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| <b>CEMEX Protocol</b>  | CEMEX COVID-19 Industrial Clients Protocols   |
| <b>Purpose of the Protocol</b>   | This protocol provides a recommended preventive measures for Industrial Clients during a Pandemic scenario of COVID-19.   |
| <b>Who does this protocol apply to</b>   | These guidelines are aimed at providing guidance for CEMEX' clients with Industrial sites worldwide. Note these guidelines should be read in consultation with regional or national government guidance as these may differ from the guidelines in this document. |
| <b>Manufacturing Operating Guidelines – Protecting Your Workforce</b>  |   |
| <p>The following recommended practices and procedures are based on what is currently known about the COVID-19 disease. As this issue progresses or recedes, we strongly recommend you stay current with your national or regional authorities' guidance and immediately implement the most current best practices to protect the safety and health of your employees, trade partners, clients and the general public.</p>  |   |
| <p>The following procedures are directed at limiting the spread of an epidemic-related disease in the workplace by appropriately handling suspected or ill personnel or visitors. To prevent stigma and discrimination in the workplace, do not make determinations of risk based on race or country of origin, and be sure to maintain information confidentiality of confirmed or suspected COVID-19 infection. Keep in mind that during an epidemic outbreak, health providers may be overwhelmed, and it may be difficult to obtain a definitive testing and diagnosis of an epidemic related disease.</p> |   |
| <p>The health and safety requirements of any industrial activity must also not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitable qualified personnel being available or physical distancing being implemented, it should not take place.</p>   |   |
| <p><b>If a site is not consistently implementing the measures set out below and the latest Government advice and requirements on COVID-19 at all times, it may be shut down.</b></p>   |   |

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| <b>I. Roles and Responsibilities</b> |   |
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| <b>1. Employers</b>                  |   |
| 1.1                                  | Appoint a COVID-19 'Site Coordinator' who is responsible for all control measures related to COVID-19 prevention. Refer to COVID-19 Site Coordinator.   |
| 1.2                                  | Inform/train/supervise employees in updated and usual health and preventive recommendations that must be followed individually and collectively.  |
| 1.3                                  | Provide workers with the proper COVID-19 related Personal Protective Equipment (COVID-PPE) according to the local health authority. These should include, but not limited to: face masks, face shields or glasses, hand sanitizers.   |
| 1.4                                  | Guarantee proper sanitization of the facility, apply preventive measures and promote self-care among workers.   |
| 1.5                                  | Reduce non-essential meetings and avoid physical gatherings. If a live person-to-person meeting is required, limit participants and guarantee proper sanitization, facility cleanliness and physical distancing.  |
| 1.6                                  | Identify vulnerable employees in terms of age, underlying health or clinical condition and pregnancy. Comply with local information privacy regulations.  |
| 1.7                                  | Follow all latest government and local regulations and recommendations to guarantee customer, visitors, supplier and employee's health, among other relevant parties.   |
| 1.8                                  | If possible, manage staggered shifts with 15-30 minutes gap to limit the number of workers sharing locker rooms at the same time  |
| 1.9                                  | In places where movement of people should be limited, display 'Authorized Personnel Only' signs.  |
| 1.10                                 | Consider the maximum number of people that could safely be inside the manufacturing facility, warehouse or area and control access accordingly to maintain recommended physical distancing as much as possible.   |
| 1.11                                 | Keep constant communication with authorities regarding advices, requirements, restrictions, as well as reporting requirements by employers, specially with local health authorities.  |
| <b>2. Employees</b>                  |   |
| 2.1                                  | It is critical that employees DO NOT attend the workplace while they are experiencing illness symptoms such as fever, cough, shortness of breath, sore throat, runny/stuffy nose, body aches, chills, or fatigue. First, they should call local doctor or health services, and contact remotely their supervisor. |
| 2.2                                  | Individuals should seek medical attention, specially if symptoms persist or evolve.   |
| 2.3                                  | Practice self-care, including good hygiene practices (hand washing, coughing/sneezing etiquette, hygiene protocol....) and follow all preventive measures, specially physical distance requirements. Please refer to "Personal Hygiene Protocol" for further instructions.  |

| <b>I. Roles and Responsibilities</b>  |   |
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| 2.4   | Identify yourself to the on-site medical service if you are a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) in order to take the appropriate preventive and organizational measures.                                |
| 2.5   | Practice self-care and follow all preventive measures on site, specially physical distance (2 meters or 6 feet).  |
| 2.6   | Provide clear, timely and truthful information about health status.   |
| 2.7   | Clean and disinfect work stations, tools, equipment and vehicles to prevent contamination.  |
| 2.8   | Use adequately all COVID-PPE that you received from your employer.  |
| 2.9   | Familiarize yourself with all information, recommendations, guidance and restrictions regarding COVID-19 and comply with them.  |
| <b>II. General Recommendations</b>  |   |
| 1   | Identify suppliers, prices, stocks, delivery lead times and/or stock on face masks, face shields, disposable gloves, liquid soap, disposable towels and tissues, hand sanitizers. Assure adequate levels of inventory.  |
| 2   | All personnel, operational and administrative should be trained in all preventive measures to avoid contagion of COVID-19. Make sure all personnel is informed of all emergency / healthcare provider contacts and procedures, and/or it is available and posted. |
| 3   | Distribute adequately masks to personnel, visitors, vendors but most specially high-contact employees like receptionists, cashiers, salesforce, dispatch, procurement, security and medical/HR personnel.   |
| 4   | Draw up a list of critical vendors / suppliers that will need to continue contact with local offices during outbreak periods such as mail, package delivery, security, housekeeping, maintenance personnel.   |
| 5   | Avoid physical person-to-person meetings. Promote and use alternative contact and technological communication tools, such as: phone calls, two-way radios, WhatsApp, E-mails, digital platforms and electronical payment methods.                                 |
| <b>III. Preventive measures</b>   |   |
| <b>1. Access Controls and screening at entry to facility (Please refer to "Screening at Workplace Protocol" for further instructions)</b> |   |
| 1.1   | Receptionists, Security or Medical/HR personnel should be trained and/or briefed to receive and recognize visible epidemic-related disease symptoms. If available, security or Health and Safety staff could help coordinate the preventive screening procedures. |
| 1.2   | The reception area or Security staff should screen people for COVID-19 related disease symptoms based on a visual inspection, screening equipment and/or  |

| <b>III. Preventive measures</b>   |   |
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| <b>1. Access Controls and screening at entry to facility (Please refer to "Screening at Workplace Protocol" for further instructions)</b> |   |
|   | <p>questionnaire. Anyone who meets one of the following criteria should not enter the facilities:</p> <ul style="list-style-type: none"> <li>• If the following symptoms are present: Fever (higher than 37.3 °C) and/or any of these symptoms: cough, shortness of breath.</li> <li>• Is a vulnerable person (by virtue of age, underlying health or clinical condition and pregnancy) <ul style="list-style-type: none"> <li>o Is living with someone in self-isolation or a vulnerable person.</li> </ul> </li> </ul>  |
| 1.3   | Actively encourage sick employees to stay home and establish self-isolation if the symptoms previously described are present. Employees should notify their supervisor and report their condition on a frequent basis. Employees must keep on-site medical services informed, and with their authorization, they may return to work when they are free of fever (below 99.1° F [37.3° C] using an oral thermometer), and any other symptoms for at least 72 hours, without the use of fever-reducing or other symptom-altering medicines (e.g. cough suppressants). |
| 1.4   | If possible and legally allowed, measure body temperature with a non-contact thermometer to all personnel and visitors. If body temperature is greater than 37.3°C will not be allowed to enter the facility and will be requested to seek medical attention as established by the local government authorities.  |
| 1.5   | If confirmed as COVID-19 positive; such individuals are required to follow the recommendations of the local health authority and may not return to work until given approval by the proper health authorities and/or on-site medical/HR personnel.  |
| 1.6   | If any individual at reception area has fever or respiratory symptoms or any two other symptoms on the previous checklist, then follow the "Procedures if someone falls ill" section.   |

| <b>IV. Response measures</b>   |   |
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| <b>1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)</b> |   |
| 1.1  | <p>If a worker develops fever (higher than 37.3 °C) and/or any of these two symptoms, cough, shortness of breath, during the working shift, he or she should:</p> <ul style="list-style-type: none"> <li>• Wear a mask immediately</li> <li>• Return home and avoid public transport when leaving building.</li> <li>• Avoid touching anything</li> <li>• Cough or sneeze into a disposable tissue and put it in a bin, or if they do not have tissues, cough and sneeze inside their elbow.</li> <li>• If a worker on site is confirmed to be infected, the individual or his/her supervisor should inform local doctor, HR or Security Teams of his/her possible infection in the workplace but maintain confidentiality. The supervisor must identify tools and areas the infected person used and with whom s/he had contact while at work. Employees exposed to a co-worker with confirmed infection should also inform his/her supervisor, local doctor, HR or Security staff on how to conduct a risk</li> </ul> |

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| <b>IV. Response measures</b>   |  |
| <b>1. Procedure if Someone Falls Ill (Please refer to "Isolation for People who are Ill" section of the Screening at Workplace Protocol for further instructions.)</b> |  |
|  | <p>assessment of their potential exposure. If the confirmation can't be done immediately the employees exposed with the suspected case must be sent home on 14-day quarantine just in case they developed symptoms, also informing supervisor, local doctor, HR and/or Security staff.</p> <ul style="list-style-type: none"> <li>When unable to return home by themselves, a vehicle and driver should be arranged for them. Both driver and passenger are to be given masks and gloves. The passenger is to sit in the backseat, and the driver is to open and close the doors for them. If possible and weather permits it, is preferable to roll down two windows of the vehicle to guarantee ventilation while transporting a possible COVID-19 patient.</li> </ul> |
| 1.2  | All areas on the facility potentially infected by a confirmed or probable case are blocked from access until the area is properly cleaned and disinfected, along with any public areas where s/he has spent significant time (more than 15 minutes).   |
| 1.3  | The employee sent home must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed and given approval by the proper health authorities and/or the employer. If possible, the individual must present evidence of medical discharge to their immediate supervisor using any communication media possible prior to returning to work.   |

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| <b>2. Apply Preventive Quarantine (Please refer to the Quarantine for people who have been exposed, but are not ill" section of the Screening at Workplace Protocol for further instructions)</b> |  |
| 2.1   | <p>Quarantine refers to the separation and restriction of movement of persons who are not yet ill but have been exposed to an infectious agent and therefore may become infected. Apply quarantine if:</p> <ul style="list-style-type: none"> <li>Worker has been in contact or exposed to a person confirmed COVID-19 or person(s) with related symptoms detected on site or off-site. This is because an ill person may be infectious for days before they know they are sick or show symptoms.</li> <li>A worker 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 epidemic-related disease. Recommended period of quarantine for COVID-19 is currently 14 days.</li> <li>It is recommended that all persons who live with the person referred to quarantine for example wife, husband, partner, roommate; should remain in quarantine as well.</li> <li>Quarantine means not coming to work, not going outside, not going to school or other public places and not meeting with other people unless given permission by the medical staff or health authorities.</li> <li>Detailed tracking of worker's status on-site and off-site are kept at all time (e.g., fit to work, sick, off-work for family caring duties, etc.). A list of all quarantined workers should be updated daily, and kept confidential according to local privacy regulations compliance.</li> </ul> |

| <b>3. Communication and awareness</b> |  |
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| 1                                     | Clear and easy to understand communication posters and/or flyers should be posted at entry points for the public, your customers, employees, and providers to outline the commitment and measures during the COVID-19 crisis, with relevant updates from appropriate local public health authorities.  |
| 2                                     | For your customers: Include posters that explain the preventive measures that will apply to enter the premises; such as limited schedules by age group, limit of customers in exhibition areas depending on room capacity, mandatory use of any type of masks, etc. Additional posters could be set up indicating the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette and physical distancing measures. Communication posters could be set up in entrances, bathrooms, hand-wash stations and in a high traffic areas.  |
| 3                                     | For your employees: Include posters that instruct the correct procedure for hand washing or sanitizing, using masks and gloves and how to dispose them properly, coughing/sneezing etiquette, and physical distancing measures. Communication posters/flyers could be set up at entrances and high traffic areas, bathrooms, conference rooms, resting areas, cafeteria and/or kitchen dedicated to employees. Also include emotional and mental health support during the epidemic.   |
| 4                                     | <p>Communications should include that all customers and employees exercise the following recommended practices for reducing the risk of transmission as identified by the health authorities:</p> <ul style="list-style-type: none"> <li>• Avoid touching face, specially eyes, nose and mouth;</li> <li>• Always Maintain a minimum physical distance of 2 meters (6 feet) from others;</li> <li>• Mandatory use of any type of mask for customers and/or visitors, and N95, KN95 or face masks for employees.</li> <li>• Coughing / sneezing etiquette: <ul style="list-style-type: none"> <li>- Cough or sneeze into a disposable tissue or the bend of your elbow, not your hand;</li> <li>- Dispose of any tissues you have used as soon as possible in a lined waste basket and wash your hands afterwards;</li> </ul> </li> <li>• Do not share personal items or supplies such as phones, pens, notebooks, COVID-PPE, etc.;</li> <li>• Clean and disinfect frequently touched objects and surfaces, including all reusable COVID-PPE;</li> <li>• Avoid common physical greetings, such as handshakes, hugs and kissing;</li> <li>• Wash hands entirely often (including nails and back of hand) with soap and water for at least 20 seconds, specially after using the washroom, when preparing food, and after blowing nose, coughing, or sneezing. If hands are not visibly dirty, and soap and water are unavailable, alcohol-based hand sanitizer can be used.</li> </ul> |

| <b>V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)</b> |  |
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| <b>1. Cleaning and disinfecting areas/working stations</b>  |  |
| 1.1   | Cleaning and disinfecting environmental surfaces are important components of routine infection control. Workplace cleaning and disinfection should follow the same general principles used in healthcare settings: removal of dirt, frequent disinfection and use of a certain set of disinfecting products.   |
| 1.2   | It is likely that an enhanced cleaning regime will overwhelm a cleaning staff that may be fewer in number than usual. In this case, employee should be responsible for cleaning their own areas and possibly common areas nearby.  |
| 1.3   | Surfaces that are frequently touched with hands should be cleaned often. This would include (but would not be limited to): Doors in entrance/exiting areas, counters and shelves, desk surfaces, chairs (e.g. arm rests), tables, phones, computer keyboards (especially if shared), counters, light switches, lavatory surfaces, kitchen surfaces and appliances, doorknobs, elevators buttons, handrails, floors and other horizontal surfaces, shared tools and equipment, machinery cabin.   |
| 1.4   | It is important to avoid sharing cups, dishes, and cutlery and to ensure that they are thoroughly washed with soap and hot water. If possible, use disposables cutlery, cups and dishes.   |
| 1.5   | Garbage collection, and if necessary storage points, should be increased and emptied regularly throughout each day.  |
| 1.6   | <ul style="list-style-type: none"> <li>• If a person is suspected of having pandemic-related disease, it is important to thoroughly clean and disinfect their work area along with any other places may s/he has been.</li> </ul>  |
| <b>2. Cleaning frequency</b>  |  |
| 2.1   | <p>The frequency of cleaning should be balanced with the reduced level of activity at the facility that would be expected during a period of high infection. Here are some general frequency recommendations that need to be validated considering your operations, staff and visitors at the facility:</p> <ul style="list-style-type: none"> <li>• Public areas (e.g. reception, etc.), should be cleaned several times a day</li> <li>• High touch areas (e.g. light switches, doorknobs, etc.) / Lavatory and bathrooms / Counters, shelves, displayed merchandise, cashier spaces, kitchen, cafeterias and pantries, should be cleaned every two hours</li> <li>• Private offices / Meeting rooms, should be cleaned before and after workday and meetings. Meetings should be reduced to a minimum, after reviewing technological alternatives (phone conference, virtual conference, two-way radios, etc.), always respecting physical distance recommendation. Personnel should be provided appropriate cleaners to clean their own office more frequently, if desired.</li> </ul> |
| <b>3. Cleaning and disinfecting instructions</b>  |  |
| 3.1   | The use of cleaning products and directions should be appropriately followed. Ensure all exposed workers are trained on the hazards of the cleaning chemicals used in the workplace in accordance with the requirements of Public Health Agency of the country   |



**V. Cleaning Protocols (Please refer to "Workplace Cleaning Protocol" for further instructions)**
**1. Cleaning and disinfecting areas/working stations**

and standards. Employers must comply with applicable standards by law including proper disposal of regulated waste, and COVID-PPE.

**4. Facility Access Points: Access and movement to/from manufacturing facility**

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| 1  | Wherever possible, workers should travel to site alone, promoting their own means of transportation to avoid public or mass transportation. Sites should arrange additional parking arrangements for vehicles and bicycles.  |
| 2  | Stop all non-essential visitors.   |
| 3  | Entry to the site should be preceded by e-learning induction/training. There is no possibility to train contractors by specialist although there is a lot of space in a room to keep 2m distance of each others. It is recommended that e-training and test have been done at home.  |
| 4  | Introduce staggered hours to start and finish times to reduce congestion of personnel and contact at all times. Make sure physical distance of 2 meters (6 feet) is respected in personnel working at the site.  |
| 5  | Monitor site access points to enable physical distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring   |
| 6  | Allow plenty of space (two meters) between people waiting to enter site. Establish or install visual points to settle the proper distance.   |
| 7  | Remove or disable entry systems that require skin contact e.g. fingerprint scanners, attendance list signing (sharing pen).  |
| 8  | Require all workers to wash or clean their hands before entering and leaving the site. If possible, install a sanitary station at entrance, supplying water and soap; or install and provide alcohol-based sanitizer. As an additional suggestion, install shoe sanitation station (i.e. sanitizing solution carpet, tub, mat or spray) prior to entering/leaving jobsite. |
| 9  | For some controlled environments the use of sanitization tunnels could be suggested. If you consider using sanitization tunnels, check that there is research proof of its effectiveness (including chemicals used, side effects, minimum sanitization exposure period).   |
| 10 | All personnel while working at the site must wear COVID-PPE all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.  |
| 11 | Regularly clean with recommended disinfectants, common contact surfaces in reception, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets, desks, security gate room, particularly during peak flow times. It is recommended to suspend alcohol testing procedures using dedicated mouth-   |

| <b>4. Facility Access Points: Access and movement to/from manufacturing facility</b> |   |
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|  | blowing devices and temporarily changing to visual inspection or other field sobriety tests.  |
| 12   | Reduce the number of people in attendance at site inductions and consider holding them outdoors; wherever possible, respecting the recommended 2 meters (6 feet) distance between participants.   |
| 13   | While receiving materials, delivery drivers should remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions. |
| 14   | One-way staircases are established wherever practical to minimize worker contact. If possible, avoid the use of elevators.  |
| 15   | If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall. Elevators should be frequently sanitized, specially high touch contact points.   |
| 16   | Freight elevators are operated/occupied by only one individual at a time if feasible and/or by respecting the minimum physical distancing guidelines. If more than one person should access the elevators, all occupants must wear masks at all times.  |

| <b>5. Working remotely</b> |  |
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| 1                          | Where feasible, employees should work remotely. Meetings should be held through teleconferencing or videoconferencing. Please refer to "Remote Work Protocol". |

| <b>VI. Operations</b>                    |   |
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| <b>1. Facility areas recommendations</b> |   |
| 1.1                                      | All personnel with customer contact must wear COVID-PPE at all times in delivery site (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.   |
| 1.2                                      | All offices, project trailers, common areas, lunchbreak rooms and jobsites will implement cleaning and disinfecting measures of common areas. Include in a checklist all door handles, railings, ladders, switches, controls, eating surfaces, shared tools and equipment, taps, toilets, and personal workstation areas. These items and areas should be cleaned and wiped down at least twice a day with a proper disinfectant. Individuals are responsible for cleaning and disinfecting their workstations and working tools. |
| 1.3                                      | Apply essential sanitary measures on the facility: hand washing stations with a posted hand washing protocol, hand sanitizer stations, provision of disinfectant wiping products. These types of facilities should be made available at site entries, exits, washrooms, eating areas, offices, and any other areas with commonly touched surfaces. Ensure that adequate supplies are maintained.  |

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| 1.4  | All personnel while working at the warehouse must wear COVID-PPE at all times (masks, gloves and eye protection). All personnel must be trained on the proper use, removal and disposal of the COVID-PPE.  |
| 1.5  | Regularly clean with recommended disinfectants, common contact surfaces in premises, office and delivery areas e.g. copy machines, screens, telephone handsets, desks, keyboards, particularly shared devices during peak flow times.  |
| 1.6  | In vehicles and mobile equipment should be cleaned and disinfected in commonly touched surfaces at the end of shifts, by the previous user; and should be received by the upcoming user with additional disinfecting protocol. Workers should be encouraged to practice self-care and protect themselves with constant cleaning and disinfecting of their working space. If aerosol sanitizers will be used apply them inside closed cabs. |
| 1.7  | Utilize disposable hand towels and no-touch trash receptacles.   |
| 1.8  | Identify specific locations and practices for daily trash such as: paper, hand towels, food containers, etc. Instruct workers responsible for trash removal in proper COVID-PPE/hand washing practices.  |
| 1.9  | Avoid using pressurized air or water sprays that may result in the generation of bioaerosols, as cleaning techniques.  |
| 1.10 | Pay special attention to water coolers, which should be disinfected at least 2-3 times a day.  |

## 2. Employees and contractors recommendations

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| 2.1 | All employees and contractors are required to frequently wash their hands with soap and water for at least 20 seconds or clean with an alcohol-based hand sanitizer that contains at least 70-95% alcohol. Soap and water should be used preferentially if hands are visibly dirty. Hands should be washed between completing tasks and/or after removing gloves and before wearing gloves.                         |
| 2.2 | Sanitize reusable COVID-PPE, supplies and equipment per manufacturer's recommendation prior to each use. Workers will be responsible of sanitizing their COVID-PPE where a laundering service isn't already provided.   |
| 2.3 | Ensure used COVID-PPE is disposed of properly, in designated labelled bins.   |
| 2.4 | Utilize disposable gloves where appropriate; instruct workers to wash hands after removing gloves and never touch their face while wearing them.  |
| 2.5 | When using water dispenser, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or sanitizing hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups. |
| 2.6 | Instruct workers not to share tools, COVID-PPE and congregate in any area of the facility.  |

## 2. Employees and contractors recommendations

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| 2.7 | Instruct workers to change work clothes (if feasible, prior to arriving home); and to wash clothes in hot water with laundry sanitizer. |
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## 3. Limiting and removing internal touch point areas

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| 3.1 | Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses is provided.  |
| 3.2 | Limit use of common pens for sign-in sheet to facility. Employees attendance lists should be signed by their own pen.  |
| 3.3 | Washroom modifications - Install more sinks and sinks with physical separation between users where feasible. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. Avoid pressurized air hand dryer.                |
| 3.4 | Remove doors/door handles - Look at all reasonable opportunities to remove them. If removing is not possible consider keeping open doors during operation hours.   |
| 3.5 | Where touch points like door handles and water coolers remain, paper towels are provided to allow users to avoid skin contact and/or install hand gel alcohol-based sanitizers.  |
| 3.6 | Gloves should be worn whenever possible while on the worksite, but are treated the same as bare hands in terms of minimizing unnecessary touching of anything on site and the user's face.   |
| 3.7 | Instruct your personnel not to exchange utensils or paperwork. If paperwork is necessary, assign a tray to deposit paperwork, and clean hands after touching paperwork. Exchange of pens or pencils, or sharing electronic devices should be prohibited. |

## 4. Facility operation

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| 4.1 | Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions. |
| 4.2 | Rearrange the worksite to reduce high-traffic areas and allow for the minimum physical distancing (2 meters/6 feet).   |
| 4.3 | Facility teams are encouraged to put forward split/alternating shifts to avoid extensive intermingling. Voluntary shift offset and implementing time gaps between shifts are highly encouraged.  |
| 4.4 | While working in group tasks, arrangements should be made to ensure workers respect the minimum physical distance from others for prolonged periods. When this is  |

| <b>4. Facility operation</b> |   |
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|                              | not feasible, plan to minimize the duration of the task. For any work that ultimately must be done in close-proximity, workers are to wear additional COVID-PPE (such as face shields, additional to goggles and masks) as appropriate for the specific task in order to minimize the risk. |
| 4.5                          | Area teams stagger break and lunch schedules to minimize the number of people in close proximity to one another. Enclosed lunchrooms can be available if proper ventilation and respecting the recommending physical distancing.  |
| 4.6                          | Work schedules should be adjusted to provide time for proper cleaning and disinfecting as required.   |
| 4.7                          | Consider increasing the number or size of facilities available on site if possible, such as: lunchrooms, bathrooms, waiting area, etc. With extra space, physical distances could be applied for the convenience of the employees.  |
| 4.8                          | If it is necessary to use elevators, implement the minimum distance protocol and/or standing slots, facing the wall.  |

| <b>5. Delivering/transporting products recommendations</b> |  |
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| 5.1  | If possible, prepare your business to receive or prepay orders by electronic means and coordinate pick-up time to avoid crowds in the store. Assign a pick-up area preferably outside of the store or directly in dispatch/procurement area. If possible, provide or increase your delivery service. Please refer to "Receiving and Delivering Products Protocol" for further instructions.  |
| 5.2  | Install alcohol gel dispensers available for the cashier and the customer, after completing transactions. If possible, recommend payments with credit cards and use self-servicing credit card receivers or contact-less credit cards, to avoid contact with your personnel during payment transaction. Please refer to "Cash Handling Protocol" for further instructions.   |
| 5.3  | Delivery zones are clearly identified and limited to receivers and deliverers only.  |
| 5.4  | When possible, nothing is passed between the deliverer and the receiver (e.g. shipment documents and pens for signatures). Deliveries are unloaded solely by receivers using proper COVID-PPE, while deliverers remain in their vehicles. If they must participate in the process of unloading goods and materials, they must comply with proper physical distance, wearing face masks, washing or cleaning their hands with alcohol-based sanitizer prior and after this activity. Please refer to "Receiving and Delivering Products Protocol" for further instructions. |
| 5.5  | Maintain proper cleaning inside the vehicle cab by cleaning and disinfecting the frequently used steering wheel, levers and panels. When cleaning the cab, it is advisable to let it ventilate for ten minutes.  |
| 5.6  | While driving keep the window semi-open for ventilation.   |
| 5.7  | Limit the number of passengers in the vehicle cabin ideally to one and maximum to two people, wearing COVID-PPE at all times.  |

| <b>5. Delivering/transporting products recommendations</b> |  |
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| 5.8  | Provide alcohol-based gel to be frequently used by the driver while delivering.  |
| 5.9  | Instruct driver to avoid physical contact and keep safe distance (2 meters or 6 feet) with third parties while delivering, sharing personal tools and equipment and reduce time in contact with customers and their personnel.   |
| 5.10   | Avoid signing delivery papers requirements for customers. If possible, use alternative methods, i.e.,, receipt proof email with pictures from client. If necessary, have customer sign invoices with their own pen (do not share pens), keeping invoice on paper clipboard or holder pad (do not handle paper invoice to customer). Also avoid cash exchange, if possible; if necessary, follow "Cash Handling Protocol" for further instructions. |

| <b>6. Office and Administrative recommendations</b> |  |
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| 6.1   | Avoid meetings and gatherings. If required, meetings should involve only necessary individuals and include 6 or less participants. Always apply physical distancing of 2 meters/6 feet between participants and held in open spaces when possible. If meetings must be held in a room, make sure ventilation is available; in case this is not possible, all participants must wear masks. Please refer to "Person-to-person Meeting Protocol" for further instructions. |
| 6.2   | If possible, rearrange the office spaces to reduce high-traffic areas and allow for the minimum physical distancing between personnel (2 meters/6 feet).   |
| 6.3   | Limit access and use of shared devices like coffee machines, water fountains, microwave ovens, and similar. Means to clean and disinfect such devices between uses should be provided.   |
| 6.4   | When using water dispensers, workers must make sure their cup or bottle does not touch or have any type of contact with the device. If the cooler must be touched to provide water, it must be touched using gloves or previously sanitized hands, setting up a sanitizer device next to the cooler. If possible, workers should bring their own cup, water thermos or bottle. Workers shall never share their drinks or cups.   |
| 6.5   | All personnel using cafeteria facilities should sit 2 meters (6 feet) apart from each other while eating and avoid facing or contact between each other. All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices. Please refer to "Canteen/Cafeteria/Lunch Area Protocol", for further instructions.   |
| 6.6   | Washroom modifications - Install physical separation between sinks, and if possible more sinks. Change out taps, paper towel dispensers and garbage cans to hands-free models if possible. If possible, avoid pressurized air hand dryer.  |
| 6.7   | Keep doors open wherever possible. At main entrance, assign personnel to open doors, if feasible.  |
| 6.8   | Where touch points like door handles and water dispensers remain, paper towels are provided to allow users avoid skin contact and/or install hand gel alcohol-based sanitizers.  |

| <b>7. Canteens and Eating Arrangements. For further information, please refer to "Canteen/Cafeteria/lunch area Protocol".</b> |  |
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| 7.1   | The workforce may be required to stay on site once they have entered it and not use local shops. The workforce should be asked to bring pre-prepared meals and refillable drinking bottles from home. Whenever required, provide individual packaged drinks and meals. |
| 7.2   | Where catering is provided on site, it should provide pre-prepared and wrapped food only.  |
| 7.3   | No food sharing shall be permitted on the jobsite until further notice, i.e., donuts, pizza, buffets, etc.   |
| 7.4   | Dedicated eating areas should be identified on site to reduce food waste and contamination   |
| 7.5   | Break times should be staggered to reduce congestion and contact at all times, guaranteeing proper physical distancing considering the space available in the areas.   |
| 7.6   | Hand cleaning facilities or hand sanitizer should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area.  |
| 7.7   | Workers should sit 2 meters (or 6 feet) apart from each other whilst eating and avoid facing each other and contact between each other.  |
| 7.8   | Reusable Crockery, eating utensils, cups etc. should not be provided to avoid lack of proper hygiene measures; unless they are owned by the worker and a proper station is provided to clean the utensils with detergent by the worker itself.                         |
| 7.9   | Drinking water should be provided with enhanced cleaning measures, as stated previously with water coolers and proper hygiene procedures in place.   |
| 7.10  | Tables should be cleaned and disinfected between each use.   |
| 7.11  | All trash should be put straight in the bin and not left for someone else to clear up.   |
| 7.12  | All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, door handles, vending machines and payment devices.   |

| <b>8. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)</b> |  |
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| 8.1  | If possible, ask personnel to commute avoiding public transportation. If public transportation is required, maintain safe physical distance and use facemasks at all times. Avoid touching your face after touching handrails, door knobs, or any other surface; wash or sanitize your hands immediately after getting off public transport. |
| 8.2  | Encourage employees to bring food from home and organize schedules for breaks and lunch, avoiding overcrowding and group gatherings. Apply staggered lunch   |

**8. Instructions for personnel movement to/from jobsite (Please refer to "Home-work-home Commuting Protocol" for further instructions)**

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|     | periods. If possible, assess food providers for your workers, and offer reliable alternatives, after reviewing their preventive protocols to handle food and delivery.  |
| 8.3 | Instruct personnel to change work clothes before leaving work, if feasible. Also, wash clothes in hot water with laundry soap when arriving home. Leave shoes outside or at entrance, better if soles are sprayed or passed thru mat or tub with sanitizing solution. |

**9. Your Vehicle**

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| 9.1 | <p>Maintain cleanliness and hygiene in the cab, clean and disinfect the steering wheel, door handles, frequently used levers and buttons, seats and in general anything you usually touch with your hands.</p> <ul style="list-style-type: none"> <li>• Truck cabins, should be cleaned after every shift or every time when entering the cabin. Spray shoe soles with chlorine solution every time when entering the cabin. If using cleaning crew, train and equip them appropriately including posting a "This cabin has been sanitized" card or sign.</li> <li>• Clean vehicle frequently to include discharge controls, clamps &amp; clips, and other ancillary equipment where possible.</li> <li>• When cleaning the cab, it is advisable to let it ventilate (10 minutes).</li> <li>• If sharing a vehicle, before handing over for the next shift, disinfect the keys, cab, door handles, etc. and any other items that have been assigned for your work.</li> </ul> |
| 9.2 | When driving, keep windows half open for ventilation.   |
| 9.3 | Try to have disinfectant gel available.   |
| 9.4 | Do not operate or board equipment that has not been specifically assigned to you.   |

**10. COVID-19 Site Coordinator**

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| 10.1 | Please refer to "COVID-19 Site Coordinator Procedures" for further information. |
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