

CEMEX Protocol	Protocol for Escalation in a COVID-19 scenario
Purpose of the Protocol	This protocol provides recommendations for escalation process according to the defined criteria in a COVID-19 Pandemic scenario.
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. The Plant RRT/managers/employee must refer to the "Pandemic Protocol Matrix" for further instructions.
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I. Pillars	
1.	Activities designed to address COVID-19 are divided into 4 pillars, and the implementation of each activity is defined based on the risk phase for each country: <ul style="list-style-type: none"> a. Employee Protection <ul style="list-style-type: none"> • Travel • Social Distancing • Screening

I. Pillars	
	<ul style="list-style-type: none"> • Workplace Cleaning • Personal Hygiene • Medical Support b. Monitoring <ul style="list-style-type: none"> • External Monitoring c. Communication <ul style="list-style-type: none"> • Internal • External d. Operational Continuity <ul style="list-style-type: none"> • Facilities • Supply Chain / Procurement • Commercial / Business • Information Technology
II. Escalation Protocol	
	This standardization has been done based on most of the activities of several countries that meet the same criteria
Phase 0 (Preparation)	
	a. Preparatory activities, no cases in the country
Phase I (1 country case)	
	<ul style="list-style-type: none"> a. Country infections are present b. Potential for escalation is clear, but the risk is LOW c. Authorities and communities increase communication about the disease
Phase II (1 city case)	
	<ul style="list-style-type: none"> a. Number of cases increases b. Risk is LOW to MODERATE with potential to escalate c. Cases in cities where CEMEX operates begin to occur d. Authorities increase communications about the contingency e. Community unrest increases
Phase III (1 facility case)	
	a. Direct CEMEX impact
The Plant RRT/managers/employee must refer to the "Pandemic Protocol Matrix" for further instructions on what actions should take place depending on the phase of the pandemic.	

III. Matrix

	Preparation Phase 0	1 country case Phase I	1 city case Phase II	1 facility case Phase III
Actions	<ul style="list-style-type: none"> Preparatory activities, no cases in the country 	<ul style="list-style-type: none"> Country infections are present Potential for escalation is clear, but risk is LOW Authorities and communities increase communication about the disease 	<ul style="list-style-type: none"> Number of cases increases Risk is LOW to MODERATE with potential to escalate Cases in cities where CEMEX Operates begin to occur Authorities increase communications about the contingency Community unrest increases 	<ul style="list-style-type: none"> Direct CEMEX impact