



**UK CONSTRUCTION:
A SAFE AND ESSENTIAL
INDUSTRY**

May 2020



EXECUTIVE SUMMARY

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

Maintaining economic stability will imply prioritising sectors according to not only their relative importance for people's livelihood, but also to their risk of virus transmission. Construction work sites are inherently tightly controlled work environments; they are not open to the general public, where work is carried out outdoors, they normally have low personnel density, and they are conducted under the strictest health and safety protocols to prioritize the safety of workers. Additionally, many national and regional business associations have already complemented robust existing guidelines with special protocols that have been implemented to address the COVID-19 health and safety measures in the construction industry, for example the Construction Leadership Council (CLC) in the UK.

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

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

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

Construction as an Essential Industry

The construction industry provides fundamental infrastructure requirements to support the vital needs of the country and is a critical component of a local and national economy. The construction industry provides critical services for public safety and welfare with building, transport and utility needs. Construction workers maintain and improve our nation's infrastructure, including:

- Hospitals
- Schools
- Road and bridge networks
- Housing, commercial & industrial buildings
- Water supply & sewage
- Energy and IT communication systems
- Social infrastructure: police, fire and health care facilities
- Projects of public interest
- Ports

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

Construction Industry Economic and Social Impact

Construction is paramount to economic and social stability and it is an instrumental engine in the reactivation of local economies. The industry energises over 30 subsectors of the economy,

from the production of construction materials to the sale of furniture and fixtures. Construction activity directly makes up 6.1 % of UK GDP and national economic activity, where over 2 million people are employed directly by construction and a further one million are supported indirectly by its related industries.

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

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

The most important contribution of the construction sector is that it provides decent work and income to millions of workers. The construction industry and its supply chain employ people that rely on their job income for basic necessities, essential items such as food on the table, clothing and a roof over their heads.

These necessities are all available due to the jobs created by the industry. Therefore, the construction industry is more than just an economic driver, it is also an economic and social pillar that sustains the livelihoods of millions of workers and their families.

SPECIFIC UK MARKET CONTEXT	
<i>Relevance of the construction industry in the market with selected economic indicators</i>	
% of GDP	6.1
Direct Employment	2.1 million
Indirect Employment	1 million
Number of relevant subindustries dependent on construction	30
Essential Activities being conducted	House building, hospitals, schools, infrastructure and utilities, flood defences
Multiplier Effect in Economy	X £2.92 value to the economy for every £1 spent on construction

CEMENT, AGGREGATE AND CONCRETE INDUSTRIES: NATURALLY LOW RISK

The cement, aggregate and concrete industries are among the **lowest worker density industries**, as by nature the operations are mostly conducted in wide open spaces often over dozens of hectares, the size of several football fields.

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

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

CEMEX: HIGH HEALTH AND SAFETY STANDARDS

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

In the UK we are following Government advice and guidelines and have incorporated the relevant elements from the latest update of the Construction Leadership Council's 'Site Operating Procedures', while all of our protocols and good practice guidance are based on national and international guidelines and recommendations set by the main experts on the subject, such as the World Health Organization; they also strictly adhere to local, national and industry regulations. We are constantly updating and enhancing all our protocols to address new developments and protect our workers, communities, and the general public.

Protecting our People: Special Health and Safety Protocols

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

Personal Hygiene Protocol

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



These practices include:

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



Physical Distancing Protocol

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

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

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

Access Control Screening Protocol

Policies and procedures related to illness at work are directed at limiting the spread of a pandemic-related disease in the workplace by using the procedures for handling suspected ill personnel or visitors.



Practices include:

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



Workplace Cleaning Protocol

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

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

Vehicle Operation Protocol

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



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



Home-Work-Home Commuting Protocol

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

- ✓ Avoid mass public transportation (bus, train). If public transportation is inevitable, shifts must be adjusted to enable travel during low-traffic hours.
- ✓ Provide company transportation service when possible
- ✓ Wear personal protective equipment at all times when commuting. Avoid touching the face at any time whilst travelling. Wash or sanitize hands on arrival.
- ✓ Reduce the number of weekly commutes by adjusting work patterns.
- ✓ On arriving home, follow the home and care of family protocol to protect them and the community.

Canteen & Rest Area Protocol

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



- ✓ Ensure enough spacing between the chairs and remove chairs as necessary.
- ✓ Staggered Shifts: employees enter and exit facilities at different times. Avoid conglomeration at entry points.
- ✓ Increase frequency and coverage of cleaning in these areas.
- ✓ Employees must wash their hands meticulously before entering common areas.



Quarantine Protocol

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

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

An employee on quarantine should stay at home or in a designated building for a period of days from last exposure, enough to cover incubation period of the disease to make sure the person is not infected with the pandemic-related disease. i.e. 7 days.

Additional Protocols that we have in place across our operations:

- [Arrival at Site Protocol](#)
- [Back to the Office Protocol](#)
- [Call Centers Protocol](#)
- [Cash Transactions Protocol](#)
- [Cement Plant Protocol](#)
- [Central Control Room Protocol](#)
- [Commercial Activities and Client Management Protocol](#)
- [Community Activities Protocol](#)
- [Construction Sites Protocol](#)
- [Contractors and Visitors Protocols](#)
- [COVID-19 Site Coordinator Responsibilities Protocol](#)
- [Discontinuation of Home Isolation](#)
- [Document Handling Protocol](#)
- [Drivers Waiting Area Protocol](#)
- [Emergency Response & First Aid Protocol](#)
- [Escalation Protocol](#)
- [Event Concentration Protocol](#)
- [Field Remote Support Protocol](#)
- [Haulers Protocol](#)
- [Industrial Clients Protocol](#)
- [Key Personnel Unavailability Protocol](#)
- [Leaving Site Protocol](#)
- [Loading & Dispatch Protocol](#)
- [Locker & Changing Rooms Protocol](#)
- [Maintenance Crew Protocol](#)
- [Meetings Protocol](#)
- [On-Road Activities Protocol](#)
- [Packaging Area Protocol](#)
- [Personal Workstation Protocol](#)
- [Post Operations Protocol](#)
- [Product Delivery Protocol](#)
- [Quality Lab Protocol](#)
- [Ready-Mix Plant Protocol](#)
- [Retailers & Warehouses Protocol](#)
- [Safety Systems Protocol](#)
- [Safety Toolbox Talks Protocol](#)
- [Shift Handover Protocol](#)
- [Taking Care of Family at Home Protocol](#)

- [Travel Protocol](#)
- [Visitor Induction & Training Protocol](#)
- [Visits to Closed Sites](#)
- [Workshops & Toolrooms Protocol](#)

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

We have developed a set of protocols and guidelines to protect our employees' at every stage of their daily routine. From the moment they wake up, travel to and arrival at our plants, during the working day until they return home, we are always focused on protecting their well-being. The full workday protocols are as follows:

Protocols designed to ensure the safety of our people



CEMEX: COVID-19 COMMUNITY WORK

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

Antibacterial Gel Production

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



distribution - or will be shortly - across some countries where CEMEX operates including the UK.

Consumption of Non-hazardous Municipal Waste

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



LEVERAGING DIGITAL TECHNOLOGIES

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

To monitor the health of our employees, we are using digital technologies to increase physical distancing in our operations, monitoring in real time what worker density looks like in our plants.

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

CONSTRUCTION INDUSTRY: BUILT TO SUSTAIN OPERATIONS DURING COVID-19

Considering the importance of construction within the national economic structure and in providing the critical infrastructure components necessary, during and after the pandemic, some of the main national and regional construction

associations (Construction Leadership Council; Mineral Products Association) have come together and coordinated a technical team of health and safety experts to complement existing protocols. Working together they will

ensure there are more robust standards in the construction industry by developing a special Health and Safety Guide for Construction to Prevent COVID-19 transmission, conducive to protecting the health of workers and the whole community. Through the combined effort of the sector to assist in efforts against the virus, we are developing new protocols and guidelines showing clear social commitment during and post the COVID-19 pandemic to preserve the health and safety of workers and general public. For further information, you can find these protocols and guides [here](#).

Protocols designed to ensure the safety of our customers



Industrials



Distributors



Builders



Commercial Relationship

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



Order & Pay

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



Product Reception & Pickup

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



Delivery to end user on-site

- Builders receive product with limited interaction
- Safe product transportation

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



Physical Distancing

Handwashing /
antibacterialUsing personal
protective equipmentAvoid touching
face

LOOKING FORWARD

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

For everything described in this white paper, we reiterate that the construction industry is considered an essential sector for the good and correct functioning of priority and basic activities in the country. Continuing operations in the local and national economy should allow the entire

value and supply chain of the different industries to be sufficiently supplied on a timely manner. This should generate job stability, generating income for families that depend directly or indirectly on our industry, and economic activation in the world's construction and industrial sectors. Our direct support to the UK authorities will help join up efforts to overcome this significant challenge affecting all aspects of our lives.

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

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

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

continue to keep our protocols and guidelines under constant review, strengthening them further if required.

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

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