

Multiplex Canada Impact Report 2024



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Multiplex is a premier construction company with a simple purpose: **to construct a better future.**



Company Profile

Local Builder. **60+**
Global Reach. MULTIPLEX

Multiplex is a premier construction company with a simple purpose: to construct a better future.

We are a leading global contractor shaping skylines and creating thriving places around the world for more than 60 years.

With over 1,140 projects completed globally to date, Multiplex has an unrivalled depth of construction experience across all sectors and asset classes. We have established industry leadership and our clients benefit from the very best expertise, systems, processes, innovation, and experience. Our 2,700+ team members across three continents provide us access to extensive construction resources and expertise from around the world. Our focus is on detailed construction planning, innovative problem solving, thorough risk management and creating a 'one team' approach between the client, consultants, supply chain, community stakeholders and the Multiplex team.



CANADA

2011 Established in Canada
140+ People
US\$3bn Work to date
52 Projects to date

UNITED KINGDOM

1999 Established in UK
740+ People
US\$16bn Work to date
96 Projects to date

AUSTRALIA

1962 Established in Australia
1,780+ People
US\$81bn Work to date
943 Projects to date

Our Purpose, Mindset and Values

Built to outperform.

Outperformance is a mindset shared by our people. Combined with our inherent values, it is the foundation of our Multiplex culture and enables us to fulfill our purpose to construct a better future.

Our clear purpose and ingrained values drive our ESG efforts now and into the future. They support our people to thrive in tackling the most complex challenges and outperforming in all they do.

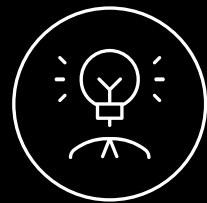
We seek to construct a better future through ESG actions that harness opportunities and enable our people, projects, communities and industry to reach their full potential. In practical terms, that means focusing on actions that will deliver the greatest impact and materiality for everybody.

OUR PURPOSE



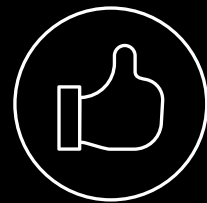
To construct a better future

OUR MINDSET



To outperform in everything we do

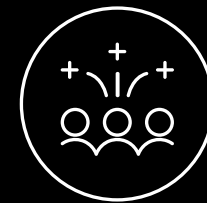
OUR VALUES



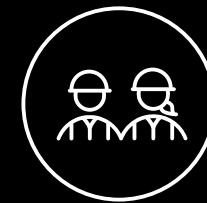
We keep it real



We care about people



We are collaborative



We have grit



Foreword

At Multiplex Canada, building with purpose is more than a commitment—it’s our compass. As we navigate an increasingly complex and rapidly evolving world, our focus remains fixed on delivering projects that not only meet today’s needs but actively shape a better tomorrow.

In 2024, we took significant strides forward. We strengthened our subcontractor engagement strategy to ensure every new project includes monthly reporting on fuel consumption, equipment use, and social procurement. These measures create transparency, build alignment amongst all our partners, and bring our collective efforts closer to achieving net zero.

We continued to deepen our presence in key ESG forums, both locally and on the global stage. From the Net-Zero Construction Conference to CAGBC’s Building Lasting Change, we shared knowledge, listened to our peers, and advocated for solutions that elevate sustainability across the sector. We believe leadership is demonstrated not through declarations, but through consistent action.

Internally, we advanced equity through the continued growth of our Women’s Network, fostering dialogue, mentorship, and development opportunities. Externally, we expanded our social impact initiatives, from community engagement and environmental clean-ups to partnerships with non-profits and fundraising efforts.

Construction began on two significant, city-led projects—the Kitchener indoor recreation complex and the Etobicoke Civic Centre—both designed with sustainability and community at the forefront.

We’re proud of the progress we’ve made and remain committed to delivering positive impact through our projects, partnerships, and people. The path ahead is clear: to lead with purpose, and to keep building for a better future.

Derek Gorgi
Managing Director, Multiplex Canada



“As we present our 2024 Impact Report, we highlight progress driven by collaboration and responsible growth. Multiplex Canada advanced its Environmental, Social, and Governance goals with practical actions and measurable outcomes.



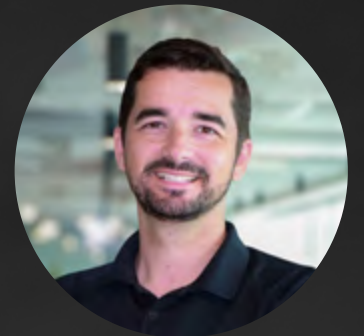
Environmentally, we improved climate resilience and decarbonization efforts, working closely with trade contractors to expand Scope 3 emissions data collection and promote resource efficiency.

Socially, we strengthened health, safety, and wellbeing through Energy-Based Safety and STKY frameworks, alongside investments in mental health, flexible work, and inclusive programs.

Governance improvements focused on transparency, accountability, and integrating double materiality in decision-making, maintaining open dialogue with stakeholders.

This report shows how we translate commitments into action, building safer, sustainable, and equitable workplaces.”

Mark Nolan
Director of Safety, Health, Environment & Quality (SHEQ)



“As we continue our journey toward a more sustainable future, 2024 stands out as a year of meaningful progress and purpose-driven action. We advanced our decarbonization efforts with measurable steps—introducing fuel reporting requirements for subcontractors and actively sharing knowledge across the industry to drive collective progress. Our commitment to social impact was equally strong, with health and safety leadership, diversity, and workforce development remaining central to our initiatives. With several sustainability-focused construction projects now underway, including our very first net-zero building in Canada, the path ahead is clear. We remain focused on achieving our sustainability goals while making a lasting, positive impact in the communities we build.”



Anya Barkan
Senior Sustainability Manager



Our ESG Principles and Strategy

With ESG embedded in our global business, we focus our efforts on five core principles - Environment, People, Communities, Partnerships, Governance and Operational Excellence. Within our core principles, we pursue actions where our opportunity for positive impact is the greatest and the impact of our efforts the most material.

Earliest involvement for maximum impact

Following research across hundreds of our projects, we know our greatest opportunity for impact is in the pre-construction phase. With that in mind, we seek opportunities for early collaboration with our stakeholders, to understand how we can support each other's ESG goals and broaden our collective impact.

We have committed to having an upfront conversation with our clients about how we can value engineer the design and delivery of our projects to have a positive impact on ESG outcomes. We seek to have those conversations as early as possible.

Measuring success through impact

Our focus on impact and materiality also guides how we measure our success. While we have clear targets to help drive action, we are motivated by the depth and breadth of our impact and the stories behind what we have achieved. This applies across our business - from how we report on safety to how we measure



Environment

Pursue actions that have the greatest opportunity for positive and material impact

FOCUS AREAS:

- GHG Emissions**
- Embodied Carbon**
- Circular Economy**
- Environmental Protection**

E



People

Caring for our people and those around us by:

- Keeping them safe.
- Attract, develop, retain & reward

FOCUS AREAS:

- Culture**
- Health & Safety**
- Mental Health & Wellbeing**

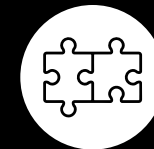
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Communities

Connecting and enriching our communities

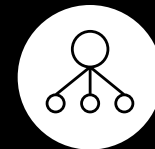
- Community Engagement**
- Diversity & Inclusion**



Partnerships

Building rewarding partnerships with our clients and supply chain

- Industry Collaboration**
- Social Procurement**



Governance and Operational Excellence

Having sound business practices to manage risks and realize opportunities

FOCUS AREAS:

- Quality Assurance**
- Knowledge Sharing**
- Digital Dashboards**
- Model First**
- Management Systems**
- Human Rights**

G

ESG Timeline








Environment

Decarbonization Roadmap

Our Decarbonization Roadmap sets the foundation and defines the actions we need to implement by 2030 in line with our carbon reduction targets and the ultimate goal of net zero carbon for our supply chain by 2050 or earlier.

Our decarbonization action area goals are:

| | | |
|--|--|--|
| <p>1</p>  <p>Zero onsite emissions by 2030</p> | <p>2</p>  <p>Zero office emissions by 2030</p> | <p>3</p>  <p>30% reduction in embodied carbon intensity by 2030</p> |
| <p>4</p>  <p>Zero avoidable waste and 50% reduction in waste intensity by 2030</p> | <p>5</p>  <p>Single use plastic free offices by 2025</p> | |



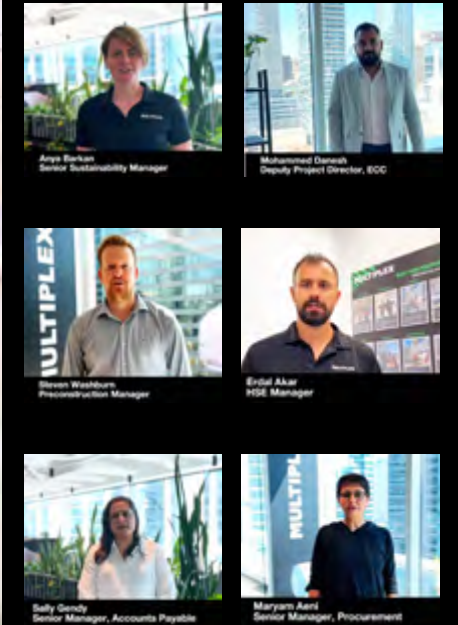
Click [here](#) to learn more about the **DECARBONIZATION ROADMAP**

In 2024 we continued to make progress toward our five decarbonization goals through targeted actions and industry collaboration. By implementing B20 bio-diesel across most of our sites, we actively reduced on-site emissions. We partnered with Low Carbon Now and ContractorsCAN to support research and drive industry-wide engagement on reducing embodied carbon. We engaged our supply chain on key initiatives such as Sustainability Expos to increase awareness of low carbon construction solutions available on the market and monthly fuel consumption data collection for all our subcontractors on site.

In 2024 we commenced construction on two forward-thinking projects – Etobicoke Civic Centre and Kitchener’s Indoor Recreation Complex - both designed to meet some of the highest environmental standards in Canada. Through strategic actions we work together with our project partners and supply chain to address climate change collectively and proactively.

Sustainability Committee

Our multi-disciplinary Sustainability Committee develops and promotes decarbonization initiatives to progress the company towards the five goals of the Decarbonization Roadmap. The Sustainability Committee is comprised of representatives from pre-construction, procurement, finance, business development, and site operations, ensuring all functions of the organization are leveraged and engaged.



Watch the video in this [link](#).

Industry Engagements

2024 was a big year for participation in national and global ESG forums to share knowledge, set benchmarks, and champion best practices. We contributed to the dialogue on sustainability through speaking engagements at the [Ontario Architects Association conference](#), [Net-zero Construction Conference](#), [CAGBC's Building Lasting Change](#) and [Procure Groundbreak conference](#).



Environment

Industry Collaboration

We actively engage with our partners and stakeholders to work together towards our ambitious emission reduction targets and steer the construction industry towards sustainability. Collaboration is the key to advancing decarbonization in construction, working together to inspire change in the industry.

As part of the Low Carbon Now initiative, we have partnered with a group of architects, engineers and consultants to encourage interdisciplinary ideation and share perspectives on what we can do now to accelerate residential buildings to net-zero. In 2024 we collaborated on the [Better Balconies study](#) comparing six different designs and evaluating their carbon impact.



Multiplex looks to bring its supply chain along on low-carbon pathway
Construction firm targets significant operational, material carbon reductions by 2030 and 2050

Real Estate Construction Toronto / GTA Dec 9 2024

Tyler Choi
Business editor

Multiplex Construction Canada Ltd. has a vision for its construction business — achieving zeroes across the various carbon emissions standards.

The Australian-based firm has operated in Canada since 2011, building and renovating a mix of residential, commercial, institutional and industrial buildings. Primarily serving the Toronto area, its finished work includes Grid Condos, Aon's headquarters, the Bay Adelaide East Tower and Podium, and the Museum of Contemporary Art in Toronto.

Multiplex is using low-carbon 4Refuel on its construction sites to address its greenhouse gas emissions. (Courtesy Multiplex Construction Canada Ltd.)

Reaching net-zero on construction sites and office operations by 2030 and building a net-zero supply chain by 2050 are its aspirations, aligning these commitments to a [climate target approved by the Science-Based Targets initiative](#).

Galvanizing Multiplex's drive toward sustainable practices is knowing "that's where the industry is heading." Anya Barkan, a senior sustainability manager at the company, told Sustainable Biz Canada in an interview. "Just seeing how the industry is changing, climate change is not going away, it will continue to be something that we will have to deal with."

In recognition of its progress, Multiplex took home the award for Excellence in Sustainability in the [2024 Groundbreaker Awards](#), besting two U.S.-based firms in the final judging.

Click [here](#) to read the article.

BDP Quadrangle
16,237 followers

We are excited to announce the release of BDP Quadrangle's latest study, developed in collaboration with Multiplex, RWDI, Lukachko Climate Strategies, Sapphire Balconies, Res Precast Inc., and Global Precast Inc.. This research, a key supplement to our Low Carbon Now initiative that explores the impact of residential balconies in multi-unit buildings, focusing on thermal performance, embodied carbon, constructability, and cost. Given the importance of balconies in Toronto's high-rise market, this study compares six different designs—including industry-standard cast-in-place slabs, structural thermal breaks, and precast systems—evaluating their carbon impact using a ratio of thermal performance (RSI) to global warming potential (GWP).

This study offers a comprehensive look at the technical aspects of balcony design, emphasizing the importance of research that informs holistic design decisions, as evolving sustainability standards and the ongoing focus on housing supply, affordability, and livability keep balconies central to Toronto's housing discussions. Indeed, at BDP Quadrangle, we are committed to ensuring all of our projects net-zero carbon ready by 2030, and research like this helps drive our progress towards that goal. We would like to extend our gratitude to our collaborators for their invaluable contributions to this study. Together, we are pushing the boundaries of sustainable architecture and advancing the future of urban development.

Learn more about this study by clicking the link below:
<https://roomzy.com/02w>

#SustainableDesign #LowCarbonNow #NetZero2030 #BDPQuadrangle #UrbanDevelopment #BalconyDesign #EmbodiedCarbon #ThermalPerformance #GreenBuilding #EcoFriendlyArchitecture #BuildingTheFuture #CollaborativeResearch #EnergyEfficiency #CarbonReduction #TorontoArchitecture

Better Balconies - Low Carbon Now:
The Study of Residential Balconies

Learn more about Better Balconies [here](#).

Subcontractor Engagement

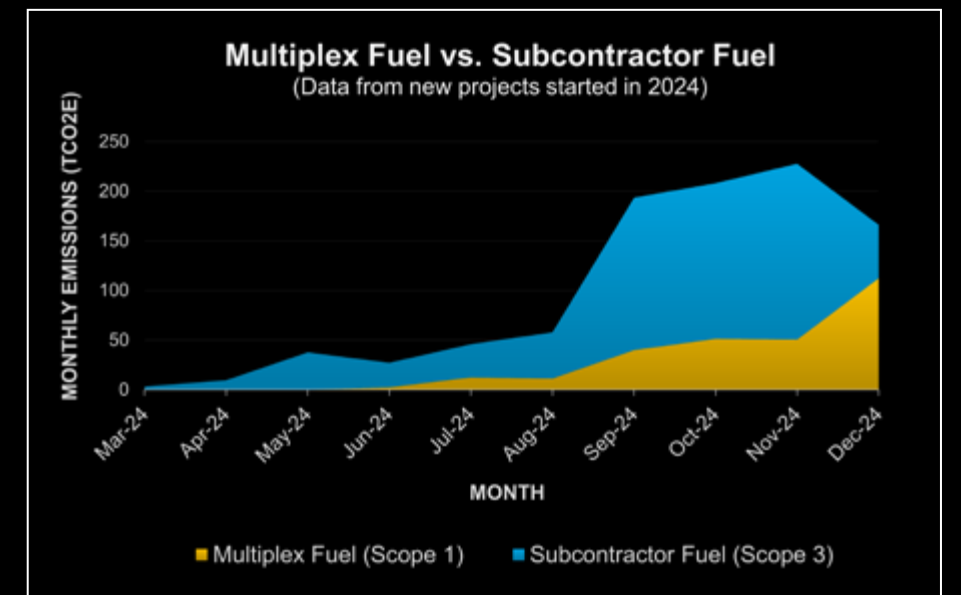


Multiplex Canada is actively engaging our supply chain on our roadmap to decarbonization.

For all new projects starting in 2024, we have updated our contract conditions to require all subcontractors to report monthly on their fuel consumption, equipment on site and social procurement.

Utilizing our document management system we implemented easy-to-use templates for our subcontractors to input the data on a platform that they are already using on the project.

Subcontractor fuel represents a significant portion of our Scope 3 emissions, and it is critical we get our trades involved to track emissions, set a baseline and collaborate on implementing solutions. Using this data, we will target high emission sources and support the construction industry on our journey to net zero.



Environment

Sustainability Expos



Multiplex Canada is actively engaging our supply chain on our roadmap to decarbonization. We increase awareness of low carbon innovation in the industry and bring the solutions directly to our sites. As part of Sustainability Month – September - at Multiplex, we host Sustainability Expos on our sites.

In 2024, we hosted Sustainability Expos on our Etobicoke Civic Centre and Kitchener’s Indoor Recreation Complex projects sites. In collaboration with one of our equipment rental partners, we had an impressive line-up of vendors showcasing their innovative low carbon equipment that is currently available in the market. We invited our

site personnel, trades, project partners and industry professionals to connect directly with the solution providers.

From battery excavators to hybrid generators, electric tower lights to bio-diesel applications, the expos provide a unique experience to learn about and test out the latest developments in low carbon construction equipment. Our goal is to raise awareness, spark conversations, inspire change and empower action towards decarbonization.



Click [here](#) to read the 2024 published article.

Embodied Carbon in Construction

The reduction of embodied carbon in the built environment is crucial in the decarbonization of the construction industry. Embodied carbon represents 11% of global carbon emissions. Using Building Information Modelling (BIM) technology and material quantity estimates, Multiplex forecasts the embodied carbon footprint of our buildings and assesses the embodied carbon reduction potential for every new project.

Our partnership with Building Transparency extended to 2024. We continued to actively support the development of the Embodied Carbon in Construction Calculator (EC3) tool. We included embodied carbon assessments in bid pursuits and use this information to spark conversations and inform our clients of the embodied carbon reduction opportunities that can be implemented on projects.

In 2024 Multiplex continued its participation in contractorsCAN - a group of general contracting and construction management firms aiming to increase focus and prioritization of embodied carbon in building materials. Through knowledge sharing, awareness building and resource development we collaborate to support embodied carbon tracking and reduction in the industry.



Bio-diesel Implementation

In 2024 we continued the use of B20 bio-diesel on our project sites.

B20 bio-diesel blend provides 15% reduction in carbon emissions (well to wheel) compared to conventional diesel.

In total the use of B20 bio-diesel in 2024 resulted in 10.5 tCO2e reduction in GHG emissions across our project sites.



Environment

Featured Projects



Kitchener Indoor Recreation Complex (KIRC) City of Kitchener's inaugural net-zero carbon building.



[Learn more about the project](#)

The Kitchener indoor recreation complex will be one of the most environmentally sustainable recreation facilities in Canada. The project is pursuing certification under the Canada Green Building Council Zero Carbon Building Standard v3 – Design (ZCB – Design), which is the highest level of certification for zero carbon building standards in Canada.

The plans for the complex include a geothermal heating and cooling system, as well as City of Kitchener's largest array of solar panels.

2024 PROGRESS

- Foundation excavations: 95% complete
- Geothermal drilling: 94% complete
- Geothermal piping: 65% complete
- Storm drains: 90% complete
- Footings: 85% complete
- Foundation walls: 60% complete



Etobicoke Civic Centre (ECC) High-performance building to serve the City of Toronto

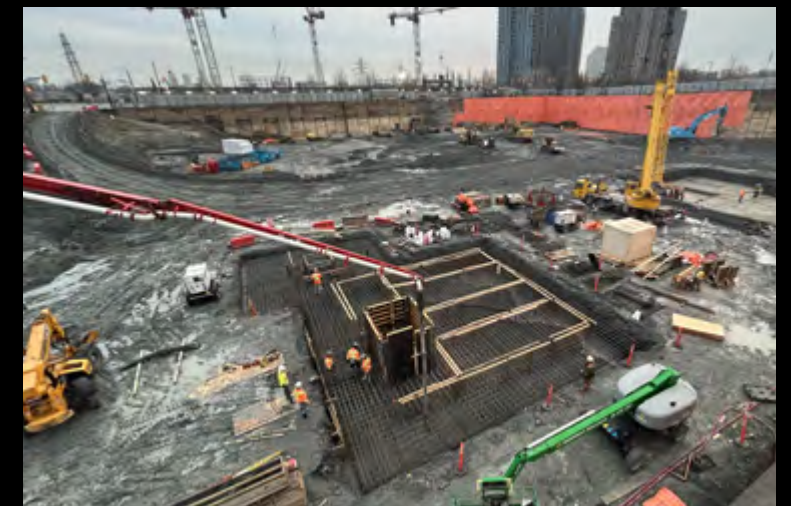


[Learn more about the project](#)

In alignment with Toronto Green Standards (TGS) Version 3 Tier 4 and supporting the City's Transform TO climate action plan, the Etobicoke Civic Centre's High-Performance Buildings will incorporate PV panels and Green Roofs. The integration of intelligent building systems and an Enwave Energy Corporation geothermal plant ensures a sustainable and energy-efficient infrastructure, contributing green energy to the surrounding community.

2024 PROGRESS

- Progress: 60% of South and East Walls completed (excluding ramp area).
- Ground Anchors: Second-level tiebacks on North and West Walls completed, tested, and passed.
- Concrete: First pour completed—mud slab for Buildings A, B, and TC-1.
- Rebar: First delivery complete
- Crane: TC-1 crane erection complete.
- Waterproofing: Started on the North Elevation.



Environment

Emission Reduction Targets

Science Based Target

Reduce absolute scope 1 and 2 GHG emissions

This comprises of emissions from our purchased electricity, natural gas, fuel and propane.

Reduction Target

63% by 2035

from 2020 base year.

Reduction Achieved

89% in 2024

compared to 2020 base year.

Progress

Fuel and utility consumption fluctuate year-to-year depending on the number of our active projects and their stage of construction. Multiplex is actively exploring and implementing low carbon equipment and alternative fuels to maintain low emissions output regardless of these variables.

WorldGBC Net Zero Carbon Buildings

Commitment

Multiplex commits to only owning and occupying assets that are net zero carbon in operation by 2030.

Target

Net zero carbon assets by 2030

Progress

We continue to identify opportunities to reduce emissions and reach our net zero target by 2030, including purchase of Renewable Energy Certificates (REC) for electricity from renewable sources and renewable natural gas for heating.



Emissions Data

Our carbon inventory follows the Greenhouse Gas Protocol Corporate Standard and has been consolidated based on operational control. We track fuel, propane, electricity and natural gas consumption on all our sites and head office. There is an increase in Scope 1 emissions since 2020 due to fluctuation in the number and size of our active construction projects and the increased use of diesel and propane for winter heating. Scope 2 emissions are reduced since 2020 due to natural gas being supplied directly by clients and covered under Scope 3.

| Scope Breakdown | Scope | Emissions (tCO2e) | | | | | Annual Physical Intensity Emission kgCO2e/m ² | | | | |
|-----------------|--|-------------------|---------------|-----------------|-----------------|-----------------|--|-------------|-------------|--------------|--------------|
| | | 2020 | 2021 | 2022 | 2023 | 2024 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Scope 1 | Purchased fuel and propane gas | 103.45 | 82.09 | 183.77 | 367.42 | 396.80 | 0.59 | 0.36 | 0.76 | 3.05 | 1.88 |
| Scope 2 | Purchased electricity and natural gas | 3,501.45 | 281.46 | 70.24 | 42.26 | 11.92 | 15.89 | 1.31 | 0.35 | 0.35 | 0.06 |
| Scope 3 | Category 1 - Subcontractor fuel | - | - | - | - | 696.34 | - | - | - | - | 3.70 |
| | Category 2 - Capital Goods | 13.62 | - | - | - | - | - | - | - | - | - |
| | Category 3 - Fuel and energy-related emissions | 1,568.81 | 110.56 | 26.41 | 69.89 | 44.52 | 7.12 | 0.52 | 0.13 | 0.58 | 0.24 |
| | Category 6 - Business travel | 9.32 | 19.62 | 39.76 | 39.25 | 58.04 | - | - | - | - | - |
| | Category 7 - Employee commuting | 32.95 | 33.71 | 208.2 | 198.52 | 219.95 | - | - | - | - | - |
| | Category 8 - Gas and electricity not bought by Multiplex | - | 142.29 | 668.63 | 627.66 | 634.30 | - | 0.62 | 3.51 | 7.43 | 3.37 |
| | Scope 3 Total | 1,624.71 | 306.19 | 942.00 | 935.32 | 1,653.15 | 7.12 | 1.14 | 3.86 | 7.76 | 8.78 |
| | Total (Scope 1, 2 and 3) | 5,256.49 | 669.74 | 1,197.01 | 1,345.00 | 2,061.87 | 23.6 | 2.81 | 5.19 | 11.16 | 10.95 |

Environment

Energy Use

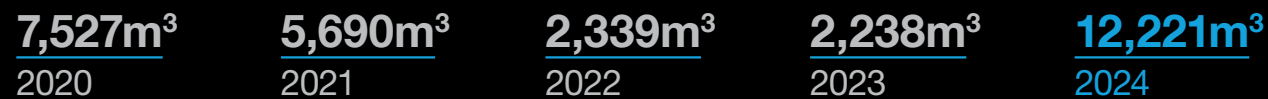
We report fuel, gas and electricity on all our sites. We use Canada’s National Inventory Report and industry-specific figures, where available, as carbon conversion factors to calculate the associated carbon footprint.

| SOURCES | 2020 | 2021 | 2022 | 2023 | 2024 | |
|--|---------------|--------------|---------------|-------------|-------------|--|
| Electricity (kWh) | 419,226 | 351,159 | 271,183 | 287,532 | 425,643 | Electricity purchased directly by Multiplex is primarily for office operations. |
| Electricity (kWh/m²) | 1.86 | 1.44 | 1.34 | 2.22 | 2.26 | |
| Natural Gas (m ³) | 1,846,142 | 141,397 | 27,436 | 17,809 | 22,718 | Significant reduction in natural gas under Scope 1 due to natural gas being billed directly to the client on current projects. |
| Natural Gas (m³/m²) | 8.38 | 0.66 | 0.16 | 0.13 | 0.12 | |
| Diesel Oil (Litres) | 11,921 | 29,892 | 50,194 | 88,501 | 122,570 | Diesel use has increased for site operations and winter heating. |
| Diesel Oil (Litres/m²) | 0.05 | 0.13 | 0.25 | 0.73 | 0.65 | |
| Gasoline (Litres) | 60 | - | 40 | 0 | 972 | Multiplex does not have a vehicle fleet and gasoline use is minimal. |
| Gasoline (Litres/m²) | 0.0003 | - | 0.0002 | - | 0.01 | |
| Propane (Litres) | 64,934 | 1,289 | 34,413 | 84,599 | 11,358 | Propane is predominantly used for winter heating. |
| Propane (Litres/m²) | 0.29 | 0.004 | 0.17 | 0.70 | 0.06 | |

Water

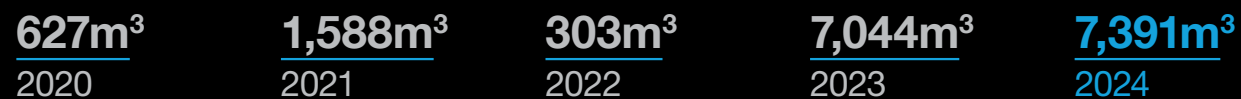
Onsite Water Consumption

We use water in our offices on our sites for various purposes, including: construction activities, commissioning, cleaning and dampening down dust. The fluctuation since 2020 is due to the number and size of active construction projects and the need for water use at the stage of construction.



Onsite Water Discharge

We measure the discharge volume of groundwater and trade effluent on all our sites and report this information to the relevant water regulatory body, where applicable. The increase since 2020 is due to the number and size of active construction projects and the dewatering needs at the projects.



Waste

Responsible and Circular Resourcing

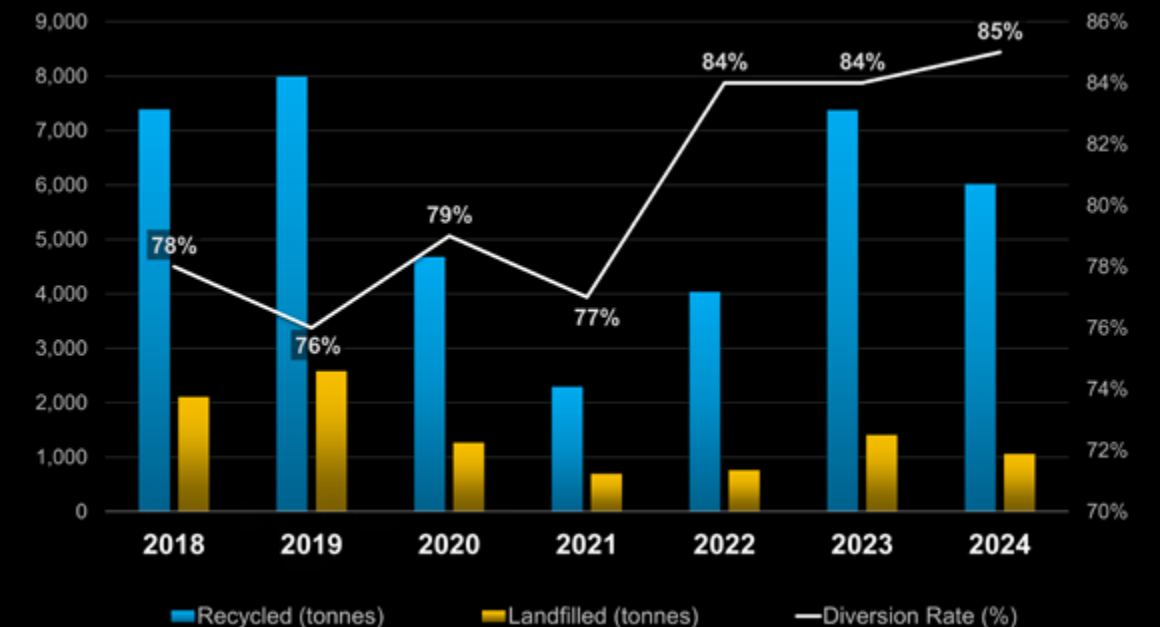
We have seen a steady increase in the diversion rate from landfill and are actively looking for opportunities to reduce waste through reduced packaging, maintaining housekeeping to avoid damage to materials, and achieving quality requirements to avoid rework.

WASTE GENERATED BY WASTE STREAM

| Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|-----------|------|------|------|------|------|
| Wood | 45% | 61% | 40% | 41% | 33% |
| Rubble | 44% | 27% | 44% | 29% | 33% |
| Drywall | 1% | 2% | 2% | 7% | 22% |
| Steel | 7% | 5% | 2% | 2% | 2% |
| Cardboard | 0% | 3% | 6% | 6% | 9% |
| Plastic | 4% | 2% | 5% | 4% | 2% |
| Fill | | | | 9% | |

The information in the tables above is taken from our Waste Reporting system.

Volume of Non-Hazardous Waste by Disposal Route (tonnes)



Social

Health, Safety and Wellbeing

Designing Safety Into Everything We Do

At Multiplex, safety is not just a standard—it’s a mindset that starts long before construction begins. Our vision is to create workplaces that are not only the safest in our industry, but also the most rewarding and inclusive for everyone who steps onto our sites.

We believe the most powerful safety outcomes are achieved when risks are removed at the source, not just managed on the ground. That’s why we are embedding safety into every stage of the project lifecycle—from concept and design through to delivery and close-out.

Our Approach: From Reactive to Preventative

In 2024, we sharpened our focus on four key areas that drive meaningful change in health, safety, and wellbeing:

- **SAFE BY DESIGN** – We partner early with clients and consultants to engineer out high-risk tasks before they reach site.
- **CRITICAL RISK FOCUS** – We prioritize controls around activities with the highest potential to cause harm.
- **CLOSING THE GAP** – We challenge differences between how work is planned and how it is performed, ensuring controls match real-world conditions.
- **CULTURE BUILT BY LEADERSHIP** – Our leaders set the tone. They drive conversations, own the standards, and support a culture where speaking up is expected.

Supporting the Whole Person

Safety extends beyond physical hazards. We are committed to fostering an environment that supports the mental and emotional wellbeing of our people. Our programs promote work-life balance, open dialogue, and peer-to-peer support—backed by mental health first aiders, flexible work models, and leadership-driven wellbeing initiatives.

Looking Ahead

We are not chasing perfection—we are committed to progress with purpose. Through design innovation, frontline engagement, and leadership accountability, we are building a future where safety is not an obligation—it’s the way we work.

Serious Potential Incident (SPI) 2024

| Incident Classification | Type of Incidents |
|---|-------------------|
| Working at heights | 1 |
| Working with temp works | 1 |
| Under ground and Overhead Services (Excavation) | 0 |
| Working in and around powered mobile plant | 1 |
| Lifting Operation | 0 |
| Falling Object | 1 |

1,968

hours of external training

208

hours of internal training

102

Critical Risk Meetings 2024

846

Toolbox Talk Sessions

1,333

Project Site Orientations

5,891

Attendees

2,718

Attendees

Mental Health Data 2024

Multiplex has a Mental Health First Aider (MHFA) in each workspace.

22

Mental Health First Aiders



Recognized for Excellence in Health and Safety

In 2024, Multiplex Canada was proudly recognized as one of Canada’s Safest Construction Employers by Canadian Occupational Safety. This national honour reflects the strength of our safety-first culture and our ongoing commitment to protecting the health and wellbeing of every individual who enters our worksites.

Health and safety remain foundational to how we operate. Across all projects and roles—from executive leadership to frontline teams—we continue to embed a culture of accountability, proactive risk management, and continuous improvement.

Throughout 2024, we advanced this commitment by:

- Leveraging data and predictive analytics to inform safety planning, drive early intervention, and improve performance across all project sites.
- Placing a stronger emphasis on critical risk management and energy-based safety, helping teams better identify and control high-risk activities.
- Expanding safety leadership training to empower team members at all levels with the tools and knowledge to lead by example.

Being named an Excellence Awardee reinforces the value of our approach and inspires us to keep raising the bar on safety excellence. As we grow, our focus remains clear: delivering safer outcomes for our people, partners, and the communities we help build.

Social

Health, Safety and Wellbeing: Advancing Our Focus on Serious Harm Prevention

In 2024, Multiplex advanced its focus on serious harm prevention by embedding the Energy-Based Safety (EBS) framework across our operations and strengthening awareness of STKY (Sh*t That Will Kill You) risks—those with the highest potential for life-altering outcomes.

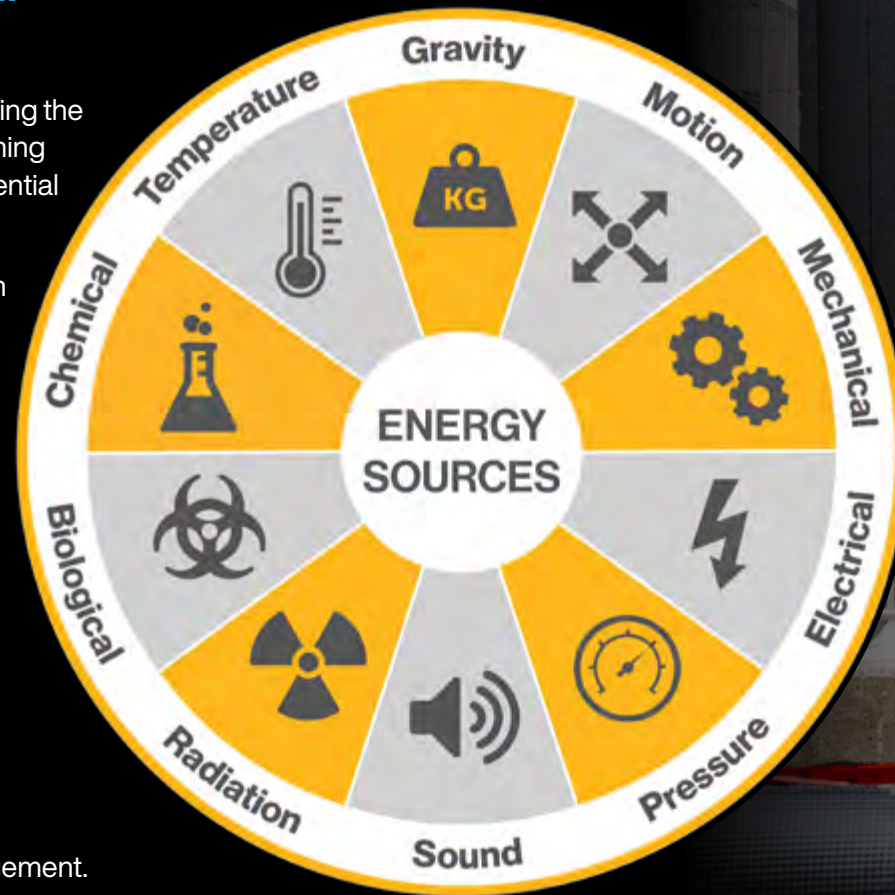
As part of this, we welcomed Dr. Matthew Hallowell, Chair of the Construction Safety Research Alliance, to our inaugural Global Safety Symposium. His insights reinforced our belief that the most effective safety strategies eliminate high-risk exposures before work begins.

We rolled out company-wide EBS training—virtual, scenario-based sessions led by regional leaders and grounded in CSRA research. These sessions equipped staff with tools to identify energy sources, apply controls, and plan more safely.

Post-training, teams applied EBS by:

- Integrating STKY into daily planning and briefings
- Running high-risk workshops using the Energy Wheel
- Strengthening our review of Serious Potential Incidents

These efforts reflect a shift from reactive compliance to proactive risk management.



STKY S*** THAT KILLS YOU

MULTIPLEX

| | | | | | | |
|---|--|---|--|---|--|--|
| <p>Gravity / Motion</p> <p>Suspended Load</p> | <p>Motion</p> <p>Mobile Equipment/Traffic with Workers on Foot</p> | <p>Mechanical</p> <p>Heavy Rotating Equipment</p> | <p>Temperature</p> <p>Steam</p> | <p>Pressure</p> <p>Explosion</p> | <p>Electrical</p> <p>≥ 50 Volts</p> <p>Electrical Contact with Source</p> | <p>Chemical / Radiation</p> <p>High Dose of Toxic Chemical or Radiation</p> |
| <p>Gravity</p> <p>≥ 1.2 m</p> <p>Fall from Elevation</p> | <p>Motion</p> <p>≥ 48 kmph</p> <p>Motor Vehicle Incident (occupant)</p> | <p>Temperature</p> <p>≥ 65.5°C</p> <p>High Temperature</p> | <p>Temperature</p> <p>Fire with Sustained Fuel Source</p> | <p>Pressure</p> <p>≥ 1.5 m</p> <p>Excavation or Trench</p> | <p>Electrical</p> <p>Arc Flash</p> | <p>Other</p> <p>Energy Calculations</p> |



Social

Health and Safety Month

Strengthening Safety and Wellbeing: Highlights from Health and Safety Month at Multiplex Canada

At Multiplex Canada, fostering a culture of safety, preparedness, and care is fundamental to our purpose and the way we deliver projects. In 2024, we continued to advance this commitment through Health and Safety Month, which brought together employees, partners, and suppliers in a series of engaging and impactful activities across our sites.

Throughout the month, teams participated in **Mock Emergency Drill Tests and Crisis Management Training**, gaining hands-on experience in responding to a variety of potential incidents. Simulated exercises covered scenarios such as Medical Aid, Flood Response, Electrical Emergencies, and Chemical Spills, equipping our workforce with the skills and confidence to act quickly and effectively in real-world situations.

Recognizing that true safety also requires supporting mental health, we hosted **dedicated workshops focused on compassion and psychological safety**. These sessions emphasized the importance of empathy, inclusion, and awareness, and provided practical tools to help individuals build resilience and support colleagues experiencing mental health challenges.

Health and Safety Month also featured a series of interactive presentations and demonstrations from key partners, including **Milwaukee Tool, Cooper Equipment Rentals Limited, Cintas Canada, Cratos Equipment, and Impact Fence Rentals**. Their contributions offered valuable insights into new technologies, best practices, and innovative solutions that help raise safety standards across the industry.

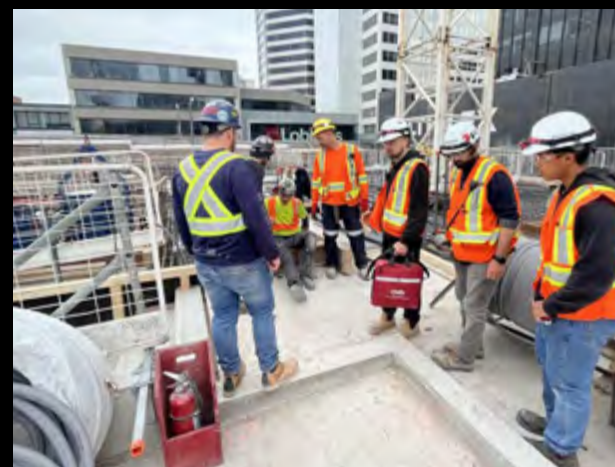
Together, these initiatives underscored our holistic approach to health and safety—combining rigorous emergency preparedness with proactive mental health support.



(from left to right) Trade appreciation awarding and BBQ at Trailside, The Quay and One Delisle



(from left to right) Trade appreciation awarding and BBQ at University of Toronto Mississauga - New Student Residences, Trailside and The Quay



(from left to right) Medical Aid Mock Drill at One Delisle; Medical Aid Mock Drill at Trailside; Electrical First Aid Mock Drill at The Quay; Trade appreciation awarding and BBQ at Trailside

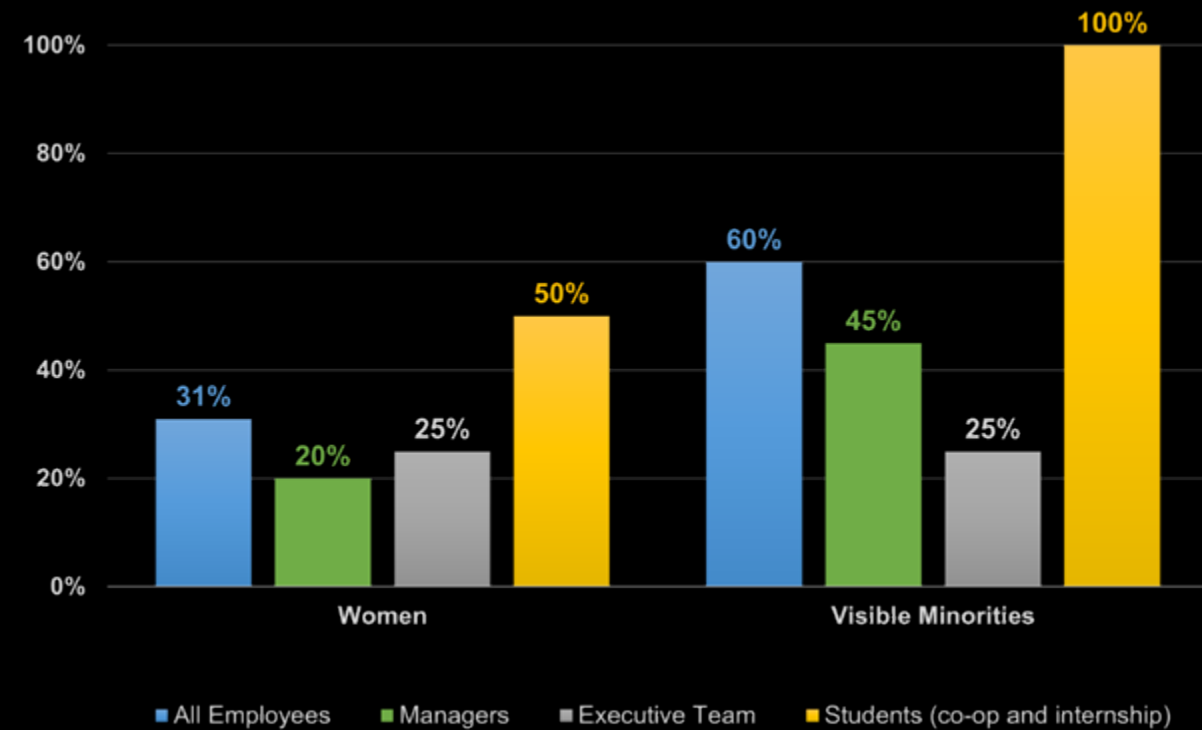
Social

Diversity and Inclusion (D&I)

Multiplex's initiatives underscore our dedication to cultivating a diverse and inclusive workplace. Through inclusive practices, promoting representation, supporting social groups, and providing training and support networks, our goal is to establish an environment where every employee feels valued and empowered. We continue to make strides in promoting diversity, and inclusion (D&I) in line with our D&I policy.

At Multiplex Canada, around one-third of our employees, spanning all divisions and projects, are women. As part of Multiplex Canada Women's Network we take pride in offering collaboration spaces as tools for inspiration and female empowerment in the construction industry.

At Multiplex, we celebrate Pride Month and International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) as a chance for us to champion diversity, support our LGBTQIA+ colleagues, and make a clear statement against discrimination in our workplace and industry. It's critical to ensuring that every member of our team feels safe to be their whole self at work.



Multiplex Canada Women's Network

Our Multiplex Canada Women's Network continues to expand, thanks to the dedicated women behind this initiative. Their leadership creates a space where members can connect, share aspirations, develop new skills, and navigate industry challenges together. Their efforts play a vital role in our ongoing efforts to promote diversity and inclusion.

In 2024 we held bi-monthly events for our Women's Network including International Women's Day celebration, authentic leadership training, industry women networking event, Clifton Strengths workshop and 'How Women Rise' book club.

With women making up 31% of our team, we remain focused on building a more diverse and inclusive future in construction.



Learning about 'How to Embody Your Authentic Leadership' at Women's Network workshop



An afternoon of golf at the driving range with Bothwell ladies



Understanding 'How Women Rise' at the Women's Network book club discussion



Celebrating Strengths at Clifton Strengths Workshop



Celebrating International Women's Day at project sites.



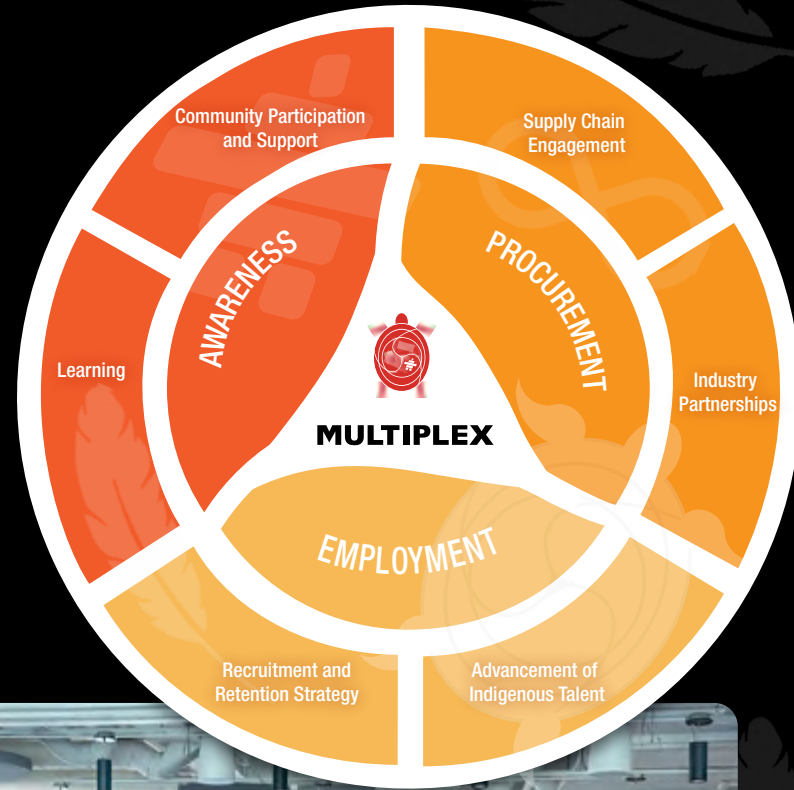
'This Girl Built That' campaign

how they can use their skills in the future career

Social

Path to Reconciliation

At Multiplex, we have developed our Path to Reconciliation strategy in line with the Truth and Reconciliation Commission's Call to Action 92. We are committed to raising awareness, advancing Indigenous talent and diversifying our supply chain. In 2024, our team participated in the KAIROS Blanket Exercise, facilitated by the Indigenous-led team [Santele's Healing Circles](#). This interactive learning activity took us on a powerful journey through the history of Indigenous and non-Indigenous relationships in Canada.



Workforce Development and Social Procurement

In 2024, we deepened our commitment to workforce development and social procurement, aiming to enhance diversity and make a positive impact in the local community through meaningful engagement, training, procurement, and employment opportunities. We updated our contract conditions to extend beyond environmental reporting, now requiring subcontractors to participate in workforce development and social procurement data collection.

We partnered with employment service providers, including Toronto Community Benefits Network, ACCES Employment and COSTI, and collaborated with LiUNA Local 506 and Carpenters Local 27 unions to identify candidates from indigenous and equity-deserving communities for our projects.

We actively participated in career fairs and connecting with young professional from diverse backgrounds. With 60% of our workforce represented by visible minorities, we continue our efforts to support, celebrate and further increase diversity at Multiplex and in our industry.



Social

Future Construction Professionals

At Multiplex, we prioritize the growth and development of the next generation of construction professionals. Our focus is not only on college and university students on their career path to construction, but opening the eyes of elementary school students on the exciting opportunities in our industry. In 2024 we hosted the Multiplex Canada Open House for local college and university students and career advisors, collaborated with Honour the Work to engage with elementary schools and facilitated a fun session for grade 1 students at a local school.



Community Engagement

From project updates and open feedback channels to Earth Day clean-ups across our sites, we're committed to creating a positive impact that goes beyond the hoarding. In 2024, our focus on meaningful engagement included fundraising for local charities and partnering with non-profits to strengthen the communities where we build.



Governance

Multiplex is dedicated to continuously enhancing standards across our business and the broader industry. We collaborate with our clients to design and integrate controls during the earliest phases of our projects to minimize or eliminate risks on our sites.

Our relevant registrations, certificates and awards include:

- ISO 45001:2018 OHS Management System certificate
- ISO 14001:2015 Environmental Management System
- ISO 9001:2015 Quality Management system
- ISO 27001:2013 Information Security Management of IT services, systems, and applications
- Recognized Safe Employer by Ontario's Chief Prevention Officer
- COR™ Certificate of Recognition 2020



CERTIFICATE NO. OHS 602153



CERTIFICATE NO. EMS 711563



ISO 27001: 2013
CERTIFICATE NO. 18132-ISMS-003



CERTIFICATE NO. 000123



CERTIFICATE NO. FS 689093

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impact

A black and white aerial photograph of the Toronto skyline, featuring the CN Tower prominently in the center. The city is densely packed with skyscrapers and buildings, extending to the waterfront. The sky is overcast.

MULTIPLEX

Built to outperform.

Multiplex Construction Canada Limited
MetroCentre

200 Wellington Street West, Suite 1600

Toronto Ontario M5V 3C7

T (416) 359 8559

www.multiplex.global