



# COVID SOCIAL CEMEX ACTIONS



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# Thank you!

## Healthcare Services Heroes

We are very grateful to the medical community addressing COVID. In recognition of the efforts of these healthcare heroes on the frontlines of the COVID battle around the world we erected lighted signs on our plants with thank you messages; we also specially painted one of our trucks with our thank-you to healthcare workers.



USA Photo highlight: In the USA, CEMEX and Orlando Health worked together to create a new blue heart-shaped concrete monument and courtyard in appreciation of frontline healthcare workers at Health Central Hospital in Florida



# BUILD BACK BETTER SOCIAL IMPACT ACTIONS

**1,744,835**

PPE/medical supplies donated



**196**

MSMEs supported  
(New or existing businesses)



CEMEX WSPiera  
SZKOLY W NAUCE ONLINE



**+11,400**

HOURS OF DIGITAL  
VOLUNTEERING  
3.5% online employees



HOSPITALS CLEANED

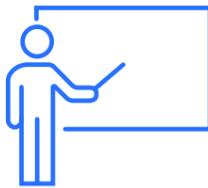
**180**

**+2.9 millions**  
TOTAL BENEFICIARIES (YTD)



**331,662**

food pantry support



Workshops/trainings:

Supported: **56+**

Participants:  
**12,028+**



**500+** total media  
publication

**120** total media  
posts

**53**



formal jobs  
created

**179 JOBS CREATED**

(formal and informal)



**+3.5**  
million m<sup>2</sup>

of hospitals and  
public spaces  
sanitized

**5,000+ SOCIAL MEDIA**  
engagements (YTD)

# OUR STRATEGY AND ADAPTATION IN COVID

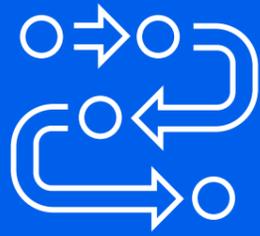
COVID has had a devastating effect worldwide<sup>1</sup> with GDP expected to fall by 3-6%; 41%<sup>2</sup> of start-ups have less than three months of cash runway; there was an expected global drop of 10.7%<sup>3</sup>, in Q2 2020 working hours from the prior year pushing 71 million people<sup>4</sup> to extreme poverty; and global hospital capacity is strained with an inundation of cases. These conditions represent a severe challenge for mankind, especially in light of other existing urgent challenges, such as climate change and growing inequality.



# 71M

people pushed to extreme poverty due to COVID devastating effect

<sup>1</sup> IMF (2020). WORLD ECONOMIC OUTLOOK  
<sup>2</sup> Global Startup Survey (2020). The Impact of COVID-19 on Global Startup Ecosystems  
<sup>3</sup> ILO (2020). COVID-19 and the world of work. Sixth edition  
<sup>4</sup> World Bank (2020). Projected poverty impacts of COVID-19



Countries that will suffer the most are characterized by high rates of informal employment and adequate infrastructure. However, as advanced safety protocols are developed employment opportunities will increase generally; in particular, governments will promote infrastructure as part of a recovery plan, providing opportunities in this sector.

In pursuit of our social responsibility strategy and to provide relief during COVID-19 we developed an action plan with phases extending from immediate response to recovery actions. Our implementation focuses on strategic philanthropy and shared value.

The data and actions presented this edition of the COVID booklet are from prior to December 2020. We acknowledge that countries are at different stages in experiencing and responding to the COVID-19 pandemic. More data and actions will be reported in the 2021 integrated report and following booklets.

# 10.7%

expected drop in global  
GDP, in Q2 2020



We developed an action plan with phases extending from immediate response to recovery actions.

# THE EFFECT OF COVID ON THE SDGs



The United Nations' Sustainable Development Goals Report detailed some of COVID-19's projected impacts. The pandemic has created unprecedented health, economic and social crises, threatening lives and livelihoods. Progress made on goals related to inequality, education, health and poverty are stalling or even reversing, making attainment of the 2030 agenda more challenging. At the end of 2020, only 21 of the 169 Sustainable Development Goal targets will have matured, with a mere three having been achieved or on track to being achieved.

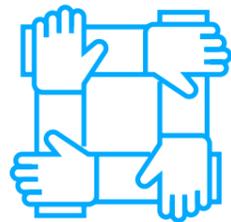


21

of the 169 Sustainable Development Goal targets will have matured by the end of 2020

We create value by building and managing a global portfolio of integrated cement, aggregates, ready-mix, and urbanization solutions.

Already, the pandemic has negatively impacted CEMEX's ability to fulfill its commitment to our five priority SDGs- those SDGs that are directly related to our company's business and represent our greatest opportunities to contribute further to the United Nations' established 2030 goals<sup>5</sup>. Three of our five goals, noted below, are affected:



International, regional and local collaborations as well as public-private partnerships are critical factors in achieving the SDGs and in recovering from the COVID epidemic.



The promotion of decent employment and economic growth (affected)



Innovation and infrastructure development (affected)



Climate change mitigation (without clear affection)



Environmental and ecosystem conservation (without clear affection)



The advancement of sustainable cities and communities (affected)

Prior to the outbreak of COVID, achieving the SDGs represented the world's best opportunities for addressing global challenges and improving the quality of life and well-being worldwide. The COVID pandemic, while reducing capacity for implementation of commitments to the SDGs, has emphasized how critical their fulfillment is to preventing future health and environmental crises and ensuring business continuity in the long run and, any COVID recovery plan must focus on building greener, more inclusive economies and stronger, more resilient communities, consistent with the aims of the SDGs. More than ever, international, regional and local collaborations as well as public-private partnerships are critical factors in achieving the SDGs and in recovering from the COVID epidemic.



### Putting our purpose into action

CEMEX is guided by our purpose of building a better future, contributing through our operations and actions to building a sustainable and fair future for all our stakeholders. It improves wellbeing through innovative building solutions, efficiency advancements, and efforts to promote a sustainable future. We create value by building and managing a global portfolio of integrated cement, aggregates, ready-mix, and urbanization solutions.

# HEALTH AND SAFETY CULTURE

At CEMEX, the health and safety of our employees, customers and suppliers is the number one priority. Due to the pandemic, we have developed and applied more than 50 action and prevention protocols to protect our employees, communities and customers with the objective of maintaining business continuity. These protocols are based on available information from the World Health Organization, external consultants and CEMEX's own experience in dealing with the pandemic over the last months. These protocols include detection guidelines, cleaning and hygiene related practices of our employees that are aimed to reduce the risk of contagion within our workforce.



## WHO

We follow the guidelines set forth by the World Health Organization



During the COVID-19 crisis, the role of partnerships to deliver sustainable and inclusive development has proven essential.

In addition, CEMEX has implemented remote work schemes for office activities. Among other initiatives, we have enhanced our internal information campaigns for recommended practices for health, hygiene, and social interaction, such as promoting physical distancing and recommending avoiding travel to the greatest possible extent. Additionally, under our Physical Distancing Protocol, we continue to seek to increase distance between closely-spaced facilities; ventilate the workplace; and clean workstations between shifts.

### Virtual stakeholder dialogue

During the COVID-19 pandemic, we have stayed in regular contact with our communities, allowing us to ascertain their most urgent needs. During 2020, our Social Impact Committees conducted 60 stakeholder dialogues globally, in many instances leveraging technology to keep close communication while complying with safety protocols. In Mexico, for example, 100% of our Social Impact Committees were active through virtual platforms.



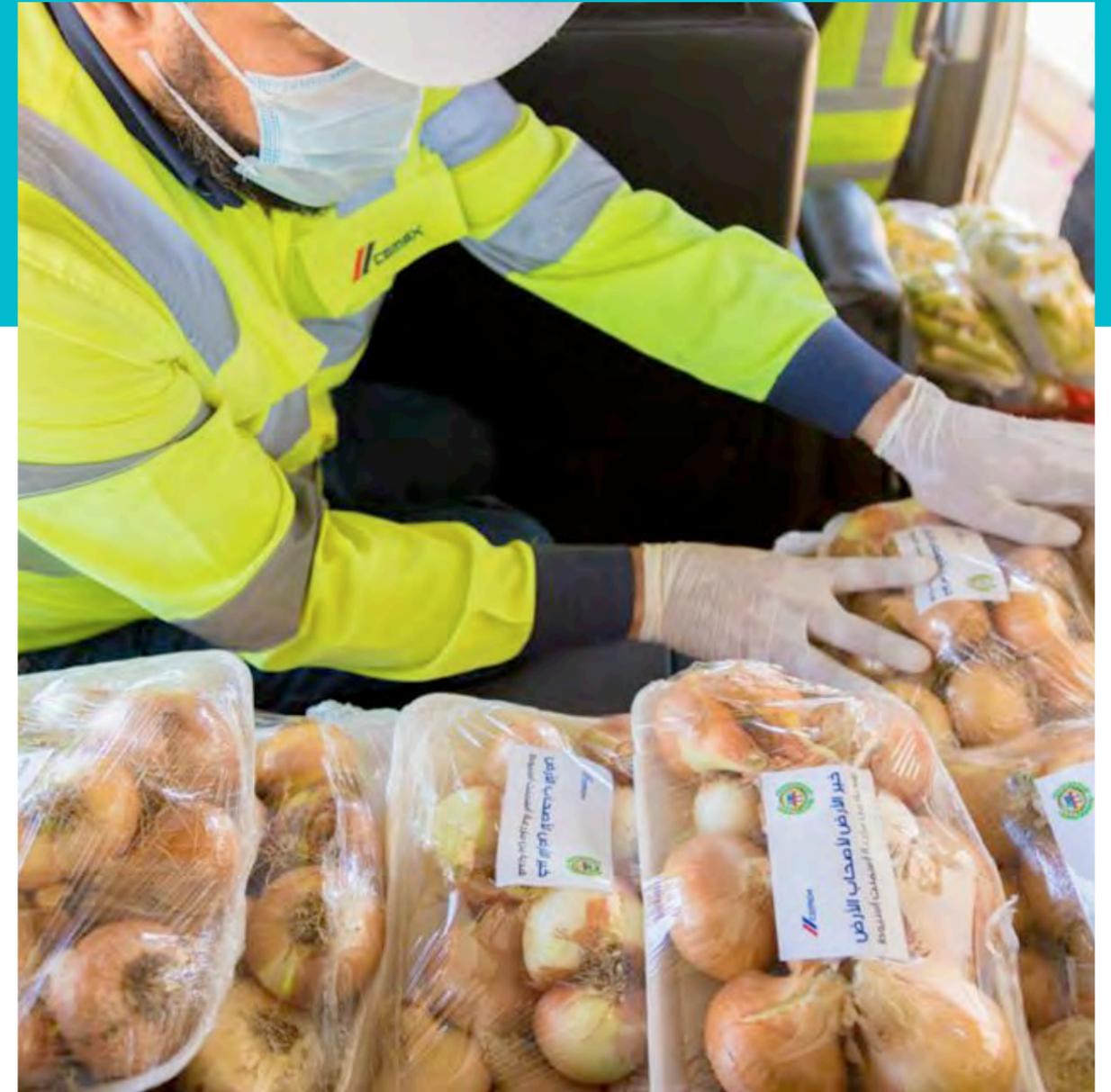
#### Learnings and outcomes:

Digital technologies were useful, and a mix of technologies might be used in the future. CEMEX recognizes that there is no substitute to the human component; however, we also recognize important environmental advantages due to reduced transportation usage.

### Partnerships and networks

During the COVID-19 pandemic, the role of partnerships to deliver sustainable and inclusive development has been of essential interest for CEMEX. Through these partnerships, we have developed solutions and replicated our programs in multiple countries, in most cases in record time. None of the actions in this booklet could have been achieved by CEMEX alone, and as such, CEMEX has begun to integrate these social strategies in its business objectives.

By engaging our social capital in a community-based strategy, we attempt to bring support to the people in extreme vulnerability through an organized community to mitigate the effects of the COVID-19 pandemic. Along with our partners, we launched the Solidarity Network, where 41 community committees in different countries, social initiatives, local CSOs and public schools identified the most vulnerable people in the corresponding community in order to bring food aid donated by 17 business, foundations, universities and citizens.



# 100%

of our Social Impact Committees were active through virtual platforms

# 5,428

people were helped by the Solidarity Network to bring food to the most vulnerable people in the community

Through our collaboration and leadership in UN Global Compact Mexico, our social activities during COVID were expanded with allies enabling a wider impact.

Our Social Impact strategy has been developing partnerships for a long time, which during 2020 resulted crucial and were also strengthened. During the COVID-19 pandemic, the role of partnerships to deliver sustainable and inclusive development has proven essential to build a sustainable and fair future for all our stakeholders, which for the most part resulted in:

**55** of our protocols were shared by more than **80** allies

**+50** webinars delivered



WE CONDUCTED 5 ONLINE FORUMS WITH MORE THAN

**6,500** ATTENDANTS



**3** protocols for women, NGOs, and SMEs

**105,000** FAMILIES IMPACTED THROUGH ALLIANCES

We have also participated with Business Fights Poverty on generating COVID-19 toolkits on several practices that can be useful for companies to replicate in the cities they operate in. We have worked on exchanging best practices aimed to prevent an increase in gender violence due to social isolation, cooperation with NGOs to work on the COVID-19 pandemic and also on how to help MSMEs navigate the pandemic.

### Networks

CEMEX is also an active member in different networks such as the UN Global Compact, ARISE Mexico, ARISE Global, RedEAmérica, Consejo Nuevo Leon and Red SumaRSE. Through our collaboration with and leadership at the UN Global Compact Mexico, our social actions during the COVID-19 pandemic have been expanded with allies enabling a wider impact.



### REDEAMÉRICA:

- During COVID-19 pandemic, six thematic groups were formed to share practices, develop content and promote agendas on education, early childhood, environment reading, basic organizations, strengthening local governments and territory.
- 15 virtual events with 1,834 participants.

### UN Global Compact Mexico:

- CEMEX was re-elected to the presidency of the Council for another period (2020-2022).
- An increase of 18% in membership during the COVID-19 pandemic.
- A study was made on the contribution of the private initiative to the SDGs in Mexico.
- 18 working groups were created to manage actions to make concrete progress in the 2030 Agenda.

### ARISE:

- A Resilience Protocol was created for SMEs during the COVID-19 pandemic.
- More than 54 organizations have been integrated to the network during the pandemic.
- 40 audio capsules have been developed in order to broadcast 14 health prevention messages available in 10 native languages for communities near our cement plants.



**19** countries had shared different causes and initiatives that are contributing to create COVID-19 awareness.

## Building Community Together campaign

**#BuildingCommunityChallenge:** - Policy engagement - lives - health and safety

CEMEX launched the “Building Community Challenge” on March 25th, 2020, to foster a sense of community in the company. The challenge was designed to accelerate the replication of useful and practical ideas to flatten the curve and reduce economic impact. It was based on the sharing of ideas and actions that employees, families, communities, partners are doing to help others get inspired and replicate or form new ideas from these. Stronger networks were thus formed, and this also facilitated coordination of activities to generate simple solutions towards the flattening of the

curve. One week from its launch, participants from 19 countries that among other countries included Mexico, Spain, Colombia and Panama had shared different causes and initiatives that are contributing to create conscience amongst the population. Practices, such as supporting local businesses and fundraising for hospitals, have been implemented; all joint efforts were organized through virtual media by the participants. This served as a way to cope with the mental shock that the pandemic represented for our employees and partners.

In addition to this, CEMEX had been using social networks to share health and safety recommendations from official sources that can be useful for the population to monitor the development of the COVID-19 pandemic and to leverage the information and recommendations from health organizations such as the World Health Organization, U.S. based Centers for Disease Control and Prevention, the European Centre for Disease Prevention and Control, and other organizations, as well as from the authorities of the countries in which we operate.

### STEPS TO PARTICIPATE

1



Take a picture, video or add a message that reflects what you are doing to help the community

2

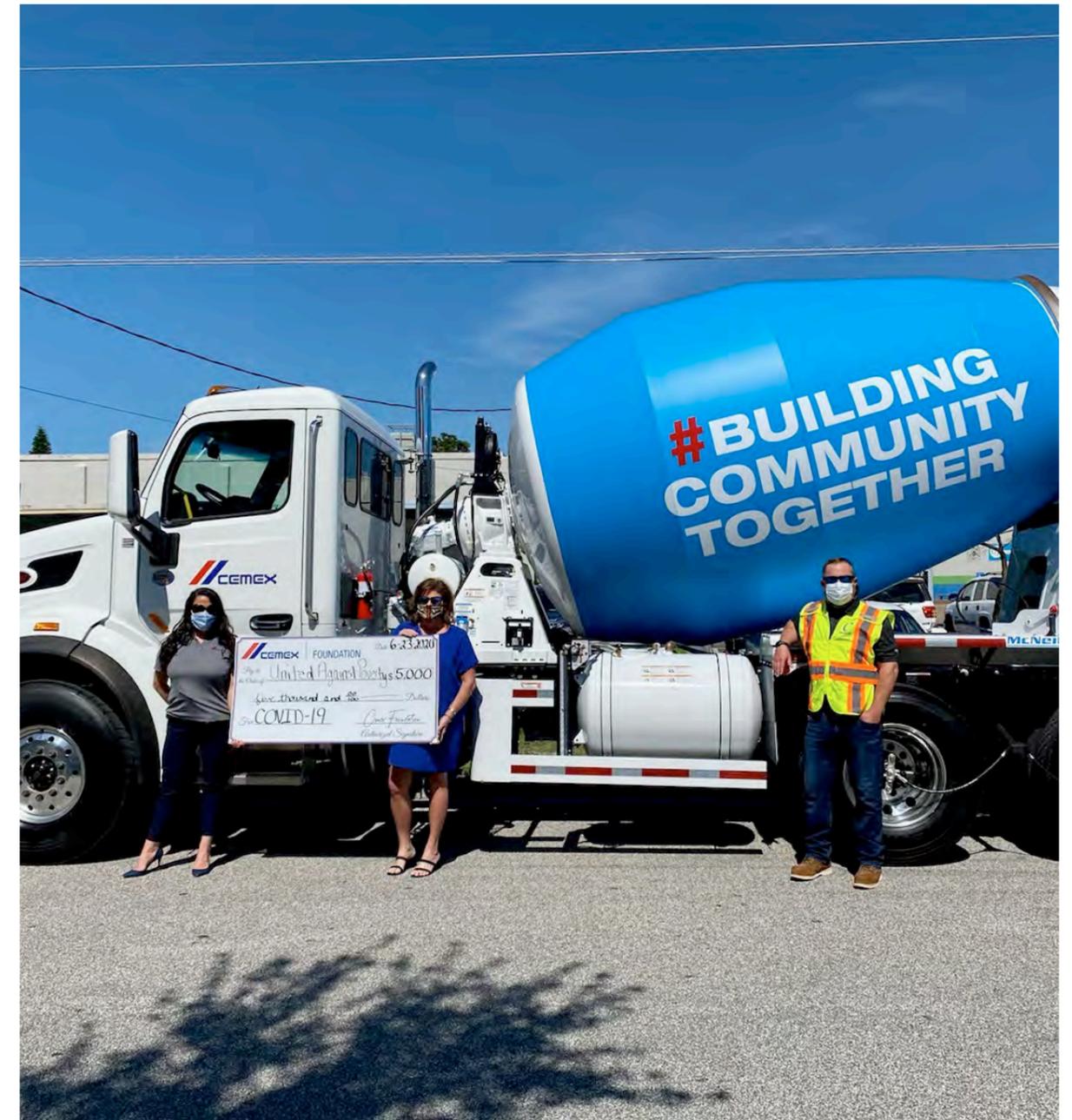


Challenge your innovative and creative network to replicate this positive impact, do not forget to explain what they have to do...

3



Hashtag with [#BuildingCommunityChallenge](#) [#BuildingCommunityTogether](#) [#FlattenTheCurve](#) [#CEMEXFamily](#) [#COVID19](#)



# SUSTAINABLE COMMUNITIES

Our business is deeply interconnected with the communities in which we operate, thus cooperating to the sustainability and resiliency of the ecosystem, well-being and quality of life for society. During the COVID-19 pandemic, we collaborated closely with the communities where we operate, maintaining regular dialogue with key stakeholders to understand their status and needs, and together with them, in trying to address identified needs, particularly those of the most vulnerable groups.

As a socially responsible company, we continue our efforts to prevent the spread of COVID-19. To do so, we continue to follow the guidelines set forth by the World Health Organization (WHO) as well as the protocols of national and local governments and other international organizations.

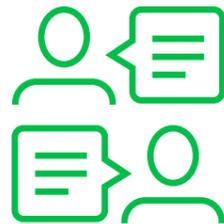


We will continue to act by building a sustainable community, during and after the COVID-19 pandemic, and work towards promoting the wellbeing of the community.

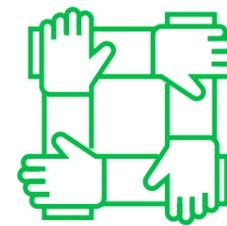
We are committed with the communities, and have been taking steps towards implementing the following actions:



Closely monitoring the evolution of COVID-19 to identify the number of reported cases, the needs of the communities, and offer support to the most vulnerable groups.



Regular communication with community leaders and local organizations.



Collaboration with global and local partners to scale efforts.



Strengthening health and hygiene behaviors in the communities.



Logistical support for sanitary measures.



Providing information via call centers for prevention information, and empathy messages.

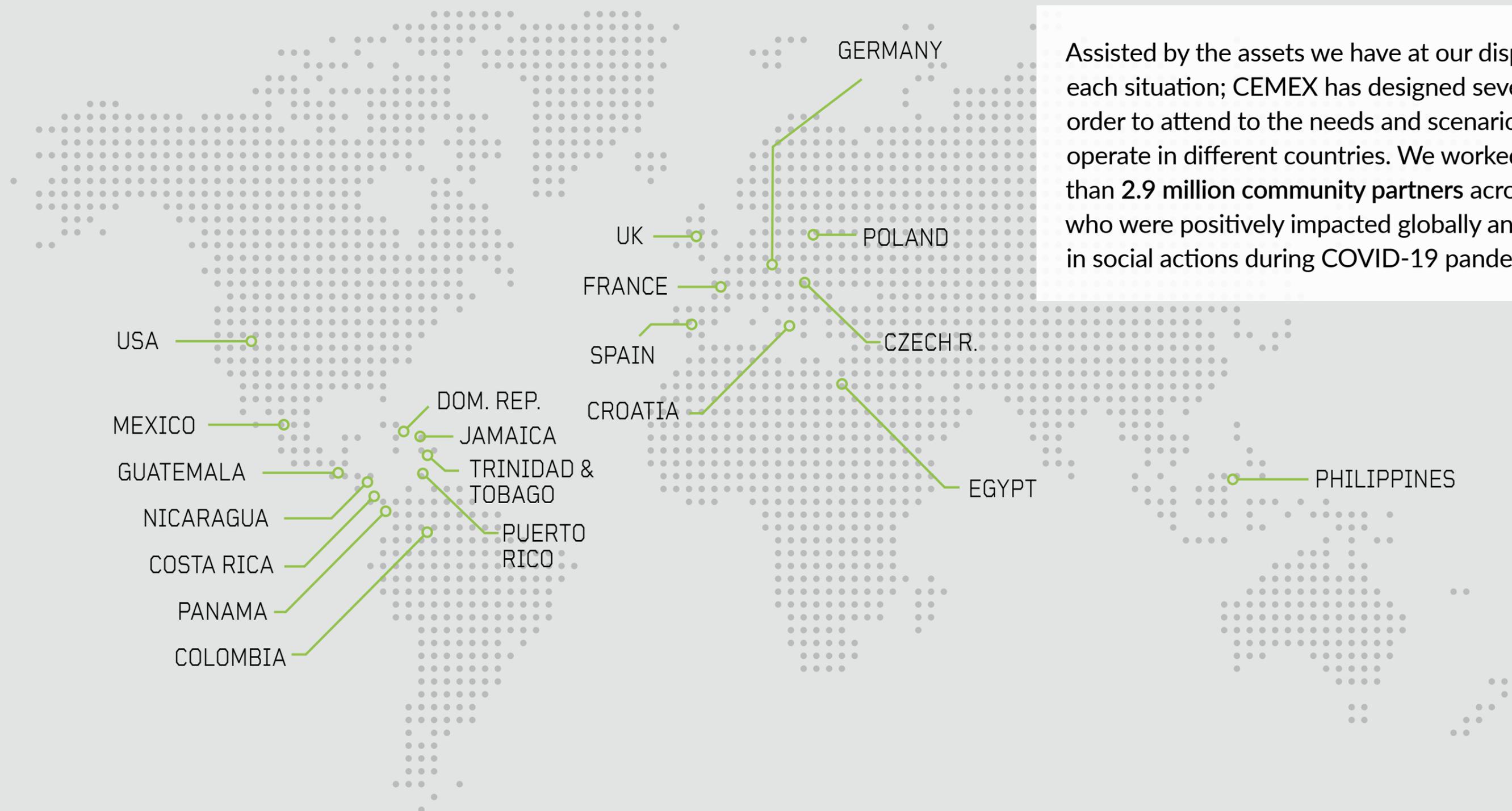


Global Volunteering efforts, humanitarian aid and medical supplies.



Recovery plan ready to support post COVID-19 phase.

# OUR ACTIONS



Assisted by the assets we have at our disposal to attend each situation; CEMEX has designed several actions in order to attend to the needs and scenarios in which we operate in different countries. We worked with more than **2.9 million community partners** across the world who were positively impacted globally and **73 alliances** in social actions during COVID-19 pandemic.

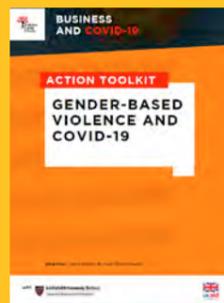
# GENDER AND COVID



Through our urban model pilot, we have been closely following the increase in violence since the start of lockdown and social-distancing measures implemented by most countries. We are working with the private sector, non-governmental organizations (NGOs) and governments in order to provide aid in the form of care kits to homes in the community where a relevant project is located; we also have included information on helplines from our NGO and government partners for emergency services responding to gender violence.



We are collaborating to deliver help in the form of care kits to homes in the community

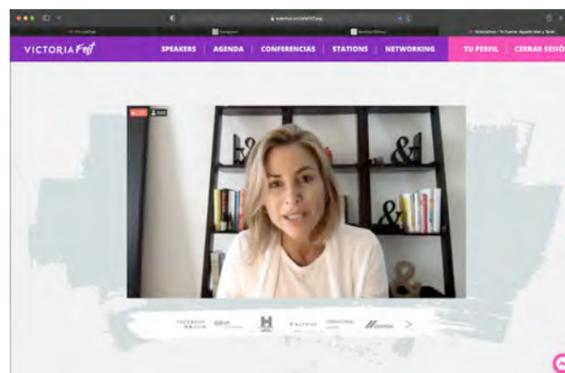
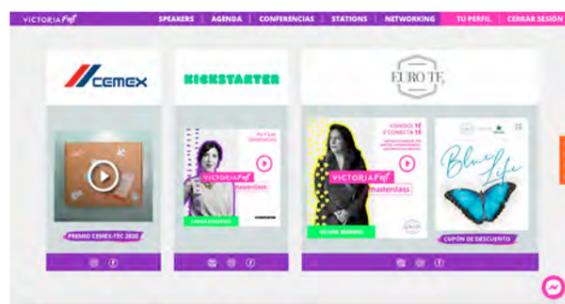
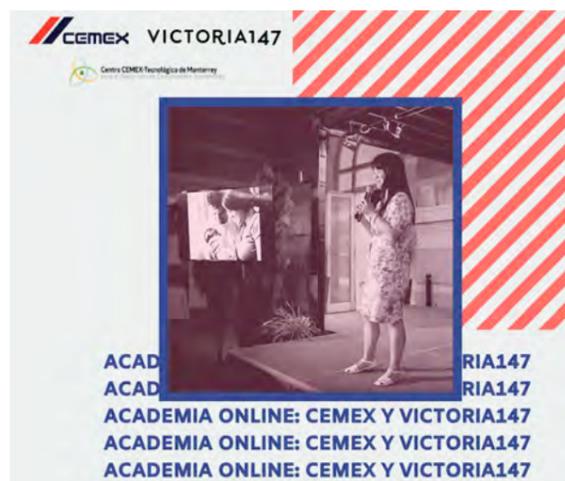


## We supported the development of a Gender Violence Toolkit by Business Fights Poverty

In particular, we shared several messages for people to be aware of an increase in violence against women in Mexico during the COVID-19 pandemic. We deployed social media messages, shared these messages within food kits in our projects, provided our employees with contact information for reports and advocated for people to support different organizations that were helping with this issue. In addition, we supported the development of a Gender Violence Toolkit by Business Fights Poverty to help more organizations tackle violence against women.



We partnered with several womens' shelters, emergency hotlines, and family outreach organizations across four states to aid them in providing an array of support services needed to address the heightened numbers of homelessness, domestic violence and food insecurity caused by the effects of the pandemic. This support included helping aid therapists and counselors using web-based platforms and telephone sessions to reach those seeking safety from abusive situations.



During 2020, CEMEX and CEMEX TEC Center provided 1,000 scholarships for women to Victoria Online Academy147 for them to have access to learning about innovation, finance, and sales, enabling them to acquire knowledge to help them run their own business. Victoria147 is the first organization in Mexico and Latin America that specializes in supporting women working through education and training in business, both in entrepreneurship and in the corporate sector.

# 1,000

scholarships for women provided by CEMEX and CEMEX Tec during 2020



Our support included helping therapists and counselors use web-based platforms and telephone sessions to reach those seeking safety from abusive situations.

# SOCIAL & ENVIRONMENTAL INNOVATION & ENTREPRENEURSHIP

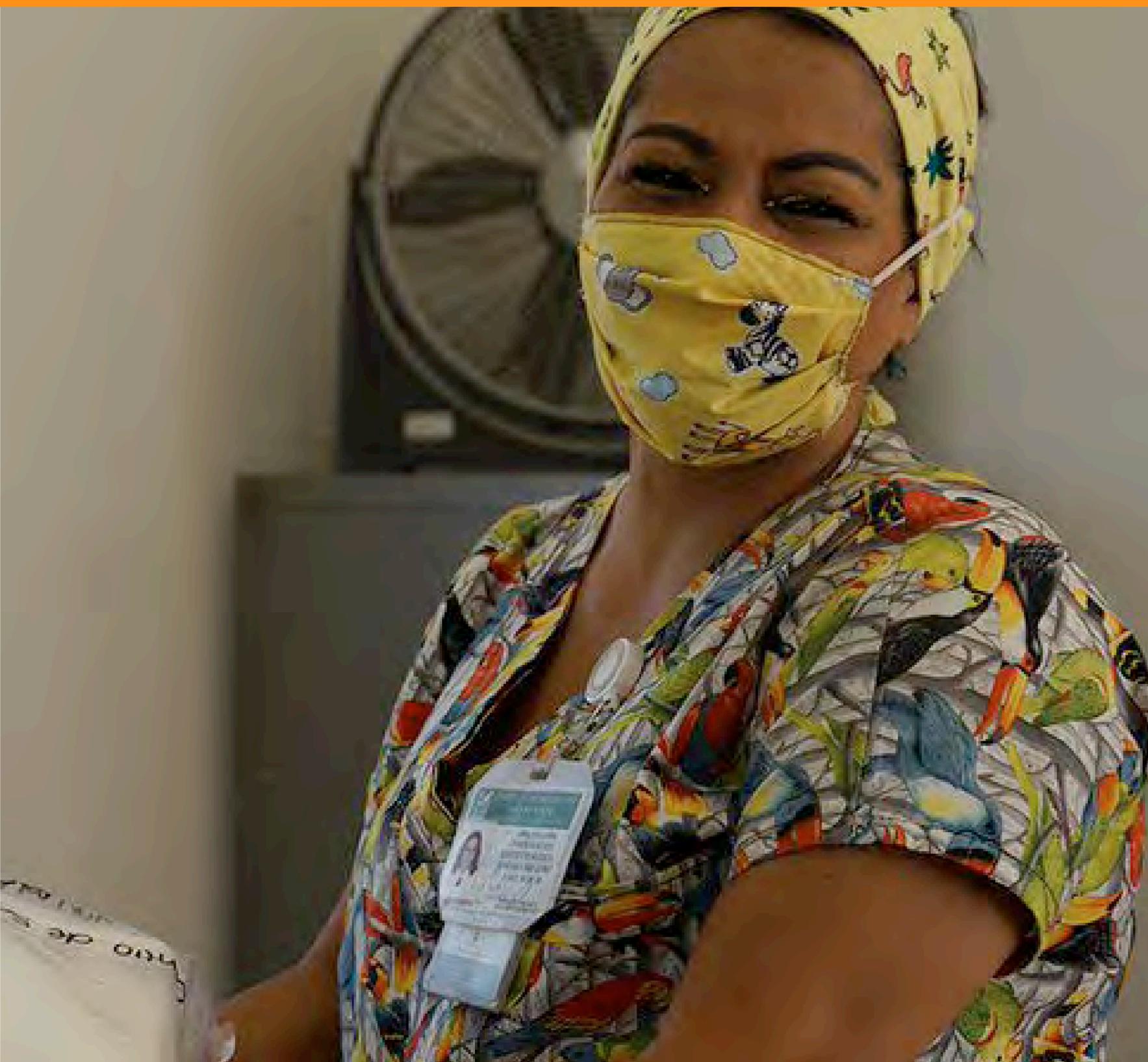
## Webinars for our supply chain

We have worked on exchanging best practices and cooperating with NGOs to work on pandemic-related emergencies and supported 196 MSMEs in navigating the pandemic. Along with different partners, we also designed a series of webinars to offer information to our supply chain with regards to health and safety and to provide an update of measures being taken by governments to support the supply chain.

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# 196

MSMEs supported in  
cooperation with NGOs to  
navigate the crisis



We, along with our partners, designed a series of webinars for our supply chain to keep them updated on health and safety.

Indicators:

 **DOMINICAN REPUBLIC**

- 1 webinar provided on fiscal, labor and finance measurements taken by the government, where 5 volunteers provided the webinar.

 **NICARAGUA**

- 1 webinar provided on security recommendations for the reopening of hardware stores.

 **COLOMBIA**

- 1 webinar provided on finance solutions for our supply chain.
- 1 webinar provided on quality of concrete and continuous learning.

 **PANAMA**

- 3 webinars were provided for our supply chain in which CEMEX explained health measures intended to mitigate risks for SMEs, construction industry experience and CEMEX actions during the COVID-19 pandemic, with 95 participants.
- 5 webinars for employees and their families were provided to share behaviors that saves lives, with 190 online participants.



# +170,000

face masks donated in Mexico



## Resilience in times of COVID-19

Through our ARISE Network, we designed a series of webinars aimed towards private enterprises and public entities, which were focused on digital risks, preparation and our vulnerability to natural disasters in a country and how to act whilst the pandemic is ongoing.

### Indicators:

**15** webinars ARISE, with 10,273 views.

**10** webinars to more than 54 member organizations.



## Womens' empowerment through personal protection equipment manufacturing

As personal protection equipment for medical teams was scarce in certain communities where we operated, we designed a program that would be able to help increase the economic activity in the communities and help reduce the possibility of contagion to the medical personnel by manufacturing antibacterial gel and face masks products. In order to do this, CEMEX provided the raw materials as well as training for women, each worked at their home or at production facilities with safety measures.



CEMEX provided the raw materials and training for women

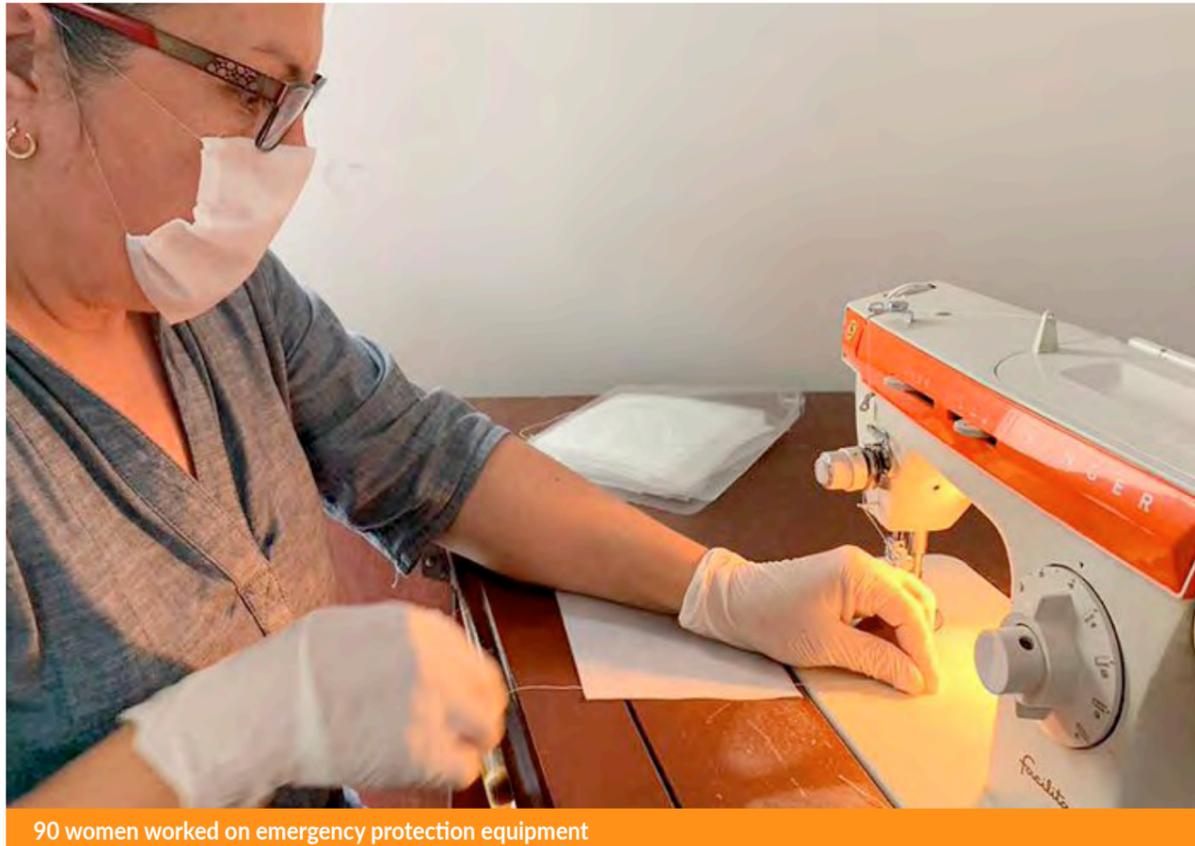


Women from CEMEX Community Centers with raw materials have been working from home to produce hand sanitizer and face masks. In partnership with the Mexican Chamber of Construction Industry, during 2020 the face masks were delivered to construction industry workers and communities. Across Mexico, more than 100 large-scale projects had been benefited from the face masks produced from local craftswomen.



Women from CEMEX Community Centers have been working hard from home to produce hand sanitizer and face masks.

Across Mexico, more than 100 large-scale projects benefited from the face masks produced by local craftswomen.



The initiative intended to provide much-needed income for artisans in poor communities and help protect construction workers from the risk of COVID-19 infection, thus contributing towards economic activity as the construction industry contributes to 7.1% of national GDP.

Indicators:

**14**  
community centers near our plants provided training.

**90**  
women worked on emergency protection equipment.

**170,000**  
face masks donated.

**480**  
liters of antibacterial gel.

**58**  
community health centers benefited from the donated equipment.

 **COLOMBIA**

**6,000**  
face masks and sport clothes produced by supported local craft woman.

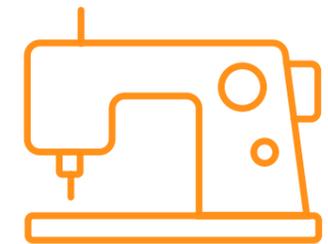
 **PANAMA**

**15,000**  
reusable masks manufactured by 8 women for area residents in partnership with local governments.

 **DOMINICAN REPUBLIC**

**47**  
local craftswomen worked in the project.

**4**  
communities received the production.



We designed a program to help increase economic activity in our communities and reduce the risk of contagion to medical personnel.

The CEMEX-Tec Center organized free webinars aimed at social entrepreneurs and MSMEs.



### Social Entrepreneur Resilience

The CEMEX-TEC Center, which is the Center in Mexico in charge of social R&D and that celebrates an annual award for Social Innovation, organized a bespoke program of free webinars designed for social entrepreneurs and MSMEs, about different subjects for company resilience through the COVID-19 pandemic. These webinars were available to any participant, as well as members of our value chain. In order to design the program, we worked with partners like MakeSense and Impact HUB. This program has been perceived as helpful both to social entrepreneurs and traditional entrepreneurs. Webinars were recorded and are available through the CEMEX-TEC Center website.

**Indicators:**

**12** sessions were held, 7 in Spanish and 5 in English, where knowledge and best practices on communication, e-commerce, business models, artificial intelligence, risk analysis and community development were shared remotely.

**+550** initial audience to live sessions from 32 countries.



### 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, and social mobility. The CEMEX-TEC Award is an annual call that recognizes social impact projects from all over the world. The winners participate in a bootcamp called "Experience Week", where they take part in specialized workshops, mentoring with experts and networking activities.

During 2020, the CEMEX-TEC Award received 1,678 applications from 61 countries. 33 projects from 13 countries were selected as winners, which participated in the virtual Experience Weeks, a 10-day bootcamp designed specifically for the winners and took into account their needs during the COVID-19 pandemic.



During the Experience Weeks, more than 40 entrepreneurs and agents of change from 13 countries participated, which added up to 35 hours of activities per winner. We had experts participate in this program, such as Ron Garan, former NASA astronaut; Matthew Manos, CEO of Very Nice; and Cristina Ortiz, professor at IBERO and expert in circular economy.

We organized more than 44 virtual events to promote the 2020 CEMEX-TEC Award, in which more than 4,200 people from 23 countries participated.

**+40** entrepreneurs and agents of change from 13 countries participated in the Experience Week 2020

One of CEMEX's key objectives is to design programs and opportunities for entrepreneurs to become active parts of the social innovation ecosystem in their communities.

**Indicators:**

**1,678**  
applications.

**51%**  
reached the women applicants in the 2020 edition thanks to a strategy that incorporated the gender perspective as a relevant factor to solve social problems.

**61**  
countries participated.



**Boost for Social Entrepreneurs**

One of our main objectives from a social impact point of view is to design programs and opportunities for entrepreneurs, for them to strengthen their projects and become active parts of the social innovation ecosystem in their surroundings. During 2020, we worked directly with over 17 allies, who have presence in over 50 countries, in order to have a broader international reach and meet the objectives of strengthening the social innovation ecosystems in different regions of the world.

Through different bootcamps and programs, we trained 167 agents of change from 16 countries in entrepreneurship and business methodologies. With the international startup accelerator MassChallenge and the Interamerican Development Bank Lab (BID-Lab), we held a 5-day bootcamp for 20 startups in Costa Rica who were looking to scale up their impact. With Impact HUB,

Unboxed and the UANL (University of the state of Nuevo Leon), we incubated 16 startups for 3 months, which culminated in a televised pitch event with internationally acclaimed judges.

Three years ago, we co-designed with Unboxed and Ashoka, a social enterprise laboratory called SIKULI.

**Results:**

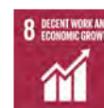
- During 2020, we welcomed our third generation, composed of 20 early-stage startups which will participate in a 7-month virtual program to materialize their social business idea.

**167**

agents of change from 16 countries trained in entrepreneurship and business methodologies



The initiative will help SMEs to access credit with below-market rates.



**Integral Help for Supply Chain**

**MEXICO**

Through an organization of multiple companies in the CCE (Consejo Coordinador Empresarial) in Mexico, an agreement was reached with IDB Invest, which is aimed at helping SMEs in their supply chain to access credits in order to be able to continue operations, with interest rates ranging from 8-10%, which is below regular bank interest rates in Mexico

**COLOMBIA**

We collaborated in the first job fair which took place in San Luis and Payande targeted to increase the sale of local products and contracting workforce.

**Results:**

- 320 participants and 18 local SMEs met on the job fair.

# EDUCATION & CAPABILITY DEVELOPMENT FOR EMPLOYABILITY

## Summer Camp Morata

During 2020, some of our annual social impact programs had to be modified in order to continue offering these services to our local communities. Among the programs that we modified was the Summer Camp Morata in Spain, where children learn English on an intensive weeklong training.

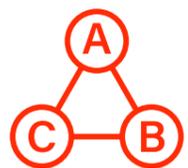


21

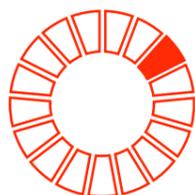
kids participated following special protocols to prevent health risks



PROCESS DESCRIPTION



New protocols were developed for our community activities, following WHO guidelines, and reviewed by international agencies.



The camp focused on teaching children the SDG's, with special focus on SDG 3.



Protocols included safety distancing during the classes and they had to wear face masks at all times.



Results:

- 21 children participated following special protocols to prevent health risks.
- Children enjoyed learning with English native speakers as well as learning about culture in general, including the English culture.



Summer with CEMEX Poland

During 2020, CEMEX Poland invited children and seniors from local communities around our plants to participate in a variety of educational and recreational activities, organized in compliance with applicable health and safety rules. Thanks to the workshops conducted under the supervision of specialists and educators, the youngest participants of Chełm and the region of Rudniki near Częstochowa had a chance to acquire new knowledge and skills, such as robotics, safety rules for children and environmental education.

Seniors that are quarantined at home during the pandemic are more likely to suffer from negative health consequences. Therefore, we organized summer Nordic walking classes, in accordance with all sanitary precautions, to assist our local seniors in working on regaining their fitness in safe conditions. Nordic walking classes were conducted in open air and in



We organized summer Nordic walking classes for seniors



Educational and recreational activities for children

smaller groups. Participants also received their own walking sticks to ensure sanitary safety.

Results:

- 138 children in 5 facilities participated in the day camps
- 16 seniors from Rudniki region participated

Through this contest 150 encouraging messages were collected for NGOs, elderly and people at risk.



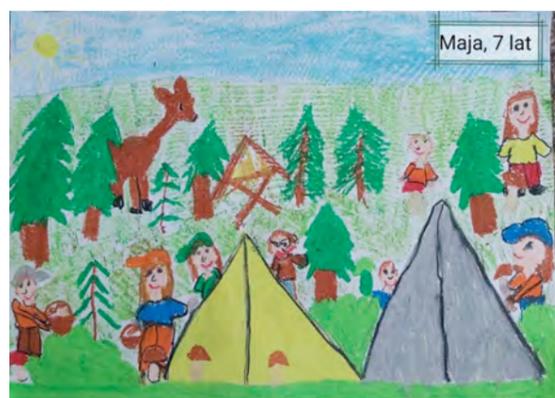
### Drawing contests

To offer a distraction for kids that have been at home during the pandemic, CEMEX organized a drawing contest for children. There were two categories, “Young Artist” and “Master Artist.”

**Indicators:**

**5**  
winners per category

**10**  
winners in general



**EUROPE**

Building Smiles was a drawing contest amongst our employees and families, through this contest 150 encouraging messages were collected for NGOs, for the elderly and for people at risk. Participating countries included the UK, Poland, Croatia, Spain, France, Germany and the Czech Republic.

**FRANCE**

A drawing competition was launched by CEMEX in France for our employee’s children, grandchildren, nieces, and nephews. During the pandemic related confinement, they were encouraged to send their best drawings. The competition was divided into 4 categories: under 7 years old, 7 to 11 years old, 12 to 15 years old and over 15 years old:



**Indicators:**

**88**  
drawings were received and more than 800 votes cast

**2**  
prizes were awarded in each category: the most popular design and the most beautiful message.



UK

- CEMEX UK organized a drawing competition “Create your own CEMEX truck” where we had 4 winners.



SPAIN

To mitigate the pandemic related lockdown’s negative impact on the elders’ mental health, CEMEX partnered with several nursing homes across the country so they could all receive encouragement letters and drawings – many of them from the ‘Building Smiles’ internal contest – from employees and their children.



POLAND

In Poland, the drawing contest for our employees’ children was a great success. Forty participants of ages 2 to 16 submitted a total of 42 drawings:

- The young artists portrayed their thoughts and plans amid the difficult time of the COVID-19 pandemic in the most creative way.



We partnered to help provide childcare services to emergency workers

### Childcare support



USA

As some emergency workers faced distress due to lack of childcare facilities available, we partnered with organizations in Florida and California to help provide childcare services and to help prevent infection.

Education had to adapt, and the use of technological tools was a great resource to continue with the transfer of knowledge.

 **SPAIN**

CEMEX partnered with Save the Children to donate school material and equipment for vulnerable children which aimed to assist in their safety and education opportunities:

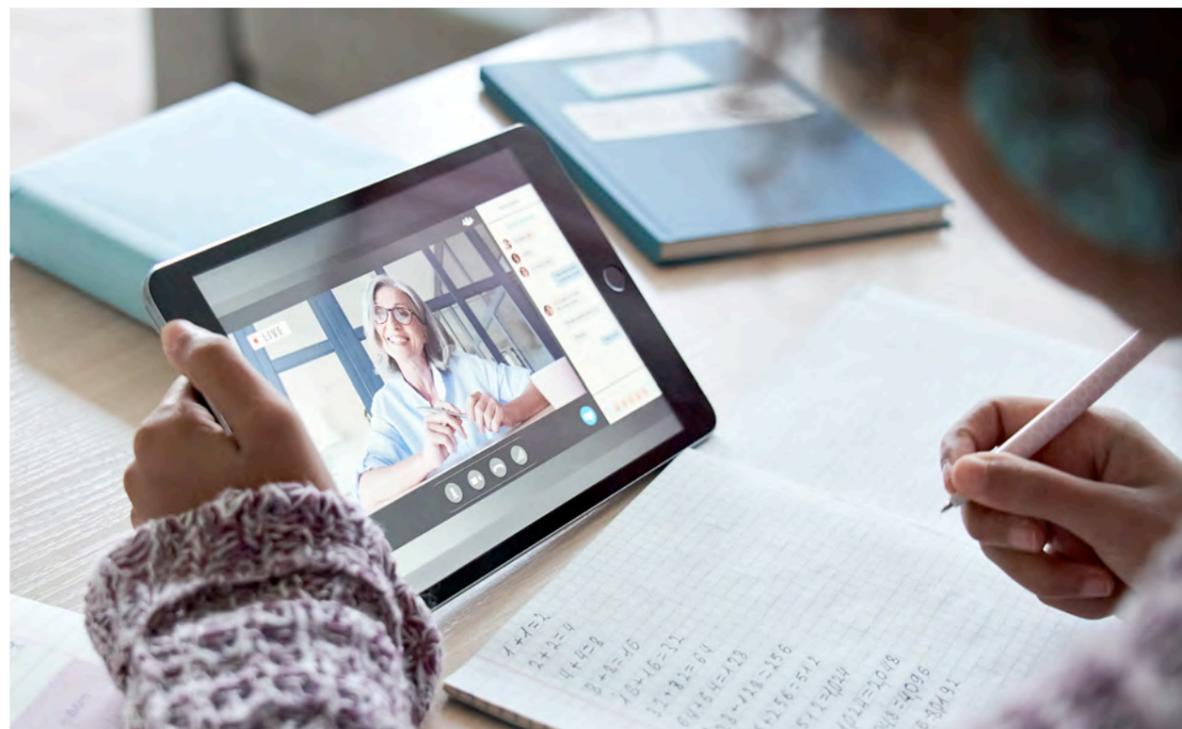
- 300 children from vulnerable urban areas were helped.

**Results:**

- Local schools were trained to use Microsoft 365 digital tools such as “Teams”.
- This aid was provided through volunteers, so that schools were able to effectively develop virtual classes.
- As of 2020, 8 schools are involved in the project. 291 trained teachers and 1,987 students have benefited.

**291**

teachers trained and 1,987 students benefited



Education had to adapt, and the use of technological tools was a great resource

 **EGYPT**

To support education for a number of our clients’ children, we set up special installations with portable laptops and internet for children to learn as part of “We Care” program which aimed to support customers during the pandemic.

**+6,600**

youths reached despite the global pandemic through educational programs



**Virtual education**

During 2020, education had to adapt new forms, highlighting the use of technological tools as a great resource to continue learning. Despite the pandemic, we reached out more than 6,600 students through educational programs.

 **MEXICO**

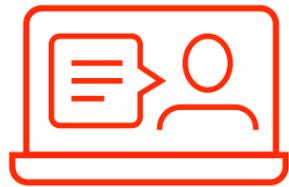
To continue promoting education during 2020, CEMEX collaborated with Lab4U by providing access for 40 teachers and more than 6,000 students to Lab4Physics, a technological tool that provides opportunities for growth and STEM educational training.

CEMEX, in collaboration with Junior Achievement Mexico, ran a virtual workshop series to improve a set of soft skills in young people, including leadership, team collaboration, communication and innovation.

CEMEX supported the communities where we operate during the pandemic, including holding virtual educational events.

#### Results:

- More than 100 young people between 16 and 29 years old from Mexico, Colombia, Costa Rica, Panama and the Dominican Republic were trained.



# +100

young people from Mexico, Colombia, Costa Rica, Panama and the Dominican Republic received training



## USA

CEMEX sought many opportunities to aid the communities where we operate during the pandemic, including holding virtual educational events. Teachers and students across the nation were able to get an inside look into the manufacturing of cement, aggregates and ready-mix concrete, as well as learning directly from CEMEX's employees about its sustainability efforts and future employment possibilities:

- More than 1,600 educators and students benefited from our virtual education.
- CEMEX employees delivered a live webinar that reached more than 1,000 elementary, middle and high school students across eight states.
- The CEMEX Foundation aided 16 different non-profit organizations that help with accessibility to a good quality education and career guidance to assist those in need amid the challenges of the pandemic.



## UK

- CEMEX collaborated with Cambridge Science Centre for their online YouTube science lesson.
- CEMEX sponsored and co-created a science magazine with the Cambridge Science Centre which is distributed to those children in vulnerable environments who do not have access to online learning, such as children in refugees or low-income households. We re-created an infographic around hand washing to put in the magazine to make it more appealing for children.
- We participated in setting up Macready Theatre – Online virtual theatre performances that allowed children studying for drama qualifications to access drama live performances.



## SPAIN

During 2020, CEMEX hosted online seminar in collaboration with the Valencian Institute of Youth (IVAJ) aimed at young people of ages 16 to 21 who are at risk of social exclusion. The seminar addressed the importance of using social media properly to build a good online reputation as well as the role of these new platforms in the search process for job opportunities. The seminar was part of the 'Jove Oportunitat' program that is implemented annually by the Valencian regional government with EU funds.

#### Indicators:

# +600

participants

# 30

groups from all three territorial divisions: Valencia, Castellon, and Alicante participated.





## Volunteering



## DOMINICAN REPUBLIC

In the Dominican Republic, volunteers participated on 53 sessions to develop qualities for employment such as personal finances, wellbeing and effective communication with local communities:

### Indicators:

**34**

volunteers participated contributing to 299 hours

**932**

community members benefited



## PUERTO RICO

In Puerto Rico, volunteers participated on 10 sessions to develop qualities for employment in local communities:

### Indicators:

**13**

volunteers participated contributing to 127 hours

**326**

community members benefited



## POLAND

In Poland, the CEMEX Virtual School was implemented to aid remote learning for schools near our plants. Since the very beginning of the pandemic related lockdown, CEMEX Poland has been implementing the “CEMEX Virtual School” project to support introducing remote teaching methods in schools located near the CEMEX plants. “In this difficult time of fighting the coronavirus, both teachers and students are struggling with many educational problems. However, thanks to the support of CEMEX, our learning has become easier and the educational material is better absorbed. On behalf of the school management, students and parents, we would like to thank CEMEX for preparing and helping to carry out the process of remote education by means of the Microsoft Teams platform and the necessary IT assistance,” said Dr Adam Jaruga, the headteacher of Maria Konopnicka Primary School in Konin.



“Distance learning introduced in the form of online classes has been a challenge for our school. We received full support from CEMEX volunteers and the Office 365 expert, who not only conducted the training, but also fully configured the access to the application, including generation of logins and passwords for students and teachers. We have implemented the application and used it ever since, conducting remote classes on an ongoing basis. Thanks to this project, after a long time we were able to “meet” virtually - see the faces of students on the screens of our computers and talk to them,” says Katarzyna Karamać, Director of the ZSEiT in Chełm.

### Results:

- Local schools were trained to use Microsoft 365 digital tools like MS Teams.
- Ongoing support is provided, mainly through skilled volunteers, aimed at a more effective operation of virtual classes by schools.
- As of year-end 2020, there were 22 schools involved in the project.
- 688 trained teachers and over 5,000 students have benefited from the program.

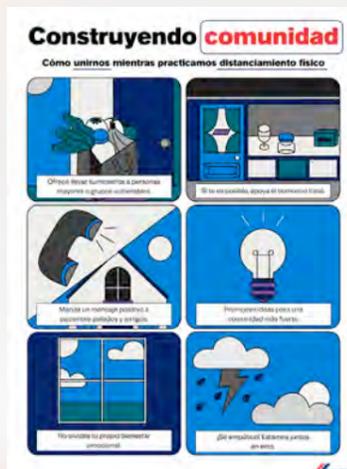
**+5,000**

students learning environments improved

# CULTURE OF ENVIRONMENTAL PROTECTION, HEALTH AND SAFETY

## Information for public health

Prevention is fundamental; therefore, we created infographics with specific recommendations on COVID-19 to share with employees, clients, contractors, suppliers, authorities, amongst others. This same infographic was also shared with communities.



Some of the subjects contained were:

- Virus symptoms.
- People at greatest risk.
- Transmission modes.
- How to take care of someone sick.
- Additional measures.





Colombia

There are multiple ways in which we work with governments in different countries, and constantly provide voluntary drivers and trucks to deliver the mix of specially formulated soap to create safer environments for patients, health workers and the community in general. Sanitization has been occurring in cities in regions like America, Africa, the Middle East, Asia, and Europe, places where the company operates their concrete trucks.



Mexico



### Mixers assisting sanitization

CEMEX's number one priority is health and safety. In order to help ensure the sanitization of hospitals and key public areas, whose cleaning would be very difficult without them, our mixer trucks have been loaded with water and a special soap mixture and taken to key areas determined by governments. This sanitization is not only more efficient, but this method is also intended to sanitize larger areas than it would normally be possible. These actions have been conducted in coordination with the local governments in México, Nicaragua, Egypt, the Philippines, the Dominican Republic, Colombia and Panama. CEMEX plans to continue with these actions. These actions are a result of partnerships where CEMEX provides the vehicles and calls for voluntary drivers, and the governments provide water and local employees to conduct the cleaning.

CEMEX number one priority is health and safety.

### MEXICO

216 sanitizations performed.

300 drivers volunteered to drive the trucks to places that needed to be sanitized.

26 states with sanitization actions.

+940,000 m<sup>2</sup> were sanitized.

72 cleaning actions in: hospitals, ports, schools, federal social assistance centers, shelters, public transport stations.

All these sanitizations were logistically planned with the local governments.

### COLOMBIA

8 departments and 11 municipalities where actions took place.

+2,230,000 m<sup>2</sup> have been sanitized.

122 cleaning actions in: Jails, Hospitals, public transport stations, markets, municipality sectors, public squares.

We partnered with several institutions such as the police, fire stations and municipalities



Guatemala



Dominican Rep.

 **JAMAICA**

We partnered with the Office of the Mayor of Montego Bay, the Mayor of Kingston, the National Labor Day Committee and our supply chain to plan the use of our mixers:

**+12,700 m<sup>2</sup>**  
were sanitized.

**4**  
cleanings in 2 cities.

Spaces included: the most heavily trafficked public parks in the two cities.

 **GUATEMALA**

**10**  
sanitation actions in one municipality.

**25,600 m<sup>2</sup>**  
sanitized.

 **DOMINICAN REPUBLIC**

**4**  
cleaning actions in: hospitals and markets.

**25,000 m<sup>2</sup>**  
sanitized.

We partnered with several institutions, such as the Civil Defense Regional Direction.

 **EGYPT**

**2**  
sanitization actions in: 1 university campus and 2 hospitals.

**105,000 m<sup>2</sup>**  
sanitized in partnership with local governments and a local university.

 **PANAMA**

**21**  
cleaning actions reaching Panama City and its surrounding communities.

**89,400 m<sup>2</sup>**  
were sanitized.

 **PUERTO RICO**

**32**  
cleaning actions in city centers.

**51,000 m<sup>2</sup>**  
were sanitized.

We partnered with local municipalities and the police.

 **SPAIN:**

**32**  
sanitization actions in: public squares, health centers, streets and ports.

**+90,000 m<sup>2</sup>**  
were sanitized.



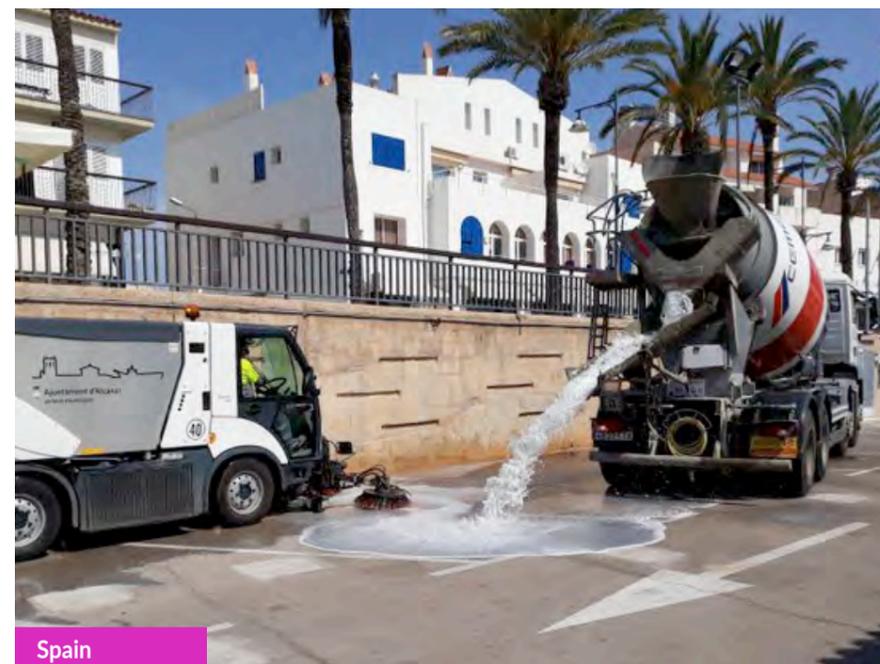
Panama



Puerto Rico



Egypt



Spain



**Digital solutions for clients and suppliers**

To protect customers, we increased the use of digital solutions for purchasing products and services and also increased the health and safety aspects associated to the delivery of our products and services by reducing interaction with customers. With the purpose of protecting our suppliers, we are using digital solutions to interact with them, and safety protocols are being implemented for material deliveries.



We increased the use of digital solutions for the acquisition of materials



CEMEX Croatia was recognized with Excellence in Challenges award by SELECTIO for its employee care in times of crises



### Care for our employees

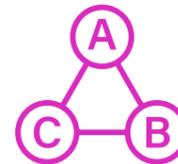
In most cases, our employees were assigned to work from home, and in the case of locations where our operations were not stopped as part of the measures ordered by governments as the operations were deemed essential by the authorities, we implemented the following measures:



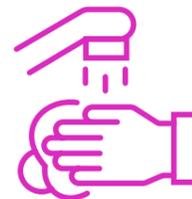
We implemented strict measures for employees required to report to work



Implementation of differentiated work schedules to reduce the number of company workers at the locations at the same time.



Changes in protocols for entry to the plants and distribution centers, as well as the implementation of protocols for product delivery and pick up by our clients in our installations.



Strengthened hygiene practices in our plants, as well as sharing care protocols at home.



A rapid response team was established, that coordinates all actions and communication, as well as the interaction of these rapid response teams in other geographies where CEMEX operates.



Where possible, remote working arrangements and functions were implemented, including online services for clients

### Recognitions

During 2020, CEMEX was among the first to develop and implement protocols for protection and safe behavior in the workplace, by implementing as many as 52 of such protocols. The leading Croatian human resources consulting company SELECTIO awarded CEMEX with Excellence in Challenges. The award is given to companies that emphasize the importance of employee care in times of crisis and promote the exchange of good practices and initiatives launched by many companies, especially during the Covid-19 pandemic.



The initiative trains champions, provides information for traffic safety practices and conducts interventions to make roads safer



### Mission zero

Mission Zero is a national initiative for safety in transportation in Mexico led by CEMEX, the initiative trains champions, provides information for safety practices and conducts interventions to make roads safer such as painting crossroads, etc. It is supported by several NGOs and governments in Mexico. As public interventions were not possible during the pandemic, we leveraged our Mission Zero initiative and developed specific material to be shared on social media and published a series of safety and hygiene measures for heavy duty truck drivers and for people unable to work from home to reduce risk of contagion in public transportation.



Mission Zero is a national initiative for safety in transportation in Mexico

#### Specific measures were provided for:

- Heavy duty truck drivers as well as their units.
- Modes of transportation to reduce risk of contagion for people that had to be out working.
- Using of public transport.



### Virtual PRAC

The Community Environmental Restoration Program is a participatory environmental education initiative, which aims to strengthen environmental knowledge among young people in the areas surrounding the operations, by educating them as promoters and environmental leaders, through training, community diagnoses, and participatory activities of restoration and environmental improvement.

As during the pandemic certain outside activities were prohibited to avoid contagion risk and overcharging of the health infrastructure, we devised a way in which our environmental promoters in 9 cement plants could continue doing their activities. During this period, around 500 young people were trained in environmental issues, developed community socio-environmental diagnoses, and carried out different restoration activities working from their

homes in a virtual way, becoming agents of change in their community by promoting environmental protection actions, and designing and implementing solutions for environmental restoration.

In this sense, through the app [naturalista.mx](#), participants were able to observe the different species near their communities.

We swiftly develop relief efforts to provide assistance to the most vulnerable to prevent exacerbation of the crisis.

**SPECIFIC ACTIONS:**

**1**  Monitoring of flora and fauna in Naturalist, contributing to the registration of species; bird identification; etc.

**2**  Development of material on SDGs; editing work on Community Guides.

**3**  Online seminars and training on environmental issues where participants work with an app to observe local diversity.

**Humanitarian aid**

The first months of the different measures ordered by authorities as a result of the pandemic brought certain instability to our sourcing and support systems. We understood we needed to take swift action in order to coordinate relief efforts with our multiple partners for timely assistance to the most vulnerable, thus preventing exacerbation of the crisis. As part of our strategy, we worked on helping accelerate the return to a new normality after a disaster and listening to our stakeholder needs. Some of our actions were purely philanthropic in nature and were intended to respond to the very particular situation we were facing and continue to face.



**Food Kits for vulnerable people**

Through a local chamber of commerce, the government requested our help with food for vulnerable populations, by the time the request was made we were collecting our clementine harvest.



 **COLOMBIA**

In Colombia, we worked towards efforts that sought that the most vulnerable populations had access to appropriate food supplies with the aim of reducing their time spent outside, thus contributing to flattening of the curve of infections during the COVID-19 pandemic. Some specific actions we took included:

We partnered with private organizations, municipal governments and NGOs.

Food was delivered to vulnerable families living near our plants such as Caracolito, Maceo, Santa Rosa, Los Patios and Clemencia.

**+8,240**  
food kits delivered.

**+16**  
actions performed to deliver food kits.

A group of volunteers also collected food for vulnerable communities near our Maceo Plant.

**17**  
municipalities were reached with this program



Spain



Spain

## PHILIPPINES

**+1,040**  
food kits delivered.

**27,500**  
capsules of vitamin C delivered.

**500**  
sacks of rice delivered.

**HUNDREDS**  
of canned goods delivered.

CEMEX Dominican Republic delivered germinated vegetables plants, so families could make home gardens.

## SPAIN

We decided to help people in vulnerable situations so they could have healthy meals by donating oranges produced by our agricultural farm named “El Clotet”. The donation was made to La Florida shelter, which has provided temporary residence for homeless individuals during the pandemic:

**500 kg**  
of oranges donated from our harvest which were collected in collaboration with volunteers from the shelter.

## DOMINICAN REPUBLIC

In order to improve the productive capacity of the people who live in our neighboring communities and as direct support to address the interrelated problems of nutrition and economic security in times of a health crisis, CEMEX Dominican Republic in alliance with the Ministry of Agriculture delivered more than 200 germinated vegetable plants to approximately 50 smallholder farmers so that they could make home gardens in their yards. We supplied food kits and grown plants for people to create their own urban orchard. Some of the specific actions included:

We partnered with municipal governments and federal ministries.

**1800**  
food kits were delivered to 5 communities.

**200**  
plants were delivered.



We partnered with NGOs, industry associations and local governments in the different countries where we operate.

 USA

CEMEX USA joined the fight against COVID-19, collaborating with non-profit organizations throughout its operational footprint to help provide food in communities deeply affected by the pandemic. The help provided by non-profits was critical, and we are proud to have been able to deliver significant support for their initiatives towards making a difference in our communities. Some of the specific actions included:



USA



USA

**+250,000**  
meals delivered through partnerships with more than 40 NGOs to support vulnerable affected by COVID-19 such as impoverished youth and people who had recently lost employment.

**+70,000**  
meals provided in partnership with Feeding South Florida to those experiencing food scarcity in South Florida.

**130,000**  
meals provided in Arizona in partnership with non-profits in communities affected by the pandemic.

**+24,000**  
meals were provided to families and individuals in need across California through partnerships with non-profit organizations.

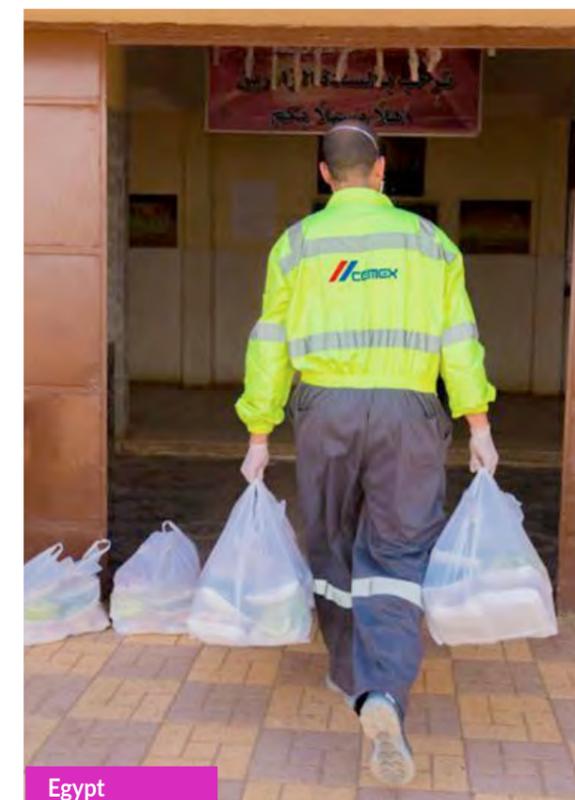
 EGYPT

We used the produce from our Assiut farm to provide 4,175 meals for the most vulnerable populations, such as orphanages, workers and nursing homes. Some of specific actions included:

We supplied crops and meat from our farms.

We targeted nursing homes, orphanages as well as vulnerable workers.

**3**  
cities supported.



Egypt

 MEXICO

We partnered with NGOs, industry associations, local governments, and our supply chain.

**+19,400**

food kits delivered in to mason workers, neighbors, the elderly, and vulnerable people in our pilot projects in the rural and urban sector.

**10**

states where food kits were delivered.



 FRANCE

We partnered with NGOs that worked on delivering food kits to vulnerable families.

**550**

people were provided with food kits and meals.

 PANAMA

We supported delivery logistics for 3,700 food kits for 18,700 people.

**11**

communities reached in partnership with government organizations as part of a national solidarity plan.



CIC a civic technology platform, changed its focus during the pandemic to match people in need to people willing to help.



### Our Volunteer Actions



33

volunteers in Monterrey, Mexico, donated the equivalent of 56 food kits as part of a campaign to help people who had lost income due to the lack of football live matches.



Our team in California delivered groceries to the elderly and people in need.

2,400

bags of foods packed and delivered for residents by our team in Miami in partnership with Feeding South Florida; in addition, they collected funds to support other charities working in supplying food to people in need.

Our team in Alabama collected money for the Demopolis food bank.

29,000

meals delivered with money collected by our team in Arizona for the St Mary's food bank.



### Citizen participation and partnerships

The Citizen Integration Council (CIC) and the Human Development Commission in Nuevo Leon, Mexico, with help from several companies in Nuevo Leon and coordinated by Grupo Monterrey, formed by CEMEX and other partners in the region, signed a partnership to use their platforms for the benefit of other organizations and citizens. CIC is a platform of civic technology that has been promoting active citizen participation for 8 years; they are currently interested in using their platform to match people in need with people willing to help. Through ApoYA (<http://apoya.cic.mx>) the people's needs are communicated and work is done to try to cover such needs effectively and proactively. This collaboration model is currently at a state level but it could be replicated nationwide.



One of the projects supported by APOYA are the COMUNIDAR efforts that include initiatives such as #RespiraNL and AbrazaNL. Through these initiatives, CEMEX works alongside with private and NGO partners to distribute medical equipment, support for unemployed citizens as well as economic recovery. The executed actions included:

700

food kits payed with funds collected from an online concert.



### Cleaning and disinfection

## COLOMBIA



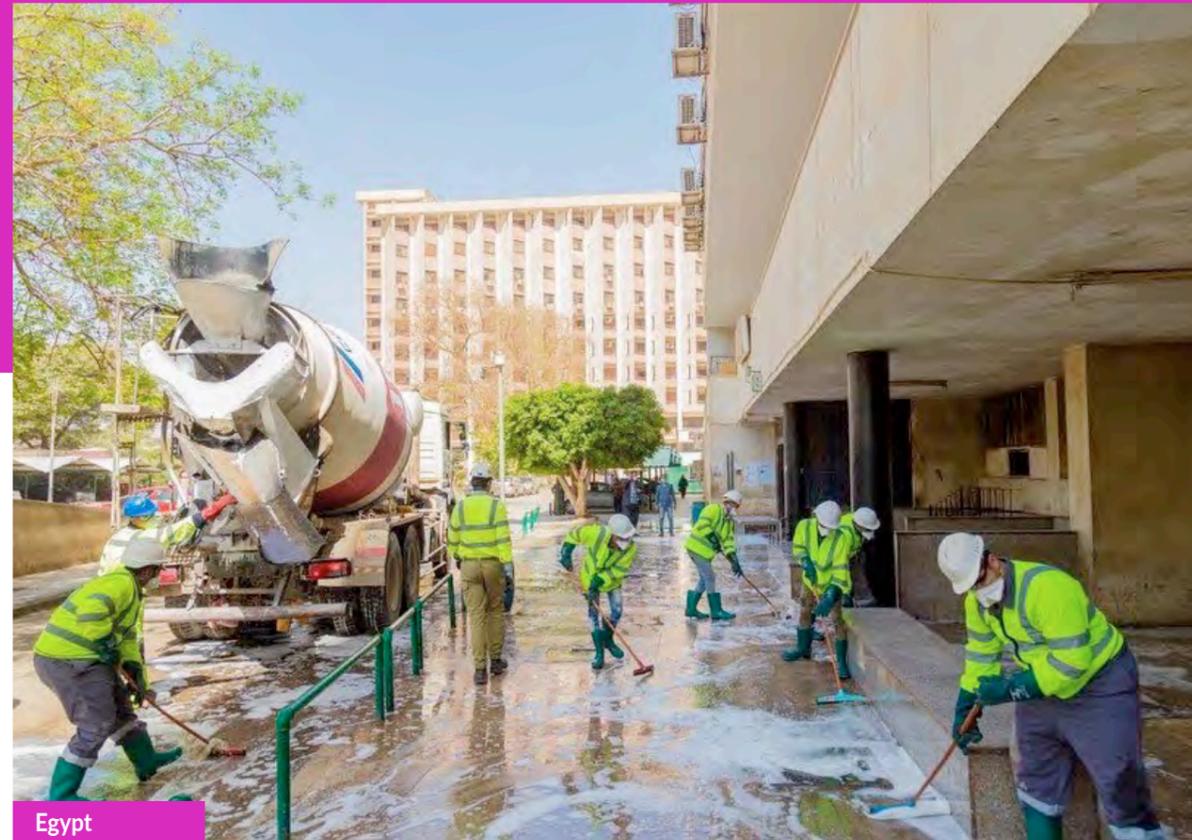
Additional to our mixer's actions, we also performed manual cleaning and disinfection

In addition to the actions that involved our mixers, in Maceo we also performed manual cleaning and disinfection in vulnerable communities targeted by the government with our voluntary employees. Some of the actions performed included:

**+100**

volunteers contributed more than 1,700 hours working on cleaning activities.

We partnered with the Municipalities, the Ministry of Agriculture and Environment which replicated this action.



## EGYPT

Our operations' teams designed a special machine with a sanitizing liquid jet that was taken around the city to sanitize areas where access was difficult for our mixer trucks.



## PHILIPPINES

Volunteers participated in cleaning actions.

Volunteers helped assemble a sanitizing structure.

## Water for sanitation

In Colombia and the Dominican Republic, some of the population was extremely vulnerable as they did not have water to perform hygiene practices. We worked with the municipal governments in order to deliver water to the communities in an effort to avoid propagation of the virus.

### Indicators:

**560 m<sup>3</sup>**

of water, in 40 m<sup>3</sup> deliveries through our own water cars.

**4,000**

were families capable of performing sanitization practices.

**3**

communities were served in Dominican Republic.

**2**

communities were served in Colombia.



## Personal protection equipment and hygiene aids



**COLOMBIA**

Colombia had already donated antibacterial gel to local municipalities to be used in public sites in which people agglomerate, such as markets, with the intention to maintain hygiene.

**500**

liters of antibacterial gel were distributed.

**13**

municipalities of highly populated places received the gel to maintain the highest level of hygiene possible.

**+6,000**

face masks were distributed to vulnerable communities.



Colombia



UK



Our teams in the UK donated personal protective equipment (PPE) for first responders to help procure safety during the pandemic.

### Indicators:

**2,500**

PPE were donated

**2**

medical practices were benefited.



 USA

A chief physician in Memorial Hermann Texas Medical Center reached out to TX/RX Labs, a manufacturing makerspace and anchor of the East End Maker Hub, as they had been having difficulty finding PPE for their personnel. TX/RX immediately began prototyping and delivering innovative PPE to the hospital. The CEMEX Foundation helped by funding the development of PPE such as face masks, face shields and intubation boxes to aid medical professionals, first responders, and community members in the fight against the COVID-19 pandemic.

Indicators:

**18** different non-profit organizations on health and safety initiatives were supported by CEMEX Foundation throughout the areas where CEMEX USA operates.

**\$100,000** grant to TX/RX by CEMEX Foundation supported the organization's continued innovation and ongoing development of PPE to help up to 20,000 people.

**1,000** COVID-19 tests to patients in the community who could not afford the test thanks to the support of CEMEX Foundation to Christ Health Center, a non-profit organization in Birmingham, Al.



CEMEX Foundation granted 100,000 dollars to support TX/RX to the ongoing development of PPE

 PHILIPPINES

Philippines distributed antibacterial gel and sanitizing products to be used in public sites in which people agglomerate, such as markets, with the intention to maintain hygiene.

Indicators:

**+94,000** PPE were distributed

**HUNDREDS** of sanitizing products which include 135 gallons of alcohol were distributed.



 PANAMA

We donated protective face shields reaching more than 29 communities in partnership with local governments and NGOs.

**32,000**  
protective face shields were donated.

 POLAND

Since the beginning of the COVID-19 pandemic in Poland, CEMEX Polska has donated over 10,000 surgical masks, over 13,000 pieces of gloves, 84 helmets and 300 aprons to nineteen non-governmental organizations, medical and school institutions in local communities adjacent to CEMEX. Thanks to the commitment of CEMEX Poland's employees, we were able to support 18 institutions across the country, including hospitals, homeless shelters, and schools.

Indicators:

**+22,000**  
PPE were distributed



Poland

 PUERTO RICO

We donated 50 PPE kits to communities surrounding CEMEX operations with the intention to maintain hygiene:

**50**  
families performed sanitization practices in 2 neighboring communities.

# 550

protective masks and 148 liters of hand sanitizer donated by CEMEX Croatia to 46 kindergartens



CEMEX Croatia donated 550 protective masks and 148 liters of hand sanitizer to all 46 kindergartens in its local community, guided by the recommendation that educational staff did not wear masks, they are intended for support staff in kindergartens.

**Indicators:**

**6** elementary schools in our community received the donation of hand sanitizers.

**8,400** PPE were distributed to 6 homes of elderly and to sick people in Solin and Kaštela, which included contactless thermometer, disinfectants for surfaces and hands, hygienic gloves, protective masks and protective covers for shoes.

**2,500** surgical masks were donated to the Gerontology Center Sarajevo.



**100** protective masks and 150 respirators were donated to two hospitals in Pardubice region.

**+500** face masks were distributed to the local community.

**1** dishwasher donated to Prachovice kindergarten by CEMEX ČR.

**20** protective shields and disinfection stands donated to the Prachovice elementary school.



Czech Republic



Czech Republic



**2,000** masks and 200 disposable suits were donated to the Red Cross for prehospital service attention which contributes to more than 7,800 PPE distributed.

CEMEX Germany used their procurement channels to order masks and support the local hospital.

 GERMANY

During the pandemic, the shortage of masks was problematic and the procurement of protective equipment highly difficult. Delivery times were long, and costs were incredibly high. CEMEX therefore decided to also use their procurement channels to order masks and support hospitals.

Indicators:

**800**  
FFP2/KN95 masks and 1,000 surgical masks were donated to the hospital.

**11**  
smartphones donated to the hospital in response to the request from the community, near the company's cement plant in Rüdersdorf, to enable patients to stay in touch with their loved ones during their stay.

CEMEX provided a testing container from mid-October to mid-March in the Rüdersdorf hospital, close to our cement plant.

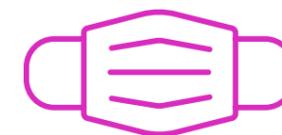


We provided a testing container to Rüdersdorf hospital in Germany

 SPAIN

**2,000**  
FFP2/KN95 masks were donated to health care workers as part of "Cruz Roja Responde" campaign created by the Red Cross.

**+10,000**  
face masks were distributed to local communities.



CEMEX has donated thousands of masks to help with the shortage of personal protective equipment

 FRANCE

CEMEX provided assistance to associations and people, in particular by distributing protective equipment.

**~8,000**  
PPE were donated to Emmaüs Défi, the Little Brothers of the Poor, the Secours Populaire Français and the Red Cross according to their specific needs.



CEMEX and CMIC partnered to promote the health and safety of construction workers

 MEXICO

CEMEX and the Mexican Chamber of the Construction Industry (CMIC) made an alliance to take care of the health and safety of construction workers through the national campaign “Together We Are Stronger – Life-Saving Behaviors”, so they signed a collaboration agreement in which they commit to spread among builders, technical, administrative and construction workers throughout the country the conducts and practices that save lives.

**+1,250,000**

supplies delivered around Mexico which include the “Together We Are Stronger – Life-Saving Behaviors” initiative that started in Nuevo León, and simultaneously in 6 major cities in the country, in more than 6 works in partnership with the 44 CMIC delegations.

**100**

works nationwide in total where CEMEX intends to continue promoting life-saving practices.



Volunteer activities

 USA

**300**

masks created by one CEMEX USA employee and his family to give in their community in southwest Florida.



USA



We are distributing health and safety messages to builders and construction workers in Mexico

 MEXICO

**9,000**

masks sewed by one of our employees in Huichapan, Mexico.



Mexico



CEMEX have produced enough antibacterial gel to supply their European employees for one month.



## Antibacterial gel manufacturing



## GERMANY

Hand hygiene is one of the weapons against the current pandemic, antibacterial solutions have become scarce during the first phase of the pandemic. In order to search for solutions to this problem, CEMEX decided to study the feasibility of swiftly creating these solutions in their labs. Early in the pandemic, CEMEX employees in the laboratory of Salzkotten (Germany) started the production of disinfectant according to the standards of the World Health Organization. Apart from providing the disinfectant to the plants in Germany and around Europe, part of the material was donated by CEMEX to the communities around the laboratory in Salzkotten and CEMEX's cement plant in Rüdersdorf. These include schools, kindergartens as well as nursing homes and a local workshops for people with disabilities.



CEMEX produced disinfectant in the laboratory in Salzkotten, Germany



## UK

After testing in our facilities in accordance to the World Health Organization standards, our team at the National Technical Centre in Southam, Warwickshire started making hand sanitizer in May, with the intention to make the product available in the production sites in UK and so it can be offered in the community.

### Indicators:

60

sites in the country have received hand sanitizer produced in our labs.

20

bottles were donated to Myton Hospice for nurses, staff and doctors treating terminally ill patients.

660

liters of hand sanitizer has been donated to communities including educational institutions, health services and charities supporting the critically vulnerable.

Our team in Colorado, USA celebrated air day by cleaning trails for people so they were able to exercise in the open safely.



## CZECH REPUBLIC

Our labs manufactured 600 liters of anti-bacterial gel. By manufacturing this product in our lab, we were able to test each batch with the intention to ensure its effectiveness.



### Volunteer: Employee Donations



## CROATIA

Through the volunteering of 159 employees, unions, cooperatives and defenders of CEMEX Croatia and the company itself, HRK 157,000 were collected and donated to KBC Split to help fight the COVID-19 pandemic. The initiative was led by employees, the Independent Trade Union of Employees Dalmacijacement, the Agricultural and Veterans' Cooperative Lintar and the Association of Volunteers of Homeland War Veterans Dalmacijacement, who with the help of the employer jointly raised almost 157,000 Kuna for a donation to the Split KBC.



### Reinforcement of public health messages

Health is the number one priority for CEMEX, that is why we used both our social networks, mixers and our plants with the intent of reinforcing this during 2020. We also projected messages in our mixers reinforcing official messages with the intention to promote staying at home and washing your hands.

## FRANCE

CEMEX Admixtures adapted its production lines with the intention to produce large quantities of hydroalcoholic gel for its employees and local communities.



1,500

liters of gel were given to more than 50 town halls, 21 schools, associations and partners such as the Humanity and Biodiversity association, INEC, LPO, ORÉE, Plaine Commune Saint-Denis, artisans sailors or firefighters from Athis-Mons.

# SUSTAINABLE & RESILIENT INFRASTRUCTURE & MOBILITY

## Yo Construyo Live Sessions

During the Covid-19 pandemic, Yo Construyo continued its activities with the intention of promoting construction and sustainable housing knowledge, and a business model that develops potential construction workers' technical and entrepreneurial skills for construction, with the intention of facilitating self-employment or creation of small companies.





By conducting virtual sessions, participants can perform home improvements and learn the trade.



As COVID-19 spreads around the globe, it has shown inequalities regarding in-appropriate infrastructure and housing, magnifying effects amongst vulnerable populations. Today, the CEMEX-TEC Center implements virtual live sessions by experts who wrote our self-building manual with the intention to allow participants to make home improvements and learn the business trade, which may, in the future, help increase the sales of the company through increased construction projects and available workforce. The Center has also facilitated the manual on a PPP with the Mexican Government to be used on the recovery phase as a guide for self-construction.



Live Sessions with co-author of the Yo Construyo manual on self-construction processes with a sustainable vision, designed to answer specific doubts on processes, work organization, installation and eco technology. It reached more than 1,900 reproductions.



Webinar on Home design for self-construction - La Casa Saludable, which teaches the importance of the design for self-construction and internal air quality. 50 participants learned more about a safe, healthy, and sustainable home.



Yo Construyo online course in collaboration with Youth Build: 50 hours of Self-construction training for 29 young people from the Youth Observatory Center, who seek to develop skills for employment and thus improve their quality of life. The sustainable construction process is taught throughout the lessons.



Yo Construyo manual was provided to the Mexican Government. To be used in 50,000 households (remodeling or new constructions), leading to the creation of 125,000 direct jobs and 187,500 indirect jobs.



### Vulnerability Index in Housing Infrastructure (IVIV-COVID)

Academics from Centro CEMEX-TEC developed an index that maps and presents information on homes and their conditions in Mexico. It aims to improve decision-making regarding COVID-19 in public policy in the short, medium, and long term. With the intention to facilitate the targeted efforts for a fast recovery by the government, private sector and the society, as well as inclusive business creation.



# 60%

savings with our building solution vs. traditional methods.



## Medical Infrastructure



In Mexico, medical infrastructure was insufficient to receive all virus patients, to improve this, new buildings had to be built. Through vertically integrated partnerships with our supply chain we developed a solution. This solution, which is scalable and can be replicated internationally, provides savings of 60% vs traditional solutions. These prefabricated turnkey hospital modules can be erected in less than 15 days and accommodate 45 beds. These solutions also make use of our advanced products, such as our antibacterial concrete. Moreover, they provided a testbed for offsite fabrication in the company and will be replicated in other industries such as education, tourism and manufacturing.



We develop a building solution for the construction of hospitals in Mexico

### Indicators:

Our infrastructure team moved swiftly to use our and our partners capacities to address the country's needs.

**720 m<sup>2</sup>**  
of antibacterial concrete included in each prefabricated unit.

**13**  
cities from Southern to Northern Mexico where modules have been deployed.

**+550**  
beds were added to the national health system (almost .3% more capacity than at the beginning of the pandemic).

**2**  
partnerships with health institutions and 24 industrial partners.

UV filter in HVAC to prevent bacteria and virus dissemination.

Interior antibacterial paint.

Future deployment in Mexico and emerging markets.



In Spain, we contributed to the construction of a new hospital in Alicante that added 400 new beds. In addition, we used 3,000 m<sup>3</sup> of our fast-setting concrete solution for the Alicante hospital and for other hospitals in Valencia and Castellon.

A donation of a highly specified concrete for a radiotherapy bunker was also given.

**400**  
new beds added with a new hospital in Alicante.

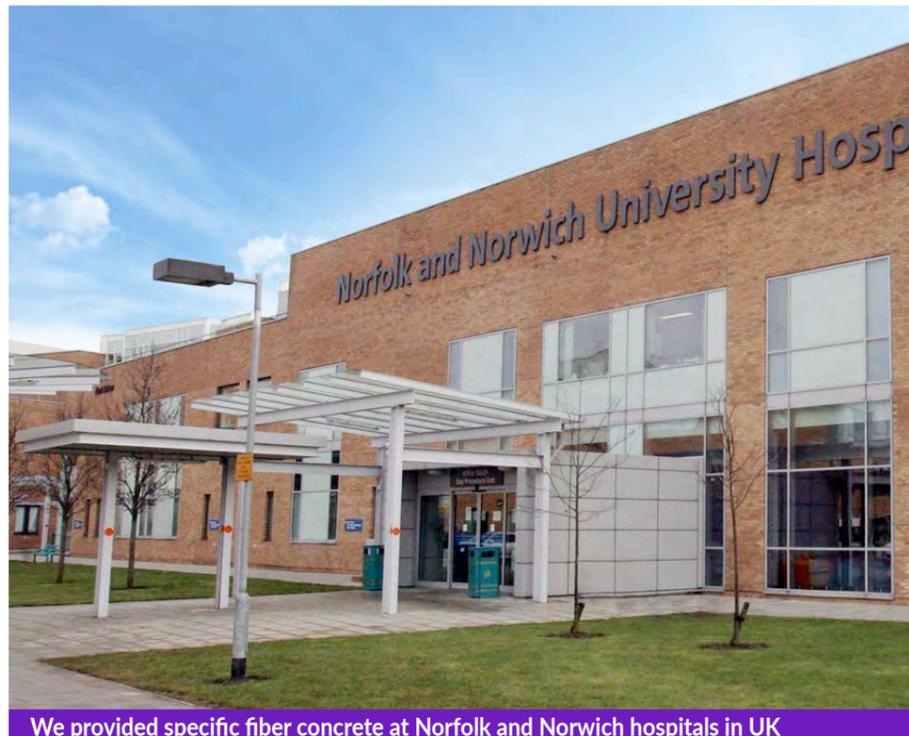
**3,000 m<sup>3</sup>**  
of fast-setting concrete used for hospitals in Alicante, Valencia and Castellón.



CEMEX USA provided support services for transitional housing and emergency shelter.



We contributed to the construction of a new hospital in Alicante, Spain



We provided specific fiber concrete at Norfolk and Norwich hospitals in UK



We supplied screed for an emergency NHS accommodation building at Old Coventry. We also provided specific fiber concrete for a ward extension at Norfolk & Norwich Hospital.

2 hospitals were aided.



In coordination with the government, we donated 30 cement sacks to habilitate a ramp for a modular hospital with the capacity to attend 1,000 patients.



Housing Support



Through the “Community Infrastructure Improvement” program, we partnered with local authorities and NGOs to improve services and basic infrastructure.

32 projects supported.

+37,751 people with improved conditions.



In USA, CEMEX Foundation supported 16 different non-profit organizations that provide supportive services for transitional housing and emergency shelter during this time of heightened demand caused by the pandemic since they have reduced capacity due to the need for appropriate social distancing measures.

# LESSONS LEARNED

One of the main lessons learnt of this COVID-19 pandemic is that we need to increase the knowledge on resilience both within companies and society. Our local teams built creative ways to innovate and come up with new channels to be close with our stakeholders. Another lesson learned is the realization of systems thinking, we now acknowledge that our way of living is fragile, and a lot of systems need to work correctly, and as precise as clocks in order and precision, in order to make the machinery move. We acknowledge that throughout partnerships we can share our expertise and scale efforts, and have been working with multiple stakeholders like NGOs, government, companies, social entrepreneurs, and academia for years to be able to do so. But, most of all we learnt that our priority is the health and safety of our employees, customers, suppliers, and communities.

# EPILOGUE

As the world should eventually come back to a new normal, we believe we have learned our lesson, we must look back and learn how to use these experiences on the challenges ahead of us so that we can be prepared. The current crisis is far from over, as the world can be exposed to greater damage and death from climate change, with more than 100 million people on risk to fall below poverty line by climate change by 2050, that is 30 million more than the estimated from the current pandemic. The cost of climate change on people and the economy are clear, and the benefits from investments in improved resilience ratios are ranging from 2:1 to 10:1. We need to work on this together, as the construction industry is a great contributor to the world's GDP (13%) we need to keep on moving, but we need to keep on trying to solve our ecological footprint, we will work to be stewards of this planet, and for this we count on partnerships to help us find solutions to reach our 2030 goals. **CEMEX** has a strong commitment to build a better future through sustainable business solutions causing, directly or indirectly, a change on society.

This booklet may contain forward-looking statements within the meaning of the U.S. federal securities laws. CEMEX, S.A.B. de C.V. and its direct and indirect subsidiaries (“CEMEX”) intends these forward-looking statements to be covered by the safe harbor provisions for forward-looking statements in the U.S. federal securities laws. In some cases, these statements can be identified by the use of forward-looking words such as “may,” “assume,” “might,” “should,” “could,” “continue,” “would,” “can,” “consider,” “anticipate,” “estimate,” “expect,” “plan,” “believe,” “foresee,” “predict,” “potential,” “target,” “strategy,” “intend” or other similar words. These forward-looking statements, and in particular in the case of CEMEX’s new plan, “Operation Resilience”, reflect CEMEX’s current expectations and projections about future events based on CEMEX’s knowledge of present facts and circumstances and assumptions about future events, as well as CEMEX’s current plans based on such facts and circumstances. These statements necessarily involve risks and uncertainties that could cause actual results to differ materially from CEMEX’s expectations. Some of the risks, uncertainties and other important factors that could cause results to differ, or that otherwise could have an impact on CEMEX or its subsidiaries, include, the cyclical activity of the construction sector; CEMEX’s exposure to other sectors that impact CEMEX’s business, such as but not limited to the energy sector; competition; availability of raw materials and related fluctuating prices; general political, social economic and of anti-trust laws and as such, among business conditions in the markets in which CEMEX operates or that affect its operations and any significant economic, political or social developments in those markets, as well as any inherent risk to international operations; the regulatory environment, including environmental, tax, antitrust and acquisition-related rules and regulations; CEMEX’s ability to satisfy CEMEX’s obligations under CEMEX’s material debt agreements, the indentures that govern CEMEX’s outstanding senior secured notes and CEMEX’s other debt instruments; the availability of short-term credit lines, assisting in connection with market cycles; the impact of CEMEX’s below investment grade debt rating on CEMEX’s cost of capital; loss of reputation of our brands; CEMEX’s ability to consummate asset sales, fully integrate newly acquired businesses, achieve cost-savings from CEMEX’s cost-reduction initiatives and implement CEMEX’s global pricing initiatives for CEMEX’s products, including CEMEX’s “Operations Resilience” plan; the increasing reliance on information technology infrastructure for CEMEX’s operations, sales in general, sales invoicing, procurement, financial statements and other processes that can adversely affect CEMEX’s sales and operations in the event that the infrastructure does not work as intended, experiences technical difficulties or is subjected to cyber-attacks; changes in the economy that affect demand for consumer goods, consequently affecting demand for our products; weather conditions including disasters such as earthquakes and floods; trade barriers, including tariffs or import taxes and changes in existing trade policies or changes to, or withdrawals from, free trade agreements, including the United States-Mexico-Canada Agreement (USMCA), to which Mexico is a party to; terrorist and organized criminal activities as well as geopolitical events; declarations of insolvency or bankruptcy, or becoming subject to similar proceedings; natural disasters and other unforeseen events; and the other risks and uncertainties described in CEMEX’s public filings. Readers are urged to read these presentations and carefully consider the risks, uncertainties and other factors that affect CEMEX’s business. The information contained in these presentations is subject to change without notice, and CEMEX is not obligated to publicly update or revise forward-looking statements, after the date hereof or to reflect the occurrence of anticipated or unanticipated events or circumstances. CEMEX’s “Operation Resilience” plan is designed based on CEMEX’s current beliefs and expectations. Readers should review future reports filed by CEMEX with the U.S. Securities and Exchange Commission. CEMEX assumes no obligation to update or correct the information contained in this booklet.

