



RESPONSIBLE BUSINESS PRACTICES BOOKLET

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BUSINESS
PRACTICES
BOOKLET**



TABLE OF CONTENTS

1	Our Progress	6
2	Our Strategy	8
	CEMEX-Tecnologico de Monterrey CENTER	10
	Socio-Environmental impact studies	10
	CEMEX-TEC Award	11
	Support to Entrepreneurship through the Cemex Tec Award	12
	Community environmental education program	13
	CEMEX UNITE - Volunteering	14
	Volunteering in the UK - Lend a Hand	14
	Partners in Volunteerism	15
	Volunteering for youth - INJAZ	16
	Women Empowerment	17
	Safety on the roads	18
	Safe Drive Stay Alive and Don't Chance It campaign	18
	PLEASE	18
	Don't Chance It campaign	19
	Road safety in the Czech Republic	20
	Change of View	21
	Mission Zero Strategy	21
	Listo Tayo! (We are Ready!)	23
	Youth Employment	24
	NEO	24
	Garden centre to promote environmental education	25
	Tools for strategy implementation	26
	Internal Responsible Business committee	26

3	Our Projects Throughout the World	27
	Mankabab Garbage Collection Project	28
	ESLSCA MBA Scholarships in Upper Egypt	29
	Inclusion Classrooms	30
	Supporting Asdaa Teams in Robotics Competitions	31
	Employee Contribution Programs: Computer Lab	32
	Kalusugan, Kaligtasan, Kahandaan (Health, Safety, Readiness)	33
	Barangay Alerto (Community Preparedness Program)	34
	TSEK	35
	Cycle of the Annual Can Collection Drive	36
	Social Transformation in the Community	37
	Urban Transformation Model, "Resilient and Sustainable Communities in Urban Zones"	39
	Driver Apprenticeship Project	41
	CEMEX Academies	42
	School Plant Education and Well-being Facility	43
	Tree Day in Morata de Jalón/Alcanar	44
	Collaboration with ecologist groups in Baleares - GADMA	45
	Summer Camp Morata	46
	Bosque de paulownias: Restoration, protection of the biodiversity	47
	Croatia's National Race to Promote Healthcare	48
	Lintar olive oil production, Lintar War Veterans' Cooperative	49
	Traditional Environmental conference: Biodiversity Action Plans	51
	Strengthening of local entrepreneurship and protection of bees	52
	Poster Project "Conservation and Diversity"	53
	Bat monitoring	54
	Museum Park	55
	Community capacity building and wellbeing	56
	Circular Academy	57
	CSR Charter Commitment	58
	CSR Coordinator Network	59
	Crecimientos	60
	Eco-cookstoves	61
	Inclusive Schools Program	62
	Arise MX network development	63
	Post Disaster Recovery Project	64
	Testimonial: Gómez Mandujano Family	65
	Rural Business Entrepreneurs	66
	Initiative "In harmony with nature"	67
	Biodiversity Action Plan	68
	Recicl-arte	69
	Safe School Program	70
	Entrepreneurship Facilitation Program	71
	5k race	72

1

**OUR
PROGRESS**

OUR PROGRESS



Number of awards received

53



Countries in which we have
volunteering programs

23



Women participating in
empowerment programs

5,337



Number of people positively
impacted by volunteering programs

227,352



Number of trained people in
community centers

26,200



Number of community centers and
environmental education centers

40



Number of plants donated
through our nurseries

162,502



Trees planted through
volunteering programs

26,071



Number of youth and children
participating in cultural or sports
academies

17,822



Number of entrepreneurs
supported by social and
innovation programs

1,854



Families participating in
Patrimonio Hoy

13,322



Number of families with
clean cookstoves

1,383



Number of entrepreneurship,
social and innovation programs

84

2

OUR STRATEGY

OUR STRATEGY

Our business cannot thrive in a world of poverty, inequality, unrest and environmental risk. This is why collaborating with governments, civil society and companies in order to transform our business and our world is of our utmost interest.

CEMEX creates a better future for society by ensuring sustainability, wellbeing and quality of life for our stakeholders through a responsible business culture that:

- *Contributes to our license to operate*
- *Creates a positive experience for stakeholders*
- *Generates shared value*
- *Strengthens our brand*

Through our community engagement plans and our four investment pillars we foster efforts that transform communities at a global scale. Our four community investment pillars are:

- *Education and capability development for employability*
- *Sustainable and resilient infrastructure and mobility*
- *Social and environmental innovation and entrepreneurship*
- *Culture of environmental, protection, health & safety*

And they contribute directly to the United Nations Sustainable Development Goals. Specially to our priority goals:

- *8. Decent work and economic growth*
- *9. Industry innovation and infrastructure*
- *11. Sustainable cities and communities*
- *13. Climate action*
- *15. Life on land*

Our programs and initiatives are presently divided as follows.

CEMEX- TECNOLOGICO DE MONTERREY CENTER

The CEMEX-Tecnológico de Monterrey Center for Sustainable Communities was founded in Mexico in 2010 as part of our global strategy. Its goal has been to generate and transfer knowledge while fostering the acquisition of skills and capabilities that enable the development of sustainable communities. The Center consists of several multidisciplinary programs among communities, government, business, academia, and civil society.

CENTRAL, CENTRAL, CONTRIBUTES TO ALL PILLARS, SDG'S 1,8,11,12

Socio-Environmental impact studies

Socio-environmental impact studies are developed by a multidisciplinary group of experts from Tecnológico de Monterrey and professionals in the field of Responsible Business from CEMEX.

In these studies, we develop applied research through the Sustainable Communities Model, a tool elaborated by the CEMEX-Tecnológico de Monterrey Center. This tool establishes the ideal features that a community must fulfil on its path towards sustainability. This is described comprehensively taking into account the following topics: social and economic development, environmental management, housing and urbanism.

These studies enable us to perform applied research and create models that allow for the reconfiguration of urban and rural areas. Likewise, the studies aid in proposing action plans to address the main problem areas of the communities.



The model provides us with the resources to elaborate projects that are developed in a collective and long-term basis, using a collaborative and multi-sectoral participatory framework.

Process Description:

- CEMEX Responsible Business team determines the geographic area to be included in the study.
- We apply diverse research techniques to gather information, such as a survey and bibliographical research of secondary data. We then visit the study area to gather field data and to develop a series of interviews with the key actors in the community.
- During this visit we develop a series of participatory workshops with selected communities.
- All gathered information enables us to prioritize focus areas, expectations and proposals for community solutions.
- We propose action plans to address the main problems, aiming to get the community involved in these initiatives.

Results

- 17 studies have been conducted applying this model.
- 106 communities have taken part in these studies in four Latin American countries: Mexico, Costa Rica, Panama and Colombia.

Learnings and Conclusions

- Social baseline studies have become a powerful tool for CEMEX. They allow to focus CEMEX's projects and respond to the actual needs of surrounding communities.
- The involvement of a multidisciplinary team in the development of these studies is an opportunity to unite different perspectives and ensure a holistic solution.
- It is fundamental to involve people in the community throughout the whole process: including the diagnosis of problems, as well as the proposal of action plans. This fosters sustainability and appropriation of the projects.

CENTRAL, WORLD, CONTRIBUTES TO PILLAR: SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, SDG 9, 11

CEMEX-TEC Award

CEMEX believes entrepreneurship is key to a successful economic and social development, as it contributes to: job creation, diversification, innovation, strengthening of SME's, a more equal wealth distribution, as well as social mobility.

The CEMEX-TEC Award was launched in 2011 and is an **annual prize** that honors change agents and organizations that develop superior high-impact proposals and implement progressive **projects** in sustainable development, **innovation and social entrepreneurship**. Moreover, this Award recognizes projects that foster economic development, social involvement of communities and the preservation of natural resources.

Through this Award, we **connect communities with change agents**, to develop skills, knowledge and tools that improve the quality of life and ensure the sustainable development of the community. These change agents find **creative solutions** to current and future challenges related to the construction industry.

Process Description:

- The award launches its global call every February, this is open until the end of May.
- The proposals are submitted through an online platform, submissions can be in English or Spanish.
- We hold several events to promote the award in different cities around the world during the reception period.
- From June through July we conduct a rigorous evaluation process, involving international experts from multiple sectors specialized on social innovation, environment, urbanization, economic development and social development.
- The winners are announced the first week of August.
- An Experience Week is celebrated in Mexico, this involves all winning entrepreneurs participating in 5 days of workshops, networking and cultural experiences to improve their projects.



Results

- 4 global categories
- 3,765 enrolled projects
- 74 countries have participated
- 128 projects from 23 countries awarded
- +30 partners from around the world

Learnings and Conclusions

- By working with our global partners and with CEMEX global operations we ensure we reach entrepreneurs and organizations.
- It is important for us to know and involve experts that have the know-how on social entrepreneurship and innovation.
- We not only launch an annual award, but also develop local entrepreneurial ecosystems, this is facilitated through our partners and local operations.
- The Award has evolved throughout the years, and we now recognize 4 types of change agents through our 4 global categories. We have discovered the richness that comes from the diversity of the entrepreneurs and organizations that compose the CEMEX-TEC community. Thanks to that diversity we are able to grow and evolve.



SCA&C, DOMINICAN REPUBLIC, CONTRIBUTES TO PILLAR: SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, SDG'S 8,17

Support to Entrepreneurship through the CEMEX Tec Award

The Dominican Government is aware of the importance of the entrepreneurship culture in order to promote social and economic development. To foster this, they created the Entrepreneurship law 688-16 which urges government, academia and private companies, to encourage an entrepreneurship culture.

CEMEX believes that entrepreneurship is key to a successful economic and social development, as it contributes to: job creation, diversification, innovation, strengthening of SME's, a more equal wealth distribution, as well as social mobility.

Therefore in 2016, CEMEX in the Dominican Republic set the goal of being the leading company propelling the entrepreneurship ecosystem as well as developing these capacities in youth. We planned to achieve this goal by leveraging on the CEMEX-Tecnologico de Monterrey Center, and creating appropriate multisector partnerships.



Process Description:

- Starting in 2016, we have partnered with public and private institutions that are promoting entrepreneurship in the country.
- We run a campaign from February to May each year in order to promote the registration of entrepreneurial projects to the CEMEX Tec Award.
- We start with a launching ceremony of the CEMEX Tec Award with guests from universities, innovation and entrepreneurship centres, NGO's, commerce chambers, media and government, during this ceremony we inform of the rules of the award and the prizes to participants.
- We then visit several institutions and media to provide information on the award and promote the registration of projects.
- We work in parallel with governments to promote and generate formal and informal mechanisms to foster the training of trainers.
- Once the CEMEX-Tec Award is celebrated, CEMEX Dominican organizes a ceremony to recognize and acknowledge both winner's and participants.

Results:

- In 2016, 31 entrepreneurs from the country participated, there were 3 winners
- In 2017, 29 entrepreneurs from the country participated, there were 3 winners
- In 2018, 29 entrepreneurs from the country participated
- In 2019, 119 entrepreneurs from the country participated, there were 2 winners
- In 2019, we formalized a public private partnership between CEMEX and the Ministry for Education, Science and Technology
- In 2019, 2 trainings on entrepreneurship skills were provided for trainers
- In 2019, 41 trainers took part in trainings based on the ASHOKA model
- In 2019, 25 women from communities were trained on starting or upgrading their business
- Starting in 2016, we have been judges in several university entrepreneurship contests

Learnings and conclusions:

- This is a long term process, we started in 2016 with good results, but it was not until 2019 that there was a significant increase in participation from the country.
- The process has evolved, in 2016 we focused mainly on promoting the award, we then learnt that we needed to lead processes to strengthen the system through partnerships and team work.
- We are positioned and recognized throughout the country as one of the main actors supporting the entrepreneurship ecosystem.

CENTRAL, LATIN AMERICA, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 15, 11

Community Environmental Restoration program

The Community Environmental Restoration Program was developed by CEMEX through the CEMEX-Tecnologico de Monterrey Center for the Development of Sustainable Communities. The program trains local groups to develop innovative solutions for the transition to sustainable communities.

The Community Environmental Restoration Program is an initiative of participatory environmental education, which aims to strengthen knowledge among young people by training them as promoters and leaders to carry out community environmental diagnosis and participatory activities of restoration and improvement. In addition, this strengthens the relationship with local stakeholders and the leadership of the company in environmental issues.

The program is comprised of 4 stages that take place during 18 months of work.



Process Description:

• STAGE 1

- The responsible business local team and CEMEX-Tecnologico de Monterrey Center evaluate the community and select the schools where the program will be implemented.
- A local coordinator is selected.
- Groups of young promoters are formed.

• STAGE 2

- A Community Council comprised of teachers, parents, municipal government, NGOs, and other leading organizations in the community is formed.
- Young promoters are trained on the history of their community, local environmental issues and diagnostic tools.

• STAGE 3

- The promoters carry out a participatory environmental diagnosis of the community and systematize the information.
- Didactic material is developed based on the diagnostic information.

• STAGE 4

- Community environmental restoration activities are carried out.
- Community events are held to present the work and teaching materials carried out.

Results

- 1,750 trained environmental promoters in 2019 by the Center
- 6 Wildlife Habitat Council's Conservation Certifications achieved
- 4 Ha of restored quarries
- 80 Ha of reforested areas

Learnings and Conclusions

- This methodology can be replicated in different contexts and locations.
- We involve multiple departments at local operations to ensure the ownership and success of the program.
- The formation of a Council is a key factor in the operation of the program in the communities.
- The alliances formed by government authorities and key actors in the community through this program is a key driver in the development of productive projects and initiatives resulting from this program.
- The program contributes to environmental restoration, in addition to promoting, educating and empowering young people in their communities.

CEMEX UNITE – VOLUNTEERING

Volunteering rewards are not limited to the recipients, yet, there have been several studies that prove that volunteering has beneficial health effects for those providing support. A longer lifespan, a sense of accomplishment, purpose and greater life satisfaction are just some of the things achieved by performing these activities. Physical wellbeing is also enhanced by continued volunteering.

Through our global CEMEX UNITE Volunteers Program, our employees actively engage in skilled and hands-on activities that tackle the world's greatest challenges and improve the quality of life and wellbeing of the communities we live and operate in.

Our employees further realize their purpose by participating in skilled volunteering, enabling everyone to participate in building a better future. Through this program, our employees participate in volunteer activities during work hours, as well as locally extended volunteer programs over the weekend—allowing them to share the experience of volunteering with their families. CEMEX UNITE Volunteering strategy is now global with supporting communication tools and digital platforms.

Some of the examples of projects we are currently conducting are:



EUROPE, UNITED KINGDOM, CONTRIBUTES TO ALL INVESTMENT PILLARS AND SDG'S 8,9,11

Volunteering in the UK – Lend a Hand

Our Lend a Hand project allows employees to give back to the community through volunteering activities. This enhances the quality of life, well-being of communities, and the well-being of our employees in the process. In order to maximize employee involvement, we have designed a time bank to use over various time periods on different volunteer initiatives. Employees may now dedicate from one day to longer-term to neighbouring communities by working with local institutions such as schools or new start-ups.

Process Description

- The time bank has by default one day allocated per employee, yet there is freedom to apply for more time as needed.
- An individual interested on working for a cause must first contact their line manager to approve suitability and resources.
- Once the line manager has approved, consent from the CSR department needs to be granted.
- If an employee wants to dedicate time but does not have a defined activity, they can contact the CSR specialist who can suggest activities based on specific criteria.
- Employees make a commitment to provide feedback once the activity is concluded.

Results

- In 2018 CEMEX UK spent 1,712 hours or 214 days lending a hand and we expect to increase this by 600 hours in 2019
- In 2018, 214 employees contributed to this project
- In 2018, 16,000 people were impacted
- Since 2012, we have invested 10,000 hours for 200 different causes in the UK
- We have observed that our employees have found this beneficial for their mental health and wellbeing
- Less sick days have been observed
- 78% of people who have volunteered in the last year say they have lower stress levels as a result from volunteering
- 96% of people who have volunteered mentioned this has strengthened their sense of purpose in life
- 80% of people who have volunteered say that this has made them feel they are in control of their health
- 95% think they are contributing to their community being a better place
- About a quarter of employees who volunteered in the last year say this has allowed them to manage chronic illness

Learning and Outcomes

- Originally each employee had been allocated equal time to perform volunteering activities, nevertheless, this limited their impact, as not all employees wanted to take part on this opportunity.
- Restrictions were removed and now employees who want to take part in the project can use the time they require (if previously allowed by their manager).
- We have also expanded the project to allow volunteering on intellectual activities. This is more inclusive and diverse to our workforce and will allow them to share their knowledge.
- Local partnerships will be proposed and renewed quarterly and will be voted for by employees.

EUROPE, POLAND, CONTRIBUTES TO ALL INVESTMENT PILLARS AND SDG 8

Partners in Volunteerism

In order to cultivate a culture of volunteerism, each year we organize a grant competition for employees to submit ideas for volunteer initiatives that will attract the participation of colleagues, customers, family members, friends, neighbours, and locals. Since the project began in 2011, employees have submitted for consideration hundreds of initiatives addressing community needs in the areas of: education, care for the environment, sports, and the preservation and promotion of local traditions.

Process Description

- A call for proposals is emitted to all the locations of CEMEX Poland.
- Contest is open to any participant regardless of position and should comply with annual volunteering rules and statutes of the foundation, initiatives must be impactful to the community.
- The CEMEX team participating on each initiative must be composed of at least two employees.
- The proposal is sent to a board composed of plant area Directors.
- The winning proposals are granted funds to be executed by the team cited on the document.

Results

- Since the start of the project, in 2011, 345 initiatives have been submitted
- Since the start of the project, in 2011, 160 initiatives have been selected an executed
- Since the start of the project, in 2011, 450 people with disabilities have been positively impacted by the initiatives executed
- Since the start of the project, in 2011, 3000 trees have been planted through multiple initiatives
- Since the start of the project, in 2011, 40,300 people have been positively impacted
- Each year, more than 200 volunteers are involved on planning initiatives
- In 2018, 6,240 people have been positively impacted
- Some of the initiatives executed are:
 - Sailing training for orphan children
 - Reading nightclubs to involve children in reading
 - Renovation of classrooms in schools and kindergartens
 - Tree planting
 - Inventory of mud turtles
 - Counting of wolves

Learning and Outcomes

- The participation of family and friends of employees has been encouraged, as it has been instrumental on promoting the initiatives locally and increasing overall well-being.
- Employees are responsible for management of their initiative, this is a great lesson on project management and leadership. Employees have reported leading the initiatives has taught them valuable lessons on: efficient use of time, organization, and interpersonal communication.
- Our employees develop a sense of belonging in the company through volunteering activities, also reducing the likelihood of them changing workplaces.
- Volunteers observe an enhancement of their communication skills and a better integration has been achieved amongst participants.
- In short, the positive results of this initiative extend well beyond tangible outcomes such as classroom renovations, new playgrounds, tree plantings, or wildlife counts; they also include such intangible evidence of the power of giving back in the form of inspired teams, emerging leaders, confident employees, and a deeper sense of community.



AMEA, EGYPT, CONTRIBUTES TO PILLARS: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY AND SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP SDG'S 8, 9

Volunteering for youth – INJAZ

Egypt currently experiences a huge gap between skills learnt through the education system and those required by the job market. INJAZ is a reputable NGO with several years of experience in developing and delivering programs designed to bridge this gap for youth.

Through teachings related to entrepreneurship, work readiness and financial literacy the program works on preparing young students to join the workforce and/or creating their own ventures. This initiative creates a venue for our employees to participate in a meaningful value creation activity with a proven method.

Process Description

- INJAZ sends CEMEX's appointed focal point a "call for volunteers" showing all programs offered for the semester.
- The focal point sends the email to the employees on our head office.
- A list of volunteers is compiled.
- The list is shared with INJAZ.
- A training workshop is planned, it includes: orientation about the different activities they will carry out in the sessions and tips for working with students from government schools, mainly on keeping their attention.
- A schedule for delivery of workshops is planned.
- Volunteers visit the schools to deliver the programs and interact with students.



Results

- 6 volunteers took part in 2019
- 48 hours of volunteering were provided
- 180 children have been taught
- Every volunteer provided a full day of class
- The initiative took 3 months to implement from planning to execution

Learning and Outcomes

- Most of the students in these schools come from very poor families, the program encourages students to dream big at the same time it exposes them to opportunities that they otherwise would not have had. They meet successful entrepreneurs who share their stories and inspire them. All learnings have proven very inspiring for students, who go back home and start implementing small projects on their own immediately.
- This initiative has proven very successful on getting the employees out of their comfort zone and contribute to their communities.
- INJAZ is part of a global network, which makes the project replicable on other countries where it operates.
- Employees are very happy, and INJAZ coordinators are happy with the exceptional dedication from our employees.
- The experience of our employees has been instrumental to materialize teachings, and has enriched the students with practical knowledge that they would have not gotten otherwise.



WOMEN EMPOWERMENT

In CEMEX we are aware that diversity in the workplace has been proven as a catalyst for superior business performance and greater productivity in the international sphere. We are committed towards a largest integration of women both on our operations as well as on our supplier networks.

We also foster social conditions that provide opportunities for women and girls by developing the technical and leadership capabilities to empower them economically—either through employment or the development of their own business, thus contributing directly to SDG 5.

Our Community Diversity and Inclusion Strategy fosters women's economic empowerment through education and capabilities development, enabling them to become agents of social change within their families and communities through four pillars:

- Self Esteem
- Education
- Development of Technical Capabilities
- Development of Entrepreneurship and Employability Capabilities

More than 30 years ago, CEMEX partnered with ANSPAC, a not for profit organization that offers technical training and counselling to women that live near our operations. This partnership later evolved into the project called: **"We are all hope"**, this project provides training and education to women on the communities we work in. Students learn technical and soft skills they can directly apply towards conducting productive activities. Women are also provided with mentoring for developing their own businesses. This project has empowered women locally and for them to act as agents of change in their families and communities. In 2016 alone, more than 6,000 people took part on the workshops within this project.

Another project we have worked with is **"VIVE"**, through our partnership with the Organization of American States, which is oriented for women in high vulnerability conditions and works on developing their soft skills and sales knowledge in order to ease economic development.

Through these projects, we have observed that if we work on women empowerment, we create a virtuous cycle of positive change within the communities we work and live in.

SAFETY ON THE ROADS

Multimodal travel supports economic and social development around the world, nevertheless lack of awareness and compliance contribute to the loss of 1.35 million lives each year, according to CDC. Road traffic injuries are considered to be the 8th global leading cause of death in young people from 5-29 years. In addition, in the case of low- and middle-income countries, in 1998 road traffic injuries had a monetary burden of 65 billion USD, whilst the global number amounted to 518 billion USD.

One of CEMEX's values is to guarantee safety, eliminating accidents both on our operations and the communities in which we operate. We therefore engage continually with communities, organizations and industry actors to enhance road safety for all users.



EUROPE, UNITED KINGDOM, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, SDG 3

Safe Drive Stay Alive and Don't Chance It campaign

In UK, statistics for accidents on the road related to pedestrians and cyclists have continuously been on the rise. In 2017, they had risen 5% from the previous year, according to the Department for Transport. In order to tackle this risk, CEMEX designed a safety campaign to reach both drivers and pedestrians. We've elaborated on the Don't Chance It campaign and extended it to education of young drivers. Workshops supported by parliament, are held at local schools around the country and feature an interactive presentation on the dangers of the road.

Process Description

- We divide participants in schools and universities based on age.
 - A classroom safety refresher takes place.
 - Importance of checking the condition of bicycles prior to riding is taught.
- We arrange with the logistic team for a vehicle to come to every training.
- Generally, the training consists of a tour around the vehicle, explaining about all blind spots with all the danger areas explained.

Results

- In the last year, training was carried out in more than 38 schools
- The average attendance for training is around 100 children
- Trainings are carried out approximately once a month
- CEMEX UK statistics show an all-time low for pedestrian and vehicle related incidents

Learning and Outcomes

- This programme has evolved throughout the years. Initially the program only involved the logistical department and then integrated more subjects by the Responsible Business department aimed at pedestrians.
- The communications team will be instrumental on the dissemination of information around this initiative in order to reach more sites nationwide.
- We hope to grow this initiative to have more sessions and cover more places in the country.

EUROPE, SPAIN, CONTRIBUTES TO PILLARS: SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY / CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, AND SDG 3

PLEASE

In 2018, there were 102,299 road accidents with injuries in Spain. Vulnerable users, such as pedestrians and cyclists, among others, represent 48% of deaths due to traffic accidents. In order to promote safety on the road in Balears, CEMEX, along with several partners, including the Balears Transport Companies Federation and Balearic Cycling Federation founded PLEASE.

PLEASE is a platform that aims to increase road education for respect and understanding among users. CEMEX oversees the initiative and coordinates with other partners to raise awareness among drivers and pedestrians about safety on the roads.

Among its initiatives and activities, PLEASE conducts campaigns in order to increase awareness, some of the actions it has worked on are: debates amongst drivers of heavy-duty vehicles and cyclists, trainings for safety on the road and dissemination of best practice videos through social networks.

Process Description

- We take our trucks to several events for pedestrians, motorists and cyclists for them to familiarize with the driver's blind spots.
- We also participate in road safety training for children in order for them to learn transport regulations and respect for other drivers.
- We use social media to transmit messages and the philosophy of the platform.
- We are continuously looking for partners to share knowledge and disseminate information to stakeholders.

Results

- The alliance has created a rulebook that has been shared with citizens in order to promote road safety
- 100 employees have taken part of the trainings
- 350 attendees to events
- 1000 persons reached through media and social networks

Learning and Outcomes

- As this association includes transport fleet owners as well as cyclist associations, it allows for the sharing of multiple points of view, therefore this network has proven useful for emergent sustainable mobility issues.
- The involvement of multiple departments has been instrumental to the success of this initiative, in our case: supply chain, public affairs, communication and social corporate responsibility are involved, amongst others.
- In the future we are aiming to involve more members in this initiative in order to reach a critical mass in funding and associates and to be able to reach a wider audience.

- We want to increase the talks we provide to local schools in the future.
- We want to be more involved with the local traffic and infrastructure direction in order to be able to positively influence regulation and proper infrastructure projects that allow for safe mobility amongst all groups.



EUROPE, SPAIN, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, AND SDG 3

Don't Chance It campaign

For CEMEX safety is the first of its values and thus the highest priority. Currently CEMEX is working in a global Campaign led by the Supply Chain department, to promote safety on the roads and reduce accidents. The Supply Chain department in Spain, along with Responsible Business, H&S, PA, Communications and Operations are in charge of implementing it in the country as One CEMEX.

The educational campaign is locally called "Peatones Seguros". It is aimed towards one of the most vulnerable users in roads, pedestrians. This campaign targets both drivers and pedestrians and is comprised of parking trucks in predetermined locations in towns, providing a best practice manual to passer-by's and invite them to climb on our trucks in order to become familiar with the security measures in place and experience first-hand the point of view and blind spots of drivers of these vehicles.

Process Description

- We were informed of the global campaign to promote safety on the road.
- In order to prepare the campaign, meetings were held amongst several departments; Communications, H&S, Responsible Business, Supply Chain, and PA to determine the subjects, activities and main messages of the campaign.
- A study is carried out in order to determine areas where a larger volume of the most vulnerable users constantly converge and where we will not disrupt mobility of these users.

- Local schools are also contacted in order to revise if they would like to bring students to the training.
- Governments, private sector and NGO's are also invited and provided schedules.
- CEMEX Trucks (tank truck, truck mixer and tipper truck) are driven to selected locations.
- The best practice manual is shared by our employees on the ground, who also answer local passers-by's questions.
- After, they can climb on trucks where they are explained about the security measures in place and they can experience the blind spots first hand.

Results

- 3 schools participated in 2019
- 550 children were trained in 2019
- 3 participations in events in 2019
- 230 people were trained during events in 2019
- Children between 4 and 11 years were taught about road safety
- A leaflet with the main campaign messages was developed and is available on our Spain webpage

Learning and Outcomes

- The painting on CEMEX trucks has been very successful as a reminder for pedestrians to be cautious when crossing the road.
- The design of the campaign must be focalized in order to be more effective. In Spain, it is targeted towards high risk groups such as: children, people crossing with babies, elderly people, and people with mobile devices.

EUROPE, CZECH REPUBLIC, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY AND SDG 3

Road safety in the Czech Republic

The project offers practical road safety training for first- and second-year local elementary school students in the municipalities of Prachovice, Chrudim and Tremosnice. The training enabled us to show children how the driver of a large truck sees the road and the pedestrian zone and to discuss the risks of irresponsible behaviour in the streets as well as ways to reduce those risks.

In order to make this training a reality, we worked together with the local police, who complemented the training with their expertise.

Process Description

- The classes have a theoretical and a practical component.
- There are two sections of the theoretical component:
 - 15 minute lecture by the Czech Police.
 - 10 minute lecture by CEMEX based on a curriculum developed jointly by H&S, Marketing and Logistics.
- There are two sections of the practical component:
 - Observation of the blind spots on police cars (conventional cars).
 - Observation of the blind spots on cement trucks.
- At the end of each training colouring books and security tapes are distributed to the students.

Results

- The training is provided on an annual basis
- 80 students participated on the pilot training
- 2 allied institutions were part of the pilot project
- 4 allied institutions took part on the validated initiative
- More than 380 students have participated on the validated initiatives

Learning and Outcomes

- This initiative has already been replicated in other municipalities involving a larger number of stakeholders.
- CEMEX has learned that involving the municipality and the federal ministries expands the reach to a wider audience and thus, is implementing these changes to future initiatives.



EUROPE, GERMANY, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY AND SDG 3

Change of View

The streets of today are a place where two worlds converge. One of them is composed of pedestrians and people who ride two-wheelers; moving at a slower pace and physically exposed to danger. The other is comprised of people who drive four-wheeled vehicles; often moving with a sense of invulnerability in "steel shells" that allow for greater speed but also restrict drivers' field of view. The inhabitants of each world seem to lack appreciation for the circumstances of the other.

This initiative originated from an unfortunate increase in cyclists' deaths in Germany. In 2018 445 cyclists had died as a result of traffic accidents and by the same year deaths in the country had increased 16.8% from 2010. We seek to educate drivers, cyclists, and pedestrians about road safety through a comprehensive campaign that includes Change of View bicycle tours in cities, blind spot training for children at local CEMEX sites, and bike courses during CEMEX events. We seek for each group to understand the other's perspective.

Process Description

- We first establish local partnerships, we started with the German Bicycle Association and then with several schools.
- We work on motivating drivers to take part in the event.
- We then plan a route, bicycles and food are arranged in order for other participants to join the tour.
- A short introduction is provided by the cycling organization in order to learn what to expect during the training.

- Two hours of the tour are conducted in a practical manner.
- At the end a recap is conducted.
- Additionally, training on the blind spot occurs in cooperation with kindergartens or during the events.

Results

- In 2019, we had a three trainings on the blind spot. Two at local events and one in cooperation with a local kindergarten at one of our quarries.
- In 2018 70 people were trained on the blind spot.
- In 2018 13 drivers took part in 3 different bicycle tours in Hamburg and Rüdersdorf.
- In 2017 we had one bicycle tour in Berlin with 12 participants.
- In 2017 15 kids from a local kindergarten were trained on the blind spot.
- Each tour and training has a duration of 3 hours.



Learning and Outcomes

- The largest challenge has been to motivate drivers from other freight companies to participate on the bicycle tours, in order to overcome this, we will start an attempt on including bike tours as mandatory for drivers.
- More partners are necessary in order to upscale the project, we currently are working on locating appropriate partners.
- Strategies to further engage external drivers are being discussed. We are planning to continue and extend the project in 2020.

MEXICO, MÉXICO, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY AND SDG 3

Mission Zero Strategy

Each year in Mexico 16,000 people die in traffic accidents, from this number, 2,200 are children. CEMEX takes safety as a priority, and in order to tackle this problem we created an initiative that seeks to reduce risks on the street, generate road awareness, and ensure that people share the street safely. The goal of this initiative is to bring road fatalities and serious injuries to zero, both on our operations and the communities in which we operate.

In this initiative mobility is seen holistically, it does not seek to punish, but rather, to search for solutions in the form of:

- Proper legislation
- Educated Users
- Design and Infrastructure upgrades



The initiative includes the following components: enhancements to unsafe roads (Interventions Zero), training for public servants and the general public on mobility issues (Academia Zero), and a communications strategy to raise awareness in all sectors of society (Agenda Zero).

We provide industry partners with a Zero certification model that allows them to reduce risks on the road. This model is based on 4 pillars: road safety management, safe infrastructure, safe vehicles, and safe users.

Process Description

The strategy normally unfolds in the following way:

- Interventions on unsafe streets in order to make enhancements to infrastructure (ex. Painting of pedestrian crossings).
- Training to public servants about mobility and public space management.
- Creation of school patrols.
- Workshops in schools.
- Work around the company's installations in order to detect potential risky situations and correct them.



Results

- The initiative has been present in 8 States and 23 Municipalities
- In Mexico City we work in partnership with 3 NGO's
- In Guadalajara, we work with 7 government and NGO partners
- In Monterrey, we work in partnership with 11 institutions amongst government, academia and NGO's
- 1 certification for companies developed
- We have impacted more than 25,000 people
- The training has been shared amongst 6,444 employees
- 787 volunteers participate on this program
- 38 streets have been transformed
- Through Mission Zero Academy and its Itinerant Laboratory of Systemic Road Safety, the first in Latin America, we have trained 240 agents of civil society organizations, 250 public officials, and 29 companies, in 8 States and 23 Municipalities of the country. Forming a total of 596 Agents Zero.
- 547 truck drivers have been instructed on the biking school. They are taught about the point of view of the bicycle user and live first hand the vulnerability of the users, thus changing their behaviour towards them

Learning and Outcomes

- We are constantly searching for more partners that would like to join the initiative, the groups are divided into:
 - NGO's
 - Cities
 - Community
 - Companies
- We have the vision to transfer ownership to society, so we are revising participation as well as funding sources for this.

AMEA, PHILIPPINES, CONTRIBUTES TO THE PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG 3

LISTO TAYO! (WE ARE READY!)

Road safety is a global priority. In the Philippines, the burden of road accidents makes it one of the most pressing health and development concerns for Filipinos. 4 in every 100,000 people died and 193 in every 100,000 were injured in 2017 alone, based on data from the Metropolitan Manila Development Authority (MMDA). With Safety as a top priority for the company, the Listo Tayo! campaign was launched in 2013 and aims to promote a culture of safety across CEMEX operations, for both employees and stakeholders in communities. Audiences are taught the basics of road safety through creative and interactive presentations such as educational tours, audio visual presentations, games for students, coloring books and social media campaigns.

The campaign is targeted towards vulnerable users such as: school children, the elderly, motorcyclists and cyclists. Trucks are also painted with reminders to pay attention.

Process Description

- The supply chain department as well as the foundation take the lead on this project.
- We coordinate with local government units and partner schools for implementation.
- Volunteers from the various departments participate in the implementation.
- Education on road safety is provided.
- The process implementation takes 3-6 months.

Results

- Trainings have been conducted on an annual basis since 2013
- 2000 students are trained on an annual basis
- In 2019 we celebrated the "Vulnerable Road User Awareness Month" through 2 events
- 360 students participated on the events in 2019
- Since its inception more than 10,000 students have been educated nationwide

Learning and Outcomes

- Working as One CEMEX between supply chain, CCPA and Operations has been instrumental to the success of this project.
- Improvements are made on the program on a yearly basis.
- The program was cited as a Best Practice by the Department of Transportation and the Safety Organization of the Philippines, Inc.



YOUTH EMPLOYMENT

In 2018, according to ILO, 21% of global youth (15-24) were not in employment, education or training, in addition, young people are twice as likely of being unemployed than adults and employment rate for young people has been declining for the last 10 years. One of the main problems is that there is a skill mismatch between young people and jobs available. Youth unemployment is a societal problem as it can lead to health issues in the future, can reduce the income they receive in future years and as such, has the potential to impact in the future on economic activity.

CENTRAL, MEXICO, CONTRIBUTES TO PILLAR: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG'S 4, 8, 10

NEO

In Mexico, there are more than 30 million young people, from which, 5.8% are outside the education and labour market. Employability for young people has decreased through the years.

Since 2014, CEMEX has been very active in developing, testing and implementing solutions for this complex challenge. In this search for solutions, we became a regional partner for NEO and instrumented the program in the country through public private partnerships in Nuevo Leon.

The program first revises the needs of local industry and develops the training necessary for equipping young people with the required skills.

Process Description

- Partnerships between academia, technical institutions, NGO's, companies were launched and formalized.
- A study on industry needs was carried out, this led to the findings of the following skill gaps:
 - Ability to acquire and apply new knowledge
 - Teamwork
 - Computer skills
 - Effective use of time
 - Writing reports and documents

Results

- More than 40,000 young people have been positively impacted to date.
- There are more than 33,500 graduates to date.
- 25 organizations have implemented the initiatives.
- More than 100 professionals trained to teach professional skills and services.
- 780 teachers trained on the new courses.
- 5 technical paths for technical degrees have been developed.
- 21 operator level profiles have been developed.
- Counselling of more than 15,200 young adults for employment search.
- 74% placement rate.
- Young graduates from NEO earn in average three times the average salary in the state.
- 50% of participants are female.



Learning and Outcomes

- Training on soft skills teachings has been instrumental on diminishing job-hopping.
- The initiative's success was dictated by the amount of companies and students that joined.
- We plan to continue working and adding new subjects of interest for companies as they become relevant.
- This initiative has been very successful in many ways such as:
 - Connecting young adults to employment
 - Enhancing the local economy through a greater purchasing power
 - Reducing employee turnover at companies

EUROPE, SPAIN, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY AND EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG'S 4, 15

Garden centre to promote environmental education

The I.E.S. La Hoya Buñol Institute in Spain had lacked practice facilities for the last 6 years in order to train the students in the technical program for natural science and forestry. To this end, they needed to travel outside the community.

Taking into consideration the students' needs and the fact that CEMEX could use a hand with quarry restoration and landscaping within the plant, the company made an agreement with a local nursery to rent its facilities. Therein students would practice new gardening and farming techniques. The program would not only strengthen the professional abilities of students, but also reduce our spending on trees for the quarry.

Process Description

- Initial meetings with stakeholders were undertaken: Nursery, IES Buñol and Government
- Agreements were reached
- Implementation:
 - Young students receive health and safety training
 - Young students perform practices on a regular basis
 - Sprouting of plants and trees within nursery is achieved
 - Plants are moved to the outside
 - Plants are transferred to the quarry
 - An evaluation by IES and CEMEX is carried out

Results

- 2,500 m² available for students' practices
- 40 students took part this year
- 4 community partners
- 2 weekly practices for students
- Each student group will practice 160 hours within the new facilities
- 650 Pinus Halepensis planted
- 5,000 Rosmarinus Officialis planted
- 10,000 Lavandula Angustifolia planted
- 62,500 Atriplex Halimux planted



Learning and Outcomes

- The project required the involvement of several departments within the company in order to properly design it. Areas such as CSR, Public affairs, sustainability, health and safety, and operations were involved.
- Neighbours are really interested on this project.
- The program will provide students with experience prior to applying for a job as well as additional skills on innovative planting techniques.

TOOLS FOR STRATEGY IMPLEMENTATION

As part of our strategy, we have several tools and procedures in place in order to ascertain that its correct implementation is guaranteed. In this sense, we have created the guide for internal Responsible Business committees in order to aid countries in their implementation and operation. Several countries currently celebrate them multiple times a year.

EUROPE, SPAIN, CONTRIBUTES TO 4 PILLARS

Internal Responsible Business committee

The internal Responsible Business committees are designed to lead, supervise and monitor the approach of the responsible business strategy in each region of our operations through mature stakeholder management and analysis of their needs and expectations. Committees duties are, among others, as follows:

- Identify and Recommend social activities and projects as part of the community engagement plans.
- Promote, analyse and execute initiatives, projects, and Responsible Business requests.
- Engage in social dialogue with communities around our operations and implement actions that arise from the community expectations.
- Promote partnerships and collaborations.
- Work with stakeholders by analysing their needs and expectations.

Process Description

- A call to be part of the committee is launched.
- Interested employees apply to be part of the committee.
- Multidisciplinary teams are appointed by region and comprise but are not limitative to the following areas:
 - Operations
 - Human resources
 - Responsible business
 - Sustainability
 - Communications
 - Public affairs
 - Risks
 - Sales
 - Materials
 - Supply Chain
 - Procurement
 - Legal
 - IT
 - Health and Safety

- Employees that wanted to take part on the committee but could not participate due to limited spots can participate as volunteers, their function is thus to implement projects approved by the committees.
- Meetings are held 3 times a year.
- The committees analyse stakeholder needs, areas of opportunity, impacts, and risks. The committees can also work in subgroups per initiative and topic.
- The committees propose Responsible Business projects for our plants.
- Communication is accomplished through email, special bulletins, and communication platforms.



Results

- These committees have been instrumental in promoting awareness and engaging our employees as ambassadors of the responsible business strategy.
- We have built internal Responsible Business processes that integrate the core values of the company in each action.
- Different departments are involved which facilitates collaboration amongst employees.
- Several programs that are part of the community engagement plan have been conceived through these committees.
- Increased involvement with stakeholders is achieved.

Learning and Outcomes

- The creation of the volunteer figure has been very useful on increasing stakeholder engagement (employees).
- The committees have worked on creating open dialogue among the different departments.
- Meetings between Directors and members of the committee have further fostered internal communication.



OUR PROJECTS THROUGHOUT THE WORLD

MANKABAD GARBAGE COLLECTION PROJECT

AMEA, EGYPT, CONTRIBUTES TO THE PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 3, 13

Mankabad Garbage Collection Project

According to a study by GIZ, municipal solid waste generation (MSW) in Egypt amounted to 21 million tons/year in 2012. Whilst agricultural waste amounted to 30 million tons/year. The collection rate was estimated to be of 50-65% in urban areas with a very low rate of recycling (10-15%), from the total MSW, 80-88% was disposed of in open dumps. Improper MSW disposition creates around 11 Mt CO₂ eq. yearly. Additionally, there is little awareness of the dangers of e-waste and health care waste amongst citizens.

The village of Mankabad, in the Assiut governorate has roads that are very narrow and impassable to government collection trucks. As a result, the village had problems with garbage collection.

In order to solve this, and contribute to solving Egypt's waste emergency, CEMEX funds the rental of tractors to accomplish the necessary collection. In addition, the company provides personal protective equipment for employees responsible for collection, transportation to dump sites, and garbage sorting in order to avoid infections. CEMEX also partially covers the cost of transportation of waste to its recycling plant where it processes the garbage and transforms it to refuse derived fuel to use as energy source in its cement plant.

The whole process, based on the implementation of circular business models, reduces waste generation through prevention, reduction, recycling, and reuse.

Process Description

- This initiative was first suggested by the local Responsible Business team.
- A partnership was formed with a local NGO in order to implement it.
- Once the partnership was achieved, talks with the government took place in order to revise routes.
- Collection points were established.
- Investment in RDF processing facilities was made.
- Training regarding proper waste segregation & Safety is provided on a continuous basis to the population.



Results

- Annual savings exceed three times the annual costs
- 5,000 people – who are subscribers to the garbage collection programme are currently being positively impacted
- 51 employees of collection services are currently being positively impacted.
- 75,000 people are indirectly impacted (population) by a cleaner environment in their municipality.
- Time to activate the project was only 3 months

Learning and Outcomes

- By working as One CEMEX with several departments (Responsible Business, safety, operations and procurement) we ensure success of the program.
- Population is very happy as this project contributes to a higher quality of life through a cleaner local environment.
- The project has the advantage of being replicable in other locations.

AMEA, EGYPT, CONTRIBUTES TO THE PILLAR: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG 8

ESLSCA MBA Scholarships in Upper Egypt

Assiut (where our plant is located) is far from the City capital, and provides a grade C level of education. This does not guarantee the proper supply of niche calibres that CEMEX aims to hire. Additionally, employees willing to advance and pursue MBA's needed to travel to Cairo every weekend to earn their degrees. This partnership brings ESLSCA Business School to the city delivering quality education both to employees and the community. In addition, it provides all Upper Egypt students with a 20% scholarship.

CEMEX signed a protocol with ESLSCA Business School in order to facilitate their presence in the Assiut Governorate. The classes are being taught from CEMEX's premises for both employees and the community. So far 213 students have graduated since the launch of the program 5 years ago.

Process Description

- A need on both parts was detected through the lack of presence in Upper Egypt from ESLSCA Business School and CEMEX personnel requirements
- CEMEX offered their premises to host the program
- Classes are taught at training rooms in the Assiut Cement Hotel
- CEMEX covers the cost of accommodation for professors visiting every week



Results

- The project directly reduces the hiring and transferring of highly specialized employees from Cairo to Assiut, increasing local employment in the region
- 213 students have earned their MBA degrees through this program
- Implementation took 6 months
- All employees at CEMEX entitled for an MBA were able to study on the premises

Learning and Outcomes

- This initiative has facilitated sourcing of high potential professionals, thus ensuring a future pipeline of employees, the program also results in savings in operational costs previously used for Cairo recruitment (travel).
- The initiative is partly replicable in other countries.
- Through testimonials gathered, students reported being delighted by having the program available in Assiut.
- This initiative has been a joint effort from the HR and Responsible Business department.

AMEA, EGYPT, CONTRIBUTES TO THE PILLAR: EDUCATION AND DEVELOPMENT OF CAPABILITIES FOR EMPLOYABILITY, SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, SDG 8

Inclusion Classrooms

In Egypt, companies employing more than 50 employees have a legal obligation to hire 5% of people with disabilities as part of their workforce. Due to cultural practices as well as infrastructure limitations, many families in Assiut do not send kids with disability to schools resulting in a lack of productive hires for the companies, and a hindered career path for the kids.

Through this project CEMEX provides public schools with an equipped classroom that has tools for kids with disabilities to learn at their own pace. In addition, the classroom as well as one of the school toilets is prepared in order to be accessible.

Process Description

- We identify areas of focus within Assiut.
- We approached the representatives of the Ministry of Education in the governorate and got the necessary approvals.
- An NGO specialized in furnishing and equipping inclusion classrooms was invited to the process.
- We conduct the necessary changes on the schools.

Results

- This initiative enables the company to prepare the workforce of tomorrow
- 2 classrooms have been inaugurated to date
- 1 inclusion awareness session has been delivered
- This initiative took 3 months to implement

Learning and Outcomes

- This initiative can be replicated in other areas of the country, as the model has been evaluated by the Ministry of Education and has received approval.
- The initiative has been a joint effort by Responsible Business, Public Affairs and Strategic Communications.
- In the second year we decided to complement the initiative with an awareness session for the whole school to ensure that kids will be fully integrated and accepted by their peers, thus maximizing the usage of the installed infrastructure.
- The Ministry of Education and the community are pleased that we are working on this area as approximately 10% of Egyptians suffer some form of disability.



AMEA, EGYPT, CONTRIBUTES TO PILLARS: EDUCATION AND DEVELOPMENT OF CAPABILITIES FOR EMPLOYABILITY, SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, SDG'S 8, 9

Supporting Asdaa Teams in Robotics Competitions

In Egypt, companies employing more than 50 employees have a legal obligation to hire 5% of people with disabilities as part of their workforce. Due to cultural practices as well as infrastructure limitations, many families in Assiut do not send kids with disability to schools resulting in a lack of productive hires for the companies, and a hindered career path for the kids.

The purpose of working with this NGO and its teams was to raise awareness of the cause and give the kids from unprivileged households an opportunity to participate in robotics competitions inside and outside of Egypt, serving as an example for parents of the kids with disabilities to further pursue education.

Process Description:

- We launched a fundraising/sponsorship call during 2018.
- Asdaa was one of the organizations to reply to the fundraising and was selected as both its target group and their specialization were of interest to the company.
- We sponsored their team in different competitions.
- In 2019 we created a sign language video of our employees to encourage the kids in doing their best in the competition, we also created an employee contribution initiative to upgrade Asdaa's lab.

Results:

- We sponsored them in a local robotics competition in Alexandria, where their team won the 1st place
- We sponsored them for the World Robot Olympiad local competition in Egypt, their junior team won and qualified to participate in Hungary (final.)
- We sponsored them to go to the finals
- In the long term, we hope to increase talent acquisition through this relationship

Learnings and conclusions:

- This initiative has grown from basic sponsorship to the development of employee engagement activities.
- This kind of initiatives are very useful on preparing the workforce of tomorrow on subjects that are needed on the workplace.



AMEA, EGYPT, CONTRIBUTES TO PILLARS: EDUCATION AND DEVELOPMENT OF CAPABILITIES FOR EMPLOYABILITY, SDG'S 4

Employee Contribution Programs: Computer Lab

Asdaa Association is a NGO that is focused on equipping the deaf or people with hearing loss to become competitive in the workplace, they have a special focus on providing advanced skills in the IT sector. The NGO started working towards this cause in the 1990's and has had remarkable success in integrating the graduates in the governorate of Alexandria. CEMEX had previously sponsored Asdaa's teams in 3 robotics competitions in Egypt and abroad, where kids scored very advanced ranks. Asdaa had a need to renovate their computer lab and resume the ICDL certifications and courses.

As part of our volunteering efforts, which include employee contributions to selected causes, we initiated a call-to-action within the organization to encourage employees to contribute. The amount donated enabled us to buy 4 computers and a printer as well as to paint and renovate the desks in the computer lab.

Process Description:

- The Asdaa association, who we have worked with in the past, informed us of their plans.
- We launched a call to action to encourage employees to contribute to the program.
- Once the funds were collected, equipment was bought and renovations were carried out.

Results:

- Through the Asdaa program we bought 4 computers and a printer , we also painted and renovated the desks in the computer lab
- All the deaf people in the Alexandria Governorate (impact zone for Asdaa) have access to the computer lab now
- The implementation of the project took 1 month

Learnings and conclusions:

- Bulk employee donations to a specific cause provide the employees the opportunity to engage with the community and to have a sense of pride and belonging to the company.
- We believe these programs can be replicable in other areas of the country.
- The participation as one CEMEX in organizing and facilitating the contributions was instrumental to the success of this program.



KALUSUGAN, KALIGTASAN, KAHANDAAN (HEALTH, SAFETY, READINESS)

AMEA, PHILIPPINES,
CONTRIBUTES TO
THE PILLAR: CULTURE
OF ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG 3

Kalusugan, Kaligtasan, Kahandaan (Health, Safety, Readiness)

Health compliance is one of the major societal issues in almost all regions in the Philippines. In order to provide the appropriate response to this issue, needs assessment sessions were conducted which showed that each locality had specific health problems that needed to be addressed. Kalusugan, Kaligtasan, Kahandaan was created in order to adapt to each community's unique needs.

Process Description

- We assessed the needs of local government units through our meetings with stakeholders.
- We conceptualized and implemented the program.
- We plan for the training 1 month prior to implementation (e.g. Reproductive Health, dengue fever).
- It is implemented in coordination with local government units.
- Equipment is provided to local government units to supplement existing medical facilities.



Results

- Trainings/health talks and medical missions are conducted on an annual basis
- At least 3000 people take part in the program on an annual basis
- By the end of each health and wellness session, community members have enhanced knowledge of various health compliance mechanisms
- A special component of the program is delivered to women on life saving maternal and child health services



Learning and Outcomes

- Solutions and remedies on current health challenges are disseminated to community members who are properly diagnosed by doctors, nurses and specialists.
- It has been very useful to work with government in order to align the programs with their mandates and strengthen their campaigns, such as oral healthcare and child health services.



BARANGAY ALERTO (COMMUNITY PREPAREDNESS PROGRAM)

AMEA, PHILIPPINES,
CONTRIBUTES TO
THE PILLAR: CULTURE
OF ENVIRONMENT
PROTECTION, HEALTH &
SAFETY, SDG 3

Barangay Alerto (Community Preparedness Program)

Philippines is a highly vulnerable country to typhoons, floods, and earthquakes, what is most important is that the frequency of natural disasters has increased due to climate change. According to the Asian Development Bank Institute, between 2000 and 2016, the Philippines was impacted by several calamities which resulted in a total damage of 20 billion USD and 23,000 deaths. Additionally, close to 125 million people over the years were affected. Preparedness through risk mitigation strategies is essential to reduce loss of life and ascertain that normal conditions are restored as early as possible.

Disaster Preparedness is a key preventive measure to lessen the impacts of floods, earthquakes, volcanic eruptions, landslides and the like on vulnerable communities. By having a coordinated plan when disaster strikes, numerous lives can be saved and resources may also be spared.

The Barangay Alerto program is CEMEX's response to these challenges, and is a holistic and comprehensive disaster preparedness training program. It covers risks regarding landslides, earthquakes, flood, typhoons and other emergencies.

Process Description

- The program was conceptualized in 2019 as a concrete response to the aftermath of the 2018 Naga landslide.
- The program is implemented along with the local government units and the Philippine National Red Cross.
- CEMEX Foundation officials and the APO Cement Plant Emergency Response Team implement this program with community officials and members taking part on the initiative.
- Comprehensive emergency preparedness, disaster management and community resilience modules were designed and rolled out.
- Early warning systems were installed in strategic locations all over Naga. Medical equipment were likewise provided to community health centres.
- Training was likewise conducted with hundreds of schoolchildren utilizing board games and other educational materials.
- An app is being developed in order for each person to send a distress call when in a risky situation.

Results

- Trainings are conducted in a yearly basis
- Training implementation takes 2-3 months
- At least 500 community leaders trained by the program to date, who are expected to replicate the teachings with their respective constituents
- We have commissioned the design of an awareness board game called "Master of Disaster" for disaster and emergency preparedness training for young children
- The board game will be introduced to more schools in the future



Learning and Outcomes

- CCPA and Operations have been instrumental on the success of this program.
- Training is not enough when a disaster strikes, CEMEX also participates in disaster relief actions in order to restore normal conditions as soon as possible.
- Having the right partners has been a key to the success of this program.
- The identification of local disaster champions has also been beneficial in empowering communities during disaster situations.
- The creation of the board game has allowed for a more immersive experience and a better understanding of disaster management basic concepts by children.

TSEK

AMEA, PHILIPPINES, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 12, 11

TSEK

According to the Economic Planning Office (Philippine Senate), even though the country has a regulation that required the closing of open dumpsites by 2006, controlled dumpsites and landfills are still limited to date. It has been observed that while available landfills increased from 48 in 2010 to 118 in 2016, access to landfills for local governments who are in charge of waste management is still at 15%. This means that around 85% of waste is deposited in uncontrolled dumpsites. From the total waste generated, 28% is considered recyclable. Recycling centres do exist in the country, however, there is still a great opportunity to reduce solid waste and thus reduce the cost of landfilling. Recycling and reusing rates can be increased by educating the population on proper waste segregation and the consequences of incorrect disposal of waste on the environment, health and the economy.

In 2017, CEMEX launched TSEK (Tamang Segregasyon at Edukasyon para sa Kalikasan), a program that promotes proper waste segregation through the collection of dry waste (plastic/laminates) segregated by households in partner communities, which is then brought to the plant for co-processing. Through a TSEK raffle program held at the end of every month, households in each community are encouraged to surrender their segregated waste, with every kilo of dry waste earning each participant one raffle ticket. This is further supplemented by information campaigns, seminars and capacity-building programs for household members on proper waste segregation in order to create awareness of product lifecycles, including sorting for recycling or reusing waste.



Process Description

- A multi sectoral partnership was formalized between the partner LGU, local community and our company.
- The initiative is composed of: information campaigns, seminars and capacity building programs.
- Production of printed materials for training is conducted yearly.
- Training is conducted by the energy department as well as the company's waste management system in order for citizens to learn how to sort waste.
- Dry waste is brought to the plant for use as AF.
- CEMEX celebrates a raffle at the end of each month, each kilo of dry waste delivered by each person earns them a raffle ticket.

Results

- Reduction on fuel costs at the plant
- From 2018 to 2019 149.21 metric tonnes of waste were collected
- Collection took place in 4 towns in the Rizal Province
- The geographical area where the project is deployed impacts 294,282 people

Learning and Outcomes

- Even though other partnerships are in existence for sourcing waste, this program has been very useful on increasing awareness.
- The raffle has ensured delivery of waste to our facilities.
- The program will be replicated in other areas of the country.



CYCLE OF THE ANNUAL CAN COLLECTION DRIVE

AMEA, UAE, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 12

Cycle of the Annual Can Collection Drive

Production of aluminium is a very energy intensive process. Around 1% of global GHG emissions are generated by it according to the Carbon Trust. Emissions are created during extraction and processing but also from transportation. As aluminium usage increases worldwide, one way of reducing its environmental impacts is by implementing local recycling programs closer to usage locations. Recycled aluminium consumes 95% less energy during the lifecycle vs aluminium produced directly from bauxite ore. According to EEG, 500 million cans are sold in UAE annually, from these, 93% of them end up in landfills. This has a double environmental impact, for one part, generating more emissions from production of new cans and for the other, filling landfills quicker, thus requiring that more land is destined for these purposes, and increasing treatment costs.

The initiative aims to unite all sectors of society around sustainability, circular economy, energy conservation, and natural resource protection. The annual event was last held in October 2018 and organized by the Emirates Environmental Group; the CEMEX UAE team collected a total of 6 kg of aluminium cans.

Process Description

- We receive an invitation by EEG for the event on an annual basis.
- We register the company online.
- We communicate this campaign by email to our employees.
- We set up specific storage for all employees to dispose of their Aluminium cans.
- We deliver these cans to specific collection points by EEG.

Results

- CEMEX UAE has participated on three issues of the event
- 6 kg of cans collected on our operation for 2018
- Total campaign amounted for 5,467 kg collected
- In 2019 we expect to reach 35 Kg of collection in order to also qualify for a tree plantation and certificate
- We already have increased our collection in 300% from 2018-2019

Learning and Outcomes

- Yearly we get an annual increase of employees who take part on the initiative.
- This has created awareness on our employees regarding overexploitation of natural resources, GHG emissions, and recycling.

SOCIAL TRANSFORMATION IN THE COMMUNITY



CENTRAL, CONTRIBUTES TO PILLAR: SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, SDG'S 1, 8, 15

Social Transformation in the Community

According to Mexico's National Council for the Evaluation of Social Development Policy (CONEVAL), by 2018, in Nuevo Leon, México, there were 773,000 (14.5%) people living in poverty, from these, 25,200 (.5%) were living in extreme poverty. Additionally, 41% of population was in a vulnerable condition because of low income or lack of certain social services such as: education, access to health systems, social security, adequate food supply, adequate dwellings or services such as electricity, waste management or water supply.

The Mexican Wolf historically lived on several ecosystems from southern USA to Central Mexico, nevertheless their continuous hunt and poisoning has led to the species being listed as a possibly extinct species in the wild. Several programs have been active nationally in order to reintroduce the wolf to its habitat. By 2017 only 31 wolves were living on their own habitat in Mexico according to the National Commission of Protected Natural Areas (CONANP).

The Integral Program for Rural Development fosters and protects local flora and fauna, which contribute to the preservation of species such as the Mexican wolf. The program also generates employment opportunities through entrepreneurship projects that focus on the elaboration of handmade products.

Process Description

- A mapping of communities is developed in order to prioritize actions.
- Agreements with local governments, associations and communities are reached in order to pursue the projects.
- CEMEX provides knowledge and tools from its integral model for Nature Conservancy and Rural Development to local communities.
- Resources both financial and in kind are provided for this project.
- CEMEX deploys specialists for the development and implementation of the project.
- Meetings are held in order to consolidate (legally) the Ejido Network that will represent the interests and needs of the population.
- Training is provided in:
 - *Nature conservancy*
 - *Participatory meetings*
 - *Decision making*
 - *Key infrastructure*
- Whilst we focus on ensuring the ecological conditions to sustain a viable population of wolves, simultaneously other partners work on providing a safe haven for them to develop hunting skills, reproduce and develop pack conducts, once rehabilitated wolves will be released.

Results

- More than 40 partners amongst private companies, local government, and academia
- More than 35 million pesos from different partners have been invested on this project
- 6 highly marginalized "ejidos" covered by this program
- 850 people have been directly impacted
- 77,000 Ha, of at least 6 vegetation types, are currently under conservation with more than 500 species of flora and more than 150 species of fauna
- More than 18 productive projects , with annual sales of more than 1.2 million pesos
- 8 points of sale in major cities
- 21 km of rural roads were maintained
- 170 white tail deer reintroduced to their habitat
- The value for environmental services in 2018 was calculated to be of 20 million pesos
- More than 1,000 Ha were planted with more than 1 million plants
- More than 3,000 Ha were protected from overgrazing
- Restoration was carried out in 200 Ha
- This project represents work on 6% of the protected areas in the state
- More than 150 hm³ of water are captured and more than 1 million tonnes of CO₂ are captured

Learning and Outcomes

- The zone still has a deficit in infrastructure, mainly in roads, housing and hospitals, which amount to 100 million dollars.
- In 2019 more trainings will be implemented in productive projects, organizational configuration, environment and socio-political aspects, the aim is to find solutions to tackle the needs of the population.
- In the future 4 centres for culture and education will be built.
- Further regional forum participations will be celebrated.
- We will also conform multicluster ejido companies as a means to foster economic activity in the region.
- One key component of the program, is emphasizing the perception and attitude transformation towards the Mexican wolf in order to ensure their safety once they are released.
- High probability of releasing wolves in Nuevo Leon for the first time in history.





URBAN TRANSFORMATION MODEL, “RESILIENT AND SUSTAINABLE COMMUNITIES IN URBAN ZONES”

CENTRAL, CONTRIBUTES TO PILLARS: SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG 11

Urban Transformation Model, “Resilient and Sustainable Communities in Urban Zones”

By 2012, Mexico had 53.3 million people living in poverty, from these, 68.6% were living in urban areas according to Mexico’s National Council for the Evaluation of Social Development Policy (CONEVAL). From 2010 to 2012, whilst the amount of people living in rural poverty and extreme poverty were reduced, poverty in urban areas increased from 35.6 to 36.6 million people. In 2012, 3 out of 5 people in urban areas had an income that was lower than the income line for well being set by the Mexican government.

To add to this problem, most of the rural migration to urban locations has led to irregular dwellings that lack appropriate services and infrastructure to ascertain economic growth, thus leading to a vicious cycle that continues through generations. CEMEX’s Urban Transformation Model is designed to foster the integral transformation of urban areas with high marginalization into sustainable and resilient communities that contribute to the wellbeing of their inhabitants. It was launched in 2015 as a response to a study from Government and Academia in 2014, in which they diagnosed that little social mobility had been achieved through government assistance programs in several zones in the city.

CEMEX, along with the federal, state and local government and the Tecnológico de Monterrey formed an interinstitutional council in order to coordinate their programs and achieve social mobility. The Campana-Altamira Initiative in Nuevo León, was thus born. It is based on a long-term sustainable development plan for the community and is directed to poor, highly vulnerable urban locations and women and young adults that would like to transform their communities. The aim of the initiative is to promote an intersectoral governance system that generates proper policies for investment in these zones, create multi stakeholder projects, empower communities through capacity building and foster awareness and leadership in the community.

Process Description

- The UANL created a metropolitan baseline study.
- Partnership creation: Integration and coordination of the main partners, both at the Council level and with additional institutions, in order to execute the projects. The council meets 4 times a year and revises results and actions.
- Community network formed: Foster the participation of community members in order to design, and get involved in developing community plans.

- Common agenda creation: Comprehensive Development Plan, with long term goals.
- Baseline update: The CEMEX-Tecnologico de Monterrey Center updated the baseline study.
- Technical expertise: Identification, operation and assessment of processes that require specific expertise.
- Long term policy instruments formalized: Partial Development Program designed and validated with the community and authorities.

Learning and Outcomes

- We think this model can be replicated in several countries.
- Currently only the Responsible Business Department has worked on this project, but more departments will get involved as the project progresses.
- This is a pilot project. It has evolved during the four years, initially three axes of action were developed, then they evolved into the current axes. Since 2017, the partnership has also been working on 7 strategic lines. The monitoring of public programs and development of intersectoral projects evolved in 2019 to working groups for intersectoral strategy development.
- In 2019 1/5 of state government budget for infrastructure was oriented towards this project as it has proven results.
- The municipality has adopted 3 initiatives coming from this project as public policy.
- The Tecnológico de Monterrey has destined resources for infrastructure and volunteering for this project.
- The community has generated a network of 12 community committees and 21 leaders. They foster collaborative work.

Results

- More than 3.1 million dollars have been invested on infrastructure development
- In 2019, 25 strategic projects were operational
- More than 58 partnerships with academia, private sector, public sector, multilaterals and social institutions working on projects in the zone
- 198 community partners (leaders)
- Today, there are 12 community committees leading community activation projects that make sustained investments in community infrastructure
- Nine public policies have been developed with this partnership
- 30% theft reduction
- 300 families have access to clean water
- 1190 houses upgraded
- 10 public spaces restored
- 3 open dumpsters eliminated
- A community mural of 25,000 m² was generated, comprised of 198 houses: America's largest mural



DRIVER APPRENTICESHIP PROJECT

EUROPE, UNITED KINGDOM. CONTRIBUTES TO PILLAR: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG 8

Driver Apprenticeship Project

Even though there is a lower rate of youth unemployment in the UK than in several other countries, including the EU, the unemployment rate for this age group is still higher at a national level than in other age groups. According to the House of Commons Library, by August 2019 the unemployment rate for 16-24 year olds that were not in full-time education was 11.8% (357,000 people) compared to 3.9% for the whole population. Even though a general downward trend has been observed in youth unemployment since 2013, the rate in 2019 rose from 10.9% a year before. There is still work to be done in diminishing the employment gap between this and other age groups.

CEMEX is interested on reducing the youth employment gap and works globally through various initiatives.

In order to promote youth employment in the UK and to ensure future workforce for our operations we have co-designed with partners an apprenticeship program for inexperienced young people in order to become truck drivers, which has been very successful to date.

Process Description

- A recruitment process is launched through several media outlets and a service provider who publishes the opportunity in several websites.
- We sometimes attend recruitment fairs.
- Candidates are selected and a pre starter pack is provided.
- Delivery of the program can be by different ways:
 - Blended training
 - Face to face workshops
 - On-Line
- Apprentices are taught about the company, safety, and driving (theoretical and practical).
- During the on job training phase they are taught to familiarize with the vehicles and safety.
- New recruits start by driving accompanied by experts, they later start lone driving .
- The total training takes 12 months.



Results

- Numerous students mentioned the talks during recruitment fairs were quite informative and inspirational
- Our employees have attended Career Day or Apprenticeship Day events at more than 50 schools in the past year.
- The program has been awarded for "Apprenticeship of the Year" at the MT Awards
- The age profile of drivers is improving
- Students are certified after a year in training and gain a vocational heavy goods driving license
- The program has been repeated on an annual basis since 2014
- An average of 300 yearly applications are received
- 9 to 15 apprentices become part of the company every year

Learning and Outcomes

- The participation of multiple departments has proved instrumental to the success of this campaign, as has the lead of the logistics department.
- We expect to link this project with CEMEX academies in the future.
- Use of social media has increased the number of quality candidates interested on our program.
- We have had an increased number of recruits coming from the CEMEX Family.
- The mentor training and "buddy driver" has been very useful.
- Some students who entered the apprenticeship program are currently exploring other areas of the company as well.

CEMEX ACADEMIES

EUROPE, UNITED KINGDOM. CONTRIBUTES TO PILLAR: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG'S 4, 8

CEMEX Academies

Arts programs in Britain have reduced the sources of funding for public schools. This meant that local public schools near our plants could not provide classes on this subject, which is proven to increase creativity in young children. Therefore CEMEX decided to create a project that could satisfy this need in order to prepare the workforce of the future in skills needed.

CEMEX Responsible Business members attend local school assemblies in order to explain the project and enrol more students. CEMEX partners with schools and education facilities throughout the country in order to create workshops and curriculums oriented towards STEAM learning (Science, Technology, Engineering, Arts & Math). Some of the subjects we integrate are: circular economy and SDG's.

This project has led to a partnership between CEMEX and a prestigious local private school, thus enabling us to offer better facilities to disadvantaged children from the surrounding area. The shows developed from this workshop are ticketed and sold; this provides schools with the opportunity to use the money for further expansion of the project and the local community to attract tourists.

Process Description

- Rugby school (our main partner) informs local schools about the project.
- Interested schools invite CEMEX to speak about the project.
- CEMEX promotes the project during local school assemblies.
- CEMEX provides guidelines for general subjects to be included in the curricula.
- Our partner creates a workshop for the specific schools and planned visits to the plant are programmed in some cases.
- A final play is created from these workshops, tickets are sold to the public.
- CEMEX worked on the preparation of the community theatre.

Results

- Collaboration with over 15 schools located near our sites
- 700 students have taken part on this project
- 20 hours of training have been provided
- 15 rehearsal sessions per final performance
- Has increased the interest for local students to work for the company

Learning and Outcomes

- We have learnt to listen to the needs of schools and community and work together towards implementing programs that cater to those needs, in this case this meant going from a role of creator towards a facilitator.
- The program has been very useful for allowing all children in the community to receive quality arts education.
- Brand awareness has been increased.
- Partnerships are very important, the impact is currently being measured by our partner who will be able to supply data on participants, behavioural indicators and economic impacts.

SCHOOL PLANT EDUCATION AND WELL-BEING FACILITY

EUROPE, UNITED KINGDOM. CONTRIBUTES TO PILLARS: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY / CULTURE OF ENVIRONMENTAL PROTECTION OF HEALTH, SDG'S 4, 8, 3, 12



School Plant Education and Well-being Facility

Local food production has several advantages such as reduced emissions from transportation as well as the potential growth of community enterprises. In the UK, food accounts for a fifth of GHG emissions from consumption according to WWF.

In CEMEX, we consider health and well-being extremely important and we are interested on sharing this with local communities. In South Ferriby, we have devised a pilot project for primary schools to instruct children on circular economy, health, and well-being.

CEMEX volunteers worked on the gardening beds and outdoor covering for a classroom space for children to grow seasonal fruits and vegetables, which they consume during school lunchtimes. The waste from this food is then used as compost for fertilizing the plants. Through the initiative, children learn environmental stewardship, circular economy and develop community spirit.

Process Description

- Once a week an outdoor lesson is carried out.
- The professor teaches the children about caring for the crops.
- Children then participate on growing and harvesting the fruit and vegetables.
- Once they are fully grown, crops are added to their school meals.
- Waste from the meals is returned to the orchard in order to create compost and nurture the crops.

Results

- 2 primary schools impacted
- 200 children currently participating in the project
- Important teachings are transmitted such as: different growth rates for crops, compost creation, nutritional value of crops and the use of organic fertilizers
- Children spend more time on the outdoors, which contributes to their overall health

Learning and Outcomes

- Children have learnt to differentiate between natural grown produce at a small scale and industrialized varieties.
- Children have replicated teachings, creating their own orchards within their houses as they have found the taste of local produce better.
- Enabling this kind of behaviour is especially important as, at a large scale this could reduce transport GHG and foster the local economy.

TREE DAY IN MORATA DE JALÓN/ALCANAR

EUROPE, SPAIN.
CONTRIBUTES TO
PILLAR: CULTURE OF
ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG 15

Tree Day in Morata de Jalón/Alcanar

Faithful to its commitment to preserve natural resources and to promote both sustainable development and environmental care, CEMEX has been commemorating the Arbor Day since 2015. With this celebration the company emphasizes the value of restoration activities. According to the European Union Commission, restoring at least 350 million hectares of forest land by 2030 would generate annually €130 billion of net value including watershed protection, improved crop yields and forest products, not to mention the capture of 1-3 Gton of CO₂eq.

The plants of Morata de Jalón and Alcanar have not only been hosting the Arbor Day, but both have also been involving the community in an effort to raise environmental awareness, especially among local children and their relatives. Each year, students of all ages participate in the planting of hundreds of trees in the Morata and Campredó quarries, where they learn how we all – including CEMEX – can protect the environment and its biodiversity. The Arbor Day, therefore, is conceived as an opportunity to demonstrate a shared commitment to sustainable development and education.

Process Description

- CEMEX procures the small trees and equipment, as well as transportation for the locals participating.
- A volunteering call is open to all plant employees, interested employees apply.
- A notification is sent to all volunteers that includes:
 - Agenda for the day
 - Activities for each volunteer
 - Groups they are responsible to manage
 - General recommendations
- Sustainability committee is also notified of this agenda.
- Volunteers visit schools previous to the event in order to explain how to plant a tree, interactive material is also used.
- The planting takes place in an ordered manner.

Results

- Every year around 200 children aged 3 to 12 years participate in our planting in Morata and Alcanar
- In 2018, a total of 1600 m² were planted



Learning and Outcomes

- This initiative is a result of teamwork between the Direction, Plant Managers and Volunteers from both plants.
- We introduce variations on a yearly basis in order for the event to be different, in fact the celebration of the event along with the grandparents of the children was one of them.

COLLABORATION WITH ECOLOGIST GROUPS IN BALEARES – GADMA

EUROPE, SPAIN.
CONTRIBUTES TO
PILLAR: CULTURE OF
ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG'S 8, 15

Collaboration with ecologist groups in Balears – GADMA

CEMEX is fully aware of the importance of biodiversity on earth's ecosystems. The protection and conservation of the thousands of species that inhabit our planet cannot be achieved by working in isolation. In this sense, to make a positive impact in the environmentally rich and diverse Balearic Islands, our company joined forces with GADMA, one of the main NGO's in Mallorca focusing on the promotion of environmental values. This partnership, which dates back to 2005, has been growing stronger ever since. Together, we provide materials for students enrolled in 4th, 5th and 6th grades of elementary school, who learn about the history and biodiversity in the region while taken on tours. On top of that, CEMEX also collaborates in volunteering activities, working with GADMA to clean some of the numerous natural parks that configure the landscape of Balears.

Next year, thanks to this strong partnership we will reach 1,000 students, who will be handed over learning materials highlighting our strong commitment to the SDG's.

Process Description

- At the beginning of the school year, we provide children with learning materials they can use throughout the whole course. This is useful for both teachers and students. On one hand, children learn about the biodiversity and history of the region, while, on the other, we provide teachers with new and dynamic content.
- Once children have reviewed our material, we organize an excursion to put in practice what they have learned at class. In 2019, CEMEX and GADMA took 350 children to Cabrera, a Maritime-Terrestrial national park and the biggest natural reserve in Spain.
- During the walk on the park, children start relating locations, flora and fauna on their booklet to the actual site and ask questions to teachers, this enhances their understanding of the subjects.

Results

- As of 2019, 24,000 children have participated in the program
- Since the beginning of the project in 2005, more than 150 schools have participated on this learning experience
- Around 15 visits are conducted annually
- 70,000 magazines have been published so far
- Several regional and local governments have also participated on these activities including two presidents of the Regional Government, two members of the Regional Cabinet, five Managing Directors and ten mayors



Learning and Outcomes

- This initiative has been going on for 14 years, 2018 was the beginning of site visits to the Cabrera island.
- Subjects have changed during the trainings, some of the topics taught that have been are: endemic species, plants in Mallorca, the canyons, the coast and marine turtles.
- In recent years subjects have evolved to themes such as responsible business and circular economy.
- On the latest version of the program, children were shown the importance of recycling, specially by holding plastic collection activities in the island, beaches and in the 20 km separating Mallorca from Cabrera. Collection of garbage was also done during the boat ride, empathizing its effects on the marine fauna.

SUMMER CAMP MORATA

EUROPE, SPAIN, CONTRIBUTES TO PILLAR: EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SDG 4

Summer Camp Morata

English is the language of international business, science and research. In this time of globalization, and in order to ease communication amongst multiple employees with different backgrounds, English has been selected as the organizational language in several companies. Currently 1.75 billion people speak it worldwide. According to the British Council, 85% of international organisations use English as one of their working languages. Even though teaching of English as a second language is common practice in Spain, the children that attend school at the municipality are in need of practical reinforcements to solidify their knowledge of the language.

The camp was designed for primary school students at the Lucas Arribas School in grades 4-6 become more proficient in English in a fun way and without having to leave their hometown. The camp is held the last week of June and with the participation of native and bilingual teachers offers children unforgettable experiences while advancing their English language skills. CEMEX sponsors the program, which began in 2016, as an educational initiative for the children of Morata to bring learning opportunities that are equivalent to those offered in urban locations. The municipal government supports the initiative and provides the space to hold the summer camp.

Process Description

- A co-creation process with the community (Sustainability committee) was held.
- Once the initial idea was selected CEMEX began planning the execution of the camp, thus, a language academy was selected for the design and management of activities.
- Every year an initial meeting is held at the school with school parents in order to inform them of:
 - *Planned activities*
 - *Material required*
 - *Timetable*
 - *Instructions for accessing the camp and picking up kids*
 - *Registration requirements*
- After the meeting, the camp takes place during one week.

Results

- The initiative has been occurring on a yearly basis since 2016
- Around 30 children are trained on a yearly basis
- 1 week of immersive training is provided
- 100 children have participated since 2016
- In 2019, the children prepared a proposal for plausible actions on sustainability and responsible consumption that the municipality could implement, this was delivered to the municipality

Learning and Outcomes

- Children love learning with native speakers as well as learning about the culture and different kinds of English (British, Australian, American).
- In 2019 the camp focused on teaching SDG's, with special focus on the 11th and 12th goals.
- Parents would like to keep this project indefinitely.



BOSQUE DE PAULOWNIAS: RESTORATION, PROTECTION OF THE BIODIVERSITY

EUROPE, SPAIN.
CONTRIBUTES TO
PILLARS: CULTURE
OF ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG'S 13, 15

Bosque de paulownias: Restoration, protection of the biodiversity

The Paulownia tree, and more specifically the Pao Tong variety, has several important advantages such as ten times the capacity to absorb CO₂ as other species, rapid growth, high quality of wood, erosion and noise reduction as well as local temperature regulation.

With the aim to create a green belt around our Alicante Plant and the neighbouring community, CEMEX reserved 8 hectares of land for what will be called as "Fairy Forest", once it is finished in 2021. It is expected that 3,200 trees will be planted in this project. The initiative provides an opportunity for CEMEX to collaborate with environmental groups, local authorities, local tree suppliers and schools from the area. Kids participating on the initiative are aged 8-10.

Process Description

- Once kids arrive at the facilities, they are taught interactively by our partner organization, Oxizonia, and CEMEX personnel:
 - The organization teaches them about nature preservation, biodiversity and the dangers of deforestation
 - CEMEX teaches them about circular economy, the value of recycling and valorisation, we also explain what we do as a company to combat climate change
 - Training includes videos and games
- The second part of the initiative includes kids visiting the plantation area and planting their "own" paulownia tree.

Results

- The project is divided in 4 phases (2 Ha each)
- In 2018 2 Ha were planted
- In 2019 an additional 2 Ha were planted by children
- Over 130 students have participated on the project
- 4 different schools have participated in the project
- 3-4 trees were planted by each student
- It is expected that once they are grown, they will be able to fixate 14.5 Ton CO₂/year



Learning and Outcomes

- The first part of the program only involved CEMEX employees, on the second phase, it was opened to students in order to share knowledge with the future stewards of this forest.
- Teachings of circular economy were well received amongst students.
- Children are starting to be aware of the effects of climate change.
- Regional and local authorities were instrumental for the success of this program.
- The plantation months have varied throughout the years, initially trees were planted in Autumn and Summer, next year, trees will be planted in spring in order for them to be strong by Summer.
- An option in the future is to involve students as forest stewards, probably involving related technical careers that conduct practices through this initiative.

CROATIA'S NATIONAL RACE TO PROMOTE HEALTHCARE

EUROPE, CROATIA, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG 8

Croatia's National Race to Promote Healthcare

The World Health Organization recommends that at least 150 minutes of moderate intensity physical activity per week be carried out by adults. According to the same organization and its latest survey, Croatia had an overall physical activity level of only 16% for adults between 18-64 years. Even though the country has several successful policies, especially those targeting children, who achieve a very high percentage of activity (88%), adults still lag behind.

CEMEX's strength is our People; therefore, employee well-being is of the highest priority. In order to further engage our employees in Croatia, we encourage their participation on activities that promote teamwork and healthy lifestyles.

Our employees participate in local races as a team, representing CEMEX. Regular training sessions and other preparations are held often in outdoor settings. The project has proven successful from multiple perspectives, which include:

- Team building.
- Employee engagement.
- Promotion of healthy lifestyles and habits.

Process Description

- Preparation of the communication strategy (internal and external through social media).
- Launch of open call for potentially interested employees.
- Scheduling of training and races.
- Procurement of running kits to the team.
- Throughout the process our local Responsible Business department follows up in order to ensure that a team atmosphere is present, and a healthy lifestyle is followed.

Results

- Four consecutive editions have been carried out on a yearly basis
- There has been a compound annual growth rate in participation of 135% since the first edition in 2016
- Racing performance has increased on a yearly basis
- Work atmosphere has improved



Learning and Outcomes

- Further project development will be conducted working alongside the HR department in order to engage employees on pursuing healthy lifestyles.
- An additional race will be added to the program next year.
- We are also considering cooperation with local sports club to ensure continuity of training during the rainy season.
- This year a survey will be sent to participating employees in order to correctly measure the impact this has had on their well-being and, if applicable, modify the initiative.

LINTAR OLIVE OIL PRODUCTION, LINTAR WAR VETERANS' COOPERATIVE

EUROPE, CROATIA, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 8,15



Lintar olive oil production, Lintar War Veterans' Cooperative

After excavation was discontinued on a quarry located in the southern slopes of the Kozjak Mountain, a rehabilitation process was put in place. This included the programmed plantation of indigenous species of olive trees in 200,000 m² of land.

Since 2009, CEMEX employees, mostly members of the Dalmacijacement Association of Volunteer Homeland War Veterans have been voluntarily tending to the olive grove. In 2011, the Lintar Veterans Cooperative was founded as a result of this project. The cooperative is responsible for all aspects of the olive oil production process: from grove maintenance, to harvest, production, education, and promotion.

The cooperative produces the Lintar Olive Oil, an award-winning product recognized for its quality and packaging. In 2011, CEMEX won a prestigious Stevie Award when Lintar Olive Oil was named the Environmental Responsibility Program of the Year in Europe at the International Business Awards.

The project provides our employees with opportunities for volunteering, allowing them to develop social and business skills. It also provides an avenue for involving local schools in a sustainable project and promotes the continued rehabilitation of quarry areas, thereby decreasing environmental and scenic impacts in the community.



Process Description

- Development of the quarry rehabilitation plan alongside the Adriatic Culture and Karst Amelioration Institute.
- Commencement of volunteering for olive grove care amongst CEMEX employees.
- Members of the association commence voluntary tending to the olive groves.
- A cooperative was formalized.
- Generation of identity and label for olive oil, 2009.
- Yearly promotion of the oil in several events.
- Commencement of regular public guided visits for schoolchildren and community.
- Olive Picking is organized as a team building activity.

Results

- Positive impact on the community and employees
- Stronger community engagement
- In 2018, 150 people participated on the project: pupils from elementary schools, employees, homeland veterans, local authorities, olive experts
- Initially 80 employees took care of the olive grove
- A cooperative was later formed with 11 members
- In 2018, 1,590 kg of olives were produced
- 35,000 m² planted to date
- 2,300 olive trees planted to date
- 12.9 ton CO₂/year mitigated to date
- An award was granted by the city of Kaštela for the promotion of local production
- Olive oil pumace is used to substitute part of the fossil fuel of the kiln



Learning and Outcomes

- The project has achieved multiple stakeholder engagement throughout and has been instrumental on environmental training.

– Amongst some of the stakeholders involved or that have participated in this project are: CEMEX customers, children from schools, municipality, and olive oil producing organizations

- As the olive trees are still on their growth phase, a larger oil production is expected on the future, making this project more profitable.
- Transparency is key, the cooperative creates a yearly financial statement.
- We will continue harvesting and caring for the trees.
- This project has only been possible by working as One CEMEX, amongst the departments of Operations, Sustainability, Communications, BSO, Legal, HR, Procurement and Responsible Business.

TRADITIONAL ENVIRONMENTAL CONFERENCE: BIODIVERSITY ACTION PLANS

EUROPE, CZECH REPUBLIC. CONTRIBUTES TO: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG 4

Traditional Environmental conference: Biodiversity Action Plans

CEMEX has a long-term cooperation with three local universities (Mendel University in Brno, Palacký University in Olomouc, and Mining University in Ostrava) to organize an environmental conference related to the theme "Biodiversity Action Plans". The conference is aimed primarily at two audiences - young environmental experts and state authorities responsible for protection of the environment. This year the conference was organised for the third time. High-quality speakers and interesting lectures attracted more than 100 participants, especially students of natural sciences. In the afternoon, the organizers invited conference attendees on a trip to a gravel yard in Spytihněv. CEMEX team at the quarry showed attendees the state of the rehabilitation of the site, the procedures followed once active mining has been completed as well as the active mining site.

Process Description

- CEMEX detected an area of opportunity in environmental sciences students related to the application of biodiversity management on industrial projects.
- CEMEX works with experts at Mendel University to assess and prepare the BAP for our quarries.
- The purpose of the conference is to demonstrate the feasibility of a model of re-cultivation of the land after active mining is finished, in compliance with the requirements of the environment protection experts and the needs of the communities as a means to improve the living standards in the neighbouring areas.
- In order to reach a wider audience, we partnered with 3 local universities that had students on relevant fields, an organization committee was appointed comprised of representatives of these four institutions.
- After the lectures were finished, a field trip to the gravel yard was carried out in order for students to be able to experience first-hand one of these rehabilitations.
- The event provided an opportunity for students to have more insight and solve doubts related to common occurrences on industrial processes.



Results

- 100 attendants to the conference, most of them were students, but also representatives of the ministries of environment, industry and trade, Czech environmental inspection and local municipalities were present
- 3 partnerships with universities
- Stakeholder engagement with key representatives from ministries and municipalities
- 6 professionals – professors from universities lecturing
- 1 field trip to the gravel yard
- Participation of universities, authorities and mayors

Learning and Outcomes

- Very positive written feedback from the department of Raw Materials Policy at the Ministry of Industry and Trade.
- Participants found the lectures very interesting.
- It was an opportunity to train new generations and for our stakeholders to witness first hand how CEMEX operates.
- It is expected that the event will continue in the years to come with subjects of interest for students.

STRENGTHENING OF LOCAL ENTREPRENEURSHIP AND PROTECTION OF BEES

EUROPE, GERMANY,
CULTURE OF
ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG'S 8, 12, 15

Strengthening of local entrepreneurship and protection of bees

Mortality of bees and the subsequent loss in biodiversity is a concern in the world, and in the European Union, which has established coordinated efforts across the conforming countries to map and solve this decline. Bee populations have diminished throughout the years and action is required in order for them to stabilize.

CEMEX has a commitment to biodiversity and healthy ecosystems. One of the species we have planted on the rehabilitation of our Rüdersdorf quarry is Robinias. This flower is an important source of nectar and pollen to honey bees.

Honey bees are the best-known pollinator. Pollination is an environmental service that is essential to the growth of fruit, vegetables and crops. Pollen transferred through pollination is a key component in the production of seeds in plants. In Rüdersdorf, a local beekeeper, who runs his own small business, was searching for a place to put his bees. We saw this as an opportunity to positively impact the community through biodiversity protection. During the time of Robinia blossom, he now places his ten bee colonies at CEMEX's quarry site.

Process Description

- CEMEX was contacted by the local beekeeper in order to revise if access to quarries would be possible as he did not have the land for the bees to nurture on.
- CEMEX allowed access during the blooming season, this has been going on for the last 10 years.
- In 2018, the company decided to buy the local honey in order to promote it.
- An attractive package was designed for it.
- The organic honey was given away on a donation basis initially.
- As a next step, we started selling the honey through our webshop for Christmas gifts to our customers and for employees, as well as to community members through the museum park shop.

Results

- The local beekeeper has an additional source of income
- 200 kg of the honey were bought in 2018
- This allowed for the creation of 408 glasses
- In 2018 all glasses of honey were given away on a donation basis
- In 2019 we sold the produced honey through different avenues which made the project partially self-sustainable
- 10 bee colonies are managed in our quarry during Robinia blossom season



Learning and Outcomes

- The company has learnt a lot about labelling requirements for this kind of products.
- We will also promote the use of the honey as a sustainable gift for our clients.
- The project will be upscaled and extended to other locations to increase the impact in 2020.
- These sales have allowed people to learn about the quality of the honey.
- Proceeds generated through these sales go to environmental projects, thus generating a virtuous cycle.

POSTER PROJECT "CONSERVATION AND DIVERSITY"

EUROPE, GERMANY,
CULTURE OF
ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG'S 4, 11, 13, 15

Poster Project "Conservation and Diversity"

CEMEX has a commitment towards biodiversity and healthy ecosystems. In order to further inform employees of this commitment, as well as for them to be aware of the fields of environmental protection, biodiversity conservation, and sustainability, a poster project was launched in Germany.

As a building materials company, we intervene in the environment at our quarries and production sites. While our operations always require effective management because they have the potential to negatively affect biodiversity, they also can lead to the creation of ecological niches that nurture nature. For instance, habitats have been created for species that have become rare in areas where land has been converted for agricultural purposes. These species include ground-breeding birds, such as little ringed plovers and wheatears, but also numerous species of insects, amphibians, and reptiles.

That's why the Sustainability team, in collaboration with Responsible Business, Communication, and other relevant departments, has launched the educational poster project called "Conservation and Diversity." Posters are released bi-monthly and sent to all employees in Germany by email. They are displayed on bulletin boards at all CEMEX locations in the country and are translated into English and made available to international colleagues.

Process Description

- Each poster idea is carefully selected.
- An expert biologist formulates the text.
- As soon as the poster is finished, it is distributed to all CEMEX locations in Germany.
- All posters are then translated to English to share to other international colleagues.
- The idea of the project is to engage our employees in biodiversity matters and make them ambassadors, spreading the information they learn.

Learning and Outcomes

- Though the posters have been used on a strictly internal basis thus far, they have great potential for external communications use and for making enhanced calls to action. We will work closely with the environmental, operations and communications team in order to plan the campaign.
- There has been a lot of positive feedback from employees as information is quite enriching.
- In order to foster engagement, colleagues are encouraged to suggest topics that are of interest for them.

Results

- The project initiated in July 2018
- Topics have been:
 - *Eagle Owl and Pelegrine Falcon*
 - *Bats*
 - *Noise reduction*
 - *Naterjack Toads*
 - *Little ringed plovers and wheatears*
- Each of them has been shared with 1,200 employees in more than 70 production sites in Germany



BAT MONITORING

EUROPE, GERMANY, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, 15

Bat monitoring

Bats provide ecosystem services that we rarely are aware of, they perform pollination, seed dispersal and they get rid of insect pests. In this sense, their conservation is of special importance for biodiversity.

CEMEX has worked for more than 20 years to create alternative quarters for the bats that make Rüdersdorf their winter home. Our mining operations also take the bats into consideration. During winter months, we do not use explosives in the area near the old, underground routing systems and we suspend limestone mining until summer. In addition to these measures, every year we work with local nature conservation groups to monitor and document the area's bat population.

The most common bats are Daubenton's bat, Netterer's bat and the brown, long-eared bat. The seasonal guests are under national and European protection and come to Rüdersdorf from as far away as 250 kilometers (155 miles).

In winter, bats seek quarters that offer uniform, cool temperatures and protection from moist weather, drafts, and frost. The rock fissures and crevices in the open-pit mine at Rüdersdorf fulfil these needs, as do other nearby structures. Old and new industrial buildings as well as some specially designed bat houses attract a variety of species.

Process Description

- 5 old industrial bunkers no longer in use at the open-pit mine are outfitted with brick walls, perforated brick and special concrete.
- We program our mining activities in accordance to the bat migration patterns.
- We clean the winter quarters and protect them from frosting on a yearly basis.
- We consult with local environmental organizations the date for counting and ringing according to the weather conditions.
- We guide the operations in the day of the counting in order to ensure safety procedures are followed.

Learning and Outcomes

- Bats have found the substitute quarters to their liking, which is evidenced on them coming back on a yearly basis.
- Over half of the bats counted in the open pit mine spent winter on the substitute quarters.
- This allows for research opportunities of fauna at our operations.

Results

- 15 of the 18 species from Brandenburg can be found at Rüdersdorf
- In February 2018, 910 bats were recorded in Rüdersdorf
- In February 2018, 339 were located on the underground stretches
- In February 2018, 571 were located in the museum park
- Bats spend from October to April on their quarters
- 3 environmental groups involved



MUSEUM PARK

EUROPE, GERMANY, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY SDG'S 4,8

Museum Park

Our collaboration with the Museumspark Rüdersdorf developed over time; as a consequence of our physical proximity and shared interests. The town of Rüdersdorf has been shaped by the mining activities in the region – the history of the mining industry is displayed in the museum park, which is located directly next to our open pit. In fact, the pit features in two popular attractions at the museum: a platform for visitors that allows direct views into the mining centre, and a scenic path that follows the edge of the pit.

The Land Rover off roading project was the first result of our collaboration. It allows Museum Park to conduct guided Land Rover four-wheel drive tours into the open pit to show and educate visitors about the quarry, its history, and our current operations. Museum Park receives new revenue through this initiative and we achieve greater public understanding of the open pit's historic and current importance.

Process Description

- CEMEX and the museum decided years ago to find synergies and establish a project of mutual interest.
- The quarry visits project was envisioned as an extra source of income for the museum and the local tour guides.
- The museum provides their vehicles and guides, who are local pensioners from the community of Rüdersdorf.
- We provide access to our open pit and also collaborate on additional workshops.



Results

- In 2018, 324 Land Rover tours were conducted
- In 2018, 1885 participants took part in the tours
- 317 additional geological tours have been conducted
- 5080 participants have taken part in these geological tours

Learning and Outcomes

- The project was quite successful in allowing community members and visitors to the museum to get first-hand information on the quarry.
- This has allowed us to be recognized as a transparent operation within our community, as well as to clarify concerns and misconceptions of stakeholders.
- The tours have been especially useful for younger members of the community.
- As a spin-off of this project, a photo competition on mining in the region was launched. In 2018 they printed and sold a calendar composed of photos of the museum park which gave the museum a source of additional income.
- In 2019 we will be extending the competition to the theme "industry meets nature" in order for people to realize that this is not as contradictory as it may seem.

COMMUNITY CAPACITY BUILDING AND WELLBEING

EUROPE, POLAND,
CONTRIBUTES TO 4
PILLARS, SDG'S 8,11

Community capacity building and wellbeing

CEMEX carries out frequent dialogue with stakeholders. Amongst these dialogues, sessions on community needs that match our investment priorities are discussed.

This sessions have allowed CEMEX to create an annual program whose activities change as the population needs change. In this sense activities for capacity building for employability such as robotics lessons were planned, as well as development courses for women in the labour market, as the region has higher unemployment rates to other regions. Sports activities for senior citizens were also planned. This is in line with the concerns of the Polish population according to the OECD how's life index, with health being one of the three main concerns for Polish people.

Process Description

- Develop a framework for a community activity programme for residents of municipalities in the vicinity of the plants.
- Present the scope at the stakeholder meetings.
- Adapt the offer to needs.
- Selection of institutions that can carry out these activities.
- Develop a detailed curriculum.
- Classes organization (including dissemination of information on the community).

Results

- In 2018, 7 robotics sessions were provided with 30 young learners attending each
- In 2019, 15 workshops for memory techniques, fast reading and creativity were celebrated with 34 children enrolled, they have been very beneficial according to both parents and children
- 20 elderly people were enrolled on our weekly exercise class
- Elderly participants improved their respiratory performance, mobility of the spine and peripheral joints as well as balance
- The Ruffier test showed an improvement of 1.5 points on average on elderly people attending the classes
- 3 sessions for 2 groups of adults were given on personal development, 15 people participated
- After participating on the personal development training, out of 15 participants, 2 women found a job and 3 changed jobs to a better paid position
- In total 95 people took part on this activity
- 380 people were indirectly and positively impacted by the initiative
- In total, impacted population accounted for 4.7% of total population in the municipality



Learning and Outcomes

- The classes, based on Lego bricks have been very interesting for children, they allow them to build manual abilities, learn team work, strategic thinking and planning.
- As the memory classes involve several group activities, children strengthen their social skills.
- The personal development classes have been very successful for adults to learn about their opportunities and limitations as well as improve relationships.

CIRCULAR ACADEMY

EUROPE, POLAND, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG 15

Circular Academy

As part of our community activity programs in municipalities neighbouring our Chelm and Rudniki cement plants in Poland, we organized the first Sustainability Academy for students. The academy's objective is to educate young people on subjects related to the circular economy and alternative fuels. Through modules that include group activities, games, and presentations, students learn about theoretical and practical issues concerning sustainability, the UN SDG's, circular economy and the importance of alternative fuel usage in cement production.

Site visits to our plants also allow students to learn about the cement production process. We began the Sustainability Academy in 2018, working initially in partnership with two local schools.

Process Description

- Invitation is sent to local schools.
- Once the school confirms plant visits are programmed.
- The first part of the training includes: activities, games and presentations.
- Afterwards, students are taught about the cement manufacturing process.
- They are later provided H&S training and given a tour of the plant.



Results

- 2018 was the first year the academy operated, we currently have 2 partnerships with local schools
- 49 students from Chelm attended
- 2 Schools in Chelm participated
- Next workshops are planned before the end of 2019 and will include 50 students
- 2 more schools will participate on the project by the end of 2019

Learning and Outcomes

- Teachings within the academies will be in function of the stakeholder needs, this will ensure all stakeholders value what is being taught.
- The program has evolved from being solely focused on SDG's to including circular economy and alternative fuels usage in the production of cement.
- Feedback from students is collected on a regular basis by schools. Students are pleased to have active learning activities.
- Students have realized the importance of waste sorting and can now understand the importance of alternative fuels usage, they are very excited to visit the plant and share the experience with their community.



EUROPE, FRANCE, CONTRIBUTES TO ALL PILLARS, SDG 8,9,11,13,15

CSR Charter Commitment

In early 2018, CEMEX France engaged all ready-mix concrete plants and quarries in the voluntary CSR Charter of the trade association UNICEM. The CSR Charter (Chartre RSE) is an ambitious management system based on ISO 26000 and adjusted for specifics of the industry. 10 internal Responsible Business coordinators and 8 trainees in our various local agencies, have conducted an analysis of our practices based on the CSR Charter.

The implementation of the CSR charter represents a key step forward for our industry; and will allow us to inform of our Responsible Business practices to stakeholders, in particular customers and governments. Currently UNICEM - with CEMEX as one of the active companies participating on the project- has been selected to participate on a government led evaluation project that we expect will result in a State-approved label.



Process Description

- We collected information on our Responsible Business practices focusing on: governance, human capital, customers, consumers and suppliers, environment and local community presence.
- We carried out a self-assessment.
- The assessment was audited by an outside body in order to determine the company's performance on one of the four levels that comprise the charter: involvement, progress, maturity and exemplarity.
- If either of the two highest levels were attained, validation through an external stakeholder committee was required.
- This initiative and its throughout and structured process will make it possible for colleagues, customers, suppliers, local residents, associations, schools, and public bodies to be able to analyse our performance, at the same time that our commitment to being a responsible business is highlighted.

Results

- By December 2018 CEMEX's concrete and aggregate activities were granted the Exemplarity level recognition, the highest available
- CEMEX was the first company of the sector to engage fully with all operations in France in the CSR Charter
- 48 aggregate and 168 ready-mix plants were evaluated
- Since the recognition was communicated to local and national authorities in 2019, several visits have been organized

Learning and Outcomes

- This recognition defines the conditions for implementing a sectoral label recognized by the state. We expect the government to provide counterparties for companies recognized under the CSR Charter. This system does not lead to certification but to simple recognition, hence the importance of obtaining a label recognized by the state.
- The initiative highlighted the work accomplished by our France teams, today teams are aware of the importance of Responsible Business in our activities. Thanks to this project we have redesigned the company's Responsible Business local procedures.
- The CSR Charter is currently being tested as part of a recognition program supported by the State. The French government has planned to carry out a review of this experiment at the end of 2019 and to officially recognize these new sector labels by 2020.
- The people involved in the process became aware of all the initiatives and good practices of the company in the themes concerning the Charter. This initiative allows them to have a 360° vision of our way of working, our Responsible Business coordinators are very involved in the process and they are excellent ambassadors of the Company.



EUROPE, FRANCE, CONTRIBUTES TO ALL PILLARS, SDG 8,9,11,13,15

CSR Coordinator Network

CEMEX France has a longstanding and ambitious policy on sustainable development. We have based this corporate policy on the close association of our employees at all levels. The establishment of the CSR coordinator network has reinforced this approach, allowing to share information and remarkable initiatives in order to build a responsible and robust corporate culture.

The uniqueness of the employees who are part of the CSR network is that they occupy a position besides their role as CSR coordinators. The commitment they have is voluntary and additional to their function in the company.

Process Description

- The missions of the CSR coordinators are:
 - Monitor and support the implementation of the Community Engagement Plans of CEMEX France.
 - Instil a corporate culture by making all teams aware of the contribution that each can make to being a Responsible Business.
 - Identify good practices, initiatives and Responsible Business innovations and share them within the network.
 - Coordinate and support CSR assessment +H5.

Results

- The network of CSR coordinators at CEMEX France has been active since 2012, currently this network has 10 members from different areas of the company:

- Environment & Land
- Promotion & prescription
- Circular economy
- Biodiversity
- Operations (concrete and aggregates)
- Legal

- In 2020, the coordinators will accompany the implementation of 7 Community Engagement Plans in France and the activities of the CEMEX UNITE volunteer program.

Learning and Outcomes

- The main challenge of our network of CSR coordinators is to raise awareness and engage our employees on Responsible business issues. By combining the role of CSR coordinator with the inherent responsibilities of their held position.
- We have consolidated a team of CSR coordinators with different contexts, complementary professional skills and a territorial representation that allows us to form alliances within our operations to create a positive impact for the communities we work in.
- More than just a platform for exchange, this network mobilizes our employees, clients, local communities and authorities to guide the company in the path of progress.

CRECIMIENTOS

LATIN AMERICA, CONTRIBUTES TO ALL PILLARS, SDG'S: 1, 4, 5, 8, 11

Crecimientos

CEMEX recognizes the challenge that the SDG No.1 – No Poverty entails. That is why we created a platform that covers our inclusive and social businesses that work with governments, academia, NGO's and communities, as well as with local entrepreneurs on tackling several challenges such as: housing, employment, basic services and financial inclusion. This translates into families that have an adequate space for their needs in the health, savings and income generation spheres.

Within our platform we have several programs such as Patrimonio Hoy, Centros Productivos de Autoempleo (CPA), ContruApoyo, Construyo Contigo, Yo Construyo and Eco-Cookstoves.

These programs all tackle different needs: Patrimonio Hoy tackles the lack of affordable housing in low-income communities, enabling those with low startup capital and income to afford high-quality materials and technical assistance. Centros Productivos de Autoempleo tackles lack of a fixed source of income, providing the opportunity for communities to work on creating the material to build their houses, and commercialize building materials to government and private buyers. Estufas ecologicas (Eco-cookstoves) tackle disease and women equality, providing a more efficient and healthy solution for cooking. Yo Construyo tackles lack of formal training on construction and offers a 50 hours training course in self-construction for young people and adults with an interest in self-construction or professionalization in the field, upon successful completion of this course, we grant a certificate endorsed by CEMEX and Tec de Monterrey. Construyo Contigo tackles unemployment and lack of adequate dwelling after disasters providing integral solutions for improvements, extensions or new dwellings.

Process Description

- A baseline study is created for the community in order to develop and apply platform programs.
- New products and services are developed based on the productive activity and capacities of the community.
- Training is performed on most of our programs in order to guarantee long lasting results.
- Follow up is carried out in order to revise effectiveness of the program and apply necessary changes if needed.

Results

- Patrimonio Hoy has more than 100 offices located throughout Latin America
- The program has operated in Mexico, Costa Rica, Colombia, Dominican Republic and Nicaragua
- More than 602,000 families have been able to build their houses through this program
- Microcredits granted amounted to more than 300 million dollars
- More than 150 CPA's have been created in Nicaragua, Mexico, Colombia, Guatemala and Costa Rica
- More than 270,000 persons have taken part in this initiative (CPA)
- More than 65,000 families have taken part in this initiative (CPA)
- More than 180,000 individuals from Mexico and Colombia have taken part in Construyapoyo
- We collaborate with 5,000 communities worldwide
- More than 1,400 people have graduated from our Yo Construyo initiative (implemented by the CEMEX-Tecnologico de Monterrey Center)

Learning and Outcomes

- All the programs have provided learnings through which we have developed more programs, for instance, as Patrimonio Hoy was designed to target people that had a continuous source of income, it could not be applied for people that did not have a stable job.
- CPA's were born from this need in order to boost entrepreneurial skills and allow people to find stable jobs.
- When houses were built, service installation was also an issue, and a high cost of services is something these communities cannot withstand.
- Therefore, a solution was envisioned in the use of eco-cookstoves as well as other energy efficient appliances.
- This also led to the creation of Yo Construyo, which prepares people to design and install quality services in the community, thus creating an extra source of income for the installers and ensuring quality of construction for the user.



ECO-COOKSTOVES

MÉXICO, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 1, 13

Eco-cookstoves

In Mexico, around 20% of the population uses firewood for cooking and heating inside their homes, most of them located in rural areas. Firewood utilization has several severe drawbacks such as: internal pollution, loss of productive time in firewood collection, and illegal logging. Mexico has one of the highest rates of deforestation in the world, 1.08 million hectares per year. In 2017, energy from firewood accounted for 4.7% of total energy consumption in the country (250.308 PJ). In the case of disease, it is estimated that 10% of the population older than 40 years in Mexico has EPOC (in rural areas, the main factor is exposure to firewood exhaust while cooking).

Clean Cook Stoves is a business model that enables our company and social entrepreneurs to reach new markets with cleaner, healthier cooking solutions through the production and commercialization of concrete cook stoves. The model partners with microfinance institutions (MFIs), government, and local women's groups, to reach the correct audience. The implementation of Clean Cook Stoves improved the families' quality of life by reducing internal emissions (exhaust is directed out of the house), thus reducing the risks of lung diseases, eye infections, and burns from open stoves as well as freeing up time that would have been spent in collecting firewood.

Process Description

- We revised which potential partners were already tackling these problems.
- We devised a pilot project with each partner.
- We validated the viability of larger projects.
- Once we reach a population, we provide workshops that promote awareness on negative impacts of cooking indoors with traditional stoves, these workshops materialize these impacts to time and money, in order for people to realize their real expenditure.
- These workshops also allow for the local population to present the reasons why they would like to continue using traditional models, which is enriching to our project.
- For interested parties, training on maintenance is provided.



Results

- Cooking surface is 40% higher
- A reduction of firewood in 65% is achieved
- Lifetime of the stoves is 15 years
- Stoves require less firewood, therefore collection time and money spent is reduced
- Stoves require less maintenance
- Reduced pollution within the household
- More than 25,000 cookstoves have been installed
- Mitigation of 608,000 tons of CO₂
- During 2019 we have installed more than 2,800 ecological stoves in 39 municipalities across the country
- More than 7 workshops held for awareness
- More than 109,000 persons have taken part

Learning and Outcomes

- Cooking can be a source of tradition in certain communities, that is why a workshop is important in order to freely speak about the causes of concern of the population and let them learn about the impacts of their actions.
- This program also operates in Guatemala.

INCLUSIVE SCHOOLS PROGRAM

MÉXICO, EDUCATION AND CAPABILITY DEVELOPMENT FOR EMPLOYABILITY, SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, SDG'S 4, 11

Inclusive Schools Program

Schools in Mexico lack basic infrastructure such as accessible pathways for people with limited mobility. A recent study by the Mexican National Institute of Physical Infrastructure for Education (INIFED) found that 52% of primary schools had problems with accessibility, the same happened to 80% of indigenous and 93% of community schools, whilst in 62% tele secondary schools had this problem vs 40% of traditional secondary schools.

Our Inclusive Schools Program promotes the development of sustainable, self-managed, inclusive, safe, and adaptable schools. These schools are looked upon as models of sustainable public schools acting as social agents of change for other areas of the country. The program's positive impacts are created through various initiatives in the areas of:

- Communication and partnerships
- Infrastructure
- Environment
- Education
- Social development

Beginning with basics such as infrastructure, we are changing paradigms by integrating a culture of inclusiveness into the schools' philosophies. We are empowering both faculty and families within the different communities we act upon.

Process Description

- Stages for the intervention (the whole process takes 5 years):
 - *School selection: we select the schools that will take part on the program, we identify stakeholders and sign commitments with the school community.*
 - *We generate a diagnostic for the school and a pipeline of projects according to our five areas of work, we manage partnerships for implementation.*
 - *Execution and evaluation: execution of programmes for environment, education and social development as well as infrastructure works, ongoing evaluation.*
 - *Delivery of school: Delivery of infrastructure works, handover of programs to be operated at the school.*

Results

- Actions have been carried out at six educational centres in Nuevo Leon
- 2500 people have been positively impacted by this initiative
- 1000 families have participated
- 1900 students have been positively impacted by this initiative
- 43 spaces have been transformed
- 1 call for proposals answered by 30 schools
- We have intervened directly providing techniques for reading and math skills improvement in children



Learning and Outcomes

- We needed to develop a very close relationship with teachers in order to foster new practices for the students.
- Processes have been simplified by partnerships.
- We have worked in partnership with a professional network of education (USAER) who have used their experience and knowledge in order to better manage the difficult cases.
- An instrumental part of the program is the establishment of school agreements through their Directors.
- In every action teamwork, leadership and respect for differences is fostered.
- The program has awakened the interest for robotics in children specially by celebrating competitions, which has also increased the parents participation.
- Children have learnt about the importance of the environment through sorting and collecting PET.
- Children have learnt the importance of growing their own crops, through school vegetable gardens.

MEXICO, CONTRIBUTES TO PILLARS: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY / SUSTAINABLE AND RESILIENT INFRASTRUCTURE AND MOBILITY, SDG'S 11,13



Arise MX network development

According to the World Bank, 26 million people are left in poverty on a yearly basis due to disasters. Disasters are socially constructed, they are a result of natural or anthropogenic enforced (ex. Stronger hydrometeorological events due to climate change) phenomena and human presence. Extensive migration to cities at a rapid pace, results in infrastructure not being capable of serving this constantly growing population, thus increasing risks.

This is why ARISE MX was developed, it is a network that works on building disaster preparedness for cities, by focusing on prevention, considering resilience as key to sustainable development; thus avoiding economic loss, environmental impact and loss of life.

Arise Mexico is a voluntary private sector group working on building resilient cities, in collaboration with the United Nations Disaster Risk Reduction Office and partnerships with the public sector, academia and NGO's.

Process Description:

- We work on fulfilling 5 goals aligned with the Sendai Framework for Disaster Risk Reduction:
 - Increase risk awareness
 - Strengthen governance
 - Share knowledge
 - Catalyse, innovate and collaborate
 - Execute projects to reach the goals of the Sendai Framework
- Currently indicators are being developed for the contribution of the private sector to the 7 global goals for the Sendai Framework.

Results:

- 250 institutions are now part of the national network, they are in the process of becoming members
- 5 regional nodes
- 4 training workshops on business resilience with 193 participants
- 1 train the trainer workshop, with 73 ARISE MX promoters that will multiply the effect for national training on business resiliency
- 1 regional forum about Disaster and Risk Integral Management and Resilience, with more than 60 experts and 800 participants
- Signature of a collaboration agreement between the Ministry for Safety and Citizen Protection and ARISE MX, with ONU MX as an observer and witness
- Constitution and consolidation of the founding council for Arise MX with 15 directly involved institutions

Learnings and conclusions:

- The initiative is replicable, as it already exists in other countries where we operate.
- Currently, the Responsible Business department manages the initiative, in the future we expect ERM, Sustainability, HR, amongst others to get involved.
- The whole initiative took 8 months to implement.
- The initiative has been constantly growing on its national reach.
- The initiative has been recognized by UN at an international level.



POST DISASTER RECOVERY PROJECT

MEXICO, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 11, 13

Post Disaster Recovery Project

In Mexico, in an annual basis, thousands of people are affected by natural phenomena (earthquakes, floods, hurricanes, etc.). that is why CEMEX, along with its strategic partners, agreed to work on a program that promoted the integral recovery of communities after a natural disaster. The focus is on activities and initiatives comprised throughout the recovery cycle (mitigation and preparation, immediate response, recovery), with emphasis on resiliency.

After the earthquakes affecting Oaxaca and Chiapas in 2017, CEMEX activated an initiative whose goal was to recover the space and the quality of life for families that lost their dwelling completely.

Process Description

- We performed a post-disaster diagnostic.
- We developed the case for recovery and planned the project.
- We formed strategic partnerships for execution.
- We co-designed the project with partners.
- We developed human and technical capacities (capacity building).
- We implemented the integral project.
- We monitored and evaluated (throughout the project).

Results

- 1796 people participated in Oaxaca and Chiapas
- 217 people took part in our psychosocial intervention workshops
- 51 people took part in our productive projects
- 749 people were positively impacted by resilience activities
- 54 people took part in technical training workshops
- 88 people were temporarily employed
- 139 new houses were built
- 198 community workshops, intervention sessions and committee meetings were conducted

Learning and Outcomes

- CEMEX has been able to develop a solid value offer to execute post disaster recovery projects through these pilots.
- All recovery projects require a diagnostic and a solid business case prior to starting in order to develop a viable solution that is in line with the community needs.
- Community transformation projects require time and a dedicated team on site (our own or our partner's).
- Design that is based on community needs, including cultural and environmental factors is key.
- Success of these projects is dependant on the human and technical capabilities of community members and local government entities as well as participatory work.

TESTIMONIAL:

Gómez Mandujano Family

The Gomez Mandujano family was amongst those affected by the earthquake that occurred in Villahermosa, Villaflores, Chiapas by the end of 2017. The Post Disaster Recovery Project allowed them to get back on their feet and learn the construction trade. They have built four dwellings since for them and their neighbors. After the dwellings were built, Francisco, Luis Octavio, Fredy and Christian, from the Gomez Giron family, can complement their farming activities with construction activities, allowing them to increase their income and enhance their quality of life.

Testimonial

Interview: Francisco Gómez Girón

Background

- Francisco Gomez, or "Chico" as he is referred to by his family and friends, was born in Tenejapa, de los Altos de Chiapas.
- He arrived 27 years ago in the Community of Villahermosa, looking for stability and a livelihood in agriculture, as his community experienced conflict.
- Along with Francisco, 5 more families arrived, the community was home to only 14 families by that time.
- It was in Villahermosa where Francisco married Marisa and where they raised their 11 children.

Earthquakes in September 2017

- It scared them and their house, were 10 people lived, got damaged.
- It was a simple home, with adobe bricks and sheet metal roof, with an external kitchen and latrine, where they were exposed to weather and climate conditions.

During the Chiapas PIR

- Chico had never worked in construction, he had only performed some self-construction jobs with adobe.
- He and his family attended the participatory design sessions and the training workshops.



During the participatory sessions...

- They did not understand why it was best to have the bath inside... architects explained them thoroughly and they acknowledged the advantages.
- When they saw the scale model they were thrilled....they confirmed that was the house they would like to live in.
- The room divisions are a very good idea... we understood that it allowed for customization to the needs of each family.
- Francisco mentions..."My older sons, Luis Octavio, Freddy and Christian have found the workshops really useful as a source of work, they have learnt to work on the trade, they will not forget about it".
- To be able to work locally is quite valuable...we will not have to move to look for jobs and we will be able to live near our families.
- He considers that all investments made on their community through different partners...is very important for its growth, things look different.

Other learnings

- It has been a challenge to adapt to using safety equipment...but it is important.
- During the project, having the family work together as a team to carry materials was crucial...Francisco hopes this camaraderie will continue in the future...the project has set the example.
- They have strengthened their community bonds through the fabrication of blocks and material haulage, they now spend more time with each other.

What do you think of the new house?

- Francisco mentions he was ecstatic when he saw it...it was what he had dreamt of.
- They never thought a project like PIR would be implemented in their community.
- In 2012 Francisco left to work in USA (Phoenix), he wanted to build his house but money he sent during his year long stay was not enough...life was very expensive and it did not allow him to save.
- Initial advantages perceived by the family:
 - Thermal comfort ("no cold or heat")
 - Protection from wind and rain ("we are not afraid to loose our roof")
 - Adequate and effective lightning achieved through the fitting of white walls ("kids can study in the evening with only one lightbulb")
 - Prevents mosquitos and snakes from getting in the house ("we do not sleep with sheets on our faces, nor are we afraid of snakes crawling out of bed")
 - The interior bath raised expectations ("we wont need to come out at night with fear of falling, we will not wait to go to the bathroom in the morning and we will be able to bathe without getting sick in winter")

RURAL BUSINESS ENTREPRENEURS



SCA&C, COSTA RICA, SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, SDG'S 1, 8

Rural Business Entrepreneurs

CEMEX saw a need for rural entrepreneurs to commercialize products in markets that go beyond the towns they are established in. In order to solve this, CEMEX developed a program called "Potenciadora de Negocios Rurales".

Through this program, rural entrepreneurs in Costa Rica, build capacity to sell their products directly in markets with substantial commercial potential. One key success factor is the multi sector alliances it works with, such as: federal and local governments, academia, media, and the private sector.

The program boosts local economies and generates a positive social impact in less developed areas of the country by increasing the income of small producers, generating employment, empowering vulnerable groups, fostering direct marketing, and creating access to formal markets.

Local businesses participating produce and sell products such as: coffee, honey, and bread, outside of the community and throughout the country. Such sales provide advantages to the entrepreneurs and the community in the form of economic well-being and sustainable growth. In fact, in order for a project to be a winner, innovation, value chain creation and sustainable production practices are taken into consideration.

Winners of the program receive personalized attention and technical training in order to be able to commercialize the product in supermarket chains and to receive capital investment for their project.

Process Description:

- We created a list of rural entrepreneurs, the first in the country which will be useful for future actions in the region.
- Producers who were already selling on a small scale could apply to the program.
- An expert panel evaluated the projects and prioritized potential for production on large scale and supermarket commercialization.
- Once a product was selected, training and follow up was provided to local producers by different partners. This follow up included: registering the brand, obtaining permits, developing correct cost structures and optimizing processes (mostly financial and administrative) as well as correct packaging.
- Projects entered the supermarket chain in different stages according to the level of maturity and work they needed to guarantee success.

Results:

- 21 partners, including the Ministry for Economy, Industry and Trade, Majors and Academia
- 1 partnership with a national supermarket chain
- In 2018, 200 entrepreneurs registered for the program
- By 2019, 10 products from companies had been introduced in the supermarket chains
- 25 sanitary permits were processed
- 52 hours of training were provided
- Impacts include: greater sales (some businesses experienced a growth of 900%), access to formal markets, reduction of intermediaries, employment generation, better quality of life and vulnerable group empowerment
- Business growth also incentivizes other local producers as awarded companies buy their raw materials locally

Learnings and conclusions:

- Experience in the collaboration with entrepreneurs in 2016 with 10 successful projects was very useful for the generation of this initiative.
- Identification of the products at the supermarket chain as "Rural business" has been very useful in positioning the products for conscious buyers.
- As the project was successful and useful for our partners, CEMEX is studying the possibility of extending the initiative to other zones.

INITIATIVE "IN HARMONY WITH NATURE"

SAC, NICARAGUA,
CONTRIBUTES TO
PILLAR: CULTURE OF
ENVIRONMENTAL
PROTECTION, HEALTH &
SAFETY, SDG'S 15

Initiative "In harmony with nature"

Deforestation in Nicaragua is caused mainly by land use change for agricultural and livestock purposes. Due to deforestation the country emits 15.65 Mt CO₂ eq/year, which could be otherwise captured. The municipality where our plant is located uses wood for energy purposes, this has already affected microclimate and water availability.



In this sense, CEMEX, since 2013, has been working on reforestation through its 10-year program. The goal of the program is to restore forestry plantations that were previously used for energy production. It is different to other programs implemented in the country as its is not oriented towards production purposes, but for conservation. CEMEX partners with the public sector on achieving the goals for their national programs. We also work with the population and volunteers from San Rafael del Sur, a municipality located near Managua.

Students and teachers from different communities take part on our workshops. Some of the topics that we teach are:

- Establishment and maintenance of forestry plantations.
- Health and environment.
- Fire prevention.
- Recycling advantages.
- Climate change and consequences.
- Hydrological basin conservation.
- National forestry regulations (including fines for deforestation).

Process Description:

The program has four components:

- Plant production within our nurseries.
- Reforestation and restoration of degraded areas.
- Maintenance of forest area.
- Technical expertise.
- Training (awareness) – publications.



Results:

- 136 hectares reforested between 2013 and 2019
- 70 Ha were planted with native plants
- More than 202,000 plants have been bred at our nurseries
- More than 52,000 trees were planted between 2018 and 2019
- More than 1000 wood and fruit trees, were donated in 2019
- In 2019 more than 50 employees volunteered for reforestation actions
- More than 7 communities have been impacted

Learnings and conclusions:

- CEMEX started its own programme, yet government incentives for conservation were later created, which have been instrumental on the growth of the programme.
- The program results in microclimate management, protection of fauna and vegetal cover as well as the stabilization of soil to protect it from loss through water and wind.

BIODIVERSITY ACTION PLAN

SCA&C, PANAMA, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 15

Biodiversity Action Plan

As part of our commitment with responsible operation and environmental protection, at CEMEX, we have the goal of implementing Biodiversity Action Plans across the totality of our active quarries in high biodiversity areas by 2020. In order to procure the rehabilitation of our quarries once production has stopped, we have designed a biodiversity action plan in partnership with several organizations in Panama. It is important to mention that this practice goes beyond what is currently required in the country for environmental compliance.

The project seeks to protect and conserve biological diversity in the CEMEX concession areas. We foster land remediation and rehabilitation, habitat protection and restoration and biodiversity protection on our operational sites.

Process Description:

- The program was initiated in 2016.
- Our main partner provided training for the community that would be in charge of the nursery.
- The initial phase consisted on determining the plot of land that would first be rehabilitated, this had to be an area that represented the different geological and biodiversity characteristics.
- The area was then subdivided in different plots that account for different species and techniques.
- Once the tests have been executed, we will test other natural techniques.



Results:

- 40 families have participated in this program
- 20 different sections comprise the first hectare to be rehabilitated, each section will represent different species and techniques used
- CEMEX works in partnerships with three organizations
- The experimental plot oriented to ecological restoration of a quarry is the first of its kind in Panama
- 13 native species will be used in the project

Learnings and conclusions:

- The program is still on its initial phases and will be optimized by the data gathering from the planting of the different plots.
- The nursery that was established through a community association had to had changes made in order for it to be in prime conditions. Roads rehabilitation as well as the installation of a watering system were carried out in order to ensure the correct growth of the species.
- It has been observed that certain plants have not survived at certain stages, thus soil enrichment will be one of the experimental techniques to be used on the next phases for that specific types of plants.

RECICL-ARTE

SCA&C, PUERTO RICO, CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 13, 15

Recicl-arte

For a long time, Puerto Rico has had a waste problem that is reflected on landfills being filled beyond capacity. This problem was intensified by the effects of natural disasters in the past years. It is believed that, if a culture of recycling and reutilization is not established, the problem will be escalated leading to final disposition in alternative non-compliant sites.

Under this light, since 2012, CEMEX has been working on awareness for the protection of the environment through an art contest that uses recycled materials as the main input for the creations.

The contest is open to public and private schools. Prizes are awarded to schools for their contribution to environmental practices and concrete proposals.

Project themes have evolved through the years, including: Puerto Rican Fauna, Puerto Rican Flora, Ecosystems of Puerto Rico, Renewable Energy Use, Cities of the Future and Sustainable Construction, Ecological Restoration of Quarries, the Reconstruction of Puerto Rico and Revitalization of Ports.

Process Description:

- A request for proposals is released each year, this includes a yearly theme.
- The announcement is promoted on social media and through our different partners.
- Public and Private Schools apply, they provide a written essay on their idea, their solution proposal and how the idea was conceived. They must also demonstrate what they learned through the development process. The students must then represent their idea in a model made out of recycled material.
- The contest has evolved into a forum to exchange ideas and solutions to reduce the environmental footprint of each participating school and their community.
- The 10 finalists are selected through an open voting process in Facebook, it involves the participation of fans and followers from Puerto Rico and United States only.
- Finalists present their solution and model (15 minutes oral presentation) in front of a group of renowned professionals from different industries in Puerto Rico.
- Awards are announced.

Results:

- To date there have been 24 winners to our contest
- 19,700 students have participated
- 152 schools have participated
- 68,500 dollars have been awarded
- Facebook reach has been more than 1.4 million people

Learnings and conclusions:

- Subjects themes have evolved through the years, turning the contest into a forum to exchange ideas and solutions to build a better future.



SAFE SCHOOL PROGRAM

SCA&C, DOMINICAN REPUBLIC, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 13, 3

Safe School Program

Dominican Republic is vulnerable to several meteorological events such as flooding and cyclones as well as seismic events. From 1980 to 2008 40 natural disasters affected 2.65 million people, according to GFDRR. One of the main drivers of vulnerability is a weak enforcement of building codes. Most importantly, climate change is set to increase the risk of the country with projected damages of nearly 17% of GDP.

In order to teach children how to act in case of disaster and increase their awareness, CEMEX joined efforts with the Ministry of Education to create the Safe School Program. This program certifies educational centers that develop actions to foster preparedness against disasters and implement improvements to schools and their communities.

Process Description:

- The school creates partnerships with the different organizations that are part of the program.
- A school security committee is created.
- A risk survey is carried out.
- Fire brigades are trained.
- Evacuation practices are executed.
- First aid is taught.
- Drills are executed.
- Audits to the emergency plans are carried out.
- In conjunction with these activities, a retrofit plan is developed in order to provide schools with the correct signalling of evacuation routes, emergency exits, medical supplies, etc.

Results:

- 3 schools intervened in 2019
- 389 persons directly trained in 2019
- Training is provided to: teachers, students and parents
- 3 different communities impacted

Learnings and conclusions:

- It is of the utmost importance to CEMEX to prepare the communities in order to deal with any emergency, from a school emergency to a natural disaster.
- It is very important to train in emergency and prevention situations but more so to measure the reaction capabilities. By measuring, we can evaluate understanding of the training, the effectiveness of the technical means and resources available, and the coordination of internal teams.
- The periodic practice of emergency drills has served and will undoubtedly avoid major damages in real emergency situations.



ENTREPRENEURSHIP FACILITATION PROGRAM

SAC, COLOMBIA, CONTRIBUTES TO PILLAR: SOCIAL AND ENVIRONMENTAL INNOVATION AND ENTREPRENEURSHIP, ODS'S 8, 1

Entrepreneurship Facilitation Program

One of the priorities of our responsible business direction is to strengthen local entrepreneurship in order to foster local economic growth. In Colombia, in 2017, micro, small and medium enterprises contributed 40% of GDP, 80% of employment and were 90% of the country's productive sector, according to DANE.

In Colombia, we have devised the Entrepreneurship Facilitation Program, based on a methodology we acquired, in order to facilitate the formalization and growth of local entrepreneurs.

The program is provided without cost and anyone with a product or service offering in selected locations can apply. It facilitates networking for local entrepreneurs, provides training on leadership and interpersonal skills and provides access to a wide range of custom contacts and a facilitator, who acts as a tutor providing feedback.

Process Description:

- Contact: The client (who is already offering a product or service and lives within a predetermined area) has a first meeting with the facilitator, if they decide to join the program, facilitation is provided since the first meeting. Facilitation is totally tailored to the individual needs.
- Process development: A team is appointed for each of the components: production, marketing and finance. The facilitator meets weekly with the entrepreneur and provides useful contacts.
- Resource committee: It is a facilitation figure that links the entrepreneur to people with selected profiles for their specific projects. During this phase, if required, the entrepreneurial team develops a "Bankable document" to obtain finance from banks. After this phase is over, companies continue their journey on their own, strengthened by new capacities.

Results:

- 92 entrepreneurships linked to the programme
- By 2019, 155 entrepreneurships supported
- 70% of participants reported an increase of sales
- 90% of participants reported meeting new potential clients through the program
- 592 direct beneficiaries
- 1122 attendance to resource committees
- 35 professionals linked to the programme
- 20 partner institutions
- 19 institutional clients for entrepreneurships
- 75 formalized entrepreneurships



Learnings and conclusions:

- An entrepreneur cannot succeed alone, they require a group of people that can act as backing for specific activities.
- The entrepreneur needs to be committed to directing and routing their project, the programme does not try to tell the entrepreneur what to do, but facilitates connections that would make every task simpler.
- Formalization of the company, product and finances are very important components to be able to reach institutional audiences.
- Community is very important on the facilitation process, they become multipliers for the methodology.
- The facilitator should not make a priori judgements about the companies in order to provide the same treatment regardless of product or service offered.

5K RACE

USA, UNITED STATES, CONTRIBUTES TO PILLAR: CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH & SAFETY, SDG'S 3, 8

5k race

In the USA, according to the CDC, 117 billion dollars are spent annually in health care associated with inadequate physical activity. It has also been observed that 1 in 10 premature deaths could be prevented by getting enough physical activity, as well as 1 in 8 cases of breast cancer, 1 in 12 cases of diabetes and 1 in 15 cases of heart disease.

CEMEX USA encourages healthy lives and promotes well-being in communities by fostering activities that promote physical exercise. In the United States, we promote an active lifestyle in communities, employee engagement as well as health and safety through 5k races near our operations.

Process Description:

- We work with the Aggregate Management Team, as well as other departments to organize the race, including design of parking areas and traffic patterns to ensure a safe event.
- We revise which charity will be supported by each yearly race.
- We work with our local stakeholders in order to promote the event.
- We recruit volunteers, internally and externally.
- We hire police officers or private security for crowd control and parking. Where available, local student fire and police trainees also volunteer.
- We hire EMTs or enlist supervised volunteer trainees to be present at the event. We make a donation from the event proceeds to support our trainee volunteers.
- We set up a first aid tent.
- Safety briefings and meetings are held prior to and on race day.
- We use barricades and cones to keep people on the race course and within staging areas.

Learnings and conclusions:

- A race is a great way for communities to see closely what we do and get information on our operations first hand.
- Depending on location and participation, the race length may increase to 10k or 15k. A shorter distance run or "Kids Dash" is held at Lytle Creek for younger children.
- Races are funded through donations, entry fees and CEMEX funds.
- The open house celebrated after the race is useful to teach communities about our operations, our careers and how we contribute to environmental stewardship.

Results:

- In 2018, one of our quarries in Miami, Florida and our Lytle Creek quarry near Rialto, California hosted races that attracted 600 participants.
- Our workforce constituted 7% of the attendance of the events in Miami and Lytle Creek.
- At Miami's inaugural event in 2018, 75 volunteers participated with approximately 150 volunteers expected in 2019.
- In 2019, 82 volunteers participated in the 6th annual Lytle Creek race.
- Our Miami race generated support for Boy Scouts of Miami-Dade in 2018 and will support Special Olympics-Miami Dade in 2019.
- Support for Rialto Unified School District STEM Program is achieved through our Lytle Creek Race.
- Both operations plan to continue hosting races.



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