



<b>CEMEX Protocol</b>	CEMEX COVID-19 Safe Systems as defined in our Health and Safety Management System (HSMS) Protocol
<b>Purpose of the Protocol</b>	This protocol provides recommended preventive measures to apply while complying with safety procedures that are already established to prevent incidents in our workplace, during a Pandemic scenario of COVID-19.
<b>Who does this protocol apply to</b>	This protocol applies to all of CEMEX's Operations. The Plant RRT/managers/employees should take responsibility for implementing it.
<b>Disclaimer</b>	<i>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.</i>  Copyright ©2020 Cemex Innovation Holding AG.

<b>I. General recommendations</b>	
1.	Applying Personal Hygiene Protocol is essential to guarantee the success of preventive measures for COVID-19, such as and not limited to: <ul style="list-style-type: none"> <li>• Washing and disinfecting hands thoroughly as per WHO recommendations before entering the room or area, before touching face and after manipulating tools and equipment.</li> <li>• The physical distancing of 2 meters (6 feet) between personnel.</li> <li>• Correct use, removal and disposal of personal protective equipment, specially facemasks and eye protection.</li> <li>• Respiratory hygiene, encouraging participants to cover their face with the crook of their elbow or tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them.</li> </ul>
2.	Avoid the exchange of documents and pens. To document evidence, as much as possible, use electronic devices, photographs, and applications.

<b>I. Lock-out/Tag-out/Try-out (LOTOTO)</b>	
1.	As part of the standard procedure, every individual must carry a personal lock and identification card attached to it. It is recommended to use a plastic ID card containing at least, user's name, company, supervisor's name, and contact information.

<b>I. Lock-out/Tag-out/Try-out (LOTOTO)</b>	
2.	All individuals must be using proper COVID-PPE (i.e. gloves, medical masks, goggles or a face shield, and gowns) in the operational area during this process.
3.	<p>Before inserting the lock with the ID card, both items must be properly disinfected by the user with alcohol-based or chlorine-based liquid.</p> <p>All areas that require frequent LOTOTO procedures, such as electrical and control rooms, should guarantee disinfectants available, with instructions on how to apply them.</p> <p>The application of disinfectants must be done before entering areas with high temperatures, electrical and flame risks.</p>
4.	If the LOTOTO procedure involves more than one person, the physical distance of at least 2 meters (6 feet) must be respected, organizing a line between personnel, avoiding face-to-face contact and taking turns to insert the locks in the box.
5.	In areas with a high noise environment, radios must be provided to allow communication between the personnel, to respect physical distancing recommended.
6.	A list of persons participating as part of a team in applying the LOTOTO procedure must be kept, to track down the contacts in case of infection.
<b>II. Permit to Work / High-risk tasks</b>	
1.	<p>Only essential tasks and maintenance work must be done to guarantee the health and safety of our employees/contractors and operational continuity.</p> <p>A reduced number of technicians and/or operators should be assigned to execute the task, limiting the number to not more than 5 workers, including the supervisor.</p>
2.	It is recommended to assign the same personnel to a specific working team and avoid exchanging members to different teams. All team members should be clearly identified, assigning a name to the team, reinforcing identity and purpose.
3.	Permit to work must be issued to risk assess the performance high risks tasks, such as: working at heights, working with high temperatures (hot work/cutting and welding), electrical work, working in confined spaces, lifting operations, working on/or near water, work involving excavation/breaking ground.
4.	Permit to work will be filled only by the supervisor of the team, analyzed at the operational area with all team members and issued at the beginning of the task, and will last up to 15 days, or less If there are changes in initial instructions and scope of work to be done. Physical distance (2 meter/6 feet) and permanent use of PPE should be observed at this stage. The permit conditions need to be reviewed every day before starting the task by the supervisor and ensure the working team is aware of any updates or changes
5.	All tools and equipment must be disinfected before and after use by each user. While working with flammable or at high temperatures, be aware any alcohol-based disinfectant has dried out before commencing work.

<b>II. Permit to Work / High-risk tasks</b>	
6.	After completing the form, the supervisor must include the name of all participants in the analysis process and document evidence by taking pictures of the team members and the filled-out form, sending the files by electronic means or application to H&S specialist and/or immediate supervisor.
7.	Permit to Work document should be placed inside a plastic transparent cover to be displayed on the working site for the duration of the work.  No additional signatures will be included during the revision and supervision process.
8.	At the end of the work, the document will be submitted inside the plastic cover to H&S Department, placed In a box/tray assigned specifically to store and process one week after received. Assign 5-7 trays, one per day of working week to keep track of the date received by H&S Area. It is estimated that the COVID-19 virus remains active 3 days in plastic and 24 hours on paper or cardboard.
<b>III. Risk Assessments/Take 5</b>	
1.	If risk assessment formats are separated from Permit to Work formats, the same procedure should be applied as instructed in segment "Permit to Work/High Risks tasks".
2.	Take 5 is an individual risk assessment format, that should be filled before commencing every task by every worker.
3.	Everyone must use their pen, as sharing any type of tool or equipment is prohibited. After completing the assessment, sanitize your hands using alcohol-based gel, before wearing your gloves to start the work assigned.
<b>IV. Safety Procedures/Standard Work</b>	
1.	Only essential tasks and maintenance work must be done to guarantee the health and safety of our employees/contractors and operational continuity.  If a standard work must be developed for essential tasks, the number of participants should be limited to not more than 3 persons, that work as part of a previously assigned team, as indicated in Permit to Work session.
2.	To analyze step by step process, workers involved will document the procedures by video, maintaining physical distance as much as the task allows. In cases a task must be held between two or more individuals in short contact, all must wear proper protective equipment and disinfect tools, masks, gloves and eye protection individually, as soon as they complete the task.
3.	Notes, voice-notes, and videos will be delivered by electronic means to the supervisor in charge of completing the documentation and revision. The chain of revision will be done by virtual means, without document exchange.



<b>V. Safety Inspections</b>	
1.	Only essential inspections must be done to guarantee the health and safety of our employees/contractors and operational continuity. Inspections should be done by individuals, not by groups.
2.	Inspections that require verification as part of the operational continuity should include: Emergency and fire prevention systems and active operational areas.
3.	Inspection routine done by a supervisor or H&S Specialist will include verification of compliance of all COVID-19 preventive measures: groups respecting physical distancing during work execution, proper use of PPE by workers, verifying disinfection routines of tools and equipment, replenishment of disinfecting and hygiene products.