



# SUSTAINABILITY IS OUR BUSINESS

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**Sustainability means meeting the needs of the present without compromising the needs of the future. Sustainability is at the heart of our business as we use non-renewable natural resources to make our products.**

Unless we look for ways to preserve resources and use new green technologies there will be no future business. As well as preserving the planet, our biggest customers now demand to see our sustainable credentials. Sustainability is an essential part of doing business.

Miranda Clegg has been with the CEMEX UK Sustainability team since 2007 and has

seen the subject take centre stage over recent years. She now heads up the UK Materials Sustainability team whose work is central to fulfilling our Global and European goals. We spoke to her about the challenges and successes so far:

Sustainability has come of age, and with the likes of Greta Thunberg and the global environmental movement group Extinction Rebellion, everyone is more aware of the issues facing our planet. Within CEMEX we have a duty to look at everything we do and assess it in the light of its environmental impact. Initiatives such as recycled products, alternative concrete mixes and alternative fuels help minimise our impact. It is a far-reaching topic and covers everything from the very large global alternative fuels projects to the very small local actions like switching off lights in the messroom.

**STORY CONTINUES ON PAGE 4 »**

## A WORD FROM CRAIG...

**Welcome to the sustainability edition of CEMEXEXPRESS. More than ever before we are aware of the need to work in a way which preserves our planet and our business for future generations. We hear from Miranda Clegg about why sustainability is vital for our future.**

Our safety message continues to focus on our COVID safe behaviours. Thank you to all of you for continuing to keep each other safe.

Alternative transport is a key part of our sustainability strategy and the rail team highlight how 2020 was a record year. Adam Leverett also explains the role of his new EXCEED team in keeping our business evolving.

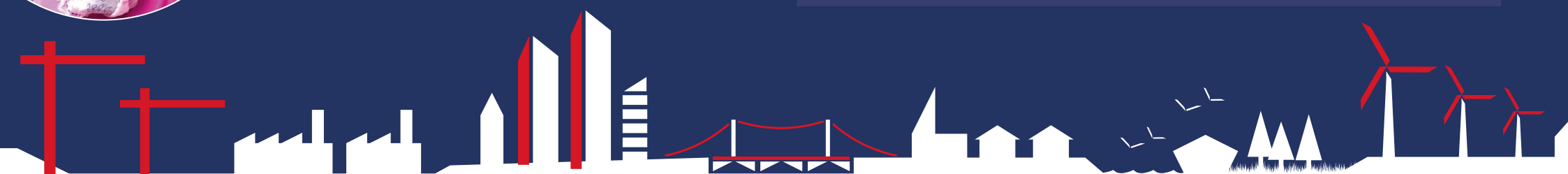
Making our Rugby Cement plant more sustainable is vital if we are to achieve our CO2 reduction targets, and CEMEX continues

to invest in the plant – 2020 saw the highest level of investment for two decades.

We can't talk about sustainability without mentioning our work on biodiversity and there is a roundup of 2020 on page 7. Finally, Marine features on our back page, with a candid summary of the challenges of running an international workforce during lockdown.

You will see that we continue to be a varied and continuously developing company. I hope you find this edition interesting and are inspired to do your bit for our planet. A huge thank you to you all for your ongoing hard work in these difficult times, and most importantly, please stay well and safe.

**Craig Williamson,**  
**Director Commercial Cement**







## UPDATE FROM ROAD SAFETY TEAM

**JULIE WELCH, HEALTH AND SAFETY MANAGER, UK SUPPLY CHAIN AND COORDINATOR FOR EUROPE SUPPLY CHAIN**

Despite the many challenges presented by the Coronavirus pandemic, it was still a successful year for the UK National Road Safety Improvement Group and we were able to achieve our priorities.

A particular highlight was our rollover campaign, which aimed to raise awareness of the risks for mixer rollovers and reduce incidents. Not only were there zero rollovers in 2020, but the campaign materials were also translated for use in the EMEA region and Mexico, which we were very proud of. Carl Milton, Chris Rose and myself have also started pilots of two new pieces of technology that can reduce or eliminate mixer rollovers.

Road Safety Week was an important part of our 2020 calendar. While we had to run the week differently because of COVID, it was still a good opportunity for us all to focus on the need to watch our speed and make sure it was aligned to road limits and conditions.

We can't look back on 2020 without thanking all the drivers for their commitment to serving our customers, despite the challenging circumstances. Thank you too to all those who are working remotely supporting the supply chain and are also fundamental to the business operating.

For 2021, a key priority will be focusing on the health of employees, particularly their mental wellbeing, which is facing increased challenges because of the ongoing impact of the pandemic.

Training is also a challenge as we are having to make the most of online, rather than face to face opportunities. For instance, for the Driver Certificate of Professional Competence our employed drivers must complete 35 hours of training over five years. Fortunately, many of our drivers have been able to do this from home and I'm pleased to say 90% were able to complete the required training in the first week of the year. Well done to the teams who organised this and the drivers who have taken part, this is a great achievement.

**"Thanks to Julie for the comments above and to all the Road Safety team for their continued support in 2020, helping us make significant progress in a number of areas which has been more difficult in a COVID world. The work that the team is doing is recognised and really appreciated by both the UK Health & Safety Committee and the Region for leading the way in terms of road safety."**

**Dave Hart, Chair of the CEMEX National Road Safety Improvement Group in the UK**

## STAY SAFE THIS WINTER

It's that time of year when it's often cold, icy and dark – perfect conditions for a slip, trip or fall.

Please take extra care when you are moving around sites or your daily lives, so you don't injure yourselves and use the poster around site to remind others to take care. It can be found in the download section of the UK News website.

[www.cemexuknews.co.uk/downloads](http://www.cemexuknews.co.uk/downloads)

## ADDRESS YOUR STRESS



At CEMEX, the wellbeing of our people is our priority as an organisation and is the driving force behind everything we do.

Throughout this unprecedented time, mental health and wellbeing are being strained by the unprecedented circumstances we face. Many of us are experiencing anxiety caused by prolonged periods of social distancing, excess responsibilities from homeschooling, caring for our elderly family members, to name just a few.

As recognised by the UN, our mental health requires acknowledgment and attention, and we can all do something about it for our teams, our families and ourselves. For example, mental health is improved by finding spaces throughout the day and year to reflect, relax, connect and disconnect. Working remotely has blurred the boundaries of home and office, and we must consciously create boundaries to ensure we practice the right to disconnect.

Some ideas include:

- Use your vacation time, even if it means a "stay-cation", working in the garden or walking in the neighbourhood. Time off allows for decompression and supports family connections.
- Set an end of the day alarm and pay attention to it. You, your family, and your team will appreciate it.
- A healthy mind lives in a healthy body; take time every day to exercise, meditate or just relax.

You can also visit CEMEX University for content on Wellbeing & Resilience and maybe go back to our Working Remotely pathway for ideas on how to best manage remote working.

**Take good care of yourselves and your teams. You are this company's most valued asset.**

## CORONAVIRUS PANDEMIC – UPDATE ON THE RRT

As the Coronavirus continues to impact our business, the RRT remains in place to support employees and sites. The team, headed by Carl Platt, meets at least once a week to discuss updates to government requirements and assess if any changes are needed to operations across the business.

Already this year, they have reacted to the latest UK lockdown and a rise in COVID cases amongst employees following the holiday season, and shared feedback on the vaccine from those who have received it.

The start of the year has seen an increase in cases nationally, with new variants recorded that are more infectious and spread more easily. As the lockdown continues, it is more important than ever before that we remain extremely vigilant and closely follow all the required Health & Safety guidelines and protocols, particularly those that cover physical distancing, the wearing of face coverings and cleaning / sanitising routines.

Remember to follow the four behaviours at all times:

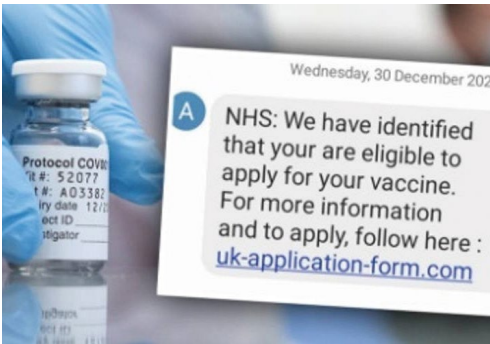
**IDENTIFY SYMPTOMS AND INFORM**

**PERSONAL HYGIENE**



**PROTECT YOURSELF AND OTHERS**

**PHYSICAL DISTANCING**



## BEWARE: SCAMMERS USE COVID VACCINE AS HOOK

As is often the case, it doesn't take the criminal fraternity long to latch onto contemporary issues. We have been informed via the UK Police of a new text-based scam using the COVID-19 vaccination program as its 'hook'. It starts with a text, seemingly from the NHS saying that you are now eligible to apply for the new vaccine and to click on the link to apply.

The link takes you to a website, which looks genuine and asks the user to complete a form asking for the following information:

- Name
- Date of Birth
- Address
- Payment card details
- Proof of address

This should automatically ring alarm bells because as we all know, the vaccine is FREE. As always, please remain alert and always follow this advice:

- Do **NOT** click on links in unknown texts – always check it first
- **NEVER** give out your personal details
- Be **AWARE**, with the recent approval of multiple vaccines in the UK, these types of scam attempts are likely to continue as fraudsters look to take advantage of the rollout
- Cold calls regarding the vaccine are also being reported. **ALWAYS** seek to identify a cold caller and call them back

## WHAT DO OUR CUSTOMERS THINK?

Every quarter a selection of our customers are surveyed to ask them what they think of CEMEX UK. They give us an overall score and then score us individually on questions about different interactions they have had with us, for example - placing an order, receiving a delivery, dealing with our sales force and more. The overall scores are put together to show our NPS (Net Promoter Score), or the percentage of customers who would recommend us to others. The result can be between -100 and 100.

Despite the many challenges presented by 2020 the year ended on a positive note, with many positive customer comments about the way we have continued to support their needs safely during the pandemic. CEMEX UK as a whole scored 48 in Q4, an increase of 20 points on the previous quarter and our highest score during 2020. The NPS goal for Europe is to have an overall score of 50, the UK's score contributes

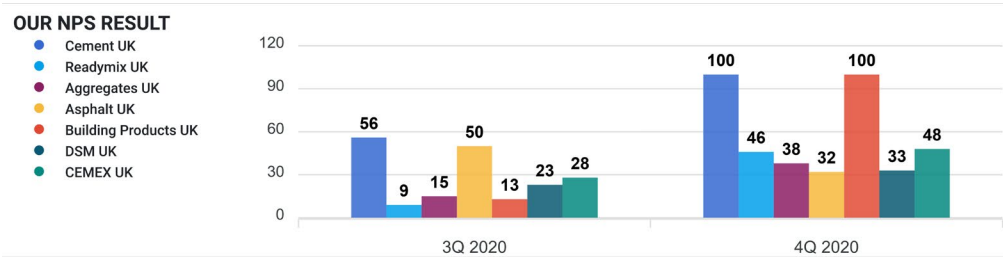
to this and in Q4 Europe surpassed their target and achieved an overall score of 66.

Additionally, scores improved across virtually all UK business areas, with the Cement and Building Products businesses achieving an incredible 100. These results are even more impressive when you consider their scores for the previous quarter were 56 and 13 respectively.

Looking more closely at the customer journey, we can see that customers score our product quality and technical support particularly highly, with marks of 8.7 and 8.6 out of 10.

Additionally, we focus on customer feedback to develop improvement actions to bring value to our customer.

Well done to all of our teams for these excellent scores – you should all be proud of what you achieved, particularly during such a difficult year!



## LEADING BY EXAMPLE

**A BRIEF LOOK AT SOME OF THE FANTASTIC INNOVATION CURRENTLY TAKING PLACE ACROSS CEMEX UK**

### LIGHTS, CAMERA, ACTION FOR DRY SILO MORTAR

CEMEX Dry Silo Mortar (DSM) operates a network of Service Engineers to look after the 630 silos that we currently have either on site or being prepared to go to sites.

With COVID restrictions we are trying to minimise unnecessary journeys and avoid coming into contact with others as much as possible. Earlier this year, before the first lockdown, the DSM team made a number of instructional videos to show customers how to deal with many of the main reasons for silo repair callouts.

Amy Sammon from the office in Rugby (Director) and Darren Stevens, Service Engineer (part-time actor) worked with the Marketing team to create the videos. The following is feedback from a recent conversation that Darren had with a customer:

"I was contacted by our DSM office to speak with a customer who was having an issue with one of our silos," said Darren. "Our customer is Larsen (Pavement Construction Materials Provider) but the silos are used c/o South West Highways, based in Plymouth. I telephoned Tom Givens, Project Manager South West Highways, who explained to me that the silo was not working properly. There was no product coming through the mixing chamber and he wanted an engineer to attend the site ASAP.

I asked Tom if they had been following our maintenance instructions which were given during set up of the new site. I explained what needed to be done. He questioned if that was something they should be doing themselves and said he would check to see if it was stated in our literature.

About half an hour later my phone rang and it was Tom Givens in a surprised voice saying: "DARREN, is that you on YouTube?" I assured him it was, and we had a bit of a laugh about it. He had found our short self-help videos online!

He said he was going to get his men to watch them in the morning and let me know how they get on. When we spoke the next day, the silo was completely fixed and working again.

This great outcome saved time and money on an engineer attending site."

If you want to see more of Darren in action, search 'How to repair a CEMEX silo' on YouTube or the CEMEX UK website in the Dry Silo Mortar.

### ISOFINES 5000 SERIES LAUNCHES IN UK

CEMEX UK has recently launched the latest additions to its admixtures range: the ISOFINES 5000 Series, offering safe and easy materials drying solutions. The ISOFINES 5000 Series is capable of absorbing high amounts of the water that can accompany any type of mud, spoil or sludge.

The ISOFINES 5000 Series is designed to be used on tunnelling spoil, moulded and diaphragm walls, jet grouting and concrete excessive finishings, as well as in the sedimentation pool in quarries. Through the removal of water, this admixture technology allows for the treated material to be transported and disposed of safely.

Additionally, these solutions can reduce a project's carbon footprint by providing an alternative solution to quicklime. They are also more cost-effective when compared to pure cement solutions due to the lower dosages required. A broad range of formulations are available, including a cement-free option.

The series is already available in France, where it has been used on extensions to the Metro lines in Paris with great success. We are excited to launch it in the UK and make it available to our many customers who work on projects that create spoil with high amounts of water.



## CEMEX GO NOW THREE YEARS OLD

Towards the end of 2020, we celebrated the third anniversary of the CEMEX Go launch in the UK. Use of the app continues to increase and we finished the year at 36.6 per cent

adoption for our core customers in the UK, which is a great result.

Additionally, CEMEX Go Paperless came second in the Best Initiative Implemented category at the CEMEX Superior Customer Experience 2020 Awards. This project is currently underway in the UK, France and Spain – well done to everyone involved!

With the focus being on the Builder Segment, training for this started at the beginning of February for Go Champions, Sales Representatives, Managers, and Planning offices, and will continue until the end of March. This training gives participants the opportunity to learn more about the tool so they can introduce and adopt customers with CEMEX Go.

Once this initial training is complete, further sessions will be held in April for sales offices and Operations Managers, to enable further support to customers and to support drivers as we move into paperless in Readymix this year.

Tamsin Rodriguez, UK Digital Leader, commented: "Despite the challenges 2020 presented it was a good year for the CEMEX Go team. The results were a great achievement, and we implemented a successful trial of Paperless at Manchester Altrincham & Gorton Readymix plants, which shall be extended to other plants in the UK during 2021. We are excited to develop the launch of this initiative further this year. Thank you to everyone in the team for their support!"

### VERTUA USED IN LEEDS CLIMATE INNOVATION DISTRICT

The team at Leeds Readymix plant has recently delivered its first order Vertua® low carbon concrete for a new office development in the Climate Innovation District in Leeds.

The Vertua Classic concrete, which offers a 30 – 50 percent CO2 reduction versus a standard mix, has been used for the foundations of the three-storey building, which will be known as 'The Place'. The building houses sustainable property developer Citi's UK Head Office, plus a new 15,000 square foot office rental opportunity.

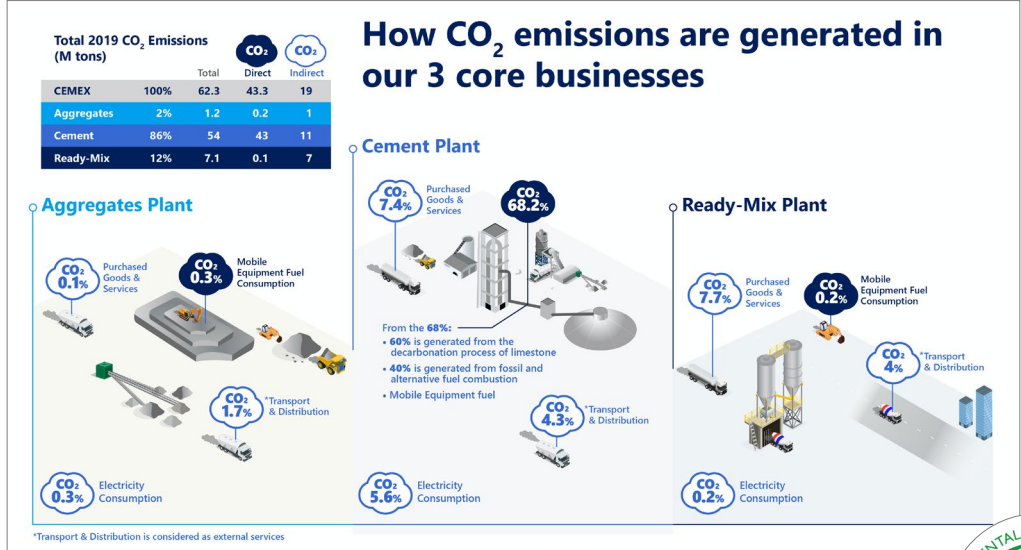
The Place forms an important part of the latest construction phase at the District, which is located at the heart of Leeds' South Bank Regeneration scheme. This innovative project will accelerate the transition for Leeds to become a zero-carbon city and act as a transformative driver for sustainable development in the Yorkshire region.

Tracey Carden, Readymix Technical Manager at CEMEX UK, commented: "We are very proud to have supplied our Vertua Classic concrete to the latest phase of work at Citi's Climate Innovation District in Leeds, particularly as this will be their Head Office. This is a development that prioritises sustainable construction, making our low carbon concrete the obvious choice for the office building foundations."





SUSTAINABILITY IS OUR BUSINESS (CONTINUED)



CEMEX UK is one of the leading companies in our sector. Within CEMEX globally, the UK is contributing towards its CO2 net zero goal by 2050 and our goal to reduce CO2 emissions from cement operations by 55% across Europe by 2030. We have already seen a 37% decrease in emissions since 1990 here in the UK.

Making cement is an energy hungry process and in the UK we already consume more waste to make our cement than we produce in the making of it. We also use 100% renewable energy on all our sites – the UK and Poland are the only CEMEX countries to do this so far.



Biodiversity is another key area in our sustainability strategy. Our long-term partnership with the RSPB has already paid dividends and we recently celebrated creating our 1,000th hectare of priority habitat with them.

It isn't just the big countryside quarries which can help nature. Some of our urban sites also have biodiversity plans and little things can make a big difference. From bird boxes to small flower beds to attract insects – a recent study showed 63 different species of insects at our urban site at Jarrow Wharf.

Reducing waste on site is another area where we have seen major successes - during 2020 we used 228 times more waste

in our processes than we produced as a company. Almost 95% of all our waste produced on sites (from canteen waste to office bins) is now recycled – which has increased from 27% in 2014. The Sustainability team is responsible for ensuring Materials sites comply with environmental regulations and requirements, and supporting site teams in retaining their ISO 14001 certificates. It also manages waste acceptance into landfill and restoration sites which have very strict regulations.



Each site has energy and water targets to meet and an important part of managing those is real-time data. It enables the teams to spot issues early and minimise impact. For example, if you had a match-head sized hole in a compressor on site, it would use up enough electricity to toast 444 slices of bread in a day.

The development of our Vertua carbon neutral concrete range has been a game changer for our customers. We were the first company in our sector in the UK to launch such a product range along with the option to offset residual CO2 and this range is now being replicated globally. Watch this space in 2021 for more

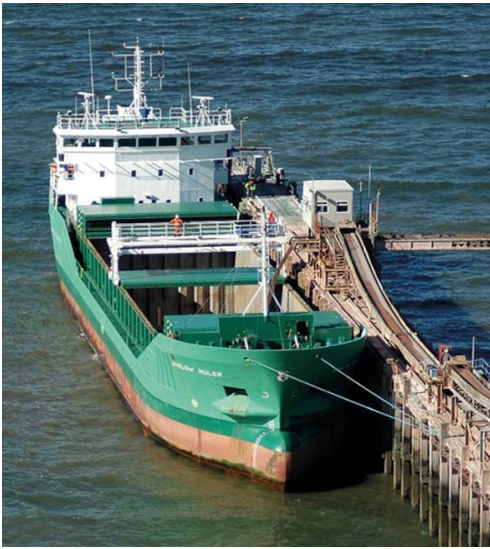
on Vertua. Until the technology is available to make all our products carbon neutral, our carbon offsetting is a good intermediary step. There is already some exciting work going on in CEMEX Germany with carbon capture technology. There are so many developments just around the corner.

Our whole business relies on our sustainable credentials. Our biggest customers are asking for ISO 14001 accreditation, responsibly sourced materials and carbon footprints for production. For example, we would not have been able to work for HS2 without all of these.

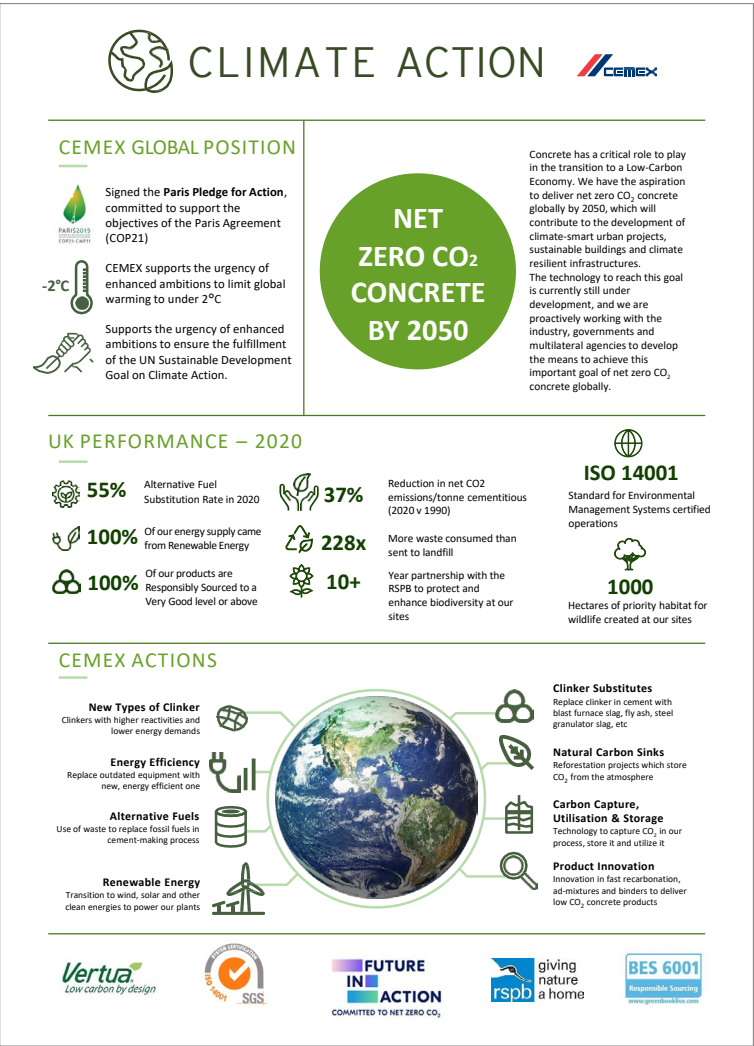
Transport is another key area in which we can improve our carbon footprint. Our rail and sea networks are vital to

this and we are already seeing major CO2 savings year-on-year. We are also trying to encourage customers to think about the footprint of their orders. Our carbon calculator tool, managed by Paul Richards, helps customers factor in mix type, transport type and distance to minimise their carbon footprint before they confirm their orders.

The sustainability challenge is a hugely complex and ongoing one. It touches all areas of our business and all teams. The last year has demonstrated that the CEMEX UK team is an awesome force for good - from continuing to consume waste during the pandemic in our kilns, to maintaining our ISO 14001 certificates. However complicated



the issues, the great thing is that we can all make a difference, one recycled bottle at a time.



CEMEX GRANTED THE CORPORATE CONSERVATION LEADERSHIP AWARD 2020

The Wildlife Habitat Council ("WHC") recently granted CEMEX the 2020 Corporate Conservation Leadership Award, honouring the company's overall achievement in biodiversity conservation efforts.

The Corporate Conservation Leadership Award is the most prestigious recognition presented annually by WHC. It signifies an exemplary corporate commitment to biodiversity and conservation education and meaningful alignments with global conservation objectives.

The WHC explained that CEMEX had received Conservation Certification status for 12 programs within this past certification cycle, with a combined total of 15 qualifying projects. Projects within these programs are aligned with a corporate commitment to biodiversity conservation themes such as awareness and engagement, formal learning, landscaping, wetlands and large-scale initiatives.

CEMEX currently has 30 programs certified by the WHC, located in eight U.S. states, Mexico, the Dominican Republic, Panama, Poland, Costa Rica and Colombia.

COFFEE BREAK INTERVIEWS



TRACEY GARDEN  
YORKSHIRE MATERIALS  
TECHNICAL MANAGER

Q1. What do you do in your day to day work (big or small) which helps CEMEX to be a more sustainable place to work?

One of my main tasks in the role of a Materials Technical Manager is to monitor and control material costs for mix optimisation, as well as ensuring the mix is the best sustainable option for both CEMEX and the customer.

Using our CEMEX program tools, I monitor the quality of concrete continually at each plant, to determine where we can reduce the cost of concrete production by using less of the raw materials, without compromising on quality.

Q2. Why do you think sustainability is important for CEMEX?

The production of cement and concrete within the building industry has a huge impact on the environment. Building work is an essential part of the world we live in and CEMEX understand this. For this reason, CEMEX is continually developing new initiatives that will lessen the impact of our business on the environment.

Q3. If you had to make one, what would be your personal environmental New Year's resolution for 2021?

I think an achievable goal for myself is to be more mindful when shopping (shopping is a good hobby of mine!). Thinking more about waste when carrying out the 'weekly shop', and whether we actually need every product. I'd also like to reduce the number of plastic items purchased and spend time researching and utilising more 'refillable options'.



ERIC SCAMMELL  
ENVIRONMENTAL COMPLIANCE  
OFFICER

Q1. What do you do in your day to day work (big or small) which helps CEMEX to be a more sustainable place to work?

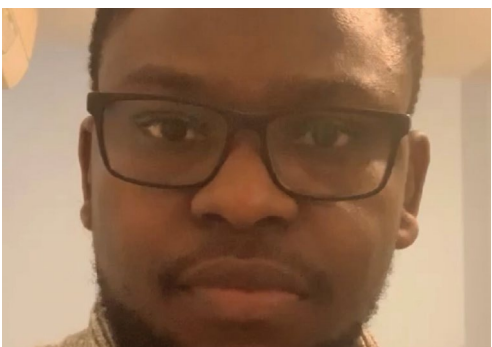
I complete audits at UK Material sites in the Southern region. The audits ensure that sites are legally compliant and conform to the ISO 14001 Environmental Management System. I also give guidance when required and liaise with outside agencies.

Q2. Why do you think sustainability is important for CEMEX?

To reduce CO2 emissions, ensuring that air and water pollution risks are controlled, reducing energy and fuel use to reduce CO2 and costs.

Q3. If you had to make one, what would be your personal environmental New Year's resolution for 2021?

To reduce general and product waste going to Landfill. Ensuring that waste is recycled wherever possible.



JETHRO MASERE  
PRINCIPAL WASTE ADVISOR (UK)

Q1. What do you do in your day to day work (big or small) which helps CEMEX to be a more sustainable place to work?

One of the recent changes was going digital with most/all of my work. I believe this has made us sustainable as a company as it reduces the use of paper. It also means that we have cut down on the files we need to send for archiving.

Q2. Why do you think sustainability is important for CEMEX?

At this point, I think the legacy of CEMEX will highly depend on how sustainably we do business. This could even mean the longevity in operation.

Q3. If you had to make one, what would be your personal environmental New Year's resolution for 2021?

To reduce my household waste, especially food waste.



SEAN CASSIDY  
REGIONAL ENVIRONMENTAL  
MANAGER AND UK BIODIVERSITY  
AND CHAIR OF EUROPEAN  
BIODIVERSITY GROUP

Q1. What do you do in your day to day work (big or small) which helps CEMEX to be a more sustainable place to work?

Working alongside the RSPB to create natural habitats is really important because it's helping drive Biodiversity Net Gain, plus protecting priority species and habitats. It's also increasingly important to the business because the habitats, especially woodland, act as carbon stores that help mitigate the impact of climate change.

Q2. Why do you think sustainability is important for CEMEX?

Sustainability is important because without it we would lose focus on issues which are increasingly affecting the bottom line. That could be payments for carbon tax, clean-up costs, fines, and in the future, biodiversity units. Sustainability is helping the company adapt to the changing world we now find ourselves in and helping deliver better results.

Q3. If you had to make one, what would be your personal environmental New Year's resolution for 2021?

To plant a tree. Every year as I go around the quarries I collect seeds, planting them so they become saplings. The trees are replanted – this year we planted some at a school as part of a Biodiversity Action Plan we wrote for them. An English Oak will absorb and store nearly 140 tonnes of carbon during its lifetime.



PAUL RICHARDS  
SUSTAINABILITY MANAGER

Q1. What do you do in your day to day work (big or small) which helps CEMEX to be a more sustainable place to work?

Provide CO2 calculations for our Technical Sales team to enable our customers to make informed decisions regarding the impact of the

materials they are buying from us. I also monitor energy/water use and waste disposed of on a regular basis and report these against agreed targets for all our sites in the UK.

Q2. Why do you think sustainability is important for CEMEX?

Sustainability is a major issue for any responsible company in today's climate, global warming cannot be ignored. The extreme weather patterns that we have seen recently will become more extreme and more frequent if action isn't taken now.

As a result, more and more customers are demanding suppliers demonstrate sustainable credentials as a prerequisite to doing business.

Q3. If you had to make one, what would be your personal environmental New Year's resolution for 2021?

I am putting serious consideration to the amount of meat and other animal products I consume. Deforestation is a major contributor to global warming as well as loss of habitat.

The forests are not being cleared to grow crops for human consumption but to grow crops to feed animals to feed us. Last year I completed the 28 day vegan challenge and managed to lose all the pounds that I had gained during lockdown as well. I have no moral or ethical objections to slaughtering animals for food but I do object when it's jeopardising the future of our planet. I have no intention of cutting meat out of my diet completely but thinking of having two, three or maybe even four days meat free each week.

VERTUA – ONE YEAR ON

We speak with Richard Kershaw, Technical Manager – Materials UK, about the success of the new Vertua concrete range since it launched 12 months ago.

HAS THERE BEEN A GOOD AMOUNT OF INTEREST IN VERTUA OVER THE LAST YEAR?

We launched the Vertua range of concretes at Futurebuild in March 2020. I presented the product as part of a low carbon concrete seminar and then we held a customer event, attended by Michel Andre, where Andy Spencer introduced the product to a group of specifiers, customers and representatives from industry.

There has been a growing interest/ requirement for low carbon construction and the Vertua range of concretes has consolidated our product offer and made it easier for customers to specify low carbon concrete. Interest in the product has been wide ranging, from self-build customers looking for carbon neutral products to HS2, as well as architects and specifiers who have been handled through presentations by our Specification Managers.

WHAT ARE THE MOST INTERESTING PROJECTS VERTUA HAS BEEN SUPPLIED FOR AND ARE THERE ANY INTERESTING PROJECTS ON THE HORIZON?

The first contract supplied was in the South East and this was won at Futurebuild!

Supplying Lydon Construction, part of HS2 was fantastic as this not only represented supply in a major infrastructure project but also supported the low carbon aims of the project.

Liaising with Bradford University and a pre-cast contractor for a Network Rail opportunity have been great projects for understanding and improving the Ultra Zero product and keeping academia and key clients close to CEMEX UK.

I am also in contact with HS2 contractors with a view to trial Vertua Ultra Zero and carry out a range of durability tests.







## GREAT FREIGHT...

During COVID our freight trains carried on operating and unexpectedly had one of the best years for tonnage ever – moving 2.75 million tonnes of aggregates. This means that one in five tonnes of aggregate we sold has been moved by train.

With passenger trains being mothballed during the lockdown, more capacity opened up on the rail network for freight trains, in many instances helping to keep the rail companies afloat.

Moving large quantities of our heavy, bulky products by rail provides a sustainable way of transporting our goods to local depots as it means less lorries on the roads. Less lorries means less CO2 pollution - last year our rail journeys prevented 17.5kt of CO2 being released.

We caught up with the rail team to ask them how the year was for them:

Nik Watson, Nicola Drabble and Tracey Millen are the team who co-ordinate all of our rail journeys in the UK. Nicola and Tracey are usually based in Dove Holes with Nik working remotely.

Since the Brexton divestment all our train freight aggregates now come from Dove Holes, in Derbyshire, with 10 delivery depots spread across the country. The focus of our train deliveries is to supply the metropolitan markets such as London, Birmingham, Leeds and Manchester.



Nik Watson has been with CEMEX for 29 years and is our Rail and Sea Operations Manager. His role is to make the best use of train capacity in the overall supply chain. CEMEX works with freight train partners GBRf, DB Cargo and Victa Railfreight who load and operate the trains. Cost control is another responsibility to minimise impacts of unforeseen events – such as flooding in the area stalling all the trains.



Nicola Drabble has been with CEMEX for 21 years and is the Rail and Sea Co-ordinator, overseeing the day to day running of the trains out of Dove Holes. This involves liaising with the depots and the team at Dove Holes to ensure trains are loaded and depot orders completed on time, as well as troubleshooting when there are any issues with the trains. She also plans the coastal sea freight from Raynes quarry to supply internal and external customers' limestone demands

Tracey Millen, has been with CEMEX for 2.5 years and is the Rail Logistics Administrator. Her role is to input all the information onto SAP



for tickets, invoicing, running reports and processing KPIs. She will also be responsible for coordinating the Muck Traffic due to start in March this year.

The team operate a giant jigsaw puzzle to ensure that the trains are filled and on the tracks at the right times. The whole operation requires brilliant teamwork and communication across our planning, operations and logistics teams.

Rail is a significantly cheaper way to move our product long distances, with 1,700 tonnes in one load. Last year CEMEX invested £580,000 in rail at Dove Holes and the Depots to improve our capacity. In addition, rail can be a source of revenue. We are being paid by HS2 at Barrington to use the railhead to take muck from the HS2 project into the disused quarry for landfill restoration.

Nicola is also the mental health ambassador for Dove Holes and little did she think that it would be so relevant during 2020. "Everyone has had to adjust hugely to the COVID way of working. I had always worked on site and really miss being part of the team there. I have the added challenge of home schooling. It is a testament to the great team we have that we did even better tonnage in 2020 – it is amazing."

"Everyone pulled together working really hard," explains Tracey. "It can feel lonely at home as I am used to being in the office in Dove Holes and broadband issues add a degree of difficulty but it is nice to be part of a very passionate team."

"One positive is that hopefully the government and rail companies will see the benefits of increased freight traffic on our rail network," hopes Nik. "If they timetable more freight journeys CEMEX can move even more by rail. We already lead the way in rail compared to our European colleagues and we are always searching for ways to increase capacity at Dove Holes."

"The hardest part of the job is when the rail network breaks down," comments Nicola. "We have to instantly switch service choices. It involves big tonnage and you can't just turn a train around."

The team have had to deal with emergencies such as the Toddbrook Reservoir bursting 18 months ago and heavy snowfall stopping trains. Often a hard one to understand in London with no snow!

"Great communication is key at those points," explains Tracey. "We have good relations with the planning offices. Without these relationships the job would be impossible."

Passionate about what they do, the team love their jobs. Every day is different and they get to work with a variety of people, they even enjoy sorting out the problems. Rail is no doubt an integral part of our sustainable future and we hope to see more growth in 2021.

## BACK TO THE DRAWING BOARD – NEW UK SUPPLIER

Recently the low-cost countries (LCC) Procurement team finalised a new deal with a UK supplier for log washer machines, which are used to wash our aggregates.

## BE NETFLIX, NOT BLOCKBUSTERS

All successful companies put their people front and centre when it comes to becoming the best in class and exceeding customer expectations. Adam Leverett and his newly branded EXCEED team are about doing just that.

Recently set up across the EMEA region by Laurence Dagley, the team is aiming to make CEMEX the 'Toyota' of our industry. Toyota created the concept of 'Operational Excellence' over 50 years ago, revolutionising the car manufacturing industry, and this philosophy has since been replicated across the world in countless industries. EXCEED is focused on operational excellence and making improvements across everything we do in the Materials business so that we can use our time, resources and money to best run our business and ultimately serve our customers better.

The EXCEED team are there to pool best practise from around the European Materials businesses so we can learn from each other, and other industries. The initial goals focus around raising awareness of operational excellence, standardising our data and KPIs, and digitising our paper reports.

Operational excellence is also about upskilling people to give them the best skills for the job. To be successful it needs an open mindset and culture to share ideas and work smarter. From software tools that create visibility of data for sites, to changing a physical process or improving a bit of machinery, the EXCEED mentality looks at everything we do and asks, 'how can we be better at this?'

A great example of idea sharing is with France - they regularly use drone technology to measure stocks and their Readymix division logs all downtime and maintenance

meticulously on a standardised IT system. In the UK we have about 70-100 paper reports on a typical Readymix site – all of these could be put onto an easy to use software system which would help real-time management of stocks and improve our end-to-end efficiency.

"It isn't about cost and headcount cutting," says Adam. "It's about improving and futureproofing our business. UK Operational Excellence Manager, Mark Beagrie, likens it to Blockbusters, who had the opportunity to buy Netflix when it was in its infancy. It chose not to, as they didn't think the future was in on-line content. We can't risk being the Blockbusters of our industry."

The new team is aiming to provide a central SharePoint hub for useful documents including training materials, risk assessments and audits. It's also creating a monthly competition with a prize for the best ideas in each country, as well as a new 'ideation' hub for everyone to share ideas and suggestions.

Adam's favourite innovation so far is the Checkproof software. Kevin Cage, his predecessor, began the partnership with the start-up software developers whose programme will mean we can digitalise everything we do. Just as CEMEX Go has digitalised our customer processes, Checkpoint will help do the same for our operational processes.

To guarantee our future success we need to continually exceed all expectations. It is a never-ending journey, but one driven by the ideas, knowledge and talent of our exceedingly good people.



## CEMEX CONTINUES TO INVEST IN CEMENT

The UK has continued to receive significant levels of investment in our cement business, even during 2020. This demonstrates clearly the confidence CEMEX has in our operations. We have in fact received the highest level of funding in two decades.

The main projects are:



**CLIMAFUEL FEED SYSTEM:**  
£20million: This is an entirely new feed system for the Rugby plant. The intention is then to run 100% alternative fuels.



**HYDROGEN INJECTION UNITS:**  
£1.6million: These units are important on our roadmap to improve alternative fuel rates, improving combustion on the main burner.

**NEW BURNER PIPE:**

£0.6million investment: This was installed during the shutdown. As a result alternative fuel usage has increased at the front end of the kiln from 1tph to 4tph.



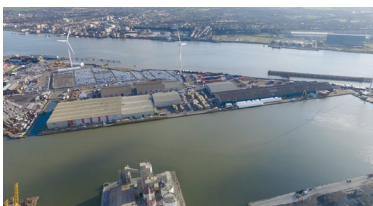
**NEW PAPER PACKING LINE:**

£0.7million: The old paper packing line has been replaced with this newer, more efficient line.



**NEW COAL FEEDERS:**

£0.5million: The new units have been able to achieved lower coal feed rates allowing for much tighter control of temperatures and improving production stability.



**TILBURY IMPROVEMENTS:**

£6million invested in Tilbury for a new clinker discharge crane and an additional cement loading point with silo capacity upgrades.



## UNEXPECTED BONUS FOR ONLINE THEATRE IN RUGBY

The Macready Theatre in Rugby recently broadcast its second professional online theatre performance to schools around the world. CEMEX is the annual sponsor of the theatre, supporting educational programmes that give local schools without drama funding the necessary resources needed for pupils to complete the curriculum.

As a result of the pandemic and the need to go to digital, together we have been able to reach more students across the globe!

The Director of Macready commented, "This performance is being broadcast internationally to over 2,000 children in schools across the UK, China and Malaysia. Thanks to CEMEX's generous sponsorship, we have been able to bring in a professional broadcast company to keep theatre 'live' during these difficult times."

The photo shows the first ever Live Streamed performance of DNA by Dennis Kelly.

CEMEX supports the charity PAN, which helps young people who have come to the UK as asylum seekers, refugees or migrants, are survivors of human trafficking or are in danger of entering criminality. Due to its important work, the charity has been allowed to continue operating in small groups during lockdown, using theatre, the arts and music to help their young clients.

The Director of PAN wrote us a touching email, explaining why our support is so vital to the charity's work. He also shared the story of one member of the group, who had been coming to the sessions for quite a long time and had been pretty much silent. However, he recently surprised them all by volunteering to show the group an exercise to help with their mental health. He confidently and clearly explained everything in English and began to find his voice

It is through small but vital moments like these that people learn to flourish again and contribute to the new society they are members of. These moments are only possible because of the support from sponsors like us.

Find out more about PAN at [www.pan-arts.net](http://www.pan-arts.net)

## PAN ARTS FOR SOCIAL CHANGE

### IN MEMORY OF BRENT PEPPARD

CEMEX recently supported Lincoln City's 'Restart a Heart' campaign through the sponsorship of a defibrillator. It is to be located outside the LNER Lincoln City stadium. Provided in partnership with the Lincoln City Foundation, it is accessible 24/7 to those in the community.

This is a particularly meaningful donation as it was made in memory of Brent Peppard, who worked for Paving Solutions and was loved by his colleagues.

Thanks to all those in Paving Solutions for helping to make this happen. Even though we hope the defibrillator is never used, the value to the community is immeasurable as it could save a life.



## BIODIVERSITY IN BRIEF



### KENSWORTH QUARRY TO PIONEER CHALK HABITAT

A CEMEX and RSPB team recently visited Kensworth quarry, to refresh an older permitted restoration scheme and create a pioneer chalk specialist habitat.

CEMEX landscape architect, Alison Wise, and the RSPB worked alongside each other to reprioritise the Kensworth quarry scheme. They are planning to pioneer a specialist chalk habitat for wildflowers and invertebrates. It will include the creation of bare chalk banks for butterflies and several hectares of vital scrub habitat for the UK's fastest declining species of Turtle Dove.

The previous scheme was to overlay the bare chalk with soils to produce lay-grassland and woodland, but this would limit the sites potential to deliver a rare and declining, species rich chalk grassland (which has seen a 94% decline in recent years).

The new scheme has also resulted in projected savings. A conservative estimate gives savings upwards of 64% on the new scheme and 55% through aftercare management by grazing, over the lifetime of the quarry. Savings will be made by using best practice conservation techniques such as green haying from local SSSI, and the proposed introduction of sheep grazing as aftercare.

The partnership is motivated to showcase to the industry that you can deliver better solutions for nature and save money too. The new scheme is better for wildlife priorities, sustainable techniques and managed by working with ecological processes.



### MALPASS BUTTERFLIES

Steven Wright, volunteer with Warwickshire's Butterfly Conservation Group, spotted some great butterflies recently. He saw three Small Copper, a single Female Brown Argus and Common Blue butterfly on his recent transect walk on our Malpass Farm site. It's great to see nature flourishing here.



### VIOLETS ARE BLUE... RARE BUTTERFLIES ARE DARK GREEN

The Dark Green Fritillary has always been considered a rare butterfly in Warwickshire. Throughout the 20th Century, over 97% of flower rich meadows were lost and as a consequence many butterfly species, including the Dark Green Fritillary, went into a terminal decline.

By the early 1990s the Dark Green Fritillary was thought to be extinct until a small colony was rediscovered at a former site in the centre of the county. Since then, a huge amount of conservation effort has gone into restoring the fortunes of this butterfly. This effort has paid dividends since Warwickshire now has at least 11 colonies of Dark Green Fritillary and possibly as many as 17. This success would not have been achieved without Butterfly Conservation working in partnership with landowners and other wildlife organisations such as the RSPB. One of the most successful partnerships has been with CEMEX and the RSPB at a number of sites near Southam and in Rugby.

In 2013 an area of former quarrying was chosen to try and create bespoke Dark Green Fritillary habitat. A plan was formulated with the support of CEMEX to create a scrub/grassland mosaic. Rather than removing all of the scrub, some would be retained in order to provide shelter and newly created grassy glades would be connected together with wide flowery paths.

Thanks to all this conservation work, the Dark Green Fritillary not only successfully colonised Southam quarry in 2018 but, because of the near perfect habitat created, the colony has become one of the largest in Warwickshire.





THE THANKS FOR YOUR EFFORT WINNER IS...

JASON BOURNER – SALES EXECUTIVE AGGREGATES COMMERCIAL

Jason has collaborated with the Cement Commercial Sales team on several occasions, directly helping it to gain new business in key areas. He continually works closely with the team, exchanging market knowledge and using his rapport with customers to introduce commercial representatives.

Cement Commercial has benefitted, particularly Mark Brown and Glyn Blake,

who have used his knowledge to gain new business and insight into certain customers. Through Jason’s behaviour, CEMEX Cement has increased its revenues by circa £75,000 and it is growing.

Congratulations to Jason - we hope you enjoy the £100 voucher and 'You're Awesome' mug.

THANKS FOR YOUR EFFORT NOMINEES

There were several other nominations for November’s award, all of which have gone above and beyond their day jobs and will get a coveted ‘You’re Awesome’ thank you mug!

Congratulations and thank you to:

LESLIE STREET, PLANT AND FIELD TECHNICIAN

Who postponed his holiday to cover for a colleague in Scotland for two weeks. He supported colleagues and carried out the vital conformity and FPC testing the business needed.

GEMMA CRAWFORD AND JONATHAN WALLER, CEMENT PLANNING MANAGER AND TEAM LEADER

Gemma and Jonathan secured a cement delivery for the Southampton Readymix plant, which had accidentally cancelled a Saturday night order. They worked from late Friday night into Saturday morning to secure a haulier and arrange the cement delivery to the plant.

THOM MASON, DAVE WALLINGER AND THE ASPHALT TEAM

Who received glowing feedback from a member of the public about their incredible safety attitude and work ethic on a roundabout works they have been completing in the A15/A46.

LEE LIGGAN, TODD ALDRIGED AND KEITH BRODIE, PLANT MANAGER, PLANT SUPERVISOR AND DRIVER/PLANT OPERATIVE FOR DRY SILO MORTAR IN BRAINTREE

At the moment they are running to capacity at Braintree with the manpower they have. A member of staff called to say they wouldn’t be in and Lee, with no notice, volunteered to work 14 hours that day so that their customers would still be serviced with their orders. The plant also had a breakdown which cost them three hours of production. Todd and Keith decided that they would work the three hours they lost on the back of their usual shift to ensure the orders went out on time.



INTERNATIONAL JUGGLING ACT



Whilst operations in the UK had to deal with juggling extra logistics and changing UK rules during the first lockdown; imagine having to deal with teams and customers who were from several different countries all operating under different lockdown rules and having to continue operating 24/7 in the waters around the UK.

The Marine team had to do just that, whilst many worked remotely as well. Even sourcing enough food for the crews while they were on board became an unlikely challenge during the early food shortages. With a three-week crew rotation, many crew members were ‘stuck’ in their home countries unable to get to the ships at times. In addition, their international customers all needed the teams to abide by different COVID rules during delivery into the various ports, which needed very

close communication between everyone.

On top of that, the team were trying to get the CEMEX Go Innovation built in Romania with international parts due to arrive and team members from the likes of Italy and the Netherlands needing to finish off the new dredger. Inevitably there were delays, as Romania totally shut its borders at one point. The UK team only just managed to travel back from Romania before the second lockdown came into force. Thankfully, it is now back on track and due for delivery to the UK in the Spring of this year.

Like many of us, the entire team has been challenged in ways they never even dreamt of, but through collective resourcefulness and dogged determination they managed to find solutions and continue serving customers throughout.

CEMEX SUPPORTS MARINE CADETS



The UK Marine team has been working with the Merchant Navy Training Board and Cadet Management Companies to provide cadets with training berths onboard the Sand Heron, Sand Falcon and Sand Fulmar, after their normal training plans were disrupted by Coronavirus.

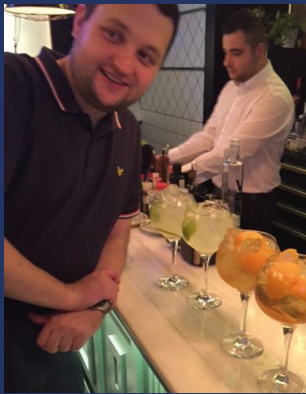
The cadets’ employers have been unable to fulfil their usual commitments because of the downturn of the cruise ship industry as a result of the pandemic. Joining our ships will allow the cadets to secure their required sea time, complete their training requirements and ultimately become qualified merchant navy officers. These cadets will be with our crews for three months.

Tony Surey, Captain of the Sand Fulmar, spoke to us about why it is so important for companies such as ours to support cadets in this way:

“You sometimes hear it said that the UK is a maritime nation. Years ago, this was true in all respects, but now sadly seafaring in this country is a little known and little advertised vocation. It is with some degree of satisfaction then that CEMEX UK Marine is helping to at least slow this trend by helping to train cadets with a view to them becoming Merchant Navy officers.

I think it reasonable to say that most people established in their career are happy to pass on knowledge which they may have gleaned, particularly to those who are keen to learn. But I find that the benefit of training others is reciprocated; it keeps you on your toes! Whilst some knowledge becomes so ingrained, it’s the maritime equivalent to never forgetting how to ride a bike, an inquisitive cadet can quickly show you where you have let inertia set in or allowed the memory to lapse. Additionally, for us, there is the gratification of helping someone achieve a qualification and make a start as a Ships Officer.”

LONG SERVICE AWARDS



15 YEARS  
PAUL HINDLEY  
Paul Hindley recently celebrated 15 years in Readymix Shipping.



15 YEARS  
CARL MILTON  
Cement Logistics Manager, recently celebrated 15 years service with CEMEX.



25 YEARS  
RICHARD BROOKS  
Chief Mate on the Sand Falcon, recently celebrated 25 years working for the company.

WELCOME TO CEMEX

We are delighted to extend a warm welcome to two new members of the Admixtures UK Sales team. Ryan Eyre and Marko Svagelj have joined us as Admixture Sales Executives for the South West and South East respectively.

Ginny Flek, Admixtures Senior Sales Executive, had the pleasure of introducing her two new colleagues:

“Marko has come to CEMEX from the Breedon Group, where he worked in the Technical department for some years, building upon the experience he gained from his time at Hope and the Croatian Institute of Civil Engineering.

Ryan previously worked at Chryso, where he was involved in various projects including HS2. He comes with a wide range experience in our industry, as well as a concrete business in his family!

I know you all will join me in giving them a warm welcome to the CEMEX group.”



FRED HANGS UP HIS BOOTS AFTER 46 YEARS

Fred Collins has decided to hang up his shipping boots after an impressive 46 years with the company in its various incarnations!

Fred, one of our Readymix Planners based at Preston Brook, retires at the end of this month after playing a key role in overseeing around 2.3 million cubes of Readymix Concrete in his long and distinguished career.

Thank you Fred for your amazing service and all the best in your well-earned retirement. Fred now and then in the pictures. Note the infamous RMC tie in the early days!