

## Key Personnel Unavailability Protocol

<b>CEMEX Protocol</b>	Key Personnel Unavailability Protocol due to ongoing measures related to COVID-19 scenario.
<b>Purpose of the Protocol</b>	This protocol provides a recommended preventive measures for Key Personnel not available during a Pandemic scenario of COVID-19.
<b>Who does this protocol apply to</b>	This protocol applies to all CEMEX's Operations. The Plant RRT/managers/employees should take responsibility for implementing it.
<b>Disclaimer</b>	This protocol was prepared by CEMEX based on the recommendations of the World Health Organization (" WHO "), external consultants and the experience of the company itself. CEMEX is not responsible for the result of the implementation of the protocol and in no way guarantees the effectiveness of this material to prevent or reduce CORONAVIRUS (COVID-19) infections among its employees or officials. Authorization to use this material is exclusively and limited to consultation. No person or entity will be able to use this material, in whole or in part, for publicity, advertising and/or promotion in any material or media, for any company, products or services. Copyright ©2020 Cemex Innovation Holding AG.

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

<b>I. Not available personnel</b>	
5.2.	Ensure Wi-Fi or network connection work in the location of the activity to be performed.
5.3.	The remote communication must be established in compliance with the internal security information policies.
5.4.	Share all documentation need for the activity to be performed, if no such documents exist evaluate the realization of the task, before executing.
5.5.	It is recommended that 2 employees attend the activity to be performed to minimize risk of failure.
6.	Hire a temporary expert or consultant.