CONSTRUCTION AS A SAFE AND ESSENTIAL INDUSTRY

April 2020

EXECUTIVE SUMMARY

In most countries, such as the United States, the United Kingdom and Germany, governments have stated that the construction industry should continue operating during the global COVID-19 pandemic, as construction is an essential activity that contributes in the overall efforts against COVID-19. Among many contributions, the construction industry keeps communications systems functioning; creates and maintains critical transport infrastructure such as bridges and roads; repairs existing hospital infrastructure; builds new temporary emergency hospitals and healthcare facilities; and keeps society's basic services such as water, energy and many others running.

Maintaining economic stability will imply prioritizing sectors according to not only their relative importance for people's livelihood, but also to their risk of virus transmission. Construction work sites are inherently tightly controlled work environments; they are not open to the general public, where work is carried out outdoors, they normally have low personnel density, and they are conducted under the strictest health and safety protocols to prioritize the safety of workers. For these reasons, the construction industry is placed in the low risk of transmission range according to classification criteria issued by the Department of Occupational Safety and Health Administration of the United States (OSHA). Additionally, many national and regional business associations have already complemented existing protocols by implementing special guidelines to address COVID-19 health and safety measures in the construction industry.

The cement, concrete and aggregates industries are low worker density operations due to the reason that by nature the industry's operations are conducted in wide open spaces, mostly over dozens of hectares, that are the size of several soccer fields. At CEMEX, the Health and Safety of our employees has been for many years **our number one priority.** Our workers operate with large amounts of distance between them and our operations are mostly conducted in open spaces with large degrees of natural ventilation, making virus transmission more unlikely. Due to the COVID-19 pandemic, we have complemented our existing protocols by developing and implementing special protocols and guidelines to protect our employees, communities and customers from the risks COVID-19 presents. We have developed over 50 new protocols in place in all our operations. Nonetheless, we are constantly updating and improving our protocols and guidelines to address new developments and to follow applicable health regulations and guidelines.

As a low worker density operation with strict guidelines and protocols based on national and international well-known institutions, organizations and national governments, the construction value chain is well-suited to protect workers and continue carrying out essential activities paramount to addressing society's needs during this pandemic. This is expected to drive the reactivation of local and national economies, keep and create direct and indirect employment, drive the economies going forward, and most of all, maintain society's well-being.

CONTRIBUTION OF THE CONSTRUCTION INDUSTRY DURING COVID-19 AND ITS ECONOMIC AND SOCIAL IMPACT ON THE MARKET

Construction as an Essential Industry

The construction industry provides fundamental infrastructure requirements to support the vital needs of countries and is a key component of local and national economies. The construction industry provides critical services for public safety and welfare with building, highway-heavy, and utility needs. Construction workers maintain and improve nations' infrastructure, including:

- Hospitals
- Schools
- Road and bridge networks
- Housing & industry buildings
- Water transmission
- Sewage
- Energy and communication systems
- Social infrastructure: police, fire and health care facilities
- Projects of public interest
- Oil wells
- Port docks

Construction is essential now and will remain so in the coming months and years to construct, maintain, and repair critical infrastructure, and to build temporary health facilities and expand existing ones. In addition, there may be opportunities to use this period of reduced public usage to advance maintenance and repair works if it is safe and practical to do so.

Construction Industry Economic and Social Impact

Construction is paramount to economic and social stability and it is an instrumental engine in the reactivation of local economies. The industry energizes dozens of subsectors of the economy, from the production of construction materials to the sale of furniture and fixtures. Every year there is around $10 trillion USD in construction-related spending globally, equivalent to 13% of the world's GDP. The sector employs 7% of the world's working population, this makes construction one of the largest sectors in the world.

The construction industry has a multiplier effect on the reactivation of local and national economies mainly protecting and creating direct and indirect employment, because it is a tractor sector that drives many other industries and creates business opportunities at the local level. During this unprecedented time of the COVID-19 pandemic, the construction industry can help to provide a boost to the economy. Investment in infrastructure impacts the economy through two channels.

The first channel, a short-term economic reactivation which is associated with the direct, indirect and induced effects at the time of the construction of civil works. This includes demand for inputs from suppliers, the largest supply of infrastructure that is demanded from other economic sectors as part of its production inputs, and the employment that is generated both in the same activity and in its suppliers. The second channel is the medium and long-term one, due to the positive impact on productivity and competitiveness of the other activities that use the transport of goods as an input in their productive structure, through lower transport costs and savings in travel time, among others. Looking forward, the industry should be the engine driving the post-pandemic economy, vital to fortifying medium and long-term economic growth and development.

The most important contribution of the construction sector is that it provides decent work and income to millions of workers. The construction industry and its supply chain employ people that rely on their job income for basic necessities, essential items such as food on the table, water for their families, a roof over their heads, and healthcare. These necessities are all available due to the jobs created by the industry. Therefore, the construction industry is more than just an economic driver, it is also an economic and social pillar that sustains the livelihoods of thousands of workers and their families.

CEMENT, CONCRETE AND AGGREGATE INDUSTRIES: NATURALLY LOW RISK

The cement, concrete and aggregate industries are among the **lowest worker density industries**, due to the reason that by nature the operations are conducted in wide open spaces mostly over dozens of hectares, the size of several soccer fields.

The quarries, the plants and the warehouses all have the lowest worker density levels within the manufacturing industry. An international industrial density study shows an average of 0.1 workers per an area similar to a professional soccer field in cement plants, meaning the workers operate in vast open spaces with large amounts of distance between them.

Due to the nature of the work process itself, few workers are required for every activity, and workers operating in distinct activities have little interaction with each other. The operations are also mostly conducted in open spaces with large degrees of natural ventilation, which coupled with the other reasons, make the cement, concrete and aggregate industries among the lowest risk regarding virus transmission.

CEMEX: HIGH HEALTH AND SAFETY STANDARDS

At CEMEX, the health and safety of our workers has been and will always be the **number one priority of our company** and we are one of the safest in the industry. We've always had high health and safety standards in place to protect our workers and communities. On top of the natural characteristics of our industry that make virus transmission unlikely, we've decided to enhance our robust existing protocols by implementing and adopting more than 50 new special protocols to address the risks posed by COVID-19 to reduce any probability of virus transmission.

Our protocols are based on national and international guidelines and recommendations set by the main experts on the subject, such as the World Health Organization; they also strictly adhere to local, national and industry regulations. That being said, we are constantly updating and enhancing all our protocols to address new developments and protect our workers, communities, and general public.

Protecting our People: Special Health and Safety Protocols

Measures and procedures to protect the health of our people from any kind of risk including viruses has been at the core of our business for years. To guarantee the safety and well-being of our employees, contractors, customers and visitors during the COVID-19 pandemic, the following special protocols are currently being implemented across our operations:

Personal Hygiene Protocol

Personal hygiene guidelines are prepared and published through local communication campaigns materials: e-mails and printed materials.

These practices include:

- ✓ Washing hands frequently or when not close to a bathroom.
- ✓ Using antibacterial gel or alcohol-based hand rub.
- ✓ When sneezing and coughing, nose and mouth must be covered with a disposable tissue or with flexed elbow or upper sleeve.
- ✓ Avoid sharing personal objects.
- ✓ Avoid attending crowded places.

Physical Distancing Protocol

Social distancing is directed at minimizing human-to-human contact during a pandemic outbreak. In our business setting there are several means of facilitating social distancing by:

- ✓ Increasing distance between closely spaced facilities.
- ✓ Ventilating the workplace.
- ✓ Cleaning workstations between shifts.

Where necessary, at times industry guidelines allow certain close working, including in a control hierarchy where it is not possible to follow physical distancing guidelines in full. These circumstances, however, must be absolute exceptions that require specific authorization and additional controls to be implemented.

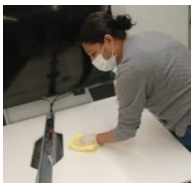
Access Control Screening Protocol

Policies and procedures related to illness at work are directed at limiting the spread of a pandemic-related

disease in the workplace by using the procedures for handling suspected ill personnel or visitors.

Practices include:

- ✓ Screening people at the reception areas and all entry points for pandemic-related disease symptoms.
- ✓ Limiting visitors to a minimum and screening them.
- ✓ Assessing access and availability of medical services for the employees.
- ✓ Sanitary Filter for pickup for Distributor & Industrials.



Workplace Cleaning Protocol

Cleaning and disinfecting environmental surfaces are important components of routine infection control. Virus transmission can be reduced by cleaning hard surfaces with neutral detergents followed by a disinfectant solution.

- ✓ Surfaces frequently touched with hands are cleaned often.
- ✓ During acute pandemic stages, it is quite likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual.
- ✓ In this case employees should be responsible for cleaning their own areas and common areas nearby.

Vehicle Operation Protocol

Protocol related to maintaining trucks sanitized and protecting our drivers and customers.

- ✓ Keep the cabin of the truck clean by disinfecting the steering wheel, the levers, buttons, and everything that is normally touched by a hand.
- ✓ Truck cabins should be cleaned after every shift. If using a cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.
- ✓ When driving, keep windows half-open for ventilation.

Home-Work-Home Commuting Protocol

Protecting our workers from mass gatherings with high amounts of traffic to avoid risk of virus transmission.

- ✓ Avoid mass public transportation (bus, subway). If public transportation is inevitable, hourly shift must be adjusted to commute during low-traffic hours.
- ✓ Provide company transportation service when possible
- ✓ Wear personal protective equipment at all times during commute. Don't touch face at any time during commute. Wash hands or sanitize hands right after commute.
- ✓ Reduce number of weekly commutes by adjusting work shifts.
- ✓ Follow arriving at home and taking care of family protocol to protect family and community.

Canteen & Resting Area Protocol

Extra measures are being implemented to avoid conglomeration in common areas.

- ✓ Ensure enough spacing between the chairs and remove chairs as necessary.

- ✓ Staggered Shifts: employees enter and exit facilities at different times. Avoid conglomeration in entry points.
- ✓ Increase frequency and coverage of cleaning in these areas.
- ✓ Employees must wash their hands meticulously before entering common areas.

Quarantine Protocol

Quarantine protocol, which at all times should be done in accordance with local laws and regulations, refers to the separation of persons who have a confirmed infectious illness from those who are not, and the restriction of their movement to stop the spread of that illness:

- ✓ Quarantine for people with disease-like symptoms
- ✓ Quarantine for people who have been exposed, but are not ill
- ✓ Quarantine for people returning from medium-high risk locations travel

An employee on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover the incubation period of the disease to make sure the person is not infected with the pandemic-related disease. i.e. 14 days.

Additional protocols that we have in place across our operations:

- Arrival at Site Protocol
- Back to the Office Protocol
- Block Accommodation/Camps Protocol
- Call Center Protocol
- Cash Transactions Protocol
- Cement Plant Protocol
- Central Control Room Protocol
- Commercial Activities and Client Management Protocol
- Community Activities Protocol
- Construction Sites Protocol
- Contractors and Visitors Protocol
- COVID-19 Site Coordinator Responsibilities Protocol
- Discontinuation of Home Isolation
- Document Handling Protocol
- Drivers Waiting Area Protocol
- Emergency Response & First Aid Protocol
- Escalation Protocol
- Event Concentration Protocol
- Field Remote Support Protocol
- Haulers Protocol
- Industrial Clients Protocols
- Key Personnel Unavailability Protocol
- Leaving Site Protocol
- Loading & Dispatch Protocol
- Locker & Changing Rooms Protocol
- Maintenance Crew Protocol
- Meetings Protocol
- On-Road Activities Protocol
- Packaging Area Protocol
- Personal Workstation Protocol
- Port Operations Protocol
- Product Delivery Protocol

- Quality Lab Protocol
- Ready-Mix Plant Protocol
- Ready-Mix Trucks for Urban Cleaning Protocol
- Retailers & Warehouses Protocol
- Safety Systems Protocol
- Safety Toolbox Talks Protocol
- Shift Handover Protocol
- Taking Care of Family at Home Protocol
- Travel Protocol
- Visitor Induction & Training Protocol
- Visits to Closed Sites
- Workshops & Toolrooms Protocol

FURTHER INFORMATION:
https://www.cemex.com/en/covid19

CEMEX protocols designed to ensure the safety of our people

CEMEX: COVID-19 COMMUNITY WORK

Our efforts to mitigate the propagation of COVID-19 aren't limited to our operations, we are also proactively taking actions to protect our communities and the places where we operate.

Use of Trucks for Urban Cleaning

- ✓ We are actively cleaning and sanitizing open public areas with our ready-mix trucks.
- ✓ We are filling our ready-mix trucks with soap and water to release into open areas. Places such as: hospital entrances, health-care facilities, urban places, etc.

Antibacterial Gel Production

- ✓ CEMEX is producing hand disinfectant according to World Health Organization (WHO) specifications. Some of our CEMEX Admixtures plants are producing sufficient quantities to cover the needs of all employees and neighboring local communities for the entire year.
- ✓ CEMEX is donating disinfectant to local communities and support hospitals in procuring raw materials, and the product is already available for distribution - or will be shortly - across some countries where CEMEX operates.

Consumption of Non-hazardous Municipal Waste

- ✓ Close collaboration with the local and national authorities to increase the consumption of non-hazardous municipal waste in our cement kilns, to help protect capacity of medical waste facilities, especially from health centers fighting the pandemic.
- ✓ The consumption of this waste is conducted by following well established, safe environmental practices endorsed by regulators.

LEVERAGING DIGITAL TECHNOLOGIES

The industry's ecosystem has been evolving digitally; on top of all our health and safety protocols, we are also leveraging our existing digital technologies to limit physical contact and protect our workers, sales teams and clients.

To ensure the health of our employees, we are using digital technologies to increase physical distancing in our operations, using an app to monitor in real time what worker density looks like in our plants. Additionally, we are also using the Health Check app to closely follow up on the health of our employees through their mobile devices.

Finally, with our CEMEX Go platform, we are uniquely positioned to protect not only our workers but also our customers. CEMEX Go facilitates physical distancing by allowing us to continue our sales, our payments and our customer service operations in a virtual and safe manner that eliminates any risk of virus transmission.

CONSTRUCTION INDUSTRY: BUILT TO SUSTAIN OPERATIONS DURING COVID-19

Considering the importance of construction within national economic structures and in providing critical infrastructure components necessary, during and after the pandemic, some of the main national and regional construction associations have come together in their countries and regions to coordinate technical teams of health and safety experts to complement existing protocols. Working together they will ensure there are more robust standards in the construction industry by developing special Health and Safety Guides for the industry to prevent COVID-19 transmission, conducive to protecting the health of workers and the whole community. Through the combined effort of the sector to assist in efforts against the virus, the industry is developing new protocols and guidelines showing clear social commitment during and post the COVID-19 pandemic to preserve the health and safety of workers and general public.

Construction work sites are tightly controlled environments, are closed to the general public, are outdoors and are normally with low personnel density, which places them in a low risk range, according to classification criteria issued by the Department of Occupational Safety and Health Administration of the United States (OSHA).

The construction industry takes its Health and Safety responsibilities very seriously and the need to safeguard employees and customers will always remain a top priority. Each worksite implements required safety protocols and good practices guides and strict separation from the general public.

The construction site safety protocols adhere to operation procedures that contain contingency measures on site and for the supply chain, as well as early detection schemes, industrial safety, hygiene and asepsis of areas and equipment, programming and prioritization of activities, shifts , transport and mobility, among others. The measures, actions and practices adopted by the industry are subject to adjustments, modifications and adaptations determined by health professionals and experts in occupational risks, to ensure their implementation, preserve the objectives of prevention, control and monitoring and mitigation of risk of workers in the context of the emergency of COVID -19.

Health and Safety Protocols

The construction industry can continue operations due to the adoption of health and safety protocols such as:

Screening

- ✓ Construction sites strictly control entry into the site, avoid the crowding of people at the entrance by using different time entries and question-evaluate each collaborator of their health condition.
- ✓ Access is restricted to those with COVID-19 symptoms and sites act as in accordance with the suspicious cases guidelines.
- ✓ Entry is also restricted to vulnerable workers: pregnancy, pre-existing pathologies such as hypertension, cancer, diabetes and diseases chronic, heart and / or respiratory diseases, HIV, etc.

Hygiene

- ✓ Construction sites allow regular breaks to wash hands, provide additional hand washing facilities (e.g. pop ups) to the usual welfare facilities, particularly on a large spread out site or where there are significant numbers of personnel on site, including plant operators.

- ✓ During COVID 19, sites also provide hand sanitizer (minimum 60% alcohol based) where hand washing facilities are unavailable and make cleaning tools and equipment a top priority.

Physical Distancing

- ✓ Break times are staggered to reduce congestion and contact.
- ✓ A distance of two meters is maintained between workers, wherever possible. In line with public guidelines.
- ✓ Sites and work are planned and organized to avoid crowding and minimize the risk of spread of infection. Special protocols are in place for common areas such as canteens and lockers.

Personal Protective Equipment

- ✓ All workers in construction sites must wear the adequate protective equipment to enter work sites.
- ✓ In reference to Personal Protective Equipment (PPE), the need for each equipment varies according to the activity that is done.
- ✓ Every person entering the workplace must have essential protection accessories which are common to the entire work. This includes: facemasks, gloves, closed shoes, and adequate clothes.

Quarantine Application

- ✓ Workers who meet one of the following are directed to not go to work: has coronavirus symptoms, is a vulnerable person, is living with someone in self-isolation or someone who presents symptoms.
- ✓ If a worker arrives to the screening area with coronavirus symptoms or if a worker develops symptoms at site, they are returned home by the company.
- ✓ Workers in quarantine must follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed.

Third Party Interaction

- ✓ Construction sites interact with suppliers such as the cement and concrete industry. The interaction guidelines adhere to strict physical distancing protocols. No physical contact should occur with suppliers, safe distance must be followed.
- ✓ Workers must always wear personal protective equipment during interactions with third parties, this includes gloves and face masks.
- ✓ Workers must wash hands immediately after meeting external parties. Workers should sanitize hands.

CEMEX protocols designed to ensure the safety of our customers

Industrials | Distributors | Builders

Commercial Relationship

- Remote work Digital interaction with salesforce
- Sharing our best practices with our clients
- Taking care of our customers & salesforce

Order & Pay

- Order, pay & follow up through CEMEX Go
- Virtual Service Center
- Contactless Cash Management

Product Reception & Pickup

- Sanitary Filter for pickup for Distributor & Industrials
- Distributor & Industrials receive product with limited interaction

Delivery to end user on-site

- Builders receive product with limited interaction
- Safe product transportation

Best practices for a new way of working, reducing risks across the whole value chain

Physical Distancing

Handwashing / antibacterial

Using personal protective equipment

Avoid touching face

LOOKING FORWARD

The COVID-19 pandemic looks set to continue in the coming months, although in some countries affected the earliest, more construction projects are resuming and other parties in the industry are starting work again.

For everything described in this white paper, we reiterate that the construction industry is considered an essential sector for the good and correct functioning of priority and basic activities in countries around the world. Continuing operations in the local and national economies should allow the entire value and supply chain of the different industries to be sufficiently supplied in a timely manner. This should generate job stability, generating income for families that depend directly or indirectly on our industry, and economic activation in the world's construction and industrial sectors. Our direct support to the authorities will help join up efforts to overcome this significant challenge affecting all aspects of our lives.

The purpose of the industry is to continue participating in the construction of more prosperous countries, to keep investing and to provide employment and a better quality of life. In this way, we will contribute to the construction of stronger countries.

At CEMEX, the safety and health of the employees will always be the number one priority and we will continue to keep our stakeholders updated as the situation develops.

The construction industry is a highly regulated, highly inspected industry. For that reason, the industry adheres to health and safety protocols by governments, regulators and industry, and during these exceptional circumstances, the industry will always continue to comply with all such regulations. Together with our industry colleagues and trade association contacts we will continue to keep our protocols and guidelines under constant review, strengthening them further if required.

We are an industry that has close communication with local, state, national and regional authorities, regulators, communities, customers and stakeholders.

The construction industry is essential for the reactivation of local economies and the growth of any country. The multiplier effect it produces directly impacts various branches of the economy, which translates not only into the creation of key infrastructure such as roads; bridges; houses; hospitals; etc.; all relevant to the social development, productivity, connectivity and competitiveness of the regions, but also generates a significant number of jobs that ensure household income.

2020

Health and Safety Protocols

TO ADDRESS COVID-19

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Access Control Screening Protocol

CEMEX Protocol	Protocol for screening workplace upon arrival at site due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for screening at workplace during a Pandemic scenario of COVID-19, and measures that should be taken upon employee, contractor or any other person access to site.
Who does this protocol apply to	This protocol applies to all CEMEX´s employees and contractors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Access Controls and screening at entry to facility	
1.	Limit visitors to the minimum necessary
2.	Notifying all personnel by posting notices/posters at all entry points advising employees and visitors not to enter if they have pandemic-related disease symptoms. Also, encouraging staying home when sick, cough and sneeze etiquette, and hand hygiene at the entrance to your workplace and in other workplace areas where they are likely to be seen.
3.	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, disposable gloves, liquid soap, disposable towels and tissues. Assure adequate levels of inventory. If necessary, identify external doctors. Stockpile and/or distribute adequate masks for personnel, visitors, vendors and reception, security and HR personnel in contact with public.
3.1	Assess the access and availability of medical services for your employees and reinforce as necessary, i.e. (quick medical evaluation by doctors.)
4.	Establish an isolation room close to reception area with close-by communications, stocked with masks (inside and outside the room entrance), tissues and a hand sanitizer and dedicated to this purpose only.
5.	Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.
6	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Visitors

I. Access Controls and screening at entry to facility	
	should not enter the facilities if any symptoms are shown or missing some necessary COVID-PPE (COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns).
6.1	Receptionist or Security welcoming visitors should always wear COVID-PPE and wash hands regularly.
6.2	If possible and legally allowed, measure body temperature using a non-contact thermometer. Additionally, review Visitor's health history to identify 'at risk' factors. a. Fever (higher than 37.3 ºC / 99.1 F) and/or any of these symptoms: cough, shortness of breath. b. Is a vulnerable person by virtue of age, underlying health or clinical condition and pregnancy. c. Is living with someone in self-isolation or a vulnerable person.
6.3	If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then the individual should be instructed to wear a mask immediately and directed to the isolation room.
6.4	Once in the isolation room, a doctor (wearing a propriate disease protection gear) should perform a medical evaluation, or arrangements to be picked up by an ambulance should be made, especially if the individual is too ill to leave the office. In any case please notify your local HR of any suspected or confirmed cases.
7.	If an employee is confirmed to be infected, the individual or its supervisor should inform local doctor, HR or Security Teams of their possible infection in the workplace but maintain confidentiality.
7.1	Employees exposed to a co-worker with confirmed infection should also inform their supervisor, local doctor, HR or Security Team on how to conduct a risk assessment of their potential exposure.
7.2	The employee's contacts in the company should be notified. Contacts include those individuals with close contact since the time that the individual started to develop flu symptoms, as well as the preceding days
7.3	If the employee or visitors can leave the office on its own, s/he should avoid public transport when leaving building. Whether a family member or third person picks them up the employee or visitors should wear a mask to minimize the exposure of the other individuals.
7.4	The employee's workstation should be cleaned and disinfected, along with any public areas where s/he has spent significant time.
8	All visitors required to sign in/out of the site/office should always use their own pen whenever possible.
9	Use of hands sanitizing should be enforced before checking-in
10.	If the pandemic affects larger numbers of people across the country, it will not be effective as a strategy to contain the pandemic and may therefore be dropped. In this situation is recommended to close required facilities until a determination has been made that there are no more infections.

Arrival at Site Protocol

CEMEX Protocol	Protocol for screening workplace upon arrival at any site due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures for screening at the workplace during a Pandemic scenario of COVID-19, and measures that should be taken upon employee, contractor or any other person's arrival at the site.
Who does this protocol apply to	This protocol applies to every CEMEX employees and contractors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

I. Access Controls and screening at the entry to a facility	
1.	Suitable personnel, such as receptionists, security, medical staff and site managers, should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures. The suitable personnel at the site should screen people for COVID-19 related disease symptoms which can be achieved using different techniques Including a visual inspection, screening equipment (such as non-contact thermometers) and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities: • Fever (higher than 37.3 ° C [99.1° F]) and/or any of these symptoms: cough or shortness of breath. • Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) • Is living with someone in self-isolation or a vulnerable person. If any individual at the reception area or anywhere in the workplace has fever or respiratory symptoms or any two other symptoms on the previous checklist, then s/he should be

I. Access Controls and screening at the entry to a facility	
	instructed to wear a facemask immediately and direct him or her to the isolation room. In the case of vendors or visitors, they could be asked to return when they are healthy. Actively encourage sick employees to stay home and establish self-isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition frequently. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 37.3 ° C [99.1° F] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants). If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3 ° C [99.1° F] the person will not be allowed to enter the facility and will be requested to seek medical attention as established by local health authorities. If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authorities and may not return to work until given approval by the proper authority and/or on-site medical/HR personnel.

II. Employee, contractors and visitors screening	
1.	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, disposable gloves, liquid soap, disposable towels, and tissues. Assure adequate levels of inventory. Provide tissues and no-touch disposal receptacles, along with no-touch hand sanitizer units to be used by employees, at the entrance and other several high traffic areas in the facility; if possible, include it in conference/meeting rooms. Prepare and/or publish local communication campaign materials (e-mails, printed materials). Notify all personnel by posting notices/posters at all entry points and other areas where it is likely to be seen, advising employees and visitors, not to enter if they have pandemic-related disease symptoms and encouraging staying home when sick. Also, cough and sneeze etiquette, and hand hygiene. Stockpile and/or distribute adequate masks for personnel, visitors, vendors and reception, security and HR personnel in contact with the public. Draw up a list of critical vendors that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, repair people. Limit visitors to the minimum necessary. Assess the access and availability of medical services for employees and reinforce as necessary, i.e. quick medical evaluation by doctors. If necessary, identify external doctors. Establish an isolation room close to the reception area with close-by communications, stocked with masks (inside and outside the room entrance), tissues and a hand sanitizer and dedicated to this purpose only. If an employee is confirmed to be infected, the individual or its supervisor should inform the local doctor, HR, H&S or Security Team, the possible infection in the workplace but maintain confidentiality. Employees exposed to a co-worker with confirmed infection should also

II. Employee, contractors and visitors screening	
	inform their supervisor, local doctor, HR, H&S or Security Team on how to conduct a risk assessment of their potential exposure. Where an employee has been asked to stay in a designated isolation room at the site/office, a doctor (wearing appropriate personal protective equipment) should perform a medical evaluation, or arrangements to be picked up by an ambulance should be made, especially if the individual is too ill to leave the site/office. In any case please notify your local HR of any suspected or confirmed cases. If the employee or visitor is able to leave the office on their own, s/he should avoid public transport when leaving the facility. Whether a family member or third person picks them up or public transportation is used, the employee or visitors should wear a face mask to minimize the exposure of other individuals. The employee's workstation should be cleaned and disinfected, along with any public areas where s/he has spent significant time. The employee's contacts in the company should be notified. Contacts include those individuals with close contact since the time that the individual started to develop flu symptoms, as well as the preceding days. If the pandemic affects large numbers of people across the country, it will not be effective as a strategy to contain the pandemic and may, therefore, be dropped. If necessary, close required facilities until a determination has been made that there are no more infections.

Back to the Office Protocol

CEMEX Protocol	Back to the Office Protocol.
Abstract	This protocol is an overview of activities aiming at preparing facilities to receive their workforce, and also prepare those employees for the return, so the gradual transition is safe, efficient, effective, and aligned with the needs of the company and its people. In this protocol you will measures to reinforce home safety, office preparations, home-office-home commuting, access control procedures preparations, and, general guidelines for the workplace under the new COVID-19 context. The protocol also includes annexes with illustrative communication examples and a protocol implementation guideline for a gradual return to the office.
Who does this protocol apply to	This form applies to all CEMEX facilities worldwide. Every local RRT should take responsibility for its implementation.
Important Note	This protocol is generic and is not able to consider the different levels of COVID-19 cases in different countries, government, health authorities' guidance and the response and actions their citizens should take. Always listen to government advice before taking action and consult with your local legal department on the implementation of this protocol, in order to comply with local laws and regulations.
Disclaimer	Copyright ©2020 CEMEX Innovation Holding AG. 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.

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I. Reinforce Home Safety and Prepare the Office

People & Behavior

1.	Designate a COVID-19 Coordinator per location. Please refer to the "COVID-19 Site Coordinator Responsibilities" protocol for further information.
2.	RRT, along with HR and local supervisor should define a maximum density quota of given area or facility, and map by area the following type of employees: a. Need to return/total return b. Nice to return/partial return (alternate) c. c. No need/remain remote work
3.	Define a reduced office operating hours schedule, to enable increased frequency and more comprehensive cleaning.
3.1.	Define alternate schedules (i.e. A/B), staggered arrival/departure, etc. to avoid congestion including site accesses, elevators and stairways, reception and others.
4.	Ensure employees awareness of proper safe workplace distancing guidance, personal hygiene measures and cleaning of their workstations. Please refer to "Physical Distancing", "Personal Hygiene" and "Personal Workstation" protocols for further information.
5.	Consult the medical staff, report through CEMEX Health Check app or alternative reporting channels (ETHOSline) in case of any symptoms, discomfort, or needs. The employee should also inform their supervisor and/or Human Resources (HR) representative. The foregoing should be carried out if and as permitted by local personal data privacy laws
6.	Reinforce employee's home preventive measures especially leaving and returning from the office routines. (e.g. arriving home). Please refer to "Quarantine" and "Taking Care of Family at Home" protocols for further information.
6.1.	Employees must stay home if sick and contact your supervisor and/or HR representative, following normal procedures.
6.2.	Continue to implement self-quarantine protocols for employees who exhibit COVID-19 symptoms or have been exposed to COVID-19 but do not appear sick, or have

I. Reinforce Home Safety and Prepare the Office

	returned from travel to high-risk areas, as per health authorities' and CEMEX Global Security recommendations.
6.3.	All employees who tested positive for COVID-19, that were asked to quarantine by a healthcare professional after displaying COVID-19 symptoms or were in close contact with confirmed or suspected COVID-19 cases, must test negative or given medical clearance by health care providers before returning to work.
7.	Ensure all returning employees comply with the requirements of discontinuing home isolation, i.e. return to work criteria, confirmed and suspected COVID-19 cases, return to work restrictions. Please refer to "Discontinuation of Home Isolation" protocols for further information.
8.	Upon setting the new organizational framework coming back into the workplace, the company should consider reviewing possible policies' changes or reinstate suspended policies, procedures or practices, as well as revisit the relevant government's regulations or measures regarding COVID-19 and determine the right approach during the transition back to the workplace.
8.1.	If and as permitted by local personal data privacy laws, assess and reinforce, as necessary, employees' procedures to report their health status to Human Resources, especially on information confidentially issues in accordance with applicable laws and considering latest health authorities' recommendations.
Facilities	
9.	Reactivate suppliers and contractors. Ensure the supply of materials for operations.
9.1.	Review site inventory of cleaning chemicals, materials, and consumables to ensure optimal inventory levels which should be aligned with forecasted building occupancy.
9.2.	Ensure safety data sheet for all chemicals and requirements for safe use are available and followed.
9.3.	Ensure cleaning equipment and tools are in working condition
10.	Perform comprehensive cleaning and full sanitization of the workplace. If possible, ventilate office, keeping recommended humidity and fresh air intake levels at offices, along with regular cleaning of filters. Assess viability of increasing ventilation for locations without regular fresh air intake.
11.	Inspect HVAC systems, filters (Merv upper rating), and fire systems. Allow inactive equipment to run for a proper time period (e.g. water piping).

I. Reinforce Home Safety and Prepare the Office

12.	Assess and plan the implementation of screening measures and reduce entrance points. Train relevant screening process employees properly, e.g. security, medical staff/HR and/or receptionist. Please refer to "Access Control Screening" and "Arrival at Site" protocols for further information.
12.1.	Establish an isolation room near reception, trashcan with lid for COVID-PPE (COVID-related Personal Protective Equipment) disposal at every entrance, sanitizing areas at different locations, and increase antibacterial gel distribution.
13.	Plan to support physical distancing, including reviewing seat assignments or workplace layout to ensure minimum clearance of 2 meters (6 ft), decrease dining room density, close meeting rooms (at least initially), and disable other non-essential gathering areas. Please refer to the "Physical Distancing Protocol" for further information.
13.1.	Managers will develop plans onsite to help ensure physical distancing that could include rotating teams at offices, staggered arrival/departures schedules, alternate daily schedules (different morning, afternoon and/or night shifts), define alternate weekly schedules to reduce commuting, combined with remote-work options.
14.	Map and define mitigation measures at various high-touch points (e.g. elevator buttons, handrails, doorknobs, microwaves, printers, etc.). Please refer to "Personal Hygiene" and "Workplace Cleaning" protocols for further information.
14.1.	Determine areas that require thorough cleaning due to frequent usage such as building entry/reception, elevators, shipping and receiving areas, event centers, gyms/locker rooms, conference rooms, and restrooms.
14.2.	Treat all surfaces using approved and authorized disinfectant ensuring safe and correct use of chemical substances.
14.3.	After use, workers should properly dispose of or sanitize COVID-PPE (such as gloves, face masks, goggles or a face shield, and gowns) in accordance with health authorities or local regulatory requirements.
15.	Assess and implement new office circulation schemes, if applicable and necessary: a. Whenever possible, plan one-way stair schemes. b. Diminishing use of elevators only for specific cases with proper floor-stance signs. c. Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries. d. Consider one-way circulation routes through the workplace. e. e. Mark increments of locally acceptable physical distance on floors where queues could form.

I. Reinforce Home Safety and Prepare the Office	
16.	Prefer paper towels vs air dryers. Also, install trashcans with lid at restrooms, preferably that are opened without touching with hand e.g. foot operated or sensors.
17.	Ensure compliance of measures and protocols with owners/landlords of leased properties.
Training & Communication	
18.	Train a COVID-19 Coordinator per location. Consider supporting this role with local area "Champions". Please refer to the "COVID-19 Site Coordinator Responsibilities" protocol for further information.
19.	Increase awareness: kick-off communication campaign and launch the CEMEX University Training certification.
19.1.	Share guidelines and protocols, e.g. "Workplace Cleaning", "Home-Work-Home Commuting", "Leaving Site", "Taking Care of Family at Home" protocols.
19.2.	It is recommended to establish continuous two-way communication (e.g. webcast, Q&A sessions, etc.).
19.3.	Organize workshop with area leaders & HR to communicate remain/return strategy and protocols to follow. Make sure to address personal concerns and needs
20.	Clearly identify physical distance and workplace safe clearance layouts throughout the office with proper signage, markings, stickers, posters, flyers.
21.	Inform interns, students, and other visitors that during the initial return phase, access to the office will be prohibited (at least initially). Pre-authorization Is required, wherever possible, for essential visitors.
22.	Distribute welcome-back kits (sanitizer, wipes, face masks, etc.) and notes (general guidelines) at workstations.

II. Commuting Home-Office-Home	
People & Behavior	
1.	Wear proper COVID-PPE to ensure collective safety. COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns.

II. Commuting Home-Office-Home

2.	Whenever possible, avoid using public transportation especially during peak hours, and follow Home-work-home protocols while riding: wear face masks at all times, do not touch your face, immediately sanitize hands after getting off/disembarking, prefer contact-less payment methods, etc. Please refer to the "Home-Work-Home Commuting" protocol for further information.
3.	When driving your car to the office, follow the “On-road Activities” protocol, i.e. paying tolls, stopping to refuel, etc.
4.	Consider alternative transportation options: a. Bicycle/motorcycle b. Walk part of the trip c. Company shuttles d. Ride-hailing services (depending on safety COVID measures in place)
5.	Follow the sanitization process when arriving home, e.g. do not touch anything, remove shoes and clothing, wash your hands. Please refer to "Taking Care of Family at Home" guidelines for more information.

III. Follow Access Controls

People & Behavior

1.	If and as permitted by local personal data privacy laws, have a list of employees that classify as vulnerable health groups.
1.1.	Restrict access to vulnerable health groups. Channel them to HR for appropriate treatment, which may include exclusive entrance, different working shifts, remote-work arrangements, alternate work site to avoid use of public transport, etc.
2.	Restrict access interns, students, and other visitors at least during an initial phase. Where some visitors are essential then they should be pre-authorized wherever possible. Please refer to "Contractors and Visitors" protocol for further information.
3.	Implement and/or reinforce reporting to medical staff, CEMEX Health Check app or alternative reporting channels (ETHOSline) in case of any symptoms, discomfort, or needs. The employee should also inform their supervisor and/or Human Resources (HR) representative. The foregoing should be carried out if and as permitted by local personal data privacy laws.
4.	Execute health screening checks and sanitary filters upon arrival and leaving. Please refer to "Access Control Screening" and "Arrival at Site" protocols for further

III. Follow Access Controls

	information. Any collected information should be handled pursuant to local personal data privacy laws.
4.1.	Maintain either physical or electronic (using a check-in app) entry and exit register, maintaining accurate data on access to and from the facility, pursuant to local personal data privacy laws. Avoid paper handling or pen sharing.
4.2.	Verify the use of COVID-PPE and provide an appropriate sanitizer, facemask, wipes, etc. COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns. Please refer to the "Personal Hygiene" protocol for further information.
5.	Monitor rotatory/staggered and flexible schedules system.
5.1.	Avoid daily staff turnover or rotation between different facilities.
5.2.	Shift-based teams should be granted enough gap threshold between outgoing and incoming schedules. Please follow applicable "Shift Handover" protocol for further information.
6.	Evaluate continuous schedule, forbidden re-entry. Evaluate access or working hours restrictions.
7.	Avoid food and personal courier delivery service, e.g., uber-eats, amazon. Encourage people to bring their own food.
Facilities	
8.	Ensure receptionists, security, and persons executing screening are wearing COVID-PPE. Install protective equipment (acrylic or glass panels) and system (floor stance markings), as needed. Please refer to the "Access Control Screening" protocol for further information.
8.1.	If and as permitted by local personal data privacy laws, ensure any symptoms, discomfort or health related issues are reported with relevant information from Health Check app, Ethos line or medical staff, is properly delivered to screening personnel regarding possible additional screening and/or follow up. This may also include employees not reporting in Health Check app.
8.2.	If necessary, reconfigure furniture and/or reception area layout at entrance to ensure safe physical distancing, e.g., place floor stance markings, physical barriers, acrylic or glass panels, open doors to avoid touching door handles. Please refer to the "Physical Distancing" and "Personal Workstation" protocols for further information.
8.3.	Make sure visitors follow new office circulation schemes on point **Error! Reference source not found.** of section 0. Reinforce Home Safety and Prepare the Office.

III. Follow Access Controls

Training & Communication

9.	Verify that employees have read, understood and have been trained on relevant protocols.
10.	Make sure proper and sufficient posters, signage and markings are posted in visible and adequate places throughout the office floors and/or areas.
10.1.	Make sure copies of protocols, guidelines and/or flyers are available to all employees and visitors.

IV. Work at the Office

People & Behavior

1.	If and as permitted by local personal data privacy laws, ensure monitoring of employees' health and well-being. Follow up previous and new reports made on Health Check app, Ethos line or medical staff.
2.	Implement COVID-19 Coordinator responsibilities and follow up. Ensure adequate support for this role, depending on size of facility and complexity of operation/circumstances, with local area "Champions". Please refer to the "COVID-19 Site Coordinator Responsibilities" protocol for further information.
3.	Wash hands frequently with soap and water or use hand-sanitizer, especially after touching common items like handrails, door handles and elevator buttons.
4.	Avoid sharing personal objects like mobile phones, pens, and keyboards.
5.	Limit use of social and common areas (break rooms, conference rooms, etc.)
6.	Avoid, as much as possible, face-to-face meetings with fellow employees, customers and/or third parties, even if located in same area, floor, or department.
6.1.	Restrict face-to-face trainings, events, or any other gatherings. Please refer to "Event Concentration" protocol for further information.
6.2.	Actively promote preference for remote meeting methods, even if participants are present in the same office. Please refer to the "Meetings" and "Visitor Induction & Training" protocols for further information.

IV. Work at the Office

6.3.	When face-to-face interaction is necessary, prefer open spaces (outdoors) keeping 2 meters distance. When meeting in closed spaces (indoors) or when interacting in distances less than 2 meters (6 feet), always wear facemasks and avoid sharing office supplies (e.g. pen, pads, whiteboard pen or eraser).
6.4.	When meetings customer or third parties prefer remote meeting methods, or if face-to-face interaction is necessary, follow previous point measures. Also, please refer to "Commercial Activities and Managing Clients" and "Contractors and Visitors" protocols for further information.
7.	Avoid eating at workstations. Evaluate adapting/re-purpose some meeting rooms as temporary dining areas. Sharing of utensils, cutlery etc. is prohibited. Please refer to "Canteen & Resting Area" protocol for further information
8.	Reduce physical contact and circulation: a. Whenever possible, plan one-way stair schemes. b. Whenever possible, diminish use of elevators only for specific cases. If elevator use is unavoidable, limit capacity and place proper floor-stance signs/markings and use of facemasks facing wall. c. Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries. d. Consider the use of one-way circulation routes through the workplace. e. e. Mark floor stance with acceptable physical distance where queues could form.
9.	Eliminate or cancel seats to visibly reduce density, prefer diagonal seating at free-address open bench and meeting rooms. Also consider the use of screens or partitions to limit space.
Facilities	
10.	If necessary, reconfigure furniture and/or workstations layout to ensure safe physical distancing, e.g., place floor stance markings, physical barriers, acrylic or glass panels, open doors to avoid touching door handles. Please refer to the "Physical Distancing" and "Personal Workstation" protocols for further information.
11.	Maintain enhanced cleaning and disinfecting practices with a special focus on high touchpoints. Maintain records of cleaning routine. Please refer to the "Workplace Cleaning" protocol for further information.
11.1.	If necessary, consider reducing office operating hours in order to conduct higher frequency and more comprehensive cleaning.
12.	Distribute COVID-PPE and supplies regularly (e.g. facemask, antibacterial gel, wipes, etc.).

IV. Work at the Office

12.1.	Keep optimal levels of supplies according to forecasted occupancy and plan ahead for shortages.
13.	Monitor space usage to ensure compliance, especially with authorities' people density restrictions.
14.	Keep doors open throughout the office, to avoid touching door handles. As an alternative Install floor door handles to open doors with foot.
15.	Ensure the waste disposal process is executed using proper COVID-PPE.
16.	In case of confirmed cases recently present in the office, execute a full and professional sanitization process of workspace and used areas.
17.	Office based risk assessments and safety procedures should be regularly reviewed and updated with new COVID related controls included. Updated documents should be communicated to affected personnel.
18.	Unless absolutely necessary, eliminate the use of vending/drinking machines or limit congregation around them as much as possible, and/or implement alternative control measures to limit contagion risk.
Training & Communication	
19.	Reinforce protocols via training and make them available as much as possible.
20.	Post reminders on-site of relevant protocols' key messages, including personal hygiene, physical distancing, and cleaning.
21.	Use “how-to videos” for proper use of COVID-PPE and other practices. COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns. Please refer to the "Personal Hygiene" protocol for further information.
22.	Promote virtual meetings even if in the same building. Update trainings according to latest technology developments.
23.	Remind use of limited interactions and circulation schemes in the office. Please refer to points **Error! Reference source not found.** and **Error! Reference source not found.** of section **Error! Reference source not found.**. **Error! Reference source not found.**
24.	Consider continuation of remote work scheme for applicable cases, i.e. vulnerable employees, parents with children off school, long public transport commutes, activities that do not require office presence, etc.

IV. Work at the Office

25.	Promote practice of employees cleaning and sanitizing their desks, belongings, workspace, and public areas after using them. Please refer to the "Workplace Cleaning" protocol for further information.
25.1.	Frequently clean and disinfect commonly used surfaces.
25.2.	Employees should clean their workspaces and common areas nearby, where applicable.
26.	Develop a plan to mitigate employee fears and concerns, and to support general mental health. e.g. people are worried about their health and the health of those they care about. They have anxieties about their jobs, the future of the organization, and even the future of the industry.
26.1.	It is also important to understand if employees feel the organization is caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.
26.2.	Ensure employees understand what the workplace will be like upon return is critical. e.g. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.
27.	Business travel restrictions remain in effect. Please refer to "Travel" protocol and latest guidance from Corporate Security Department, for further instructions.

V. Illustrative Communication examples

Figure 1. Example of Behaviors' messages to prevent COVID-19 transmission

Description of the measure

General information thru our offices; (posters, giveaways, e-cards); for all CEMEX employees to learn and built the new behaviors for a "new normal" in the workplace

Figure 2. Example of Hand wash guidelines

Description of the measure

Provide safe and accurate instructions to all employees and collaborators to ensure personal hygiene as a key element of our defense against COVID-19

- Wash your hands frequently after sneezing or coughing, when caring for the sick, before during and after you prepare food, before eating, after toilet use, after touching doorknobs, handrails, elevators buttons, printers, keyboard and mouse, meeting rooms chairs and tables; and any other shared office tools like staplers, hole openers, pencils, etc. Also wash your hands before rubbing your eyes, nose, or mouth.

Recommended hand washing procedure; (according to WHO):

- *Use soap (preferably liquid) and running water (preferably warm). If using bar soap, use a new bar every day.*
- *Rub hands with soap and water for 40 -60 seconds covering nails, fingers and wrists.*
- *Rinse hands thoroughly.*
- *Dry hands with paper towels, preferably.*
- *Close water faucet with assistance of a paper towel and also open bathroom door with it.*

Throw away paper towel in waste basket/closed bin.

Figure 3. Example of Recommendations to employees using public transport

Description of the measure

Provide safe and accurate instructions to all employees and collaborators to ensure the correct use of public transport in case they have no other option but the use of it

- Changing and staggering shift hours to reduce congestion on public transport and workplace entrance. Avoid using public transport during peak times

- Implement long-hour shifts to reduce weekly commuting.

- Returning home for ill and suspected ill, i.e. arrange private transportation seating alone at the back seat and both driver and passenger both wearing face masks, sanitizing back seat area after use.

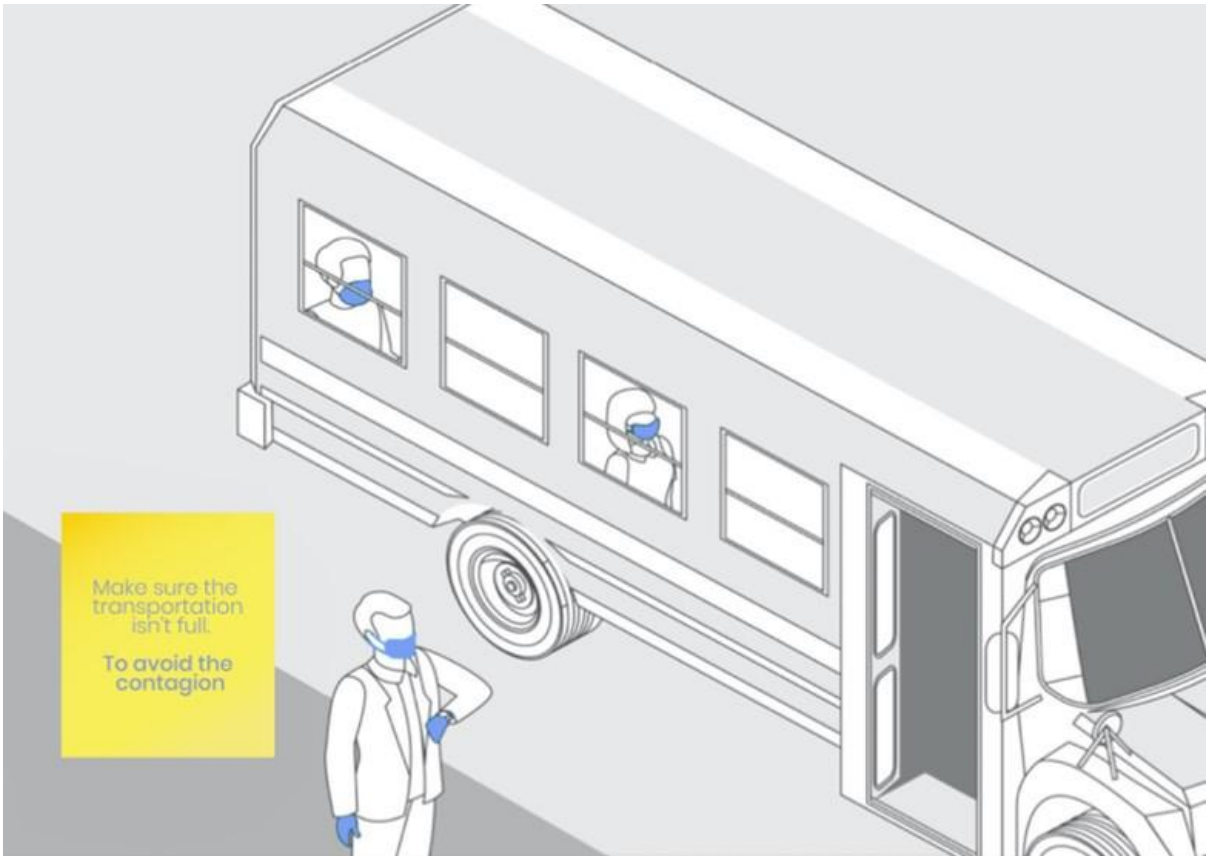


Figure 4. Example of Correct use and disposal of masks

Description of the measure

Provide safe and accurate instructions to all employees and collaborators to ensure the correct use of face masks as a PPE against COVID-19

- Wear facemasks to protect yourself and others, if the interaction is inevitable. Facemasks will protect others from being infected by the person wearing the mask.
- Visitors and employees should not enter the facilities if any symptoms are shown or missing some necessary COVID-PPE (COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns accordingly to the regulations of your local authorities).

Figure 5. Example of Pre-check health assessment questionnaire

Description of the measure

Questionnaire to be sent to all CEMEX employees (internal and external) before the re-opening of our offices in order to be filled and returned.

The accurate answer to this platform will assure our primary objective of protecting our people and keep a safe environment at the workplace.

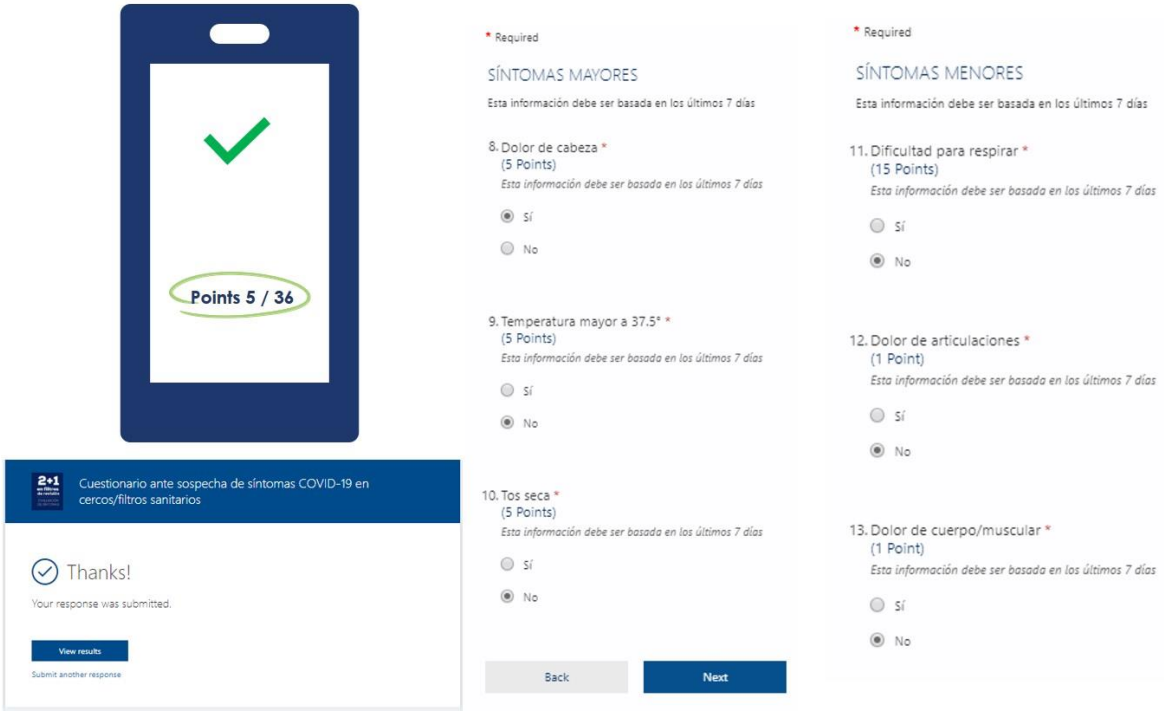


Figure 6. Example of Physical Distancing signs to guide on specific situations

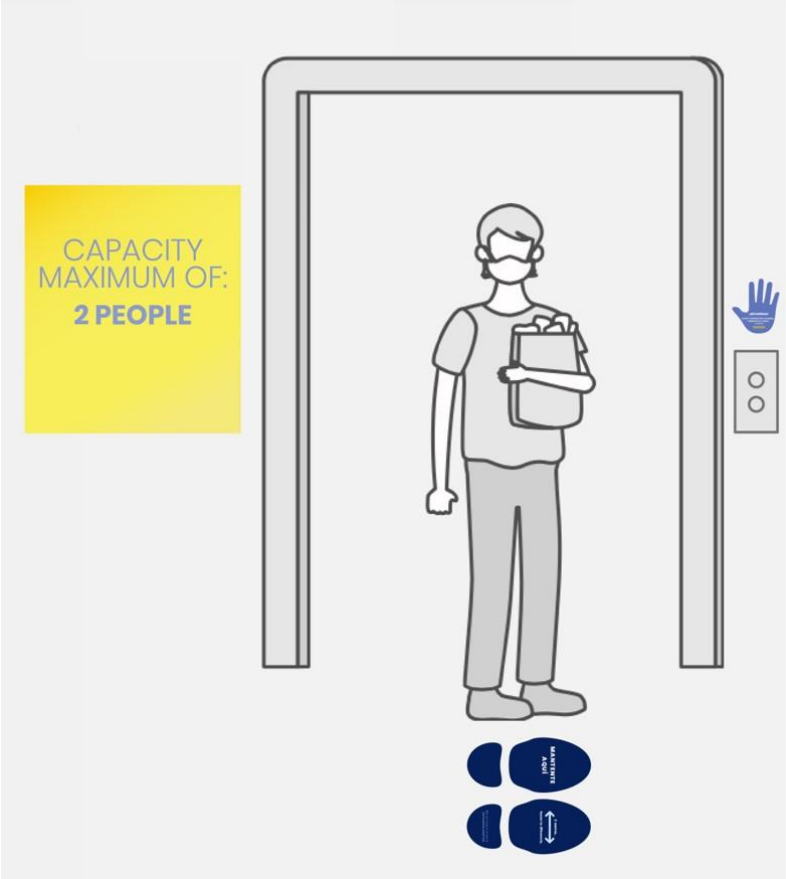
Description of the measure

Physical distancing is a key element to stop novel coronavirus propagation. Authorities suggest a distance of 2 meters (6ft) to best achieve it

Distancing should be applied in:

- Ques (i.e. reception areas, cafeterias, cashier, lobby, etc.)
- While using elevators
- Seating at workstations
- Seating at meeting rooms

Other measures of social distancing are touching each other, handshakes or any physical contact, sharing items such as pens, documents or any group gathering in common places such as cafeterias, kitchens and restrooms



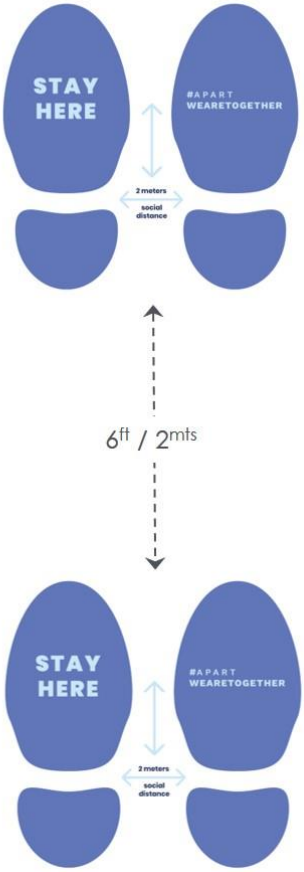


Figure 7. Example of General information roll up banner

Description of the measure

General information banner in key locations at our offices as well as on-line; in order for all CEMEX employees to have at hand relevant information and accurate instructions

Figure 8. Example of Touching Points signs for specific cleaning/usage procedures

Description of the measure

Provide safe and accurate instructions to all employees and collaborators to ensure correct handling of materials/items/equipment and/ or appliances that are frequently used by a large number of people

The use of this sign will represent a reinforcement for employees to emphasize cleaning

Figure 9. Example of Increase cleaning procedures at the office

Description of the measure

Cleaning procedures will be increased, needs to be felt and visible to all employees at workstations and other places around the building

A clear desk policy is highly recommended

Figure 10. Example of Physical distance in the workplace

Description of the measure

Additional measures of physical distance should be followed in the workplace such as seating arrangement for workstations and the number of chairs available in conference rooms and other areas.

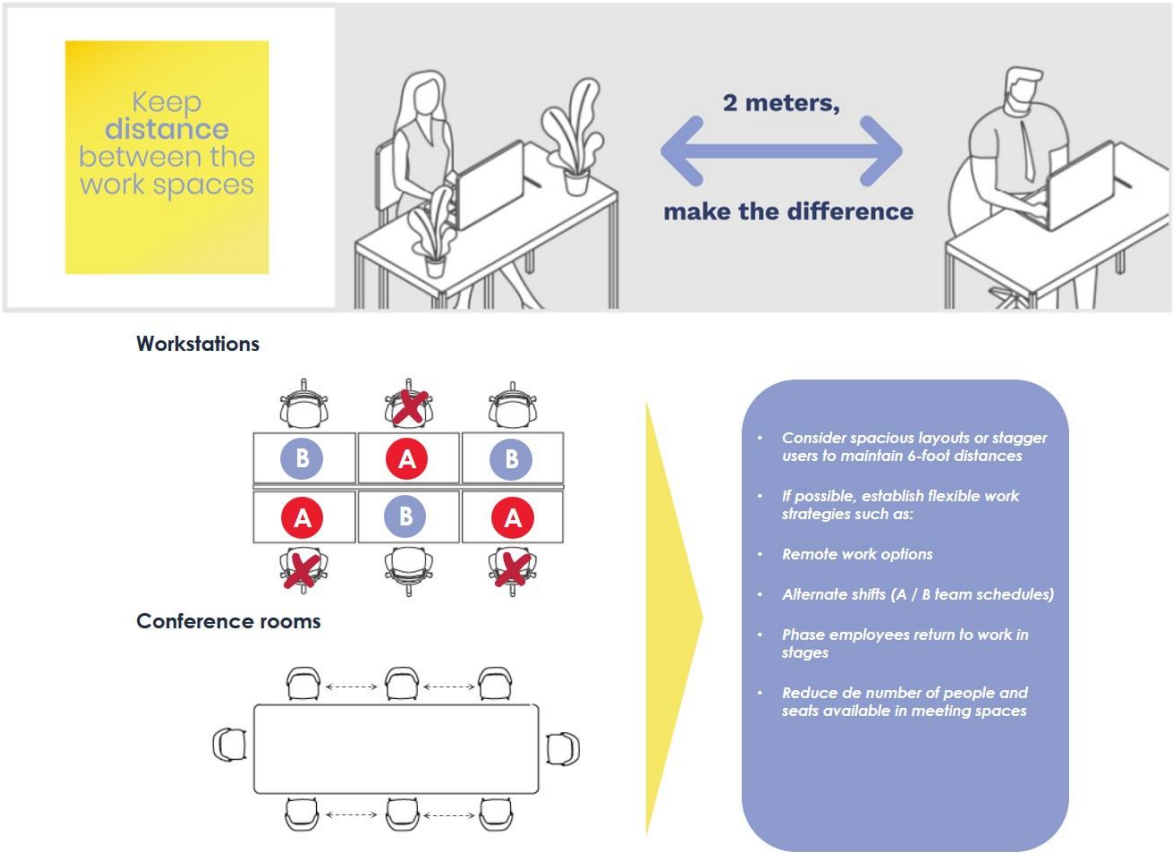


Figure 11. Example of Use of Mask Safety Guidelines

Description of the measure

The use of a face mask/covering should be considered the last line of defense in the hierarchy of control to mitigate COVID-19 contagion and not a substitute for other preventative measures such as physical distancing, sneezing/coughing containment, hand hygiene and avoidance of touching the face, nose, eyes and mouth

- Moving around a building/ Facility/Plant e.g. Walking to and from parking areas, entering the building, going to the toilet, leaving the office, etc.
- Working on an open plan office, meeting room, workshop, etc. with no physical barriers between people
- Operational area where it is likely to be in the vicinity of other people
- Working at reception, front desks or security gatehouse without a physical barrier (e.g. plastic shield) between people

- Recommendation for **CEMEX** employees, contractors and visitors:
- Use a face mask/covering while at work all the time, unless being at workstation/workplace alone and can always maintain a safe distance of at least 2 meters / 6 feet from another person
- A face mask/covering should be worn when moving around to other areas, especially if there is potential to be approached by others who may be closer than 2 meters
- Stricter local legal requirements must also be followed

Figure 12. Example of Safety guidelines; Do NOT share tools!

Description of the measure

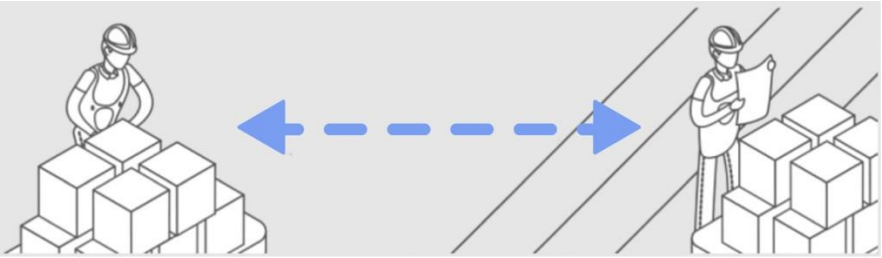
The importance of physical distance measures has to be extended to all personal therefore we should reinforce the message to our cleaning and maintenance personal to ensure safety measures in the use of tools and equipment by not sharing it with others

Figure 13. Example of Practice physical distance while handling packages and mail

Description of the measure

The importance of physical distance measures has to be extended to all the personnel; therefore, we should reinforce the message to our cleaning and maintenance personnel to ensure safety measures in the reception, sorting and delivery of mail and packages to and from the office

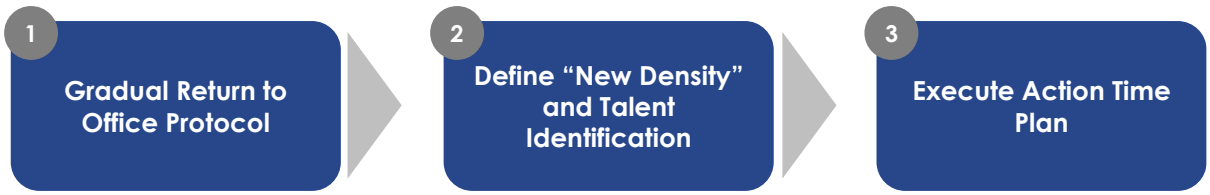
Physical Distance Handling packages and mail



- Establish a firm Schedule for pick up and reception of packages
- Keep sanitizing gel station in mail room for all employees
- Delimit a perimeter for the reception of packages in order to sanitize them prior to send them to the office
- Forbid entry of non essential personal
- Use your EPP all times
- Disinfect currier carts and every item in the mail room

VI. Annex 1: Gradual Return to the Office: Protocol and Implementation Process HSMS 15th Element

Three general components for a safe and gradual reopening of our offices



Note: content and implementation may be adapted according to local legislations and strategy

1. Gradual Return to Office Protocol

1.1 Principles to follow for a safe and gradual office return

1. Office return requires a shared sense of responsibility: CEMEX to provide all relevant duty of care measures, everyone is responsible of his/her own health
2. Prefer to maintain remote work as possible, if needed ensure a safe and gradual office return considering the employee journey and focus on specific touch-points
3. The office reactivation process has 3 stages duration to be determined by each local RRT
   - Preparation, Slow gradual return, "New Normal"
4. Supported by a holistic training and communication campaign
5. Aligned to specific protocols developed for the 15th element of the HSMS (+20 applicable to offices)

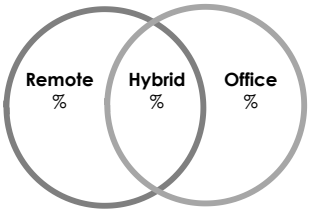
1.2 Incorporate learnings about remote working to define our new strategy for collaboration spaces and offices in general

Utilize Pulse Survey to determine purpose

- Capture learnings of remote working including benefits and limitations.
- Define the purpose of office spaces and those roles that benefit the most from physical proximity

Leverage benefits for optimal design

Remote Working
- Promotes work-life balance
- Technology enabled - productivity
- Health or family specific needs
- Reduces CX footprint requirements
- Eliminate commute



Office working
- Leverage tools and resources
- Physical work (e.g. operative roles)
- Fewer external distractions
- Collaboration between areas
- Social connection to the Company

Hybrid Working Scheme
- Scheme already in place in many countries, max flexibility
- Considered by benchmarks to be the emerging model

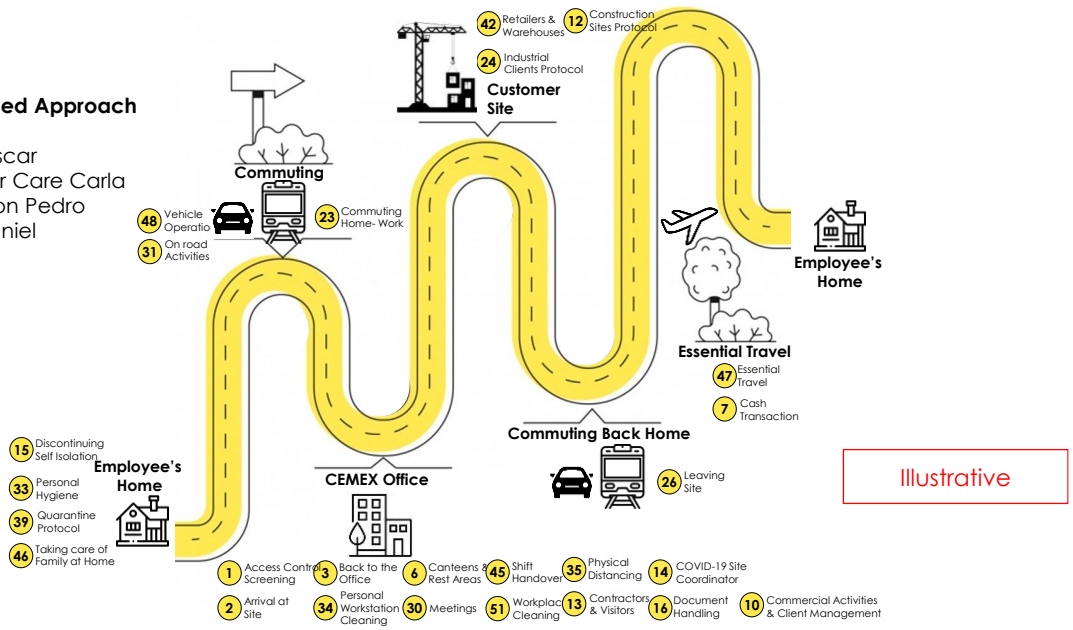
Develop model to determine when to return

- Model considers local conditions, # cases, evolution curve, health system saturation, authority instructions, etc.
- Prioritize areas that most benefit from physical presence, managing physical distancing protocols

A slow gradual return is proposed, monitoring the effectiveness of the process and aligned to instructions from authorities and best practices

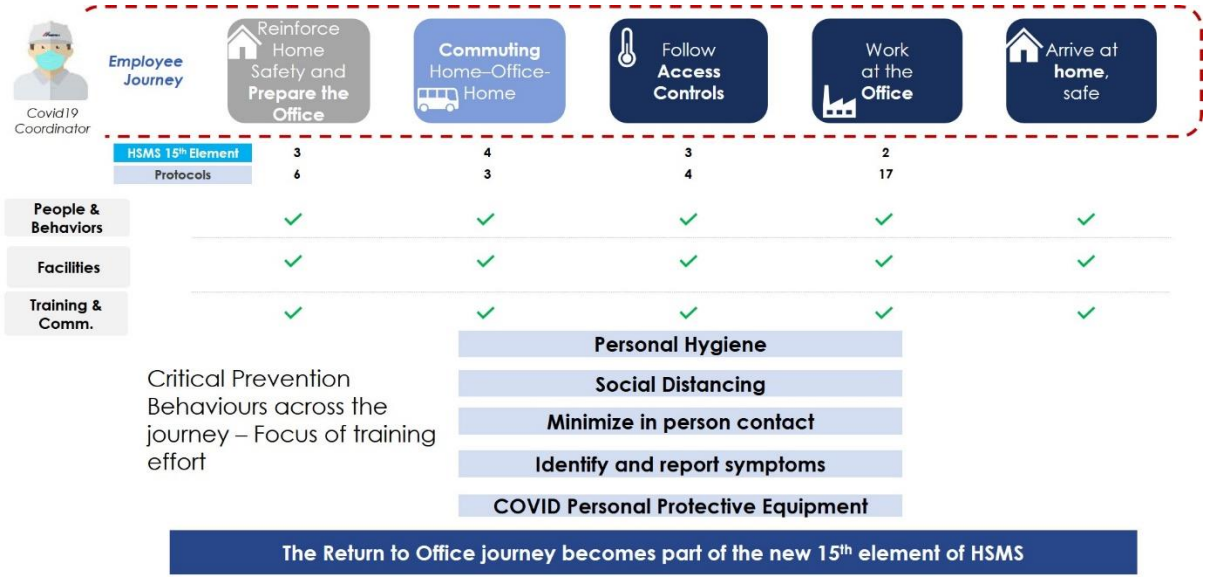
1.3 Utilizing the Employee Journey Model
Moments that Matter

Persona Based Approach to Training
- Office Oscar
- Customer Care Carla
- Production Pedro
- Driver Daniel



1.4 HSMS 15th Element

To ensure a safe Office Return the employee journey needs to be considered, implement measures along 3 different tracks



2. Define "New Density" and Talent Identification

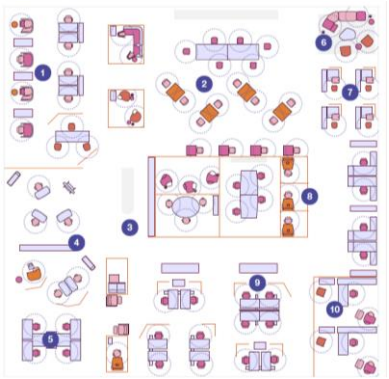
2.1 Process encompass 4 basic steps, each with an overarching objective: maintaining H&S as our number one priority

1. **Determine facility "new" capacity considering design constraints**
   - Objective: incorporate physical distancing protocol and reduce touch-points
2. **Implement survey and build an attendance roster via a one-on-one conversation Area Supervisor – HR considering business and personal needs**
   - Objective: detail interest to return, optimal schedule and collaboration opportunities
3. **Socialize roster with local employees and communicate return protocols**
   - Objective: ensure general understanding and compliance
4. **Manage access control and validate health check at entrance and exit of our facilities**
   - Objective: ensure safety and efficiency at our facilities and safe return home

General considerations:
- Prohibit access to vulnerable groups, visitors, interns, consultants, etc
- New density should not be more than 50% initially

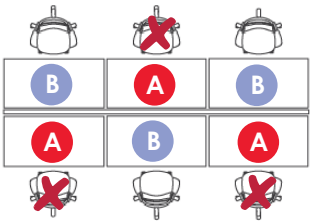
2.2 Ensure distance of at least 2 meters, unless a partition of over 1.5 meters exists

Review layout to identify conflicts and redefine



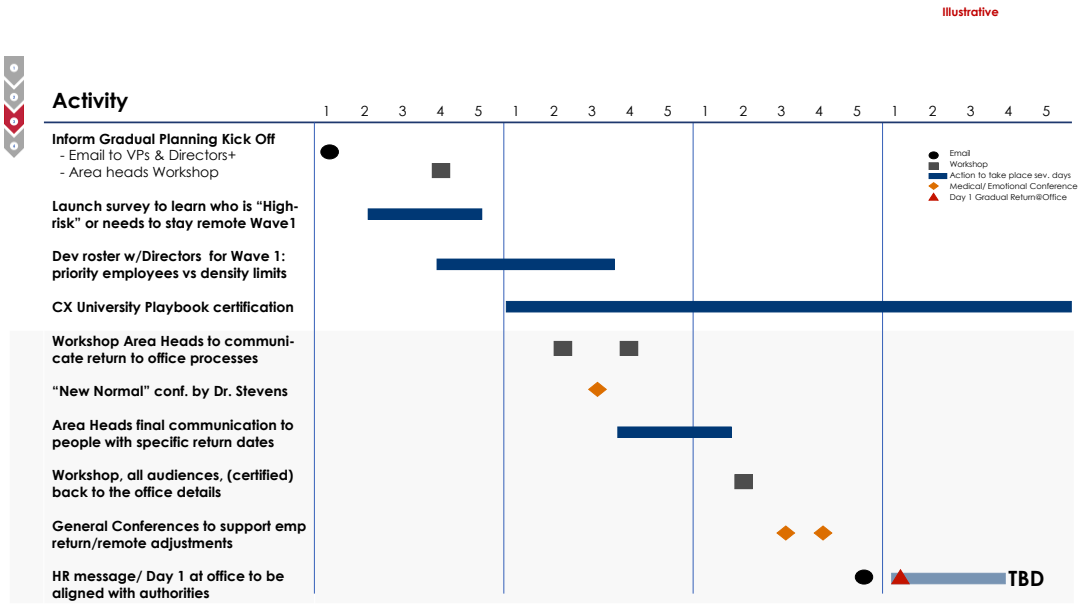
Conflict:
- Side by side seating
- No partition
- Less than 2 meters

Implement diagonal seating if open space or free address

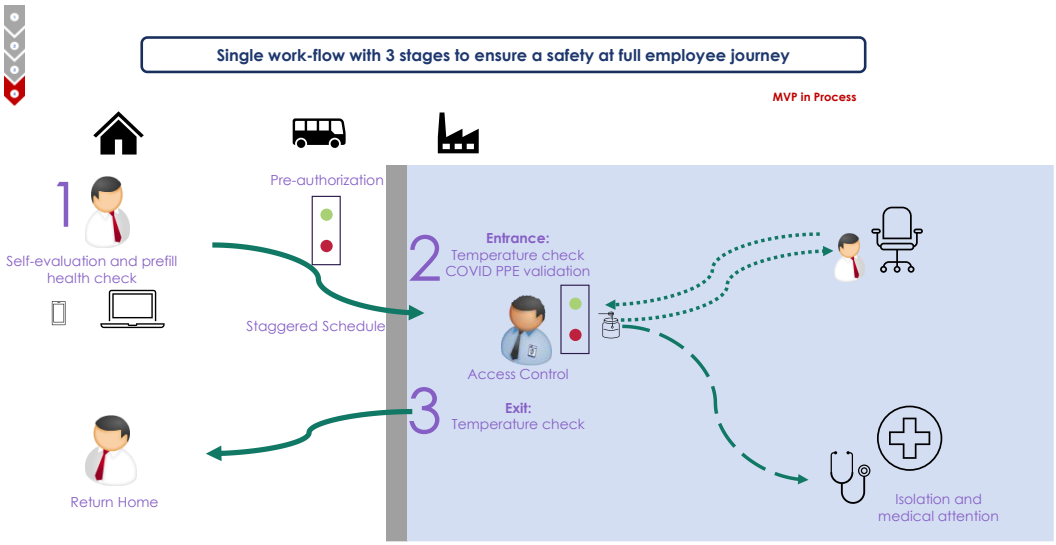


…or install available partitions (i.e. space division or movable screens)

2.3 Finally share as applicable to align expectations and understanding

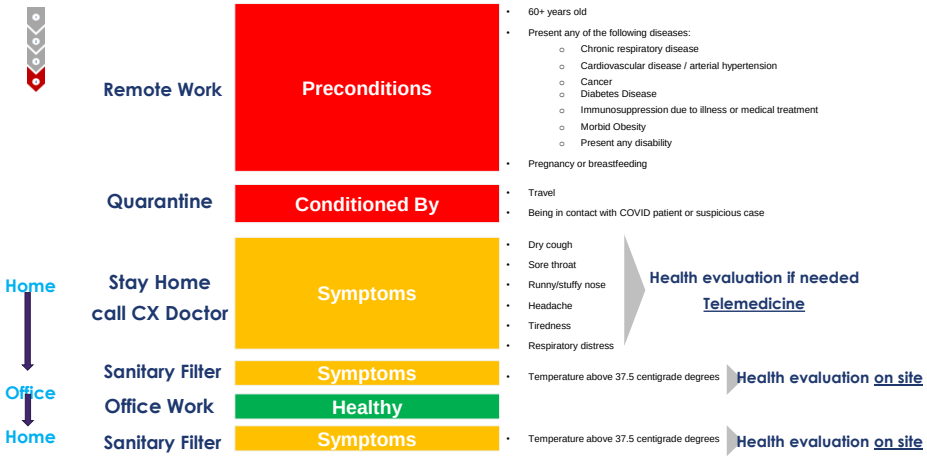


2.4 User experience of access control, automate process and maintain records


Single work-flow with 3 stages to ensure a safety at full employee journey
MVP in Process
1
Self-evaluation and prefill health check
Pre-authorization
Staggered Schedule
2
Entrance:
Temperature check
COVID PPE validation
Access Control
3
Exit:
Temperature check
Return Home
Isolation and medical attention

2.5 COVID Health Risk Assessment

Preconditions, symptoms and recommendations based on WHO & CDC official information



3. Execute Action Time Plan

3.1 Proposed e-mail for Director+ to communicate reopening of our offices for a gradual return

Email to be sent by HR

Dear all,

We wish to share that we are starting the planning process for returning to our corporate CEMEX Central offices based in Mexico, when lockdown measures are lifted and we deem we can offer an appropriate level of security through the implementation of different measures to minimize the risk of COVID-19.

With the health and safety of our workforce as our priority, we will implement a gradual return to our offices and different actions to ensure that we are prepared to do. Some actions will include listening to our talent needs as we plan who returns to our facilities and at which stage, and ensuring they feel better prepared as well as supported thru: a robust communication strategy, training in “behaviors that save lives”, and aligning expectations to our “new normal” for arriving and handling themselves at our facilities.

We will be hosting tomorrow a 30 min conversation for Directors and above levels, as heads of their teams to talk about the reopening of our offices of a gradual return. Will keep you updated in every communication and invitation via Outlook for the session.

Kind Regards

3.2 Action time plan: (roll-out) area heads workshop

Proposed slides to be used in workshop with supervisors/leadership team

Objective & Agenda

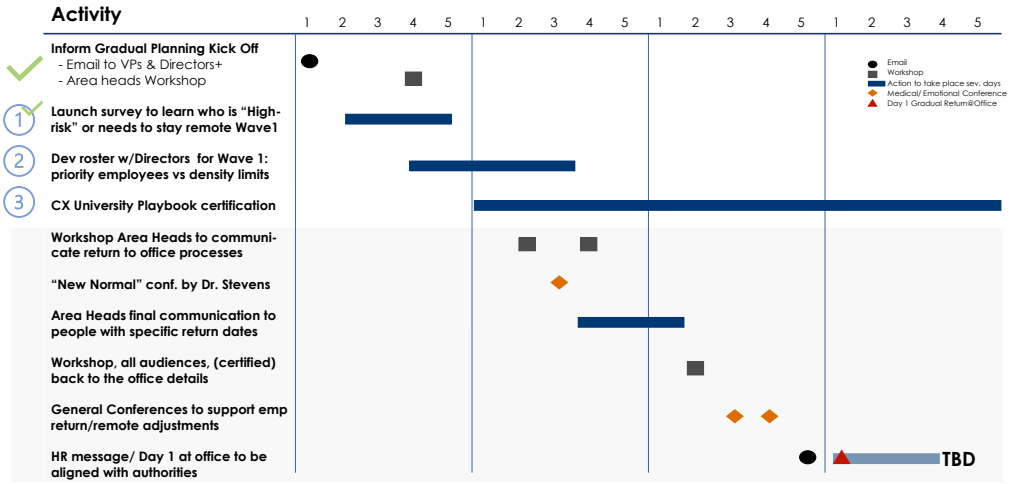
Time Plan for Gradual Office Return

Present actions to take place in the planning phase for a safe & healthy reopening of our offices in Mexico for a gradual return

Agenda

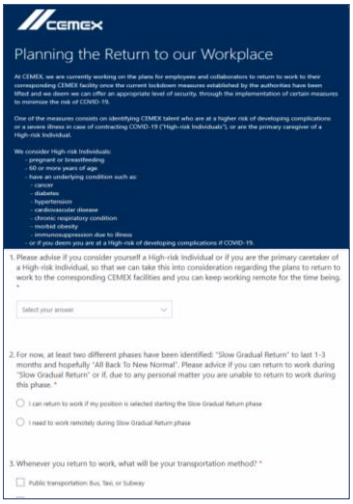
- Time plan to implement planning efforts
- Survey relevance & duration
- Planning our workforce return to our office
- CEMEX University: Behaviors that Save Lives
- Next steps

3.3 Preliminary Action Time Plan: Today´s session focus in Steps 1-3



1 Survey for our workforce to learn their needs at COVID-19

Learn if talent is “High-Risk” direct or a caregiver; can´t come back Wave1; transportation



At the cornerstone of our actions is making visible for our talent our commitment to their Health and Safety

Due Date May 13th end of day

Gradual Return to Office Plan to consider our talent decision to return to our facilities or continue fully remote

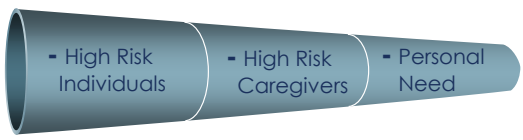
2 Agree in Talent to participate in each “wave” (I/III)

Talent Manager to visit you with office physical plan and talent needs to gain agreement

Waves to Return to Work based on Survey Results

Waves	High Risk Individual: Directly or Caregiver	Personal Need to Work Remote	Public Transportation	Eligible
1st- Slow Gradual Return	NO	NO	NO	Not High Risk, Voluntary Return, Non-Public Transportation
2nd- Slow Gradual Return	NO	NO	YES	Not High Risk, Voluntary Return, Public Transportation
3rd-End of Slow Gradual Return	NO	YES		All but High Risk Individuals Directly or Caregiver
4th- All Back to New Normal	YES			Everyone

Lists to review with Talent Manager to focus in Wave 1 & 2: agree on timing & administration



- Interns or consultants or externals outside SPC

For Talent in Wave 1, you will have their preference in schedule /we will manage“horario corrido”

For Wave 2 talent, agree in timeline based on position urgency, building density & support to change transportation method

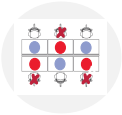
2 Guidelines to consider for planning talent location during first phase (II/III)

New max density below 50% (lowest as possible) & some guides for planning talent seating

+ **Review layout to id. Issues: 2+ meter apart**

Conflict:

- Side by side seating
- No partition
- 2 meter separation



+ **Talent cannot change station nor share sitting**

+ **Cannot have 50% morning & rest afternoon**

+ **When someone leaves office, cannot return**

+ **No visitors at this phase or interns or consultants**

+ **Meeting space closed or limited 2-3 people**

2 For Talent to start 1st Wave consider "new normal" strict procedures (III/III)

Arrival entry / leaving procedure (go-no go) and staggered schedules

Steps to Enter/Leave Office	Color Meaning	Description	Action
Step 1: Before office **Self Evaluate at health app:** - Key Health questions - Gain CODE of ENTRY	**Preconditions**	- Pregnant or breastfeeding - 60 or more years of age - Have an underlying condition such as: cancer, diabetes, hypertension, cardiovascular disease, chronic respiratory condition, morbid obesity, immunosuppression due to illness	**Stay Home**
	Symptoms or Quarantined	- Symptoms such as : dry cough, sore throat, runny nose/ stuffy nose, headache, tiredness and/or respiratory distress - Quarantined if travel or being in contact with COVID 19 confirmed or suspect case	**Stay Home & Telemedicine**
Step 2: Got code! go to office **Gate of entry** - Controls that can take minutes		- Staggered Entry Schedule. Five 30min time slots: 7-8h / 8-8:30h / 8:30-9:00h / 9-9:30h / 9:30-10h - "Horario corrido", offices will start shutting down at 5pm	**Be on-time to enter**
Step 3: Check at gate **Sanitary Filter @ Entrance:** - Temperature check - Key Health questions	**Symptoms**	- Temperature above 37.5 centigrade degrees	**On-site Health Evaluation**
Step 4: Return home **Exit:** - Temperature check - Health Environment Q´s	**Healthy**	- No temperature, symptoms or conditions to be quarantined	

3 **CEMEX University to provide training material in Behaviors that Save Lives**
Videos, Playbooks and H&S Academy Module 2 Online Add On in New Key Protocols

Next Steps

- Meet with your Talent Manager to agree in talent returning to office
- Join us for our next workshop to prepare for communicating and enabling our talent
- Keep strong and flexible… thank you for your continuous support

Action time plan: Survey Launch

Proposed email to be sent by HR to all employees

https://forms.office.com/Pages/ResponsePage.aspx?id=AZDhbsTQ-EWvi_8A8W0H4V-ymDBAbdNOkyPKXmt8flBUREIVVVE2NU0xVk9OMjZOQzZTVElJR1NTUy4u

Title: Your Feedback Required- Planning for an Eventual Return to Our Office

Your health and safety remain our top priority.

As we continue to align with current lockdown measures established by the authorities, several measures including the definition of protocols for addressing COVID-19 have been established to keep each other safe and in health. Eventually, when lockdown measures are lifted and we deem we can offer an appropriate level of security through the implementation of different measures to minimize the risk of COVID-19, we will start a gradual return to the office.

A critical piece of information for planning an eventual gradual return to our offices based in Mexico, is your input in personal needs and preferences. We wish to consider your feedback as the cornerstone of our decision. Thus, appreciate to get your input. Click here to share your feedback.

Thank you for your feedback and stay safe!

Prepare for the conversation with the area supervisors (Director)

DOs	DON'Ts
• Separate enough time for the conversation/work session • Be prepared: bring to meeting employee roster, floor plans for a complete exercise and mapping, as well as survey results to validate needs and interests • HR to kick-off conversations with supervisors by discussing how the team is currently performing and current dynamics for being productive • Take into consideration specific area and personal needs • Keep COVID Coordinator and Facilities aware of agreements and validate feasibility of proposal	• Avoid starting the conversation talking about quota (new density • Don't transfer available capacity from one area to the other • Don't push people to return if not ready/prepared, while maintaining unbiased (beware of unconscious bias) • Try not to "force" the layout or density. Remember it is critical to maintain distance or separation • Deter conversations that implies a significant change in layouts • Do not invest in retrofit or furniture unless extremely necessary

Block Accommodation/Camps Protocol

CEMEX Protocol	Protocol for **block accommodation/camps** due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for site managers and employees during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	*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*. Copyright ©2020 Cemex Innovation Holding AG.

I. General guidelines	
1.	Avoid any physical contact such as handshakes or any other type of physical contact.
2.	Information must be available about relevant measures to follow in relation to COVID-19. Including greetings/salutation and other common gestures
2.1.	Encourage participants to cover their face with the crook of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.
2.2.	Participants should not share any items such as pens, documents, etc. during the duration of the Induction.
2.3.	Avoid any physical contact such as handshakes or any other type of physical contact.
2.4.	Ask people not to gather in common places at any one time. (i.e. pantry, kitchen, etc.)
3.	Facilitate access to soap and water / sanitizing gel and provide single-use towels in common areas and bedrooms.
4.	A thorough cleaning scheme must be in place for all areas to ensure these areas are free from potential COVID-19.
4.1.	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)
4.2.	Increase the cleaning and disinfecting activities frequency for all the equipment that Is used by people (i.e. monitors, keyboards, mouse, etc.)
4.3.	All trash should be put straight in the bin and not left for someone else to clear up. Increase trash collection arrangements, if necessary.

4.4.	For restrooms (i.e. showers, toilets, and sinks), in addition to frequent disinfection, provide means to disinfect contact surfaces before and after use. Disinfect the contact surfaces of the toilets with single-use wipes.
4.5	It is necessary to wear gloves, and face mask throughout cleaning activities and wash hands immediately after the removal of gloves and mask.
5.	If possible and legally allowed, measure body temperature of personnel using a non-contact thermometer. Additionally, review health history to identify 'at risk' factors. a. Fever (higher than 37.3 ºC / 99.1 F) and/or any of these symptoms: cough, shortness of breath. b. Vulnerable person by virtue of age (60), underlying health or clinical condition or pregnant. If any symptoms are shown, then the individual should be instructed to wear a mask immediately, recommend not to stay in this accommodation and seek for medical advice, alternative activities or even ask them to stay at home under medical recommendations.
6.	Ensure first aid arrangements and/or clinics are available in the accommodation.
6.1.	Appoint a dedicated first aider or nurse for 24/7 assistance.
7.	Appoint a driver with vehicle for all medical related transportation services, all emergency situations must be coordinated by local health and ambulance authorities.
II. Preventive measures for common areas and services	
1.	Ensure continuous and effective ventilation within facility common areas (i.e. opening windows and doors).
2.	Reorganize dining and common areas, ensuring enough spacing between the chairs, tables, etc. and removing them as necessary to ensure at least 2 meters (6 feet) distance between them.
3.	Do not share cutlery, provide extra where required, and do not share meals. a. All cutlery, utensils etc. must be thoroughly washed after use and kept with the owner in a separate sanitized container. b. Where possible, meals should be eaten using individual disposable boxes, plates etc.
4.	Workers must not share clothes under any circumstance. Individual lockers must be provided for each person to store clothes and personal items. For more information refer to Changing and Lockers rooms protocol.
5.	Where clothes/uniforms are laundered by the company, arrangements need to be put in place to ensure separate containers are used and only handled by designated persons.
6.	Physical distancing must be ensured in buses transporting employees from accommodation to plants by blocking seats.
6.1.	Additional transport capabilities must be contracted to ensure this. Buses must be disinfected after every service.
III. Preventive measures for sleeping areas	

1.	Use of hands sanitizing should be enforced before entering to the sleeping area
2.	Reorganize sleeping areas in a way that beds are at least 2 meters apart from each other and separate from lockers, tables, etc.
3.	Use additional rooms and accommodation facilities where required to maintain physical distancing. (i.e. hotels, lodges etc.)
4.	Reserve dedicated isolation rooms for those having COVID-19 symptoms. Ensure timely availability for simultaneous multiple cases. Contact local authorities for further assistance.
5.	Ensure immediate relocation of individuals with symptoms to individual room, and provision of medical support.
6.	Ensure separate relocation of individuals assessed to require quarantine (i.e. close contact with symptomatic person), to a separate facility, while maintaining strict physical distancing between individuals.
7.	Evaluate if vulnerable workers e.g. by virtue of their age (60 or over), pregnant and/or with pre-existing health conditions should be either separated in a different room, temporarily asked not to stay in this type of accommodation and seek for alternative activities or even ask them to stay at home during the COVID19 contingency.

Call Center Protocol

CEMEX Protocol	Protocol for Call Centers due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Call Centers during a Pandemic scenario of 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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

Content

I. Call Centre during ongoing COVID19 measures

I. Call Centre during ongoing COVID19 measures	
1.	Set up all the operations on a remote basis so workers can perform their duties via technological resources.
2.	In the case the whole operation cannot be set up remotely, a split approach should be taken with a percentage of workers doing their duties from home and the rest from their company premises.
3.	Remove or disable entry systems that require skin contact e.g. fingerprint scanners
4.	Stairs should be used in preference to lifts or Elevators. If possible, assign one-way stair flow.
5.	Where lifts or Elevators must be used: • Lower their capacity to reduce congestion and contact at all times • Mark standing position on the lift/elevator floor to Indicate a standing position for each person. • Regularly clean touchpoints, doors, buttons etc.
6.	Increase the cleaning and disinfecting activities frequency for:

I. Call Centre during ongoing COVID19 measures	
	a. All the areas where people have direct and constant contact (Chairs, desks, doors, etc.) b. All the equipment that Is used by people such as monitors, keyboards, mouse, telephones, mobile devices, and headsets.
7.	Provide additional hand washing facilities to the usual welfare facilities if a large spread out site or significant numbers of personnel on site
8.	Before entering the work, areas people must wash their hands thoroughly following the WHO guidance. It is also recommended to repeat the wash hands process several times during their shift and as when required.
9.	Welfare facilities should be provided with running water and soap. Also, hand sanitizer in key places need to be available including corridors and common areas
10.	Maintain, as much as possible natural ventilation of the working area. If natural ventilation is not possible, all workers should wear a facemask during working hours depending on the working area arrangements (e.g. open plan, cubicles, etc.)
11.	People must maintain a safe distance from other people (2 meters / 6 feet as a minimum) and avoid any skin to skin contact e.g. Handshakes, or skin to skin contact.
12.	If the workstations are together in an open space, consider placing divisions between each individual space to protect from cross contamination.
13	Establish skeleton approach to shifts and consider staggered working patterns to reduce the amount of people transiting common areas such as entry/exit points, canteens, etc. Increase cleaning frequency and place visual marks to keep safe physical distancing.
14.	Break times should be staggered to reduce congestion and contact at all times
15.	Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area

Canteen & Resting Area Protocol

CEMEX Protocol	CEMEX COVID-19 **Canteens & Resting Areas** Guidelines
Purpose of the Protocol	This protocol provides a recommended preventive measures for site managers and employees during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Preventive Measures for Canteens & Rest/Welfare Areas	
1.	Recommend personnel to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals.
2.	Avoid physical contact. Respect physical distance of 2 meters (6 feet), prevent face to face positioning with others, and reduce contact time.
3.	People attending the canteens and rest/welfare areas must wash their hands thoroughly as per WHO recommendations before entering the room or area.
4.	Display communication signs / posters at entry points informing about limited number of people permitted to use the facilities at any one time. Place visual marks or arrange furniture to keep safe social distancing or 2 meters or 6 feet. Sanitization/hand washing stations shall be in place and every person will be required to use them.
5.	Manage staggered shifts with 10-15 minutes gap to limit the number of personnel sharing areas at the same time. Ensure enough spacing between the chairs and removing chairs as necessary.
5.1	Stagger breaks and the use of welfare facilities, such as sanitary facilities, changing rooms, to minimise the number of people and to respect the basic hygiene and physical distance guidelines.
6.	Establish additional areas/rooms as required to maintain social / physical distancing guidelines.

I. Preventive Measures for Canteens & Rest/Welfare Areas	
7.	Where catering is provided on site, it should be provided In pre-prepared and wrapped individual disposable boxes only.
7.1	Reusable cutlery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.
8.	No food sharing and/or cutlery / utensils shall be permitted on jobsites. Provide disposable ones where required
9.	Limit the number of people around drinks machines. Consider removing these machines to eliminate potential interactions between people.
10.	Ensure access to soap and water / sanitising gel and provide single-use towels.
11.	Increase cleaning / sanitising regimes.
12.	Tables should be cleaned and disinfected between each use.
13	All trash should be put straight in the bin and not left for someone else to clear up.
14	All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.
15.	Assign responsibility and frequency for disinfecting touch points, tables, door handles, collective catering equipment and appliances such as kettles, microwaves, toasters.
15.1	If it is necessary, wear gloves, and face mask throughout cleaning activities and wash hands immediately on removal of gloves and mask.
16.	For toilets (showers, toilets and sinks), in addition to frequent disinfection, provide means to disinfect contact surfaces before and after use. Disinfect the contact surfaces of the toilets with single-use wipes.
17.	Make sure ventilation is available by keeping doors and windows open and avoid handling doorknobs.
18.	Report any specific concerns to the relevant Manager / Supervisor.

Cash Transactions Protocol

CEMEX Protocol	CEMEX COVID-19 Cash Transactions Guidelines
Purpose of the Protocol	This protocol provides a recommended preventive measures for site managers and employees during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Preventive Measures for Cash Transactions	
1.	Cash exchanges should be discouraged wherever possible and contactless payment options should be encouraged (i.e. debit or credit cards, wire transfers, etc.).
1.1	If no option than using cash, consider that all cash handling policies will remain in place during COVID-19.
1.2	Where credit cards or debit cards are used, payment receiving devices, and cards should be sanitized with disinfectant wipes after each use. a. Never spray disinfectant directly into the terminal or its components. b. Never reuse wipes/paper towels. Dispose of it after every use.
2.	All personnel should always wear COVID-PPE (i.e. gloves, mask, goggles)
2.1	Maintain a minimum of 2 meters (6 feet) separation between people or a barrier should be set up whenever people-to-people proximity is unavoidable.
3.	Any personnel that uses cash will always require using gloves and wash or sanitize hands every time cash is handle (even with gloves). The counter must be disinfected frequently.
4.	A thorough cleaning scheme must be in place for areas where people-to-people interactions take place to ensure these areas are free from potential COVID-19.
4.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)
4.2	Increase the cleaning and disinfecting activities frequency for all the equipment used by people such as monitors, keyboards, mouse, etc.

Cement Plant Protocol

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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

Content

II. General actions to be taken

III. 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

IV. Actions to be taken when COVID-19 is widespread in the community and person-to-person transmission is taking place effecting CEMEX staff.

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: 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. d. Looking at the possibility of closing or regularly cleaning social spaces such as the canteen, cafeteria, restrooms, meeting rooms and other communal areas.

I. General actions to be taken	
	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	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: 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.
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

I. General actions to be taken	
	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.
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.

Central Control Room Protocol

CEMEX Central Control Room Cement Plant Business Continuity Plant for Covid-19	Guidance for business continuity at Cement Plant Central Control Room (CCR) responding to New Coronavirus / Covid-19.
Propose of the Protocol	This protocol provides details and the steps which should be taken if a member of staff at CCR is suspicious or confirmed as having Covid-19.
Who does this protocol apply to	This protocol applies to all CEMEX Cement Plants CCR worldwide. The Plant RRT should take responsibility for implementing it. An evaluation must be done to determine the minimum level of personnel to operate the shift (According to local regulations)
Important notes	Copyright ©2020 Cemex Innovation Holding AG. 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.

Content

V. Preventive Measures for Those Working in Control Rooms

VI. Actions to be taken according to the discovery scenario

- Scenario A. Actions to be taken when the affected person reports sick from home.
- Scenario B. Actions to follow when the affected person is detected with cold-like symptoms upon entering the plant.
- Scenario C. Actions to be taken when the affected person enters the CCR without symptoms and presents discomfort / symptoms during his/her shift.

VII. Actions to be taken in case of unavailability of critical personnel

VIII. Possible Recovery Strategies and applicability

- If the possible duration of the unavailability is 14 days with minor Impact.
- If the possible duration of the unavailability is more than 14 days with major Impact.
- Additional options to evaluate according viability (based upon local regulations and industry practices).

IX. Table of possible Recovery Strategies and applicability (summarized version)

I. Preventive Measures for Those Working in Control Rooms	
1.	Avoid physical contact, no handshakes, etc.
2.	Keep a minimum of 2 meters (6 feet) between you and anyone else you interact with: a) Sufficient spacing between the chairs must be in place: b) Limit the number of workers In the Control Room at any one time. c) Display signage to confirm the requirement. d) Sanitization/hand washing stations shall be in place at the entry and exit points to the Control Room.
3.	Limit the number of people around drinks machines that are available in or near the Control Room. Consider removing these machines to eliminate potential interactions between people.
4.	Keep enough ventilation within Control Room such as opening windows and doors.
5.	Clean-up surfaces and increase cleaning / sanitising regimes. Surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) need to be wiped with disinfectant regularly.
6	Before entering the work, areas people must wash their hands thoroughly following the WHO guidance. It is also recommended to wash hands frequently during their shift and as when required.
7	Remove or disable entry systems that require skin contact e.g. fingerprint scanners.
8	Stairs should be used in preference to lifts or Elevators.
9	Where lifts or Elevators must be used: a) Lower their capacity to reduce congestion and contact at all times b) Mark standing position on the lift/elevator floor to Indicate a standing position for each person facing walls. c) Regularly clean touchpoints, doors, buttons etc.

II. Actions to be taken according to the discovery scenario	
1.	One or more cases in CCR staff may present with different discovery scenarios: A. The person feels ill and reports sick from home. B. The person is detected with cold-like symptoms upon entering the plant. C. The person enters the CCR without symptoms and has discomfort / symptoms during his shift.

Scenario A. Actions to be taken when the affected person reports sick from home.	
1	Request the affected person to receive medical attention by applying contagion preventive measures (use of a mask, hand washing, deep cleaning of their home, not sharing food and staying isolated as much as possible).
2	If the CCR can operate without the affected person, keep the shift with the reduced group until the end of it.
3	Otherwise, request substitute CCR personnel requiring a member of other CCR shifts.
4	Provide the affected person with guidelines for care at home and care of their relatives. Refer to PANDEMICS-Quarantine Protocol.
5	Follow up on affected personnel and their families, preferably by HR.

Scenario B. Actions to follow when the affected person is detected with cold-like symptoms upon entering the plant.	
1	Do not allow entry and follow the “PANDEMICS - Screening protocol”.
2	Follow the actions indicated in "Scenario A" above.

Scenario C. Actions to be taken when the affected person enters the CCR without symptoms and presents discomfort / symptoms during his/her shift.	
1	The suspicious person must go home and before leaving site follow the leaving site protocol, call to the doctor/medical service provider and ask what to do.
2	Apply in the CCR, with due care, the PANDEMICS-Physical distancing protocol and PANDEMICS-Workplace cleaning procedures.
3	Request the remaining of the CCR group to prepare the transfer of operation from this to a new CCR group. If applicable transfer operation to Remote Control CCR.
4	Request a new CCR group to come urgently to Plant.
5	Before changing the CCR group, reapply the PANDEMICS-Physical distancing protocol and PANDEMICS-Workplace cleaning procedures.
6	Allow entry to the work area only to personnel from the CCR, staff from other departments should not enter.
7	Send home colleagues of the affected person who have been in contact, they should call to the doctor/medical center and ask what to do.
8	Provide the affected person and CCR colleagues with guidelines for care at home and care of their relatives. Refer to PANDEMICS-Quarantine Protocol.

Scenario C. Actions to be taken when the affected person enters the CCR without symptoms and presents discomfort / symptoms during his/her shift.	
9	Continue the operation of the CCR with the new group.
10	Follow up on affected personnel, CCR colleagues and their families. Preferably by HR.

III. Actions to be taken in case of unavailability of critical personnel	
1	Assess the level of affectation to critical processes to define which strategies are more suitable, considering the circumstances and triggers below: <u>Possible duration of the unavailability</u> a. 14 days when critical personnel are in quarantine (due to identified exposure or having symptoms without confirmation of COVID-19) b. More14 days when Critical personnel absent due to confirmation of COVID-19 <u>Possible consequences in case of critical personnel unavailability</u> a. Minor impact when the absence decreases the productivity, but without interrupting critical processes. b. Major impact when unavailability leads to disruption of critical processes.

IV. Possible Recovery Strategies and applicability	
1	The following are just guidelines for the selection of possible recovery strategies, that could apply due to the duration of the unavailability and / or the level of impact identified.
If the possible duration of the unavailability is 14 days with minor Impact	
1	Distribute tasks among the available staff of the shift to cover the functions of the absent person
2	Activate the deputy appointed according to the BCP to cover the absent person
3	Take staff from another shift to cover the absence
4	Extend the duration of shifts if it is required to cover the operation
If the possible duration of the unavailability is more than 14 days with major Impact	
1	Reduce to the minimum the personnel within the CCR in each shift, in order to maintain the operation with the skeleton and distribute the available staff in the different shifts
Additional options to evaluate according viability (based upon local regulations and industry practices)	
1	Seek multifunctional personnel from other departments that could cover relevant activities into the CCR (induction and training could be required)
2	Seek personnel from other plants that can be transferred to operate (if travel protocols and restrictions allow it)
3	That retired personnel can be called to operation (induction and training could be required)
4	Seek with industry associations to hire temporarily or make a swap from other laboratory experts (induction and training could be required)

IV. Possible Recovery Strategies and applicability	
5	Look for outsourcing services from specialized providers that have availability of experts with the skills needed.
6	Use available technology for virtual support, refer to: PANDEMICS-Field remote support protocol

V. Table of possible Recovery Strategies and applicability (summarized version)				
Recovery Strategies	**Estimated duration**		**Level of Impact**	
	14 days	**> 14 days**	**Minor**	**Major**
a. Distribute tasks among the available staff of the shift to cover the functions of the absent person	X		X	
b. Activate the deputy appointed according to the BCP of the plant to cover the absent person	X		X	
c. Substitute staff with personnel from shift to cover the absence	X	X	X	X
d. As necessary, extend the duration of shifts to cover the operation	X	X	X	X
e. Reduce to the minimum the personnel within the CCR in each shift, in order to maintain the operation with the minimum skeleton and distribute the available staff in the different shifts		X		X
Additional options to evaluate according viability (based upon local regulations)				
f. Seek multifunctional personnel from other departments that could cover relevant activities in the CCR (consider that induction and training could be required)		X		X
g. Seek personnel from other plants that can be transferred to operate (Please refer to PANDEMICS – Travel Protocol)		X		X
h. Retired personnel can be called to operation (consider that induction and update training could be required)		X		X
i. Seek with industry associations to hire temporarily or make a swap from other laboratory experts (induction and training could be required)		X		X
j. Look for outsourcing services from specialized providers that have availability of experts with the skills needed.		X		X

V. Table of possible Recovery Strategies and applicability (summarized version)				
k. Use available technology for virtual support, refer to: PANDEMICS-Field remote support protocol		X		X

Commercial Activities and Client Management Protocol

CEMEX Protocol	Guidance/Protocol for Commercial activities and Managing Clients due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures to apply for commercial activities, during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s Commercial Area and personnel. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

I. General recommendations	
1.	During the COVID-19 pandemic, only essential tasks and meetings must be done to guarantee health and safety of our employees/contractors and operational continuity. All operational and administrative areas must encourage and plan remote work to limit personnel in common working/office areas, especially for vulnerable people (by virtue of their age (+60), underlying health condition, clinical condition or are pregnant).
2.	Applying Personal Hygiene Protocol (link) is essential to guarantee the success of preventive measures for COVID-19, such as and not limited to: • Washing and disinfecting hands thoroughly as per WHO recommendations before entering the room or area, before touching face and after manipulating tools and equipment. • Respecting physical distancing of 2 meters between personnel. • Correct use, removal and disposal of personal protective equipment, specially facemasks and eye protection. • Respiratory hygiene, encouraging employees cover their face with the crook of their elbow or use a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them.
3.	Consider all office tools and equipment handled in your workstation/desk as personal items, for your own personal use. Do not borrow or lend utensils such as phones, pens, office

I. General recommendations	
	equipment. Limit the exchange of documents to a minimum necessary. Use electronic devices, photographs and applications as the best means of communication.

II. Commercial representatives/personnel	
1.	Remain in close contact with your customers by remote means of communication, phone calls, videoconference meetings, e-mail and text messaging. Avoid personal meetings during COVID-19 pandemic.
2.	In case presential meeting is required, prior to the meeting and if possible, ask and/or investigate if the person you will be meeting: • Has any flu-related symptom, • Has been in contact with a confirmed COVID-19 positive or • Recently visited highly infected areas. In case any of the answers is positive, avoid personal encounter until verifying it is safe to meet, due to self-imposed quarantine or when flu-like symptoms disappear.
3.	After verifying health related information, make sure the meeting will be held with the minimum of attendees required, considering physical distance recommendation of 2-meter separation and always in an open space or areas with natural ventilation.
4.	If the recommended physical distancing is not possible, all attendees should wear facemask, covering mouth and nose and not touching any surface or face, without disinfecting previously by washing hands or applying alcohol-based gel.
5.	Avoid greetings with skin contact such as handshakes, hugs, etc. Have the initiative of breaking the ice with gestures and kind words from a distance, reminding the current preventive measures to prevent them and you of possible contagion.
6.	At arrival and after concluding a meeting, always wash your hands thoroughly, as established in protocol and/or apply alcohol-based gel.
7.	Promote electronic transactions and documents. In case an exchange of document or check is required, follow these procedures: • Ask the content to be placed in a closed envelope, prior receiving a picture or scanned document of the content. • Always carry envelopes, folders or plastic bags to be prepared if customer has not followed the advice. • Place packages, documents or papers in a plastic container or box inside your vehicle.

II. Commercial representatives/personnel	
	• Disinfect container properly after processing the documentation and/or properly dispose envelopes and cardboard boxes or plastic bags. Always wash your hands or disinfect them with alcohol-based gel after manipulating or touching documents, doorknobs, chairs, desks or any other device in customers premises.
8.	It is recommended to always wear uniform and have a second garment underneath your shirt, to remove uniform before entering your vehicle after visiting your customer.
9.	Always use a hands-free device to attend cellphone calls, to avoid contact of your cellphone with your face. Frequently disinfect your cellphone and protective case with an alcohol-based solution.
10.	Frequently clean and disinfect your vehicle, specially parts of frequent hand contact, such as seat, door handles, steering wheel, shifting gear and control panel.
11.	Do not offer rides or accept any additional passengers in your vehicle.

III. Customer meeting in CEMEX premises	
1.	Always evaluate if the reason for visiting/meeting is urgent and important in order to proceed. If the visit must take place, the following measures should be followed to prevent COVID19 contagion.
2.	Wherever possible the person visiting the site should travel alone using their own transport.
3.	Inform your customer of our internal protocols to access our premises. The reception area or Security staff will screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities: • If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. • Is a vulnerable person (by virtue of age (+60), underlying health condition or pregnant) If any individual at reception area or anywhere in the workplace has fever or respiratory symptoms or any two other symptoms on the previous checklist, then s/he should be instructed to wear a mask immediately and will be asked to return when they are healthy.
4.	Inform reception area of your expected visitor, date and time of visit. All visitors will be asked to wear a facemask to enter our premises.
5.	Make sure to reserve a room that will guarantee physical distancing of 2-meter and limit the number of attendees to cover this requirement.

III. Customer meeting in CEMEX premises	
6.	Do not greet with skin contact such as handshakes, hugs, etc. Please ask your visitor to wash their hands and apply alcohol-based gel, prior to entering the room/office and initiate meeting.
7.	After meeting is concluded, please inform cleaning staff to disinfect the area, including desks, tables, chairs, doorknobs or any other frequently touched surface. No one should enter the room before this task is completed.

Community Activities Protocol

CEMEX Protocol	Protocol for community activities due to ongoing measures related to the COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for community activities during a Pandemic scenario of COVID-19. All community types activities imply an increased risk of contagion from COVID-19 since they tend to take place externally to CEMEX facilities where we might not have control of the hygiene protocols and control of the physical distancing measures by third parties.
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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Community event or activity	
1.	It is recommended that all current or future community activities or events are evaluated during COVID-19 pandemic, and only carry out the ones that are extremely necessary with the approval of the Corporate Social Responsibility Department (CSR) and management team.
2.	Reduce the number of people in attendance at a minimum and consider holding them outdoors wherever possible.
3.	During all activities maintain a physical distancing of 2 meters (6 feet) minimum with other members and the general public that participate.
3.1	Avoid any physical contact such as handshakes or any other type of physical contact
3.2	Encourage participants to cover their faces with the bend of their elbow or a disposable tissue if they cough or sneeze. Supply disposable tissues and closed bins to dispose of them in. If the people are not attending these health and coughing/sneezing etiquette instructions, please contact the organizer.
3.3	Avoid sharing any items like documents, pens, etc. during the activity,
4.	Company participants should consider using COVID-PPE (COVID-PPE could include gloves, face masks, goggles or a face shield, and gowns) and when possible bring COVID-PPE for other community participants.

I. Community event or activity	
4.1	It's recommended to have enough hand sanitizer available for all the participants in the activity.
5	If possible, ask personnel to commute avoiding public transportation. If public transportation is required, always maintain safe physical distance and use facemasks. Avoid touching your face after touching handrails, doorknobs, or any other surface; wash or sanitize your hands immediately after getting off public transport.
6.	Wherever possible workers should travel to activity alone using their own transport. If workers have no option but to share transport: a. Journeys should be shared with the same individuals and with the minimum number of people at any moment. b. Wear facemasks to protect yourself and others. c. Maintain good ventilation (i.e. keeping the windows open) and face away from each other during the journey. d. Wash their hands for 20 seconds using soap and water or hand sanitizer every time entering out of the vehicle. e. Spray shoe soles with a chlorine-based solution whenever entering the cabin. f. Try to have disinfectant gel available.
6.1	Vehicle cabins should be cleaned after every journey. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign. i.e. The vehicle should be cleaned using gloves and standard cleaning products, with emphasis on handles and other surfaces that passengers may touch frequently.
7.	Always wash your hands thoroughly after leaving home or work facility and continue doing it regularly at the event, especially before and after comfort breaks, lunch breaks, etc.
7.1	After finishing the event wash your hands before getting to your vehicle.
7.2	In case you wore traditional PPE, clean and disinfect all PPE used (i.e. Helmet, gloves, boots, safety best, etc.)

Construction Sites Protocol

CEMEX Protocol	CEMEX COVID-19 Construction Sites Protocols
Purpose of the Protocol	This protocol provides a recommended preventive measures for Construction Sites during a Pandemic scenario of COVID-19.
Who does this protocol apply to	Who do these guidelines apply to: These guidelines are aimed at providing guidance for CEMEX' clients with construction sites worldwide. Note these guidelines should be read in consultation with regional or national government guidance as these may differ from the guidelines in this document.
Construction Site Operating Guidelines – Protecting Your Workforce	
The following recommended practices are based on what is currently known about the COVID-19 disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional authorities guidance and immediately implement the most current best practices to protect the safety and health of your employees, trade partners, clients and the general public.	
The following procedures are directed at limiting the spread of an epidemic-related disease in the workplace by appropriately handling suspected or ill personnel or visitors. To prevent stigma and discrimination in the workplace, do not make determinations of risk based on race or country of origin, and be sure to maintain information confidentiality of confirmed or suspected COVID-19 infection. Keep in mind that during an epidemic outbreak, health providers may be overwhelmed, and it may be difficult to obtain a definitive testing and diagnosis of an epidemic related disease.	
The health and safety requirements of any construction activity must also not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitably qualified personnel being available or physical distancing being implemented, it should not take place.	
If a site is not consistently implementing the measures set out below and the latest Government advice and requirements on COVID-19 at all times, it may be shut down.	

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10.	COVID-19 Site Coordinator

I. Roles and Responsibilities	
1. Employers	
1.1	Appoint a COVID-19 'Site Coordinator' who is responsible for all control measures related to COVID-19 prevention. Refer to COVID-19 Site Coordinator and Profile.
1.2	Inform/train/supervise employees in updated and usual health and preventive recommendations that must be followed individually and collectively.
1.3	Provide workers with the proper COVID-19 related Personal Protective Equipment (COVID-PPE) according to the local health authority. These should include, but not limited to: face masks, face shields or glasses, hand sanitizers.
1.4	Guarantee proper sanitization of the site, apply preventive measures and promote self-care among workers.

I. Roles and Responsibilities	
1.5	Reduce non-essential meetings and avoid physical gatherings. If a live person-to-person meeting is required, limit participants and guarantee proper sanitization, site cleanliness and physical distancing.
1.6	Identify vulnerable employees in terms of age, underlying health or clinical condition and pregnancy. Comply with local information privacy regulations.
1.7	Follow all latest government and local regulations and recommendations to guarantee customer, visitors, supplier and employee's health, among other relevant parties.
1.8	If possible, manage staggered shifts with 15-30 minutes gap to limit the number of workers sharing locker rooms at the same time
1.9	In places where movement of people should be limited, display 'Authorized Personnel Only' signs.
1.10	Consider the maximum number of people that could safely be inside the construction site or closed area and control access accordingly to maintain recommended physical distancing as much as possible.
1.11	Keep constant communication with authorities regarding advices, requirements, restrictions, as well as reporting requirements by employers, especially with local health authorities.
2. Personnel on site	
2.1	It is critical that employees DO NOT attend the workplace while they are experiencing illness symptoms such as fever, cough, shortness of breath, sore throat, runny/stuffy nose, body aches, chills, or fatigue. First, they should call local doctor or health services, and contact remotely their supervisor.
2.2	Individuals should seek medical attention, especially if symptoms persist or evolve.
2.3	Practice self-care, including good hygiene practices (hand washing, coughing/sneezing etiquette, hygiene protocol....) and follow all preventive measures, especially physical distance requirements. Please refer to "Personal Hygiene Protocol" for further instructions.
2.4	Identify yourself to the on-site medical service if you are a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) in order to take the appropriate preventive and organizational measures.
2.5	Practice self-care and follow all preventive measures on site, especially physical distance (2 meters or 6 feet).
2.6	Provide clear, timely and truthful information about health status.
2.7	Clean and disinfect workstations, tools, equipment and vehicles to prevent contamination.
2.8	Use adequately all COVID-PPE that you received from your employer.
2.9	Familiarize yourself with all information, recommendations, guidance and restrictions regarding COVID-19 and comply with them.

II. General Recommendations	
1	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, face shields, disposable gloves, liquid soap, disposable towels and tissues, hand sanitizers. Assure adequate levels of inventory.
2	All personnel, operational and administrative should be trained in all preventive measures to avoid contagion of COVID-19. Make sure all personnel is informed of all emergency / healthcare provider contacts and procedures, and/or it is available and posted.

II. General Recommendations	
3	Distribute adequately masks to personnel, visitors, vendors but most specially high-contact employees like receptionists, cashiers, salesforce, dispatch, procurement, security and medical/HR personnel.
4	Draw up a list of critical vendors / suppliers that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, maintenance personnel. Please refer to "..... Protocol" for further instructions.
5	Avoid physical person-to-person meetings. Promote and use alternative contact and technological communication tools, such as: phone calls, two-way radios, WhatsApp, E-mails, digital platforms and electronical payment methods.

III. Preventive measures	
1. Access Controls and screening at entry to construction site (Please refer to "Screening at Workplace Protocol" for further instructions)	
1.1	Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.
1.2	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities:
1.2.1	If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath.
1.2.2	Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy)
1.2.3	Is living with someone in self-isolation or a vulnerable person.
1.3	Actively encourage sick employees to stay home and establish self isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition on a frequent basis. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 99.1° F [37.3° C] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).
1.4	If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3ºC will not be allowed to enter the facility and will be requested to seek medical attention as established by the local government authorities.
1.4.1	If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authority and may not return to work until given approval by the proper health authorities and/or on-site medical/HR personnel.
1.5	If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then follow the "Procedures if someone falls ill" section.

IV. Response measures
1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)

IV. Response measures	
1.1	If a worker develops fever (higher than 37.3 ºC) and/or any of these two symptoms, cough, shortness of breath, during the working shift, he or she should:
1.1.1	Wear a mask immediately
1.1.2	Return home and avoid public transport when leaving building.
1.1-3	Avoid touching anything
1.1.4	Cough or sneeze into a disposable tissue and put it in a bin, or if they do not have tissues, cough and sneeze inside their elbow.
1.1.5	If a worker on site is confirmed to be infected, the individual or his/her supervisor should inform local doctor, HR or Security Teams of his/her possible infection in the workplace but maintain confidentiality. The supervisor must identify tools and areas the infected person used and with whom s/he had contact while at work. Employees exposed to a co-worker with confirmed infection should also inform his/her supervisor, local doctor, HR or Security staff on how to conduct a risk assessment of their potential exposure. If the confirmation can't be done immediately the employees exposed with the suspected case must be sent home on 14-day quarantine just in case they developed symptoms, also informing supervisor, local doctor, HR and/or Security staff.
1.1.6	When unable to return home by themselves, a vehicle and driver should be arranged for them. Both driver and passenger are to be given masks and gloves. The passenger is to sit in the backseat, and the driver is to open and close the doors for them. If possible and weather permits it, is preferable to roll down two windows of the vehicle to guarantee ventilation while transporting a possible COVID-19 patient.
1.2	All areas on site potentially infected by a confirmed or probable case are blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).
1.3	The employee sent home must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed and given approval by the proper health authorities and/or the employer. If possible, the individual must present evidence of medical discharge to their immediate supervisor using any communication media possible prior to returning to work.
2. Apply Preventive Quarantine (Please refer to the Quarantine for people who have been exposed, but are not ill" section of the Screening at Workplace Protocol for further instructions)	
2.1	Quarantine refers to the separation and restriction of movement of persons who are not yet ill but have been exposed to an infectious agent and therefore may become infected. Apply quarantine if:
2.2	Worker has been in contact or exposed to a person confirmed COVID-19 or person(s) with related symptoms detected on site or off-site. This is because an ill person may be infectious for days before they know they are sick or show symptoms.
2.3	A worker on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the epidemic-related disease. Recommended period of quarantine for COVID-19 is currently 14 days.
2.4	It is recommended that all persons who live with the person referred to quarantine for example wife, husband, partner, roommate; should remain in quarantine as well.

IV. Response measures	
2.5	Quarantine means not coming to work, not going outside, not going to school or other public places and not meeting with other people unless given permission by the medical staff or health authorities.
2.6	Detailed tracking of worker's status on-site and off-site are kept at all time (e.g., fit to work, sick, off-work for family caring duties, etc.). A list of all quarantined workers should be updated daily, and kept confidential according to local privacy regulations compliance.
3. Communication and awareness	
3.1	Clear and easy to understand communication posters and/or flyers should be posted at entry points for the public, your customers, employees, and providers to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.
3.2	For sites where the workers are from different nationalities / speak different languages ensure that the information/posters are available in different languages (if possible) or the infographics can be understood without reading them.
3.3	For your customers: Include posters that explain the preventive measures that will apply to enter the premises: correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette and physical distancing measures. Communication posters could be set up in entrances, bathrooms, hand-wash stations and in a high traffic areas.
3.4	For your employees: Include posters that instruct the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette, and physical distancing measures. Communication posters/flyers could be set up at entrances and high traffic areas, bathrooms, conference rooms, resting areas, cafeteria and/or kitchen dedicated to employees. Also include emotional and mental health support during the epidemic.
3.5	Communications should include that all workers and contractors exercise the following recommended practices for reducing the risk of transmission as identified by the health authorities:
3.5.1	Avoid touching face, specially eyes, nose and mouth;
3.5.2	Always Maintain a minimum physical distance of 2 meters (6 feet) from others;
3.5.3	Mandatory use of any type of mask for visitors and N95, KN95 or face masks and protective glasses (eye shielding if applicable) for workers.
3.5.4	Coughing / sneezing etiquette:
3.5.4.1	Cough or sneeze into a disposable tissue or the bend of your elbow, not your hand;
3.5.4.2	Dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards;
3.5.5	Do not share personal items or supplies such as phones, pens, notebooks, COVID-PPE, etc.;
3.5.6	Clean and disinfect frequently touched objects and surfaces, including all reusable COVID-PPE;
3.5.7	Avoid common physical greetings, such as handshakes, hugs and skin contact.
3.5.8	Wash hands entirely often (including nails and back of hand) with soap and water for at least 20 seconds, especially after using the washroom, when preparing food, and after blowing nose, coughing, or sneezing. If hands are not visibly dirty, and soap and water are unavailable, alcohol-based hand sanitizer can be used.

V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
1. Cleaning and disinfecting areas/working/temporary office/project trailer-containers stations	
1.1	Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.
1.2	It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.
1.3	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery cabin.
1.4	It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.
1.5	Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.
1.6	If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been.
2. Cleaning frequency	
2.1	The frequency of cleaning should be balanced with the reduced level of activity at the facility that would be expected during a period of high infection. Here are some general frequency recommendations that need to be validated considering your operations, staff and visitors at site.
2.2	Public areas (e.g. stores, reception, etc.), should be cleaned several times a day
2.3	High touch areas (e.g. light switches, doorknobs, etc.) / Lavatory and bathrooms / Counters, shelves, kitchen, canteens and pantries, should be cleaned every two hours
2.4	Private offices / Meeting rooms or areas should be cleaned before and after workday and meetings. Meetings should be reduced to a minimum, after reviewing technological alternatives (phone conference, virtual conference, two-way radios, etc.), always respecting physical distance recommendation. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.
3. Cleaning and disinfecting instructions	
3.1	The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.
4. Site Access Points: Access and movement to/from construction site	
4.1	Wherever possible, workers should travel to site alone, promoting their own means of transportation to avoid public or mass transportation. Sites should arrange additional parking arrangements for vehicles and bicycles.
4.2	Stop all non-essential visitors.

V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
4.3	Entry to the site should be preceded by e-learning induction/training. There is no possibility to train contractors by specialist although there is a lot of space in a room to keep 2m distance of each others. It is recommended that e-training and test have been done at home.
4.4	Introduce staggered hours to start and finish times to reduce congestion of personnel and contact at all times. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the site.
4.5	Monitor site access points to enable physical distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring
4.6	Allow plenty of space (two meters) between people waiting to enter site. Establish or install visual points to settle the proper distance.
4.7	Remove or disable entry systems that require skin contact e.g. fingerprint scanners, attendance list signing (sharing pen).
4.8	Require all workers to wash or clean their hands before entering and leaving the site. If possible, install a sanitary station at entrance, supplying water and soap; or install and provide alcohol-based sanitizer. As an additional suggestion, install shoe sanitation tubs (i.e. sanitizing solution carpet, mat or spray) prior to entering/leaving jobsite.
4.8.1	For some controlled environments the use of sanitization tunnels could be suggested. If you consider using sanitization tunnels, check that there is research proof of its effectiveness (including chemicals used, side effects, minimum sanitization exposure period).
4.9	All personnel while working at the site must wear COVID-PPE all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
4.10	Regularly clean with recommended disinfectants, common contact surfaces in reception, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets, desks, security gate room, particularly during peak flow times. It is recommended to suspend alcohol testing procedures using dedicated mouth-blowing devices and temporarily changing to visual inspection or other field sobriety tests.
4.11	Reduce the number of people in attendance at site inductions and consider holding them outdoors; wherever possible, respecting the recommended 2 meters (6 feet) distance between participants.
4.12	While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
4.13	One-way staircases are established wherever practical to minimize worker contact. If possible, avoid the use of elevators.
4.14	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall. Elevators should be frequently sanitized, especially high touch contact points.
4.15	Freight elevators are operated/occupied by only one individual at a time if feasible and/or by respecting the minimum physical distancing guidelines. If more than one person should access the elevators, all occupants must wear masks at all times.
5. Working remotely	

V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
5.1	Where feasible, employees should work remotely. Meetings should be held through teleconferencing or videoconferencing. Please refer to "Remote Work Protocol".

VI. Operations	
1. Site areas recommendations	
1.1	All offices, project trailers, common areas, lunchbreak rooms and jobsites will implement cleaning and disinfecting measures of common areas. Include in a checklist all door handles, railings, ladders, switches, controls, eating surfaces, shared tools and equipment, taps, toilets, and personal workstation areas. These items and areas should be cleaned and wiped down at least twice a day with a proper disinfectant. Individuals are responsible for cleaning and disinfecting their workstations and working tools.
1.2	Apply essential sanitary measures on site: hand washing stations with a posted hand washing protocol, hand sanitizer stations, provision of disinfectant wiping products. These types of facilities should be made available at site entries, exits, washrooms, eating areas, offices, and any other areas with commonly touched surfaces. Ensure that adequate supplies are maintained.
1.2.1	All personnel while working at site must wear COVID-PPE at all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
1.2.2	Regularly clean with recommended disinfectants, common contact surfaces in premises, office and delivery areas e.g. copy machines, screens, telephone handsets, desks, keyboards, particularly shared devices during peak flow times.
1.3	In vehicles and mobile equipment should be cleaned and disinfected in commonly touched surfaces at the end of shifts, by the previous user; and should be received by the upcoming user with additional disinfecting protocol. Workers should be encouraged to practice self-care and protect themselves with constant cleaning and disinfecting of their working space. If aerosol sanitizers will be used apply them inside closed cabs.
1.4	The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.
1.5	Portable bathrooms will be serviced as necessary, at a minimum of three (3) times per week.
1.6	Hand sanitizer shall be provided in/or around all portable bathrooms.
1.7	Utilize disposable hand towels and no-touch trash receptacles.
1.8	Identify specific locations and practices for daily trash such as: paper, hand towels, food containers, etc. Instruct workers responsible for trash removal in proper COVID-PPE/hand washing practices.
1.9	Avoid using pressurized air or water sprays that may result in the generation of bioaerosols, as cleaning techniques.
1.10	Pay special attention to water coolers, which should be disinfected at least 2-3 times a day.
2. Employees and contractors recommendations	
2.1	All employees and contractors are required to frequently wash their hands with soap and water for at least 20 seconds or clean with an alcohol-based hand sanitizer that contains at

VI. Operations	
	least 70-95% alcohol. Soap and water should be used preferentially if hands are visibly dirty. Hands should be washed between completing tasks and/or after removing gloves and before wearing gloves.
2.2	Sanitize reusable PPE, supplies and equipment per manufacturer's recommendation prior to each use. Workers will be responsible of sanitizing their COVID-PPE where a laundering service isn't already provided.
2.3	Ensure used COVID-PPE is disposed of properly, in designated labelled bins.
2.4	Utilize disposable gloves where appropriate; instruct workers to wash hands after removing gloves and never touch their face while wearing them.
2.5	When using water cooler, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or sanitizing hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
2.6	Instruct workers not to share tools, COVID-PPE and congregate in any area of the site.
2.7	Instruct workers to change work clothes (if feasible, prior to arriving home); and to wash clothes in hot water with laundry sanitizer.
3. Limiting and removing internal touch point areas	
3.1	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses is provided.
3.2	Limit use of common pens for sign-in sheet to construction site. Employees attendance lists should be signed by their own pen.
3.3	Washroom modifications - Install more sinks and sinks with physical separation between users where feasible. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. Avoid pressurized air hand dryer.
3.4	Remove doors/door handles - Look at all reasonable opportunities to remove them. If removing is not possible consider keeping open doors during operation hours.
3.5	Where touch points like door handles and water coolers remain, paper towels are provided to allow users to avoid skin contact and/or install hand gel alcohol-based sanitizers.
3.6	Gloves should be worn whenever possible while on the worksite but are treated the same as bare hands in terms of minimizing unnecessary touching of anything on site and the user's face.
3.7	Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils or sharing electronic devices should be prohibited.
4. Site operation	
4.1	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.
4.2	Rearrange the worksite to reduce high-traffic areas and allow for the minimum physical distancing (2 meters/6 feet).

VI. Operations	
4.3	Site teams are encouraged to put forward split/alternating shifts to avoid extensive intermingling. Voluntary shift offset and implementing time gaps between shifts are highly encouraged.
4.4	While working in group tasks, arrangements should be made to ensure workers respect the minimum physical distance from others for prolonged periods. When this is not feasible, plan to minimize the duration of the task. For any work that ultimately must be done in close-proximity, workers are to wear additional COVID-PPE (such as face shields, additional to goggles and masks) as appropriate for the specific task in order to minimize the risk.
4.5	Project teams stagger break and lunch schedules to minimize the number of people in close proximity to one another. Enclosed lunchrooms can be available if proper ventilation and respecting the recommending physical distancing.
4.6	Work schedules should be adjusted to provide time for proper cleaning and disinfecting as required.
4.7	Consider increasing the number or size of facilities available on site if possible, such as: lunchrooms, bathrooms, waiting area, etc. With extra space, physical distances could be applied for the convenience of the employees.
4.8	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall.
5. Receiving Products Recommendations	
5.1	Reception zones are clearly identified and limited to receiving only.
5.2	When possible, nothing is passed between the deliverer and the receiver (e.g. shipment documents and pens for signatures). Deliveries are unloaded solely by receivers using proper COVID-PPE, while deliverers remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
5.3	Maintain proper cleaning inside the vehicle cab by cleaning and disinfecting the frequently used steering wheel, levers and panels. When cleaning the cab, it is advisable to let it ventilate for ten minutes.
5.4	While driving keep the window semi-open for ventilation.
5.5	Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.
5.6	Provide alcohol-based gel to be frequently used by the driver while delivering.
5.7	Instruct driver to avoid physical contact and keep safe distance (2 meters or 6 feet) with third parties while delivering, sharing personal tools and equipment and reduce time in contact with customers and their personnel.
5.8	Avoid signing reception papers requirements for providers. If possible, use alternative methods, i.e.., receival proof email with pictures from client. If necessary, have customer sign invoices with their own pen (do not share pens), keeping invoice on paper clipboard or holder pad (do not handle paper invoice to customer). Also avoid cash exchange, if possible; if necessary, follow "Cash Handling Protocol" for further instructions.
6. Office and Administrative recommendations	
6.1	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in

VI. Operations	
	a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.
6.2	If possible, rearrange the office spaces to reduce high-traffic areas and allow for the minimum physical distancing between personnel (2 meters/6 feet).
6.3	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses should be provided.
6.4	When using water cooler, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or previously sanitized hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
6.5	All personnel using cafeteria facilities should sit 2 meters (6 feet) apart from each other while eating and avoid facing or contact between each other. All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices. Please refer to "Canteen/Cafeteria/Lunch Area Protocol", for further instructions.
6.6	Washroom modifications - Install physical separation between sinks, and if possible more sinks. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. If possible, avoid pressurized air hand dryer.
6.7	Keep doors open wherever possible. At main entrance, assign personnel to open doors, if feasible.
6.8	Where touch points like door handles and water dispensers remain, paper towels are provided to allow users avoid skin contact and/or install hand gel alcohol-based sanitizers.
7. Canteens and Eating Arrangements. For further information, please refer to "Canteen/Cafeteria/lunch area Protocol".	
7.1	The workforce may be required to stay on site once they have entered it and not use local shops. The workforce should be asked to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals.
7.2	Where catering is provided on site, it should provide pre-prepared and wrapped food only.
7.3	No food sharing shall be permitted on the jobsite until further notice, i.e., donuts, pizza, buffets, etc.
7.4	Dedicated eating areas should be identified on site to reduce food waste and contamination
7.5	Break times should be staggered to reduce congestion and contact at all times, guaranteeing proper physical distancing considering the space available in the areas.
7.6	Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area.
7.7	Workers should sit 2 meters (or 6 feet) apart from each other whilst eating and avoid facing each other and contact between each other.
7.7.1	Reusable Crockery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.
7.8	Drinking water should be provided with enhanced cleaning measures, as stated previously with water coolers and proper hygiene procedures in place.
7.9	Tables should be cleaned and disinfected between each use.

VI. Operations	
7.10	All trash should be put straight in the bin and not left for someone else to clear up.
7.11	All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.
8. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)	
8.1	If possible, ask personnel to commute avoiding public transportation. If public transportation is required, maintain safe physical distance and use facemasks at all times. Avoid touching your face after touching handrails, door knobs, or any other surface; wash or sanitize your hands immediately after getting off public transport.
8.2	Encourage employees to bring food from home and organize schedules for breaks and lunch, avoiding overcrowding and group gatherings. Apply staggered lunch periods. If possible, assess food providers for your workers, and offer reliable alternatives, after reviewing their preventive protocols to handle food and delivery.
8.3	Instruct personnel to change work clothes before leaving work, if feasible. Also, wash clothes in hot water with laundry soap when arriving home. Leave shoes outside or at entrance, better if soles are sprayed or passed thru mat or tub with sanitizing solution.
9. Your Vehicle	
9.1	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.
9.1.1	Truck cabins should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.
9.1.2	Clean vehicle frequently to include discharge controls, clamps & clips, and other ancillary equipment where possible.
9.1.3	When cleaning the cab, it is advisable to let it ventilate (10 minutes).
9.1.4	If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.
9.2	When driving, keep windows half open for ventilation.
9.3	Try to have disinfectant gel available.
9.4	Do not operate or board equipment that has not been specifically assigned to you.
10. COVID-19 Site Coordinator	
10.1	Please refer to "COVID-19 Site Coordinator Procedures" for further information.

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Contractors and Visitors Protocol

CEMEX Protocol	Protocol for interactions with different stakeholders such as contractors, visitors, customers, etc. due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for different stakeholders during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Preventive measures for interactions with different stakeholders	
1.	Stop any non-essential visitors coming to site/offices. A list of business-critical activities should be defined and in place at all sites to help site managers control access for certain visitors.
2.	Where practical, visitors to sites should be planned and pre-authorised to help identify any additional controls that might be needed.
3.	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Visitors should not enter the facilities if any symptoms are shown or missing some necessary COVID-PPE. COVID-PPE could include gloves, medical masks, goggles or a face shield, and gowns.
3.1	Receptionist or Security welcoming visitors should always wear applicable COVID-PPE and wash hands regularly.
3.2	If possible and legally allowed, measure body temperature using a non-contact thermometer. Additionally, review Visitor's health history to identify 'at risk' factors. a. Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. b. Is a vulnerable person by virtue of age, underlying health or clinical condition and pregnancy. c. Is living with someone in self-isolation or a vulnerable person.

I. Preventive measures for interactions with different stakeholders	
3.3	If visitors are required to sign in/out of the site/office, they must use their own pen whenever possible.
4.	Use of hands sanitizing should be enforced before checking-in
5.	Entry to the site should be preceded by remote/electronic induction training/information. **For more Information refer to Induction & Training protocol**.
6.	Checks should be made to identify if contractors are following relevant national guidelines, prior to their arrival on site (this can form part of the contractor verification/approval system).
7.	Supervision of visitors/contractors should be carefully planned to ensure physical distances are maintained but ensuring effectiveness at the same time. Where 2 meters (6 feet) distance cannot always be maintained then arrangements should be made to reschedule the visit.

COVID-19 Site Coordinator Responsibilities Protocol

CEMEX Protocol	CEMEX COVID-19 **Site Coordinator – Responsibilities** Guidelines
Purpose of the Protocol	COVID-19 Site Coordinators is responsible for implementing all procedures adopted by CEMEX that are applicable to the site in connection with COVID-19.
Who does this protocol apply to	The following recommended procedures are based on what is currently known about the Coronavirus (COVID-19) disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional guidance and immediately implement the most current best practices and procedures to protect the safety and health of your employees, trade partners, clients and the general public.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

COVID-19 Site Coordinator Responsibilities	
1	Ensuring that a minimum of two (2) meters / six (6) feet physical distancing is maintained throughout the facility by employees, contractors and visitors, by:
1.1	Limiting gatherings of any size;
1.2	Minimizing personal interactions with contractors or other third parties picking up or delivering materials or equipment and encouraging the same to remain in their vehicles while on-site. Do not allow access to non-essential visitors
1.3	Identifying and taking action to eliminate any “choke points” and “high-traffic areas” where workers are forced to stand together, such as hallways, hoists and elevators, break areas, and buses; and
1.4	Discussing alternatives, such as staggering schedules, with the plant manager or supervisor, if applicable.
2	Instructing personnel on the appropriate use of personal protective equipment (PPE), such as gloves, goggles, face shields and face masks for the activity being performed and reminding personnel to not share PPE.
3	Maintenance of sufficient washing stations;
4	Daily checks of inventories to promptly inform the appropriate procurement personnel of any shortages of cleaning supplies, including washing stations, soap and/or hand sanitizer. Verify installation of easily accessible disinfectant gel dispensers for staff, visitors, suppliers, and customers.
5	Reporting any need for additional area cleaning to supervisor.

6	Discontinuing, until properly cleaned, the use of any workspace, vehicles, tools and equipment used by an employee that is sent home due to illness, is quarantined due to confirmed COVID-19 or COVID-19 like symptoms.
7	Ensuring vendors/suppliers have taken steps to address proper handling and cleaning of the facility, vehicles, equipment, tools, uniforms and other personal equipment.
8	Discouraging employees sharing, without first cleaning and disinfecting before and after use, items with other employees, such as phones, kitchen/break room supplies, desks, offices, tools and equipment.
9	Posting, in areas visible to all employees, the weekly COVID-19 newsletter, hygienic practices and physical distancing recommendations, including those materials enclosed with this guidance.
10	Requiring and constantly reminding anyone to stay home if they are sick and escalating to the local Human Resources and Health & Safety managers any instances in which someone is staying home or is leaving work due to feeling ill.
11	Instructing employees to inform their supervisor or local Human Resources manager if they have a sick family or household member at home with COVID-19.
12	Maintaining a daily attendance log of all workers and visitors and, where implemented, ensuring the temperature screening process is being properly applied.
13	Any other procedure adopted by CEMEX in connection with COVID-19.

Discontinuation of Home Isolation

CEMEX Protocol	Discontinuation of Home Isolation Protocol for Persons with Confirmed or Suspected COVID-19

Purpose of the Protocol	This protocol provides recommendations for Discontinuation of Home Isolation for Persons with Confirmed or Suspected COVID-19, to return to work at the premises during a 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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

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XI. Application

XII. Return to Work Criteria

- Test-based strategy
- Non-test-based strategy
- Persons with laboratory-confirmed COVID-19 who have not had any symptoms

XIII. Return to Work Practices and Work Restrictions

I. Purpose	
1.	Making decisions about return to work for employees with confirmed COVID-19, or who have suspected COVID-19 (e.g., developed symptoms of respiratory infection [e.g., cough, sore throat, shortness of breath, fever] but did not get tested for COVID-19).
2.	Decisions about the return to work for persons with confirmed or suspected COVID-19 should be made in the context of local circumstances. Options include a test-based strategy or a non-test-based strategy (i.e., time-since-illness-onset and time-since-recovery strategy).
3.	This protocol is based on information from the Centers for Disease Control and Prevention (CDC)

II. Application	
1.	If testing is not readily available, facilities may choose to use the non-test-based strategy for discontinuation of transmission-based precautions or extend the period of isolation beyond the non-test-based-strategy duration, on a case by case basis in consultation with local and state public health authorities
2.	The test-based strategy is preferred for discontinuation of transmission-based precautions for patients who are hospitalized or severely immunocompromised or being transferred to long-term care or assisted living facility.

III. Return to Work Criteria	
Test-based strategy	
1.	Use the Test-based strategy as the preferred method for determining when employees may return to work to the premises appointed
2.	Test-based strategy. Exclude from work until: a. Resolution of fever without the use of fever-reducing medications and b. Improvement in respiratory symptoms (e.g., cough, shortness of breath), and c. Negative results of an FDA Emergency Use Authorized molecular assay for COVID-19 from at least two consecutive nasopharyngeal swab specimens collected ≥24 hours apart (total of two negative specimens)
Non-test-based strategy	
1.	If the Test-based strategy cannot be used, the Non-test-based strategy may be used for determining when employees may return to work to the premises appointed.
2.	Non-test-based strategy. Exclude from work until a. At least 3 days (72 hours) have passed since recovery defined as resolution of fever without the use of fever-reducing medications and improvement in respiratory symptoms (e.g., cough, shortness of breath); **and,** b. At least 7 days have passed since symptoms first appeared.

Persons with laboratory-confirmed COVID-19 who have not had any symptoms	
1.	Should be excluded from work until 14 days have passed since the date of their first positive COVID-19 diagnostic test assuming they have not subsequently developed symptoms since their positive test.
2.	If a person had COVID-19 ruled out and have an alternate diagnosis (e.g., tested positive for influenza), the criteria for return to work should be based on that diagnosis.

IV. Return to Work Practices and Work Restrictions	
1.	After returning to work, employees should:
1.1	Always wear a facemask while in the work facility until all symptoms are completely resolved or until 14 days after illness onset, whichever is longer.
1.2	Be restricted from contact with other personnel until 14 days after illness onset
1.3	Self-monitor for symptoms and seek re-evaluation if respiratory symptoms recur or worsen.

Document Handling Protocol

CEMEX Protocol	CEMEX COVID-19 **Document Handling** Protocol
Purpose of the Protocol	This protocol provides a recommended preventive measures for document handling and management during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Site Document Handling	
1.	Avoid skin-to-skin contact. Respect physical distance of 2 meters (6 feet) and wearing COVID-PPE. (COVID-PPE could include gloves, face masks), prevent face to face positioning with others, sharing tools or equipment, and reduce contact time.
2.	If feasible, promote and use alternative document handling methods, such as: digital signatures, taking orders by phone/email, signing delivery documentation on behalf of customers, email document pictures.
3.	Exchange of utensils, devices and paperwork should be avoided as much as possible.
4.	Where a physical exchange of documentation/paperwork cannot be avoided: a. Use disposable gloves, face mask, eye protection. b. Wash entirely often (including nails and back of hand) with soap and water for at least 20 seconds after exchanging/ touching paperwork . c. Assign a tray to deposit paperwork, separated 2 meters / 6 feet from an individual workstation.
5.	Place visual stand-up marks on the floor for proper distance (2 meters / 6 feet) and a barrier to shield the interaction between personnel. The counter must be disinfected frequently. All personnel with high physical interaction/exposure should wear masks, gloves and eye protection gear or face shield.
6.	Clean and disinfect workplace and environmental surfaces: remove dirt and use disinfecting products. Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk

I. Site Document Handling	
	surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, copy machines, staplers, scissors.
7.	Where applicable, assign someone responsible for signing and managing documentation/paperwork/forms. If possible, use alternative methods, i.e. receival proof email, filling/signing with own pen (do not share pens), keeping documents on paper clipboard or holder pad (do not handle paper between personnel).
8.	Instruct personnel to wash their hands thoroughly as per WHO recommendations before and after handling shared documents/paperwork.

Drivers Waiting Area Protocol

CEMEX Protocol	Protocol for Drivers Waiting Areas due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for managers and drivers to follow during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites where waiting areas are provided for truck drivers. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Preventive Measures for Driving Waiting Areas	
1.	Avoid any physical contact such as handshakes or any other type of physical contact and keep a minimum of 2 meters (6 feet) between you and anyone else you interact with (i.e. other drivers).
2.	Use of hands sanitizing and face mask should be enforced before entering, waiting in and leaving the waiting area
3.	Sufficient spacing between the chairs must be in place. Limit the number of drivers permitted in the waiting area at any time. Display signage to confirm the requirement.
4.	Use additional rooms where are required to maintain social/physical distancing guidelines. If this is not possible, ask drivers to remain in their trucks when this is feasible.
5.	Limit the number of people around vending machines that are available in the waiting areas. Ensure regular cleaning of machines is ongoing or consider removing these machines to eliminate potential interactions between people.
6.	A thorough cleaning scheme must be in place for rooms to ensure these areas are free from potential COVID-19.
6.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)

I. Preventive Measures for Driving Waiting Areas	
6.2	Wear gloves and face mask throughout cleaning activities and wash hands immediately on the removal of gloves and mask.
7.	Keep doors and windows opened to ensure good ventilation in the room and to avoid handling doorknobs.

Emergency Response & First Aid Protocol

Emergency Response First Aiders in Covid-19 Context	Protocol for business continuity at Emergency Response & First Aiders responding to New Coronavirus / Covid-19
Propose of the Protocol	This protocol provides details and the steps which should be taken emergency is suspicious or confirmed as having Covid-19.
Who does this protocol apply to	This protocol applies to all CEMEX procedures where we have to attend different type of emergencies, worldwide. The Plant RRT should take responsibility for implementing it.
Important notes	An evaluation must be done to determine the minimum level of personnel to operate the shift
Disclaimer	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. **Copyright ©2020 Cemex Innovation Holding AG.**

Prevention Measures.	
1.	• Always ensure alignment with country specific legislation / guidelines and CEMEX requirements. • Make specific adjustments for “vulnerable” personnel, in this point we will consider by virtue of age, underlying health, or clinical condition and pregnancy. (Filter the brigadier’s team). • Provide general and role specific COVID-19 training to all brigadiers and health specialists. • Prominent visual communications should be placed in the clinics. • Review existing training, moving on-line where appropriate and incorporate COVID-19 good practices • Revise Safe Systems of Work to include social distancing and minimizing close contact. • Adapt the internal procedures in the clinics to consider COVID-19 risks
First Aid Kit & Service of Ambulance.	
2.	• **First Aid Kit** should be equipped with alcohol, thermometer and disposable gloves, with access to all workers in a proportion of 1 for every 20 workers as a minimum. • **Service of Ambulance. -** According to the structure of the BU, in case of we have this vehicle or as external service, the brigadiers/nurse or health specialist,

	should be trained of first aid as "new normal" (integrating the extreme protection for them and for theirs patients). • In case of attention of incidents, allocate the minimum of human resources with training in the proper use of personal protective equipment to avoid the possibility of the spread of contamination infection. • In case of a requirement to transport any employee or contractor to the hospital or external clinics, allow only one companion for the patient, who must wear a surgical mask, gloves and disposable gown during the transport and delivery of the patient.
Safety Procedures.	
2.	• **Immediate Attention Post**: each BU must have an immediate attention post for contingencies, equipped with the necessary elements for first aid care and to proceed in the event of positive contact with SARS-CoV-2 (COVID). • The elements of the HSMS, regarding **Drills,** depending on the type, all of them should be follow the physical distance rules (6 feet / 2 meters) and use the COVID-PPE at all time. • **Evacuation Drills should be stopped** until next advices of WHO. • In case of a real emergency, every person should follow hygiene protocols and protect all time their nose, mouth arriving to the safe point, wherever is possible organize all the employees respecting the physical distance. • **Cleaning Points** will be established for hand disinfection in the clinics. • Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, displayed medicines, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches. • If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been, additionally select a specific place where these persons can be isolated.

Escalation Protocol

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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

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XIV. Pillars

XV. Escalation Protocol

- Phase 0 (Preparation)
- Phase I (1 country case)
- Phase II (1 city case)
- Phase III (1 facility case)

XVI. Matrix view

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:

    a. Employee Protection
    - Travel
    - Social Distancing
    - Screening
    - Workplace Cleaning
    - Personal Hygiene

I. Pillars	
	• Medical Support b. Monitoring • External Monitoring c. Communication • Internal • External d. Operational Continuity • 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)	
	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)	
	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	1 country case	1 city case	1 facility case
	Phase 0	Phase I	Phase II	Phase III
Actions	• Preparatory activities, no cases in the country	• Country infections are present • Potential for escalation is clear, but risk is LOW • Authorities and communities increase communication about the disease	• 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	• Direct CEMEX impact

Event Concentration Protocol

CEMEX Protocol	Guidance/Protocol for event concentration in a COVID-19 scenario
Purpose of the Protocol	This protocol provides recommendations for assess the exposure involved because concentration events in a COVID-19 Pandemic scenario.
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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

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XVII. Scorecard for attending gatherings

XVIII. Score

	Variable 1 - Location of the event taking place
	Variable 2 - Premise Layout
	Variable 3 - Origin of participants
	Variable 4 - Access sanitary and hygiene measures
	Variable 5 - Number of Attendees
	Variable 6 - Physical distance at least 2 meters (6 feet) per person

XIX. Contagion threat index

XX. Overrules to Protocol

I. Scorecard for attending gatherings

1.	The following scorecard has been developed to help CEMEX assess the exposure involved in having employees, clients, or other stakeholders in attending an event

I. Scorecard for attending gatherings	
2.	This scorecard is intended to be used only as a guide and in no ways eliminates completely the exposure of being infected
3.	Six variables have been defined in order to quantify the level of contagion threat for gatherings. a. Location of the Event b. Premise Layout c. Origin of Participants d. Sanitary Measures e. Number of Attendees f. Physical Distance
4.	The quantification is made using the following formula: **Contagion threat = Location + Premise Layout + Origin of Participants + Sanitary Measures + Number of Attendees + Physical Distance**

II. Score		
Variable 1 - Location of the event taking place		
	Criteria	**Points**
	Low Risk Location	1
	Medium Risk Location	3
	High Risk Location	Not permitted

Variable 2 - Premise Layout		
	Criteria	**Points**
	Open Area	1
	Closed Area	2

Variable 3 - Origin of participants		
	Criteria	**Points**
	Low Risk Location	1
	Medium Risk Location	3
	High Risk Location	Not permitted

Variable 4 - Access sanitary and hygiene measures		
	Criteria	**Points**
	Yes	1
	No	5

Variable 5 - Number of Attendees		
	Criteria	**Points**
	1-10	1
	11-20	2
	21-40	3
	41-60	5
	+61	Not permitted

Variable 6 - Physical distance at least 2 meters (6 feet) per person		
	Criteria	**Points**
	Yes	1
	No	Not permitted

III. Contagion threat index			
1.	On the given values, the contagion threat index has a range between 6 (low risk of contagion) and 19 (high risk of contagion) with the following recommendations:		
	6 7 8 9 10 **Low Contagion Risk** **-Event/Assistance allowed**	**11 12 13 14** **Mid Contagion Risk** **-Requires Upper Management approval**	**15 16 17 18 19** **High Contagion Risk** **-Not allowed**

IV. Overrules to Protocol	
1.	b. Restrictions imposed by any official authority c. Travel ban imposed by Global RRT d. Local RRT or upper management decision
2.	If you have any questions, please contact Corporate Global Security or your Rapid Response Team for further reference.

Field Remote Support Protocol

CEMEX Business Continuity Plan for Covid-19	Guidance for preparing and executing field remote support for critical processes at a Cement Plant for Pandemic scenario due to the New Coronavirus / Covid-19
Propose of the Protocol	This protocol provides guidelines to implement field remote support as an option of recovery strategy, in case that a member of staff considered critical for the operation is not available due to quarantine protocol or is confirmed as having Coronavirus.
Who does this protocol apply to	This protocol applies to all CEMEX Cement Plants worldwide. The Plant RRT should take responsibility for implementing it.
Important notes	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	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. Copyright ©2020 Cemex Innovation Holding AG.

A. Considerations to take into account before use this protocol.	
I.	1. Prior to the following actions should be considered the PANDEMICS Protocols available: • Pandemics General Guidelines • Pandemics - Cement Plant protocol • Pandemics -Personal hygiene protocols • Pandemics -Screening at workplace protocol • Pandemics -Social distancing protocol • Pandemics -Travel protocols • Pandemics -Quarantine protocol 2. Apart from to the above, there are some critical departments with Business Continuity protocols that describe different recovery strategies alternatives that should be evaluated also (Refer to PANDEMICS - Business Continuity Protocols for: CCR, Laboratory (Quality Assurance) and Maintenance crew.

A. Considerations to take into account before use this protocol.	
	3. Nevertheless, field remote support could be applicable for any activity of the operation that have been interrupted due the absence of key personnel, especially when the estimated time of unavailability could be for an extended period. 4. In all the cases the process owner should verify the local regulations or any restrictions that could be applicable for remote support / assistance.

B. When this protocol could be applied.	
II.	For this Field Remote Support Protocol the following assumptions should be considered: 1. There is no person in place with enough information and/or training to develop a field activity (such as: operation of central control room, maintenance, lab analysis, or any specialized process across the Plant). 2. Due to the type of function it is possible to receive remote assistance or guidance to complete certain tasks, in order to guarantee the continuity of the process/function. 3. This remote assistance must be asked to Subject Matter Experts (SME's) for the specific tasks. 4. SME's could be internal personnel who are not physically at the Plant but available (staff available from another shift, retired personnel, or even people in home due to quarantine but capable to work remotely). Other option Is specialized Providers with external experts available.

C. Specifications and tools.	
III.	Certain conditions should be at place to work through field remote support, considering: 1. The remote communication must be established in compliance with the internal security information policies. 2. In the field it is necessary to have access to a mobile network or Wi-Fi, in which case should be asked to IT to implement the corresponding credentials and configurations. 3. Technological capabilities to work in the field are functioning, in order to guarantee to the staff who is receiving the support be able to: a) Establish a permanent communication line (video, voice, and data). b) Allow to the remote assessor see what the field operator is seeing through all the support process. c) Listen clearly all the instructions received from the assessor. d) Work hands free at every moment of the assistance. 4. As a reference, here some examples of devices that could be used by personnel in the field for receiving remote support:

C. Specifications and tools.	
	a) A mobile phone fastened using wearable hat clips for hands free video and head phones. b) Smart glasses with live streaming (References: Vyoocam, Glass Enterprise, Google Glass, etc.) c) Telepresence technology for remote assistance. (References. Realware Solutions) Important. According local resources available and corresponding approvals each team should decide the right devices, considering the cost-benefit and technical viability/performance.

Haulers Protocol

CEMEX Protocol	CEMEX COVID-19 Haulers Protocols
Purpose of the Protocol	This protocol provides a recommended preventive measures for Haulers during a Pandemic scenario of COVID-19.
Who does this protocol apply to	These guidelines are aimed at providing guidance for CEMEX's cement and aggregates haulers (transportation services) and CEMEX's clients within the haulers worldwide. Note these guidelines should be read in consultation with regional or national government guidance as these may differ from the guidelines in this document.
Haulers Protocols – Protecting Your Workforce	
The following recommended practices and procedures are based on what is currently known about the COVID-19 disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional authorities' guidance and immediately implement the most current best practices to protect the safety and health of your employees, trade partners, clients and the general public.	
The following procedures are directed at limiting the spread of an epidemic-related disease in the workplace by appropriately handling suspected or ill personnel or visitors. To prevent stigma and discrimination in the workplace, do not make determinations of risk based on race or country of origin, and be sure to maintain information confidentiality of confirmed or suspected COVID-19 infection. Keep in mind that during an epidemic outbreak, health providers may be overwhelmed, and it may be difficult to obtain a definitive testing and diagnosis of an epidemic related disease.	
The health and safety requirements of any cement or aggregates hauling or delivery activity must also not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitable qualified personnel being available or physical distancing being implemented, it should not take place.	
If a hauling or transportation service is not consistently implementing the measures set out below and the latest Government advice and requirements on COVID-19 at all time, it may be shut down.	

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I. Roles and responsibilities
1. Employers

I. Roles and responsibilities	
1.1	Appoint a COVID-19 'Site Coordinator' who is responsible for all control measures related to COVID-19 prevention. Refer to COVID-19 Site Coordinator.
1.2	Inform/train/supervise employees in updated and usual health and preventive recommendations that must be followed individually and collectively.
1.3	Provide workers with the proper COVID-19 related Personal Protective Equipment (COVID-PPE) according to the local health authority. These should include, but not limited to: face masks, face shields or glasses, hand sanitizers.
1.4	Guarantee proper sanitization of the facility and cargo units, apply preventive measures and promote self-care among workers. Please refer to "Vehicles and Cargo Transport Hygiene Protocol" for further instructions.
1.5	Reduce non-essential meetings and avoid physical gatherings. If a live person-to-person meeting is required, limit participants and guarantee proper sanitization, site cleanliness and physical distancing.
1.6	Identify vulnerable employees in terms of age, underlying health or clinical condition and pregnancy. Comply with local information privacy regulations.
1.7	Follow all latest government and local regulations and recommendations to guarantee customer, visitors, supplier and employee's health, among other relevant parties.
1.8	If possible, manage staggered shifts with 15-30 minutes gap to limit the number of workers sharing locker rooms at the same time
1.9	In places where movement of people should be limited, display 'Authorized Personnel Only' signs.
1.10	Consider the maximum number of people that could safely be inside the facility, warehouse, reception, dispatch office or area and control access accordingly to maintain recommended physical distancing as much as possible.
1.11	Train and ensure adequate cleanliness of vehicle cabins between shifts.
2. Employees	
2.1	It is critical that employees DO NOT attend the workplace while they are experiencing illness symptoms such as fever, cough, shortness of breath, sore throat, runny/stuffy nose, body aches, chills, or fatigue. First, they should call local doctor or health services, and contact remotely their supervisor.
2.2	Individuals should seek medical attention, especially if symptoms persist or evolve.
2.3	Practice self-care, including good hygiene practices (hand washing, coughing/sneezing etiquette, hygiene protocol....) and follow all preventive measures, especially physical distance requirements. Please refer to "Personal Hygiene Protocol" for further instructions.
2.4	Identify yourself to the on-site medical service if you are a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) in order to take the appropriate preventive and organizational measures.
2.5	Practice self-care and follow all preventive measures on site, especially physical distance (2 meters or 6 feet).
2.6	Provide clear, timely and truthful information about health status.
2.7	Clean and disinfect workstations, tools, equipment and vehicles to prevent contamination.
2.8	Use adequately all COVID-PPE that you received from your employer.
2.9	Familiarize yourself with all information, recommendations, guidance and restrictions regarding COVID-19 and comply with them.

II. General Recommendations	
1.	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, face shields, disposable gloves, liquid soap, disposable towels and tissues, hand sanitizers. Assure adequate levels of inventory.
2.	All personnel, operational and administrative should be trained in all preventive measures to avoid contagion of COVID-19. Make sure all personnel is informed of all emergency / healthcare provider contacts and procedures, and/or it is available and posted.
3.	Distribute adequately masks to personnel, visitors, vendors but most especially high-contact employees like receptionists, cashiers, salesforce, dispatch, procurement, security and medical/HR personnel.
4.	Draw up a list of critical vendors / suppliers that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, maintenance personnel.
5.	Avoid physical person-to-person meetings. Promote and use alternative contact and technological communication tools, such as: phone calls, two-way radios, WhatsApp, E-mails, digital platforms and electronical payment methods.

III. Preventive measures	
1. Access Controls and screening at entry to facilities (Please refer to "Screening at Workplace Protocol" for further instructions)	
1.1	Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.
1.2	• The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities: a) If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. b) Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) c) Is living with someone in self-isolation or a vulnerable person.
1.3	Actively encourage sick employees to stay home and establish self-isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition on a frequent basis. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 99.1° F [37.3° C] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).
1.4	If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3ºC will not be allowed to enter the facility and will be requested to seek medical attention as established by the local government authorities.

III. Preventive measures	
	a) If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authority and may not return to work until given approval by the proper health authorities and/or on-site medical/HR personnel.
1.5	If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then follow the "Procedures if someone falls ill" section.

IV. Response measures	
1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)	
1.1	If a worker develops fever (higher than 37.3 ºC) and/or any of these two symptoms, cough, shortness of breath, during the working shift, he or she should: a) Wear a mask immediately b) Return home and avoid public transport when leaving building. c) Avoid touching anything d) Cough or sneeze into a disposable tissue and put it in a bin, or if they do not have tissues, cough and sneeze inside their elbow. e) If a worker on site is confirmed to be infected, the individual or his/her supervisor should inform local doctor, HR or Security Teams of his/her possible infection in the workplace but maintain confidentiality. The supervisor must identify tools and areas the infected person used and with whom s/he had contact while at work. Employees exposed to a co-worker with confirmed infection should also inform his/her supervisor, local doctor, HR or Security staff on how to conduct a risk assessment of their potential exposure. If the confirmation can't be done immediately the employees exposed with the suspected case must be sent home on 14-day quarantine just in case they developed symptoms, also informing supervisor, local doctor, HR and/or Security staff. f) When unable to return home by themselves, a vehicle and driver should be arranged for them. Both driver and passenger are to be given masks and gloves. The passenger is to sit in the backseat, and the driver is to open and close the doors for them. If possible and weather permits it, is preferable to roll down two windows of the vehicle to guarantee ventilation while transporting a possible COVID-19 patient.

IV. Response measures	
1.2	All areas on site or vehicle cabin potentially infected by a confirmed or probable case are blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).
1.3	The employee sent home must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed and given approval by the proper health authorities and/or the employer. If possible, the individual must present evidence of medical discharge to their immediate supervisor using any communication media possible prior to returning to work.
2. Apply Preventive Quarantine (Please refer to the Quarantine for people who have been exposed, but are not ill" section of the Screening at Workplace Protocol for further instructions)	
2.1	Quarantine refers to the separation and restriction of movement of persons who are not yet ill but have been exposed to an infectious agent and therefore may become infected. Apply quarantine if: a) Worker has been in contact or exposed to a person confirmed COVID-19 or person(s) with related symptoms detected on site or off-site. This is because an ill person may be infectious for days before they know they are sick or show symptoms. b) A worker on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the epidemic-related disease. Recommended period of quarantine for COVID-19 is currently 14 days.
2.2	It is recommended that all persons who live with the person referred to quarantine for example wife, husband, partner, roommate; should remain in quarantine as well.
2.3	Quarantine means not coming to work, not going outside, not going to school or other public places and not meeting with other people unless given permission by the medical staff or health authorities.
2.4	Detailed tracking of worker's status on-site and off-site are kept at all time (e.g., fit to work, sick, off-work for family caring duties, etc.). A list of all quarantined workers should be updated daily, and kept confidential according to local privacy regulations compliance.

V. Communication and awareness	
1	Clear and easy to understand communication posters, flyers, stickers (inside truck cabin) should be posted at entry points for the public, your customers, employees, and providers to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.
2	For your customers: Include posters and/flyers to deliver upon delivery of product to customers indicating the correct procedure for receival of products, invoice handling, cash exchange, and also including proper hand washing or sanitizing, using masks and gloves and

V. Communication and awareness	
	how to dispose them properly, coughing/sneezing etiquette and physical distancing measures.
3	For your employees: Include posters that instruct the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette, and physical distancing measures. Communication posters/flyers could be set up at entrances and high traffic areas, bathrooms, conference rooms, resting areas, cafeteria and/or kitchen dedicated to employees. For truck cabins, use and paste stickers in high visibility areas. Also include emotional and mental health support during the epidemic.
4	Communications should include that all customers and employees exercise the following recommended practices for reducing the risk of transmission as identified by the health authorities: a) Avoid touching face, specially eyes, nose and mouth; b) Always Maintain a minimum physical distance of 2 meters (6 feet) from others; c) Mandatory use of any type of mask for customers (delivery site) and N95, KN95 or face masks for employees. • Coughing / sneezing etiquette: • Cough or sneeze into a disposable tissue or the bend of your elbow, not your hand; d) Dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards; e) Do not share personal items or supplies such as phones, pens, notebooks, COVID-PPE, etc.; f) Clean and disinfect frequently touched objects and surfaces, including all reusable COVID-PPE; g) Avoid common physical greetings, such as handshakes, hugs and kissing; h) Wash hands entirely often (including nails and back of hand) with soap and water for at least 20 seconds, especially after using the washroom, when preparing food, and after blowing nose, coughing, or sneezing. If hands are not visibly dirty, and soap and water are unavailable, alcohol-based hand sanitizer can be used.

VI. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" and "Your Vehicle Section" for further instructions)	
1. Cleaning and disinfecting areas/working stations/resting areas/truck cabin	
1	Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.

VI. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" and "Your Vehicle Section" for further instructions)	
2	It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.
3	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery and truck cabin (clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands).
4	It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.
5	Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.
6	If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been.
2. Cleaning frequency	
1	The frequency of cleaning should be balanced with the reduced level of activity at the facility that would be expected during a period of high infection. Here are some general frequency recommendations that need to be validated considering your operations, staff and visitors at site. a) Truck cabins should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign. b) Public areas (e.g. stores, reception, etc.), should be cleaned 5 times a day c) High touch areas (e.g. light switches, doorknobs, etc.) / Lavatory and bathrooms / Counters, shelves, cashier spaces, kitchen, cafeterias and pantries, rest areas, should be cleaned every two hours. d) Private offices / Meeting rooms should be cleaned before and after workday and meetings. Meetings should be reduced to a minimum, after reviewing technological alternatives (phone conference, virtual conference, two-way radios, etc.), always respecting physical distance recommendation. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.
3. Cleaning and disinfecting instructions	

VI. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" and "Your Vehicle Section" for further instructions)	
1	The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.

VII. Site Access Points: Access and movement to/from construction site	
1	Wherever possible, workers should travel to site alone, promoting their own means of transportation to avoid public or mass transportation. Sites should arrange additional parking arrangements for vehicles and bicycles.
2	Stop all non-essential visitors.
3	Entry to the site should be preceded by e-learning induction/training. There is no possibility to train contractors by specialist although there is a lot of space in a room to keep 2m distance of each others. It is recommended that e-training and test have been done at home.
4	Introduce staggered hours to start and finish times to reduce congestion of personnel and contact at all times. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the site.
5	Monitor site access points to enable physical distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring
6	Allow plenty of space (two meters) between people waiting to enter site. Establish or install visual points to settle the proper distance.
7	Remove or disable entry systems that require skin contact e.g. fingerprint scanners, attendance list signing (sharing pen).
8	Require all workers to wash or clean their hands before entering and leaving the site. If possible, 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 jobsite.
8.1	For some controlled environments the use of sanitization tunnels could be suggested. If you consider using sanitization tunnels, check that there is research proof of its effectiveness (including chemicals used, side effects, minimum sanitization exposure period).
9	All personnel while working at the site must wear COVID-PPE all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
10	Regularly clean with recommended disinfectants, common contact surfaces in reception, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets, desks, security gate room, particularly during peak flow times. It is recommended to suspend alcohol testing procedures using dedicated mouth-blowing devices and temporarily changing to visual inspection or other field sobriety tests.
11	Reduce the number of people in attendance at site inductions and consider holding them outdoors; wherever possible, respecting the recommended 2 meters (6 feet) distance between participants.

VII. Site Access Points: Access and movement to/from construction site	
12	While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
13	One-way staircases are established wherever practical to minimize worker contact. If possible, avoid the use of elevators.
14	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall. Elevators should be frequently sanitized, especially high touch contact points.
15	Freight elevators are operated/occupied by only one individual at a time if feasible and/or by respecting the minimum physical distancing guidelines. If more than one person should access the elevators, all occupants must wear masks at all times.

VIII. Working remotely	
1	Where feasible, employees should work remotely. Meetings should be held through teleconferencing or videoconferencing. Please refer to "Remote Work Protocol".

IX. Operations	
1. Dispatch offices recommendations	
1.1	All personnel with customer contact must wear personal protective equipment at all times in delivery site (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
1.1.1	If possible, prepare your business to receive or prepay orders by electronic means. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
1.1.2	Establish distance between customers in line while waiting at the cashier area or counter by placing visual limits on the floor. If possible, install a barrier to shield the cashier or sales personnel and customers. The counter must be disinfected frequently. All personnel that attend public should wear masks, gloves and eye protection gear.
1.1.3	Install alcohol gel dispensers available for the cashier and the customer, after completing transactions. If possible, recommend payments with credit cards and use self-servicing credit card receivers, to avoid contact with your personnel during payment transaction. Please refer to "Cash Handling Protocol" for further instructions.
2. Warehouse and dispatch/procurement areas recommendations	
2.1	Prohibit group gatherings and avoid physical person-to-person meetings with employees. Promote and use alternative contact and technological communication tools, such as: group phone calls, group WhatsApp, E-mails, videoconference, digital platforms, two-way radios. If a meeting is essential, make sure it is done in a well-ventilated area, respecting physical distance and wearing COVID-PPE.

IX. Operations	
2.2	All personnel while working at the facility must wear personal protective equipment at all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
2.3	Regularly clean with recommended disinfectants, common contact surfaces in premises, office and delivery areas e.g. scanners, screens, telephone handsets, keyboards, desks, devices, particularly shared during peak flow times.
2.4	Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils, or design electronic devices should be prohibited.
2.5	Reduce and if possible, eliminate any skin-to-skin contact or hands-on-product in the operation, using mechanical means of handling products.
2.6	Forklifts, machinery or lifting equipment should be properly disinfected after finalizing every shift and the user should be responsible of performing this task, provided all cleaning products. Special attention to door handles, steering wheel, shifting gears, panels, seatbelts and any frequently touched surface.
3. Delivering/transporting product recommendations	
3.1	Delivery zones are clearly identified and limited to receivers and deliverers only.
3.2	When possible, nothing is passed between the deliverer and the receiver (e.g. shipment documents and pens for signatures). Deliveries are unloaded solely by receivers using proper COVID-PPE, while deliverers remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
3.3	While driving keep the window semi-open for ventilation.
3.4	Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.
3.5	Provide alcohol-based gel to be frequently used by the driver while delivering.
3.6	Instruct driver to avoid physical contact and keep safe distance (2 meters or 6 feet) with third parties while delivering, sharing personal tools and equipment and reduce time in contact with customers and their personnel.
3.7	Avoid signing delivery papers requirements for customers. If possible, use alternative methods, i.e.., receival proof email with pictures from client. If necessary, have customer sign invoices with their own pen (do not share pens), keeping invoice on paper clipboard or holder pad (do not handle paper invoice to customer). Also avoid cash exchange, if possible; if necessary, follow "Cash Handling Protocol" for further instructions.
4. Office and Administrative recommendations	
4.1	Where feasible, all office employees supporting a project should work remotely. Meetings should be held through teleconferencing or videoconferencing.
4.2	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.
4.3	If possible, rearrange the office spaces to reduce high-traffic areas and allow for the minimum physical distancing between personnel (2 meters/6 feet).

IX. Operations	
4.4	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses should be provided.
4.5	When using water dispensers, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or previously sanitized hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
4.6	All personnel using cafeteria facilities should sit 2 meters or 6 feet apart from each other while eating and avoid facing or contact between each other. All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices. Please refer to "Canteen/Cafeteria/Lunch Area Protocol", for further instructions.
4.7	Washroom modifications - Install physical separation between sinks, and if possible more sinks. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. If possible, avoid pressurized air hand dryer.
4.8	Keep doors open wherever possible. At main entrance, assign personnel to open doors, if feasible.
4.9	Where touch points like door handles and water dispensers remain, paper towels are provided to allow users avoid skin contact and/or install hand gel alcohol-based sanitizers.
5. Canteens and Eating Arrangements. For further information, please refer to "Canteen/Cafeteria/lunch area Protocol".	
5.1	The workforce may be required to stay on site once they have entered it and not use local shops. The workforce should be asked to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals.
5.2	Where catering is provided on site, it should provide pre-prepared and wrapped food only.
5.3	No food sharing shall be permitted on the jobsite until further notice, i.e., donuts, pizza, buffets, etc.
5.4	Dedicated eating areas should be identified on site to reduce food waste and contamination
5.5	Break times should be staggered to reduce congestion and contact at all times, guaranteeing proper physical distancing considering the space available in the areas.
5.6	Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area.
5.7	Workers should sit 2 meters (or 6 feet) apart from each other whilst eating and avoid facing each other and contact between each other.
5.7.1	Reusable Crockery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.
5.8	Drinking water should be provided with enhanced cleaning measures, as stated previously with water coolers and proper hygiene procedures in place.
5.9	Tables should be cleaned and disinfected between each use.
5.10	All trash should be put straight in the bin and not left for someone else to clear up.
5.11	All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.

IX. Operations	
6. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)	
6.1	If possible, ask personnel to commute avoiding public transportation. If public transportation is required, maintain safe physical distance and use facemasks at all times. Avoid touching your face after touching handrails, door knobs, or any other surface; wash or sanitize your hands immediately after getting off public transport.
6.2	Encourage employees to bring food from home and organize schedules for breaks and lunch, avoiding overcrowding and group gatherings. Apply staggered lunch periods. If possible, assess food providers for your workers, and offer reliable alternatives, after reviewing their preventive protocols to handle food and delivery.
6.3	Instruct personnel to change work clothes before leaving work, if feasible. Also, wash clothes in hot water with laundry soap when arriving home. Leave shoes outside or at entrance, better if soles are sprayed or passed thru mat or tub with sanitizing solution.
7. Your Vehicle	
7.1	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.
7.1.1	Truck cabins should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.
7.1.2	Clean vehicle frequently to include discharge controls, clamps & clips, and other ancillary equipment where possible.
7.1.3	When cleaning the cab, it is advisable to let it ventilate (10 minutes).
7.1.4	If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.
7.2	When driving, keep windows half open for ventilation.
7.3	Try to have disinfectant gel available.
7.4	Do not operate or board equipment that has not been specifically assigned to you.
8. COVID-19 Site Coordinator	
8.1	Please refer to "COVID-19 Site Coordinator Procedures" for further information.

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.
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Home-Work-Home Commuting Protocol

CEMEX Protocol	Protocol for Commute to work and general mobility due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for commute to work and general travelling during a Pandemic scenario of COVID-19, and measures that should be taken upon employee, contractor or any other person when travelling
Who does this protocol apply to	This protocol applies to all CEMEX´s employees and contractors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

III. Commuting to and from work	
1.	If a person needs to go to work (where deemed essential) then they must wear clean clothes and it is recommended they also thoroughly clean themselves (i.e. take a shower). It is recommended they take spare clean clothes with them in a separate bag to change into once the shift has ended.
2.	Wherever possible workers should travel to site alone using their own transport. If workers have no option but to share transport: g. Journeys should be shared with the same individuals and with the minimum number of people at any one time h. Maintain good ventilation (i.e. keeping the windows open) and face away from each other during the journey i. Wash their hands for 20 seconds using soap and water or hand sanitizer before entering and after getting out of the vehicle
2.1	The vehicle should be cleaned regularly using gloves and standard cleaning products, with emphasis on handles and other areas where passengers may touch surfaces
3.	Whenever possible, use other means of transport to avoid public transport like cycling or walking.
3.1	Where public transport is the only option for workers, consider: a. Changing and staggering shift hours to reduce congestion on public transport and the workplace entrance. Avoid using public transport during peak times b. Implement long-hour shifts to reduce weekly commuting.

III. Commuting to and from work	
	c. How someone ill or suspected ill would get home, ie. arrange private transportation seating alone at back seat and both driver and passenger both wearing face masks, and sanitizing back seat area after use.
4.	Parking arrangements for additional vehicles and bicycles in parking lot should be considered
5.	Use of hands sanitizing should be enforced before entering to the facility. For more information refer to **Access Control Protocol**
6.	When arriving home, follow the next procedures: a. Do not touch anything when entering the house, until disinfected. b. Take off your shoes and leave them in a place separate from the rest. There is also the option of preparing a container with water and chlorine and introducing the soles there to disinfect. If possible, leave should outside the door, and use only one pair of shoes to go to work. c. Remove clothing and wash with detergent or leave in a bag for separate washing. d. Leave a tray at the entrance to put bags, wallets and keys. e. Disinfecting the cell phone is essential as it is something that is used every day and at all times. f. It is also important to clean the surfaces of the house that may have been in contact with something that has come from outside. g. Once you have finished all of this, wash your hands again with soap.

Industrial Clients Protocols

CEMEX Protocol	CEMEX COVID-19 Industrial Clients Protocols
Purpose of the Protocol	This protocol provides a recommended preventive measures for Industrial Clients during a Pandemic scenario of COVID-19.
Who does this protocol apply to	These guidelines are aimed at providing guidance for CEMEX' clients with Industrial sites worldwide. Note these guidelines should be read in consultation with regional or national government guidance as these may differ from the guidelines in this document.
Manufacturing Operating Guidelines – Protecting Your Workforce	
The following recommended practices and procedures are based on what is currently known about the COVID-19 disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional authorities' guidance and immediately implement the most current best practices to protect the safety and health of your employees, trade partners, clients and the general public.	
The following procedures are directed at limiting the spread of an epidemic-related disease in the workplace by appropriately handling suspected or ill personnel or visitors. To prevent stigma and discrimination in the workplace, do not make determinations of risk based on race or country of origin, and be sure to maintain information confidentiality of confirmed or suspected COVID-19 infection. Keep in mind that during an epidemic outbreak, health providers may be overwhelmed, and it may be difficult to obtain a definitive testing and diagnosis of an epidemic related disease.	
The health and safety requirements of any industrial activity must also not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitable qualified personnel being available or physical distancing being implemented, it should not take place.	
If a site is not consistently implementing the measures set out below and the latest Government advice and requirements on COVID-19 at all times, it may be shut down.	

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10.	COVID-19 Site Coordinator

I. Roles and Responsibilities	
1. Employers	
1.1	Appoint a COVID-19 'Site Coordinator' who is responsible for all control measures related to COVID-19 prevention. Refer to COVID-19 Site Coordinator.
1.2	Inform/train/supervise employees in updated and usual health and preventive recommendations that must be followed individually and collectively.
1.3	Provide workers with the proper COVID-19 related Personal Protective Equipment (COVID-PPE) according to the local health authority. These should include, but not limited to: face masks, face shields or glasses, hand sanitizers.
1.4	Guarantee proper sanitization of the facility, apply preventive measures and promote self-care among workers.
1.5	Reduce non-essential meetings and avoid physical gatherings. If a live person-to-person meeting is required, limit participants and guarantee proper sanitization, facility cleanliness and physical distancing.
1.6	Identify vulnerable employees in terms of age, underlying health or clinical condition and pregnancy. Comply with local information privacy regulations.
1.7	Follow all latest government and local regulations and recommendations to guarantee customer, visitors, supplier and employee's health, among other relevant parties.
1.8	If possible, manage staggered shifts with 15-30 minutes gap to limit the number of workers sharing locker rooms at the same time
1.9	In places where movement of people should be limited, display 'Authorized Personnel Only' signs.
1.10	Consider the maximum number of people that could safely be inside the manufacturing facility, warehouse or area and control access accordingly to maintain recommended physical distancing as much as possible.
1.11	Keep constant communication with authorities regarding advices, requirements, restrictions, as well as reporting requirements by employers, specially with local health authorities.
2. Employees	
2.1	It is critical that employees DO NOT attend the workplace while they are experiencing illness symptoms such as fever, cough, shortness of breath, sore throat, runny/stuffy nose, body aches, chills, or fatigue. First, they should call local doctor or health services, and contact remotely their supervisor.
2.2	Individuals should seek medical attention, specially if symptoms persist or evolve.
2.3	Practice self-care, including good hygiene practices (hand washing, coughing/sneezing etiquette, hygiene protocol....) and follow all preventive measures, specially physical distance requirements. Please refer to "Personal Hygiene Protocol" for further instructions.
2.4	Identify yourself to the on-site medical service if you are a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) in order to take the appropriate preventive and organizational measures.
2.5	Practice self-care and follow all preventive measures on site, specially physical distance (2 meters or 6 feet).
2.6	Provide clear, timely and truthful information about health status.
2.7	Clean and disinfect work stations, tools, equipment and vehicles to prevent contamination.
2.8	Use adequately all COVID-PPE that you received from your employer.

I. Roles and Responsibilities	
2.9	Familiarize yourself with all information, recommendations, guidance and restrictions regarding COVID-19 and comply with them.

II. General Recommendations	
1	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, face shields, disposable gloves, liquid soap, disposable towels and tissues, hand sanitizers. Assure adequate levels of inventory.
2	All personnel, operational and administrative should be trained in all preventive measures to avoid contagion of COVID-19. Make sure all personnel is informed of all emergency / healthcare provider contacts and procedures, and/or it is available and posted.
3	Distribute adequately masks to personnel, visitors, vendors but most specially high-contact employees like receptionists, cashiers, salesforce, dispatch, procurement, security and medical/HR personnel.
4	Draw up a list of critical vendors / suppliers that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, maintenance personnel.
5	Avoid physical person-to-person meetings. Promote and use alternative contact and technological communication tools, such as: phone calls, two-way radios, WhatsApp, E-mails, digital platforms and electronical payment methods.

III. Preventive measures	
1. Access Controls and screening at entry to facility (Please refer to "Screening at Workplace Protocol" for further instructions)	
1.1	Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.
1.2	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities: • If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. • Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) • o Is living with someone in self-isolation or a vulnerable person.
1.3	Actively encourage sick employees to stay home and establish self-isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition on a frequent basis. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 99.1° F [37.3° C] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).
1.4	If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3ºC will not be allowed to

III. Preventive measures	
1. Access Controls and screening at entry to facility (Please refer to "Screening at Workplace Protocol" for further instructions)	
	enter the facility and will be requested to seek medical attention as established by the local government authorities.
1.5	If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authority and may not return to work until given approval by the proper health authorities and/or on-site medical/HR personnel.
1.6	If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then follow the "Procedures if someone falls ill" section.

IV. Response measures	
1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)	
1.1	If a worker develops fever (higher than 37.3 ºC) and/or any of these two symptoms, cough, shortness of breath, during the working shift, he or she should: • Wear a mask immediately • Return home and avoid public transport when leaving building. • Avoid touching anything • Cough or sneeze into a disposable tissue and put it in a bin, or if they do not have tissues, cough and sneeze inside their elbow. • If a worker on site is confirmed to be infected, the individual or his/her supervisor should inform local doctor, HR or Security Teams of his/her possible infection in the workplace but maintain confidentiality. The supervisor must identify tools and areas the infected person used and with whom s/he had contact while at work. Employees exposed to a co-worker with confirmed infection should also inform his/her supervisor, local doctor, HR or Security staff on how to conduct a risk assessment of their potential exposure. If the confirmation can't be done immediately the employees exposed with the suspected case must be sent home on 14-day quarantine just in case they developed symptoms, also informing supervisor, local doctor, HR and/or Security staff. • When unable to return home by themselves, a vehicle and driver should be arranged for them. Both driver and passenger are to be given masks and gloves. The passenger is to sit in the backseat, and the driver is to open and close the doors for them. If possible and weather permits it, is preferable to roll down two windows of the vehicle to guarantee ventilation while transporting a possible COVID-19 patient.
1.2	All areas on the facility potentially infected by a confirmed or probable case are blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).
1.3	The employee sent home must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed and given approval by the proper

IV. Response measures	
1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)	
	health authorities and/or the employer. If possible, the individual must present evidence of medical discharge to their immediate supervisor using any communication media possible prior to returning to work.

2. Apply Preventive Quarantine (Please refer to the Quarantine for people who have been exposed, but are not ill" section of the Screening at Workplace Protocol for further instructions)	
2.1	Quarantine refers to the separation and restriction of movement of persons who are not yet ill but have been exposed to an infectious agent and therefore may become infected. Apply quarantine if: • Worker has been in contact or exposed to a person confirmed COVID-19 or person(s) with related symptoms detected on site or off-site. This is because an ill person may be infectious for days before they know they are sick or show symptoms. • A worker on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the epidemic-related disease. Recommended period of quarantine for COVID-19 is currently 14 days. • It is recommended that all persons who live with the person referred to quarantine for example wife, husband, partner, roommate; should remain in quarantine as well. • Quarantine means not coming to work, not going outside, not going to school or other public places and not meeting with other people unless given permission by the medical staff or health authorities. • Detailed tracking of worker's status on-site and off-site are kept at all time (e.g., fit to work, sick, off-work for family caring duties, etc.). A list of all quarantined workers should be updated daily, and kept confidential according to local privacy regulations compliance.

3. Communication and awareness	
1	Clear and easy to understand communication posters and/or flyers should be posted at entry points for the public, your customers, employees, and providers to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.
2	For your customers: Include posters that explain the preventive measures that will apply to enter the premises; such as limited schedules by age group, limit of customers in exhibition areas depending on room capacity, mandatory use of any type of masks, etc. Additional posters could be set up indicating the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette and

3. Communication and awareness	
	physical distancing measures. Communication posters could be set up in entrances, bathrooms, hand-wash stations and in a high traffic areas.
3	For your employees: Include posters that instruct the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette, and physical distancing measures. Communication posters/flyers could be set up at entrances and high traffic areas, bathrooms, conference rooms, resting areas, cafeteria and/or kitchen dedicated to employees. Also include emotional and mental health support during the epidemic.
4	Communications should include that all customers and employees exercise the following recommended practices for reducing the risk of transmission as identified by the health authorities: • Avoid touching face, specially eyes, nose and mouth; • Always Maintain a minimum physical distance of 2 meters (6 feet) from others; • Mandatory use of any type of mask for customers and/or visitors, and N95, KN95 or face masks for employees. • Coughing / sneezing etiquette: - Cough or sneeze into a disposable tissue or the bend of your elbow, not your hand; - Dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards; • Do not share personal items or supplies such as phones, pens, notebooks, COVID-PPE, etc.; • Clean and disinfect frequently touched objects and surfaces, including all reusable COVID-PPE; • Avoid common physical greetings, such as handshakes, hugs and kissing; • Wash hands entirely often (including nails and back of hand) with soap and water for at least 20 seconds, specially after using the washroom, when preparing food, and after blowing nose, coughing, or sneezing. If hands are not visibly dirty, and soap and water are unavailable, alcohol-based hand sanitizer can be used.

V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
1. Cleaning and disinfecting areas/working stations	
1.1	Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.
1.2	It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.

V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
1. Cleaning and disinfecting areas/working stations	
1.3	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery cabin.
1.4	It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.
1.5	Garbage collection, and if necessary storage points, should be increased and emptied regularly throughout each day.
1.6	• If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been.
2. Cleaning frequency	
2.1	The frequency of cleaning should be balanced with the reduced level of activity at the facility that would be expected during a period of high infection. Here are some general frequency recommendations that need to be validated considering your operations, staff and visitors at the facility: • Public areas (e.g. reception, etc.), should be cleaned several times a day • High touch areas (e.g. light switches, doorknobs, etc.) / Lavatory and bathrooms / Counters, shelves, displayed merchandise, cashier spaces, kitchen, cafeterias and pantries, should be cleaned every two hours • Private offices / Meeting rooms, should be cleaned before and after workday and meetings. Meetings should be reduced to a minimum, after reviewing technological alternatives (phone conference, virtual conference, two-way radios, etc.), always respecting physical distance recommendation. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.
3. Cleaning and disinfecting instructions	
3.1	The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.

4. Facility Access Points: Access and movement to/from manufacturing facility	
1	Wherever possible, workers should travel to site alone, promoting their own means of transportation to avoid public or mass transportation. Sites should arrange additional parking arrangements for vehicles and bicycles.
2	Stop all non-essential visitors.

4. Facility Access Points: Access and movement to/from manufacturing facility	
3	Entry to the site should be preceded by e-learning induction/training. There is no possibility to train contractors by specialist although there is a lot of space in a room to keep 2m distance of each others. It is recommended that e-training and test have been done at home.
4	Introduce staggered hours to start and finish times to reduce congestion of personnel and contact at all times. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the site.
5	Monitor site access points to enable physical distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring
6	Allow plenty of space (two meters) between people waiting to enter site. Establish or install visual points to settle the proper distance.
7	Remove or disable entry systems that require skin contact e.g. fingerprint scanners, attendance list signing (sharing pen).
8	Require all workers to wash or clean their hands before entering and leaving the site. If possible, 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 jobsite.
9	For some controlled environments the use of sanitization tunnels could be suggested. If you consider using sanitization tunnels, check that there is research proof of its effectiveness (including chemicals used, side effects, minimum sanitization exposure period).
10	All personnel while working at the site must wear COVID-PPE all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
11	Regularly clean with recommended disinfectants, common contact surfaces in reception, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets, desks, security gate room, particularly during peak flow times. It is recommended to suspend alcohol testing procedures using dedicated mouth-blowing devices and temporarily changing to visual inspection or other field sobriety tests.
12	Reduce the number of people in attendance at site inductions and consider holding them outdoors; wherever possible, respecting the recommended 2 meters (6 feet) distance between participants.
13	While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
14	One-way staircases are established wherever practical to minimize worker contact. If possible, avoid the use of elevators.
15	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall. Elevators should be frequently sanitized, specially high touch contact points.
16	Freight elevators are operated/occupied by only one individual at a time if feasible and/or by respecting the minimum physical distancing guidelines. If more than one person should access the elevators, all occupants must wear masks at all times.

5. Working remotely	
1	Where feasible, employees should work remotely. Meetings should be held through teleconferencing or videoconferencing. Please refer to "Remote Work Protocol".

VI. Operations	
1. Facility areas recommendations	
1.1	All personnel with customer contact must wear COVID-PPE at all times in delivery site (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
1.2	All offices, project trailers, common areas, lunchbreak rooms and jobsites will implement cleaning and disinfecting measures of common areas. Include in a checklist all door handles, railings, ladders, switches, controls, eating surfaces, shared tools and equipment, taps, toilets, and personal workstation areas. These items and areas should be cleaned and wiped down at least twice a day with a proper disinfectant. Individuals are responsible for cleaning and disinfecting their workstations and working tools.
1.3	Apply essential sanitary measures on the facility: hand washing stations with a posted hand washing protocol, hand sanitizer stations, provision of disinfectant wiping products. These types of facilities should be made available at site entries, exits, washrooms, eating areas, offices, and any other areas with commonly touched surfaces. Ensure that adequate supplies are maintained.
1.4	All personnel while working at the warehouse must wear COVID-PPE at all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
1.5	Regularly clean with recommended disinfectants, common contact surfaces in premises, office and delivery areas e.g. copy machines, screens, telephone handsets, desks, keyboards, particularly shared devices during peak flow times.
1.6	In vehicles and mobile equipment should be cleaned and disinfected in commonly touched surfaces at the end of shifts, by the previous user; and should be received by the upcoming user with additional disinfecting protocol. Workers should be encouraged to practice self-care and protect themselves with constant cleaning and disinfecting of their working space. If aerosol sanitizers will be used apply them inside closed cabs.
1.7	Utilize disposable hand towels and no-touch trash receptacles.
1.8	Identify specific locations and practices for daily trash such as: paper, hand towels, food containers, etc. Instruct workers responsible for trash removal in proper COVID-PPE/hand washing practices.
1.9	Avoid using pressurized air or water sprays that may result in the generation of bioaerosols, as cleaning techniques.
1.10	Pay special attention to water coolers, which should be disinfected at least 2-3 times a day.

2. Employees and contractors recommendations	
2.1	All employees and contractors are required to frequently wash their hands with soap and water for at least 20 seconds or clean with an alcohol-based hand sanitizer that contains at least 70-95% alcohol. Soap and water should be used preferentially if hands are visibly dirty.

2. Employees and contractors recommendations	
	Hands should be washed between completing tasks and/or after removing gloves and before wearing gloves.
2.2	Sanitize reusable COVID-PPE, supplies and equipment per manufacturer's recommendation prior to each use. Workers will be responsible of sanitizing their COVID-PPE where a laundering service isn't already provided.
2.3	Ensure used COVID-PPE is disposed of properly, in designated labelled bins.
2.4	Utilize disposable gloves where appropriate; instruct workers to wash hands after removing gloves and never touch their face while wearing them.
2.5	When using water dispenser, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or sanitizing hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
2.6	Instruct workers not to share tools, COVID-PPE and congregate in any area of the facility.
2.7	Instruct workers to change work clothes (if feasible, prior to arriving home); and to wash clothes in hot water with laundry sanitizer.

3. Limiting and removing internal touch point areas	
3.1	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses is provided.
3.2	Limit use of common pens for sign-in sheet to facility. Employees attendance lists should be signed by their own pen.
3.3	Washroom modifications - Install more sinks and sinks with physical separation between users where feasible. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. Avoid pressurized air hand dryer.
3.4	Remove doors/door handles - Look at all reasonable opportunities to remove them. If removing is not possible consider keeping open doors during operation hours.
3.5	Where touch points like door handles and water coolers remain, paper towels are provided to allow users to avoid skin contact and/or install hand gel alcohol-based sanitizers.
3.6	Gloves should be worn whenever possible while on the worksite, but are treated the same as bare hands in terms of minimizing unnecessary touching of anything on site and the user's face.
3.7	Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils, or sharing electronic devices should be prohibited.

4. Facility operation	
4.1	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.

4. Facility operation	
4.2	Rearrange the worksite to reduce high-traffic areas and allow for the minimum physical distancing (2 meters/6 feet).
4.3	Facility teams are encouraged to put forward split/alternating shifts to avoid extensive intermingling. Voluntary shift offset and implementing time gaps between shifts are highly encouraged.
4.4	While working in group tasks, arrangements should be made to ensure workers respect the minimum physical distance from others for prolonged periods. When this is not feasible, plan to minimize the duration of the task. For any work that ultimately must be done in close-proximity, workers are to wear additional COVID-PPE (such as face shields, additional to goggles and masks) as appropriate for the specific task in order to minimize the risk.
4.5	Area teams stagger break and lunch schedules to minimize the number of people in close proximity to one another. Enclosed lunchrooms can be available if proper ventilation and respecting the recommending physical distancing.
4.6	Work schedules should be adjusted to provide time for proper cleaning and disinfecting as required.
4.7	Consider increasing the number or size of facilities available on site if possible, such as: lunchrooms, bathrooms, waiting area, etc. With extra space, physical distances could be applied for the convenience of the employees.
4.8	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall.

5. Delivering/transporting products recommendations	
5.1	If possible, prepare your business to receive or prepay orders by electronic means and coordinate pick-up time to avoid crowds in the store. Assign a pick-up area preferably outside of the store or directly in dispatch/procurement area. If possible, provide or increase your delivery service. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
5.2	Install alcohol gel dispensers available for the cashier and the customer, after completing transactions. If possible, recommend payments with credit cards and use self-servicing credit card receivers or contact-less credit cards, to avoid contact with your personnel during payment transaction. Please refer to "Cash Handling Protocol" for further instructions.
5.3	Delivery zones are clearly identified and limited to receivers and deliverers only.
5.4	When possible, nothing is passed between the deliverer and the receiver (e.g. shipment documents and pens for signatures). Deliveries are unloaded solely by receivers using proper COVID-PPE, while deliverers remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
5.5	Maintain proper cleaning inside the vehicle cab by cleaning and disinfecting the frequently used steering wheel, levers and panels. When cleaning the cab, it is advisable to let it ventilate for ten minutes.
5.6	While driving keep the window semi-open for ventilation.
5.7	Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.

5. Delivering/transporting products recommendations	
5.8	Provide alcohol-based gel to be frequently used by the driver while delivering.
5.9	Instruct driver to avoid physical contact and keep safe distance (2 meters or 6 feet) with third parties while delivering, sharing personal tools and equipment and reduce time in contact with customers and their personnel.
5.10	Avoid signing delivery papers requirements for customers. If possible, use alternative methods, i.e.., receival proof email with pictures from client. If necessary, have customer sign invoices with their own pen (do not share pens), keeping invoice on paper clipboard or holder pad (do not handle paper invoice to customer). Also avoid cash exchange, if possible; if necessary, follow "Cash Handling Protocol" for further instructions.

6. Office and Administrative recommendations	
6.1	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.
6.2	If possible, rearrange the office spaces to reduce high-traffic areas and allow for the minimum physical distancing between personnel (2 meters/6 feet).
6.3	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses should be provided.
6.4	When using water dispensers, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or previously sanitized hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
6.5	All personnel using cafeteria facilities should sit 2 meters (6 feet) apart from each other while eating and avoid facing or contact between each other. All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices. Please refer to "Canteen/Cafeteria/Lunch Area Protocol", for further instructions.
6.6	Washroom modifications - Install physical separation between sinks, and if possible more sinks. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. If possible, avoid pressurized air hand dryer.
6.7	Keep doors open wherever possible. At main entrance, assign personnel to open doors, if feasible.
6.8	Where touch points like door handles and water dispensers remain, paper towels are provided to allow users avoid skin contact and/or install hand gel alcohol-based sanitizers.

7. Canteens and Eating Arrangements. For further information, please refer to "Canteen/Cafeteria/lunch area Protocol".	
7.1	The workforce may be required to stay on site once they have entered it and not use local shops. The workforce should be asked to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals.
7.2	Where catering is provided on site, it should provide pre-prepared and wrapped food only.
7.3	No food sharing shall be permitted on the jobsite until further notice, i.e., donuts, pizza, buffets, etc.
7.4	Dedicated eating areas should be identified on site to reduce food waste and contamination
7.5	Break times should be staggered to reduce congestion and contact at all times, guaranteeing proper physical distancing considering the space available in the areas.
7.6	Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area.
7.7	Workers should sit 2 meters (or 6 feet) apart from each other whilst eating and avoid facing each other and contact between each other.
7.8	Reusable Crockery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.
7.9	Drinking water should be provided with enhanced cleaning measures, as stated previously with water coolers and proper hygiene procedures in place.
7.10	Tables should be cleaned and disinfected between each use.
7.11	All trash should be put straight in the bin and not left for someone else to clear up.
7.12	All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.

8. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)	
8.1	If possible, ask personnel to commute avoiding public transportation. If public transportation is required, maintain safe physical distance and use facemasks at all times. Avoid touching your face after touching handrails, door knobs, or any other surface; wash or sanitize your hands immediately after getting off public transport.
8.2	Encourage employees to bring food from home and organize schedules for breaks and lunch, avoiding overcrowding and group gatherings. Apply staggered lunch periods. If possible, assess food providers for your workers, and offer reliable alternatives, after reviewing their preventive protocols to handle food and delivery.
8.3	Instruct personnel to change work clothes before leaving work, if feasible. Also, wash clothes in hot water with laundry soap when arriving home. Leave shoes outside or at entrance, better if soles are sprayed or passed thru mat or tub with sanitizing solution.

9. Your Vehicle	
9.1	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.

9. Your Vehicle	
	• Truck cabins, should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign. • Clean vehicle frequently to include discharge controls, clamps & clips, and other ancillary equipment where possible. • When cleaning the cab, it is advisable to let it ventilate (10 minutes). • If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.
9.2	When driving, keep windows half open for ventilation.
9.3	Try to have disinfectant gel available.
9.4	Do not operate or board equipment that has not been specifically assigned to you.

10. COVID-19 Site Coordinator	
10.1	Please refer to "COVID-19 Site Coordinator Procedures" for further information.

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Key Personnel Unavailability Protocol

CEMEX Protocol	Key Personnel Unavailability Protocol due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Key Personnel not available during a Pandemic scenario of 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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Not available personnel	
1.	List all essential employees (key personnel) and update their contact information, including alternate phone numbers, if possible.
2.	It is recommended to cross-train employees to be ready to perform other activities in case it is needed.
3.	Reduce any non-critical tasks or activities that should be performed or could be deferred to later dates.
4.	Evaluate if there is no other employee that could undertake the task and activities. (i.e. staff available from another shift, retired personnel, or even people in home due to quarantine but capable to work remotely).
4.1.	Assess if there is no other person in place with enough information and/or training to develop a field activity (i.e. operation of central control room, maintenance, lab analysis, etc).
5.	Evaluate CEMEX employee's network for a similar-responsibilities-personnel to perform remote support or suggest guidelines. See **Field Remote Support Protocol** for further instructions.
5.1.	Allow to the remote support virtual presence to see what the field operator is seeing through all the support process. (i.e. Work hands free at every moment of the assistance.)
5.2.	Ensure Wi-Fi or network connection work in the location of the activity to be performed.
5.3.	The remote communication must be established in compliance with the internal security information policies.
5.4.	Share all documentation need for the activity to be performed, if no such documents exist evaluate the realization of the task, before executing.

I. Not available personnel	
5.5.	It is recommended that 2 employees attend the activity to be performed to minimize risk of failure.
6.	Hire a temporary expert or consultant.

Leaving Site Protocol

CEMEX Protocol	Protocol for screening workplace before leaving any site due to ongoing measures related to the COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures for screening at the workplace during a Pandemic scenario of COVID-19, and measures that should be taken upon employees, contractor or any other person's leaving the site.
Who does this protocol apply to	This protocol applies to every CEMEX employees and contractors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

Content
XXVI. Screening and Controls the before leaving a facility
XXVII. What if someone has fever or respiratory symptoms at the time of leaving a site

I. Screening and Controls before leaving a facility	
1	If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors leaving the site.
2	If body temperature is greater than 37.3 ° C [99.1° F] the person will be asked to wait before leaving the site to go through some precautionary measures.
3	Receptionists, Security, Medical/HR personnel, or Plant/Operation lead person in smaller sites such as Readymix plants should be trained and/or briefed to recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.

I. Screening and Controls before leaving a facility	
4	The reception area, Security staff or person in charge of the operation for smaller sites should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire before people leave the site.
5	Anyone who meets one of the following criteria should not leave the facilities until further actions stated in this protocol have been implemented: • Fever (higher than 37.3 ° C [99.1° F]) and/or any of these symptoms: New or continuous cough or shortness of breath.

II. What if someone has fever or respiratory symptoms at the time of leaving a site	
1.	If any individual at the time of leaving a site or anywhere in the workplace has fever or respiratory symptoms or any two other symptoms mentioned above, then s/he should be asked to wear a facemask immediately and direct him or her to the isolation room.
2.	Set up an isolation room close to the reception area with close-by communications, stocked with masks (inside and outside the room entrance), tissues and a hand sanitizer and dedicated to this purpose only.
3.	Once in the isolation room, and where available, a doctor or medical professional wearing appropriate Personal Protective Equipment for COVID-19 (COVID-PPE could include: gloves, medical masks, goggles or a face shield, and gowns) should perform a medical evaluation, or arrangements to be picked up by an ambulance (if needed because of very high fever or strong shortness of breath) should be made, especially if the individual is too ill to leave the office. In any case please notify your local HR of any suspected or confirmed cases.
4.	With the person's agreement contact their family to let them know their relative has presented some of the symptoms.
5.	Review if there are local COVID-19 testing facilities and arrange with local HR and the supervisor the possibility for the person to be tested.
6.	If the employee or visitor is able to leave the office on their own, should avoid public transport. Whether a family member or third person picks them up or public transportation is used, the employee or visitors should wear a face mask to minimize the exposure of other individuals. The employee should contact medical public system.
7.	The employee's workstation should be cleaned and disinfected, along with any public areas where s/he has spent significant time.
8.	The employee's contacts in the company should be notified of a suspicious or potential case: a. Contacts include those individuals with close contact since the time that the individual started to develop flu symptoms, as well as the preceding days. b. The local manager should evaluate along with HR if the people in close contact with the suspicious case should also be quarantine until the case is confirmed as a precautionary measure.
9.	The person should be quarantined and keep his line manager and HR updated on the evolution of his health condition and If tested Inform the result to the company.

II. What if someone has fever or respiratory symptoms at the time of leaving a site	
10.	If necessary and with confirmed cases, local management could close required facilities until a determination has been made that there are no more infections.

Loading & Dispatch Protocol

CEMEX Protocol	Protocol for Loading and Dispatch due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Loading and Dispatch during a Pandemic scenario of 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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Dispatch offices recommendations	
1.	All personnel with customer contact must always wear COVID-PPE personal protective equipment in the delivery site. COVID-PPE could include gloves, medical masks, goggles or a face shield, and gowns. All personnel must be trained on the proper use, removal, and disposal of the COVID-PPE.
2.	If possible, prepare your business to receive or prepay orders by electronic means. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
3.	Establish 2 meters (6 feet) between customers in line while waiting at the cashier area or counter by placing visual limits on the floor. If possible, install a barrier to shield the cashier or sales personnel and customers. The counter must be disinfected frequently.
4.	Install sanitizer dispensers available for the cashier and the customer, after completing transactions. If possible, recommend payments with credit cards and use self-servicing credit card receivers, to avoid contact with your personnel during a payment transaction. Please refer to "Cash Handling Protocol" for further instructions.
4.1	All customers are required to sign-in/out using their own pen whenever possible. Otherwise, clean the pen after each use.

II. Warehouse and dispatch/procurement areas recommendations	
1.	All personnel while working at the facility must always wear COVID-PPE. All personnel must be trained on the proper use, removal, and disposal of the COVID-PPE.

II. Warehouse and dispatch/procurement areas recommendations	
2.	Prohibit group gatherings and avoid physical person-to-person meetings with employees. Promote and use alternative contact and technological communication tools, (i.e. group phone calls, group WhatsApp, E-mails, videoconference, digital platforms, two-way radios.) If a meeting is essential, make sure it is done in a well-ventilated area, maintain a minimum of 2 meters (6fts) separation between people distance and wearing COVID-PPE.
3	A thorough cleaning scheme must be in place for offices and rooms where inductions take place to ensure these areas are free from potential COVID-19.
3.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)
3.2	Increase the cleaning and disinfecting activities frequency for all the equipment that Is used by people such as monitors, keyboards, mouse, etc.
4.	Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens, pencils or any type of electronic device should be prohibited.
5.	Reduce and if possible, eliminate any skin-to-skin contact or hands-on-product in the operation, using mechanical means of handling products.
6.	Forklifts, machinery or lifting equipment should be properly disinfected after finalizing every shift and the user should be responsible for performing this task, provided all cleaning products. (i.e. keys, steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands, etc.)
6.1	Clean machinery frequently to include discharge controls, clamps & clips, and other needed equipment where possible.
6.2	When cleaning the cab, it is advisable to let it ventilate (10 minutes).
7.	Arrangements should be put in place to ensure that drivers remain in the cab at all times and the number of trucks in a loading area should be kept to a minimum.

Locker & Changing Rooms Protocol

CEMEX Protocol	CEMEX COVID-19 Locker & Changing Rooms Guidelines
Purpose of the Protocol	This protocol provides a recommended preventive measures for site managers and employees during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Preventive Measures for Canteens & Rest/Welfare Areas	
1.	Ensure enough spacing between the furniture as necessary. Place visual marks or arrange furniture to keep safe social distancing of at least 2 meters (6 feet).
2.	People using changing and locker rooms areas must wash their hands thoroughly before entering the room or area. Sanitization/handwashing stations shall be in place and every person will be required to use them.
2.1	It's recommended that a chlorine-based solution for disinfection i.e. spray, mat, footbath, be available to clean boots before entering.
3.	Display communication signs/posters at entry points informing about the limited number of people permitted to use the facilities at any moment.
4.	Manage staggered shifts with sufficient time between them to limit the number of personnel sharing areas at the same time.
5.	Stagger breaks and the use of changing and locker rooms, to minimize the number of people and to respect the basic hygiene and physical distance guidelines.
6.	Establish additional areas/rooms as required to maintain social/physical distancing guidelines.
7.	Workers must not pass clothes between themselves for any reason. All worn clothes should be put in an individual separate bag at the end of each shift and taken home for cleaning/laundering.

I. Preventive Measures for Canteens & Rest/Welfare Areas	
8.	If clothes/uniforms are laundered by the company then arrangements need to be put in place to ensure the use of separate containers and the proper handling by designated and trained people.
9.	A thorough cleaning scheme must be in place for rooms to ensure these areas are free from potential COVID-19.
9.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, lockers, doors, etc.).
9.2	Clean and disinfect all PPE used (i.e. Helmet, gloves, boots, safety best, etc.).
10.	All trash should be put straight in the closed bin and not left for someone else to clear up.
11.	Assign responsibility and frequency for disinfecting touchpoints, furniture, etc.
12.	It is necessary to wear gloves, and face mask throughout cleaning activities and wash hands immediately after the removal of gloves and mask.
13.	For toilets (showers, toilets, and sinks), in addition to frequent disinfection, provide means to disinfect contact surfaces before and after each use. Disinfect the contact surfaces of the toilets with single-use wipes.
14.	Individual lockers should be sanitized and disinfected after each use and every shift.
15.	Make sure ventilation is available by keeping doors and windows open and avoid handling doorknobs.

Maintenance Crew Protocol

CEMEX Maintenance crew Business Continuity Plant for COVID-19	Protocol for Maintenance crew due to ongoing measures related to COVID-19 scenario.
Propose of the Protocol	This protocol provides details and the steps which should be taken if a member of staff of the Maintenance crew is suspicious or confirmed as having COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX Maintenance crews worldwide. The Plant RRT should take responsibility for implementing it. An evaluation must be done to determine the minimum level of personnel to operate the shift
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	If the possible duration of the unavailability is more than 14 days with major Impact
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I. Actions to implement for continuous activity during COVID19 pandemic	
1.	Maintenance personnel must follow the recommended guidelines from CEMEX and WHO related to personal hygiene and precautions to prevent COVID19 contagion.
2.	Maintenance weekly plans should be prepared considering the number of people that will need to be working close to each other during any particular activity to minimize close contact interactions.
3.	Maintenance crews should be provided with portable cleaning kits including hand sanitizer, cleaning wipes, etc. and it should be part of their toolkit
4.	Limit close contact with others by maintaining a distance of at least 2 meters (6 feet), when possible. Where 2 meters (6 feet) cannot be maintained, then it is recommended to reschedule the maintenance activity when being possible.
5.	Proper hand hygiene is an important infection control measure. Wash your hands regularly with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer containing at least 60% alcohol.
6.	Key times to clean hands in general include: a. Before, during, and after preparing food b. Before eating food c. After using the toilet d. After blowing your nose, coughing, or sneezing
7.	Additional times to clean hands on the job include: a. Before and after work shifts b. Before and after work breaks c. After touching frequently touched surfaces d. After removing any Personal Protective Equipment (PPE) e. After performing maintenance tasks such as handling untreated human waste
8.	Avoid touching your eyes, nose, or mouth.
9.	Provide additional handwashing facilities to the usual welfare facilities if a large spread out the site or significant numbers of personnel are on site.
10.	Where the company provides overalls or uniform washing services, this should be increased in frequency (cleaning) to ensure good availability of clothing for maintenance crew members. Clean overall/uniforms should be worn each shift wherever possible.
11.	Break times should be staggered to reduce congestion and contact at all times.
12.	Break rooms and canteens need to be set up in a way that people can be sited with enough separation distance between each other and a clear maximum occupancy should be stated at the entrance of the room and in several places inside the room.
13.	Eating at the work area should be avoided and drinking water or liquids should be provided in individual disposable bottles.
14.	Keep social distancing measures when working at plant workshops and clean any controls and buttons before operating the machinery. Use protective gloves (if safe to do according to the SOP for the machine)
15.	Clean touch areas and controls before and after using any vehicle on-site including utility cars, mobile plants, etc.

I. Actions to implement for continuous activity during COVID19 pandemic	
16.	If maintenance crews need to travel to an area of the site that is distant, reduce the number of people traveling in the same vehicle (e.g. 1 person per vehicle, 1 person on each of the vehicle rows, leave free space between seats in vehicle rows with more than 2 seats, etc.)
17.	When using contractors for maintenance activities they need to comply with all relevant COVID19 protocols that are applicable.
18.	Shift changeovers are recommended to be done remotely. If not possible, 2 meters (6 feet) distance is recommended between people.
19.	Before leaving the site, remove work clothes and wash hands thoroughly before reaching your car or means of transportation.
20.	Workers must not share their pre-job risk assessment booklets (Take 5, Worksafe) with others e.g. for checking/inspection purposes.
21.	Other site documentation such as permits to work, risk assessments, procedures, etc. should be kept under the control of one person who is responsible for communicating it to relevant personnel and, where possible, to sign them on their behalf to avoid exchanging documentation.

II. Actions to be taken according to the discovery scenario.	
1.	One or more cases in Maintenance crew staff may present with different discovery scenarios: A. The person feels ill and reports sick from home. B. The person is detected with cold-like symptoms upon entering the plant. C. The person enters the Maintenance crew without symptoms and has discomfort/symptoms during his shift.

Scenario A. Actions to be taken when the affected person reports sick from home.	
1.	Request the affected person to receive medical attention by applying contagion preventive measures (use of a mask, hand washing, deep cleaning of their home, not sharing food and staying isolated as much as possible).
2.	If the Maintenance crew can operate without the affected person, keep the shift with the reduced group until the end of it.
3.	Otherwise, request substitute Maintenance crew personnel requiring a member of other Maintenance crew shifts.
4.	Provide the affected person with guidelines for care at home and care for their relatives. Refer to PANDEMICS-Quarantine protocol.
5.	Follow up on affected personnel and their families, preferably by HR.

Scenario B. Actions to follow when the affected person is detected with cold-like symptoms upon entering the plant.	
1.	Do not allow entry and follow the “PANDEMICS - Screening protocol”.
2.	Follow the actions indicated in "Scenario A" above.

Scenario C. Actions to be taken when the affected person enters the Maintenance crew without symptoms and presents discomfort/symptoms during his/her shift.	
1.	The suspicious person must go home, call a doctor/medical center and ask what to do.
2.	Apply in the work area, with due care, the PANDEMICS-Social distancing protocol, and PANDEMICS-Workplace cleaning procedures.
3.	Reinforce constant cleaning to the shared tools and accessories (including radios).
4.	Request the remaining of the Maintenance crew group to prepare the transfer of operation from this to a new Maintenance crew group.
5.	Request to the required personnel from other Maintenance crew group to come urgently to Plant.
6.	Before changing personnel, reapply the PANDEMICS-Social distancing protocol and PANDEMICS-Workplace cleaning procedures.
7.	Allow entry to the work area only to personnel from Maintenance, staff from other departments should not enter.
8.	Send home colleagues of the affected person who has been in contact, they should call a doctor/medical center and ask what to do.
9.	Provide the affected person and Maintenance crew colleagues with guidelines for care at home and care of their relatives. Refer to PANDEMICS-Quarantine protocol.
10.	Continue the operation of the Maintenance crew with the new group.
11.	Follow up on affected personnel, Maintenance crew colleagues and their families. Preferably by HR.

III. Actions to be taken in case of unavailability of critical personnel	
1.	Assess the level of affectation to critical processes to define which strategies are more suitable, considering the circumstances and triggers below: <u>Possible duration of the unavailability</u> a) 14 days when critical personnel are in quarantine (due to identified exposure or having symptoms without confirmation of COVID-19) b) >14 days when Critical personnel absent due to confirmation of COVID-19 <u>Possible consequences in case of critical personnel unavailability</u>

III. Actions to be taken in case of unavailability of critical personnel	
	a) Minor impact when the absence decreases productivity, but without interrupting critical processes. b) Major impact when unavailability leads to disruption of critical processes.

IV. Possible Recovery Strategies and applicability	
1.	The following are just guidelines for the selection of possible recovery strategies, that could apply due to the duration of the unavailability and/or the level of impact identified.
If the possible duration of the unavailability is 14 days with minor Impact	
1.	Distribute tasks among the available staff of the shift to cover the functions of the absent person
2.	Activate the deputy appointed according to the BCP to cover the absent person
3.	Take staff from another shift to cover the absence
4.	Extend the duration of shifts if it is required to cover the operation
If the possible duration of the unavailability is more than 14 days with major Impact	
1.	Reduce to the minimum the personnel within the Maintenance crew in each shift, to maintain the operation with the skeleton and distribute the available staff in the different shifts
Additional options to evaluate according to viability (based upon local regulations and industry practices)	
1.	Seek multifunctional personnel from other departments that could cover relevant activities of Maintenance (induction and training could be required)
2.	Seek personnel from other plants that can be transferred to operate (if travel protocols and restrictions allow it)
3.	That retired personnel can be called to operation (induction and training could be required)
4.	Seek with industry associations to hire temporarily or make a swap from other maintenance experts (induction and training could be required)
5.	Look for outsourcing services from specialized providers that have the availability of experts with the skills needed.
6.	Use available technology for virtual support, refer to PANDEMICS-Field remote support protocol

V. Table of Possible Recovery Strategies and applicability (summarized version)				
Recovery Strategies	**Estimated duration**		**Level of Impact**	
	14 days	**> 14 days**	**Minor**	**Major**
a. Distribute tasks among the available staff of the shift to cover the functions of the absent person	X		X	
b. Activate the deputy appointed according to the BCP of the plant to cover the absent person	X		X	
c. Substitute staff with personnel from shift to cover the absence	X	X	X	X
d. As necessary, extend the duration of shifts to cover the operation	X	X	X	X
e. Reduce to the minimum the personnel within the Maintenance crew in each shift, to maintain the operation with the minimum skeleton and distribute the available staff in the different shifts		X		X
Additional options to evaluate according to viability (based upon local regulations)				
f. Seek multifunctional personnel from other departments that could cover relevant activities of Maintenance (induction and training could be required)		X		X
g. Seek personnel from other plants that can be transferred to operate (Please refer to PANDEMICS – Travel Protocol)		X		X
h. Retired personnel can be called to operation (consider that induction and update training could be required)		X		X
i. Seek with industry associations to hire temporarily or make a swap from other maintenance experts (induction and training could be required)		X		X
j. Look for outsourcing services from specialized providers that have the availability of experts with the skills needed.		X		X

V. Table of Possible Recovery Strategies and applicability (summarized version)				
k. Use available technology for virtual support, refer to PANDEMICS-Field remote support protocol		X		X

Meetings Protocol

CEMEX Protocol	CEMEX COVID-19 **Meetings** Protocol
Purpose of the Protocol	This protocol provides a recommended preventive measures for Meetings during a Pandemic scenario of 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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Meetings at the workplace during ongoing COVID19 measures	
1.	Face-to-face meetings and meetings with visitors/third parties during COVID19 period should be avoided as possible.
2.	Promote and use alternative contact and technological communication tools, such as: group phone calls, group WhatsApp, E-mails, videoconference, digital platforms, two-way radios.
3.	If a face-to-face meeting is essential, make sure it is done in a well-ventilated area, respecting physical distance and wearing face mask. It should be held with a small group of people (e.g. no more than 6 people) depending on the size and characteristics of the room and preferably on an open space environment.
4.	People attending the meeting must wash their hands thoroughly as per WHO recommendations and wear masks before entering the room or area.
5.	Ensure the room/area has a sanitizing kit for hand hygiene and disinfecting wipes.
6.	People attending the meeting need to guarantee physical distancing of 2 meters (6 feet), preventing face to face positioning.
7.	Avoid any physical contact and try hand waving to promote a healthy distance.
8.	Exchange of pens or pencils, or electronic devices should be prohibited. To document the assistance of the group, use photograph and/or previous printed list of expected assistants that will be only managed by the responsible of the meeting.
9.	Encourage participants to cover their face with the bend of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins for disposal.

I. Meetings at the workplace during ongoing COVID19 measures	
10.	In case calls must be attended while interacting in meetings, it is recommended to use a hands-free device or speaker to avoid contact of the phone or cellphone to the face.
11.	If the meeting is held in a room, make sure proper cleaning and disinfecting of the area where people have direct and constant contact (chairs, desks, doors, doorknobs, or any other surface) prior and after completing the session. Make sure ventilation is available by keeping doors and windows open and avoid handling doorknobs.
12.	Attendees should be responsible of sanitizing the area they occupied after completing each meeting, if no cleaning crew is available at the site.
13.	A thorough cleaning scheme must be in place for offices and meeting rooms to ensure these areas are free from potential COVID19, at least twice a day. This includes but not limited to: desks/tables, chairs, doorknobs, floors and commonly used articles in the room.

On-Road Activities Protocol

CEMEX Protocol	CEMEX COVID-19 **On Road Activities** Protocol
Purpose of the Protocol	This protocol provides a recommended preventive measures for **on road activities** during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s operations. The Plant RRT/managers/employees/drivers/haulers contractors should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Tolls & Gas stations	
1.	When using toll highways/roads and/or gas and service stations make sure you clean and sanitize your hands after receiving the toll tickets and/or money. If possible, use contact-less technology such as pre-paid or contact-less card or toll applications.
2	If feasible, drivers should remain in their vehicles. In case the driver exits the cabin, use proper COVID-19 related Personal Protective Equipment and spray shoe soles with chlorine solution every time when entering the cabin.
3.	Avoid crowds and guarantee physical distancing of 2 meters (6 feet), preventing face to face positioning with others, sharing tools or equipment, and reduce contact time.
4.	Maintain proper cleaning inside the vehicle cabin by cleaning and disinfecting the frequently used steering wheel, levers and panels. When cleaning the cabin, it is advisable to let it ventilate for ten minutes.

II. Hotels / Rest areas	
1.	When using hotels or rest areas make sure you clean and sanitize your hands after using cash and if feasible, use debit/credit cards.
2.	Avoid communal areas, remain in the cabin of your vehicle as far as possible when not discharging. Respect measures that have been implemented to minimize the spread of infection, such as restricted access to office areas, etc. In case the driver exits the cabin, use proper COVID-19 related Personal Protective Equipment and spray shoe soles with chlorine solution every time entering the cabin.

II. Hotels / Rest areas	
3.	Avoid crowds and guarantee physical distancing of 2 meters (6 feet), preventing face to face positioning with others, and reduce contact time.
4.	Avoid any physical contact and use distant friendly greetings.
5.	Identify and select proper rest areas; review national and regional guidelines. Select and use only hotels or rest areas, which guarantee sanitization protocols for rooms and services.

III. Food Services	
1	When using paid food services make sure you clean and sanitize your hands after using cash and if feasible, use debit/credit cards.
2.	If feasible, use pre-prepared meals and refillable drinking bottles from home, individual packaged drinks and meals.
3.	Plan your travel schedule and identify previously proper rest areas; review national and regional guidelines.
4.	Keep available a sanitizing kit in your vehicle and COVID-PPE (masks, gloves and eye protection).
5.	Wash your hands thoroughly as per WHO recommendations before eating
6.	Avoid crowds and guarantee physical distancing of 2 meters (6 feet), preventing face to face positioning with others, and reduce contact time.

IV. Breakdowns	
1.	Always proceed following the basic safety criteria and known guidelines. Safety first. Ensure you are visible for other drivers or vehicles. Contact your coordinator and company as per required.
2	If feasible, drivers should remain in their vehicles. In case the driver exits the cabin, use proper COVID-PPE and spray shoe soles with chlorine solution every time entering the cabin.
3.	Avoid interactions with other people who DO NOT use proper COVID-PPE according to the local health authority. This could include, but not limited to: face masks, face shields or glasses, hand sanitizers.
4.	Exchange of any devices should be prohibited. If necessary, make sure of proper cleaning and disinfecting prior and after its use.
5.	Avoid crowds and guarantee physical distancing of 2 meters (6 feet), preventing face to face positioning with others, and reduce contact time.

V. Driving and Vehicle Maintenance	
1.	If possible, while driving keep windows half open for ventilation
2	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.
3.	When cleaning the cab, it is advisable to let it ventilate (10 minutes).

V. Driving and Vehicle Maintenance	
4.	Clean vehicle frequently to include discharge controls, clamps & clips, and other ancillary equipment where possible.
5.	Do not operate or board equipment that has not been specifically assigned to you.
6.	Try to have disinfectant gel available.

Packaging Area Protocol

CEMEX Protocol	Guidance for business continuity at Packing Area responding to New Coronavirus / Covid-19
Purpose of the Protocol	This protocol provides details and the steps to prevent potential contagion of Covid-19.
Who does this protocol apply to	This protocol applies to all CEMEX Laboratories (Quality Assurance) worldwide. The Plant RRT should take responsibility for implementing it.
Important notes	An evaluation must be done to determine the minimum level of personnel to operate the shift
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

Prevention Measures.	
1.	• Post signs on required COVID-PPE usage. • Encourage the team to discuss and provide any suggestions to make the process safe from spreading of the virus. • Post signs/poster/communications with contact information for employees to request information or report suspected COVID 19 symptoms • Post signs to communicate Hand Washing Procedure • Post signs to communicate Physical distancing requirements • Shifts to be reduced to absolute minimum. Use staggered shifts. • Safety Meetings to be done in designated areas in open air, with clear distancing of 2 meters or six feet. Maximum 5 persons at a time for tool box meeting. • Hand Wash Station to be to maintained and available on Loading/Front Gate/Exit to Car Park. • Hand Sanitizer to be installed where handwash sinks are not very close • Cleaning Staff to increase cleaning frequency of washrooms and hand wash stations. • Avoid physical contact, no handshakes and keep a minimum of 2 meter/6 feet distancing. • Employees and Contractors must wear all PPE, at all time. All personnel must be trained on the proper use, removal and disposal of the COVID-PPE

Cleaning and Disinfecting Working Stations	
2.	• Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products. • Clean-up surfaces and increase cleaning / sanitizing regimes. Assign responsibility and frequency for disinfecting touch points. This would include (but would not be limited to): Doors in entrance/exiting areas, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), light switches, handrails, floors and other horizontal surfaces, shared tools and equipment. • The employee should be responsible for cleaning their own areas and possibly common areas nearby. • Forklifts, machinery or lifting equipment should be properly disinfected after finalizing every shift and the user should be responsible of performing this task, provided all cleaning products. Special attention to door handles, steering wheel, shifting gears, panels, seatbelts and any frequently touched surface. • In cases where the packing areas have eating rooms, it is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes. Keep safe distancing and use staggered lunch hours. • Where drivers' waiting room are available, keep a maximum safe-distance occupancy and distribution. Also, these places should have a sanitizing kit for hand hygiene. Driver should be responsible of sanitizing the area before leaving the room. We recommend keeping this space with good ventilation. Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.
Safety Procedures.	
2.	• At this point all drivers, should have been filtered by the entrance protocol, with all the actions necessary according to the "Screening at Workplace Protocol". • The driver (contractor, customer) who is not using the proper PPE, will not be attend, and will receive a feedback about the importance to take care himself and our employees. • LOTOTO, the driver should have to put his truck keys directly to the safety toolbox, he will be the only person who will touch his padlock. Our employees or contractors cannot have physical contact about any of those articles. • Regarding the Chocks, at the beginning of each shift, these articles should wash and disinfectant, wherever is possible chocks can always only be handled by the same person. Drivers should not be allowed to tamper the chocks.

	• PPE for working at height should use only by the same person, in case that we cannot do it, this equipment should be disinfected every time by the person who will use.

Personal Hygiene Protocol

CEMEX Protocol	Guidance/Protocol for personal hygiene due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures for personal hygiene during the Pandemic scenario of 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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

Content
XLIII. Measures in to support and promote personal hygiene in workplace/facilities
XLIV. Hand washing/disinfecting
XLV. Respiratory hygiene
XLVI. Other situations

I. Measures in to support and promote personal hygiene in workplace/facilities	
1.	Additional to current bathroom installations, all facilities should have in place faucets at entrance or near entrance, with running water, liquid soap and/or alcohol-based hand rub containers. Consider installing additional services at the entrance of frequent meeting points or high traffic areas.
2.	Ensure sufficient stocks of soap, alcohol-based hand rub, or alcohol sprays are available and replenished, along with disposable tissues and closed bins.
3.	Ensure that personnel in high risk activities have the corresponding PPE assigned., which can include: gloves, medical masks, goggles or a face shield, and gowns.

I. Measures in to support and promote personal hygiene in workplace/facilities	
4.	It is critical that all bathrooms and similar facilities are included in the cleaning routine and serviced at on a frequent basis (e.g.3 times a day), with a log sheet for control and monitoring purposes. All cleaning crews must be trained and provided the proper PPE for the task.
5.	Ensure that facemasks or disposable tissues are available for those who develop a runny nose or cough at work, along with closed bins for hygienically disposing of them.
6.	Prepare and/or publish local communication campaign materials (e-mails, printed materials) regarding personal hygiene guidelines, instructions on how to wash your hands correctly, how to use PPE, etc.

II. Hand washing/disinfecting	
1.	Wash your hands frequently after sneezing or coughing, when caring for the sick, before during and after you prepare food, before eating, after toilet use, after touching doorknobs, handrails, elevators buttons, printers, keyboard and mouse, meeting rooms chairs and tables; and any other shared office tools like staplers, hole openers, pencils, etc. Also wash your hands before rubbing your eyes, nose or mouth.
2.	Recommended hand washing procedure: a. Use soap (preferably liquid) and running water (preferably warm). If using bar soap, use a new bar every day. b. Rub hands with soap and water for 20-30 seconds covering nails, fingers and wrists. c. Rinse hands thoroughly. d. Dry hands with paper towels, preferably. e. Close water faucet with use paper towel and also open bathroom door with it. f. Throw away paper towel in waste basket/closed bin.
3.	If hands are not contaminated with dirt or dust, you can also use antibacterial gel or alcohol-based hand rub when not close to a bathroom.

III. Respiratory hygiene	
1.	In case you need to cough or sneeze, cover your face with the bend of their elbow or use a disposable tissue and immediately dispose it in a closed bin.
2.	Wear facemasks to protect yourself and others, if interaction is inevitable. Surgical facemasks are recommended, which will protect others from being infected by the person wearing the mask.
3.	Proper procedure to wear and use of disposable facemasks: a. Wash your hands thoroughly before putting on the facemask.

III. Respiratory hygiene	
	b. Make sure nose and mouth are covered and adjust minimizing openings or gaps between your face and the mask. c. Do not touch your face or the mask without washing your hands or disinfecting with alcohol-based product. d. When removing the facemask, first disinfect your hands and start from behind, the back of your head, avoiding touch with your face. e. Destroy and dispose your facemask in paper basket/bin, and immediately clean your hands again with soap and water or alcohol-based hand sanitizer.

IV. Other situations	
1.	Do not share glasses, cups, eating utensils, food, cellular phones, pens, notepads, personal protective equipment and/or any working tools (unless an established disinfecting protocol is in place for specific tools and equipment).
2.	Follow the recommendations of physical distancing (no kissing, no handshake, no hugging and stay at least 2 meters / 6 feet away from other people)
3.	Avoid crowded places and public transportation, ridesharing and/or taxis. If inevitable, always wear facemasks, sit alone diagonal and behind the driver of a taxi, or alone in a two-seat bus placement. Never touch your face without disinfecting your hands first.
4.	Clean or Disinfect the objects and surfaces you touch.
5.	If you are going to pay for something, try to not pay with cash; if you need to, then wash your hands or disinfect with alcohol-based rub after that. Clean or disinfect credit or debit cards after using them.

Personal Workstation Protocol

CEMEX Protocol	Protocol for personal workstation as defined in our Health and Safety Management System (HSMS) due to ongoing measures related to the COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures to apply in personal working stations, during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to every CEMEX´s Operations and Administration offices. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. General recommendations	
1.	During the COVID-19 pandemic, only essential tasks and meetings must be done to guarantee the health and safety of our employees/contractors and operational continuity. d. All operational and administrative areas must encourage and plan remote work to limit personnel in common working/office areas, especially if e. Is a vulnerable person by virtue of age, underlying health or clinical condition and pregnancy. f. Is living with someone in self-isolation or a vulnerable person.
2.	The information concerning COVID-19 must be available in each workstation. Including salutation and other common gestures.
2.1	Encourage employees 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 in.
2.2	Avoid any physical contact such as handshakes or any other type of physical contact.
2.3	Maintain a minimum of 2 meters (6 feet) separation between people.
3.	The use of hands sanitizing should be enforced before entering a new area or after manipulating any equipment.
4.	Consider all office tools and equipment handled in your workstation/desk as personal items, for your personal use. a. Do not borrow or lend utensils such as phones, pens, office equipment. b. Limit the exchange of documents to a minimum necessary.

I. General recommendations	
	c. Use electronic devices and applications as the main communication tool.
5.	A thorough cleaning scheme must be in place for offices and rooms where inductions take place to ensure these areas are free from potential COVID-19.
5.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)
5.2	Increase the cleaning and disinfecting activities frequency for all the equipment that is used by people (i.e. monitors, keyboards, mouse, etc.)

II. Workstation in administration/office/control room environment	
1.	Every employee that will be returning to work on-site, should be assigned a specific working station and avoid rotating to different spaces within the location.
2	The separation between working stations should guarantee 2 meters (6 feet), or a division cover protecting personnel that shares working space. If separation is not possible, personnel should always be wearing facemask during working hours.
3.	All working stations should have sanitizing kits and tools to be used and applied by the person assigned to the station.
4.	At arrival at the station, properly washing hands clean and disinfect frequently touched surfaces, tools, and equipment with alcohol-based disinfectant. (i.e. desks, keyboards, mouse, phones, monitors, panels, pens, pencils, notebooks, etc.)
4.1	If the workstation must be shared due to rotating schedules, cleaning and disinfecting procedures must be done at the beginning and end of each shift.
4.2	Working stations must be maintained cleaned and organized, with no and/or minimum paperwork on top of the desk.
5.	If the use of common space and/or equipment is required, such as printers, scanners, photocopiers, lab instruments; always disinfect the area to be touched and wash or sanitize your hands after completing a task.

Physical Distancing Protocol

CEMEX Protocol	Guidance/Protocol for physical distancing due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for physical distancing during a Pandemic scenario of 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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. In Office distancing measures	
1.	Reduce the number of people in offices to minimum. Divide critical staff among several locations and send non-critical staff to work remotely.
2.	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Visitors should not enter the facilities if any symptoms are shown or missing COVID-PPE. For more information refer to **Access Control Protocol**
3.	Use of hands sanitizing should be enforced before entering each area.
4.	Information must be visible for relevant measures to follow in relation to COVID-19. Including salutation and other common gestures
4.1.	Encourage employees to cover their face with the crook of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.
4.2.	Employees should not share any items such as pens, documents, etc.
4.3.	Avoid any physical contact such as handshakes or any other type of physical contact.
4.4.	Ask people not to gather in common places (i.e. Cafeteria, kitchen, restrooms)
5.	Leave all doors to common areas open to avoid touching door handles

I. In Office distancing measures	
6.	Increase distance between workstations to 2 meters (6 feet) or provide dividers between them (i.e. install Plexiglas shielding in reception areas)
7.	Every employee should be assigned a specific working station and avoid rotating to different spaces within the location. For more information refer to **Personal Workstation Protocol.**
8.	Defer all non-essential meetings, conferences, workshops, training sessions. See **Meeting Protocol** for further information.
8.1.	Use technology to attend a meeting (i.e. the phone or videoconference, etc.) even if all parties are in the office.
8.2.	If a meeting cannot be avoided: minimize meeting times, meet in large rooms, sit at least 2 meters (6 feet) apart.
9.	Use stairs, rather than elevators, when possible.
10.	Leave a gap between each ending and starting shifts (i.e. staggered shifts)
11.	A thorough cleaning scheme must be in place for offices and rooms to ensure these areas are free from potential COVID-19.
11.1.	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. chairs, desks, doors, etc.)
11.2.	Increase the cleaning and disinfecting activities frequency for all the equipment that is used by people (i.e. monitors, keyboards, mouse, etc.)
12.	Cafeteria: introduce staggered lunch periods, increase self-serve offerings, disposable utensils, suggest staff eat at their workplace rather than in crowded dining area. a. If meals are being prepared or cooked on side provide sufficient face masks, disposable gloves, and cleaning supplies b. Show the maximum capacity of people inside and arrange tables to keep physical distancing during lunch

Port Operations Protocol

CEMEX Protocol	Protocol for Port Operations, due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Port Operations, during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s employees, contractors and visitors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Port Operation	
1.	None of the crew members from the boat can enter the Jetty Platform. All crew members must stay on the boat during loading and offloading. (i.e. Discharging or loading cargo or stores, taking on fuel, water, food and supplies, use of restrooms; with penalty of imposition of quarantine or refusal of port entry to ships in extreme cases).
2	Ensure all information is available and visible at entrance of port.
2.	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire.
3.	If possible and legally allowed, measure body temperature using a non-contact thermometer. Anyone who meets one of the following criteria should not enter the facilities: a. If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. b. Is a vulnerable person by virtue of age, underlying health or clinical condition and pregnancy. c. Is living with someone in self-isolation or a vulnerable person.
4.	All personnel must always have COVID-PPE (COVID-PPE could include gloves, Face masks, goggles or a face shield, and gowns) equipped, especially respiratory protection/eye goggles/gloves.

I. Port Operation	
5.	Ensure that all areas where people would line up is clearly labelled with bright Markers 2 meters (6 feet) apart (i.e. Sinks, Canteen entrance, Clocking area, Stores).
6.	Ships should develop a written outbreak management plan. The leaders of the port could require this document. Seafarers on board should have knowledge of the outbreak management plan and implement it as required.
7.	Working shifts should be reduced to minimum.
8.	Safety Meetings should be done in designated areas, those areas should be in open space, following the next rules: should keep 2 meters (6 feet) distance, no more than 5 persons at a time for toolbox meeting.
9.	Seafarers (and passengers) should be encouraged to cover their nose and mouth with a disposable tissue when sneezing, coughing, wiping and blowing the nose then dispose of the used tissue immediately or to cover their face with the crook of their elbow If no tissue Is available. All used tissues should be disposed promptly into a waste bin.
10.	Hand Sanitization Station should be available on Jetty/Packing and Loading/Front Gate/Exit.
11.	A thorough cleaning scheme must be in place for area to ensure these areas are free from potential COVID-19.
11.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.).
11.2	Clean and disinfect all PPE (i.e. Helmet, gloves, boots, safety best, etc.).
12.	Ensure that toilets are provided with paper towels or tissues and that there is a no-touch disposal receptacle.
13.	Port health authorities will conduct risk assessments to identify all contacts, and issue instructions to follow until laboratory results are available a. All close contacts should either complete the legal document and remain in their cabins or at a facility ashore and follow the competent authority's instructions until laboratory results are available b. The forms should contain contact details and locations where the suspect case will stay for the following 14 days. c. All close contacts should be informed about the suspect case on board.
14.	If the laboratory examination results are positive: a. All close contacts should be quarantined for 14 days; and the patient should disembark and be isolated ashore in accordance with the competent authority's instructions. b. Contacts of a confirmed case should immediately self-isolate and contact health services if symptoms appear within 14 days of last exposure. If no symptoms appear, the contact is not considered at risk. c. Implementation of specific precautions may be modified following risk assessment of individual cases and advice from port health authorities.

Product Delivery Protocol

CEMEX Protocol	CEMEX COVID-19 **Product Delivery** Protocol
Purpose of the Protocol	This protocol provides a recommended preventive measures for Product Delivery during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s operations. The Plant RRT/managers/employees/drivers/haulers contractors should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Delivering/transporting product recommendations	
1.	Delivery zones should be clearly identified and limited to receivers and deliverers only.
2.	Request the use of proper COVID-19 related Personal Protective Equipment (PPE) for deliverer and receiver according to the local health authority. This could include, but not limited to: face masks, face shields or glasses, gloves.
3.	Instruct drivers to maintain a clean and tidy cab and to disinfect it after each shift, which needs to Include equipment such as the steering wheel, levers and panels. When cleaning the cabin, it is advisable to let it ventilate for ten minutes.
4.	While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity.
5.	Whenever possible, nothing should be passed between the deliverer and the receiver (e.g. invoices, pen, water bottle, personal identification ID).
6.	While driving keep the window semi-open for ventilation.
7.	Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.
8.	Provide hand sanitizer to be frequently used by the driver while delivering. Spray shoes/boot soles with chlorine solution every time when exiting and entering the cabin.

I. Delivering/transporting product recommendations	
9.	Instruct drivers to avoid physical contact and keep a safe distance of 2 meters (or 6 feet) with third parties while delivering. Avoid sharing personal tools and equipment, and to reduce contact time.
10.	Avoid signing delivery papers requirements. If possible, use alternative methods, i.e. receival proof email with pictures. If necessary, request signatures with their own pen (do not share pens), keeping invoice on paper clipboard or holder pad (do not handle paper invoice). Also avoid cash exchange, if possible. If necessary, follow "Cash Handling Protocol" for further instructions.

Quality Lab Protocol

CEMEX Laboratory (Quality Assurance) Business Continuity Plan for COVID-19	Protocol for business continuity at Laboratory (Quality Assurance) responding to COVID-19
Propose of the Protocol	This protocol provides details and the steps which should be taken if a member of staff at the Laboratory (Quality Assurance) is suspicious or confirmed as having COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX Laboratories (Quality Assurance) worldwide. The Plant RRT should take responsibility for implementing it. An evaluation must be done to determine the minimum level of personnel to operate the shift
Important notes	Copyright ©2020 Cemex Innovation Holding AG. 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.

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L. Actions to be taken in case of unavailability of critical personnel

LI. Possible Recovery Strategies and applicability

- If the possible duration of the unavailability is 14 days with minor Impact
- If the possible duration of the unavailability is >14 days with major Impact

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	Additional options to evaluate according to viability (based upon local regulations and industry practices)

LII. Table of possible Recovery Strategies and applicability (summarized version)

I. Preventive Measures.	
1.	Avoid physical contact, no handshakes and keep a minimum of 2 meters (6 feet)
2.	Enough spacing between the devices must be in place. Display signage to confirm the requirement. Sanitization/handwashing stations shall be in place.
3.	Employees must wear COVID-PPE which includes: gloves, face masks, goggles or a face shield, and gowns.
4.	Declutter surfaces and increase cleaning / sanitizing regimes. Assign responsibility and frequency for disinfecting touchpoints, tables, door handles, etc. Wear gloves and face mask throughout cleaning activities and wash hands immediately on the removal of gloves and masks.
5.	Remove doors/door handles - Look at all reasonable opportunities to remove them. If removing is not possible consider keeping open doors during operation hours.
6.	Where touchpoints like door handles and water coolers remain, paper towels are provided to allow users to avoid skin contact and/or install hand gel alcohol-based sanitizers.
7.	Gloves should be worn all time but are treated the same as bare hands in terms of minimizing unnecessary touching of anything on-site and the user's face.
8.	Instruct the employees do not exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils or sharing electronic devices should be prohibited.

II. Cleaning and disinfecting areas & working stations	
1.	Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.
2.	The employee should be responsible for cleaning their areas and possibly common areas nearby.
3.	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. armrests), tables, phones, computer keyboards (especially if shared), light switches, kitchen surfaces and appliances, doorknobs, handrails, floors, and other horizontal surfaces, shared tools and equipment, machinery as muffles, hot Irons, X rays, diffractometer
4.	In cases where the laboratory has eating rooms, it is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups, and dishes.
5.	Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.

III. Actions to be taken according to the discovery scenario	
1.	One or more cases in Laboratory (Quality Assurance) staff may present with different discovery scenarios: D. The person feels ill and reports sick from home. E. The person is detected with cold-like symptoms upon entering the plant. F. The person enters the Laboratory (Quality Assurance) without symptoms and has discomfort/symptoms during his shift.

Scenario A. Actions to be taken when the affected person reports sick from home.	
1.	Request the affected person to receive medical attention by applying contagion preventive measures (use of a mask, hand washing, deep cleaning of their home, not sharing food and staying isolated as much as possible).
2.	If the Laboratory (Quality Assurance) can operate without the affected person, keep the shift with the reduced group until the end of it.
3.	Otherwise, request substitute Laboratory (Quality Assurance) personnel requiring a member of other Laboratory (Quality Assurance) shifts.
4.	Provide the affected person with guidelines for care at home and care for their relatives. Refer to PANDEMICS-Quarantine protocol.
5	Follow up on affected personnel and their families, preferably by HR.

Scenario B. Actions to follow when the affected person is detected with cold-like symptoms upon entering the plant.	
1.	Do not allow entry and follow the “PANDEMICS - Screening protocol”.
2.	Follow the actions indicated in Scenario A above.

Scenario C. Actions to be taken when the affected person enters the Laboratory (Quality Assurance) without symptoms and presents discomfort/symptoms during his/her shift.	
1	The suspicious person must go home, follow the leaving site protocol requirements, call a doctor/medical center and ask what to do.
2	Apply in the Laboratory (Quality Assurance), with due care, the PANDEMICS-Social distancing protocol, and PANDEMICS-Workplace cleaning procedures.
3	Reinforce constant cleaning to the lab accessories, equipment, and instruments.
4	Request the remaining of the Laboratory (Quality Assurance) group to prepare the transfer of Laboratory (Quality Assurance) operation from this to a new Laboratory (Quality Assurance) group.
5	Request a new Laboratory (Quality Assurance) group to come urgently to Plant.

Scenario C. Actions to be taken when the affected person enters the Laboratory (Quality Assurance) without symptoms and presents discomfort/symptoms during his/her shift.	
6	Before changing the Laboratory (Quality Assurance) group, reapply the PANDEMICS-Social distancing protocol and PANDEMICS-Workplace cleaning procedures.
7	Allow entry to the work area only to personnel from the Lab, staff from other departments should not enter.
8	Send home colleagues of the affected person who has been in contact, they should call a doctor/medical center and ask what to do.
9	Provide the affected person and Laboratory (Quality Assurance) colleagues with guidelines for care at home and care of their relatives. Refer to PANDEMICS-Quarantine protocol.
10	Continue the operation of the Laboratory (Quality Assurance) with the new group.
11.	Follow up on affected personnel, Laboratory (Quality Assurance) colleagues and their families. Preferably by HR.

IV. Actions to be taken in case of unavailability of critical personnel	
1	Assess the level of affectation to critical processes to define which strategies are more suitable, considering the circumstances and triggers below: <u>Possible duration of the unavailability</u> c. 14 days when critical personnel are in quarantine (due to identified exposure or having symptoms without confirmation of COVID-19) d. >14 days when Critical personnel absent due to confirmation of COVID-19 <u>Possible consequences in case of critical personnel unavailability</u> c. Minor impact when the absence decreases productivity, but without interrupting critical processes. d. Major impact when unavailability leads to disruption of critical processes.

V. Possible Recovery Strategies and applicability	
1	The following are just guidelines for the selection of possible recovery strategies, that could apply due to the duration of the unavailability and / or the level of impact identified.
If the possible duration of the unavailability is 14 days with minor Impact	
1	Distribute tasks among the available staff of the shift to cover the functions of the absent person
2	Activate the deputy appointed according to the BCP to cover the absent person
3	Take staff from another shift to cover the absence
4	Extend the duration of shifts if it is required to cover the operation
If the possible duration of the unavailability is >14 days with major Impact	

V. Possible Recovery Strategies and applicability	
1	Reduce to the minimum the personnel within the Laboratory (Quality Assurance) in each shift, to maintain the operation with the skeleton and distribute the available staff in the different shifts
Additional options to evaluate according to viability (based upon local regulations and industry practices)	
1	Seek personnel from other plants that can be transferred to operate (if travel protocols and restrictions allow it)
2	That retired personnel can be called to operation (induction and training could be required)
3	Seek with industry associations to hire temporarily or make a swap from other laboratory experts (induction and training could be required)
4	Look for outsourcing services from specialized providers that have availability of experts with the skills needed.
5	Use available technology for virtual support, refer to: PANDEMICS-Field remote support protocol

VI. Table of possible Recovery Strategies and applicability (summarized version)				
Recovery Strategies	**Estimated duration**		**Level of Impact**	
	14 days	**> 14 days**	**Minor**	**Major**
a. Distribute tasks among the available staff of the shift to cover the functions of the absent person	X		X	
b. Activate the deputy appointed according to the BCP of the plant to cover the absent person	X		X	
c. Substitute staff with personnel from shift to cover the absence	X	X	X	X
d. As necessary, extend the duration of shifts to cover the operation	X	X	X	X
e. Reduce to the minimum the personnel within the Laboratory (Quality Assurance) in each shift, to maintain the operation with the minimum skeleton and distribute the available staff in the different shifts		X		X
Additional options to evaluate according to viability (based upon local regulations)				
f. Seek personnel from other plants that can be transferred to operate (Please refer to PANDEMICS – Travel Protocol)		X		X

VI. Table of possible Recovery Strategies and applicability (summarized version)				
g. That retired personnel can be called to operation (induction and training could be required)		X		X
h. Seek with industry associations to hire temporarily or make a swap from other laboratory experts (induction and training could be required)		X		X
i. Look for outsourcing services from specialized providers that have the availability of experts with the skills needed.		X		X
j. Use available technology for virtual support, refer to PANDEMICS-Field remote support protocol		X		X

Quarantine Protocol

CEMEX Protocol	Guidance/Protocol for Quarantine due to ongoing measures related to the COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures to quarantine employees to follow during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s sites. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. General Information for quarantine at home	
1.	The quarantined person must always wear a face mask, constantly wash hands, and clean touched surfaces.
2.	The quarantine room should be solely dedicated to this purpose, not shared with anybody else, and kept closed.
2.1	Allocate a separate room with adequate ventilation if possible. Household members should stay in another room or should be separated from the quarantined person.
2.2	Monitor body temperature using a thermometer twice a day. If he/she develops fever, cough, difficulty in breathing, sore throat, body aches, and pain, including flu-like symptoms, immediately seek medical attention.
2.3	Assign separate dishes, drinking glasses, cups, eating utensils, towels, bedding, and other items for the quarantined person
3.	Other household members should use a separate bathroom. If sharing the same bathroom, cleaning taps, doorknobs, and utensils with soap and water is a requirement.
4.	Minimize visitors to the house, the returnee should not interact with any visitors
5.	If symptoms register during the self-quarantine period, immediately contact medical services.
6.	Everyone in the house should avoid touching eyes, nose, and mouth with unwashed hands, especially the quarantined person.

II. Quarantine for confirmed Pandemic Cases	
1.	Any employee that is diagnosed with the disease should advise CEMEX immediately and fill out a form detailing interactions with employees, areas within the work center that have been visited, and others.

II. Quarantine for confirmed Pandemic Cases	
2.	CEMEX HR will remain in constant contact with employees to monitor and evaluate the evolution of the virus and provide support, as necessary.
3.	An employee on quarantine should stay at home or in a designated building of a period of days to make sure the person not infected with pandemic-related disease. It is recommended requiring a “fully recovered, non-contagious” medical certification before returning to work
3.1.	An employee may be placed on quarantine if they have been in contact or exposed to a person with an infectious illness, like a pandemic-related disease. This is because an ill person may be infectious for days before they know they are sick.

III. Quarantine for people returning from medium-high risk locations travel	
1.	All travels should be avoided during the quarantine
2.	Employees that have been required to travel internationally to medium and high-risk locations should initiate a self-imposed 14 quarantine upon arrival to their home location and report the situation to HR immediately.

IV. Quarantine for people with disease-like symptoms	
1.	Employees that exhibit disease-like symptoms (i.e. Fever higher than 37.3 ºC / 99.1 F and/or any of these symptoms: cough, shortness of breath) should stay home and be tested as soon as possible and follow local authorities’ recommendations.
1.1	If testing is unavailable, employees should remain at home at least 14 days following the onset of the symptoms. The employees should remain in constant contact with CEMEX to monitor and evaluate the evolution of symptoms.

V. Quarantine for people who have been exposed, but are not ill	
1.	An employee should be placed on quarantine if they have been in direct contact or exposed to a person with a confirmed diagnosis of COVID19. This is because an ill person may be infectious for days before they know they are sick.
2.	These employees should remain in quarantine until they have been tested or completed a period of 14-days. If no symptoms are present, the employee is expected to resume duties at the end of the 14 days.
3.	In the case of exposure, the employee should consult with HR and the local RRT to determine the degree of potential exposure as well as the indicated action plan.

VI. Quarantine for people who have family members or guests that have arrived at their home in the previous 14-day period.	
1.	An employee may be placed on quarantine if they have been in contact or exposed to a person that has recently arrived from a high-risk location. The employee should initiate a self-imposed 14-day quarantine upon the arrival of the family member or guest to the home and report the situation to HR immediately. If no symptoms are present, the employee is expected to resume duties at the end of the 14 days.

Ready-Mix Plant Protocol

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	Copyright ©2020 Cemex Innovation Holding AG. 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.

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LIII. General actions to be taken

LIV. 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

LV. Actions to be taken when COVID-19 is widespread in the community and person to person transmission is taking place effecting CEMEX staff.

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!**

I. General actions to be taken	
2.	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.
3.	Set up a mechanism where operational unit's report to the Plant 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 procedures" 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 "Screening at workplace 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.	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: j. Prevent customers and non-essential visitors coming on site. k. Restrict the access of personnel to places not strictly required in their work. l. 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. m. Identify support, management and administration staff who can work remotely. Then practice them on working remotely for a day if they don't regularly. n. 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.

I. General actions to be taken	
	o. 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. p. 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. q. Implement mechanisms (sounding alarms every 2 or 3 hours) to remind employees to wash their hands. r. Prevent the unnecessary physical interactions between administrative staff, operators and drivers. I.e. paperwork, PPE, meals. a. 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. s. 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. t. Set up disinfestation crews for vehicles and works tools, especially on shift changes. u. If possible split team across different areas or sites. v. Identify staff alternatives (i.e. contractors, employees in other areas, retirees, remote assistance) that could be drawn on if necessary. w. 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.

I. General actions to be taken	
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: f. Country or regional lockdown or partial lockdown g. Travel bans. h. Government advice to implement physical distancing. Please, also refer to "Physical distancing protocol" for further information. i. 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. j. No government advice but the virus is spreading amongst the population. k. 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.	
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.	
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: d. "Central Control Room protocol" e. "Quality Laboratory protocol" f. "Maintenance crew protocol"
5.	Ensure good leadership and visibility from senior employees.

Ready-Mix Trucks for Urban Cleaning Protocol

CEMEX Protocol	Guidance/Protocol for ready-mix truck for urban cleaning activities due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides recommended preventive measures to while executing community service with ready-mix truck to clean urban spaces and/or hospital areas as requested by local government, during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s personnel in Ready-Mix team assigned to this community service request. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

I. General recommendations	
1.	During the COVID-19 pandemic, as an opportunity to contribute with the local government's efforts to disinfect public and hospital areas, CEMEX offers the use of ready-mix trucks to assist in such cleaning activities. Our personnel, employee or contracted must willingly and voluntarily participate in such activities. Any personnel with vulnerable conditions (by virtue of their age (+55) or with an underlying health condition, such as heart disease, diabetes, respiratory disease or cancer) will not participate in these activities.
2.	Applying Personal Hygiene Protocol is essential to guarantee the success of preventive measures for COVID-19, such as and not limited to: • Washing and disinfecting hands thoroughly as per WHO recommendations before entering the room or area, before touching face and after manipulating tools and equipment. • Respecting physical distancing of 2 meters/ 6 feet. • Correct use, removal and disposal of personal protective equipment, specially facemasks and eye protection.

I. General recommendations	
	• Respiratory hygiene, encouraging employees cover their face with the crook of their elbow or use a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them.

II. Team selection and preparedness	
1.	All personnel participating in these activities will do it voluntarily. Only personnel trained and experienced to drive, and maneuver ready-mix trucks are allowed.
2.	Prior to the activity, all personnel must be checked, starting with temperature check to validate no fever and corporal temperature below 37.3ºC. Additionally, participants will be asked if they: • Has any flu-related symptom, • Has been in contact with a confirmed COVID-19 positive or • Recently visited highly infected areas. In case any of the answers is positive or has fever, they will not participate and will follow medical follow-up and quarantine as established in our internal protocols.
3.	Transportation to the ready-mix plant must be provided to all participants in this activity, if they do not have their own means of transportation. If transportation is arranged, physical distancing must be applied, calculating at most a 50% capacity, in case of a bus. All passengers must wear facemasks, covering mouth and nose, before entering the vehicle. Alcohol-based gel must be available inside the vehicle to be used by passengers as they enter/exit. Food/drink consumption will be prohibited inside the bus. Avoid greetings with physical contact such as handshakes or hugs. Physical distancing of 2 meters or 6 feet should always be observed. Personnel owning vehicles, should drive alone with no additional passengers.
4.	All personnel must arrive with complete uniform, personal protective equipment, including helmet with ear protection, eye protection, respiratory protection and safety boots.

III. Loading operation (detergent and water)	
1.	Depending on the area that will be covered, at least two trucks should be assigned to load only water and one truck will load the mixture with the selected detergent.
2.	At plant, the supervisor will assign the trucks to the drivers and their turn to load either water or detergent mix. Instructions will be delivered respecting physical distance between the team, always wearing proper PPE.
3.	Drivers will complete risk assessment/Take 5, using their Individual pen and notepad. Drivers will also complete the Inspection of the truck, as established in the safety procedures and proceed to disinfect door handle and vehicle cabin, using alcohol-based disinfectant. Remember to apply 3-points of contact to access cabin.
4.	When the ready-mix truck has completed loading, apply chocks to tires and complete the lock-out procedures while waiting for the rest of the team to complete.

IV. Discharge/Cleaning procedure	
1.	Supervisor must be assigned to the task of coordinating the operation, having contact with the local authorities, organizing the activity and coordinating with the additional crew that will be assisting with the cleaning process.
2.	Supervisor will receive and instruct drivers where to locate the trucks, making sure no pedestrians or third parties cross over safety area/zone. With the assistance of local authorities, the area access should be limited only to the cleaning crew.
3.	Once the truck is in position, the driver should exit the cabin using 3 points of contact to place the wheel chocks. Always wearing all personal protective equipment and maintaining 2 meters or 6 feet distance from any individual in the area, including the supervisor.
4.	The driver is the only person authorized to use the discharge chute and manipulate the channel, removing the security device making sure his hands do not get caught while manipulating the device to discharge the detergent/water when required.
5.	When the truck must be moved to continue the cleaning operation, the driver will remove the chocks and visually inspect moving around the truck, to make sure no person gets caught in the line of fire. The supervisor will assist the driver to make sure the area is free of pedestrians while moving the truck to the desired position.

IV. Cleaning the units	
1.	Once the operation is completed, all drivers will return to the ready-mix plant to clean the trucks using the cleaning platform.
2.	The trucks that only loaded water, should only be cleaned externally. The trucks that loaded detergent must be loaded completely with only water, discharging and repeating the process three times, to make sure no detergent residues remain inside the ready-mix container.
3.	After completing the cleaning process of the read-mix trucks, drivers will position the trucks in their parking space and clean/disinfect the cabin and all frequent touched surfaces, such as steering wheel, shifting gear, control panel, door handles and supports to guarantee 3-points of contact with alcohol-based disinfectant. Always exit the vehicle using 3 points of contact and placing the wheel chocks, as safe procedure.

IV. Cleaning the units	
4.	All drivers will wash their hands and remain with respiratory and visual protection, in case they are transported back in bus.
5.	Remind drivers to remove protective equipment after arriving home, disinfecting/washing their hands and avoiding touching their faces by safely removing eye protection and facemasks.

Retailers & Warehouses Protocol

CEMEX Protocol	CEMEX COVID-19 **Retailers and Warehouses Distributors of Construction Materials** Guidelines
Purpose of the Protocol	This protocol provides a recommended preventive measures for Retailers and Warehouses Distributors of Construction Materials during a Pandemic scenario of COVID-19.
Who does this protocol apply to	These guidelines are aimed at providing guidance for CEMEX' clients within the retail business and distribution of construction materials worldwide. Note these guidelines should be read in consultation with regional or national government guidance as these may differ from the guidelines in this document
Retailing and Warehouse Operating Guidelines – Protecting Your Workforce	
The following recommended practices and procedures are based on what is currently known about the COVID-19 disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional authorities guidance and immediately implement the most current best practices to protect the safety and health of your employees, trade partners, clients and the general public.	
The following procedures are directed at limiting the spread of an epidemic-related disease in the workplace by appropriately handling suspected or ill personnel or visitors. To prevent stigma and discrimination in the workplace, do not make determinations of risk based on race or country of origin, and be sure to maintain information confidentiality of confirmed or suspected COVID-19 infection. Keep in mind that during an epidemic outbreak, health providers may be overwhelmed, and it may be difficult to obtain a definitive testing and diagnosis of an epidemic related disease.	
The health and safety requirements of any commercial activity must also not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitable qualified personnel being available or physical distancing being implemented, it should not take place.	
If a site is not consistently implementing the measures set out below and the latest Government advice and requirements on COVID-19 at all time, it may be shut down.	

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I. Roles and responsibilities	
1. Employers	
1.1	Appoint a COVID-19 'Site Coordinator' who is responsible for all control measures related to COVID-19 prevention. Refer to COVID-19 Site Coordinator and Profile.
1.2	Inform/train/supervise employees in updated and usual health and preventive recommendations that must be followed individually and collectively.
1.3	Provide workers with the proper COVID-19 related Personal Protective Equipment (COVID-PPE) according to the local health authority. These should include, but not limited to: face masks, face shields or glasses, hand sanitizers.
1.4	Guarantee proper sanitization of the site, apply preventive measures and promote self-care among workers.

I. Roles and responsibilities	
1.5	Reduce non-essential meetings and avoid physical gatherings. If a live person-to-person meeting is required, limit participants and guarantee proper sanitization, site cleanliness and physical distancing.
1.6	Identify vulnerable employees in terms of age, underlying health or clinical condition and pregnancy. Comply with local information privacy regulations.
1.7	Follow all latest government and local regulations and recommendations to guarantee customer, visitors, supplier and employee's health, among other relevant parties.
1.8	If possible, manage staggered shifts with 15-30 minutes gap to limit the number of workers sharing locker rooms at the same time
1.9	In places where movement of people should be limited, display 'Authorized Personnel Only' signs.
1.10	Consider the maximum number of people that could safely be inside the retailer shop, warehouse or closed area and control access accordingly to maintain recommended physical distancing as much as possible.
1.11	Keep constant communication with authorities regarding advices, requirements, restrictions, as well as reporting requirements by employers, especially with local health authorities.
2. Employees	
2.1	It is critical that employees DO NOT attend the workplace while they are experiencing illness symptoms such as fever, cough, shortness of breath, sore throat, runny/stuffy nose, body aches, chills, or fatigue. First, they should call local doctor or health services, and contact remotely their supervisor.
2.2	Individuals should seek medical attention, specially if symptoms persist or evolve.
2.3	Practice self-care, including good hygiene practices (hand washing, coughing/sneezing etiquette, hygiene protocol....) and follow all preventive measures, specially physical distance requirements. Please refer to "Personal Hygiene Protocol" for further instructions.
2.4	Identify yourself to the on-site medical service if you are a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) in order to take the appropriate preventive and organizational measures.
2.5	Practice self-care and follow all preventive measures on site, specially physical distance (2 meters or 6 feet).
2.6	Provide clear, timely and truthful information about health status.
2.7	Clean and disinfect work stations, tools, equipment and vehicles to prevent contamination.
2.8	Use adequately all COVID-PPE that you received from your employer.
2.9	Familiarize yourself with all information, recommendations, guidance and restrictions regarding COVID-19 and comply with them.

II. General Recommendations	
1.	Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, face shields, disposable gloves, liquid soap, disposable towels and tissues, hand sanitizers. Assure adequate levels of inventory.
2.	All personnel, operational and administrative should be trained in all preventive measures to avoid contagion of COVID-19. Make sure all personnel is informed of all emergency / healthcare provider contacts and procedures, and/or it is available and posted.

II. General Recommendations	
3.	Distribute adequately masks to personnel, visitors, vendors but most specially high-contact employees like receptionists, cashiers, salesforce, dispatch, procurement, security and medical/HR personnel.
4.	Draw up a list of critical vendors / suppliers that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, maintenance personnel. Please refer to "..... Protocol" for further instructions.
5.	Avoid physical person-to-person meetings. Promote and use alternative contact and technological communication tools, such as: phone calls, two-way radios, WhatsApp, E-mails, digital platforms and electronical payment methods.

III. Preventive measures	
1. Access Controls and screening at entry to facilities (Please refer to "Screening at Workplace Protocol" for further instructions)	
1.1	Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures.
1.2	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Anyone who meets one of the following criteria should not enter the facilities: d) If the following symptoms are present: Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. e) Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy). f) Is living with someone in self-isolation or a vulnerable person.
1.3	Actively encourage sick employees to stay home and establish self isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition on a frequent basis. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 99.1° F [37.3° C] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants).
1.4	If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3ºC will not be allowed to enter the facility and will be requested to seek medical attention as established by the local government authorities. b) If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authority and may not return to work until given approval by the proper health authorities and/or on-site medical/HR personnel.

III. Preventive measures	
1.5	If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then follow the "Procedures if someone falls ill" section.

IV. Response measures	
1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)	
1.1	If a worker develops fever (higher than 37.3 ºC) and/or any of these two symptoms, cough, shortness of breath, during the working shift, he or she should: g) Wear a mask immediately h) Return home and avoid public transport when leaving building. i) Avoid touching anything j) Cough or sneeze into a disposable tissue and put it in a bin, or if they do not have tissues, cough and sneeze inside their elbow. k) If a worker on site is confirmed to be infected, the individual or his/her supervisor should inform local doctor, HR or Security Teams of his/her possible infection in the workplace but maintain confidentiality. The supervisor must identify tools and areas the infected person used and with whom s/he had contact while at work. Employees exposed to a co-worker with confirmed infection should also inform his/her supervisor, local doctor, HR or Security staff on how to conduct a risk assessment of their potential exposure. If the confirmation can't be done immediately the employees exposed with the suspected case must be sent home on 14-day quarantine just in case they developed symptoms, also informing supervisor, local doctor, HR and/or Security staff. l) When unable to return home by themselves, a vehicle and driver should be arranged for them. Both driver and passenger are to be given masks and gloves. The passenger is to sit in the backseat, and the driver is to open and close the doors for them. If possible and weather permits it, is preferable to roll down two windows of the vehicle to guarantee ventilation while transporting a possible COVID-19 patient.
1.2	All areas on site potentially infected by a confirmed or probable case are blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).
1.3	The employee sent home must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed and given approval by the proper

IV. Response measures	
	health authorities and/or the employer. If possible, the individual must present evidence of medical discharge to their immediate supervisor using any communication media possible prior to returning to work.
2. Apply Preventive Quarantine (Please refer to the Quarantine for people who have been exposed, but are not ill" section of the Screening at Workplace Protocol for further instructions)	
2.1	Quarantine refers to the separation and restriction of movement of persons who are not yet ill but have been exposed to an infectious agent and therefore may become infected. Apply quarantine if: c) Worker has been in contact or exposed to a person confirmed COVID-19 or person(s) with related symptoms detected on site or off-site. This is because an ill person may be infectious for days before they know they are sick or show symptoms. d) A worker on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the epidemic-related disease. Recommended period of quarantine for COVID-19 is currently 14 days.
2.2	It is recommended that all persons who live with the person referred to quarantine for example wife, husband, partner, roommate; should remain in quarantine as well.
2.3	Quarantine means not coming to work, not going outside, not going to school or other public places and not meeting with other people unless given permission by the medical staff or health authorities.
2.4	Detailed tracking of worker's status on-site and off-site are kept at all time (e.g., fit to work, sick, off-work for family caring duties, etc.). A list of all quarantined workers should be updated daily, and kept confidential according to local privacy regulations compliance.

V. Communication and awareness	
1	Clear and easy to understand communication posters and/or flyers should be posted at entry points for the public, your customers, employees, and providers to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.
2	For your customers: Include posters that explain the preventive measures that will apply to enter the premises; such as limited schedules by age group, limit of customers in stores depending on building capacity, mandatory use of any type of masks, etc. Additional posters could be set up indicating the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette and physical distancing measures. Communication posters could be set up in entrances, bathrooms, hand-wash stations and in a high traffic areas.
3	For your employees: Include posters that instruct the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing

V. Communication and awareness	
	etiquette, and physical distancing measures. Communication posters/flyers could be set up at entrances and high traffic areas, bathrooms, conference rooms, resting areas, cafeteria and/or kitchen dedicated to employees. Also include emotional and mental health support during the epidemic.
4	Communications should include that all customers and employees exercise the following recommended practices for reducing the risk of transmission as identified by the health authorities: i) Avoid touching face, specially eyes, nose and mouth; j) Always Maintain a minimum physical distance of 2 meters (6 feet) from others; k) Mandatory use of any type of mask for customers and N95, KN95 or face masks and face shields for employees. l) Coughing / sneezing etiquette: • Cough or sneeze into a disposable tissue or the bend of your elbow, not your hand; • Dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards; m) Do not share personal items or supplies such as phones, pens, notebooks, COVID-PPE, etc.; n) Clean and disinfect frequently touched objects and surfaces, including all reusable COVID-PPE; o) Avoid common physical greetings, such as handshakes, hugs and kissing; p) Wash hands entirely often (including nails and back of hand) with soap and water for at least 20 seconds, especially after using the washroom, when preparing food, and after blowing nose, coughing, or sneezing. If hands are not visibly dirty, and soap and water are unavailable, alcohol-based hand sanitizer can be used.

VI. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
1. Cleaning and disinfecting areas/working stations	
1	Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.
2	It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.

VI. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)	
3	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery cabin.
4	It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.
5	Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.
6	If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been.
2. Cleaning frequency	
1	The frequency of cleaning should be balanced with the reduced level of activity at the facility that would be expected during a period of high infection. Here are some general frequency recommendations that need to be validated considering your operations, staff and visitors at site. e) Public areas (e.g. stores, reception, etc.), should be cleaned 5 or more times a day f) High touch areas (e.g. light switches, doorknobs, etc.) / Lavatory and bathrooms / Counters, shelves, displayed merchandise, cashier spaces, kitchen, cafeterias and pantries, should be cleaned every two hours g) Private offices / Meeting rooms should be cleaned before and after workday and meetings. Meetings should be reduced to a minimum, after reviewing technological alternatives (phone conference, virtual conference, two-way radios, etc.), always respecting physical distance recommendation. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.
3. Cleaning and disinfecting instructions	
1	The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.

VII. Site Access Points: Access and movement to/from store or facility	
1	Wherever possible, workers should travel to site alone, promoting their own means of transportation to avoid public or mass transportation. Sites should arrange additional parking arrangements for vehicles and bicycles.
2	Stop all non-essential visitors.
3	Entry to the site should be preceded by e-learning induction/training. There is no possibility to train contractors by specialist although there is a lot of space in a room to keep 2 meters distance of each other. It is recommended that e-training and test have been done at home.
4	Introduce staggered hours to start and finish times to reduce congestion of personnel and contact at all times. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the site.
5	Monitor site access points to enable physical distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring
6	Allow plenty of space (two meters) between people waiting to enter site. Establish or install visual points to settle the proper distance.
7	Remove or disable entry systems that require skin contact e.g. fingerprint scanners, attendance list signing (sharing pen).
8	Require all workers to wash or clean their hands before entering and leaving the site. If possible, 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 jobsite.
8.1	For some controlled environments the use of sanitization tunnels could be suggested. If you consider using sanitization tunnels, check that there is research proof of its effectiveness (including chemicals used, side effects, minimum sanitization exposure period).
9	All personnel while working at the site must wear COVID-PPE all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
10	Regularly clean with recommended disinfectants, common contact surfaces in reception, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets, desks, security gate room, particularly during peak flow times. It is recommended to suspend alcohol testing procedures using dedicated mouth-blowing devices and temporarily changing to visual inspection or other field sobriety tests.
11	Reduce the number of people in attendance at site inductions and consider holding them outdoors; wherever possible, respecting the recommended 2 meters (6 feet) distance between participants.
12	While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
13	One-way staircases are established wherever practical to minimize worker contact. If possible, avoid the use of elevators.
14	If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall. Elevators should be frequently sanitize, specially high touch contact points.

VII. Site Access Points: Access and movement to/from store or facility	
15	Freight elevators are operated/occupied by only one individual at a time if feasible and/or by respecting the minimum physical distancing guidelines. If more than one person should access the elevators, all occupants must wear masks at all times.

VIII. Working remotely	
1	Where feasible, employees should work remotely. Meetings should be held through teleconferencing or videoconferencing. Please refer to "Remote Work Protocol".

IX. Operations	
1. Retail store recommendations	
1.1	All personnel with customer contact must wear personal protective equipment at all times in store (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
1.1.1	Recommend customers to attend the store individually, not in family, groups, with children or people at risk (elderly or with chronic diseases).
1.1.2	Install alcohol based sanitizers dispensers for customers at entrance and exits, at shelves of frequently touched merchandise and/or high traffic of customers.
1.1.3	If your store supplies shopping carts or carriages, make sure they are properly sanitized with an alcohol-base cleaning product before each use. You could provide the means to be cleaned by the customer, or assign personnel to guarantee it is done properly.
1.1.4	Ask customers to avoid touching products/merchandise that will not be purchased. Install posters with reminders.
1.2	Establish distance between customers in line while waiting at the cashier area or counter by placing visual stand-up marks on the floor. If possible, install a barrier to shield the cashier or sales personnel, or marks on the floor to keep proper distance (2 meters or 6 feet) from customers. The counter must be disinfected frequently. All personnel that attend public should wear masks, gloves and eye protection gear or face shield.
1.3	Establish control measures over the number of persons inside the establishment, to make sure they keep the physical distance recommended while shopping in the store. If possible, limit the time available for the customers in store and establish special schedules to elderly and vulnerable people (elderly, pregnant, chronic disease). Inform regular customers of the most appropriate time alternative to go shopping.
1.4	• If possible, prepare your business to receive or prepay orders by electronic means and coordinate pick-up time to avoid crowds in the store. Assign a pick-up area preferably outside of the store or directly in dispatch/procurement area. If possible, provide or increase your delivery service. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
1.5	• Install alcohol gel dispensers available for the cashier and the customer, after completing transactions. If possible, recommend payments with credit cards and use self-servicing credit

IX. Operations	
	card receivers or contact-less credit cards, to avoid contact with your personnel during payment transaction. Please refer to "Cash Handling Protocol" for further instructions.
2. Warehouse recommendations	
2.1	Prohibit group gatherings and avoid physical person-to-person meetings with employees. Promote and use alternative contact and technological communication tools, such as: group phone calls, group WhatsApp, E-mails, videoconference, digital platforms, two-way radios. If a meeting is essential, make sure it is done in a well-ventilated area, respecting physical distance and wearing COVID-PPE.
2.2	All personnel while working at the warehouse must wear personal protective equipment at all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.
2.3	Regularly clean with recommended disinfectants, common contact surfaces in premises, office and delivery areas e.g. copy machines, screens, telephone handsets, desks, keyboards, particularly shared devices during peak flow times.
2.4	Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils, or design electronic devices should be prohibited.
2.5	Reduce and if possible, eliminate any skin-to-skin contact or hands-on-product in the operation, using mechanical means of handling products.
2.6	Forklifts, machinery or lifting equipment should be properly disinfected after finalizing every shift and the user should be responsible of performing this task, provided all cleaning products. Special attention to door handles, steering wheel, shifting gears, panels, seatbelts and any frequently touched surface.
3. Delivering/transporting products recommendations	
3.1	Delivery zones are clearly identified and limited to receivers and deliverers only.
3.2	When possible, nothing is passed between the deliverer and the receiver (e.g. shipment documents and pens for signatures). Deliveries are unloaded solely by receivers using proper COVID-PPE, while deliverers remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions.
3.3	Maintain proper cleaning inside the vehicle cab by cleaning and disinfecting the frequently used steering wheel, levers and panels. When cleaning the cab, it is advisable to let it ventilate for ten minutes.
3.4	While driving keep the window semi-open for ventilation.
3.5	Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.
3.6	Provide alcohol-based gel to be frequently used by the driver while delivering.
3.7	Instruct driver to avoid physical contact and keep safe distance (2 meters or 6 feet) with third parties while delivering, sharing personal tools and equipment and reduce time in contact with customers and their personnel.
3.8	Avoid signing delivery papers requirements for customers. If possible use alternative methods, i.e.., receival proof email with pictures from client. If necessary, have customer sign invoices with their own pen (do not share pens), keeping invoice on paper clipboard or holder

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	pad (do not handle paper invoice to customer). Also avoid cash exchange, if possible; if necessary follow "Cash Handling Protocol" for further instructions.
4. Office and Administrative recommendations	
4.1	Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions.
4.2	If possible, rearrange the office spaces to reduce high-traffic areas and allow for the minimum physical distancing between personnel (2 meters/6 feet).
4.3	Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses should be provided.
4.4	When using water dispenser, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or previously sanitized hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.
4.5	All personnel using cafeteria facilities should sit 2 meters or 6 feet apart from each other while eating and avoid facing or contact between each other. All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices. Please refer to "Canteen/Cafeteria/Lunch Area Protocol", for further instructions.
4.6	Washroom modifications - Install physical separation between sinks, and if possible more sinks. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. If possible, avoid pressurized air hand dryer.
4.7	Keep doors open wherever possible. At main entrance, assign personnel to open doors, if feasible.
4.8	Where touch points like door handles and water dispensers remain, paper towels are provided to allow users avoid skin contact and/or install hand gel alcohol-based sanitizers.
5. Canteens and Eating Arrangements. For further information, please refer to "Canteen/Cafeteria/lunch area Protocol".	
5.1	The workforce may be required to stay on site once they have entered it and not use local shops. The workforce should be asked to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals.
5.2	Where catering is provided on site, it should provide pre-prepared and wrapped food only.
5.3	No food sharing shall be permitted on the jobsite until further notice, i.e., donuts, pizza, buffets, etc.
5.4	Dedicated eating areas should be identified on site to reduce food waste and contamination
5.5	Break times should be staggered to reduce congestion and contact at all times, guaranteeing proper physical distancing considering the space available in the areas.
5.6	Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area.
5.7	Workers should sit 2 meters (or 6 feet) apart from each other whilst eating and avoid facing each other and contact between each other.

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5.7.1	Reusable Crockery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.
5.8	Drinking water should be provided with enhanced cleaning measures, as stated previously with water coolers and proper hygiene procedures in place.
5.9	Tables should be cleaned and disinfected between each use.
5.10	All trash should be put straight in the bin and not left for someone else to clear up.
5.11	All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.
6. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)	
6.1	If possible, ask personnel to commute avoiding public transportation. If public transportation is required, maintain safe physical distance and use facemasks at all times. Avoid touching your face after touching handrails, door knobs, or any other surface; wash or sanitize your hands immediately after getting off public transport.
6.2	Encourage employees to bring food from home and organize schedules for breaks and lunch, avoiding overcrowding and group gatherings. Apply staggered lunch periods. If possible, assess food providers for your workers, and offer reliable alternatives, after reviewing their preventive protocols to handle food and delivery.
6.3	Instruct personnel to change work clothes before leaving work, if feasible. Also, wash clothes in hot water with laundry soap when arriving home. Leave shoes outside or at entrance, better if soles are sprayed or passed thru mat or tub with sanitizing solution.
7. Your Vehicle	
7.1	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.
7.1.1	Truck cabins should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.
7.1.2	Clean vehicle frequently to include discharge controls, clamps & clips, and other ancillary equipment where possible.
7.1.3	When cleaning the cab, it is advisable to let it ventilate (10 minutes).
7.1.4	If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.
7.2	When driving, keep windows half open for ventilation.
7.3	Try to have disinfectant gel available.
7.4	Do not operate or board equipment that has not been specifically assigned to you.
8. COVID-19 Site Coordinator	
8.1	Please refer to "COVID-19 Site Coordinator Procedures" for further information.

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Safety Systems Protocol

CEMEX Protocol	CEMEX COVID-19 Safe Systems as defined in our Health and Safety Management System (HSMS) Protocol
Purpose of the Protocol	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.
Who does this protocol apply to	This protocol applies to all of CEMEX´s Operations. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	*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*. Copyright ©2020 Cemex Innovation Holding AG.

I. General recommendations	
1.	Applying Personal Hygiene Protocol is essential to guarantee the success of preventive measures for COVID-19, such as and not limited to: • Washing and disinfecting hands thoroughly as per WHO recommendations before entering the room or area, before touching face and after manipulating tools and equipment. • The physical distancing of 2 meters (6 feet) between personnel. • Correct use, removal and disposal of personal protective equipment, specially facemasks and eye protection. • 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.
2.	Avoid the exchange of documents and pens. To document evidence, as much as possible, use electronic devices, photographs, and applications.

I. Lock-out/Tag-out/Try-out (LOTOTO)	
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.
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.	Before inserting the lock with the ID card, both items must be properly disinfected by the user with alcohol-based or chlorine-based liquid. All areas that require frequent LOTOTO procedures, such as electrical and control rooms, should guarantee disinfectants available, with instructions on how to apply them. The application of disinfectants must be done before entering areas with high temperatures, electrical and flame risks.
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.

II. Permit to Work / High-risk tasks	
1.	Only essential tasks and maintenance work must be done to guarantee the health and safety of our employees/contractors and operational continuity. 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.
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.

II. Permit to Work / High-risk tasks	
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, according to a study from the New England Journal of Medicine.

III. Risk Assessments/Take 5	
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.

IV. Safety Procedures/Standard Work	
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.

V. Safety Inspections	
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.

V. Safety Inspections	
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.

Safety Toolbox Talks Protocol

CEMEX Protocol	CEMEX COVID-19 for **performing and participating in safety toolbox talks** due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for maintaining and performing health and safety talks meetings during a Pandemic scenario of 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.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Execution of safety toolbox talks in operational areas	
1.	People attending the meeting must wash their hands thoroughly as per WHO recommendations before entering the room or area. Ensure the room/area has a sanitizing kit for hand hygiene.
2.	Consider holding the toolbox talks outdoors and depending on the space available, limit the number of attendees to guarantee physical distancing of 2 meters (6 feet), preventing face-to-face positioning, and placing attendees in diagonal formation.
3.	If possible, use a megaphone or speaker with microphone to make sure the message is heard by large groups in open spaces.
4.	Exchange of pens or pencils, or electronic devices should be prohibited. To document the assistance of the group, use photograph and/or previous printed list of expected assistants that will be managed by the supervisor responsible of delivering the toolbox talk.
5.	Whenever possible, use technological communication tools to transmit the topics that need to be covered daily; such as group phone calls, videoconference or WhatsApp groups by sending links and videos with the material that must be promoted, or post the information in bulletin boards, ensuring weekly updates.
7.	Make sure to include at least once a week updated material on COVID-19 and remind assistants on the preventive measures that should be applied at home and at the workplace.
8.	If the toolbox talk is held in a room, make sure proper cleaning and disinfecting of the area where people have direct and constant contact (chairs, desks, doors, doorknobs, or any other surface) prior and after completing the session.

I. Execution of safety toolbox talks in operational areas	
	Make sure ventilation is available by keeping doors and windows open and avoid handling doorknobs. Maintain, as much as possible, natural ventilation of the area. In case this is not possible, all participants must wear masks. Please refer to "Meeting Protocol" for further instructions.
9.	COVID-PPE (masks, gloves and eye protection) should be worn in closed areas/rooms with no natural ventilation, respecting 2-meter (6 feet) physical distance recommendations.
10.	Encourage participants to cover their face with the bend/crook of their elbow or a disposable tissue if they cough or sneeze. Supply tissues and closed bins for disposal.

Shift Handover Protocol

CEMEX Protocol	Protocol for handover due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for handover activities during a Pandemic scenario of 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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

Content
I. Handover activities

I. Handover activities	
1.	Before your entry to the office or workplace, make sure you apply the personal cleaning/hygiene protocol, including the use of disinfectant for your shoes/boots where needed.
2.	Always respect the physical distance of 2 meters and avoid physical contact while carrying out the handover activities. Such handover activities involve verbal communication between shifts but where documentation review/exchange is required then gloves must be worn by all involved and writing equipment must not be shared.
3.	Disinfect your workplace and tools. (Telephone, keyboard, screen, mouse, desk, cell phone, radio and chair, among other).
4.	Do not use Personal Protective Equipment that is not assigned to you. Sharing any PPE is not permitted.
5.	Carry out the handover outside if possible but where this isn't possible then ensure sufficient ventilation by opening windows and doors.

Taking Care of Family at Home Protocol

CEMEX Protocol	Guidance for Employees and their Families, and caregivers staying at home due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for household members, intimate partners, and caregivers to consider at home during a Pandemic scenario of COVID-19, and precautions in a nonhealthcare setting of a patient with symptomatic laboratory-confirmed COVID-19 or a patient under investigation.
Who does this protocol apply to	This protocol applies to all CEMEX´s employees and their families worldwide. The Plant RRT should take responsibility for implementing it.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

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I. Physical distancing measures	
1.	Physical distancing measures are steps you can take to reduce the social interaction between people. This will help reduce the transmission of coronavirus (COVID-19):
1.1	Avoid contact with someone who is displaying symptoms of coronavirus (COVID-19). Please refer to: VII. If someone at home has symptoms.
1.2	Avoid non-essential use of public transport, varying your travel times to avoid rush hour, when possible. Please refer to: IV. Staying at home
1.3	Work remotely, where possible. Your manager should support you to do this. Please refer to: V. Remote work guidelines
1.4	Avoid large gatherings, and gatherings in smaller public spaces such as pubs, cinemas, restaurants, theatres, bars, clubs. Please refer to: IV. Staying at home
1.5	Avoid gatherings with friends and extended family. Keep in touch using remote technology such as phone, internet, and social media. Please refer to: IV. Staying at home
1.6	Use telephone or online services to contact your doctor or other essential services Please refer to: *IV. Staying at home*.
2.	Everyone should be trying to follow these measures as much as possible. However, if there is a need to leave home for some reason, please refer to: *VI. If you need to go out from home*

II. Hygiene and other preventive measures	
1.	Household members should clean hands often, including immediately after removing gloves and after contact with an ill person, by washing hands with soap and water for 20 seconds. If soap and water are not available and hands are not visibly dirty, an alcohol-based hand sanitizer that contains at least 70% alcohol may be used. However, if hands are visibly dirty, always wash hands with soap and water.
2.	Household members should follow normal preventive actions while at home including recommended hand hygiene and avoiding touching eyes, nose, or mouth.
3.	Additional key times to clean hands include: a. When arriving home (i.e.. from supermarket or drugstore) b. After blowing one's nose, coughing, or sneezing c. After using the restroom d. Before eating or preparing food e. After contact with animals or pets f. Before and after providing routine care for another person who needs assistance (e.g. a child)

III. General recommendations for routine cleaning at home	
1.	Consider cleaning frequently touched surfaces (for example: tables, doorknobs, light switches, handles, desks, toilets, faucets, sinks) with appropriate household cleaners and disinfectants, following label instructions (see: III.4 below)

III. General recommendations for routine cleaning at home	
2.	Wear disposable gloves when cleaning and disinfecting surfaces. Gloves should be discarded after each cleaning. If reusable gloves are used, those gloves should be dedicated for cleaning
3.	If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.
4.	For disinfection, diluted household bleach solutions, alcohol solutions with at least 70% alcohol, and most common registered household disinfectants should be effective
5.	For soft (porous) surfaces such as carpeted floor, rugs, and drapes, remove visible contamination if present and clean with appropriate cleaners indicated for use on these surfaces.
6.	Wear disposable gloves when handling dirty laundry from an ill person and then discard after each use. If using reusable gloves, those gloves should be dedicated for cleaning and disinfection of surfaces for COVID-19 and should not be used for other household purposes. Wash hands immediately after gloves are removed.
7.	If no gloves are used when handling dirty laundry, be sure to wash hands afterwards.
8.	If possible, do not shake dirty laundry. This will minimize the possibility of dispersing virus through the air.
9.	Launder items as appropriate in accordance with the manufacturer's instructions. If possible, launder items using the warmest appropriate water setting for the items and dry items completely. Dirty laundry from an ill person cannot be washed with other people's items.
10.	Clean and disinfect clothes hampers according to guidance above for surfaces. If possible, consider placing a bag liner that is either disposable (can be thrown away) or can be laundered.

IV. Staying at home	
1.	Staying at home can help stop coronavirus spreading
2.	You'll need to stay at home if you have symptoms of coronavirus (COVID-19) or live with someone who does without having taken the appropriate preventive measures. In case of a confirmed case at home, please refer to the Protocol: *Guidance for caregivers at home of a person with symptomatic laboratory-confirmed COVID-19 or a person under investigation*.
3.	Staying at home means you should: a. Not go to work, school or public areas b. Not use public transport or taxis c. Not have visitors, such as friends and family, in your home d. Not go out unless you need to buy food or collect medicine. If necessary, select just one person to go out following the protocol when returning home.
4.	You can use your garden, if you have one. You can also leave the house to exercise – but stay at least 2 meters away from other people, following the protocol when returning home

V. Remote work guidelines	
1.	Working remotely could be necessary or mandatory in a contingency scenario due to Pandemics because Covid-19.
2.	Employees must get line manager approval prior to working remotely and includes in case to be necessary completing and signing off any documentation required (if it is needed by local regulations)
3.	It is expected that people who work remotely will have the appropriate equipment to do so, (a work laptop, secure access and internet connection)
4.	Managers must ensure:
4.1	That equipment supplied to their teams is suitable for its intended purpose.
4.2	That the employee receives any necessary information and/or training that they may need to carry out their work in a safe, secure and efficient manner.
4.3	They should provide ergonomic recommendations for using the data display screen
5.	Employees must:
5.1	Make sure confidential or sensitive information is stored securely and not seen inappropriately by others.
5.2	Cover the working agreed times as if they were working remotely.
5.3	Adapt the workspace ergonomically with the resources they have according to the recommendations for the use of data display screens
6.	Managers and employees have a responsibility to observe security and confidentiality practices in relation to equipment and/or sensitive data in line with internal information security policy

VI. If you need to go out from home	
1.	Going out from home would be considered only when this is absolutely necessary (e.g. in case of an emergency, to buy food or collect medicine).
2.	If there is any official mobility restriction (as a curfew), all the instructions of the Authorities must be followed
3.	Nevertheless, if you must to go out from home:
3.1	Wash your hands before you go out to protect others, and wash them again after touching any object or surface to protect yourself (bring with you hand sanitizer gel)
3.2	If possible, avoid public transportation, ride-sharing, or taxis.
3.3	Follow the recommendations of physical distancing (no kissing, no handshake, no hugging and stay at least 2 meters/6 feet away from other people)
3.4	If you are going to pay for something, try to not pay with cash; if you need to, then wash your hands after that.
3.5	If there is any specific official mobility restriction (as a curfew), all the instructions of the Authorities must be followed.
3.6	If a person needs to go to work (where deemed essential) then they must wear clean clothes and it is recommended they also thoroughly washed themselves (e.g. a shower). It is also recommended they take spare clean clothes with them in a separate bag to change into once the shift has ended.
4.	When returning home, consider the following recommendations:
4.1	Do not touch anything when entering the house, until have been disinfected.

VI. If you need to go out from home	
4.2	Take off your shoes and leave them in a place separate from the rest. There is also the option of preparing a container with water and chlorine and introducing the soles there to disinfect.
4.3	If you got away with a pet, disinfect their paws.
4.4	Remove clothing that has been exposed and wash it.
4.5	Leave a tray at the entrance to put bags, wallets and keys.
4.6	Disinfecting the cell phone is essential as it is something that is used every day and at all times.
4.7	It is also important to clean the surfaces of the house that may have been in contact with something that has come from outside
4.8	Once you have finished all of this, wash your hands again with soap.

VII. Protecting older adults at home	
1.	You should take precautions to protect yourself and those in your care from contracting COVID-19, as have been explained in this document, especially if there is at home an elder, since older adults, 65 years and older, are at higher risk for severe illness for COVID-19
2.	If an older adult in your care is feeling well, consider helping them postpone elective procedures, annual checkups and other non-essential doctor visits.
3.	To help older adults stay in touch with their caregivers, ask their doctors' offices if they offer telemedicine, email or other means rather than face-to-face.
4.	Keep as much distance as possible between people in the home:
4.1	If possible, limit the elder to a single location in the house
4.2	Don't share personal items (the virus spreads easily among people in the same household)
4.3	Make every effort to minimize the impact of multigenerational living.
5.	Designate a primary caregiver to provide all contact with the elder in the home.
6.	The primary caregiver should also limit their daily interactions with people outside the home to reduce their risk of exposure.
7.	Avoid any non-essential visitor to the house.
7.1	If someone is visiting for an essential purpose, should consider the protocol to entering home (see: *VI. If you need to go out from home, point 4 above*).
7.2	Keep distance, stay at least 2 meters away from the older adult.
8	To help older adults feel involved, purposeful and less lonely during the pandemic:
8.1	Show them how to video chat with others using smartphones, laptops or tablets.
8.2	Use apps on these devices to provide captions for adults with hearing challenges.
8.3	Encourage friends and family outside of your household to telephone, write notes or send cards to lift your loved one's spirits.
9.	Older adults should put off non-essential travel with itineraries that would expose them to crowds.

VIII. If someone at home has symptoms	
1.	a. Pay attention for potential COVID-19 symptoms including, fever, cough, and shortness of breath. If you feel like you are developing symptoms, call your doctor. b. If you develop emergency warning signs for COVID-19 get medical attention immediately. In adults, emergency warning signs*: • Difficulty breathing or shortness of breath • Persistent pain or pressure in the chest • New confusion or inability to arouse • Bluish lips or face *This list is not all inclusive. Please consult your medical provider for any other symptoms that are severe or concerning.
2.	If you think you or somebody at home have been exposed to COVID-19 and develop warning sign symptoms:
2.1	Stay home except to get medical care for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the pandemic-related disease
2.2	Do not visit public areas.
2.3	Stay in touch with your doctor. Call before you get medical care. Be sure to get care if you feel worse or you think it is an emergency.
2.4	If possible, avoid public transportation, ride-sharing, or taxis.
2.5	Stay away from others as much as possible, you should stay in a specific “sick room” and away from other people in your home. Use a separate bathroom, if available.
2.6	Limit contact with pets & animals just like you would around other people.
2.7	If there is a person at home confirmed with Covid-19, please refer to the Protocol: *Guidance for caregivers at home of a person with symptomatic laboratory-confirmed COVID-19 or a person under investigation*

IX. Caregivers at home	
Actions to be taken	
1.	Household members may have close contact with a person with symptomatic, laboratory-confirmed COVID-19 or a person under investigation (patient). Close contacts* should monitor their health; they should call their healthcare provider right away if they develop symptoms suggestive of COVID-19 (e.g., fever, cough, shortness of breath).
2	Close contacts* should also follow these recommendations: * Close contact is defined as— a. being within approximately 6 feet (2 meters) of a COVID-19 case for a prolonged period of time (15 minutes or more); close contact can occur while caring for, living with, visiting, or sharing a health care waiting area or room with a COVID-19 case – or –

IX. Caregivers at home	
Actions to be taken	
	b. having direct contact with infectious secretions of a COVID-19 case (e.g., being coughed on).
2.1	Make sure that you understand and can help the patient follow their healthcare provider's instructions for medication(s) and care.
2.2	You should help the patient with basic needs in the home and provide support for getting groceries, prescriptions, and other personal needs.
2.3	Monitor the patient's symptoms. If the patient is getting sicker, call his or her healthcare provider and tell them that the patient has laboratory-confirmed COVID-19. This will help the healthcare provider's office take steps to keep other people in the office or waiting room from getting infected. Ask the healthcare provider to call the local or state health department for additional guidance.
2.4	If the patient has a medical emergency and you need to call to local emergency number in your city, area o country, as applicable, for example 911, notify the dispatch personnel that the patient has, or is being evaluated for COVID-19.
2.5	Household members should stay in another room or be separated from the patient as much as possible. Household members should use a separate bedroom and bathroom, if available.
2.6	Prohibit visitors who do not have an essential need to be in the home.
2.7	Household members should care for any pets in the home. Do not handle pets or other animals while sick.
2.8	Make sure that shared spaces in the home have good air flow, such as by an air conditioner or an opened window, weather permitting.

General hygiene, cleaning and physical distance measures for Caregivers	
1	Perform hand hygiene frequently. Wash your hands often with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer that contains 70 to 95% alcohol, covering all surfaces of your hands and rubbing them together until they feel dry. Soap and water should be used preferentially if hands are visibly dirty.
2	Avoid touching your eyes, nose, and mouth with unwashed hands.
3	The patient should wear a facemask when around other people. If the patient is not able to wear a facemask (for example, because it causes trouble breathing), you, as the caregiver, should wear a mask when you are in the same room as the patient.
4	Wear a disposable facemask and gloves when you touch or have contact with the patient's blood, stool, or body fluids, such as saliva, sputum, nasal mucus, vomit, urine.
4.1	Throw out disposable facemasks and gloves after using them. Do not reuse.
4.2	When removing personal protective equipment, first remove and dispose of gloves. Then, immediately clean your hands with soap and water or alcohol-based hand sanitizer. Next,

General hygiene, cleaning and physical distance measures for Caregivers	
	remove and dispose of facemask, and immediately clean your hands again with soap and water or alcohol-based hand sanitizer.
5	Avoid sharing household items with the patient. You should not share dishes, drinking glasses, cups, eating utensils, towels, bedding, or other items. After the patient uses these items, you should wash them thoroughly (see below “Wash laundry thoroughly”).
6	Clean all “high-touch” surfaces, such as counters, tabletops, doorknobs, bathroom fixtures, toilets, phones, keyboards, tablets, and bedside tables, every day. Also, clean any surfaces that may have blood, stool, or body fluids on them.
6.1	Use a household cleaning spray or wipe, according to the label instructions. Labels contain instructions for safe and effective use of the cleaning product including precautions you should take when applying the product, such as wearing gloves and making sure you have good ventilation during use of the product.
7	Wash laundry thoroughly.
7.1	Immediately remove and wash clothes or bedding that have blood, stool, or body fluids on them.
7.2	Wear disposable gloves while handling soiled items and keep soiled items away from your body. Clean your hands (with soap and water or an alcohol-based hand sanitizer) immediately after removing your gloves.
7.3	Read and follow directions on labels of laundry or clothing items and detergent. In general, using a normal laundry detergent according to washing machine instructions and dry thoroughly using the warmest temperatures recommended on the clothing label.
7.4	Place all used disposable gloves, facemasks, and other contaminated items in a lined container before disposing of them with other household waste. Clean your hands (with soap and water or an alcohol-based hand sanitizer) immediately after handling these items. Soap and water should be used preferentially if hands are visibly dirty.
8	Discuss any additional questions with your state or local health department or healthcare provider. Check available hours when contacting your local health department.

Travel Protocol

CEMEX Protocol	Protocol for Traveling related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Traveling during a Pandemic scenario of 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.
Disclaimer	Copyright ©2020 Cemex Innovation Holding AG. 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.

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I. Preparation	
1.	In order to be prepared to institute travel restrictions when the pandemic risk increases, as well as communicate with travelers after changes in the pandemic alert level, it is necessary to put a travel tracking system into place.

II. Traveler kit	
1.	Consider preparing a travel kit that should include: emergency contact information, several sets of masks, thermometer, goggles, alcohol-based hand sanitizer.

III. Considerations	
2.	The travel protocol below is based on a set of assumptions about how we believe a pandemic will unfold. However, travel restrictions are subject to constantly changing considerations and the protocol will require fine tuning to the specific outbreak characteristics.

III. Considerations	
3.	Some issues to keep in mind are: a. Official government guidelines: These will supersede all Travel Advisory Guideline (TAG) developed material b. Virulence: Pandemic severity can change without warning and travel guidelines would need to change as well. c. Timing: there may be several months or years between pandemic phases, or they could evolve very quickly.

IV. Traveling guide	
1.	Check with your Local or Global Security the Country Risk Classification for the latest guidance and recommendations for each country to which you will travel.
2.	Identify employees who have travelled to high risk areas, or foreign employees who might be subject to evacuation.
3.	Avoid non-essential travel, especially to high risk infected areas.
4.	Check yourself or visit health care services to check for symptoms of illness, if in doubt, before starting travel, and notify your immediate supervisor and stay home if sick. Do not travel if you are sick, due to exposure to others and probable quarantine measures.
5.	Employees who are well but who have a sick family member at home with COVID-19 should notify their supervisor, Security Team and/or local RRT. Also, refer to local healthcare services for how to conduct a risk assessment of their potential exposure.
6.	If traveling to countries with known outbreaks of epidemics or pandemics, or highly infected, a. If available, get vaccinated two weeks before traveling. b. Inform Global Security Office of your travel plans, in advance: global.security@cemex.com c. Avoid traveling to specific outbreak areas d. Avoid contacts with animals.
7.	Bring traveler kit when traveling.
8.	Wear facemasks at all time while traveling on plane, train or any public gatherings.
9.	Allow sufficient time when passing through airports, train stations, due to probable delays on stricter screening procedures.
10.	Pay attention to announcements and guidance from the local government in your travel destination and monitor the local health and security situation.
11.	Follow any movement restrictions and prevention recommendations, including travel restrictions to and from the affected areas. Follow Global Security department guidelines and further instructions: global.security@cemex.com .
12.	If you get flu or cold symptoms during your business trip, contact immediately your supervisor or Security Team and seek care from International SOS at: a. Americas: +1 215 942 8226 b. EMEA: +44 (0) 208 762 8008 c. Asia: +65 6338 780

IV. Traveling guide	
13.	Liaise with local Embassies for foreign employees who might be subject to evacuation if required.
14.	Wash your hands often with soap and running water, especially after coughing or sneezing. If soap and water is not available use alcohol-based hand sanitizer containing at least 70%.
15.	Cover your mouth and nose with a tissue when you cough or sneeze, and put the used tissue in the trash. If you don't have a tissue, cough or sneeze into your flexed elbow or upper sleeve, not your hands.
16.	Avoid close contact with sick citizens.

Vehicle Operation Protocol

CEMEX Protocol	Protocol for Vehicle Operation due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Vehicle Operation during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s operations. The Plant RRT/managers/employees/drivers/haulers contractors should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Vehicle Operation	
1.	Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.
1.1	Whenever entering the cabin it is recommended to spray shoe/boot soles with a chlorine-based solution and wash/sanitize hands.
1.2	Truck cabins should be cleaned after every shift. If using a cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.
1.3	Clean vehicles frequently and include discharge controls, clamps & clips, and other needed equipment where possible.
1.4	When cleaning the cab, it is advisable to let it ventilate (10 minutes).
1.5	If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.
1.6	Dispose of any tissue or other waste in a closed bin.
2.	When driving, keep windows half-open for ventilation.
3.	Try to have a sanitizing solution available.
4.	Do not operate or board equipment that has not been specifically assigned to you.

Visitor Induction & Training Protocol

CEMEX Protocol	Guidance/Protocol for Inductions & training due to ongoing measures related to COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for visitor's inductions/training during a Pandemic scenario of 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.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

I. Visitor Induction	
1.	Reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible. Where appropriate, an induction should be provided remotely prior to arriving to the site, enabling minimum additional information to be provided at the site.
2.	Maintain a minimum of 2 meters (6 feet) separation between people and set up room or area in a way to prevent face to face positioning.
3.	The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire. Visitors should not enter the facilities if any symptoms are shown or missing COVID-PPE
3.1	If possible and legally allowed, measure body temperature using a non-contact thermometer. Additionally, review Visitor's health history to identify 'at risk' factors. a. Fever (higher than 37.3 ºC) and/or any of these symptoms: cough, shortness of breath. b. Is a vulnerable person by virtue of age, underlying health or clinical condition and pregnancy. c. Is living with someone in self-isolation or a vulnerable person.
4.	Use of hands sanitizing should be enforced before checking-in

I. Visitor Induction	
5.	Induction information must include relevant measures to follow in relation to COVID-19. Including salutation and other common gestures
5.1	Encourage participants to cover their face with the crook of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.
5.2	Participants should not share any items such as pens, documents, etc. during the duration of the Induction.
5.3	Avoid any physical contact such as handshakes or any other type of physical contact.
5.4	Ask people not to gather in common places during breaks or after induction
6.	It is recommended that the trainer uses disposable gloves, face mask and if possible, goggles/eye protection during the induction.
7.	Ensure the room/area has a sanitizing kit for hand hygiene and disinfecting wipes to clean items to be used before and after the induction.
8.	All attendants must wash their hands thoroughly before entering the room or area. (i.e. using soap and water in the washrooms or using sanitizing products) every time they change rooms
9.	Keep doors and windows opened to ensure good ventilation in the room and to avoid handling doorknobs.
10.	A thorough cleaning scheme must be in place for offices and rooms where inductions take place to ensure these areas are free from potential COVID-19.
10.1	Increase the cleaning and disinfecting activities frequency for all the areas where people have direct and constant contact (i.e. Chairs, desks, doors, etc.)
10.2	Increase the cleaning and disinfecting activities frequency for all the equipment that Is used by people such as monitors, keyboards, mouse, etc.

II. Training	
1.	All non-essential training should be rescheduled or postponed to a future date when the COVID-19 crisis has eased.
2.	Identify If the required training can be facilitated remotely or using distance learning without compromising the quality of the training and the learning experience for the participants. For face to face institutional training always consult first the Central areas representative before changing the facilitation design.
3.	Essential training that cannot be rescheduled should be approved by local management team in consultation with their local RRT group and should follow the recommendations in this

II. Training	
	protocol. If a training by its design requires people to carry out activities in close proximity, getting in contact with each other, handling shared materials or requiring a large number of people in the group this should be rescheduled or postponed for a future date as recommended in point number 1 above
4.	The number of people attending the training should be limited up to a number where the social distancing measures can be achieved including 2 meters (6 feet) distance between participants, avoid handling common items or training materials.
6.	Training information must include relevant measures to follow in relation to COVID-19. Including salutation and other common gestures
6.1	Encourage participants to cover their face with the crook of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.
6.2	Participants should not share any items such as pens, documents, etc. during the duration of the Induction.
6.3	Avoid any physical contact such as handshakes or any other type of physical contact.
7.	Ensure the room/area has a sanitizing kit for hand hygiene and disinfecting wipes to clean items to be used before and after the training session and during breaks.
8.	All attendants must wash or sanitize their hands thoroughly as per WHO recommendations before entering the room or area.
9.	Ask people not to gather in common places during training breaks
10.	Food service and catering should be avoided unless it is in a way of individual boxed lunch, so food/utensil are not exposed/potentially touched by several people
11.	All training provided by third parties outside CEMEX premises should be postpone unless is H&S or business critical and needs to be authorized by Area manager and local RRT group

Visits to Closed Sites

CEMEX Protocol	Guidance/Protocol for Visits to Closed Sites due to ongoing measures related to the COVID-19 scenario.
Purpose of the Protocol	This protocol provides a recommended preventive measures for Visits to Closed Sites during a Pandemic scenario of 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.
Disclaimer	This guideline was prepared by CEMEX based on the recommendations of several construction associations, health authorities including the World Health Organization (" WHO "), external consultants and the experience of the CEMEX worldwide teams. CEMEX is not responsible for the result of the implementation of the guidelines 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. Copyright ©2020 Cemex Innovation Holding AG.

I. Visits to closed sites	
1.	During COVID19 pandemic, several operations and buildings might be closed due to different reasons including remote work, government restriction on production, cleaning and disinfecting protocols in preparation for returning to work. etc.
2.	It is recommended that visits to closed sites during the COVID19 pandemic is avoided and should only take place by exception. No symptomatic person will enter our sites or when additional temperature measures will be done nobody over the target temperature established will do.
3.	Always evaluate if the reason for visiting a closed site is urgent and important and evaluate if It could wait until the site has been re-opened. If the visit must take place, the following measures should be followed to prevent COVID19 contagion.
4.	Wherever possible the person visiting the site should travel alone using their own transport.
5.	If the person needs to be taken to the site, the vehicle should have the lowest number of people whenever possible (e.g. Driver and the person attending site)
6.	Clean the vehicle using gloves and standard cleaning products, with emphasis on handles and other areas where people may touch surfaces
7.	Wash your hands thoroughly following WHO recommendations before leaving your home.

I. Visits to closed sites	
8.	Avoid taking unnecessary items with you to the site that could potentially get in contact with surfaces and would require cleaning and disinfecting when you return to your home.
9.	Take with you a cleaning and disinfecting materials such as hand sanitizer and cleaning wipes since the closed site might not have these available at their entrance because of the operation/building being closed.
10.	Let the person responsible for the site know your intention to visit the site and ask for any additional recommendations while on site.
11.	Try to park your vehicle as close as possible from the site entrance to minimize the distance you would need to walk to reach the entrance. Always ensure it is safe to park in that area and if in doubt ask the security personnel if available.
12.	It Is recommended to use a face mask and protective gloves during the commute and while on the site.
13.	Avoid touching unnecessary surfaces on site to reduce the potential transmission of COVID19 to and from the building.
14.	In the case of other people in the building follow the social distancing protocols.
15.	If you take items from the building to your home e.g. personal items, equipment for remote working, etc. ensure you clean them and disinfect them before introducing them to your vehicle and entering your home.
16.	Disinfect your hands before entering your home and wash your hands thoroughly as per the WHO recommendations either before entering the property or immediately after on the nearest washroom

Workplace Cleaning Protocol

CEMEX Protocol	CEMEX COVID-19 **Workplace Cleaning** Guidelines
Purpose of the Protocol	This protocol provides a recommended preventive measures for workplace cleaning during a Pandemic scenario of COVID-19, and disinfecting all places where any risk may exist.
Who does this protocol apply to	This protocol applies to all CEMEX´s employees and contractors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Cleaning strategy	
1.	Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.
2.	Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery and truck cabin (clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands).
3.	It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.
4.	It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.
5.	Garbage collection, and if necessary, storage points, should be increased and emptied regularly throughout each day.
6.	If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may they have been.
7.	It is important the early identification of suppliers, prices, stock available, delivery lead time of disposable gloves, detergent, disinfectant and other cleaning products.

II. Cleaning frequency	
1.	The frequency of workplace cleaning will vary based on the severity of the pandemic outbreak, as well as the level of activity at the area. A more sever outbreak (e.g. serious or catastrophic) will require more frequent cleaning to reduce the risk of infection from surface contact. The frequency of cleaning should be balanced with the reduced level of activity in the area that would be expected during a period of high infection.

Area	Phase I	Phase II	Phase III	Comments
Public area (e.g. reception, etc.)	3 times daily before and after workday, plus mid-day	4 times daily	5 times daily	During severe of worse pandemic outbreak, activity in public areas may be substantially decreased
Meeting rooms	After all meetings and at the end of the day	After all meetings and at the end of the day	After all meetings and at the end of the day	Leave time between meetings for cleaning. Meeting frequency substantially reduced during severe or worse pandemic
Lavatory	Current frequency with identified cleaners	Every 2 hours	Every 2 hours	Prefer drying hands with paper towels and dispose in garbage cans
Kitchen/Pantry	Current frequency with identified cleaners	Every 2 hours	Every 2 hours	Do not share kitchen sponges
High touch areas (e.g. light switches, doorknobs, etc.)	Current frequency with identified cleaners	Every 2 hours	Every 2 hours	
Private offices	Before or after workday	Before or after workday	Before or after workday	In addition, clean after individual with pandemic-related disease like symptoms has been in the office. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.

III. Cleaning Products	
1.	A pandemic-related disease could be inactivated by a range of disinfectants including sodium hypochlorite (household bleach– 5 to 10% solution), quaternary ammonia compounds (granular chlorine), alcohol, phenolic disinfectants, peroxygen compounds, other germicides with a tuberculocidal claim on the label. Of these, the disinfectants that are most widely available, most affordable and most often used in health settings are:

Shared office space/cubicles	3 times daily before and after workday, plus mid-day	3 times daily before and after workday, plus mid-day	3 times daily before and after workday, plus mid-day	In addition, clean after individual with pandemic-related disease like symptoms has been in the office. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.

Disinfectants recommended	Use	Precautions
Sodium hypochlorite: 1000 parts per million of available chlorine, usually achieved by a 1 in 10 dilution of bleach	Disinfection of contaminated hard surfaces	Should be used in well-ventilated areas; Protective clothing required while handling and using undiluted bleach (gloves); Do not mix with strong acids to avoid release of chlorine gas; Corrosive to metals: should not be used on most metal surfaces
Granular chlorine: May be used in place of liquid bleach, if it is unavailable. E.g. Det-Sol 5000 or Diversol can be diluted per manufacturer`s instructions	Disinfection of contaminated hard surfaces	Should be used in well-ventilated areas; Protective clothing required while handling and using undiluted bleach (gloves); Do not mix with strong acids to avoid release of chlorine gas; Corrosive to metals: should not be used on most metal surfaces
Alcohol: Ethyl alcohol 60% or greater (preferred). Isopropyl alcohol 70% or greater	Smooth metal surfaces and other surfaces on which bleach cannot be used; Ethyl alcohol disinfectants are more effective than isopropyl alcohol in disinfecting against viruses. Ethyl alcohol is preferred, if available.	Flammable and toxic; Use in well-ventilated areas; avoid inhalation; keep away from heat sources, electrical equipment, flames, and hot surfaces; allow to dry completely, particularly when using diathermy, as this can cause diathermy burns; do not use for large environmental surfaces such as floors

2.	Instruct and follow directions while using cleaning and sanitizing products. Make sure all personnel is preceded by induction / training on the hazards of such products/chemicals used in the workplace or site.

IV. Cleaning and disinfecting instructions	
1.	Disinfecting with bleach and water (5- 10% solution), is the most cost-effective way to disinfect surfaces. This is the approach typically utilized in hospitals and health settings. a. Bleach must be mixed fresh each day used. Put piece of tape on the bottle and label with the date when made. It should be discarded the next day. b. Let sit for a short amount of time, the rinse disinfectant-treated surfaces, especially those treated with phenolics, with water. In order to avoid respiratory irritation. c. Be careful about using bleach on surfaces that may manage (e.g. some wood surfaces). Use other cleaners, if bleach may damage the surface.
2.	Use disinfectants in accordance with the manufacturer`s instructions, including recommendations for dilution, contact time, shelf-life of batch, and care in handling.
3.	Clean equipment surfaces with a detergent/disinfectant. This may be followed with an application of an hospital disinfectant with or without a tuberculocidal claim (depending on the nature of the surface and the degree of contamination), in accordance with disinfectant label instructions. a. Do not use alcohol to disinfect large environmental surfaces.
4.	Keep housekeeping surfaces (e.g. floors, walls, and tabletops) visibly clean on a regular basis.
4.1	Detergent and water are adequate for cleaning surfaces in areas where contamination is not as common. Detergent and water can also inactive most viruses over time.
5.	Follow proper procedures for effective use of mops, cloths, and solutions including cleaning after use and allowing to dry before re-use.
6.	For any horizontal surfaces that are not being cleaned and disinfected, wet-dust daily by moistening a cloth with a small amount of an hospital detergent/disinfectant.
7.	Do not spray (i.e. fog) occupied or unoccupied rooms with disinfectant. This is a potentially dangerous practice that has no proven disease control benefit.
8.	When cleaning, wear glove in accordance with facility policies for environmental cleaning and wear a surgical or procedure mask in accordance with droplet precautions when cleaning a room that has potentially been contaminated. Gowns are not necessary for routine cleaning.
9.	Follow standard precautions for handling dishes and eating utensils:
9.1	When possible, wash reusable items in a dishwasher with detergent at the recommended water temperature

IV. Cleaning and disinfecting instructions	
9.2	If a dishwasher is not available, detergent and water should be used to wash items.
9.3	Rubber gloves should be worn if washing items by hand.
9.4	Disposable dishes and utensils should be discarded with other general waste.
9.5	Wear gloves when handling trays, dishes, and utensils.

IV. Cleaning of Heating, Ventilation and Air Conditioning systems (HVAC)	
1.	Office spaces should be well ventilated.
2.	If feasible, during periods of high infection the building should draw in fresh air from the outside, rather than re-circulate building air.
3.	The HVAC should be maintained regularly, including changing filters, according to appropriate standards and building codes.
4.	Meet with building manager and/or engineer to inquire about HVAC procedures and discuss about air quality and risk of infection during a pandemic.
5.	Ensure that adequate maintenance is being performed on the HVAC by requesting results of air quality test, inquiring as to whether the system is cleaned, and filters changed on a regular basis.
6.	Request that the HVAC draw in as much fresh air as possible and recycle as little as possible.

IV. Wastes Disposal	
1.	Contain and dispose solid waste in accordance with facility procedures and regulations.
2.	If available, utilize plastic bag in waste container. When discarding either use tie wrap around top to close bag, or tie top into knot.
3.	When handling waste or waste containers, wear rubber gloves and perform hand hygiene after completing waste disposal. If applicable use COVID-PPE. COVID-PPE could include gloves, medical masks, goggles or a face shield, and gowns.
4.	Avoid touching eyes, nose, mouth, or exposed skin with contaminated hands (gloved or ungloved); avoid touching surfaces with contaminated gloves and other (e.g., doorknobs, keys, light switches).
4.1	If surface is touched during waste disposal, clean surface with appropriate disinfectant afterwards.
5.	Users should carefully follow the disinfection directions on the label to handle and safely use the pesticide product and avoid harm to human health and the environment.

Workshops & Toolrooms Protocol

CEMEX Protocol	CEMEX COVID-19 **Workshops & Toolrooms** Protocol
Purpose of the Protocol	This protocol provides a recommended preventive measures for Workshops and Toolrooms, during a Pandemic scenario of COVID-19.
Who does this protocol apply to	This protocol applies to all CEMEX´s employees, contractors and visitors. The Plant RRT/managers/employees should take responsibility for implementing it.
Disclaimer	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. Copyright ©2020 Cemex Innovation Holding AG.

I. Entry to Workshop &Toolrooms	
1.	Stop all non-essential visitors.
2.	Entry to the site by personnel, contractors, vendors or visitors should be preceded by the following recommendations:
2.1	Wear COVID-PPE (i.e. gloves, face masks, goggles or a face shield, and gowns).
2.2	Guarantee physical distancing of 2 meters (6 feet) and preventing face to face positioning.
2.3	Post signs and/or flyers at entry to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.
2.4	Require all people to wash or clean their hands before entering and leaving the site. If possible, 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 jobsite.
2.5	Screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or questionnaire upon availability. Anyone who meets one of the COVID-19 criteria should not enter the facilities
3.	Merchandise and orders delivered to Toolrooms by courier should be avoided or reduced to only essential orders. If it is the case, previously disinfect with appropriate alcohol/chlorine/soap based solution and only open in a safe area using disposable gloves and convenient COVID-PPE.
3.1	Instruct and follow directions while using cleaning and sanitizing products. Make sure all personnel is preceded by induction / training on the hazards of such products/chemicals used in the workplace or site.

I. Entry to Workshop &Toolrooms	
4.	Provide hand sanitizer at several areas where possible, to be frequently used by personnel, contractors, vendors or visitors.
5.	Make sure that lavatory and restrooms for personnel, contractors, vendors or visitors are provided with paper towels or tissues and garbage bins preferably with non-contact lid.
6.	Exchange of pens or pencils, or electronic devices should be prohibited.

II. Team Tasks	
1.	Stop / suspend all non-essential physical work which requires physical contact or spaces with less than 2 meters (6 feet) between personnel.
2.	If a physical task is essential or necessary, make sure it is done in a well-ventilated area, respecting physical distance and wear COVID-PPE (gloves, face masks, goggles or a face shield, and gowns). Preferable, they should be done with a small group of people and in an open space environment.
3.	All personal protective equipment must be disinfected upon completion of activities and should not be shared with other colleagues. Disposable components / devises should be deposited in garbage bins preferably with non-contact lid.
4.	Exchange of personal tools or devices should be prohibited.
5.	Avoid document/paperwork exchange with alternative methods: digital documents and/or signatures, taking orders by phone/email, assign a sole document handler, email document pictures. Where a physical exchange of documentation/paperwork cannot be avoided: d. Use disposable gloves, face mask, eye protection. e. Wash entirely often (including nails and back of hand) with soap and water for at least 20 seconds after exchanging/ touching paperwork. f. Assign a tray to deposit paperwork.
6.	All areas on site potentially infected by a confirmed or probable case require to be blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).

III. Toolrooms	
1.	Instruct and follow directions while using cleaning and sanitizing products. Make sure all personnel is preceded by induction / training on the hazards of such products/chemicals used in the workplace or site.
2.	Instruct to comply with applicable standards including proper disposal of regulated waste, PPE, and COVID-PPE.
3.	Notify contractors, vendors and visitors to avoid physical contact. Respect physical distance of 2 meters (6 feet) and if necessary, wear COVID-PPE (masks, gloves and eye protection), prevent face to face positioning with others, sharing tools or equipment, and reduce contact time.
3.1	Providers will be informed of the specific procedures for accessing the centers in order to reduce contacts with center staff. i.e. a. Entry, exit and transit routes. b. Loading and unloading merchandise.
4.	Establish disinfection procedures whenever possible. Require personnel to use gloves and long-sleeved clothing and mask, and any requirement during this process.
5.	Provide hand sanitizer and cleaning/sanitizing points to be frequently used by personnel.
6.	Implement alternatives to reduce congestion of personnel and contact time. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the sit
7.	Clean and disinfect workplace and environmental surfaces: remove dirt and use disinfecting products. Surfaces that are frequently touched with hands should be cleaned often.
8.	Establish specific procedures for use and sanitizing / disinfecting devices and equipment where the electrical, pneumatic or other tools, are being used by different shifts
9.	All areas on site potentially infected by a confirmed or probable case require to be blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).

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