

CEMEX Protocol	Protocol for preparing and responding at a Cement Plant in a COVID-19 scenario
Purpose of the Protocol	This protocol provides a framework for the preparation which should be taken before a case occurring at a Cement Plant and then details the steps which should be taken if a member of staff or contractor is confirmed as having COVID-19.
Who does this protocol apply to	This protocol applies to every CEMEX's Operations. The Plant RRT/managers/employees should take responsibility for implementing it.
Important note	This protocol is generic and is not able to take into account the different levels of COVID-19 cases in different countries, government guidance and the response and actions their citizens should take. Always listen to government advice before taking action.
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I. General actions to be taken	
1	The following actions should be taken to prepare your plant: If they have not been carried out already, they should be taken now!
1.1	Agree who will take responsibility for planning for COVID-19 on-site and this should be the RRT. Make sure that all members of the team are available to plan and that each member of the team has a deputy.

I. General actions to be taken	
1.2	Set up a mechanism where all operational units report to the Plant RRT about any occurrence, increase in threat, changes in staff behavior or case number turning up, and report this to the RRT continuously as necessary.
1.3	Agree with the Plant Director and the Country President, the authority, decision-making powers, spending limits and reporting structure of the Plant RRT.
1.4	Implement any government guidance on handwashing, use of tissues and sneezing protocols as well as limiting personal contacts such as greetings kissing and handshakes. Implement guidance on placing anti-bacterial hand rub in public areas to allow for additional handwashing and implement additional cleaning regimes especially in public areas. Make use of government posters and texts for communications and notices. Please refer to "PANDEMICS-Personal hygiene protocols" and "PANDEMICS-Workplace cleaning procedures" for further information.
1.5	Implement and/or reinforce screening protocols at the plant and critical areas such as the accesses to the COP and Laboratory. (temperature measurement and questionnaire). Please refer to "PANDEMICS-Screening at workplace protocol" for further information.
1.6	Implement a process to keep sufficient inventory and establish agreements with suppliers to maintain inventories of liquid soap, disposable towels, tissues, antibacterial gel and Personal Protective Equipment for COVID-19 (COVID-PPE). COVID-PPE could include gloves, medical masks, goggles or a face shield, and gowns.
1.7	Inform to the Country, that the RRT is in place and planning for the possible pandemic.
1.8	Designate a member of the team to be responsible for reading national or local guidance and informing the team if there are changes that could affect CEMEX or its response. Agree also with the National RRT where CEMEX Central specific advice will come from, direct from Central, through ERM or the National RRT.
1.9	Confirm that you have a nearby health service provider to attend suspected cases. i.e. agreements with clinics.
1.10	Review the steps which can be taken to prevent or delay the likelihood of infection within the plant. All steps may not be possible within all plants. All possible options should be documented so they can be deployed if required: <ul style="list-style-type: none"> a. Prevent customers and visitors from coming on site. b. Identify support, management and administration staff who can work remotely. Identify if they have the means to do remote work (laptops, access to VPN, home broadband) and then check them working remotely for a day if they don't regularly. c. Take precautions to ensure that shifts, especially those in the control room, do not intersect in the room during the shift change. This could include working a longer shift to enable a reserve shift. Handover by phone rather than face to face and clean all desks, phones, computers and control between shifts. Please refer to the "PANDEMICS-Workplace cleaning procedures" protocol for further information.

I. General actions to be taken	
	<ul style="list-style-type: none"> d. Looking at the possibility of closing or regularly cleaning social spaces such as the canteen, cafeteria, restrooms, meeting rooms and other communal areas. Please refer to the "PANDEMICS-Physical distancing protocol" for further information. e. Reduce face to face encounters and promote other ways of communication (i.e. telephone, two ways radios, WhatsApp). f. Review the use of video conferencing to reduce the need to have face to face meetings. g. If possible split team across different offices. h. Identify alternative staff (i.e. contractors, employees in other areas, retirees) that could be drawn on if necessary. i. Identify critical vendors/suppliers and, if It is practical, limit the access/frequency to deliver their services/products.
1.11	Review the risks associated with your plant and decide whether the demand for cement is likely to go up or down during this incident. Review production schedules and manpower requirements.
1.12	Identify Skeleton Crew for Cement Plant to have a business/operation continuity.
1.13	Review the risk to your supply chain based on the COVID-19 effect over the suppliers by country, region or zone, in the case of local suppliers.
1.14	Define how critical the stopping of the plant is related to community/city/state lockdowns, review and prepare the processes to orderly stopping the plant.
1.15	Design and practice a desktop BCP exercise with the objective of testing and disseminating protocols with at least three scenarios: Minimum personnel in Central Control Room (CCR), Laboratory (QA) and Maintenance crew.
1.16	Decide how you will communicate with staff, contractors and customers and inform them where they can go to find the latest information and how to ask questions to CEMEX staff.
1.17	Review your Human Resources procedures and see if they need to be updated to reflect government guidance and the changing requirements and working practices associated with COVID-19.
1.18	<p>Review the response plan with a list of possible scenarios of how the incident could develop. These should take into account what has happened worldwide, in adjacent countries and within your local areas. Possible scenarios include:</p> <ul style="list-style-type: none"> a. Country lockdown and no travel to high affected countries. b. Government advise to implement social distancing. Please, also refer to the "PANDEMICS-Physical distancing protocol" for further information. c. A case of COVID-19 being confirmed in a member of operational staff or contractors, in the control room, laboratory, and maintenance staff or among admin staff. d. No government advice but the virus is spreading amongst the population. e. 20% of staff are off sick at the height of a possible pandemic.

I. General actions to be taken	
1.19	Agree who will sign off communications and advice to staff and contractors.
1.20	Review travel advice/protocols provided by the CEMEX Global Security department including which staff can travel to which areas, how travel is signed off and the rule of return of staff from certain areas. Along with local government advice, these protocols and guidelines should be reviewed, implemented and communicated to all staff.
1.21	Consider if extra precautions have to be taken for staff with underlying health issues.

Actions to be taken while waiting for either widespread person to person infection in the local area or on change in government advice to prevent further spread of COVID-19.	
1.	The RRT should meet every morning at 10 am to review if there has been any change in government advice or there has been an event that requires further action or communications. If there is no change, this meeting can be short but if there is a change then the meeting can proceed to develop a response plan and then communicate it.
2.	If government advice changes on sickness e.g. of any person feels ill or has any flu symptoms, they should self-isolate at home for 14 days then this should be communicated to staff and managers. Human Resources will give follow up to any case of sick personnel until his/her total health recovery. If Human Resources rules need to be changed then these should also need to be communicated.
3.	If the government implements new order to prevent the spread of the virus then as appropriate the actions should be implemented at the above point "Review the steps which can be taken to prevent or delay the likelihood of infection within the plant". Note there is a balance to be had between implementing actions that damage CEMEX's business and the protection of staff. If in doubt, ask for guidance from the Country RRT.
4.	The national government or health service should provide clear guidance on the steps to be taken in your area to reduce the chances of infection or what to do if staff feel ill. This must be followed by all CEMEX employees. If managers feel that government advice is not strong enough and, locally or nationally the RRT wants to take extra precaution by sending people home if displaying flu symptoms, this should be agreed by the country RRT. Individual Plants should not develop their own responses which could be different from government advice or those across the rest of CEMEX national employees.

Actions to be taken when COVID-19 is widespread in the community and person to person transmission is taking place effecting CEMEX staff.	
1.	Daily monitoring of the effect on staff and production personnel and inform the Country RRT.
2.	Communicate with staff both at home and at work to give them an update on the situation daily.

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3.	If staff numbers are greatly reduced, then the RRT should consider which activities do not need to be done.
4.	Implement, as necessary, the Business Continuity Plan for COVID-19, especially If the staff is reduced in critical areas such as Central Control Rooms (CCR), Quality Laboratories and Maintenance crew. Please, refer to: a. "PANDEMICS-Central Control Room (CCR) protocol" b. "PANDEMICS-Quality Laboratory protocol" c. "PANDEMICS-Maintenance crew protocol"
5.	Ensure good leadership and visibility from senior employees.