety Week's focus on Safe Vehicles and the role they play in preventing serious incidents.

As part of the visit, group members spent time on site speaking with Drivers about safe vehicles, compliance and broader safety topics. These conversations provided valuable insights and reinforced the importance of continual engagement with those working on the frontline of road safety.



### **Powerful Road Safety Message for Young Drivers**



This week during **Road Safety Week** the Cemex UK sponsored **Safe Drive Stay Alive** (SDSA) programme was held at St Clement Danes School in Chorleywood, Hertfordshire.

This impactful, multi-agency presentation, delivered by Police, Fire, Ambulance and NHS professionals, uses real stories from bereaved families and crash survivors to highlight the devastating consequences of unsafe driving. Year 11 and 12 students (ages 16-17) listened as the dangers of speeding, distraction, drink or drug driving, and failing to wear seatbelts were brought to life through dramatic reconstructions, personal testimonies, and insights from emergency responders.

Our Cemex colleague who attended the event shared: "It was incredibly powerful and moving. You could have heard a pin drop at times. The students were completely engaged and really took the messages on board. It's a privilege to support something that has the potential to save young lives."

Cemex is proud to support Safe Drive Stay Alive as part of our ongoing commitment to road safety, for our professional drivers and for the communities where we operate. Each year, SDSA presentations reach thousands of new or soon-to-be drivers at a crucial stage, just as they begin to take to the roads independently.

Thank you to the SDSA team, St Clement Danes School, and everyone involved in delivering these vital, life-saving events.

### Autumn Driving Tips

Road Safety Week is a good time to remind ourselves of the need to adapt our driving style as we head into the darker colder months. We need to be prepared for changeable weather and to ensure we all remain safe while driving. To try and assist with the preparation, our Driver Risk partners, TTC, have come up with a handy guide to help us prepare for the coming months ahead.

With dazzling low sun or thick fog and drizzle, visibility is often an issue during autumn. Meanwhile, with fading light and lowering temperatures,



vehicle maintenance is also of primary importance. Follow this guide and stay even safer on the road this autumn.

### **Visibility**

The low sun at this time of year often dazzles and can surprise drivers. A hazy film builds up on the inside surface of windscreens over time. Scratches, abrasions and chips on the outside can intensify the sun's dazzle too.

- Improve vision by making sure that your windscreen is clean inside and out.
- Keep sunglasses in the car, even in winter.
- Check that the washer reservoir is topped up with a good quality additive.
- Check and clean windscreen wiper blades.

### Wind

Be aware of unexpected winds on exposed roads and bridges. As winds hit your vehicle you may be momentarily forced off course. Particular caution should be taken when overtaking high-sided vehicles.

### Puddles and potholes

Stay well back of the vehicle in front; more space means more time to observe potholes and other road surface dangers.

### Fog

Avoid using the main headlights beam when behind another driver. You'll dazzle the driver ahead and also cast a shadow onto the oncoming fog. Also avoid speeding away from a vehicle that is close behind you, or speeding away too fast when fog clears, as it could come back.

- Make sure that you have any automatic headlights function switched on so your lights turn on as the evenings draw in.
- Keep your lights on for around an hour before sunrise and an hour before sunset.
- In the day use dipped headlights, not just running lights or sidelights.
- Only use fog lamps when visibility is severely reduced.
- Rear fog lights are bright and can hide your brake lights turn them off where appropriate.
- Beware of other drivers (and cyclists) not using their lights.

You can find all these tips, as well as some Autumn Car Care tips on the poster at the end of this document and on the UK News download page: <a href="https://www.cemexuknews.co.uk/downloads">www.cemexuknews.co.uk/downloads</a>

### **NEW! Slips, Trips & Falls Winter Campaign**



Slips, Trips and Falls accounts for 30% of incidents in EMEA this year and remains one of the leading causes of workplace injuries across industries. We have a moral duty to prevent such incidents and the pain and suffering it can bring.

This is especially relevant during the winter season when adverse weather conditions present additional risks to our colleagues. It's, therefore, vital that we proactively identify and address these risks, that also demonstrates a commitment to injury prevention and fosters a culture of care.

With this in mind, we are launching our EMEA Prevention of Slips, Trips & Falls campaign, that entails two key actions.

Managers – please ensure you have completed these actions by the end of November.

Managers and Supervisors to utilise the 'Winter Safety Checklist' to ensure that their sites are thoroughly
prepared for the forthcoming season. This can be found <u>HERE</u>.

 Managers and Supervisors should engage their teams in discussions regarding the importance of remaining alert and vigilant while navigating sites, including when utilising pedestrian routes, steps, and stairways. Supporting materials have been provided to facilitate these conversations. For information, the briefing document is based on a successful initiative that was implemented in our other Cemex Regions. This can be found HERE.

★ A Poster is also available to share on all workplace notice boards. This can be found at the end of this document and on the UK News download page <u>HERE</u>.

### **UK Concrete Products Celebrate 7 Years LTI Free**



Congratulations to our UK Concrete Products team who have achieved a fantastic seven years LTI free milestone. Thank you to everyone involved for your commitment and focus on Health and Safety as our number one priority.

LTI and TRI milestones demonstrate that ZERO is possible, especially in challenging environments and working processes. With the right level of

focus and attention to Health and Safety, our Zero4Life objective can be met and sustained.

### **Customer Centricity**

### **Cement Team Awarded Highly Commended**

Congratulations to our Rugby Cement Commercial team who have been awarded Highly Commended at the recent NBG's General Build Supplier of the Year Awards 2025 in Glasgow.

A massive well done to the entire Rugby Cement team for their hard work and dedication. The Award came following a successful couple of days at the National Buying Group exhibition in Glasgow.



### **Future in Action**

### Snowdon Climb for Cancer Research and Movember



This Movember an awesome team from our UK Rugby Cement Plant has climbed Mount Snowdon and are taking part in #Movember by growing a moustache, all in support of Cancer Research UK and raising awareness of men's health.

This cause is deeply personal to our colleagues with several members of the Cement team currently fighting cancer, while others have bravely faced it in the past. Their courage and resilience inspired the team to take action and make a difference.

The Rugby team set off at 4.00am and together climbed Snowdon, demonstrating that when we come together with determination and heart, there's no mountain too high.

We're reaching out to our colleagues to help us make an impact. Every donation, big or small, goes directly towards life-saving research and vital initiatives supporting those affected by cancer.



Please support the team by donating directly via <a href="https://fundraise.cancerresearchuk.org/page/cemex-giving-page-3023">https://fundraise.cancerresearchuk.org/page/cemex-giving-page-3023</a>.

Together, we can help in the fight against cancer and raise awareness for men's health.

### Avian Influenza (Bird Flu) – Guidance for All Site Managers

This winter is expected to present a high risk of Highly Pathogenic Avian Influenza (HPAI) in the UK. Water birds such as ducks, geese, swans and gulls are among the groups most commonly affected. Because many Cemex sites include waterbodies, there's an increased likelihood that dead or sick wild birds could be found on site.

Signs of bird flu on a site is an increase in the number of dead birds. Symptoms in live birds can include:



- Closed, runny eyes
- Unresponsiveness
- Lack of coordination, loss of balance and tremors
- Drooping wings

# Dragging legsTwisting of the head and neck

### **Key Risks**

Avian influenza is primarily a disease of birds, but the virus can spread rapidly between wild populations and, in rare cases, may pose risks to people handling infected birds. For this reason, it's essential that no site staff, contractors or visitors handle dead or sick birds under any circumstances.

### Your Responsibilities

All Site Managers and site teams have a duty to help prevent disease spread and support national monitoring efforts. If you find any dead wild birds on or near your site:

- 1. Do not touch or move the birds. Avoid direct contact with feathers, droppings, or surfaces contaminated by birds.
- Report the finding immediately. Use the government's online reporting tool:
   Report dead wild birds GOV.UK. This helps Defra monitor species affected and track the spread of the disease.
- 3. Notify your Line Manager so the information can be logged and any additional site precautions assessed.

### **Further Information**

Up-to-date information about affected species and locations can be found at:

Bird flu (avian influenza): cases in wild birds – GOV.UK

### Remember - Do not touch but do report.

Helping monitor avian influenza protects wildlife, people, and our operations.



### Latest Environmental Briefing: ISO 14001 and ISO 50001 Success



The latest Environmental Briefing relates to our ISO 14001 & ISO 50001 success following completion of the 2025 audits.

We are pleased to share the findings of our site audits including two positive findings and four areas for improvement. As 2026 is a re-

certification year for both ISO 14001 and ISO 50001 we will need to ensure that we are continuing to manage and improve our energy and environmental aspects to ensure we retain both certificates.

You can read the latest briefing at the end of this document and on the UK News download page: www.cemexuknews.co.uk/downloads

### Nature Around Cemex Europe – Autumn edition



The Autumn 2025 edition of the European Nature Newsletter, Nature around Cemex Europe, is now available to read. This is a collection of short stories which give a snapshot of what the Sustainability teams from across Europe have been doing, based around the topic of Biodiversity.

You can download and read it **HERE**.

### Dove Holes Quarry Team Lend a Hand to Peak Dale Village

Earlier this month an Operations team from Dove Holes quarry swapped their hard hats and gloves for gardening gloves to make a difference in their local community. The Parish Councillor for Peak Dale Village had reached out for help preparing the War Memorial Garden ahead of the Remembrance Service, and the Dove Holes team were more than happy to step in.

Over the course of the day, they cleared an impressive 12 one–tonne bags of leaves and swept every footpath, leaving the garden clean, safe, and ready for the service on 9<sup>th</sup> November. The team were really proud to support such a special cause. Well done to Thomas Owen, Steve Croft, Harry Griffin and Tim Hammond for all your hard work and community spirit!



Jane, the Parish Councillor, was full of praise: "Wow, what a wonderful job you guys did at the Memorial Gardens. It was very fitting for the Remembrance Service today, and I overheard people saying how good it was looking. A big thank you for doing this, it is very much appreciated."

It's moments like these that show the heart of our colleagues, making a real difference in their local communities.

### Planning your Lend a Hand

If you would like to support your local community, every employee is entitled to a day's volunteering each year, and this can be organised by the employee/team themselves, giving employees the freedom to support whichever cause is most important to them.

Please do continue to keep the Communications team updated on any activity that is carried out, so we can share these stories in UK News / on social media.

### **Employees**

### Final Week to Complete the We'X Survey and Have Your Say

Thank you to everyone who has completed the 2025 WE'X survey so far.

For those of you who are yet to share your thoughts, this is your final week to complete the survey as it closes on <u>Friday 21st</u> <u>November</u>. We really want to hear from everyone, so be sure to take this opportunity to have your say about working for Cemex. It's completely confidential and all employees across Cemex are invited to complete the survey.



Click this link <u>HERE</u> to listen to a message from our EMEA President José Antonio Cabrera, inviting you to participate in our We'X survey.

We would encourage you to use your link contained within the email from workforceexperience@qualtrics-survey.com. Your survey link is unique to you – don't forward it, or someone else will answer in your place.

If you are currently experiencing issues accessing the survey with your personalised link from Qualtrics, please use the QR code above with your device's camera or QR code app; alternatively click this URL link: <a href="https://bit.ly/WeX2025">https://bit.ly/WeX2025</a>. When accessing the survey via QR code or link, you will need to use your employee number, and in some cases you may need to omit the initial numerical digit '0'.

Be sure to complete the survey and help us to better understand what we're doing well and where we can make improvements – together we can create a positive change.

What's working? What's not working? Tell us what's really on your mind.

### **Act Now! Tag your Emails!**

Cemex has updated our Global Data Retention Policy. The purpose of the updated Policy is to achieve effective data management, to reduce the amount of unnecessary, redundant, and outdated data retained by the Cemex Group and its employees, so that information is not kept longer than necessary or required. For this



reason, all Cemex employees will be responsible for periodically reviewing their emails in order to apply the appropriate Retention Tag enabled in Outlook. Retention Tags are based on their significance and local legal requirements and will determine the period the emails will be retained for.

**Compliance with this Policy is mandatory** for all employees and any other person that has access to Cemex Group's computers, networks, and data owned or managed by the Cemex Group.

### Action required by you

This Policy becomes effective in the UK on 2<sup>nd</sup> February 2026. After this date, emails 180 days and older that were not tagged will be automatically deleted. Additionally, calendar items will automatically be deleted 365 days after creation date. The Policy also reiterates that non-business data should not be stored on Cemex devices.

You will need to continuously tag relevant emails to retain them. Please make sure that if you need to retain certain emails for longer than 180 days, you need to assign the corresponding 5 or 10-year retention tag, based on operational and legal requirements before 2<sup>nd</sup> February 2026. This applies to both employee and shared inbox emails.

For more information about the Policy, exceptions, more about non-business and Cemex data and support for applying retention tags cleck <u>HERE</u>

We are also sharing a comprehensive Questions and Answers sheet with advice from our UK IT team, you can find it <u>HERE</u>.

If you have any further questions, please contact the GSC.

### Congratulations Mike Craven – Recognising Outstanding Work



Well done and congratulations to Mike Craven, Supervisor-Finished Products at Dove Holes quarry, who has recently won the Institute of Quarrying's (IQ) Longcliffe Calcium Carbonates Award of Excellence (Year 1) - Best Foundation Degree 1st Year Student. This recognises Mike's outstanding work towards his mineral extractives course at the University of Derby.

Mike (seen here in the middle of the photo) was presented with his award by IQ President, Ben Williams, at the Student Awards Ceremony at the Birmingham Symphony Hall earlier this month.

### Do You Need Support?

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: <a href="here">here</a>

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



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

Contact the Employee Assistance Line (Lifestyle Support) for confidential advice and support – call 0808 168 2143 or visit <a href="https://www.lifestyle-support.co.uk">www.lifestyle-support.co.uk</a> (Username: cemex Password: cemex).

### **Internal Vacancies**

IVC Ref	Position	Company	Location	Closing date
136-11-2025	Operator/ Maintainer	Cement Operations	Rugby Cement Plant	20/11/2025
139-11-2025	Assistant Quarry Manager	Materials - Aggregates	Alrewas Quarry	27/11/2025
140-11-2025	Quarry Operative	Materials - Aggregates	Hamer Warren Quarry	28/11/2025
141-11-2025	Transport Planner	UK Materials	Binley	01/12/2025
142-11-2025	Chemical Laboratory Analyst	Cement Operations	Rugby Cement Plant	01/12/2025
143-11-2025	Operative/ Supervisor	Materials - Aggregates	Berkswell Quarry	02/12/2025
144-11-2025	Readymix Revenue Specialist Europe	Readymix	Europe	02/12/2025
145-11-2025	Data Analyst	Readymix	Europe	02/12/2025
146-11-2025	Assistant Quarry Manager	Materials – Aggregates	Northfleet Wharf	03/12/2025

### 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 <u>gb-communicationsandpublicaffairs@cemex.com</u>

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



# Prevention of Slips, **Trips and Falls**







## **Find Your Balance Point**

Every step matters - Stay Alert!

Eyes forward, and stay grounded

> The first step to safety starts with your footwear.

Proper footwear is the foundation of safe walking!



Get a grip

Always maintain 3 points of contact

Lace correctly = **Ankles protected** 



Your safety can't!

Put the phone away while walking at work Distraction = Danger



## Walk Where You Should

Not Where You Can

Marked walkways are always your safe route. They are there to protect you – walking on them helps keep you and others safe.









# **Driving Essentials**



### **Safety Checks**

Carry out your vehicle checks before driving and make sure your load is stable and secure.



### **Journey Planning**

Assess the risks and plan your journey to use the safest route.



### **Seatbelts Save Lives**

Wear your seatbelt and make sure any passengers do as well.



### **Watch Your Speed**

Keep below the limit and adjust your speed to suit road and weather conditions.



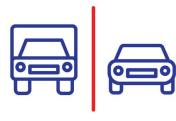
### Keep a Safe Distance

Leave enough space between you and the vehicle in front so you can stop safely.



### **Fit and Alert**

Ensure you are fit to drive: hydrated, well rested, and free from the influence of alcohol or drugs.



### **Do Not Overtake**

Unless it is safe and legal to do so.



### **Mobile Phone**

Use of a hand-held mobile phone whilst driving is prohibited.



### **Other Road Users**

Stay alert to other road users, particularly motorcyclists, cyclists and pedestrians.



# Respect the Law and Other Drivers

Know and follow the road rules and be courteous to other drivers.



### **Site Safety**

Check for hazards when on site, be highly visible and assess the risks before unloading.



### Remember

Your family depends on you. So drive to arrive safely at all times!

# Autumn driving tips

With dazzling low sun or thick fog and drizzle, visibility is often an issue during autumn. Meanwhile, with fading light and lowering temperatures, vehicle maintenance is also of primary importance. Follow this guide and stay even safer on the road this autumn.



The low sun at this time of year often dazzles and can surprise drivers. A hazy film builds up on the inside surface of windscreens over time. Scratches, abrasions and chips on the outside can intensify the sun's dazzle too.

- Improve vision by making sure that your windscreen is clean – inside and out
- Keep sunglasses in the car, even in winter
- Check that the washer reservoir is topped up with a good quality additive
- Check and clean windscreen wiper blades

### Wind

Be aware of unexpected winds on exposed roads and bridges. As winds hit your vehicle you may be momentarily forced off course. Particular caution should be taken when overtaking high-sided vehicles.

### Puddles and potholes

Stay well back of the vehicle in front; more space means more time to observe potholes and other road surface dangers.



Avoid using the main headlights beam when behind another driver. You'll dazzle the driver ahead and also cast a shadow onto the oncoming fog.

ttc

Also avoid speeding away from a vehicle that is close behind you, or speeding away too fast when fog clears, as it could come back.

- Make sure that you have any automatic headlights function switched on so your lights turn on as the evenings draw in
- Keep your lights on for around an hour before sunrise and an hour before sunset
- In the day use dipped headlights, not just running lights or sidelights
- Only use fog lamps when visibility is severely reduced
- Rear fog lights are bright and can hide your brake lights – turn them off where appropriate
- Beware of other drivers (and cyclists) not using their lights

## Autumn car care



### **Batteries**

Battery failure is consistently one of the most common causes of breakdown. The risk of failure increases at this time of year due to how the cold affects batteries. Follow our expert tips to help avoid battery death.

- A layer of vaseline (or similar) on the terminals can help to keep out moisture
- Leaves can gather and block up vents or accumulate water which then has the potential to damage the electrics
- Before you start a cold car, switch off everything electrical (heater, lights, wipers, heated seats, etc) and make sure you depress the clutch, if manual
- Keep the top of the battery clean and dry and check the terminals from time to time, ensuring they are tight and free from corrosion
- If your battery is more than 3 years old, now may be the time to change it before it lets you down unexpectedly
- Help preserve your battery by ensuring everything is turned off when you park at the end of the day



### Antifreeze

Not just for winter, antifreeze is important all year round as it contains additives to prevent corrosion and improve summer cooling. It should be checked as part of the regular service schedule.

Your handbook will give details of the correct antifreeze to use for your car – there are different types and mixing them could cause engine damage. If in doubt get a garage to check for you – many offer cheap or even free winter checks at this time of year.



### **Bulbs/lights**

Bulbs should all be checked at least once a week, particularly as nights draw in and mornings darken.

- Check all bulbs regularly, not forgetting brake lights and number plate lights. The handbook will show you how to change bulbs, though some headlight bulbs may require a visit to the garage. Carry some spare bulbs
- It's also worth checking that your headlamps are aimed correctly and you've removed any European deflectors you might have applied for your summer holiday



### **Tyres**

Check all tyres for condition, pressure and tread depth. Recovery services recommend at least 3mm of tread for winter motoring, so if the treads are getting low think about buying new tyres now before the colder weather sets in.

Winter tyres technology has improved vastly in recent years. These are not just for use in snow and ice but also add to your safety in the wet and perform strongly when the temperature drops below 7 degrees.



Ref UK 06 2025

# ENVIRONMENTAL BRIEFING ISO 14001 & ISO 50001 Success

### **Summary**

During 2025, audits were carried out by NQA, our external certification body, at our Binley Head Office and on numerous operational sites across all business areas. NQA were assessing our compliance with both ISO 14001 (Environmental Management Standard) and ISO 50001 (Energy Management Standard).

We are pleased to report that we have successfully passed our 2025 assessment with only 4 minor non conformities and a small number of opportunities for improvement raised. All closed out during the year. NQA also raised 2 positive findings to highlight the excellent individual commitment and performance of 2 people encountered during the audits. This is an excellent result which could only be achieved with the support of all of our operational and business support teams including engineering and procurement. The NQA assessor complimented the way that energy and environmental management are integrated into all that we do.

### Positive findings highlighted during the audits

#### St Helens RMX Plant

Kevin Millington, Plant Manager at St Helens RMX Plant was recognised for the work he has
undertaken to create and maintain a biodiversity area to the rear and side of the plant. NQA were
impressed by his level of commitment which deserved particular recognition as a part of this
assessment process.

### **Asphalt**

• Jason Barker, Asphalt National Operations Manager and Energy Team member, was praised by NQA for being passionate about improving the efficiency and sustainability of his area.

### 4 Key areas for improved focus highlighted during the audits

### Waste management & segregation

- Food waste must be properly segregated into food waste bins. This works best where internal food receptacles are provided for collection prior to disposal in the external food waste bins.
- All waste must be properly segregated by us and our contractors including hazardous and non hazardous wastes in particular. This includes unusual items like office chairs, fluorescent tubes and WEEE (waste electrical and electronic equipment).
- Hazardous waste bins must be emptied at least annually. It is illegal to hold waste for more than 12 months without a suitable waste permit.

### Compliance documentation & records

- Waste management registers and waste Duty of Care documentation must be kept fully up to date.
- Environmental and Energy training needs and records must be fully up to date

### **Emergency preparedness and spill kits**

- Emergency numbers must be up to date
- Spill kits must be provided for all types of liquids stored chemicals and fuels. Spill kits must be checked and replenished regularly
- An annual environmental emergency drill must be completed and documented.

### **Energy data and auditing**

- ISO 50001 requires that everyone is aware of energy performance. All data must be provided for EF Tracker and monthly dashboards meaningfully communicated.
- Not all sites had an energy audit in the 2023 2024 period. All sites, particularly those not completed to date must be audited by the locally trained energy auditor by the end of 2026.

2026 is a re-certification year for both ISO 14001 and ISO 50001 which means we will need to ensure that we are continuing to manage and improve our energy and environmental aspects in order to retain our certificates – important to many of our customers and regulators.

### Thanks to everyone who contributed to the success in 2025!