

## Escalation Protocol

<b>CEMEX Protocol</b>	Protocol for Escalation in a COVID-19 scenario
<b>Purpose of the Protocol</b>	This protocol provides recommendations for escalation process according to the defined criteria in a COVID-19 Pandemic scenario.
<b>Who does this protocol apply to</b>	This protocol applies to every CEMEX's Operations. The Plant RRT/managers/employees should take responsibility for implementing it. The Plant RRT/managers/employee must refer to the "Pandemic Protocol Matrix" for further instructions.
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<b>I. Pillars</b>	
1.	<p>Activities designed to address COVID-19 are divided into 4 pillars, and the implementation of each activity is defined based on the risk phase for each country:</p> <ul style="list-style-type: none"> <li>a. Employee Protection <ul style="list-style-type: none"> <li>• Travel</li> <li>• Social Distancing</li> <li>• Screening</li> <li>• Workplace Cleaning</li> </ul> </li> </ul>

<b>I. Pillars</b>	
	<ul style="list-style-type: none"> <li>• Personal Hygiene</li> <li>• Medical Support</li> </ul> <p>b. Monitoring</p> <ul style="list-style-type: none"> <li>• External Monitoring</li> </ul> <p>c. Communication</p> <ul style="list-style-type: none"> <li>• Internal</li> <li>• External</li> </ul> <p>d. Operational Continuity</p> <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Supply Chain / Procurement</li> <li>• Commercial / Business</li> <li>• Information Technology</li> </ul>
<b>II. Escalation Protocol</b>	
	This standardization has been done based on most of the activities of several countries that meet the same criteria
<b>Phase 0 (Preparation)</b>	
	a. Preparatory activities, no cases in the country
<b>Phase I (1 country case)</b>	
	<p>a. Country infections are present</p> <p>b. Potential for escalation is clear, but the risk is LOW</p> <p>c. Authorities and communities increase communication about the disease</p>
<b>Phase II (1 city case)</b>	
	<p>a. Number of cases increases</p> <p>b. Risk is LOW to MODERATE with potential to escalate</p> <p>c. Cases in cities where CEMEX operates begin to occur</p> <p>d. Authorities increase communications about the contingency</p> <p>e. Community unrest increases</p>
<b>Phase III (1 facility case)</b>	
	a. Direct CEMEX impact
The Plant RRT/managers/employee must refer to the "Pandemic Protocol Matrix" for further instructions on what actions should take place depending on the phase of the pandemic.	



<b>III. Matrix</b>				
	<b>Preparation</b>	<b>1 country case</b>	<b>1 city case</b>	<b>1 facility case</b>
	<b>Phase 0</b>	<b>Phase I</b>	<b>Phase II</b>	<b>Phase III</b>
<b>Actions</b>	<ul style="list-style-type: none"> <li>Preparatory activities, no cases in the country</li> </ul>	<ul style="list-style-type: none"> <li>Country infections are present</li> <li>Potential for escalation is clear, but risk is LOW</li> <li>Authorities and communities increase communication about the disease</li> </ul>	<ul style="list-style-type: none"> <li>Number of cases increases</li> <li>Risk is LOW to MODERATE with potential to escalate</li> <li>Cases in cities where CEMEX Operates begin to occur</li> <li>Authorities increase communications about the contingency</li> <li>Community unrest increases</li> </ul>	<ul style="list-style-type: none"> <li>Direct CEMEX impact</li> </ul>