

# Our VOICE

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# Commercial Academy: Developing a world class sales force

by Karl Watson, Jr., President, CEMEX USA



**C**ustomer Centricity is a core value that you've heard me talk about many times. We know and understand that the customer is the reason we are in business and we push ourselves to find creative ways to make our customers more successful, ensure our organization is easy to do business with, and build relationships that are clearly superior to our competitors.

But how do we do this consistently and successfully across the organization?

A new program will be launched globally, known as the Commercial Development Initiative. Part of this initiative includes developing what's called the Commercial Academy. Pilot programs are in development for the US, UK and Mexico.

The purpose of the Academy is to further refine and develop the skills of our talented commercial teams so that CEMEX can outperform our competitors. Through the Academy, our commercial teams will learn how to effectively engage our customers, improve our price management process, and gain a better understanding

of our market segments. Additionally, they will be able to collaborate with others to learn from best practices.

The curriculum for the Commercial Academy is benchmarked from other successful programs such as those implemented by Coca Cola and BBVA. In the US, our strategy for the Commercial Academy will focus on the local level and target very market-specific needs. The basic foundation of the US Commercial Academy will be based on customer relationships and alliances, sales management and strategy.

The goal is that our people, namely our commercial teams, will be the key differential between us and our competitors.

Our sales force is responsible for creating long-term business relationships with our customers, holds knowledge about our customer's needs and pain points, actively identifying new business opportunities and acts as the face of CEMEX to our customer. If we are able to make our teams, and their capabilities, the key differential from our competitors – we will be back on the path to profitability and success.

## Commercial Academy's Goals

- To design a structured and continuous process for creating, maintaining and enhancing commercial competencies.
- To develop training programs with the capacity to evolve toward market needs.
- To define tailor-made programs for each of the Commercial functions (such as Sales Representatives and Account Managers).

# *Job Safe* program has industry-wide potential

Phoenix drivers

Lance Morgan and

Dave Conklin

lead the effort



A discussion during a regular Plant Safety Committee meeting has evolved into a budding program that holds great promise for improving job site safety, and it may well spread beyond CEMEX into an industry-wide practice. *Job Safe* grew out of an idea proposed by Driver **Lance Morgan** from the 7th Street Plant #1953 in Phoenix, Ariz. His initial proposal revolved around a dramatic new approach to improving driver safety—pre-job site planning with the customer.

“The *Job Safe* program is an effort to get the customer involved in ensuring the job site meets a higher standard of safety,” said **Ty Lang**, 7th Street Plant Manager.

*Job Safe* prescribes a pre-planning process that covers a checklist of factors that the customer needs to consider in making sure the job site is ready for a safe delivery. Customers are provided a description of the truck, including weight and measurements. Pre-planning discussions also cover site conditions to ensure the driver has adequate access to the job site, that debris does not pose a danger and that the truck has adequate room and a grade level enough to maneuver.

“The idea is to make safety first,” said Lang. “If we can reach 10 to 20 percent of our customers in the first year with this program, it will be a phenomenal start.”

Morgan initially took the idea to Lang, then wrote a letter describing

the program to **Chad Hustedde**, Vice President and General Manager, Phoenix Ready Mix. Hustedde liked what he read and came to the 7th Street Plant to ride with Morgan and review the types of challenges drivers face on job sites. He suggested Morgan choose another driver to work with him to get the program going. Morgan recruited fellow driver

**Dave Conklin** to flesh out the idea. The two then decided to seek input from the entire driver team, and conducted a survey. They also met with area managers, discussed the program and generated even more ideas. The program was then referred up to **Rob Cutter**, Regional

President, Arizona & Nevada Region, who asked Morgan and Conklin to share the idea with his teams in Las Vegas, Yuma, Tucson and northern Arizona. That generated further input.

“We wanted to get feedback on the idea and improve the finished product,” said Morgan. “Even though it started from a letter, it’s been a group project and accentuates our core values of Safety, Ownership, Teamwork, Customer Centricity, Innovation and Transparency. In particular, *Job Safe*, fosters good customer relations as well as lowers risks and increases safety.”

*Job Safe* now has its own logo that companies can display on trucks to show everyone they support pre-planning for improved job site safety standards.

As the program started building momentum, it reached the highest level

of U.S. operations. Morgan and Conklin were invited to present *Job Safe* to **Karl Watson, Jr.**, President of CEMEX USA and the US executive team.

“Meeting with Karl Watson and his team and receiving their support was the highlight of my career,” said Morgan. “They were very respectful and encouraging.”

The next step for Morgan is to begin sharing *Job Safe* with industry associations in an effort to gain their support for the initiative. He has already scheduled a meeting with the Arizona Rock Products Association and plans to approach the Arizona Promotional Council and the National Ready Mix Association.

“I want to thank Lance and Dave for holding us accountable by bringing this safety concern forward,” said Hustedde. “Their genuine concern for job site safety resonates with all of our employees. Ideas such as *Job Safe*, and the process through which they pushed their idea, is exactly what we need to move our business forward. I am confident *Job Safe* will have industry-wide support, and am thrilled this safety awareness initiative originated from our employees. I appreciate their courage, initiative, and commitment to action that they have contributed to *Job Safe*.”



# JOB



# SAFE



# IEEE international conference tours Balcones cement plant

## Prep work pays off in positive feedback

The Institute of Electrical and Electronics Engineers (IEEE) may sound like a group of professionals involved only in computing, but its members actually hail from many fields and take an interest in virtually all industries. IEEE combined its annual meeting with the Portland Cement Association (PCA), held late last year in San Antonio, Texas. The IEEE's interest in the cement industry became all the more evident when the conference organizers approached CEMEX to ask if a tour of the Balcones cement plant could be added to the convention schedule.

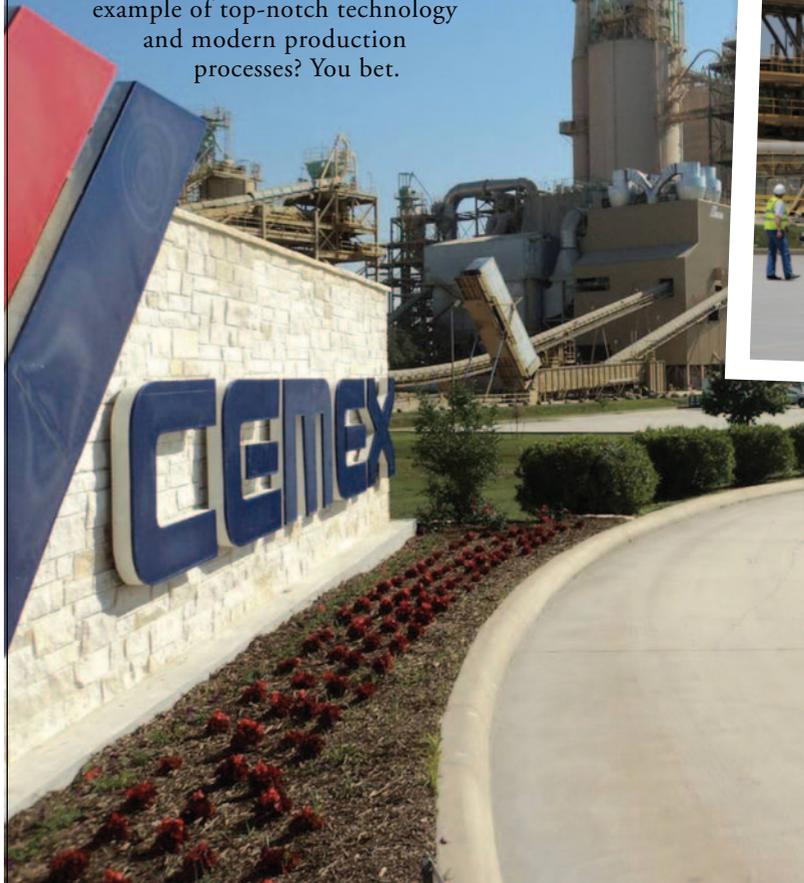
Was the plant willing to serve as an example of top-notch technology and modern production processes? You bet.

"The employees were really pumped and excited to have this opportunity," said **Jimmy Rabon**, Plant Manager. "It took a lot of teamwork to get the plant ready. We always take pride in the way our plant looks, but a bit of new concrete work and a little extra paint gave us all a boost in pride."

The conference attracted approximately 1,000 attendees from around the world, and about 250 took the plant tour. When the group arrived, they were taken to the quarry to experience

an explosive blast of rock from the quarry face. After that rousing start, the attendees visited stations throughout the plant where employees answered questions and provided directions.

"They were very impressed with the way the plant looked and many remarked at how clean it was and the fact that it was actually in operation," said Rabon. "It was a challenge to get ready to show off to the world, but I think our team passed the test."



IEEE Visitors wrap up their tour of the plant.



The team at Balcones poses next to the CEMEX Balcones entrance ready to greet visitors.

# Josh Mandel, State Treasurer, visits Fairborn plant

The Fairborn plant hosted Josh Mandel, Ohio State Treasurer and former candidate for US Senator, at a luncheon where he met with employees and discussed the current job market, the impact of the US construction industry, and the importance of the revitalization of the US manufacturing sector as a key

element of Ohio's economic recovery. "As Ohio State Treasurer, Josh deploys the same principles we rely on in business, 'fiscal conservatism' and 'common sense decision making,'" said **Bob Sullivan**, VP of Government Affairs.

Over 100 attended the event including CEMEX employees, the City

of Fairborn Mayor and other local dignitaries. **Alberto Calleros**, Plant Manager, served as the emcee and host.

"The team came together and did an outstanding job preparing the plant to be in top shape for the event," said Calleros. "Our employees deserve recognition for going above and beyond in making sure the event was a success."



Ohio State treasurer spoke to Fairborn employees about the role of manufacturing as a key element of the state's economic recovery.

# Former Rep. Connie Mack speaks about job creation and Florida's cement industry at Brooksville South

Brooksville South invited former Rep. Connie Mack, R-FL, to take a guided tour of operations at the quarry and cement plant. Mack, who until recently represented southwest Florida in Congress, spoke to employees and reporters about the importance of promoting policies that boost business growth and job creation, noting the important role that cement companies play in the state of Florida.

"CEMEX relies on public officials who are pro-business and will help us grow throughout this economy," said **Robert Sullivan**, CEMEX's VP,

Government Affairs. "This was a great opportunity to show how vital the cement industry is for the infrastructure of Florida and for Florida's growth."

The Brooksville South team's effort to educate local public officials about the scope our industry are essential to its revitalization during the upturn of the economy. Congratulations to everyone involved in the success of this event, which is exemplary in its demonstration of ownership.



Left to right: Jim Daniel, James Morris, Travis Wellman, Connie Mack, Steve Bassler, Eduardo Ferrer.

# Support from CEMEX improves park for community sports

**R**obert Hocks, Environmental Manager, and LeAnn Orick, Environmental Coordinator, at the Fairborn cement plant, recently presented a donation for much needed upgrades to CEMEX Park. The Fairborn Little League baseball and Fairborn Wee Hawks football teams use CEMEX Park as their home fields.

With a \$3,000 contribution, the Fairborn team covered the costs for constructing the park's permanent restroom, which replaced portables, for gravel to improve its roads, and for parking lot improvements. The plant also provided a considerable amount of volunteer labor to complete the upgrades. The park's entrance now boasts a new sign with a CEMEX logo.

"We sent heavy equipment and graded the parking area and spread the donated gravel," said Hocks. "A total of six loads of gravel was provided by contractor Melvin Stone and the Fairborn team. Participation in this partnership provides positive visibility for the plant," said Hocks.

During the last season's opening game ceremony of the Little League baseball team, Plant Manager **Alberto**



**Calleros** and Hocks were invited to receive words of appreciation for the work and support provided by the plant. Then Calleros was asked to throw the first pitch. The season's closing

ceremony hosted a game between the league coaches and eighteen CEMEX employees and managers, which resulted in a CEMEX win and a re-match scheduled soon. Good luck!

## CEMEX USA and ENERGY STAR®: A story of success

**T**his year CEMEX USA's partnership with the Environmental Protection Agency's (EPA) ENERGY STAR® program turns nine years old. Since becoming a member in 2004, and subsequently launching an ongoing Energy Management Program in 2007, CEMEX USA has enhanced sustainability initiatives across all operation levels by strategically reducing energy use and costs.

Our successful implementation of energy management practices across all levels of operation earned CEMEX USA the EPA's prestigious Partner of the Year: Energy Management recognition in 2009 and 2010 under the ENERGY STAR® program. In addition, our operations' efforts to enhance energy-reducing

initiatives continue to achieve local and national recognitions, including the widely recognized ENERGY STAR® certifications.

More than half of CEMEX USA's cement plants have earned the ENERGY STAR® certification during the last six years, demonstrating their placement among the top 25% of U.S. cement plants with regards to energy performance. Our commitment to energy efficiency has resulted in better energy management practices, which include investing in energy conservation and monitoring technologies, conducting energy audits to reduce unnecessary power usage, and installing area power metering equipment to better analyze consumption.

"Our work through ENERGY STAR® is part of our commitment to

sustainability and has significantly enhanced our energy management awareness and practices," said Bhaskar Dusi, Corporate Energy Manager, Process Technology & Sustainability. "These certifications reflect our focus on reducing energy consumption while finding better ways to care for the environment."

Congratulations to CEMEX USA's Energy Management Program team members and to the following plants for earning ENERGY STAR® certifications for these years:

Clinchfield, GA	2007-2013
Louisville, KY	2007-2011
Demopolis, AL	2009-2011
Miami, FL	2011-2013
Brooksville, FL	2012-2013
Victorville, CA	2012-2013
Fairborn, OH	2012-2013
Balcones, TX	2011
Knoxville, TN	2008



## Global conference signals growing importance of aggregates business

### CEMEX now fifth largest aggregate supplier worldwide

The aggregate business within CEMEX has grown significantly over the past few years, and with growth comes increased opportunities. A global conference held in Mottram Hall near the CEMEX Dove Holes Quarry in the United Kingdom gave the company's aggregate experts an opportunity to share knowledge and establish connections that will ultimately help improve our aggregate operations worldwide.

"The amount of experience and talent that we have within CEMEX in the aggregates area is immense," said **Giuseppe Maniscalco**, Strategic Projects Director. "The question is how to best use this in-house knowledge in a way to benefit others. The conference provided a platform for aggregates experts and heads of various countries to interact and share knowledge that will help us improve our aggregates operations, strategy and consequently the financial results."

A total of 39 participants representing 14 countries attended the conference. The event brought together people from Operations, Central Strategic Planning, Innovation and the CEMEX Research Group. Those attending from the U.S. operations included **Cliff Kirkmyer**, Executive Vice President, Aggregates & Mining Resources; **Rod Gamble**, Vice President and General Manager, Phoenix Aggregates; **John Poepelman**, Director of Engineering Services; **Pete Lyons**, Vice President and General Manager, East Region Aggregates; and **Tom Powell**,

Vice President, Aggregate Resources. Three members of the U.S. contingent served as presenters, with Gamble providing an overview of safety practices employed in the U.S.; Lyons providing an update on the Human Capital Development Initiative; and Powell a review of the Best Practice Sharing Initiative.

In addition to sharing information, the participants also toured the Dove Holes quarry, one of the largest and most sophisticated quarry operations within the company's global aggregate operations.

"This quarry visit provided a chance for participants to gain valuable insights about operating and managing a quarry of such scale, and also learn about the various safety measures, planning and operational procedures required for running a large quarry," said Maniscalco.

"We are very excited about the strategic vision that grew out of the conference. The future prospects for the aggregate business look encouraging," said Powell. "This conference gave us an opportunity to exchange views and get to know experts in specific areas of our aggregate business who we can now reach out to for more suggestions or ideas."

More than 800 members of the aggregates division now have access to the initiative through the SHIFT Platform, which will further promote sharing of the progress of the initiative and the work done globally through the conference.

# Louisville company picnic roars back to life

## Team pitches in to help revitalize the grounds

The economic downturn of 2008 forced management at the Louisville cement plant, known as Kosmos Cement Company, to make tough decisions in order to trim expenses. That meant the annual company picnic, a long-standing tradition at the plant, had to be put on hold. But this past year, Plant Manager **Ricardo Quiroga** decided the time had come to revive the grand tradition of hosting employees and their families for a day of food and fun.

“The annual picnic is an important tradition at Kosmos,” he said. “Re-establishing it helps show all of our team they and their families are appreciated.”

Picnic coordinators **Linda Smyth**, Administrative Assistant to the Plant Manager, and **Patrick Granzow**, Control Room Operator, faced a monumental task in preparing Kosmosdale Park, a site where historic Kosmosdale Company housing units once stood. The park had languished during the four-year break and needed a complete overhaul.

Kosmos Activities Committee members **Jesse McCoy**, **Brian Matheis**, **Chelsea McCreary**, **Tiffany Dalton**, **Ashley Padgett**, **Elizabeth Howell**, **Dennis Huff**, **Jim Case**, **Grace Franklin** and Mike Smyth, Linda Smyth’s husband, began the arduous task of rebuilding the park. They rebuilt picnic and service tables, playground equipment, sandboxes and basketball goals.

They repainted the basketball court and the swings, built new fences, re-sanded the volleyball court, power washed the pavilion and graded the roads.

“It was a complete team effort. Everyone worked very hard to ensure all of the employees and their families had a great time,” said Granzow. “And it paid off. The picnic was a lot of fun.”

The sun shone bright on the day of the picnic, as more than 100 employees and their families came together to share a meal and take time to play. The scent of burgers and bratwurst, cooked by members of the plant’s Activities Committee, filled the air.

Other committee members orchestrated activities, like the 3-on-3 basketball tournament, a corn-hole tournament, water balloon toss, BINGO tournament and a three-legged race for kids and “big kids” alike. Maintenance Manager **Brodie Pederson**, Environmental Manager **Shannon Graves** and Continuous Improvement Manager **Alex Guyse** took turns taunting guests and getting drenched in the dunking booth.

“The picnic was highly successful due to their hard work to restore the park, organize the picnic and ensure not even the smallest detail was missed,” said Quiroga. “I commend them on their efforts.”



# From railway to runway

Trains carry the loads for short-run, large-volume job at Fort Lauderdale airport

A delivery trip of approximately 30 miles from the FEC Quarry in West Dade, Fla., would generally be made by truck. But daily volumes of 15,500 tons six days a week would put too many trucks on the road, each making too many trips. Clearly, there had to be a better way to transport 7 million cubic yards of fill - enough to fill Dolphin Stadium twice - to the Ft. Lauderdale/Hollywood Airport for a runway expansion project.

“A project of this nature wouldn’t normally utilize rail because it’s fairly close, but the volume demands of the job were so large that it made the logistics of rail transport work,” said **Frank Prieto**, Regional Sales Manager, Florida Aggregates Division. “The benefits of rail include giving us the ability to enable the contractor to guarantee they can meet the supply schedule, plus we save the fuel that would have been used by trucks, reduce the traffic load on the streets and reduce truck emissions, too.”

The expansion of 9R 27L calls for elevating the runway 65 feet and building a bridge and tunnel over a major highway, railway and commuter perimeter road. CEMEX was awarded 3.5 million tons of the 12 million total tons of

embankment fill needed for the project, which will expand the runway from 3,000 feet wide to 8,000 feet. The quarry made immediate upgrades to meet the demand, while putting a plan in place for long-term upgrades that will enable the quarry to partner on other large-scale projects in the future.

“We added capacity to our lime rock production circuit by investing in equipment upgrades that allowed us to go from 500 tons per hour production to 1,800 tons per hour,” said **Bob Martin**, Vice President of Operations, Florida Aggregates Division. “This project forced us to look at how we produce road base as well, since we typically didn’t produce that type of material in great quantities. We went from producing 50,000 tons per month to producing nearly 400,000 tons per month.”

Fill is now loaded into 80 rail cars daily over a six-hour time frame. Two 80-car trainloads of fill arrive at the job site each day. Once it arrives at the airport, the fill is off-loaded by excavator into waiting dump trucks that make a short trip to the job site. There the fill is dumped, spread and compacted, increasing the runway elevation two to three feet per day.

“We were running at 30 to 40 percent of capacity at the quarry because of the economy before this project,” said Martin. “Now we’re closer to 80 percent capacity. It’s a good thing to add people and see everyone working more hours, which is a good feeling for everyone. We were looking forward to this job.”



# Changing the value proposition Fortium leading the way in ICF construction

A 130-home affordable housing community under construction in Port St. Lucie, Fla., is the first large-scale project that provides an opportunity to showcase the advantages of an innovative concrete mix developed by CEMEX. The mix, named Fortium, contains a proprietary blend of minerals and fly ash that promises to revolutionize the design of Insulating Concrete Form (ICF) buildings. But in order to win this large-scale project and turn it into a prime example of a new technique, a salesperson in the company's Gypsum Division had to think beyond her division and begin connecting with others in the company.

**Monica Miro**, ICF Specialist, learned about the Port St. Lucie project in April of this year. She was looking for a way to gain a competitive edge on the ICF bid and contacted **Robert Irish**, Account Manager, and **Barry Brennan**, District Sales Manager, in the Florida Ready Mix Division. Together, they saw an opportunity to utilize Fortium and deliver significant cost savings to the project.

"In the past, if a builder wanted to use ICF, they would talk to an ICF manufacturer and make the purchase," said **Bryan Goerger**, Director of Market Development. "Then they would turn to concrete producers to simply get the best price. They saw all of us concrete producers as the same—we offered an equal product in their eyes."

With the development of Fortium, CEMEX sought to change the value proposition because Fortium allows the builder to remove up to 75 percent of the steel reinforcement used in ICF, particularly in high wind environments. Fortium also allowed for a complete re-design of the forms, resulting in dramatic savings in

the cost of construction labor.

"With Fortium, we can now panelize walls," said Goerger. "Instead of delivering small, 5 sq. ft. blocks, which had to be placed individually, we can now provide 8 ft. by 20 ft. panels that fit together like puzzle pieces. We can even custom design wall panels, so we have revolutionized the ICF construction process with Fortium."

Prior to the Port St. Lucie project, Fortium had been used for a home construction in Katy, Texas, and a limited number of homes in northwest Florida. Since the contractors on the Port St. Lucie job were unfamiliar with Fortium and the new ICF designs, they were skeptical.

"Monica, Robert and Barry worked together with the contractors to put their minds at ease and reassure them of the validity of our claim," said Goerger. The combined savings on the forms and the labor amounted to a hefty 27 percent reduction in overall costs—a savings the contractors could not pass up.

The \$1.1 million dollar project will utilize up to 2,600 cubic yards of Fortium in 39,000 ICF panels, with the potential to add an additional 900 cubic yards of concrete.



# CEMEX commissions five wind turbines at two California operations

The statewide generating capacity of the turbines is 7.2 megawatts

As part of a commitment to securing clean energy for powering our plants, CEMEX USA commissioned five wind turbines in California at the Madison quarry and at the Victorville cement plant, with a total generating capacity of 7.2 megawatts.

The wind turbine projects, which result in zero emissions, promote our goals of reducing the carbon-footprint of our operations and advance our progress on the path towards a more sustainable future.

The wind turbine in Madison, Calif. generates enough energy to power over 200 average-sized American households annually, while preventing 1,500 tons of CO<sub>2</sub> emissions. Nearly 30 percent of the quarry's energy consumption is produced by the turbine.

The remaining four wind turbines are at the Victorville cement plant and generate enough energy to power more than 1,500 average-sized American households annually, preventing over 11,000 tons of CO<sub>2</sub> emissions. Approximately 6 percent of the facility's energy consumption will be produced by the turbines.

"Our progress towards a more sustainable, energy-efficient and cost-effective future is a priority," said Karl Watson, Jr., President of CEMEX USA. "CEMEX is proud to represent a successful model of the use of renewable energy in the industry."

CEMEX partnered with Foundation Windpower, a California-based distributed wind development company, for the development, construction, financing, and operation of the wind turbines.

"These projects demonstrate

CEMEX's commitment to find creative ways to save costs and comply with increasingly stringent air quality regulations in California," said Matt Wilson, CEO of Foundation Windpower. "If more companies could follow CEMEX's visionary commitment to find new ways to operate industrial facilities in a sustainable fashion, then the world would be a better place."



The wind turbine at the Madison quarry was commissioned in October 2012 and was CEMEX's first wind turbine project in the U.S.



Earlier this year, CEMEX hosted a ribbon-cutting event in honor of the commissioning of the four turbines at the Victorville facilities.

Left to right: Bob Kniss, Southern California Edison; Joe Pimental, President of Foundation Windpower; Bhaskar Dusi, Corporate Energy Manager, Process Technology & Sustainability; Karl Watson, Jr., President of CEMEX USA; Luis Oropeza, EVP, Cement Operations; Cesar Millan, Victorville Plant Manager; and Matthew Wilson, CEO of Foundation Windpower.

# Taking charge of equipment reliability In-house effort saves money and improves results

For many years, much of the testing and examination conducted on the company's cement plant equipment was done by outside engineering firms. But in 2007, a decision to bring the reliability effort in-house has proven to be overwhelmingly effective in not only saving millions of dollars in fees, but also in improving the overall effectiveness of ensuring that plant equipment runs reliably.

"We looked internally and recognized that we had the people and the capability to train them to do the job in-house," said **Carlos DaSilva**, Vice President, Corporate Reliability & Projects, Cement Operations.

In order to conduct this crucial testing on a wide range of plant equipment, he and Corporate Reliability Managers **Matt Stone** and **Bob Brown**, procured equipment, developed new software and internet tools and trained 17 personnel within the plants, including Plant Reliability Engineers **Katsuro Moriya** and **Eric Bond**.

In 2009, Kiln Alignments and Non-Destructive Testing (NDT) began without the assistance from outside engineering firms. The corporate reliability staff maintains several sets of ultrasound NDT equipment that it ships to plants. This equipment translates probe data and produces a graphical display that can be used to zoom in on particular areas for closer investigation. The corporate reliability managers typically act as consultants to plant reliability personnel, who often provide the necessary people to facilitate inspections when removal of equipment parts is required or when ladders or lifts are needed.

"We involve the plant reliability engineers because it's important that the people who are familiar with the equipment do the testing," said Brown. "This is also one way we have improved the overall reliability effort. We can make better decisions as to whether an issue requires immediate attention, or if it's something that we can continue to monitor."

Reliability testing is crucial to maintaining the overall operational health of a plant. Equipment failure can cause widespread disruptions or even halt production entirely. Some parts, such as gears, are made to exacting specifications and can take up to six months to replace. They are also too costly to keep on inventory in the event of a breakdown.

"The objective of our job is to be proactive on finding potential failures so we can plan accordingly for the future," said Moriya. "If equipment breaks unexpectedly, we're going to lose productivity for longer periods of time. So we're trying our best to proactively detect possible failures to protect our equipment, maintain production and reduce costs in the long run through improved planning."

DaSilva makes the point that the process of testing could

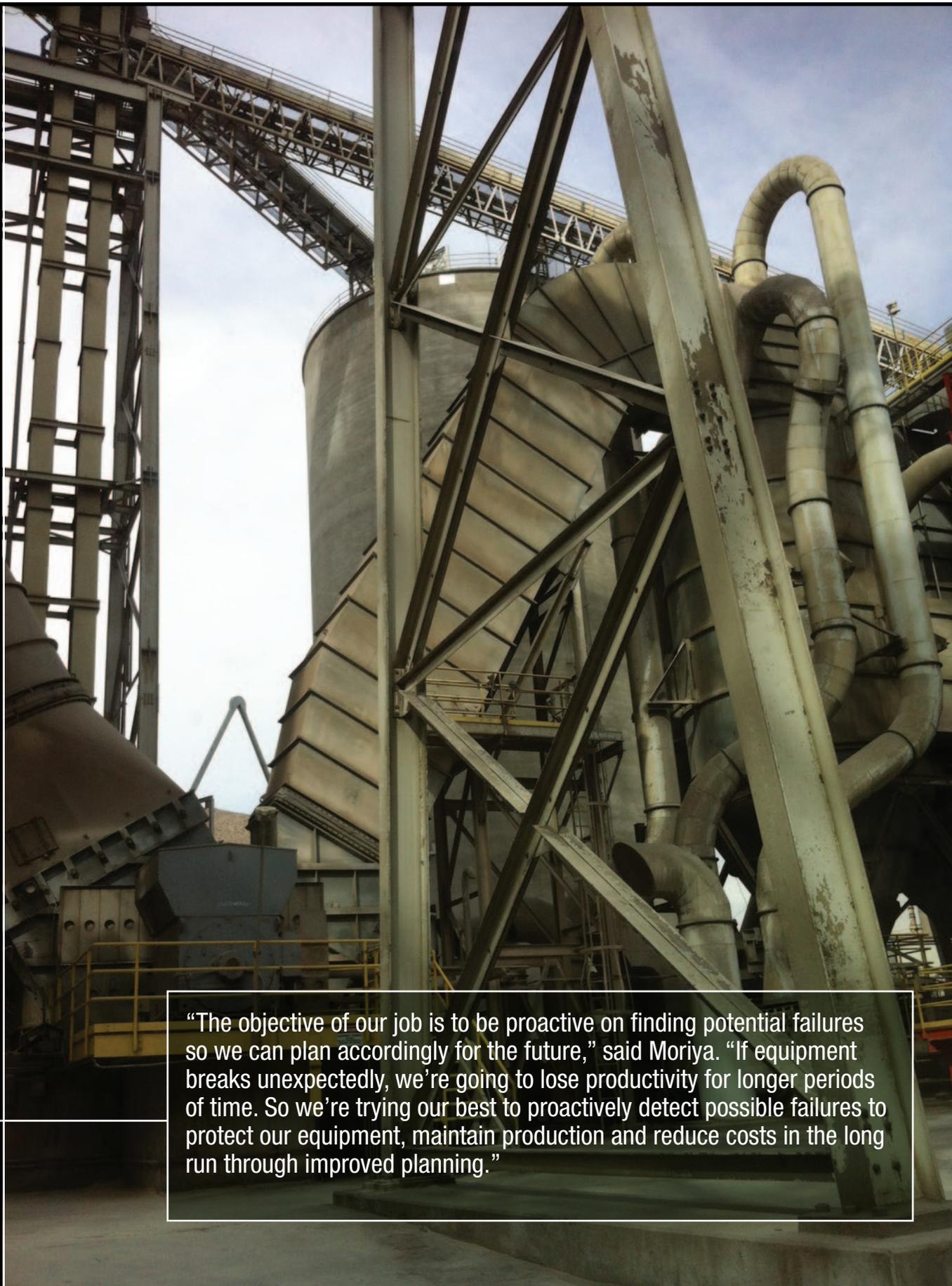
qualify for a segment on the "Dirty Jobs" television show. It's hot, dusty, and can be physically demanding.

"To execute these jobs requires working in high temperature environments, like kilns, and working from heights or in confined spaces," he said. Yet the in-house efforts are paying off in many ways.

"We inspect quite a bit more equipment than the contractors used to, and we're more efficient and flexible," said Stone. "I think we do a better job because we take ownership of the equipment. When we used contractors, many were often brand new to the job. But internally, we now have three years of experience, and we're really getting good at identifying the issues."



To maintain cement kilns, bi-annual measurements of the kiln's position in relation to the centerline are performed by the use of laser-enabled surveying equipment. These surveys, or Kiln Alignments, along with shell ovality measurements, enable the identification of potential issues with the mechanical stability of the kiln.



“The objective of our job is to be proactive on finding potential failures so we can plan accordingly for the future,” said Moriya. “If equipment breaks unexpectedly, we’re going to lose productivity for longer periods of time. So we’re trying our best to proactively detect possible failures to protect our equipment, maintain production and reduce costs in the long run through improved planning.”

# Transparency in the workplace

If you've ever lived in or visited a big city, then you've probably had the opportunity of seeing a transparent building, the kind that seem to be made of nothing but windows or glass through which you can see, even from across the street.

Transparent buildings have clear structures and boundaries. Their contents are made visible to everyone at any angle. It's easy to see what the people inside are doing and where they're at. You can also know what you're entering into before you walk through the front doors. They are truly remarkable and awe-inspiring pieces of architecture.

Being transparent at work can be similarly remarkable. Everyone can see into a project plan and have no problem identifying its structures and boundaries. It becomes easy to see what everyone is working on and how they're doing, and everyone has a clear idea of what they're entering into before they start.

German architect Helmut Jahn, whose buildings represent a symbiotic collaboration between architecture, engineering and building technology based on transparency, openness and inner flexibility, once reflected, "Transparency is not the same as looking straight through a building: it's not just a

physical idea, it's also an intellectual one."

He's right. Transparency is more than physical visibility: It touches upon our intellectual and cognitive ability. It builds trust, promotes accountability, and helps everyone have clear expectations. When your colleagues can see right through you—and correctly perceive your intentions, expectations, and the parameters you've set for a project—they will feel more empowered and organized.

Share your vision. Be clear with people. Don't hide information. Communicate results. Be transparent.



Sony Center located at the Potsdamer Platz in Berlin, Germany. Architect: Helmut Jahn

# Celebrating service at CEMEX

In this issue of “Our Voice,” we’re launching a new tradition. Each quarter we’ll dedicate a page to those employees celebrating 30 years or more of service at CEMEX. We congratulate those who are celebrating their loyalty to CEMEX and their commitment to Ownership this quarter.

Marvin Fowler	57 Years	Tom E Dean	39 Years	Gary E Darby	35 Years	Kerry Hall	33 Years
Bobby R Law	45 Years	Thomas C White	39 Years	James E Werschky	35 Years	Lowell E Romines	33 Years
David G Barnes	44 Years	George W Law	39 Years	Fred C Ackley	35 Years	James S Lee	33 Years
Harold D Lake	44 Years	Veronica Alfonso	38 Years	Guster C Pitts III	35 Years	Richard C Weiss	33 Years
Leo F Baker	42 Years	Thomas Young	38 Years	Clayton D Bryant	35 Years	Roger L Ritchie	33 Years
John Thomas Fagan	42 Years	Stephen N Gogert	38 Years	Gregory H Martin	35 Years	Linda J Lyons	33 Years
Gary L Warner	41 Years	Roland Zamarripa	37 Years	Jordan Cainion	35 Years	Ralph Pollard	33 Years
David C Foster III	41 Years	Anton E Legoo	37 Years	Charles E Compton	35 Years	Ralph W Finney	33 Years
Randy L Kerns	41 Years	Barry W Brandenburg	37 Years	Ronnie D Thompson	35 Years	Bob Perkins	32 Years
Larry W Etheridge	41 Years	Sam W Williams	37 Years	Ronald E Niemi	35 Years	Darryl L Cunningham	32 Years
Terry A Wilson	41 Years	Eleuterio Alvarez	37 Years	James G Giles	35 Years	Larry K Wilkerson	32 Years
George L Fulkerson	41 Years	Charles R Dunn	37 Years	David Pont	35 Years	Rupert C Brammer	32 Years
Kenneth Patrick	41 Years	Larry J Farmer	37 Years	Perry T Streetman	35 Years	Luciano Garcia	32 Years
Frans J Meens	41 Years	Robert L Ozment	37 Years	Edwin K Smith Jr	35 Years	Charles B Waddell	32 Years
Jorge Fernandez	41 Years	Frank A Fuentes	37 Years	Robert W Gibson	35 Years	Mitchell A Wetch	32 Years
Teresa J Vaara	40 Years	Martin B Buckland	37 Years	Judy A Allen	35 Years	Jeffrey L Henderson	32 Years
Scott Henriksen	40 Years	Richard P Gulick	37 Years	George Taylor Jr	35 Years	Peter H Cotter	32 Years
William E Wood	40 Years	Richard A Boykins	37 Years	Ruben Navarro	34 Years	Stacey L Smith	32 Years
Albert Lomax Jr	40 Years	John R Dutkin	36 Years	Charles J Rose	34 Years	Joe Sassenhagen	32 Years
Larry L Parker	39 Years	Barry S Brennen	36 Years	Gregory D Scaggs	34 Years	Russell B Eavenson III	32 Years
James H Paul	39 Years	Melvin L Wardlaw	36 Years	Melvin Knott	34 Years	Nigel L Jackson	31 Years
Ralph L Navarro Jr	39 Years	David Sterling	36 Years	Steven A Rang	34 Years	Stephen E Ring	31 Years
Lori L Sticklel	39 Years	Kenneth D Harbison	36 Years	Bobby Owens	34 Years	Jon D Abbott	31 Years
		David S Haizlip	36 Years	Rodney C Jackson	34 Years	Miguel A Castaneda	31 Years
		Marvin L Thomas	36 Years	Rodrigo Cerda	34 Years	Albert L Luttrell Jr	31 Years
		Thomas E Robbins Jr	36 Years	Patrick J Eggleston	34 Years	Randall T Strange	31 Years
		Howard E Pryear	36 Years	Carolyn P Schmidt	34 Years	David L Harper	30 Years
		June P Graham	36 Years	Michael W Impson	34 Years	David R Hall	30 Years
		Leland D Preston	35 Years	Edward A Maskulka	34 Years	David Ball	30 Years
		Dennis C Evans	35 Years	Richard E Porter	34 Years	Johnny L Pharrams	30 Years
		Gregg T Brower	35 Years	Dennis S Maldonado	34 Years	Robert L Steamer	30 Years
		Steve A Harris	35 Years	Charles A Carew III	34 Years	Michael Hutton	30 Years
		Billy L Barrett Jr	35 Years	Clarence Robinson	34 Years	Eric S Schubert	30 Years
		Dennis E Bohanan	35 Years	Ernesto J Ramos	34 Years	Jerome W Wiggett	30 Years
		Arturo G Spencer	35 Years	Gerald G Carter	33 Years	Karl L Woolsey	30 Years
		Richard R Bober	35 Years	James R Lamon	33 Years	Thomas E Ivey	30 Years
		William T Whiggum	35 Years	Guy C Lohman	33 Years	Alan S Barenthin	30 Years



# CEMEX operations' Best Practices

The Process Assessment area (PA), besides executing global operational audits on an annual basis, identifies and shares with all business units the initiatives that local CEMEX operations have successfully implemented in their countries. PA believes these best practices might be of interest to you to improve the productivity, efficiency and safety of your operations.

We invite you to visit Process Assessment's Best Practices site in Shift. Here you will find all the best practices gathered and published since 2002 through 2012. If you believe any of these ideas could benefit you, please contact the initiative leader listed on the site.

**Documented Best Practices since 2002**  
<http://tinyurl.com/documentdbp>

On the other hand, if you have successfully implemented any local initiative which you would like to share with the global CEMEX community, please upload your proposal using the following link, and the Process Assessment team will review it and share it worldwide. You can also contact any Process Assessment team member if you have any questions about the process.

**Propose a Best Practice!**  
<http://tinyurl.com/proposebp>

In 2012 Process Assessment identified 22 best practices, of which seven (32%) came from Germany.

USA has begun using mobile platforms for hatch manipulation of cement trucks, increasing safety, mobility and adaptability at a lower cost

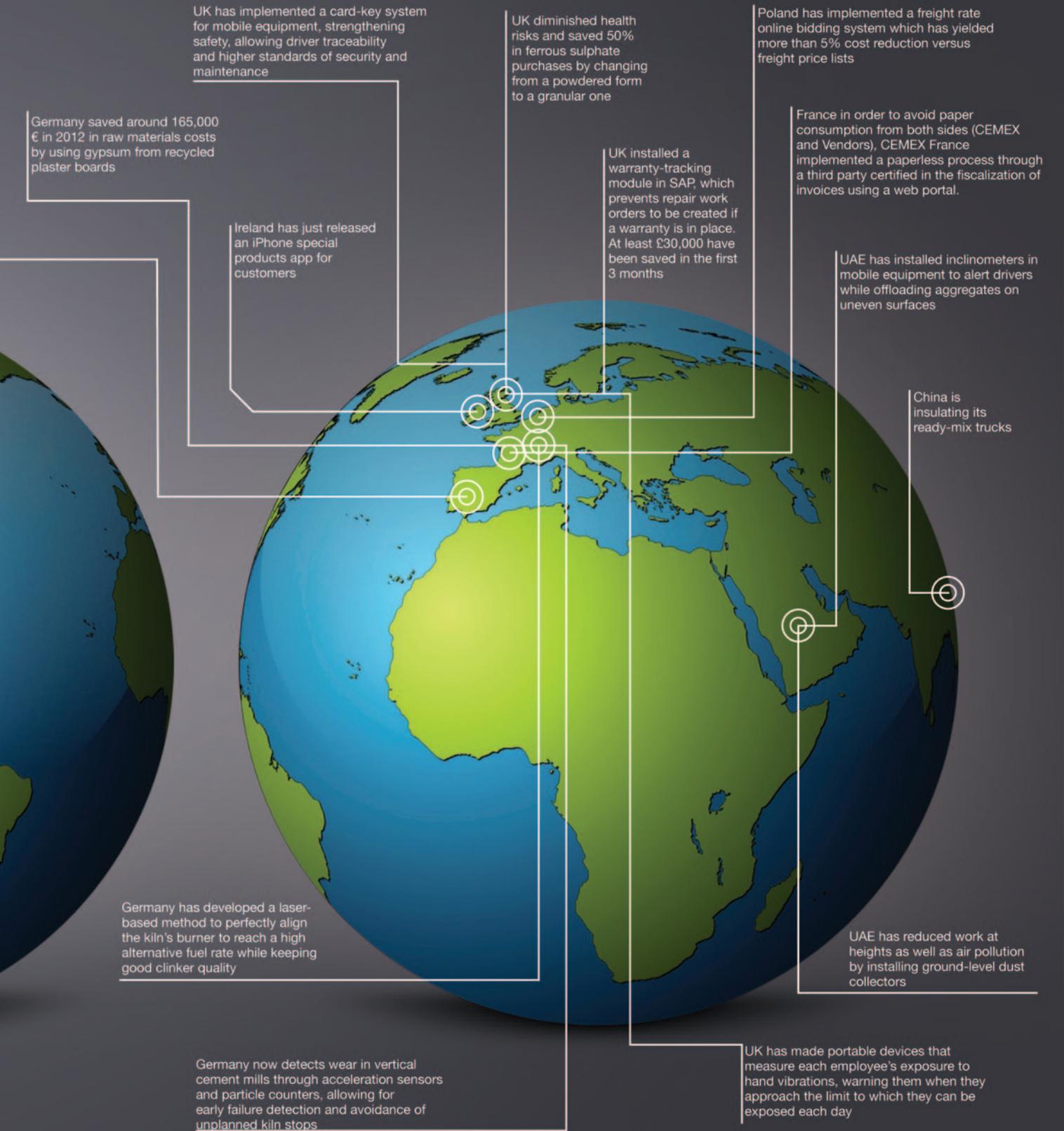
Spain is saving around 1,500 € per month by automatically re-initiating its concrete recycling equipment, CEMEX in France has reduced invoice printing by 5,800 pages per month



	GER	UK	FRA	UAE	USA	POL	SPA	CHI	IRE	TOTAL
Cement	5	2								7
Ready Mix			1	1	1		1	1	1	6
H&S		2		1		1				4
Logistics					1	1				2
Commercial	2									2
Aggregates		1								1
BSO			1							1
<b>TOTAL</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>23</b>



# Innovations from around the world



# Join the Fight Against Climate Change at Work

Did you know that the energy used by a building to support just one office worker for a day causes over two times more greenhouse gas emissions than that person's drive to and from work? Take a look at the ideas below to save energy at work and help fight climate change.

## LOOK FOR THE STAR.

It's not just your TV or refrigerator that can earn EPA's ENERGY STAR, but so can the buildings where we work, shop, play and learn.

## TAKE A TOUR.

Explore EPA's animated office ([energystar.gov](http://energystar.gov)) and learn how you can save energy and fight climate change right at your desk.

## GIVE IT A REST.

Use the ENERGY STAR power management settings on your computer and monitor so they go into save mode when not in use. Also use a power strip as a central "turn off" point to completely disconnect equipment from the power supply.

## UNPLUG IT.

Unplug electronics such as cell phones and laptops once they are charged. Adapters plugged into outlets use energy even if they are not charging.

## LIGHT UP YOUR WORKLIFE.

Replace the light bulb in your desk lamp with an ENERGY STAR qualified bulb, which will last up to 10 times longer and use 75 percent less energy. Turn off the lights when you leave, especially at the end of the day.



Building the future™

