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.

Back to the Office Protocol

Contents

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 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,

	I. Reinforce Home Safety and Prepare the Office
	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).
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.

I. Reinforce Home Safety and Prepare the Office	
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.

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.

I. Reinforce Home Safety and Prepare the Office	
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.
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.

III. Follow Access Controls	
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 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,

III. Follow Access Controls	
	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.
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.
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

IV. Work at the Office	
	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.).
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.

IV. Work at the Office	
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.
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.

IV. Work at the Office	
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.

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 3. Example of Recommendations to employees using public transport
Description of the measure
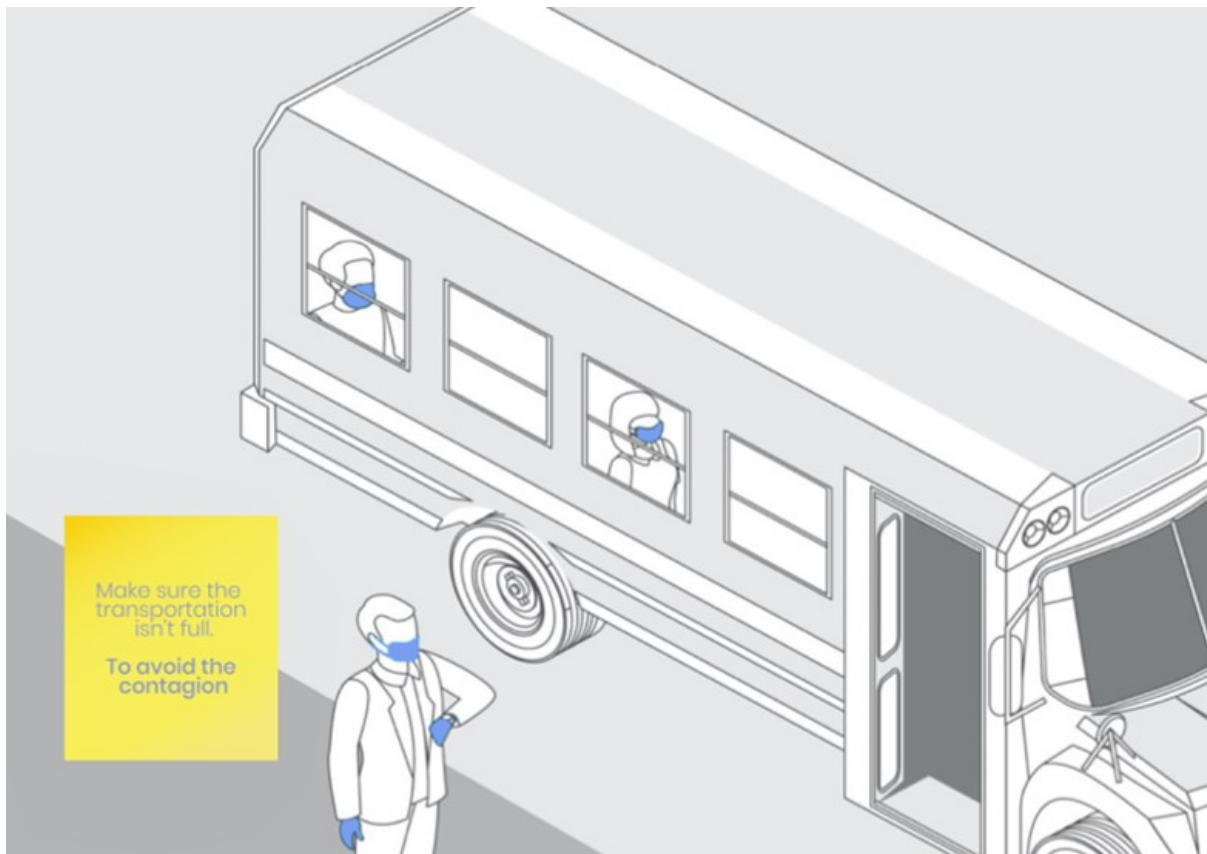
Figure 4. Example of Correct use and disposal of masks
Description of the measure

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.
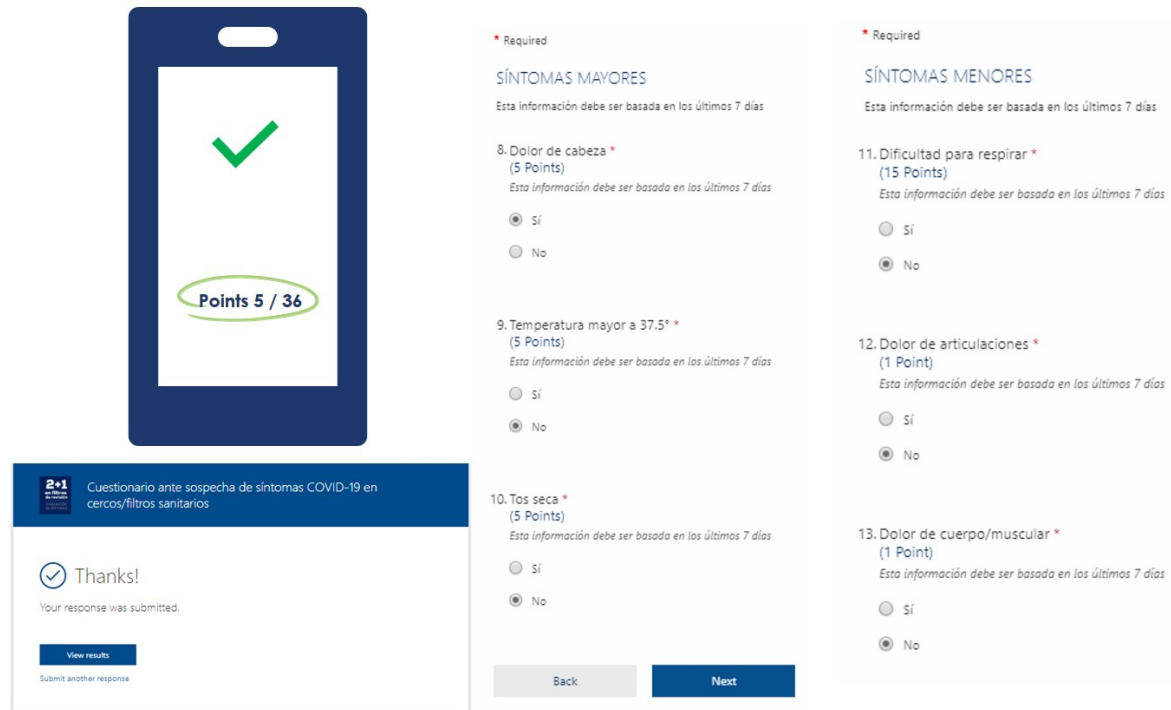
**Figure 6. Example of Physical Distancing signs to guide on specific situations**
Description of the measure

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

Health and Safety Protocols to Address COVID-19
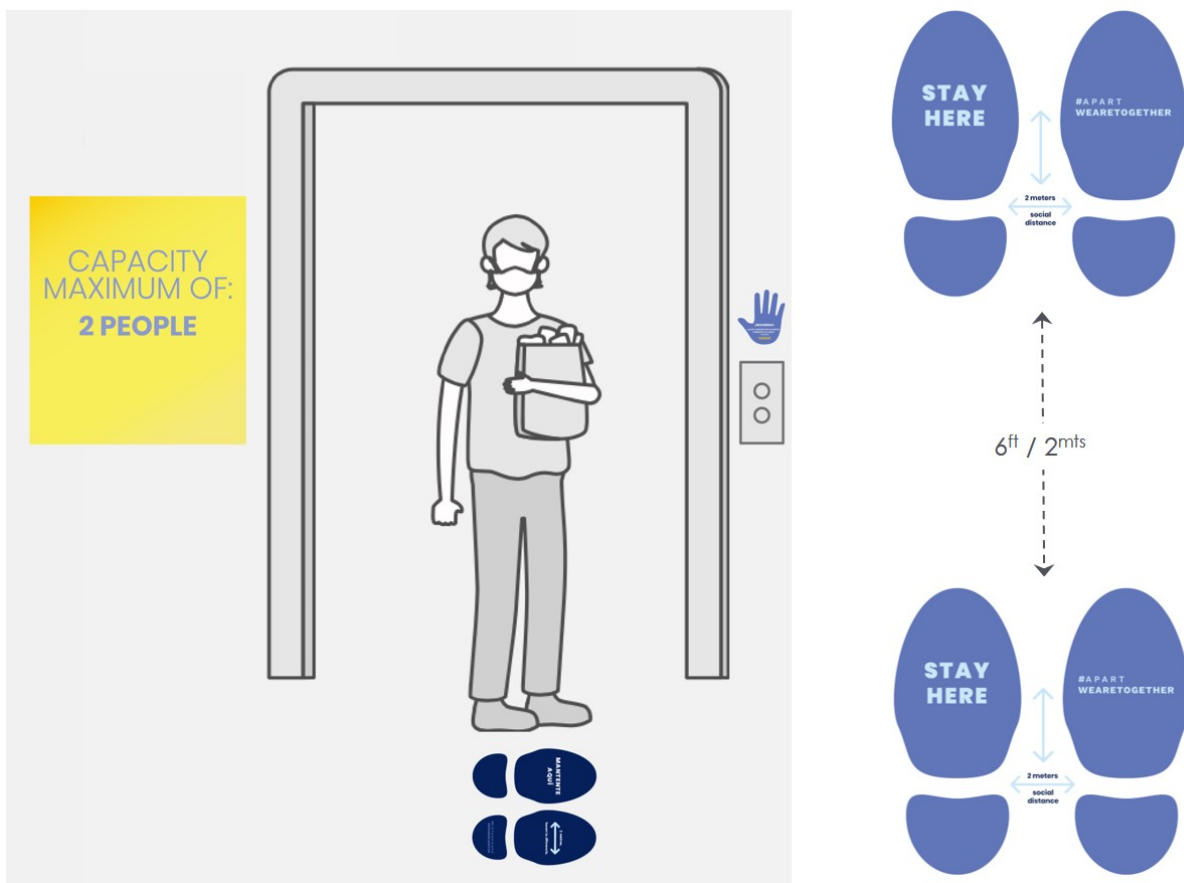
Figure 7. Example of General information roll up banner
Description of the measure

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
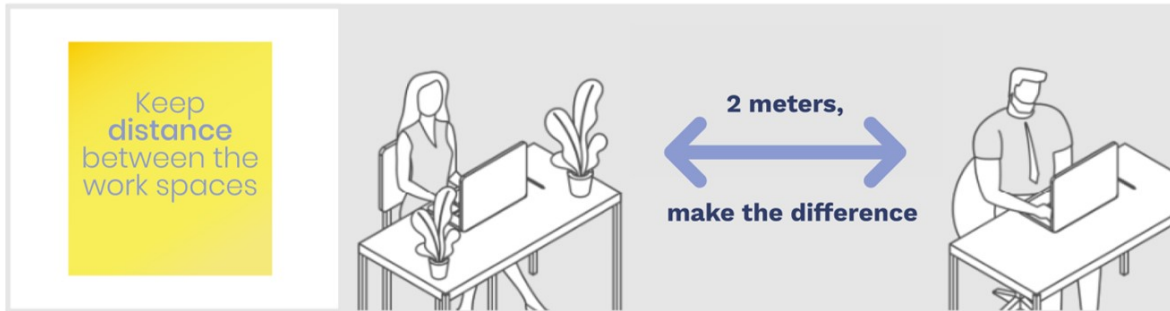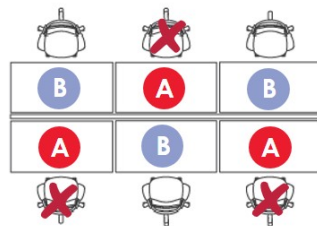
A clear desk policy is highly recommended

Figure 10. Example of Physical distance in the workplace
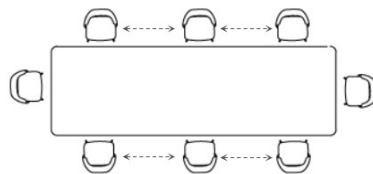**Description of the measure**

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
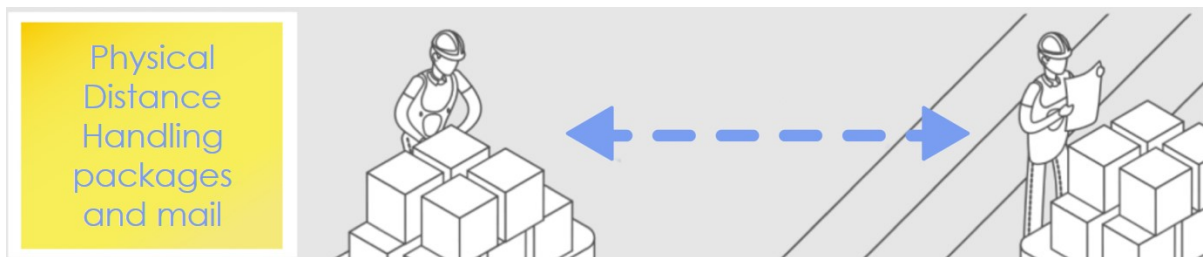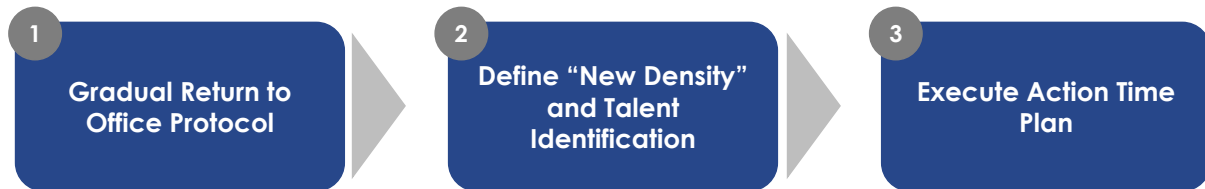**Description of the measure**

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

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

1		2		3
Gradual Return to Office Protocol	→	**Define "New Density" and Talent Identification**	→	**Execute Action Time Plan**

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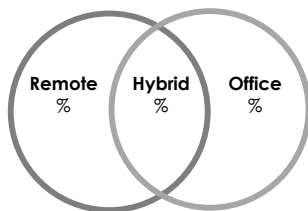
Office working
- Leverage tools and resources
- Physical work (e.g. operative roles)
- Fewer external distractions
- Collaboration between areas
- Social connection to the Company

Remote % — Hybrid % — Office %

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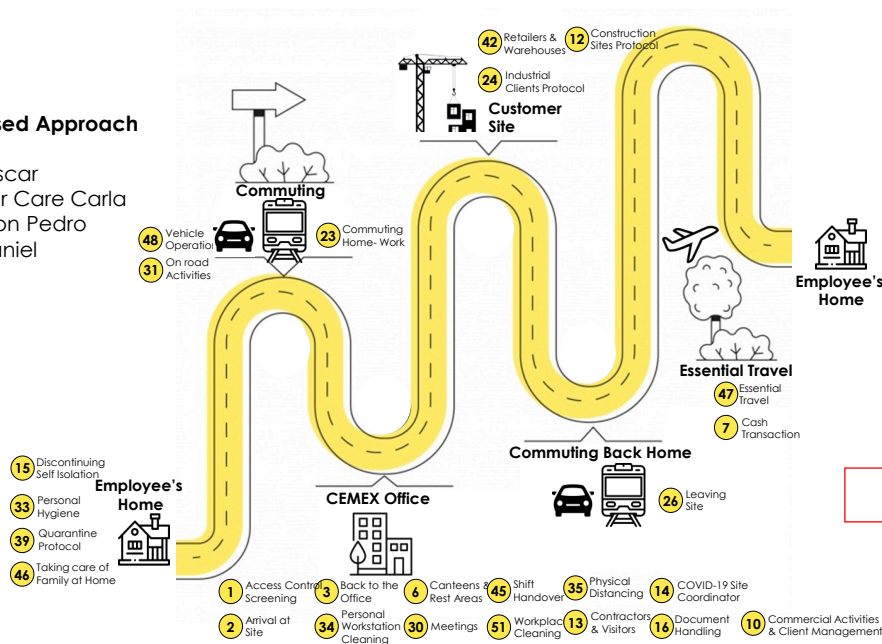
> **A slow gradual return is proposed, monitoring the effectiveness of the process and aligned to instructions from authorities and best practices**

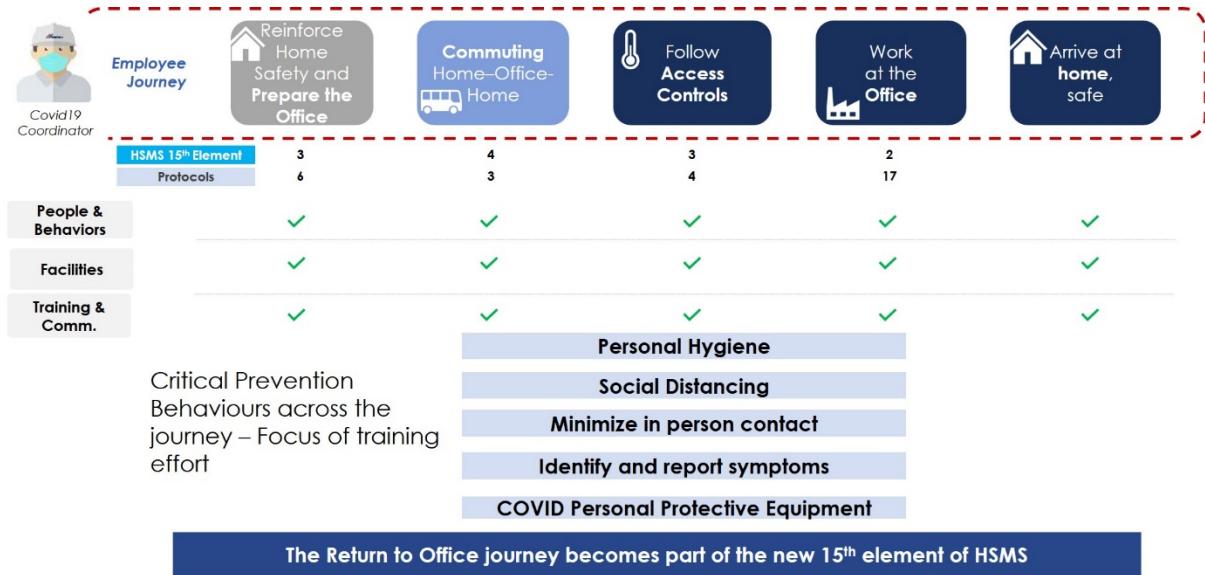## 1.3 Utilizing the Employee Journey Model
Moments that Matter

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

Illustrative

1.4 HSMS 15th Element

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

	Reinforce Home Safety and **Prepare the Office**	**Commuting** Home–Office–Home	Follow **Access Controls**	Work at the **Office**	Arrive at **home**, safe
HSMS 15th Element	3	4	3	2	
Protocols	6	3	4	17	
People & Behaviors	✓	✓	✓	✓	✓
Facilities	✓	✓	✓	✓	✓
Training & Comm.	✓	✓	✓	✓	✓

Critical Prevention Behaviours across the journey – Focus of training effort

Personal Hygiene

Social Distancing

Minimize in person contact

Identify and report symptoms

COVID Personal Protective Equipment

The Return to Office journey becomes part of the new 15ᵗʰ element of HSMS

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
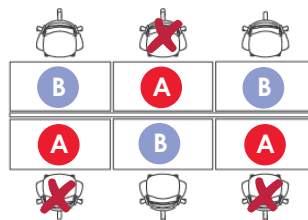
Review layout to identify conflicts and redefine

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

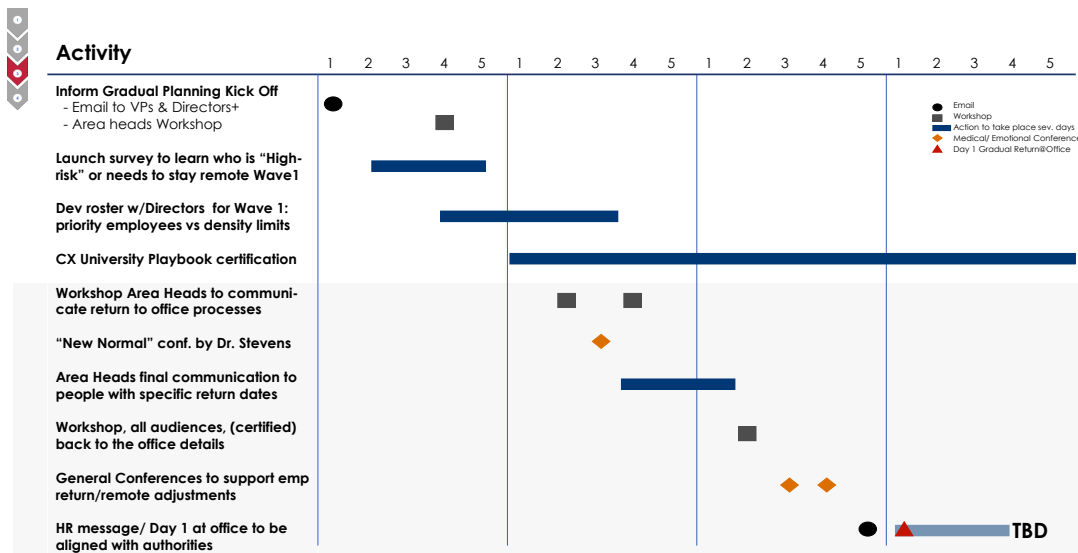**Implement diagonal seating if open space or free address**

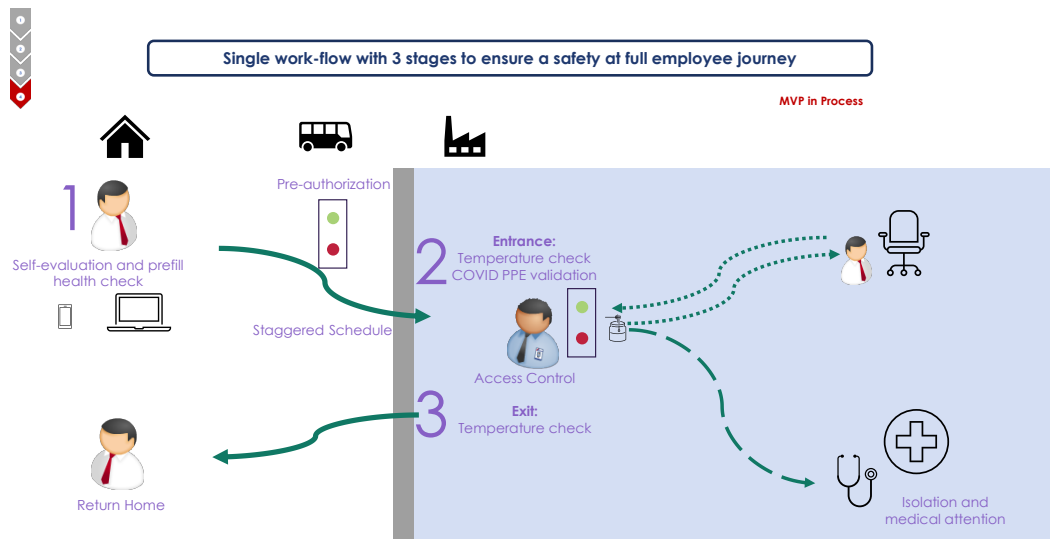**…or install available partitions (i.e. space division or movable screens)**

2.3 Finally share as applicable to align expectations and understanding

Illustrative

Activity	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5

Inform Gradual Planning Kick Off
- Email to VPs & Directors+
- Area heads Workshop

Launch survey to learn who is "High-risk" or needs to stay remote Wave1

Dev roster w/Directors for Wave 1: priority employees vs density limits

CX University Playbook certification

Workshop Area Heads to communi-cate return to office processes

"New Normal" conf. by Dr. Stevens

Area Heads final communication to people with specific return dates

Workshop, all audiences, (certified) back to the office details

General Conferences to support emp return/remote adjustments

HR message/ Day 1 at office to be aligned with authorities — TBD

Legend:
- ● Email
- ■ Workshop
- ▬ Action to take place sev. days
- ◆ Medical/ Emotional Conference
- ▲ Day 1 Gradual Return@Office

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
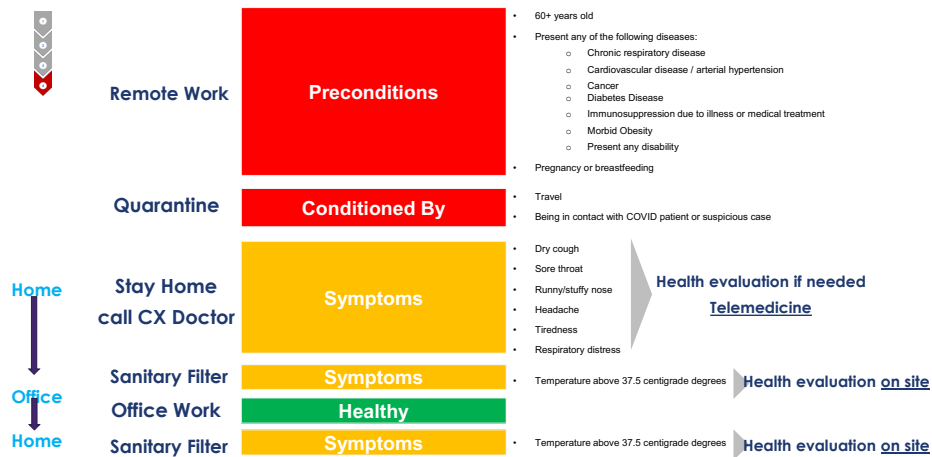
3. Execute Action Time Plan

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

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

- 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
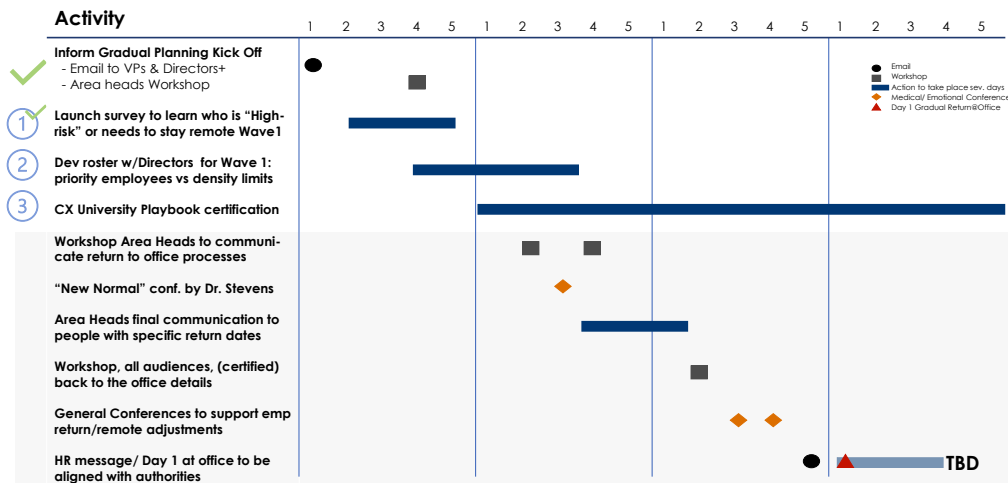
① Survey for our workforce to learn their needs at COVID-19
Learn if talent is "High-Risk" direct or a caregiver; can´t come back Wave1; transportation

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

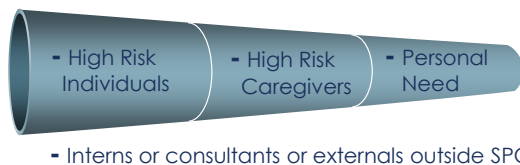## ② Agree in Talent to participate in each "wave" (I/III)
Talent Manager to visit you with office physical plan and talent needs to gain agreement

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

- High Risk Individuals
- High Risk Caregivers
- Personal Need

- 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
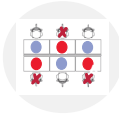
+ Talent cannot change station nor share sitting

+ 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

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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	

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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

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	• Avoid starting the conversation talking about quota (new density)

• 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	• 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