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| CEMEX Protocol | Guidance for preparing and responding at a Ready-Mix Plant in a COVID-19 scenario |
| Purpose of the Protocol | This protocol provides a framework for the preparation which should be taken prior to a case occurring at a Ready-Mix 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 all 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 the account the different level 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. |
| Disclaimer | <p>This protocol was prepared by CEMEX based on the recommendations of the World Health Organization (" WHO "), external consultants and the experience of the company itself. CEMEX is not responsible for the result of the implementation of the protocol and in no way guarantees the effectiveness of this material to prevent or reduce CORONAVIRUS (COVID-19) infections among its employees or officials. Authorization to use this material is exclusively and limited to consultation. No person or entity will be able to use this material, in whole or in part, for publicity, advertising and/or promotion in any material or media, for any company, products or services.</p> <p>Copyright ©2020 Cemex Innovation Holding AG.</p> |

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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! |
| 2. | Appoint a COVID19 Site Coordinator and follow all protocols and measures established by the Rapid Response Team (RRT) |

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| 3. | Set up a mechanism where operational unit's report to the Plant Management and Local/National RRT of any occurrence, increase in threat, changes in staff behavior or number turning up and report this to the RRT continuously as necessary. |
| 4. | Implement any government guidance on handwashing, use of tissues and sneezing protocols as well as limiting personal contact such as greetings kissing and handshakes. Implement guidance on placing anti-bacterial hand rub in public area to allow for additional handwashing and implement additional cleaning regimes especially in public areas. Make use of government posters and test for communications and notices. Please refer to "Personal hygiene protocol" and "Workplace cleaning protocol" for further information. |
| 5. | Implement and/or reinforce screening protocols at plant and critical areas such as the accesses to the control room, laboratory, maintenance and batching areas. (Temperature measurement and questionnaire). Please refer to "Access Control Screening protocol" and "Leaving Site protocol" for further information. |
| 6. | Implement a process to keep sufficient inventory 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. |
| 7. | Inform the Country RRT that you have formed and are planning for the possible pandemic. |
| 8. | Designate a member of the team to be responsible for reading national or local guidance and informing the team if there are any changes that could affect CEMEX or its response. Agree also with the National RRT where CEMEX specific advice will come from direct from Central, through ERM or through the National RRT. |
| 9. | Confirm that you have a nearby office or medical provider to provide health services to suspected cases. For example: agreements with clinics. |
| 10. | <p>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:</p> <ol style="list-style-type: none"> Prevent customers and non-essential visitors coming on site. Restrict the access of personnel to places not strictly required in their work. Require all people and drivers to wash or clean their hands before entering and leaving the site. If feasible, install a sanitary station at entrance, supplying water and soap; or install and provide alcohol-based sanitizer. As an additional suggestion, install shoe sanitation station (i.e. sanitizing solution carpet, tub, mat or spray) prior to entering/leaving. Identify support, management and administration staff who can work remotely. Then practice them on working remotely for a day if they don't regularly. Take precautions to ensure that shifts especially those in critical areas (i.e. control room, laboratory, maintenance and batching) do not infect each other. This could include working a longer shift to enable a reserve shift, and reduce weekly commuting. Please refer to "Workplace cleaning protocol" for further information. |

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| | <ul style="list-style-type: none"> f. Enable areas that allow for greater air circulation where more than two people should congregate, allow the minimum distance (2 meters or 6 feet) between them. g. Looking at the possibility of closing or regularly cleaning social spaces such as the restrooms and communal areas. Please refer to "Workplace Cleaning protocol" for further information. h. Prevent the unnecessary physical interactions between administrative staff, operators and drivers. I.e. paperwork, PPE, meals. <ul style="list-style-type: none"> 1. If feasible, establish mechanisms to replace signing of orders or paperwork. Review using unilateral receipt documents which include customers details. Please see "Paper Handling Protocol" for further instructions. i. Implement sanitization routines for mixer trucks and equipment. Exchange of personal belongings, tools or electronic devices should be prohibited. See "Vehicle Operation Protocol" for further instructions. j. Set up disinfestation crews for vehicles and works tools, especially on shift changes. k. If possible split team across different areas or sites. l. Identify staff alternatives (i.e. contractors, employees in other areas, retirees, remote assistance) that could be drawn on if necessary. m. Identify critical vendors / suppliers and, if it is practical, limit the access / frequency to deliver their services / products. |
| 11. | Review the risks associated with your plant and decide whether demand for ready-mix is likely to go up or down during this period. Review production schedules and manpower requirements considering this. |
| 12. | Identify Skeleton Crew for the plant and define the minimum crew to have business / operation continuity. |
| 13. | Review the risk to your supply chain either as products have to come from high affected countries or regions or locally affected suppliers. |
| 14. | Define how critical the stopping of the plant is related with community/city/state lockdowns, review and prepare the processes to orderly stopping the plant. Please see "Hibernation Protocol" for relevant actions to be implemented. |
| 15. | Design and practice a desktop Business Continuity exercise with the objective of testing and disseminating protocols with at least three scenarios: Minimum personnel in control room, laboratory and delivery crew. |
| 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. |
| 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. |
| 18. | Review the plant's response to 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: |

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| | <ul style="list-style-type: none"> a. Country or regional lockdown or partial lockdown b. Travel bans. c. Government advice to implement physical distancing. Please, also refer to "Physical distancing protocol" for further information. d. A case of COVID-19 being confirmed in a member of operational staff or contractors, in the control room, laboratory, batching, truck delivery personnel or among admin staff. e. No government advice but the virus is spreading amongst the population. f. Up to 20% of staff are off sick at the height of a possible pandemic. |
| 19. | Agree who will sign off communications and advice to staff and contractors. |
| 20. | Review travel advice / protocols provided by CX Global Security department including which staff can travel to which areas, how travel is signed off and 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. |
| 21. | Consider if extra precautions must be taken for staff with underlying health or clinical issues or older age. |
| 22. | Follow recommendations of the health authorities and keep staff informed. |

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.

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| 1. | The RRT should meet every morning to review if there has been any changes in government advice or there has been an event which requires further action or communications. |
| 2. | If government advice changes on sickness e.g. if 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 totally recovered. If Human Resources rules need to be changed then these should also need to be communicated. |
| 3. | If the government implements new measures to prevent the spread of the virus, then appropriate actions should be implemented. Review the steps which can be taken to prevent or delay the likelihood of infection within the plant. Every action should first focus on employee protection and then business continuity of operations. If in doubt, ask for guidance from the Local RRT. |
| 4. | National government or health authorities 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 Local RRT wants to take extra measures or precautions, i.e. send people home if displaying flu-like symptoms, this should be agreed by the country RRT. Individual plants should not develop their own responses which could be different from government or country RRT's. |

| Actions to be taken when COVID-19 is widespread in the community and person to person transmission is taking place affecting CEMEX staff. | |
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| 1. | Daily monitoring of the effect on staff and production and inform the Country RRT. |
| 2. | Communicate with staff both at remote location (i.e. home) and job site to give them an update on the situation daily. |
| 3. | If staff numbers are greatly reduced, then the RRT should consider if there are activities which do not need to be done. |
| 4. | Implement, as necessary, the following protocols, especially If the staff is reduced in critical areas such as control rooms, laboratory, maintenance and delivery crew. Please, refer to: <ol style="list-style-type: none"> a. "Central Control Room protocol" b. "Quality Laboratory protocol" c. "Maintenance crew protocol" |
| 5. | Ensure good leadership and visibility from senior employees. |