

Cemex UK Operations Limited Health and Safety Policy



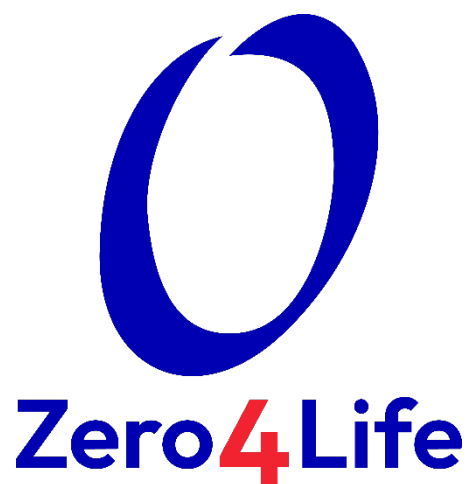
Look After Yourself and Each Other

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

Our Target is Zero4Life

Everyone within Cemex in the UK is required to comply with this Policy and help achieve its aims. We must maintain consistent good practice standards across our operations. Together, we must ensure zero tolerance of any practice that could result in injuries or ill health, and actively promote good physical and mental wellbeing. Our target is Zero4Life, zero injuries and zero harm.

The requirement to work safely is a condition of employment at Cemex and is included within our Code of Ethics. There is no acceptable reason for working unsafely and we must remember our moral obligation to our families and each other.



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Health and Safety Policy Statement

This Policy is mandatory for all locations and activities within Cemex in the UK.

It is Cemex Company Policy that nothing comes before our commitment to health and safety and the prevention of injuries, being fully committed to carrying out our activities in a safe and efficient manner and caring for the wellbeing of all those we interact with. This Health and Safety Policy is endorsed by the operational Directors of Cemex UK Operations Ltd, and expands on the Corporate Health and Safety Policy, with the aim of eliminating workplace injuries and ill health, promoting wellbeing, and fulfilling our moral obligation to employees and anyone else affected by our operations.

Managers at all levels are responsible for driving forward our health, safety and wellbeing culture and standards. They constantly demonstrate visible health and safety leadership and strive for continuous improvement and risk reduction through a plan, do, check, act approach. They ensure health, safety and wellbeing arrangements are suitable, understood, implemented, and constantly reviewed, with clearly defined health and safety roles and responsibilities, supported by appropriate resources.

All employees are expected to participate fully in our health and safety efforts through personal adherence to company requirements, effective consultation, and communication. Comprehensive training and development programmes ensure that everyone has the necessary health and safety competency for their role.

We strive to be industry leaders in health and safety, with consistent high standards across our operations, with no tolerance of exceptions or deviations in terms of both behaviours and standards, as what may appear a minor health and safety violation or deficiency has the potential to lead to injury and must not be accepted.

We maintain close relationships with our business partners, ensuring the suitability of the contractors we use, and liaising with relevant statutory bodies and trade organisations to keep us at the forefront of industry practice.

To ensure we all return home safe at the end of every working day, we work as a team to eliminate work related injuries and promote good health and wellbeing, taking the time to “**Look after Ourselves and Each Other**”, to **Take 5** and **STOP, THINK & ACT** before starting a new task, and to always “**Step In**” where we see any unsafe acts or conditions.

Directors
Cemex UK Operations Limited

June 2026

Lex Russell
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Responsibilities for Health and Safety

All Employees

Cemex values the involvement of employees and encourages participation through consultation. Everyone is expected to take an active role in improving standards by, for example, attendance at health and safety meetings, participating in wellbeing initiatives and carrying out risk assessments. It is the responsibility of everyone at Cemex to maintain consistent good practice standards across our operations, complying with and enforcing relevant Corporate and UK policies and specific safety procedures.



Look After Yourself and Each Other

The most significant influence each of us can have on eliminating workplace injuries is by adopting a positive health and safety attitude at all times. It is estimated that up to 90% of injuries arise from unsafe behaviour. To help combat this Cemex has implemented the UK Safety Essentials. The Safety Essentials are 12 safe behaviours focused on avoiding the main causes of incidents. They are explained during the company induction and every employee is required to abide by them.

Everyone who works for the Company is responsible for demonstrating the correct health and safety behaviours, identifying opportunities for improvement, and challenging / reporting potential risks to themselves and others. They should demonstrate personal leadership in respect of health and safety by carrying out a personal point of work, **'Take 5'**, pre job risk assessment before starting relevant tasks and ensure they **Step In** if they see an unsafe work practice, pointing out hazardous practices to work colleagues and advising line managers of any unsafe acts or conditions. We should be aware that our acts and omissions can put others at risk and should never take short cuts that compromise safety.

Operational Directors

The Operational Directors, all of whom are statutory Directors of Cemex UK Operations Limited, ensure the Cemex Corporate and Regional requirements for health and safety and this Health and Safety Policy are implemented across the UK businesses.

They have overall responsibility for health and safety within their sector of the business and set the expected standards. They ensure suitable competent people are in place within their Senior Management Team, along with sufficient resources, to enable compliance with legislative requirements and Cemex health and safety policies and systems. With their Management Team, they monitor the effectiveness of this Policy and compliance throughout their operations, ensuring consistent high standards are achieved.

Through personal leadership, they demonstrate the importance of health, safety, and general wellbeing by completing VFL engagement visits across the business and promoting continuous improvement through the communication and monitoring of annual Health and Safety Improvement Plans.

Senior Managers

Senior Managers, including General Managers, Business Managers, and Area Operations Managers, are responsible for providing a safe and healthy working environment, promoting wellbeing within their teams, and ensuring compliance with Cemex policies. Through personal leadership, they demonstrate the importance of health, safety, and general wellbeing by completing VFL engagement visits across the

business. They also ensure that all staff understand the health and safety requirements relevant to their roles and are motivated to take an active role in maintaining high health and safety standards.

They are expected to appoint competent people, including those required by relevant legislation, so that there is effective supervision of all workplaces within their control; they will ensure competence through structured training programmes.

They ensure sufficient resources are available to enable compliance with Cemex health and safety policies / systems and make certain that plant and machinery are safe and suitably maintained. They implement monitoring systems to formally verify health and safety compliance and they manage performance against health and safety improvement plans.

They will continually promote employee involvement in the health and safety effort and ensure there is good communication regarding health and safety within their areas of responsibility and with other interrelated areas / functions within the organisation. They ensure all business units develop and implement safety management programmes, which include local improvement plans, to ensure consistent high standards.

Supervisory Staff

Supervisors, such as unit managers and team leaders, are accountable to their appointed Manager and have day-to-day, first-line responsibility for the health and safety of the people under their control. They are required to ensure compliance with Cemex policies / systems in so far as they apply to the locations and activities in their charge. Through risk assessments they must take an active part in the identification of hazards, development of control measures and the communication of remaining significant risks to all relevant personnel. They will promote involvement through employee consultation and ensure continual improvement in standards by motivating their teams and operating maintenance and inspection schemes with effective close out systems. They must ensure that local procedures are implemented to guarantee the safe operation of plant and equipment and that incident / near miss reporting systems are fully utilized.

Health and Safety Department

The Health and Safety Department must support the business in advancing and promoting the health, safety and wellbeing culture and eliminating work related injuries and ill health. They will assist the senior management teams in developing strategic health, safety and wellbeing action plans that ensure a coordinated national approach. Through effective monitoring systems, such as inspections, audits, and incident analysis, they will promote compliance with Corporate and legislative requirements.

The Department will establish and monitor health and safety performance indicators. The headline indicators will be communicated to the Operational Directors and Senior Managers for discussion at their management meetings.

In the event of an incident the Department will provide support with the investigation, to an extent that is proportionate to the severity or loss. Where appropriate, learning points from incidents will be communicated throughout the business to help prevent a recurrence.

The Department will seek to establish good working relations with trade organisations and statutory bodies in order that they can be aware of and, where possible, be involved in the development of applicable regulations and guidance. They will also liaise closely with the Regional and Corporate health and safety

specialists to ensure effective two-way communication in respect of policy developments, significant issues, and incident data.

They will evaluate and communicate developments in industry best practice, Cemex Corporate requirements, and the impact of new or impending legislation. Where appropriate recommendations will be made regarding revisions to existing UK policies and systems.

The Department will coordinate the provision of specialist health, safety, and wellbeing training, whether through in-house health and safety professionals or external consultants. In addition, the Department will provide support to the business by developing generic in-house training courses for presentation by line managers and by advising on personnel training needs.

Where projects are instigated to develop new sites or expand / refurbish existing facilities, the Department will support the business, as and where required, in the management of health and safety risks during the construction and operational phases. Where changes are made to processes, equipment etc the formal management of change process should be carried out

Arrangements for Health and Safety

Statutory Duties and Inspections

We will comply with all relevant statutory duties and inspections. This will be achieved through a clear management structure, where responsibilities are understood, and through the implementation of any necessary additional local arrangements.

Planning and Review

Health and safety planning is vital in promoting continuous improvement and achieving our target of Zero4Life. Health and Safety Improvement Plans for each of the business sectors will be published annually. The respective Senior Management Teams will be responsible for expanding on these Plans as appropriate, ensuring that items on their Plan are adequately resourced, and will formally monitor progress against the plan on a monthly basis.

Local plans for health and safety improvements will also be developed for appropriate business functions and individual areas / sites. Items included in these plans may arise from the annual self-assessment audits, employee consultative forums, risk assessments, Health and Safety Department audits / inspections, behaviour safety systems, near miss reporting, etc. Progress against these local plans should also be formally monitored.

New legislative requirements and corporate policies must be considered during the planning process.

Risk Assessments

Risk assessments are fundamental for planning health and safety improvements. They will be carried out for all relevant activities at Cemex locations. Suitable and sufficient assessments must also be completed for work activities undertaken by employees away from Cemex premises, for example on customer premises and involving logistics operations.

Risk assessments should be carried out through a team and, where applicable, cross functional approach with active participation from employees. Both management and workforce shall be involved to ensure

that all hazards and associated risks are identified, with commitment to the control measures that are required. At least one member of each risk assessment team will be formally trained in hazard identification and risk assessment.

Risk assessments should not be limited to considering only physical hardware and processes / systems of work, but also personnel matters, such as health / wellbeing hazards and risks.

The significant findings of risk assessments must be brought to the attention of all relevant people, including contractors and visitors where appropriate. The method for this will vary, and may include reviews at health and safety meetings, face-to-face briefings, training, inductions and also by posting them on site notice boards.

Progress against action items identified by the risk assessments will be formally monitored to ensure that they are completed. Risk assessments must be reviewed if there is any reason to suspect that they are no longer valid, such as a change in process, staff, working conditions, legislation or if an incident or reported near miss / hazard brings their integrity into question. In addition, they will be formally reviewed at least once every 12 months.

Safe Working Procedures

A structured framework of Cemex health and safety policies, standards and guidance are communicated via the company computer network and apply to all UK operations.

While the primary aim is to eliminate risk through physical controls, where necessary site-specific safe systems of work will be developed. These safe systems may include Standard Works or method statements, which could be required for activities undertaken in-house as well as for contracted work. All personnel must be made aware of the safe systems that are relevant to the work they are required to do, with their understanding being verified.



Risk assessments and safe systems should highlight the in-house and contract activities where a Permit to Work is required before commencing a specific activity; guidance on activities that require Permits can be found in the Cemex Health and Safety Management System and supporting Standards; the General Permit to Work and High Risk Permit to Work should be operated at all sites.

Permits must only be issued by competent, nominated people who have been formally trained in the relevant permit system. Permits should be completed with the people carrying out the work to ensure that all hazards and risks have been considered and that the control measures are understood and implemented.

Management Meetings and Reports

Health and safety shall be the first agenda item at all management meetings. This will provide an opportunity for managers to discuss health and safety alongside other business matters, ensuring policy decisions are made that best suit the business.

Management reports will contain the relevant health and safety information to ensure matters are communicated throughout the organisation. The information will include, where relevant, progress on

initiatives / major projects, details of injuries / incidents and their subsequent root cause analysis findings, key performance indicators, development of policies or any other matters of importance.

Consultation with Employees

It is essential that the health, safety, and wellbeing interests of all employees are represented. As such all operations/functions will establish a structure of health and safety committees that encompass every employee group. Employees will be encouraged to participate in a constructive manner via their elected or union representative (depending upon the local arrangement), who will be consulted over health, safety, and welfare matters. The committees will meet at least three times a year and be chaired by the senior manager for the operational area / function and routinely involve the Logistics Regional / Area Manager, Human Resources Business Partner, and local H&S Manager / Advisor, although this may be subject to change depending on the circumstances.

Items considered at the meetings should include progress against improvement plans, recent incidents, risk assessment reviews and key performance indicators. All employees will be advised of meeting agendas, consulted by their representative, and informed of the results of the consultation process.

Matters arising from these health and safety committees that are of specific interest, or cannot be resolved locally, will be raised at the National Health and Safety Committee or Wellbeing Strategy Group as appropriate. The National Health and Safety Committee involves the Operational Directors, HR Manager, and H&S Director, and will meet every month to discuss strategic, cross business issues related to continued and consistent health and safety performance and injury prevention. Employee Representatives will be invited to attend on a quarterly basis. The Wellbeing Strategy Group is comprised of employee representatives from across the business, along with HR, Communications and H&S team members. The Group will meet at least quarterly and is responsible for monitoring and consulting on wellbeing topics and providing input to the annual Wellbeing Improvement Plan.

Health and Safety Information

The Health and Safety Department will circulate a range of health and safety information via, for example, Safety Alerts, Video Safety Alerts, briefings, and newsletters. This information will include details of applicable new health and safety legislation. The Operational Director for each area is required to ensure that all relevant health and safety information is circulated to their employees and contractors. This information may also consist of items from Health and Safety Committees, incident investigations, trade associations, the Health and Safety Executive, etc.

Operational Directors, with the support of the UK Health and Safety Department, will bring developments in new UK Health and Safety Policies or Standards to the attention of their operational managers, who must ensure compliance is achieved.

The Health and Safety Department is responsible for keeping central systems and standards up to date. All relevant managers / supervisors will have access to these systems, which are intended to help them understand and discharge their responsibilities under relevant legislation, via the company intranet system.

The Health and Safety Department will assist in performance reviews by communicating benchmarking information. This information will be compiled by obtaining relevant comparable information from the sectors within the business and, where appropriate, from external organisations such as trade associations.

Employees shall be kept informed about the safety performance of their business sector and the UK Operations through briefings, newsletters, etc.

Training

● On Induction

All new employees, temporary staff and agency personnel must undergo a period of induction training to ensure safe methods of working are adopted at all times. Training will commence on day one of employment and consist of a formal written programme that takes into account the individual needs of the employee and the specific job role.

The duration of the induction training programme will vary dependent on the individual and the complexity of the tasks. It must be sufficient to ensure that the employee and others are not put at risk. Specific requirements will be put in place where young or inexperienced employees are recruited.

After a predetermined period, the induction must be formally reviewed and signed off by the line manager, with assessment where appropriate, to ensure full understanding of procedures and precautions covered.

● Ongoing Training

All Directors, Managers and Supervisors are required to attend relevant health and safety training courses to maximise their health and safety leadership skills and ensure they are familiar with current requirements and practices.

Formal periodic reviews of health and safety training needs for all employees must identify, target and plan training provision. Development programmes will be in place for employees that ensure they have the required level of competence to carry out the full range of their work duties safely. Competent personnel will be appointed within each operating area to carry out locational health and safety training.

The businesses areas will keep up to date training records that include all on-site training and that which is carried out away from the work location. A record of Continuing Professional Development and competency-based assessments must be maintained as required.

● Specific Training

Where training is required to ensure competence in a specialised area e.g. operating mobile plant, first aid, etc. specific training will be given along with appropriate formal assessment. Only when employees have successfully completed the relevant programme will they be deemed competent and certificated accordingly.

Behavioural Safety

It is estimated that up to 90% of workplace injuries are caused by unsafe behaviour and Cemex operates several initiatives to support a reduction in this type of incident. Visible health and safety leadership is invaluable and, as such, senior managers are trained in behavioural safety techniques and expected to participate in the Visible Felt Leadership site visit programme. All employees are trained to recognise both safe and unsafe practices and encouraged to Step In and stop unsafe activities, and suggesting improvements to working methods.

In addition to the general workplace risk assessments, operational managers / supervisors are required to identify those sites and activities where pre job risk assessments, in the form of Take 5 assessments, must be implemented. The Take 5 assessments are intended to account for any change in the local conditions that may not have been considered by the general assessments and also to ensure people stop and think about the activity they are about to commence, the potential risks and act to ensure necessary precautions are in place.

Inspections, Audits and Defect Reporting

All operations will implement a framework of maintenance and inspection to monitor health and safety standards and promote preventative maintenance. This programme will include detailed testing and inspection of equipment.

The scope of each scheme will be determined by the nature of the site or equipment, the associated hazards and level of risk, and statutory requirements. Schemes will apply to both mobile and static plant, as well as the general work environment.

Inspection scope and frequency will be determined locally and formally documented in written inspection schemes.

The schemes will include the necessary statutory inspections. They must be reviewed periodically to ensure that they remain comprehensive and effective. Inspections must only be carried out by people who are competent by virtue of their training and experience. Wherever possible managers will involve employees in carrying out inspections.

Records will be retained detailing items that require attention, the plans for the remedial work to be carried out and formal reports of items that have been completed.

Each year the Health and Safety Department will inspect a predetermined number of operational units. Completion of the items identified will be monitored via a formal close out system. In addition, the operations teams will carry out annual health and safety management system audits across the business supported by the H&S team where applicable.

Control of Contractors

All contractors engaged by the company shall be detailed on an Approved List of Contractors overseen by the Procurement Department and made available to all staff who are responsible for employing contractors. Contractors will only be included on the Approved List, which is administered by a third-party accreditation company, when they have provided sufficient information demonstrating their competence; unapproved contractors should not be engaged. This information will include proof of any relevant health and safety passport scheme. Information used to justify inclusion on the list will be retained and formally reviewed at least annually.

It will be a condition of contract with Cemex that contractors operate safely, in accordance with site rules, Cemex Safety Standards, relevant safe systems of work and method statements. This condition will be expressly stated in the contract so that it is fundamental to the proper performance of it. Breach of this condition will entitle Cemex to terminate forthwith without payment or compensation. Contractors who fail to demonstrate safe working practices must be withdrawn from the Approved List and their services no longer employed until they can demonstrate that their safety standards have improved to a suitable level.

Before starting work, the competency of individual contract personnel must be verified for the work being carried out and they must receive an appropriate period of induction to ensure all relevant health and safety requirements are understood. Applicable Permit to Work forms must be completed with the contractors before work commences. The only exception to this will be where the work is judged to be very low risk to employees, contractors' staff and third parties. It is the responsibility of the manager or supervisor in control to make a positive decision to this effect and, where doubt remains, a Permit to Work must be issued. Suitable and sufficient supervision of contract works will be implemented, along with handover arrangements to ensure plant and equipment is safely taken back into service.

Where work is of a higher risk or more complex, a method statement will be obtained from the contractor that addresses all issues identified by the relevant risk assessments.

Where any contract work falls within the scope of the Construction (Design and Management) Regulations, UK Health, and Safety Standards on the Implementation of the Construction (Design and Management) Regulations will be followed at all times.

Within some operations Cemex may act as a contractor to someone else. Where this occurs, in addition to complying with this Policy and relevant Cemex safe systems, every effort must be made to ensure full cooperation with additional health and safety requirements specific to the project or place of work.

Management of Occupational Road Risk

The company's strategy to reduce occupational road risk is advised by the UK National Road Safety Improvement Group. This Group, which is chaired the Logistics manager, includes representatives from all areas of the business that have an involvement in on-road logistics. The purpose of the Committee is to review performance, promote consistency across the operations, develop road safety strategies and monitor their implementation. Meetings of the Group shall be held on a bi-monthly basis.

Drivers – It is the drivers' responsibility to ensure they hold a current, valid driving licence for the class of vehicle which they are required to drive. The company shall have a programme to formally check drivers' licences at intervals determined by risk assessment and licences shall be reviewed when a new employee starts work for the company. Company car and van drivers shall ensure any authorised drivers of their allocated vehicle also hold the appropriate licence. Drivers are required to advise the company of any changes to driving licence details, such as penalty points, for themselves and other authorised drivers.

Induction and ongoing training programmes shall be implemented for drivers based on risk profiles, including as appropriate, industry driver skills cards, cyclist awareness training, defensive driver training, etc. The need for ongoing driver evaluation programmes shall be determined by risk assessment and implemented accordingly.

The company shall develop and communicate documents which offer driving advice and guidance, such as company driver handbooks, contract haulier charters and the Cemex Driving Essentials.

Drivers shall ensure they are medically fit to drive and meet minimum eyesight standards, consulting a doctor and advising their line manager if they have any concerns. They shall notify the company of any disability or condition which may affect their fitness to drive now or in the future and shall also notify the Driver and Vehicle Licensing Agency (DVLA) in accordance with statutory provisions. Large Goods Vehicle (LGV) drivers will undergo medicals in accordance with DVLA requirements.

Drivers are encouraged not to drive while under the influence of any alcohol and must never exceed the legal drink / drive limit. Furthermore, they must not drive when taking drugs / medicines that will affect their ability to drive. Drivers should check with their doctor or pharmacist if any medicines they are taking will affect their ability to drive safely.



Vehicles – Vehicles must be suitable for the tasks to be performed. The requirement for additional safety features shall be identified by risk assessment and the equipment fitted and maintained accordingly. For car drivers, the vehicle must comply with the Cemex Car Policy (including cash allowance alternative). Only authorised drivers may drive a company vehicle.

All vehicles on the public highway must be kept roadworthy and serviced in accordance with the manufacturer’s instructions and statutory requirements. Inspection schemes shall be established to ensure appropriate vehicle safety checks are carried out and any vehicle defects are rectified in a timely manner. Vehicles having a defect that compromises the safe operation shall be parked up until the necessary repairs have been undertaken. Drivers of LGV’s must carry out and record vehicle safety checks at the start, and in some cases, the end of each shift and ensure compliance with the Cemex Corporate Go – No Go Policy, which details defects that require a vehicle to be taken off road.

Journeys – Journeys must be adequately planned and organised such that the driver, and any authorised passengers, are not put at undue risk. This would include, for example, ensuring sufficient fuel, planning the safest route, and allowing adequate time to counter stress and tiredness. The route must be appropriate for the vehicle type and, in the case of LGV’s, take account of overhead restrictions e.g. bridges and tunnels and other hazards, such as level crossings, which may present dangers for longer vehicles.

LGV drivers must ensure that children, animals and non-Cemex staff are not allowed in vehicles unless authorised.

Sufficient time must be allowed to complete journeys safely, consideration being given to ensure that journeys are not so long as to contribute to fatigue, when considering overall working time. In respect of LGV Drivers, both the Company and Driver are responsible for ensuring adherence to Drivers’ Hours and Tachograph legislation. Drivers should advise line managers of hazards and delays on regular routes so that journey times can be extended to take account of the circumstances.

When appropriate extra journey time and breaks should be built into the journey plan, to allow for bad weather, for example, and to promote driver wellbeing.

Drivers should drive within the speed limits for the vehicle type and at an appropriate speed, taking into account the road and weather conditions. They should ensure they can stop well within the distance they

can see to be clear; sufficient space should be left between vehicles so that they can pull up safely if traffic slows down or stops.

Goods and equipment which are to be carried in a vehicle must be properly secured e.g. loose tools, sample products, laptops, etc. LGV's should be loaded evenly, within their legal limits, and the load restrained and secured in accordance with the Vehicle and Operator Services Agency (VOSA) guidelines. Vehicle cleanliness must be maintained inside and out.

All drivers and their passengers must wear seat belts. It is the driver's responsibility to ensure that seat belts are worn and that children are secured in an appropriate safety seat or restraint.

The use of mobile phones and other devices are a distraction. Reference should be made to the Cemex Standards and driver handbooks for the restrictions on use of mobile phones whilst driving. In any case the use of handheld mobile phones while driving is prohibited.

Smoking and vaping in enclosed workplaces and public places is prohibited, this includes company vehicles.

All road traffic incidents involving company vehicles and on company business shall be reported to line management.

The competency of haulage contractors shall be verified by reference to their Operator Licence. In addition, all hauliers engaged by Cemex shall be required to undergo an induction and participate in the company driver certification scheme as appropriate. Safety requirements in respect of contract haulage shall form part of the contractual arrangements and be specified in documents such as the IHC Haulage Agreement and Contract Haulier Charter.

Health Care and Monitoring

The company operates a health care programme, which primarily consists of health checks at the time of employment, periodic health screening, sickness absence monitoring and wellbeing promotion campaigns based on the Cemex Health Essentials. Whilst the results of individual screening are not revealed to the company, reports on trends are made available by the occupational health care provider. Management teams within the business will formally assess the data from sickness absence monitoring and health screening, reviewing control measures where adverse trends are identified. The purpose of the programme is to ensure that the work that employees are required to do does not expose them to unnecessary health risks, and that any employee's general state of health does not put their safety or that of others at risk.



All new employees will complete a Health Questionnaire and will be included in the health screening programme. The extent of screening will be determined by the hazards to which individuals are exposed and/or relevant legislation. All existing staff are required to participate in health surveillance and screening to the extent applicable to the hazards present in their workplace. Health screening will generally be completed on a biannual basis, with more frequent screening where prescribed hazards apply.

Additional optional health and wellbeing tests are included in the health screening and employees are encouraged to take advantage of these.

Whilst the results of individual screening are not revealed to the company, reports on trends are made available by the occupational health care provider.

Management teams within the business will formally assess the data from sickness absence monitoring and health screening, reviewing control measures where adverse trends are identified.

All staff will be made aware of the content of the Drug & Alcohol Abuse Policy. The Policy is designed to promote a culture in which drug and alcohol abuse is not tolerated and to ensure that employees' use of either drugs or alcohol does not impair the safe and efficient running of the organisation or result in risk to the health and safety of themselves, other employees, or third parties.

Wellbeing

The Company understands the importance of identifying and reducing factors which have a negative effect on employee wellbeing and promoting factors which have a positive effect. It recognises that employee wellbeing has three inter-connected aspects:

- 1) Physical Health - Overall health, energy, stamina
- 2) Psychological Health - Stress / anxiety, intrinsic satisfaction, accomplishment, optimism, confidence, control, empowerment
- 3) Social Health - Work relationships, balance in work and personal life, equity, fairness, respect, social connectedness

The Company aims to:

- Prevent as far as reasonably practicable and within its influence the negative impact on these 3 elements, by pro-actively identifying the foreseeable causes and eliminating or controlling the impact of these causes.
- Support employees to address pressures and stresses inside and outside of the workplace that may impact their work.
- Provide guidance to staff and managers on the actions that they should take in the event of any employee well-being issue.
- Provide mechanisms to monitor procedures and outcomes, and to assess the effectiveness of these.

To ensure a fair and consistent approach to management, a range of employment policies have been devised. In addition, there are a number of other benefits and policies aimed at promoting wellbeing. Details of policies and benefits are available from the company intranet system. Line managers are responsible for following any guidance provided, ensuring copies of relevant documentation are available for reference as required. They should liaise with the Human Resources or Health and Safety teams when issues arise.

A Wellbeing Strategy Group, involving employee representatives, HR, Communications and Health and Safety, is in place to monitor, develop and promote wellbeing across the business. The Group is chaired by a member of the HR Team and meets at least quarterly. In guiding the wellbeing strategy, the group review the requirements of the Cemex Global Wellbeing Model and good practices from within Cemex and from the wider industry, considering this alongside feedback from across the business and insights from performance indicators, such as sickness absence and health screening trends. Wellbeing initiatives are included in the Annual Wellbeing Improvement Plan.

Employees are responsible for raising any concerns they may have for their own health and wellbeing to their line manager.

Absence Management

High standards of attendance are expected of all employees. Managers and Supervisors must monitor and review attendance levels within their operations.

Where an employee is absent, or is likely to be absent, as a result of either a health condition or following an injury, consideration will be given to whether it is appropriate for them to continue to work on “light duties”; this must not be at the expense of the wellbeing of the employee and must be arranged by mutual agreement.

It should, however, be noted that returning to work on “light duties” may aid recuperation. The taking up of “light duties” may necessitate short-term modifications to the workplace and will require the manager to make regular enquiries about the employee’s health.

Where employees are absent from work, managers are required to maintain contact and consider, in the case of longer-term absence, whether there is any assistance that can be arranged through the occupational health care provider that would aid the employee’s recovery.

On returning to work following absence due to either ill health or workplace injury, the line manager will undertake and document a return-to-work interview to ensure that employees are sufficiently recovered to carry out their work safely.

Employees are responsible for reporting any absence to their manager, in line with their terms and conditions of employment, and for maintaining regular contact during any period of absence.

Accident / Incident Reporting and Investigation

All work-related accidents / incidents involving injury or property damage on Cemex premises, or injury to employees or other third parties away from company locations, must be reported via the standard accident reporting procedure and recorded in INTELEX.

Road traffic collisions involving company vehicles must be reported in accordance with local requirements and also to the Risk and Insurance Department. Where a road traffic accident results in injury and the person is driving as part of their work on company business, as opposed to driving to / from work at the start / end of their shift, the accident must also be reported through the standard health and safety accident reporting procedure; this requirement applies irrespective of whether the vehicle is owned by the company and extends to contractors delivering materials on behalf of Cemex. All vehicle incidents involving company or contract haulage, on-site or on road, and mobile plant collisions must be reported to relevant line management and recorded in INTELEX at the earliest opportunity.



Near misses will be reported via the Near Miss / Hazard Alert system and again, must be logged in INTELEX.

In addition to reporting through the established procedures, any injuries will be promptly communicated to the relevant Senior Manager. The Senior Manager will then immediately inform the appropriate

Director of any “recordable” injuries, which include fatalities, lost time injuries, restricted work injuries, or medical treatment cases.

For minor injury accidents and near miss incidents the appropriate Supervisor / Manager will take the lead in the investigation. An Inquiry Panel, headed up by the relevant Senior Manager, will co-ordinate the investigation of incidents resulting in “recordable” injuries, Dangerous Occurrences or High Potential (HiPo) incidents. The Health and Safety Department will also be notified immediately of all “recordable” injuries and HiPos, supporting with the subsequent investigations as appropriate, and advising on reporting requirements to the Authorities to ensure compliance with statutory reporting requirements.

All accidents and near miss incidents will be thoroughly investigated to identify any additional precautions required. Root cause analysis techniques will be used to ensure investigations consider not only the immediate causes, but also the underlying reasons behind each event. All managers and supervisors who carry out accident / incident investigations will be formally trained in accident reporting, root cause analysis investigation and emergency procedures.

Where the need for further control measures is identified, positive action must be taken as quickly as possible to prevent a recurrence. Remedial actions will be formally tracked to ensure close out.

In all cases when accidents, incidents or near misses / hazards are reported, the relevant manager must provide sufficient information about remedial action to the person who made the report.

Senior Managers must ensure procedures are in place to notify their Director and the Health and Safety Department immediately in the event of any death that results from an incident at work. In the event of a fatal incident a Senior Inquiry Panel will be established to ensure that a thorough investigation is undertaken; the Panel will include at least two Operational Directors and the Health and Safety Director.

The Health and Safety Department, in conjunction with the Legal Department, shall advise on the incident investigation reporting protocols for fatal and significant major injury incidents.

Management teams will formally review their incident performance on a regular basis, with the support of the Health and Safety Department as appropriate, to help identify trends and enable additional control measures to be introduced.

The Directors will monitor incident performance and trends for the UK Operations at the monthly National Health and Safety Committee Meetings, using information collated by the Health and Safety Department. The Department will periodically report on the results of benchmarking exercises carried out with external trade associations, etc.

Emergency Preparedness / Crisis Management

Risk assessments must consider potential emergency situations and be used, in conjunction with prescribed legislative requirements such as the Dangerous Substances and Explosive Atmosphere Regulations, to determine the range and extent of emergency plans required. Emergency plans must be in place at each location and will be designed to assist people in responding quickly and efficiently should any serious incident occur. The risk assessment and plans will be used to determine the requirements for emergency drills and specific training.

The plans must include the full address of the site, contact numbers for key members of the management team and local emergency services, i.e., Fire, Ambulance, Hospital, Electricity and Gas Company, etc. The contact details and all relevant sections of the plans will be prominently displayed. All necessary emergency equipment will be provided, clearly identified, readily accessible and maintained. Appropriate first aid provision must be in place at all sites.

In addition to the local emergency plans, crisis management procedures will be developed and communicated across all sectors of the business, as appropriate, with any necessary training for key personnel being undertaken.

Where necessary, a Rapid Response team (RRT) will be established, primarily to look after everyone's wellbeing, while minimising business interruption. The RRT shall involve senior leaders and managers from key functions across the business and the RRT will be chaired by a relevant Director. The RRT will meet as necessary to determine short and medium term strategic plans, based on reviews of relevant information and updates from affected business areas, the wider Cemex group, the Government and industry bodies as appropriate. The work of the RRT may be supplemented with the establishment of a network of local coordinators to support unit managers in ensuring requirements for risk assessments, procedures, inspections, etc. are met. The RRT will coordinate the development of supplementary guidance where necessary. They shall also ensure supply of relevant equipment and consumables, including personal protective equipment. Effective communication is paramount in keeping everyone informed of developments, with the RRT sharing regular updates as appropriate, explaining advice / guidance and necessary requirements. The RRT will continually monitor key performance indicators, feedback, and compliance, adjusting the strategy as necessary.



The involvement of everyone, in our health, safety, and wellbeing efforts, is fundamental.



STOP THINK ACT