

# CemExpress

CEMEX

Issue 36 | Winter 2025



## A word from...

**Graham Russell,**  
Vice President Materials,  
Cemex Europe

We are living through a period of profound transformation at Cemex. Under the leadership of our new CEO, Jaime Muguira, our company is entering a new phase in its history, marked by a clear ambition: to restore operational excellence and deliver sustainable financial growth.

Our European Materials business is at the front of this change as we look to turn around an operation of over 5,000 colleagues working at more than 550 operational sites. In the UK this figure for Materials translates to almost 1,400 colleagues working from 100+ sites and offices.

People are central to this turnaround. Health, safety, integrity and financial discipline will be the foundations we build on. These values are not abstract principles, they must be lived out every day in the field, at our sites, in our offices and with our customers.

The reorganisation allows us to simplify and streamline our European organisation. We are putting the focus back onto the operations, giving more autonomy to countries so they can be closer to customers and markets.

Our UK Materials business, now incorporating the Asphalt, Mortar, and Construction Products businesses of Urban Solutions, is led by Lex Russell. This UK Materials business is organised as six distinct profit and loss (P&L) areas. A high-level organisation chart can be found on page 8. Similar structures are now found in each of our European Materials businesses as we drive efficiency and put P&L ownership at the heart of our operating model.

We are still part of the wider Cemex, and central policies and expectations remain very much in place. Equally, Capital Investment (Capex) guidelines ensure that investments will only be made in operations that are creating value. This is aligned with our company-wide position to exit from operations that do not have a roadmap to profitability. These policies and guidelines help to direct our actions, but the daily operation is local, led and coordinated by Lex and his team.

We have a great opportunity to showcase our strengths and create a stronger and more financially sustainable company. I am confident that we have the assets, talent and energy necessary to succeed as we unleash our collective potential to deliver strong results.

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## Site investments strengthen our UK business

**We're excited to share updates from across our network of plants, reflecting our ongoing investment in quality, service, and sustainability.**

### Sheffield Asphalt Plant reopens stronger than ever

Sheffield Asphalt Plant, a key plant supplying our South Yorkshire customers, is now back in action, rebuilt, upgraded, and better than ever! This achievement is thanks to the dedication, skill, and teamwork of a cross-functional Cemex team, which led the refurbishment following a fire incident earlier this year.

The fire caused extensive damage to the switch room and control cabin, requiring a full electrical overhaul, including a complete plant rewire spanning seven miles of cable. While the plant was offline, the team took the opportunity to

refurbish key components: the mixer and screens were rebuilt, two new feeders installed, and the plant control computer upgraded to a faster, fully digital system. The control room has been replaced with a modern, air-conditioned office, providing an elevated view of the plant and enhanced working conditions.

These improvements mean Sheffield now operates as a one-stop shop for asphalt, concrete, screeds, and aggregates, delivering high-quality products across South Yorkshire.

A huge thank you to everyone involved – your hard work and expertise has brought the plant back stronger than ever, ready to serve our customers efficiently and safely.

Article continued on page 7...



## Health and safety update

by Robert House  
EMEA Health & Safety Director



**This year, our UK businesses have reached several significant injury-free milestones, demonstrating that our Zero4Life goal is not only possible, but sustainable across all sites. These achievements are a testament to the dedication and commitment of our teams to health and safety excellence.**

UK Admixtures .....	24 years
UK Mortars .....	19 years
UK Asphalt .....	9 years
Materials Yorkshire .....	9 years
Materials Home Counties .....	7 years
UK Marine .....	6 years

However, we must also acknowledge that nine injuries have occurred, three of which required time off work. While this is an improvement from last year's total of 11, it remains a concern that incidents continue to affect our colleagues. Analysis shows that the main risks are Slips, Trips, and Falls, as well as being in the line of fire. To prevent similar incidents, it's vital that Operational Managers engage with their teams, reinforce hazard identification and risk assessment, and encourage everyone to apply the Take 5 approach before starting any task. Adhering to our 12 Safety Essentials remains crucial.

Across the EMEA region, incident trends are similar. About 30% are due to Slips, Trips, and Falls, and another 30% involve being hit by moving objects. Sharing lessons learned and best practices across regions helps us strengthen our safety culture.

Several initiatives have been rolled out this year, supporting our 2025 Improvement Plan. The Zero4Life Together program has been launched business-wide, and we've continued to enhance our Working at Height controls. At the Rugby Cement Plant, the new 'Making the Invisible, Visible' initiative is helping teams identify hidden hazards.

We are also proud of our efforts to support employee health and wellbeing. Creative ideas and new initiatives have been launched locally and nationally, including resources for those affected by recent organisational changes and activities recognising Breast Cancer Awareness Month in October. These actions reflect our genuine care for employees.

As we approach the end of the year, our focus remains on ensuring the health, safety, and wellbeing of all colleagues. All sites will participate in the EMEA Prevention of Slips, Trips, and Falls campaign to prepare for winter, join in Brake Road Safety Week, and complete the annual HSMS site self-assessment in December. These actions will not only help prevent injuries this year but they will also help us make a strong start to 2026.

## Dealing with change and uncertainty

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

During this period of organisational change, our UK Wellbeing Strategy Group has been sharing some useful tips designed to help you deal with change and uncertainty, and to look after your mental and emotional wellbeing.

You can download our '10 Tips For Dealing with Change & Uncertainty' guide by scanning this QR code.



## Reporting all first aid incidents

**Health and Safety is our number one priority and that's why it's vital that every first aid incident is reported, no matter how minor it may seem.**

Even a small cut, a sprain or burn can tell us something important about how and where risks are emerging. By reporting a first aid incident, you are helping our teams to understand what happened, identify root causes, and put improvements in place to prevent it happening again, to you or one of your colleagues.

By reporting every first aid incident, we can strengthen our safety systems, improve facilities and behaviours, and make sure everyone goes home safe and well.



If first aid is given, please report it immediately to your line manager who will then register it in Intalex. Your action helps make our sites safer for everyone.

Together, we can keep learning, improving and keeping each other safe.



## Have you had your flu jab yet?

**With temperatures dropping as we go into winter, why not be prepared by getting your flu jab?**

Flu is an unpredictable virus that can cause mild or unpleasant illness in most people. Over time, protection from the injected flu vaccine gradually decreases and flu strains often change. For this reason, new flu vaccines are produced each year, which is why people are advised to have the jab annually.

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 jab. 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 QR Code.



## Prevention of Slips, Trips & Falls

Slips, Trips and Falls account for 30% of incidents across EMEA and remain a leading source of workplace injuries. Risks increase in winter, so it's vital to identify and address hazards. Our new campaign asks managers to use the Winter Safety Checklist and discuss site safety with teams. Supporting materials have been provided, including the Winter Safety Checklist, a Winter Safety Briefing Document, and a Prevention of Slips, Trips and Falls poster. These are available using the QR codes provided here.

We invite you all to watch our short animation video by scanning the QR code here.



## Cyber security: your digital habits matter

**Congratulations to our Cemex UK Customer Experience Teams, who recently celebrated eleven months without a single fraudulent incident. This is a significant milestone and reflects the dedication and vigilance of everyone.**

This achievement is not just about numbers, it's a testament to the collective effort made to keep our operations secure and our brand protected.

In an era when digital operations are central to business success, the risk of cyber-attacks has moved from technical inconvenience to major strategic threat. Two recent high-profile UK incidents illustrate the scale. Retailer Marks & Spencer saw its online

operations shut down and food-store stock disrupted after a ransomware incident, with knock-on effects on profits and recruitment. Meanwhile, car-maker Jaguar Land Rover was forced to pause manufacturing for weeks when hackers disabled its IT systems, affecting its factories and suppliers, and costing potentially up to £1.9 billion in economic impact.

So it's important to stay alert. Cybercrime remains one of the highest security threats to Cemex and we are regularly subjected to attempted fraud, some successful and costly, but others not, thanks to the vigilance of our colleagues. Your digital habits matter. Protecting Cemex's digital environment is a shared responsibility.

Please remember to follow 'Your Safe Cyber Top 10' at all times, to ensure you continue to operate safely online.

Our Cemex Process & Information Technology (P&IT) team has shared some excellent courses to enable a better understanding of cyber threats. We strongly advise that you visit the Learning Hub on our Cybersecurity Portal (scan QR code to access) and complete the courses available to you. Your involvement is necessary to protect our digital environment. Please take an active role, stay informed, and let's stay protected together.

Scan to access P&IT Cyber Security Training



### Your Safe Cyber Top 10

- ✓ Log off / Lock keyboard when away from your computer.
- ✓ Practice good password security; never share or leave your password insecure.
- ✓ Do not insert USB sticks or other memory media where you are sure of the device history.
- ✓ Collect printing promptly. Use 'Private Print' or 'Follow Me' for sensitive documents.
- ✓ Do not connect unauthorised devices including mobiles.
- ✓ Avoid connecting to unsecured public Wi-Fi (E.G. Airports and Hotels) ALWAYS use the VPN.
- ✓ Prevent your screen from being viewed in public; consider using a protective screen.
- ✓ Always keep your laptop secure when not in use.
- ✓ Beware of phishing emails: 'Think before you click!'.
- ✓ Do not download unauthorised apps or software OR only use Cemex allocated USB or memory media.

**Our Security is in your hands - if in doubt ASK!**



## Cemex and The Pallet LOOP's reusable pallet partnership goes live

**Cemex UK has launched a pioneering partnership with The Pallet LOOP, marking a significant milestone in how supply chain logistics are approached.**

Through this partnership, our core range of Rugby Cement products, including Rugby Premium Cement (paper and plastic bags), High Strength, and Sulfate cements, will be delivered on The Pallet LOOP's distinctive green pallets – designed for recovery, repair, and reuse, with plans to expand across the full portfolio in future phases.

The Pallet LOOP, part of BSW Group, is an award-winning circular economy pallet reuse scheme designed specifically for the construction sector. Its model addresses a long-standing issue in construction logistics. Historically, fewer than 10% of pallets in the sector have been re-used, generating over 250,000 tonnes of wood waste annually. The Pallet LOOP's pallets are built for multiple trips, are FSC-certified, and backed by a nationwide collection service that offers Rugby Cement customers financial incentives.

Cemex is the first cement manufacturer to adopt The Pallet LOOP's circular pallet system, reinforcing a robust industry leading commitment to sustainability through our broader Future in Action strategy.

Vicki Elliott, National Sales Manager for Bagged Cement at Cemex UK, said: "To help reduce CO<sub>2</sub> emissions, Cemex is actively prioritising circular economy principles across the business with a core focus on transforming many residues and industry byproducts into valuable materials and promoting natural resource management. The Pallet LOOP's business model mirrors our commitment to circularity with its award-winning reuse scheme.

"For decades, wasted and abandoned wood pallets have posed a real challenge across the supply chain. It is great to see such a fresh and dynamic approach effectively tackling the long-standing issue of single-use pallets. We're proud to be the first in our sector to integrate this solution into our supply chain, which will enable our customers to make more sustainable and smarter choices."

## Our new Cemex UK website is live!

**Our Cemex.co.uk website has been redesigned to make it easier and more secure for everyone.**

### What's new:

- ✓ Smarter location tool – find your nearest Cemex site in seconds
- ✓ Enhanced security – a safer browsing experience
- ✓ Improved enquiry forms – helping us connect with customers more effectively
- ✓ Stronger product alignment – showcasing our full range of solutions

This is part of an ongoing project with Richard Kershaw and colleagues across the business to ensure all product and technical information is accurate and up to date.

### We need your help!

If you notice anything that doesn't look right – such as incorrect locations or product details – please let James Barnett or the UK Marketing & Communications team know so we can fix it quickly.

### When sharing feedback:

- ✓ Include links to the relevant pages
- ✓ Describe what's wrong, what needs updating and share the correct information

Important: If any Cemex locations are opened, closed, or mothballed, our Marketing & Communications team must be informed as



part of the decision-making process. If we're not aware of these changes, they won't be reflected on the website, which could lead to incorrect information for customers. Please keep us informed by emailing [gb-communicationsandpublicaffairs@cemex.com](mailto:gb-communicationsandpublicaffairs@cemex.com)

Thanks for helping us keep our new website up to date so our customers can find exactly what they need.

## Supplying mortars solutions to projects across London

**Cemex has made a considerable contribution to housebuilding across London, by providing bespoke mortars solutions to new projects.**

In Marylebone, 40 tonnes of OnPoint coloured mortar were supplied to the Portman Estate's 19-35 Baker Street development. This project, a 10-storey all-electric building, has replaced poor quality offices from the 1960s with 51 brand new residential units, including an area dedicated to affordable housing. The building also contains designated office and retail spaces, creating new business opportunities for the surrounding area.

We also collaborated with Landmark Brickwork on the Green Quarter project in Southall. Located on a 45-hectare brownfield site that has not been utilised since 1973, the Green Quarter aims to become a key regeneration project in London. The development contains 3,750 apartments, which are surrounded by community spaces, rejuvenated walkways, parklands, and other green spaces. For this project, 3,000 tonnes of Vertua® mortars were supplied, enabling a lower carbon footprint in its construction.

Mike May, Commercial Manager for Mortars at Cemex UK, said: "Cemex's mission is to build a better future for everyone, which is why we are proud to have supplied our innovative and bespoke mortars solutions to housebuilding projects across London, a crucial area for urban development. Not only do these residential areas allow for more affordable homes in the city, but they are great examples of how regeneration can drive new social, economic, and more sustainable opportunities within an area."



## New thermal resistant ReadyBlock® Lite solution

**Cemex UK has further expanded its concrete solutions offering with the launch of ReadyBlock® Lite concrete blocks.**

Readyblock Lite is an Ultra Lightweight concrete block with a density of 950Kg/m<sup>3</sup>. Offering a Thermal Conductivity of 0.235, the block will help customers meet regulatory requirements, pending the upcoming changes to Part L of the UK Building Regulations, which focuses on energy efficiency standards.

Readyblock Lite has been rigorously tested to BS EN 12664, the British and European standard to verify the thermal performance of building materials and products, by our accredited lab experts in France. We also ensure Readyblock Lite meets BS EN 771-3.

Furthermore, the product is tailored to offer a lower upfront CO<sub>2</sub>e/m<sup>2</sup>, leading the market in carbon reduction for the built environment.



Sam Culshaw, National Sales Manager for Concrete Products at Cemex UK, said: "Cemex continues to lead the way in developing innovative products and solutions that address the needs of all our customers, as well as the challenges of our evolving sector. Our new ReadyBlock Lite concrete blocks are designed to provide customers with a product that is less dense, easier to handle, and helps meet essential regulatory standards within the UK construction sector, through its enhanced thermal resistance and its significant savings on CO<sub>2</sub> emissions."

"An additional benefit of our latest concrete block is that it is a made-to-order product, meaning shorter lead times and quicker turnarounds for customers. ReadyBlock Lite is now available throughout our UK markets."

## Celebrating 20 million tonnes milestone

To strengthen operations at our Dove Holes rail head, the Supply Chain team took on a dedicated rail terminal operator in 2018. They appointed Victa Railfreight to manage the arrivals, departures and placing of trains to load.

In mid-November 2025 we celebrated a significant milestone of 20 million tonnes of aggregates, despatched out of Dove Holes, with Victa's assistance. This was done safely, and at a service level of 99.7% of trains dispatched on time, which has helped increase outbound volumes, performance and rail reliability at Dove Holes.



Thanks to this high level of performance, the team has grown new business, now supplying three trains a week directly to a valued customer's railheads in East Anglia. This partnership is not only improving service, but also creating new revenue opportunities for our Materials business.

A huge congratulations to everyone involved, a true team effort and a milestone that keeps Dove Holes firmly on track for continued success.



## Cemex UK Communications Forum 2025

In September, colleagues from across Cemex UK gathered at our Binley Head Office for the annual Communications Forum. The event brought together business leaders and Employee Representatives for open discussions on health and safety, sustainability, financial performance, and the company's future direction.

Updates throughout the day covered topics such as the strong UK safety performance, cost management in a tough market, and progress

towards strategic goals under our new CEO, Jaime Muguiro.

Employee Representatives played a key role, sharing questions and feedback from their teams.

For more details or to discuss any topics, please contact your Employee Representative.

You can read the Summary Newsletter and access the Q&A on the UK News download page.

## Supporting charities and initiatives

Globally, the strategy for social impact has changed in line with our new priorities, and we are following a similar approach in the UK. Community engagement and support to those that feel an impact of our operations will always remain a priority for Cemex, and we will continue to ensure that we are a good, open neighbour and act responsibly. The emphasis will now be on empowering local operations to support their communities in line with their own requirements and available resources.

Each employee remains 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.

Employees are encouraged to support charities they are passionate about and involve their team/office as appropriate. A great example is the recent bake sale at Binley HQ to raise money for the 'Check Your Ducks' cancer awareness campaign.



Donations, sponsorships and match funding requests will be approved and funded by individual business units – the specific process for this is being confirmed and a full update will be shared as soon as possible.

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



## Logistics Driver of the Year 2025

Cemex UK's annual Logistics Driver of the Year event took place last month at the UTAC Millbrook test track, where 15 Drivers from Aggregates and Cement operations competed in a series of challenges to win the crown.

The drivers were selected for their excellent safety and efficiency performance, which has helped achieve cost savings of around £40,000 per month across Aggregates and Cement, recognised as best in class.

Held in memory of Keith Lacey, a former colleague and champion of safe, efficient driving, the day began with a tribute from Rob Wilkinson, UK Logistics Manager for Aggregates and Asphalt.

Drivers competed in five teams, taking on tests including:

- Defect Test – identifying fault on a stationary HGV
- Road and Manoeuvring Challenges – tackling steep inclines and cone courses
- Off-Road Challenge – handling 4x4s through mud, water and logs
- Scalextric and Road Safety Quiz – adding a fun, educational element

After all rounds, Ian Sammons (Cement) and David Besford (Aggregates) were crowned this year's winners. Many congratulations to you both.

Thanks to event sponsors Ford & Slater, MSC, Netradyn, Microlise, Midland Commercial, DAF and Millbrook Vehicle Testing Centre for making the day possible.

## Act now – tag your emails!

**Cemex has updated its 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.**

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.

This policy becomes effective in the UK on February 2nd, 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 2nd 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 please scan the QR code here.

We are also sharing a comprehensive Q&A sheet with advice from our UK IT team, please scan this QR code here:



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



## Vicki celebrates her Freedom of the City of London achievement

We're proud to share that on 17th November Vicki Elliott, National Commercial Manager for Rugby Packed Cement, attended her Freedom of the City ceremony at Guildhall, London.

This is one of the oldest surviving traditional ceremonies still in existence today and is believed to have been first presented in 1237. The Freedom of the City of London carries several unique privileges, including partaking in various civic events and ceremonies within the City, including parades and functions hosted by the Lord Mayor.

This special honour recognises Vicki's outstanding contribution to the Builders Merchants sector and follows her earlier



achievement this year, becoming the first female Cemex employee invited to join the Worshipful Company of Builders Merchants (WCoBM).

The Freedom of the City symbolises excellence and commitment within the profession. Vicki's success highlights both her individual dedication and the strong reputation of Cemex UK within the industry.

Vicki shared this very special day with her family and Cemex UK Commercial Cement Director, Craig Williamson.

Congratulations Vicki, a well-deserved recognition!

## Lex Russell's MPA Chair tenure extended until 2026

**Congratulations to Lex Russell, Managing Director of Cemex UK Materials, whose position as Chair of the Mineral Products Association (MPA) has been extended for a further year, until September 2026.**



Lex was originally appointed as MPA Chair in 2023, succeeding Simon Willis, CEO of Hanson UK. The role of MPA Chair is a non-executive position accountable to the MPA Board, responsible for leading and managing its activities. As Chair, Lex acts as a guardian of members' interests, working closely with the Chief Executive to ensure the association delivers on its strategic priorities.

During the two years since his appointment, Lex has been actively steering the MPA's priorities to maximise value for its members, supporting them through the changing economic conditions and global impacts affecting our UK Minerals businesses. Going forward, Lex plans to

continue lobbying the Government in competitive industrial decarbonisation, planning reform and better delivery of major projects.

Lex shared: "I am delighted to continue serving as MPA Chair and I look forward to supporting our members across a wide range of issues, from infrastructure, housing, and planning reform

to climate change, the circular economy, and biodiversity. I would like to take this opportunity to thank the incredible Cemex UK Materials team, plus the many colleagues from the wider organisation, who have supported me both professionally and personally in my role as MPA Chair, enabling me to continue in this position until September 2026. I couldn't have done this without their continued hard work, enthusiasm, and commitment. I hope through my continued leadership at the MPA and the priorities we focus on, I can play a part in ensuring the long-term sustainability of Cemex as a leading player in our industry."



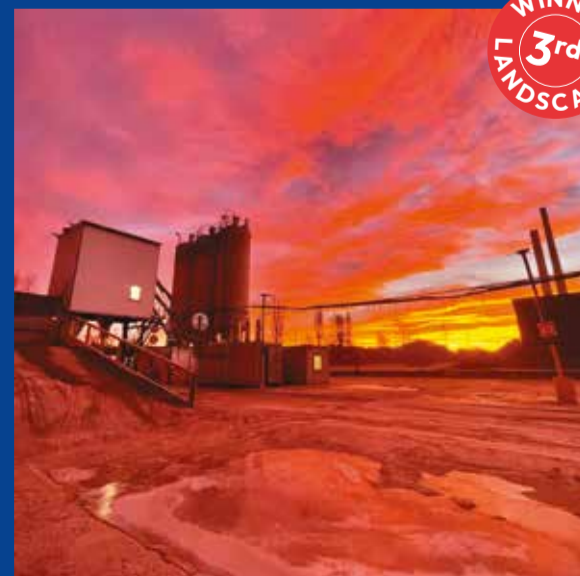
# Celebrating nature through a camera lens

We're excited to share the winning photographs from the EMEA "Celebrating Nature at Cemex Sites 2025" competition!

Once again, the standard was incredibly high, with so many stunning entries capturing the beauty, wildlife, and ecosystems that thrive around our sites. A big thank you to everyone who took part, and special congratulations to Laura Taylor, whose fantastic shot of a stoat at Dove Holes Quarry in Derbyshire was named runner-up in the Wildlife category!

At Cemex, we're passionate about protecting and enhancing biodiversity across our sites through careful environmental management and education. This competition is a wonderful reminder of the rich variety of life our sites support and how every species plays an important role in a healthy, resilient ecosystem as we work towards becoming Nature Positive by 2030.

Take a look at the winning entries - which one's your favourite?





“

“Have tried for three years to get a space to go on this tour. Very important to me as it's where my Dad worked for over 20 years before his retirement. Thoroughly enjoyable.”

“Our tour was incredibly interesting, well delivered and planned and it was great to have an opportunity to explore something so prominent in our local community.”

“Fabulous experience. Incredibly well organised. Really well led by the Cemex team, good presentation, great tour of the site including to the top of the tower. Cemex staff made us all feel very welcome. And the view was fantastic!”

“Our tour was incredibly interesting, well delivered and planned and it was great to have an opportunity to explore something so prominent in our local community.”

”



# A fabulous experience

Each year, our Rugby Cement Plant opens its doors to the public as part of our two-day Heritage Open Days event. In September we welcomed around 100 visitors for a unique glimpse into the 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 feedback from our visitors was extremely positive and we're proud to share just some of the fantastic comments we received.

## Evolution of Future in Action



Under the leadership of our new CEO, Jaime Muguero, Cemex is entering a new phase of transformation that calls for a refreshed approach to sustainability. While our commitment to achieving net-zero CO<sub>2</sub> emissions by 2050 remains central, the company is now pivoting towards a strategy of Smart and Profitable Decarbonisation.

This means our Future in Action programme – and its six foundational pillars – will be refined

to better align with our new strategic focus. By evolving our efforts in the areas of sustainable products and solutions; decarbonising operations; circular economy initiatives; water, biodiversity and air quality management; innovation and partnerships; and promoting a green economy, we will ensure our sustainability journey continues to deliver meaningful impact and business value.

Further details will be shared on the revisions to the programme when available.

## Waste reduction success



Earlier this year our Cemex UK's Head Office in Binley, Coventry, achieved Silver accreditation from Investors in the Environment (iiE) recognising excellent progress after earning the Bronze accreditation in 2024.

Now the team are celebrating again, after being shortlisted in the Best Waste Reduction category at the 2025 iiE Awards. Being shortlisted for this award recognises their activities which have gone above and beyond, to reduce waste.

iiE is a national scheme that helps organisations reduce environmental impact and recognises

their achievements in making real, measurable sustainability progress. Since last year, the Binley team has made significant improvements in waste reduction and energy savings and are now aiming towards achieving the highest accreditation – green. This will focus on understanding and addressing Scope 3 (indirect) emissions through detailed mapping and data analysis to include in our carbon footprint.

Congratulations and thanks to Natasha West, Facilities Manager & HR Advisor, and the Binley More Sustainable Team for their hard work and leadership.



## Marine team takes on limestone charter

From the beginning of October, Cemex UK's Marine team, led by Chris Grosscurth, Commercial and Logistics Manager, successfully began managing the chartering of limestone from Raynes.

This marks an exciting development for the team as they look to build on the strong foundations already in place, focusing on improving efficiencies, reducing costs, and growing sales to locations across the UK and beyond.

The handover from the Supply Chain team to Marine has gone smoothly and the Marine team is now in a strong position to develop and grow this important sector of the business even further.



## Inshore dredger secures further mineral reserves



**Cemex UK has invested in a new inshore dredger at West Heath quarry lake, securing four more years of mineral reserves and enabling potential extensions that could support quarrying for another decade.**

Imported from the Netherlands, the cutter suction dredger uses advanced technology similar to Cemex Marine's vessels. Before its launch, operators completed supplier-led training to ensure safe and efficient use.

The dredger allows extraction from depths unreachable by conventional methods, up to 17 metres, while producing over 100 tonnes of high-quality silica sand per hour. Located within the South Downs National Park, West Heath operates under strict environmental licences. The new equipment enables continued

production without dewatering or impacting valuable local habitats.

Area Operations Manager, Wayne Strevens, said: "This significant investment demonstrates innovative thinking and collaboration, helping us explore new ways to extract mineral deposits responsibly."

The successful installation, delivered through strong teamwork across Operations, Engineering, Land Development, Procurement, IT, and Marine, was completed safely and without production disruption.

This project reinforces Cemex's commitment to innovation, sustainability, and safety, delivering value for shareholders, customers, and the environment alike. Congratulations to everyone involved in bringing this impressive new asset to life.



## Investment to modernise Dove Holes facility

**Cemex UK is making major upgrades to the Building Products facility at Dove Holes in Derbyshire, as part of a significant investment in new machinery and technology.**

The project includes installing a state-of-the-art concrete block press and a new concrete batching mixer. These upgrades will boost production efficiency, product quality, and improve safety, while reducing energy use and carbon emissions in line with our sustainability goals. A new water recycling system and upgraded automation will further improve resource efficiency and reliability on site.

This project marks the second and final phase of the investment, following the introduction of



innovative void packs earlier this year.

National Sales Manager, Sam Culshaw said: "This investment into new and advanced technologies is improving the site's efficiencies and supporting our decarbonisation

targets, while enabling us to produce higher-quality concrete blocks, in more sizes, in line with the requirements of our customers, now and in the future. The new machinery will also enable us to develop new products in the long term and expand our solutions offering across the UK markets. We're looking forward to resuming operations in early 2026."

## Cemex reports strong Q3 results with record margins

**Cemex delivered double-digit EBITDA growth in the third quarter of 2025, driven by operational efficiencies and higher prices. Net Sales rose 5%, while EBITDA margin expanded by 2.5 percentage points year-over-year – the best third quarter level since 2020.**

The U.S. and EMEA posted record margins, with Mexico and South/Central America and the Caribbean achieving multi-year highs. Project Cutting Edge contributed approximately US\$90

million in EBITDA savings this quarter, keeping Cemex on track to reach its US\$200 million target for 2025.

Free Cash Flow from operations improved thanks to higher EBITDA, lower interest costs, and reduced cash taxes, with a conversion rate of 61%.

Our European operations continue to lead in decarbonisation, already surpassing the European Cement Association's 2030 CO<sub>2</sub> emissions target per ton of cement equivalent.

## Repurposed plant equipment producing profitable dust fines

**Following the closure of our Datchet Quarry, some of its equipment has been renovated and installed at Dove Holes Quarry in Derbyshire, where it's now producing washed limestone dust fines – a versatile material used in many applications, including Readymix concrete.**



product for both Cemex and external customers.

Limestone dust fines (0–4mm) are produced by crushing and screening limestone rock. While dry dust has limited commercial demand, the washed version offers greater commercial value. Previously produced by external contractors onsite, costs increased and production was stopped in 2023. However with the repurposed equipment, the Cemex team can now process around 90 tonnes

per hour cost-effectively, as market demands.

This project showcases resourcefulness, teamwork, and sustainable innovation from the team at Dove Holes – well done.

Continued from front page

## Jarrow Readymix Plant – new facility

**Our footprint in the North-East has grown with the opening of a new Readymix plant at Jarrow Wharf. With a growing fleet of specialist vehicles, the site delivers high-quality concrete, ready-to-use mortars, screeds, and aggregates, all under one roof.**

Both Sheffield and Jarrow are supporting our Future in Action decarbonisation goals. Sheffield benefits from rail-fed materials, while Jarrow receives sand and gravel by dredger

ship, reducing truck movements and lowering CO<sub>2</sub> emissions.

**Swindon Mortars Plant – opening soon**

Further south, our UK Mortars business continues to grow with the upcoming launch of a state-of-the-art facility in Swindon. The plant will produce dry mortar and sprayed concrete, including Vertua® lower-carbon mortar, delivering a 30% CO<sub>2</sub> reduction through CEM II A-L 52.5N Vertua® cement, advanced admixtures, and an efficient drying process.

With undercover storage and a sustainable drying system, the facility ensures reliable, year-round operations, increases capacity, and expands our reach into southern regional markets. We're looking forward to the new plant opening in early 2026!



# Cement team climb Snowdon for Cancer Research

During November, an intrepid team from our Rugby Cement Plant came together to climb Mount Snowdon and take part in Movember. So far they have raised over £13,000 for Cancer Research UK and raised awareness for men's health by growing moustaches.

This cause is deeply personal to the team. Several of their colleagues are currently fighting cancer, while others faced it in the past. Their courage and resilience inspired the team to take action and do something positive in their honour.

While also reaching out to our valued partners, suppliers, and stakeholders, they are hoping for your support through sponsorship or donation. Every contribution, big or small, will go directly towards supporting cancer research and vital initiatives that make a real difference in people's lives.

In early November the team set off for Wales at 4am, climbing Snowdon, and returning on the same day, demonstrating that by coming together with determination and heart, there's no mountain too high.

You can support the team by scanning the QR code to donate.

Together, we can make a meaningful impact and show those battling cancer that they are not alone.



We'X  
Survey 2025

Thank you for  
sharing your views

## Thank you for sharing your views

Our 2025 Global Workforce Experience (We'X) Survey launched last month, giving you the chance to have your say. Your views are important to us and help shape the workforce experience for everyone at Cemex, so thank you to everyone who took part.

By sharing what's working, what's not working and what is on your mind, you help our leaders understand the bigger picture and make smarter decisions for everyone. Look out in UK News for more details about the results of this year's survey.



## Add your photo to your Outlook profile

We're encouraging everyone with a Cemex email address to add a profile photo to their Outlook account. Here's why it matters:

Having a photo helps build stronger connections across our teams, especially as many of us collaborate across different locations. A friendly face helps people recognise you in

meetings, emails, and Teams chats, making communication more personal and engaging.

It also supports new starters in getting to know their colleagues more quickly and helps us all feel more connected as one Cemex community.

Adding your photo is quick and easy:

- Open Outlook, Teams, or Sharepoint, on either your phone or PC
- Click on your initials or current picture in the top-right corner
- Select 'View Account'
- Click on the pencil icon in the circular photo window on your profile
- Click 'Change/Add Photo' and upload a clear, professional image of yourself from your photo library.

Let's put faces to names and make our digital workplace a little more human!

## Keep your distribution lists updated

Following the recent company restructure, we'd like to remind you to review and update any email distribution lists, WhatsApp groups, or other group communication channels that you manage.

Keeping your lists up to date helps ensure company information is shared to the correct people, securely, and that information is not inadvertently shared with colleagues who have left the business. This is important as some people keep their Cemex phone numbers after leaving the company.

Please ensure that:

- People who have left the business are removed from email mailing lists and WhatsApp groups.
- New colleagues, or those who have changed roles, are added to the correct distribution lists/groups.

If you're unsure who should be included in a particular group, please check with your Line Manager or HR contact.

Thank you for taking a few minutes to do this, it really helps us all stay secure, connected and aligned.

## Long service awards

### 50 years

- **Carl Whyment**, Mechanical Technician in Warwickshire

### 40 years

- **James Kirwin**, Fitter in Hertfordshire
- **Stephen Deasley**, Sales Executive in West Midlands

### 25 years

- **Andrew Rundell**, Plant Manager in Bedfordshire
- **David Heathcote**, Electrician in Derbyshire
- **Sonny Netto**, Health and Safety Adviser in West Midlands
- **Kevin Pargeter**, Electrical Technician in Warwickshire
- **James Colledge**, Maintenance Planner in Warwickshire
- **David Sowden**, Transport Planning Team Leader in Yorkshire

### 15 years

- **Claire Louise Osborne**, Customer Service Representative in West Midlands
- **Jodie Hopkins**, Negotiator (Local) in Worcestershire
- **Adrian Del Corral Lackner**, Reliability Engineer in Warwickshire
- **Andrew McGregor**, Electrical Supervisor in Warwickshire
- **Susan McNeelis**, Sales Administrator in West Midlands
- **Alan Grahame Booth**, Plant Technician in Flintshire
- **Amy Davis**, Area Sales Manager in West Midlands
- **Kevin Egan**, Transport Planner in Greater London
- **Christopher Cox**, Process Controller in Warwickshire
- **Joseph Holcroft**, Resource and Systems Manager in Hampshire

## High-level UK organisation, excluding corporate functions

