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An aerial photograph of the White Collar Factory in London. The image shows a tall, modern building with a blue and white facade, featuring a grid of windows and a curved top. It is situated next to a historic brick building with a flat roof. The surrounding area includes other urban buildings, a street with a blue car, and a clear blue sky with some clouds. The word "WELCOME" is overlaid in large white letters across the center of the image.

WELCOME

White Collar Factory, London



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“We want to be a good corporate citizen. Our people’s enthusiasm and commitment makes this happen, and this report showcases our output.”
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Chief Executive’s Foreword

Welcome to the latest edition of our corporate sustainability report. We know that as a global construction company, we are responsible for delivering a positive legacy in the communities where we build, for taking care of our workforce and those of our supply chain, and for making a net positive impact on the environment around us. For this reason our corporate social responsibilities align with our core values, and are integral to our business aim of delivering buildings of excellent quality and value to our clients.

Our approach to fulfilling our responsibility is to align with global demands. As such, we have mapped our performance against the United Nation’s Sustainable Development Goals. In this way we can understand what we are doing well, identify areas for improvement, and set targets for coming years. We have recognised 14 of the goals that are relevant to our business, and this report highlights our alignment with them.

In August 2018, we became one of the first UK contractors to commit to reducing our carbon emissions in

accordance with the Science Based Targets initiative protocol.

Since our last report, we have continued to use a variety of techniques to embed our responsibilities into our company culture. These have included training, policies, recruitment criteria, and staff engagement initiatives. Some of our achievements include maintaining a low accident frequency rate of 0.11, introducing an extensive mental health programme across the business, raising and donating £432,676 for charities and local causes in 2017, and delivering over 17,000 hours of face to face training in 2017. We have delivered buildings that achieved BREEAM Outstanding and Excellent, Level 4 in the Code for Sustainable Homes, and a LEED Platinum certification for our clients. We have continued to scrutinise our operations and those of our supply chain against the Modern Slavery Act. We have won 37 industry awards and have been shortlisted for a further 14. We have sought best practice and forward-thinking ideas, and have established an internal committee to facilitate

the creation and implementation of innovations. We have shared our knowledge across the industry and with our stakeholders, to create value.

We want to be a good corporate citizen. Our people’s enthusiasm and commitment makes this happen, and this report showcases our output. We will continue to embed corporate social responsibility into our business strategy, making it inherent within our company culture. As we further align our decisions and policies with the Sustainable Development Goals, we will be better equipped to meet the sustainability challenges of today and those of the future. I am confident that our people, processes and values will meet these demands, and that we will deliver beyond expectations.

Ashley Muldoon
Chief Executive Officer
Europe, Middle East and Canada

Achievements at a Glance

Our People

OVER
17,000
HOURS
OF FACE-TO-FACE
TRAINING IN 2017

Safety

30
MENTAL HEALTH
FIRST-AIDERS
ACROSS OUR
BUSINESS

Awards

37
AWARDS
WON IN 2017

Communities

3,786
HOURS
OF VOLUNTEERING
IN LOCAL
COMMUNITIES

Our World

1ST OFFICE BUILDING IN THE UK TO BE BOTH
BREEAM OUTSTANDING
AND **LEED PLATINUM**

Awards



15 Bishopsgate
100 Bishopsgate
Verde SW1
79-83 Oxford Street



15 Bishopsgate



20 Grosvenor Square
Bluechip Financial Headquarters
Principal Tower
The Glebe



79-83 Oxford Street
Multiplex Construction
Europe Ltd
Royal Hospital for Sick
Children and Department
for Clinical Neurosciences



Verde SW1
Multiplex Construction
Europe Ltd



100 Bishopsgate
Multiplex Construction
Europe Ltd



79-83 Oxford Street



Multiplex Construction
Europe Ltd



Multiplex Construction
Europe Ltd



Multiplex Construction
Europe Ltd



Bluechip Financial
Headquarters



5-7 St Helen's Place



Royal Hospital for Sick
Children and Department
for Clinical Neurosciences



Royal Hospital for Sick
Children and Department
for Clinical Neurosciences



LSQ London



SHAPING SKYLINE

Verde SW1, London

Our Business

Multiplex has been shaping skylines and delivering vital infrastructure assets for more than 50 years. We are one of the world's leading contractors, with a presence in Australia, India, Europe, the Middle East and Canada.

We have built our business on a can-do attitude, always looking for better, more sustainable ways of doing things. We work closely with our clients at the earliest point of a project to generate positive outcomes for our world, our clients, our people, our projects, and the communities we work in.

Over the years we have built a reputation for delivery. Our clients trust us to deliver on time and on budget, proven by the significant proportion of repeat business which makes up our global workbook.

This also speaks volumes about the quality of our people. Many staff members have been part of the team for decades. With almost 6,800 staff globally, clients benefit from our depth of knowledge and expertise, and our ability to draw on shared experience and the world's best practices.

There is no function within the business of greater importance than health and safety. We challenge our people to identify and respond to health and safety issues before they even step onsite. By collaborating with project stakeholders early on, we seek not just to manage but also to eliminate risk.

We are immensely proud of our business and our team, and of the

strong relationships we have with our clients. We look forward to delivering more iconic projects all over the world, and have every confidence that we will be outperforming for many more years to come.

Established in the UK in 1999, Multiplex Construction Europe Ltd has gone from strength to strength, and has gained an enviable reputation as a contractor that delivers.

This report focuses on our approach to sustainability for our UK business. It sets out our financial strength and growth, our structure and commitments, our achievements and aspirations for the future, and information about our people and their dedication to a job well done.

There have been no significant changes during the reporting period regarding the size, structure or ownership of Multiplex.

Over the past year we have experienced healthy growth as demonstrated in our financial figures. We have no debt, and our equity has grown from £108m in 2016 to £126m in 2017. We received no financial assistance from the government during this reporting period. More detailed information has been published in our company's financial report.

MULTIPLEX

GLOBALLY

56 Years of contracting heritage

955 Completed projects

6,800
Global employees

95 Current projects

\$80bn
Work to date

EUROPE

19 Years operating

44 Completed projects

1,000
Employees

22 Current projects

\$11.8bn
Work to date

Committing to Sustainable Futures for All

Multiplex is committed to providing sustainable futures for everyone we work with.

We understand that the way we do business impacts the lives of our people, our clients, our supply chain and the communities in which we operate.

We published our first report in 2009 and have since committed to publishing reports on a regular basis. Unless otherwise specified, this report contains information relevant up to the end of 2017.

In 2009 we undertook a review to identify environmental and social issues of highest concern to our stakeholders. Areas highlighted from that review include:

- Investing in People
- Protecting our World
- Supporting Businesses
- Inspiring Communities

Our commitment to addressing these topics has been demonstrated through our report. Due to the evolving nature of our responsibility, we are reporting against a set of performance indicators which we believe are important to our stakeholders. Accordingly, we are satisfying the requirements of the International Reporting Standard of the Global Reporting Initiative (GRI).

Adopting the UN Sustainable Development Goals

The United Nations has negotiated and published the Sustainable Development Goals (SDGs) as part of the 2030 Agenda for Sustainable Development, set up as an action plan for people, the planet and prosperity. In September 2015, governments across the world, including that of the UK, met in New York to adopt the agenda and commit to the SDGs. They officially came into force on 1 January 2016, and the UK must make progress with its commitments.

There are 17 overarching SDGs with 169 associated targets. The SDGs address the three economic, social and environmental aspects of sustainable development. They apply to both developed and developing nations, and while the SDGs are aimed at governments, they require businesses to act.

We have investigated all of the SDGs to determine which goals and targets apply to our business, with respect to their relevance to our activities and our ability to make an impact on them. In this way we have recognised 14 SDGs that align with our activities as illustrated on the right.

The SDGs encompass all disciplines within Multiplex, and require collaboration and commitment from every team across the company. As a result, these goals appear throughout this report as we highlight our achievements, and detail the next steps to be taken in progressing towards these goals.

SUSTAINABLE DEVELOPMENT GOALS



Adding Value

Multiplex has an overarching approach to achieving value added through a governance framework. This increases confidence that our processes and systems will continue to support and enable the achievement of our strategies and objectives, and to provide construction services that meet the needs and expectations of our clients, interested parties, and applicable statutory and regulatory requirements.

Drivers and Expectations

The three main drivers for robust governance, management systems and processes within Multiplex are the growth imperative, organisational size and complexity, and external parameters such as regulatory change. Therefore risk and opportunity awareness and mitigation through the management system, their effectiveness, and the opportunities to improve, in a structured approach, are all vital to Multiplex's operations.

Our Governance Committee

The Multiplex Europe Board governance role includes:

- Holding responsibility for reviewing corporate strategies, shaping the culture, setting the tone at the top, and disseminating the organisation's vision, values and core beliefs
- Overseeing the senior executives' collective ownership and individual accountability for regulatory compliance and risk management
- Providing enough visibility into business operations, processes and risks, to understand the risks and opportunities faced by management, and the ways through which these are being managed
- Being accountable for all aspects of governance, including:
 - Being a decision-making authority that identifies individuals responsible for making key decisions
 - Providing organisational structures that define and clarify responsibilities for operational, control, and reporting processes
 - Providing an organisational model understood by managers, employees and external stakeholders



Our Governance Model

- Contributes to achieving economic, health and safety, environmental, community engagement, and quality policies and objectives
- Organises programme compliance, financial risk management, and operational performance reporting, such that business leadership receives the information needed to assess business and operational success
- Brings governance responsibility down to the level of roles, responsibilities, reporting lines, and communications for process owners, contributing to the development, implementation and improvement of the company's process approach systems that promote risk-based thinking
- Sustains governance by creating a feedback loop through which leadership can identify and plan actions for addressing operational and performance risks, opportunities, changes in internal and external factors, and the requirements of clients and relevant interested parties, to ensure the suitability of our governance framework.



Joining Forces with the Industry

Multiplex works closely with a number of external organisations and bodies, which have an interest in driving good governance and best practice in the construction sector. We collaborate with our peers in these organisations, as well as external stakeholders including local authorities and communities, to ensure we make use of and disseminate the latest guidance, best practice and innovations. We also sign up to charters and obligations, thereby upholding our commitment to sustainable development practices.

Multiplex Outperforms on the CIPS Sustainability Index

The CIPS Sustainability Index, a collaboration between the Chartered Institute of Procurement and Supply (CIPS), the University of West England and PRGX, has independently rated Multiplex as being far ahead of its peers across the economic, environmental and social pillars of sustainability. This highlights the emphasis we have placed upon our procurement and responsible sourcing practices, ensuring our buildings are delivered sustainably, efficiently and ethically. **Multiplex has been recognised for its achievements in the 'Best Contribution to Corporate Responsibility' category at the CIPS Sustainability Awards.**

Our Work with CIRIA

We have co-edited and funded a number of sustainable construction guides together with CIRIA, which include:

- 'Minimising Risk Through Responsible Sourcing: A Handbook for the Construction Industry'
- The fourth edition of CIRIA's best-selling "Environmental Good Practice on Site" guide
- The third edition of the 'Environmental Good Practice on Site' pocket book

Multiplex and the UK Green Building Council (UKGBC)

We have continued to strengthen our leadership in delivering sustainable, ethical and iconic developments, by being a member of the UKGBC since the start of 2016. As a Gold Leaf member we have collaborated with 400 other members of the UKGBC, including many of our clients, peers and suppliers, as well as charities, NGOs and government organisations. This means we have a say in shaping the industry's attitudes to sustainability, setting benchmarks, and ensuring subcontractors are aligned with our sustainability goals. We are excited to partner with these organisations in delivering our shared vision of a sustainable built environment.

Multiplex and the Building Research Establishment

We are currently contributing to the BRE's SMARTWaste software tool updates, helping the industry to future-proof, monitor and manage the sustainability performance of its construction sites.

We are a SMARTWaste member and are listed in GreenBookLive, which is the BRE's database of approved sustainable companies.

Strategic Memberships



Contributing to Public Policy and National Standards

At Multiplex we actively participate in public policy, creating a better construction industry both now and in the future. We work in partnership with a range of national, regional and local government bodies to develop policy that effectively meets the requirements of all those involved.

An example of this is how Multiplex has been engaged by the City of London's Environmental Health Team for providing inputs into various consultations in 2017, including their revised Code of Practice for Deconstruction and Construction Sites, as well as the 'standard hours' working arrangements for construction activities in the City of London. Multiplex has submitted detailed responses regarding our current working arrangements, site hour variations, and implications to programme and cost, if Saturday working should be removed to ensure everyone's interests are protected.

Multiplex's representatives have contributed actively to the BREEAM 2018 consultation process, from attending the consultation launch meeting in February 2017 to reviewing the final draft manual, with comments from our expert team being fed back to the BRE.





Multiplex Joins London First

Multiplex has underlined its leadership and commitment to the capital's built environment through its membership and support of London First and their mission statement 'to make London the best city in the world to do business'. With our recent 2017 completion of Amazon's 600,000 sq ft UK Head Office in Shoreditch, and with the Royal Bank of Canada set to relocate to our 100 Bishopsgate offices, Multiplex is proud to be a leader in generating prestigious business spaces for London's workforce. Being an active participant in London First ensures that our knowledge and values are exchanged with our peers across London's construction and business communities, placing Multiplex at the heart of the latest policies, developments and strategies which shape the capital as being a resilient, sustainable and healthy city.

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"Being at the fore of the construction sector brings both the responsibility and opportunity for constantly developing and implementing the highest standards of social wellbeing in the communities where we operate. Through joining London First we look forward to collaborating with fellow members, including many of our clients, peers and suppliers, governmental organisations and leading research establishments, with whom we are excited to partner in the continued delivery of our shared vision of a sustainable built environment."

Dr Eva Gkenakou, Sustainability Director – Multiplex

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Working in Partnership with the City of London

Multiplex has a long running relationship with the City of London Corporation, having a portfolio of projects which stretch back years in the borough. These include the completed projects Aldgate Tower, Wood Street, 5-7 St. Helen's Place, London Wall Place, Fetter Lane, and the recently-completed 15 Bishopsgate project. As a result, we have beneficial connections between the City of London Corporation and our projects which enable collaborative logistical programmes, combined local engagement and efficient resource use in the surrounding area.

In addition to our participation in the National Considerate Constructors Scheme, all Multiplex projects within this borough are members of the City of London's Considerate Contractors Scheme which requires us to adhere to their code of good practice which ensures consistent high standards of work across the industry. In this way the standards of health and safety, community management and environmental protection have been raised across the City. In 2017 Multiplex dominated the scheme's awards with 100 Bishopsgate receiving the Chairman's Cup for the most Consistently Considerate Site in London and 22 Bishopsgate receiving the Client and Principal Contractor Environmental Award. On top of this both 22 Bishopsgate and 100 Bishopsgate also received "Highly-Commended" Gold Awards.

Multiplex was also one of the first companies to participate in the pilot of the City of London's new "City Mark" scheme, designed to improve road safety for cyclists and we were delighted when the City Mark Award for Construction Logistics Planning was awarded to 22 Bishopsgate. We are continuing our support of this initiative in addition to our

membership in the Fleet Operator Recognition Scheme (FORS) and Construction Logistics and Community Safety (CLOCS) scheme for road safety.

Multiplex also ensures that the local environment surrounding our sites is in good condition; an achievement recognised by the City's Environmental Health Department's "Clean Streets Partnership" initiative designed to reduce litter and waste around business premises. The Multiplex projects 15 Bishopsgate and London Wall Place received Gold Clean City Awards for outstanding contributions in areas surrounding the sites, being the first construction sites to win the award.

Improving the air quality within the borough has also been a long-standing priority for both Multiplex and the City of London. Prior to the recent Non-Road Mobile Machinery (NRMM) regulations coming into

force Multiplex partnered with the City of London to be leaders in this area, participating in their "Cleaner Air Action Days" and the National UK Clean Air Day. Multiplex contributed to a series of events hosted by the City of London, including conducting air quality toolbox talks, enforcing non-idling engine policies and awareness campaigns targeted at delivery drivers and site operatives to promote efficient and less polluting driving techniques.

Clean Streets Partnership



Our 15 Bishopsgate and London Wall Place projects received Gold Clean City Awards for outstanding contributions in areas surrounding the sites

Delivering to High Standards

At Multiplex, we are committed to delivering to the highest quality, ensuring we increase client satisfaction, mitigate risk in project delivery and our supply chain, improve market value and reputation, and improve employee wellbeing and engagement. In doing this we help maintain a sustainable business.

Our philosophy for quality is embedded in our client and stakeholder-focused governance framework with robust internal controls, aimed at assuring the completion of our projects on time, to budget, and in compliance with the applicable statutory and regulatory standards and the requirements of interested parties.

Multiplex works to the principals of Soft Landings, by placing great emphasis on meeting the interested parties expectation through a collaborated approach, from inception to completion stages of our projects. We remain focused on achieving a transition from construction to occupation without error and ensure the operational building performance is optimised.



Our Quality Management System is certified to International Standards Organisation 9001 for the management of quality systems. It provides a quality assurance 'roadmap' of control processes and systems, covering:

Understanding

We understand the requirements of our interested parties, including those from our parent company, our employees, clients, government, local authorities, industry bodies, certification bodies, regulatory bodies, our supply chain, and our communities.

Competency

Our teams are provided with robust training programmes and support and risk-based thinking is promoted.

Expertise

Acquiring, retaining and enhancing the necessary market and product knowledge, technical expertise and knowing the applicable statutory and regulatory requirements.

Objectives

Establishing, implementing, monitoring and measuring quality objectives in line with our protocols.

Partnering

Evaluating, selecting and managing suitable supply chain partners and contractors and monitor their performance.

Programmes

Managing projects through effective programmes, project management plans and other internal controls.

Completion

Ensuring that all necessary documentation is traceable, verified and completed before sectional and practical completion.

Feedback

Acting on feedback from our clients, our supply chain, and employees and any relevant parties, to improve our performance.

Reviews

Regularly reviewing our performance to assess the suitability, adequacy and effectiveness of our Quality Management System for continual improvement.



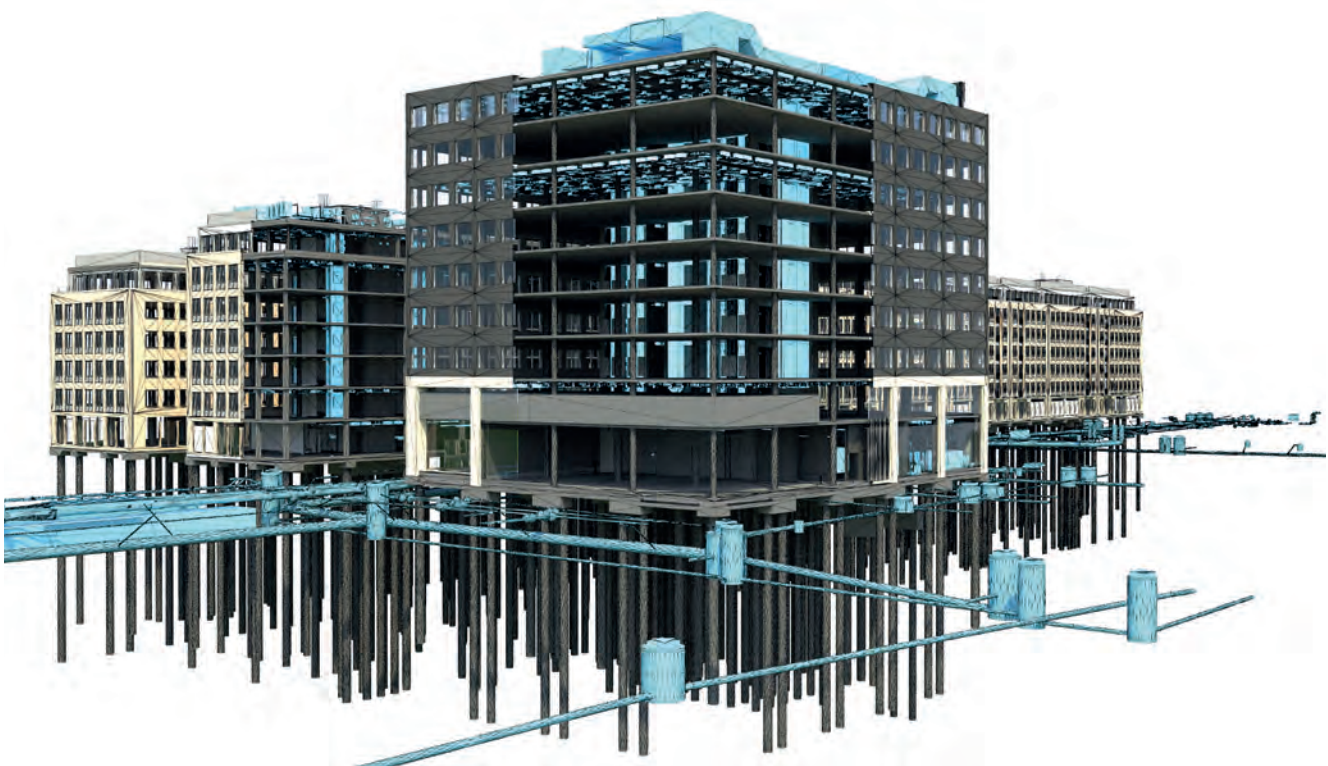
Connecting the Future

BIM has been integral to the delivery of projects at Multiplex since 2011 with the London Wall Place project. We have established ourselves as market leaders in BIM as demonstrated by our inclusion in a select group of Tier 1 Contractors certified as UK Government BIM Level 2 compliant by the British Standards Institute. Further to this, our BIM team are all certified as BIM practitioners by the Building Research Establishment (BRE).

Our progress over recent years has been reflected in being shortlisted for BIM Project of the Year 2016 at the Constructing Excellence Awards for London Wall Place. In 2017 we were shortlisted for our use of 4D within Virtual Reality at the Building Awards for 22 Bishopsgate and winners of the RICS Safety initiative of the year award.

BIM at Multiplex is about improving the way we plan, manage and deliver projects. Projects such as Marble Arch Place, One Nine Elms and 22 Bishopsgate are all using BIM for full coordination of design and delivery as well as providing high-quality digital information for the future management of the buildings.

To further enhance our collaborative approach, our BIM and Sustainability teams are working together to incorporate sustainability-related attributes in the BIM models. This will allow us to have all the product information, including specific sustainability data such as responsible sourcing and recycled content, within the BIM model to streamline reporting and handover of information.



Digital Model – Royal Albert Dock

Engaging with our Supply Chain

We engage with our stakeholders and interested parties in various ways. Our stakeholders include our parent company, our employees, clients, government, local authorities, industry bodies, certification bodies, regulatory bodies, our supply chain, our communities, plus many more that are of strategic relevance to Multiplex. Their feedback is analysed and informs our improvement initiatives. Some examples of such engagement follow.

Our Collaboration Hub

Multiplex recently launched its 'Collaboration Hub' with a sustainability-focused event which was attended by over 45 MDs, CEOs and Board Members from the supply chain. The Collaboration Hub has been formed as a partnership

to understand how we can work collectively to improve the health and safety, environmental, social and financial performance of our respective businesses, and to drive sustainability performance across the construction industry.



Multiplex's Sustainability Collaboration Hub with the supply chain

Working with Our Supply Chain

Our construction projects are large and complex, utilising significant quantities of material and involving supply chains often composed of hundreds of organisations. These organisations range from large international companies to small and medium sized local enterprises. Multiplex employs a range of suppliers and Contractors directly (Tier 1 suppliers), who may in turn subcontract elements of work packages to other businesses (Tier 2, Tier 3+ suppliers). We seek to assure the integrity of the organisations we engage with to ensure that they share our values, meet our quality and ethical standards and cascade these values within the wider supply chain.

The first step in our assurance process is to conduct a due diligence screening exercise as the Tier 1 organisation is validated on to our Supply Network system database via an online pre-qualification questionnaire. This process has been designed to validate the contractors competency across all relevant disciplines, including commercial, community, quality, health and safety, and sustainability. Answers to the questionnaire are reviewed against minimum criteria by the procurement team and discipline specialists, as appropriate.

Once an organisation has been approved for use on the Supply Network, it is able to tender for appropriate project work. The project tender is comprised of multiple phases, including pre, mid and post-tender interviews. The tender submissions are fully reviewed for compliance. Contractual requirements including those of the client, Multiplex and local authority deliverables, are all communicated to the contractor early in this process. At each stage of the process, the contractor must demonstrate an appropriate level of competency to meet project deliverables. Competency is assessed against project-specific deliverables and Multiplex's standards by the project team. Prior to the contractor starting onsite, a pre-start meeting is held where final management details are agreed.

During the construction phase, contractors are required to regularly report against deliverables. Information and data are monitored to ensure the project team's compliance, and is reported at a company level for knowledge sharing. Contractors also regularly meet with Multiplex to discuss project risks and opportunities.

As the package of work approaches completion, reviews are undertaken to confirm that all required data and information has been satisfactorily provided. Completion meetings are held with our contractors to identify "lessons learnt", pertinent items are investigated in further detail, and management systems are revised where appropriate.

The overall procurement process is regularly reviewed to ensure our supply chain processes remain up-to-date, matching Multiplex's business aspirations, best practice and legislative requirements.

We rely on our supply chain to deliver our projects, and are proud of the strength, depth, diversity and professionalism that ethical management systems and their processes bring to our business.

Supply Chain Engagement on Social Sustainability

The Glasgow office hosted a Supply Chain Networking Event to engage with current and new members of the supply chain. 78 representatives from 56 companies attend the session.

This event provided an opportunity for subcontractors to learn more about Multiplex, how to become a member of our Supply Network and our collaborative approach to community engagement is central to our tendering process.

Following the event a number of new companies registered on the Multiplex Supply Network while existing supply chain partners appreciated the opportunity of continued engagement with the Multiplex team.



Engaging our supply chain at the University of Glasgow project

“It was good to meet your team at the Network event this morning, thank you very much for the kind invitation. The presentation was first class; informative, precise and not too long - always a good combo for a successful outcome.”

Stevie McNamme - Royal Strathclyde Blindcraft Industries

“Your company's presentation and professionalism was spot on. I managed to chat to quite a few of your key staff and they all seemed very interested in what we can offer as a service.”

Charlie Machrae - Elite Joinery

Anti-Bribery and Corruption (ABC)

To ensure we have robust procedures in place for preventing bribery and corruption, regular training has been provided for staff. Project teams have appointed ABC officers, and the company undertakes regular audits of policies, procedures and counterparties.

All Multiplex operations have been analysed for their risk of corruption, and all are committed to their duty to combat and prevent bribery and corruption.

Annual training is delivered to all staff, and compliance with company ABC policies and procedures is a condition for employment and here there have been no reported incidents.





Our Approach to Tackling Slavery and Human Trafficking

We are committed to acting ethically and with integrity in all our business dealings and relationships. We are at the beginning of our anti-slavery and human trafficking journey, and have begun implementing and enforcing systems and controls to ensure modern slavery and human trafficking does not take place in our business and supply chains. We have published a Modern Slavery Act Transparency Statement, and will continue publishing our progress annually.

Our Partnership with Stronger Together

In 2017 we joined Stronger Together, a construction-wide initiative that addresses this important matter together with the industry.

Multiplex helps shape the initiative that provides construction companies, their clients and subcontractors with the sector specific guidance they need to address modern slavery and to comply with the UK Modern Slavery Act requirements. The construction initiative follows the successful model of Stronger Together's consumer goods programme, launched in October 2013.

The programme combines interactive training workshops and practical resources which offer detailed yet pragmatic advice. Included in the resources is an in-depth good practice toolkit and the powerful short film "Concrete", based on a true story, which highlights the risks of modern slavery within the UK construction industry.

Workshops can be booked and resources freely downloaded at www.stronger2gether.org/construction

Supply Chain Risk Assessment



Multiplex carried out a preliminary risk assessment of its key global supply chain partners in the UK through the Supplier Ethical Data Exchange (Sedex) with a view of tailor making its due diligence regimes. Sedex is described as "the world's largest collaborative platform for responsible sourcing data" as it was established in 2004 and now has 50,000 members in more than 150 countries.

Tackling Modern Slavery Training

In 2017, Multiplex developed the "Tackling Modern Slavery" e-learning module and launched it via its new learning management system. The module is compulsory for all employees to complete and it aims to raise awareness on the issue of modern slavery and to ensure all employees know what to do if they spot the signs.



E-learning module for all staff

stronger together

tackling modern slavery in supply chains



Chris Blythe OBE,
Chief Executive of the Chartered
Institute of Building (CIOB)

“No project is too big or too small to be at risk of modern slavery and labour exploitation. The commitment shown by these companies demonstrates an enlightened approach, and makes good business sense. The industry improves the quality of life for those who use our structures but the process of construction must also protect the wellbeing of those who make it happen, wherever they are in the supply chain and whatever their background. We should not accept anything less and we must work together to achieve it.”



Jantine Werdmüller von Elgg,
Global Programme Lead of
Stronger Together

“We welcome the leadership of the project which sponsors Multiplex, Saint-Gobain, Westfield and Willmott Dixon to take this key step on the journey to reducing modern slavery in the construction sector. Collaboration is fundamental to our approach, and we encourage every business within the industry to join the programme and take advantage of the free resources, training workshops, and the opportunity to discuss the challenges and best practices involved in addressing this issue within a safe space.”

Outperforming at the Considerate Constructors Scheme

One of the most robust ways of assessing how well we manage our interface with the general public, our teams, the environment and the communities in which we work, is our registration with the Considerate Constructors Scheme (CCS), a national initiative with the objective of improving the image of construction.

Our cross-project CCS Working Group is now well established in ensuring that we share best practice, that each project has a CCS Champion, and that they receive the support needed to continue achieving excellent and exceptional levels of performance.

Part of the Working Group's remit is to focus on best practice, and to encourage innovation across our sites and within our supply chain. This has been well recognised by the scheme itself with a wide variety of Multiplex initiatives being published on the scheme's Best Practice Hub, from onsite contaminated land analysis to virtual reality cycle safety, and using desks manufactured from recycled materials.

Our Achievements 2017

CCS AWARDS

13 awards

1 Gold / 4 Silver / 8 Bronze

One Blackfriars

most considerate site runner-up



The 80 Charlotte Street team engaging with the local Fitzrovia Community Nursery to hold a wildflower planting session with children and teaching staff

One Blackfriars Innovates for Safety

Common Tower Proprietary Escape Stairs and Stair Wrap

A new proprietary secondary escape staircase was developed by Multiplex Plant for the One Blackfriars Project. With a stair spanning nearly 180 meters in height, it was imperative that items could not be dropped from height and that safe egress could be provided to site operatives in the event of an emergency.

The original design for the Common Tower, a temporary structure which houses the emergency staircase and passenger and goods hoists/lifts, used a scaffold staircase. Through further investigation a custom built stair incorporated in the tower was instead included due to its benefits:

- Assembly at ground floor level to avoid Working at Height (WAH) – The common tower and the custom built stair could then be lifted into place using the crane, the first time this has been done as one;
- Decreased common tower build time – By working on the ground floor wind down time was greatly reduced;
- Reduced risk of flooding in fit out areas – The welfare facilities could be incorporated into the common tower, such as portable toilets at every five floors and taps on every level outside the fit-out.

Furthermore, the proprietary secondary escape staircase also incorporated a vinyl wrapping system, this also has several health and safety advantages including:

- The wrap used was a stronger material than the typically used sheeting or debris netting which helped stop sharp objects piercing it and falling below.
- The vinyl wrapping was also held under tension to allow a tight fit to the stair structure, further preventing objects from falling through gaps to lower levels.

The combined features led to a more efficient and safer common tower being built for the One Blackfriars project highlighting our commitment to trialing innovative methods to reduce health and safety risks on site.



BioDot Survey to Measure Stress On-site

BioDots have been around for a long time, even on the Best Practice Hub, but to take it to the next level the team has introduced a fully documented controlled test among the workforce as part of Stress Awareness Week. A full analysis of data has been recorded and summarised as an addendum. Occupational health risks continue to be assessed and addressed, with the BioDots trial taking a next step in measuring and understanding stress levels as part of Stress Awareness Week. Over 800 BioDots readings were recorded at different times during the day, with results collated into graphs and analysed for various results, establishing averages and peaks. This was brought into feedback from employees to determine reasons for individual stress levels, such as waiting for lifts, canteen and breakout issues. This data was then considered and used to change facilities on sites. This resulted in an overall small change in the average standard of onsite stress, achieving a positive effect for staff and generating some great feedback.



OPTIMISING OUR APPROACH

LSQ London



Protecting our World

We protect the future as we build it.

Multiplex's commitment to "protecting the future as we build it" can be seen in the projects we deliver, in our continual improvement in environmental performance, our involvement with the communities in which we operate, and our initiatives regarding employee health, safety and wellbeing.

We are always evaluating ways through which we can improve our environmental performance, and to this end we have set up eight working groups to drive this improvement. These working groups cover diverse topics such as carbon, water, sustainable design, responsible sourcing, biodiversity and wellbeing. We are developing these groups to cross pollinate ideas across all Multiplex operations, supply chain and other industry leaders.



Sustainability and Wellbeing in Building Design

At Multiplex we have incorporated steps into our business processes to ensure sustainability and wellbeing in building design is properly managed and successfully delivered.

All our projects that target sustainable building certifications such as BREEAM (Building Research Establishment Environmental Assessment Method), the Code for Sustainable Homes (CfSH), and LEED (Leadership in Energy and Environmental Design), have either achieved or exceeded their targets. We are also proud to be constructing 22 Bishopsgate, the first project to have embraced the WELL Building Standard from its inception. This standard puts health and wellbeing at the centre of office design and construction.

A detailed breakdown of the array of residential and commercial environmental assessment certifications that we have delivered, up to the end of 2017, can be found in the Appendix.

Our Achievements to date

SUSTAINABLE CERTIFICATIONS

100%

of our projects have achieved or exceeded their environmental assessments target



White Collar Factory: The First UK Office Building to be both BREEAM Outstanding and LEED Platinum

White Collar Factory (WCF) on London's 'Silicon Roundabout' at Old Street is a new urban campus defined by a 16-storey office tower offering 237,000 sq ft of new office space. WCF's design is focused on occupant wellbeing and satisfaction through:

- Enabling building users to control their local environment with openable windows for natural ventilation
- Providing a large number of cyclists' facilities to promote active commuting
- Encouraging physical exercise with a 150m long running track along the perimeter of the top floor

WCF's sustainability credentials:

- WCF achieved LEED Platinum and BREEAM Outstanding certification, becoming the first office building in the UK to achieve the highest ratings for both green building standards
- Shortlisted for the BREEAM Awards 2016 under the "Office – New Construction" category, as being one of the top five scoring office buildings in the world
- Highly Commended in the Construction News Awards as "Sustainable Project of the Year"
- Finalist in the Business Green Leaders Awards under the "Green Infrastructure project" category



22 Bishopsgate Targeting BREEAM Excellent and WELL

22 Bishopsgate is targeting a BREEAM Excellent rating as well as the new Delos WELL Building Standard. The development is comprised of a 62-storey commercial development, including public space, located in the City of London. 22 Bishopsgate will be the first building in London to adopt WELL from its inception. WELL certified developments are designed to improve occupant health and wellbeing, which has been demonstrated to boost productivity and increase occupant satisfaction within operational buildings. WELL design features include:

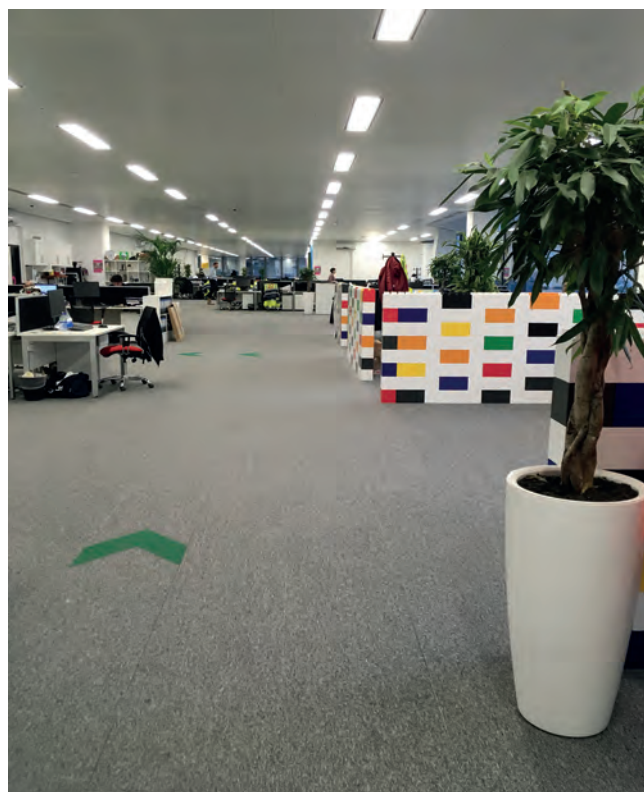
- Large, clear, uninterrupted floor space
- The exclusive use of paints with low volatile organic compounds (VOC) and formaldehyde
- The provision of 1,725 bike stands and lockers
- High ceilings with glazed façades
- External terraces
- Amenity spaces for tenant use, including restaurants, gyms and communal spaces

Wellbeing in Site Offices

We are not only working on delivering 'WELL' buildings for our clients, but also implementing the WELL principles in our Multiplex project offices.

Multiplex is looking to incorporate WELL principles into our site welfare and offices. Our newest project offices have incorporated measures for further enhancing wellbeing in the workplace. Some of those include:

- Areas decorated with low VOCs (Volatile Organic Compounds) paints, helping to achieve good indoor air quality
- Healthy food provided at site canteens to promote healthy eating habits
- The provision of a number of standing desks to maximise the variety of comfortable sitting and standing positions
- Biophilic features to promote human-nature connection
- An onsite gym to promote regular physical activity
- Bike storage and cyclist facilities to promote cycling to work



Office working areas at the 22 Bishopsgate project office



On-site gym at our Royal Albert Dock project



Reception area with features for connecting to nature at the 22 Bishopsgate project office

Working Towards a Circular Economy

Avoidable waste causes unnecessary costs, time and negative environmental impacts. Our goal at Multiplex is to deliver zero waste construction projects.

For this reason, our stringent procedures target potential waste at the design stage and at the source, before diverting any remaining waste from landfill sites. This is in accordance with the waste hierarchy of prevention: reduction, reuse, recycling, recovery of energy, and lastly disposal. All Multiplex projects conduct "Design out Waste" workshops with their design teams, cascading the resulting ideas and actions throughout the project and down to our supply chain. To record and manage results from the "Design out Waste" process, and to monitor and reduce waste produced by our projects, we implement a site waste management plan at the outset of each project.

Our online system for tracking environmental key performance indicators (KPIs), *Metrics*, enables us to easily monitor waste quantities and to track it from source to its final destination, while storing all waste duty of care documentation in one place and allowing us to maintain compliance.

Using Materials with a High Recycled Content

At Multiplex we aim to maximise the procurement of materials with high recycled content. By increasing the use of materials with recycled content, we reduce embodied carbon and minimise the use of raw materials, thereby supporting the Circular Economy.

Multiplex has been monitoring the recycled content of key construction materials since 2015. This enables us to understand our materials usage, affording us the opportunity to identify and promote the use of materials with high recycled content.

A chart showing recycled content as a percentage of the overall quantity of key construction materials on Multiplex projects, which were live during 2017, has been presented in the Appendix.

According to our information, reinforcement steel and plasterboard are currently the best opportunities for using materials with high recycled content. However, materials including insulation and brick/blockwork are currently typically low in recycled content.

Our Achievements 2017

CIRCULAR ECONOMY

34% less plastic waste than in 2016

100% plastic-free vendors at Multiplex Summer Festival

Reduced construction waste to

7.1m³/£100k

120 tonnes of wood being reused and recycled through social enterprises

60 years active life-span of pre-cast panels at Royal Albert Dock

18 tonnes saving through the use of recycled tyres at Principal Tower

10,000 temporary protection sheets reused at Principal Tower

Waste Diverted from Landfill

We are pleased that in 2017 we diverted from landfill 99% of the construction phase waste, 98% of demolition waste and 99% of the excavation phase waste, bettering our targets of 97%, 97% and 80% respectively. Our waste performance data heavily depends on the types of projects we have on our workbook, the sources of waste and their management routes, and the different phases they are in. We recognise that we have the most influence over our construction waste, which is mostly recovered and then recycled via off-site recycling depots, whereas waste from demolition is mostly directly recycled or recovered. Please see our detailed waste performance data in the Appendix.

Improving Waste Management

Multiplex and other principal contractors have recognised inconsistencies in waste management companies' reporting on industry performance, particularly in terms of recovery and recycling rates. Multiplex has therefore become part of an initiative in 2017 which encourages the supply chain to seek independent certification of the PAS 402 standard.

The PAS 402 standard promotes a streamlined approach to waste reporting, by providing a specification for performance reporting which can be adopted by waste management companies against key deliverables, including landfill diversion and materials recovery. We have mapped our waste management companies, brokers and sub-contractors employed on our projects either directly or indirectly, and have written to them encouraging them to seek standard accreditation over this year. By implementing PAS 402, we are actively looking to add value across the industry, allowing us to more accurately report company progress on waste.

Reducing Plastic Packaging

We have engaged with our subcontractors to reduce one-use disposable plastics on our sites. On Principal Tower, Astins, who are undertaking dry lining works, have made the switch from plastic to foil for the packaging of sealant tubes. This simple yet effective change has mitigated our need for plastic for this use and has reduced our overall waste volumes. The foil waste is 24 times smaller than the plastic waste and by the end of the project, we will have saved 9,290 tubes of plastic and 96% volume of sealant packaging waste, simultaneously reducing the embodied carbon from the waste transportation.



On Principal Tower, the dry lining subcontractor, Astins, have made the switch from plastic to foil for mastic-packaging

Responsible Sourcing

To Multiplex this means sourcing materials from suppliers and manufacturers who can demonstrate that they are working to minimise any negative social, environmental and economic impacts associated with materials extraction, processing, transport, use and disposal. Taking a lifecycle approach enables us to embrace Circular Economy principles when procuring materials.

By working with our supply chain, we aim to meet the following targets:

- Sourcing 100% of main building elements and construction materials from responsible sources that are certified to a recognised standard, such as FSC, PEFC, BES6001 and ISO14001
- Ensuring our supply chains apply ethical and financially-viable business practices, including investing in their communities
- Targeting materials with low water, energy, carbon and waste footprints, and where possible, materials that have a positive impact on biodiversity with low toxicity

Responsible sourcing data has been collected by Multiplex since 2014. An analysis of the 2014 – 2017 data indicates that we currently source between 97% and 100% of our key construction materials from sustainable sources. This represents an improvement when compared with 2014 – 2016's figure of 96% to 100%.

The overall increase in responsibly-sourced materials is due to an increase in the responsible sourcing of blockwork (5.59%) and glass (0.36%) when compared with previous years. This offsets a slight decrease in the responsible sourcing of brick (2.42%) and concrete (0.07%) during the same reporting period.

A graph showing the percentage of responsibly sourced materials used by volume from 2014 to 2017 is provided in the Appendix.

Our Achievements 2017

RESPONSIBLE SOURCING

97-100%

of our key construction materials from sustainable sources



Our First FSC Certified Project - 73-89 Oxford Street

Situated in the heart of London, 73-89 Oxford Street is Multiplex's first development to achieve Forest Stewardship Council (FSC) Project Certification for all permanent wood materials and products used in the project. Completed in 2017, 73-89 Oxford Street is comprised of a six storey, mixed-use commercial and retail development.

The project was awarded certification by BM Trada and it was externally audited seven times for FSC certification purposes; audits comprised of documentation reviews as well as site inspections.

To achieve certification, the team developed and implemented a bespoke 'FSC Project Specification' procedure, which included:

- Incorporating FSC-specific clauses within the contract documents
- Reviewing drawings and technical submittals for wooden/timber elements
- Training site staff in Chain of Custody

This also included traffic marshals to ensure that they could check all deliveries at the site entrance and allow only FSC certified timber on site.

Reducing Carbon and Adapting to Climate Change

As a responsible contractor we set targets and record water and energy usage on our sites, ensuring they are managed efficiently and reduced, wherever possible.

Minimising the Use of Water

All sites use mains water and we employ best practice, including water recycling and rainwater harvesting. We publish performance results on our sites to raise awareness, and although we have seen significant reductions over the past years, we are always looking for new ways to save water. **Our water usage onsite, per each £100,000 spent on construction, has reduced by 55% since 2011. This has saved the equivalent of 112 Olympic-sized swimming pools of water, and approximately £480,000 extra costs on water bills.**

Please see our total water usage annually from 2011 to 2017, shown in the Appendix.

Calculating the Whole Project Embodied Carbon

On all our projects we collect and collate information from our supply chain, regarding the embodied carbon of materials. We combine this information with the transport-related carbon emissions we record on Metrics, and the carbon emissions onsite, to calculate the total carbon footprint of the buildings we build through using product-specific information and the Environment Agency Embodied Carbon Calculator for Construction.

Please refer to page in the Appendix for project-specific figures on embodied carbon for projects finished in 2017.

This information is passed on to our clients and to our project teams, allowing them to identify opportunities for reducing the total embodied carbon in the future. This can be done through local procurement, for example, or by choosing materials with a high recycled content.

Our Achievements 2017

ADAPTING TO CLIMATE CHANGE

55% water usage reduction on-site since 2011

100% compliant with the Greater London Authority (GLA) Non Road Mobile Machinery (NRMM) Low Emission Zone (LEZ) targets

Improving Air Quality

We implement control measures to mitigate any potential negative impacts on air quality, and have been increasing our efforts to reduce emissions. We are pleased to say that all Multiplex sites have been audited by enforcing authorities, and are 100% compliant with the Greater London Authority (GLA) Non Road Mobile Machinery (NRMM) Low Emission Zone (LEZ) targets. **We are even pushing those sites falling outside of the regulatory zone to comply with GLA's requirements regardless, to contribute to air quality in the communities where we operate.** We actively check and label all NRMM, and monitor compliance through regular inspections. In showcasing our achievements in this area, Multiplex has participated in the UK's first ever National Clean Air Day on 15 June 2017, coordinated by the Global Action Plan, to implement training and awareness across all sites in a collaborative effort to push the clean air agenda to our employees and the public.



Our Centre Point Logistics Manager briefing delivery drivers on non-idling practices for National Clean Air Action Day



“Our commitment to the Science Based Targets initiative is testament to Multiplex’s proactive leadership in tackling climate change. In doing so, we will drive energy efficiency, strengthen our client and supply chain relationships, and increase our competitive advantage as the world moves towards a low-carbon economy.”

Ross Ballingall, Managing Director - Multiplex

Multiplex joins the Science Based Targets initiative to help tackle climate change

We have been tracking and trending our carbon and energy use since 2011, however 2017 saw a major change in our reporting and in 2018, we made an even bigger transformation with our approach to reducing carbon.

We took the step to bring our carbon targets and reporting in line with the Science Based Targets initiative (SBTi) and the Greenhouse Gas (GHG) Protocol.

Our journey

As a responsible contractor, we want to ensure that we are doing our bit to protect the environment. Science Based Targets enable businesses to align their energy-use and carbon emissions with global thresholds that avoid dangerous climate change. We are determined to align our activities with these global efforts, so in August 2018 we made a public commitment to setting a Science Based Target.

To enable our target-setting, we first had to understand our baseline data. We collected carbon information on our products, transport and operations. Following an extensive review of Multiplex’s 2016 and 2017 data, we calculated our emissions in accordance with the global GHG Protocol on carbon accounting. We also created our bespoke tool to calculate our emissions in this way for years to come. Using this data alongside the SBTi’s criteria and recommended target models, we have determined our science-based targets. We also partnered with the Carbon Trust who provided advice on our preparations for our targets.

Finally, we have developed a strategy to achieve our carbon targets. Spanning the next decade, we know the actions we must take as a business to improve energy efficiency, reduce carbon emissions and align with climate science.



“In order to succeed in tackling climate change we will need to make major changes to the built environment. Contractors like Multiplex have a hugely important role in delivering those changes, bringing their skills and expertise to deliver the property and infrastructure that will be needed in a low carbon future. It is therefore great to see the company aligning with this sustainable future by working towards setting a science-based target, based on the levels of emissions reductions we will need to achieve in order to meet the goals of the Paris Agreement.”

Dominic Burbridge, Associate Director - The Carbon Trust

Our targets

We have established two key science-based targets that address our direct and indirect emissions over a long-term timeframe.

Firstly, by 2050, we will reduce our direct emissions, ie from the fuel, gas and electricity that we purchase, by 80%. To achieve this, we will engage our workforce to improve the energy efficiency of our construction activities and drive a transition to using renewable energy sources.

Secondly, in order to reduce our indirect emissions, we will encourage our clients, design teams and supply chain to investigate and determine their own science-based targets. In this way, we can promote the development of low-carbon buildings.

Our emissions

Multiplex's activities encompass the construction phase of a development, so we have direct and indirect emissions associated with the build process.

Our sources of direct emissions comprise of fuel, gas and electricity that we have bought. Emissions from our purchased fuel and gas, excluding electricity, have decreased 10% in tCO₂e/£100K spend from 2016 to 2017. This improvement is largely due to a switch from generators

to mains electricity used to power some of our sites. Consequently, this switch contributed to an increase in electricity-demand in 2017. In total, our emissions from purchased electricity grew by 15% in tCO₂e/£100K spend between 2016 and 2017. Other factors that drove up this energy demand across a handful of projects included: increase in site workforce, movement of offices and welfare facilities to site and undertaking building commissioning. To improve our performance, we are investigating the potential for buying green energy, as well as behavioural programmes and innovations to reduce energy demand. Nevertheless, almost 99% of our total emissions are in fact from indirect sources. Examples include emissions from: manufacturing of building materials, recycling of waste and the use of buildings we deliver.

We reduced our indirect emissions from all indirect sources by 15% in tCO₂e/£100k spend between 2016 and 2017. This equates to nearly 17,000 tonnes of carbon saved. This significant saving is mostly attributed to improvements in emissions from the extraction, manufacture and transportation of the building materials we used.

Enhancing Biodiversity

At Multiplex we make every effort to protect and enhance biodiversity. The



decision to promote biodiversity as a part of our strategy is further demonstrated by our joining the BIG (Biodiversity Interest Group) Challenge, CIRIA's industry-wide biodiversity initiative encouraging construction teams to ensure long term awareness and protection of local biodiversity.

In 2017, Multiplex was granted an Award for Best Practice and Innovation in one of our projects in the City. The award was achieved for the installation of green features onto site hoarding, which significantly reduced the hoarding's impact, improved the area's aesthetics for pedestrians, and promoted biodiversity.

Additionally, as part of our biodiversity strategy to increase our contribution to the natural local environment, Multiplex has contributed to a number of tree planting events throughout 2017. In November 2017 we organised a tree planting event in Ilford, London, as shown in the case study. We have also joined forces with other UKGBC Gold Leaf Members to complete planting in England's largest new native woodland, Heart Forest, which now covers 850 acres and is home to 600,000 new trees, miles of footpaths and bridleways, wildflower meadows and open spaces.

Protecting Our Land, Water and Air

The land and water table are both carefully protected on our sites, as demonstrated by the fact that we had no water pollution incidents within the 2017 reporting period. We are careful not to contaminate any run-off water or the water table, which we have achieved through the careful planning of our storage areas, and through appropriate bunding. All water requiring management during our construction activities, such as groundwater, concrete washout and commissioning flushing, is pre-treated through settlement tanks and pH tested before being discharged into sewers in accordance with discharge permits conditions obtained from the local sewerage undertaker.

It is important that we monitor and control all emissions to air, water and land. The majority of our projects are within heavily populated areas, and we therefore have rigorous procedures in place on every site to monitor noise, dust and vibration, thereby ensuring they are managed appropriately. As a result we have not had any incidents. All projects have a complaints and compliments procedure in place, ensuring any issues are quickly communicated to the project team, and addressed as soon as possible.

Our Partnership with Trees for Cities

16 volunteers from across Multiplex have taken part in a tree planting and shrub clearing day at Loxford Park in Ilford, organised in partnership with Trees for Cities.

This park has suffered from years of underinvestment, with gaps appearing from trees lost to old age, thereby threatening valuable habitats. The team planted a diverse range of species to help make the tree stock more resilient to future climatic changes, and to improve the park's biodiversity.

The park's restoration has significant long term benefits, including:

- Providing safe, natural spaces where residents and visitors can socialise, play and engage with nature
- Increasing the local area's biodiversity value, while supporting local wildlife
- Improving the park's visual appearance, arboricultural quality and sustainability through planting



- Organising volunteering activities which provide opportunities for residents to come together to socialise and to make positive improvements to their environment



Multiplex volunteers at our tree planting day in Loxford Park

Investing in Skills

We value and respect all our project workforces, whether they are directly employed by Multiplex or work for our subcontractors. An engaged, trained and informed workforce reduces project risk, increases respect for the local community, and delivers higher quality results.

The Multiplex training policy ensures site personnel are given appropriate training and ongoing professional development, with everyone having the chance to upskill and improve. Our project sustainability deliverables are cascaded to all those working on the project through inductions, while our company intends that all managers and supervisors have specific environmental knowledge, gained through recognised industry courses. We recognise training as being a key tool for enabling Multiplex staff to make decisions that both protect and benefit the environment we work in. This is why we put all staff on CIRIA's one-day Environmental Good Practice on Site course.

Ongoing environmental training is also a part of our culture. Each project attends project-specific environmental responsibility training, as well as various other environmental courses available for our staff through our new "Workday Learning" Learning Management System. We are also pleased that our 2016-2017 graduate cohort of 27 employees have attended interactive sustainability training. In our bid for continuous improvement and development, we have also delivered three of our first ever company-wide Continuing Professional Development (CPD) sessions presented by industry experts to Multiplex staff. These sessions allow our staff to benefit from new and emerging industry topics.



Our Achievements 2017

INVESTING IN SKILLS

454 new staff participating in CIRIA's one-day Environmental Good Practice on Site course

60 hours of Continuing Professional Development (CPD) from industry-leading sustainability experts

Sustainability Engagement on Sites

Every Multiplex project holds a Sustainability Week at least once per year to promote and embed environmental good practice, workforce wellbeing and community initiatives. This provides an opportunity for us to engage with the client and subcontractors, and to build relationships with local organisations, residents and regulators. The exhibition posters are displayed at each project and engagement activities are undertaken, including delivering environmental toolbox talks, environmental quizzes and competitions to encourage sustainability in the working environment.



Our Achievements 2017

SUSTAINABILITY ENGAGEMENT

100% of our projects hosting a sustainability week every year

Embracing Digital Methods of Communication

On our 80 Charlotte Street site the project team has developed a project app accessible on most smartphones. The app was designed with three key objectives in mind:

- Communication
- Collaboration
- Feedback

It allows the Multiplex team and the subcontract site team to view project progress updates, check current working hours permissions, review up to date logistics plans and deliveries, as well as being a key method of communication for environmental sustainability and community aspects of the job.

The 'Environment' section of the app provides users with information about 80 Charlotte Street's Environmental Policy and Targets and also about initiatives that 80 Charlotte Street are promoting.

80 CHARLOTTE STREET PROJECT APP




- Project Information
- Nurse Appointments
- Logistics - Plans, DABs etc
- Compliments and Complaints
- Report an Incident





SCAN QR CODE TO DOWNLOAD

NO QR READER?
GO TO:
bit.ly/80csapp

The 80 Charlotte Street App contains sections on various elements of the project, including Environment and Community



The 80 Charlotte Street App Homepage

Spill Kit Response Process

The idea behind having a spill kit response process on the app is for quick action on-site, rather than the operative finding emergency spill kit processes on noticeboards, they can quickly access through the app.

Environmental Profile

This section gives brief details about the project and highlights the environmental assessments we are working to achieve (BREEAM – Excellent, LEED – Gold and EcoHomes – Excellent). This section highlights how we plan to achieve this (e.g. diverting 97% of waste from landfill, inclusion of green roofs, recycled content of materials etc.)

Sustainability Policy

This shows our company's policy about our commitment to producing buildings that have a very high standard from an environmental perspective and also trying to be as sustainable as possible whilst constructing these buildings.

Environmental Targets

This section lets the user see Multiplex and 80 Charlotte Street's environmental targets and current performance.

One Less Bottle

This is our latest environmental drive on 80 Charlotte Street. One Less Bottle aims to stop using plastic disposable cups and use a refillable bottle instead.



Connecting to Communities

We are committed to creating social value as we build.



The University of Glasgow project team help with the Woodland Community Garden clean-up

Creating social value for the local communities in which we work is a key project deliverable for Multiplex. We have learned over the years that construction projects are not simply about bricks and mortar, but that they also have the ability to add real value in communities and change people's lives.

Construction projects are drivers for change in local communities. They create positive economic impacts by providing opportunities for employing and up-skilling the local workforce and generating new contracts that lead to business growth.

Construction projects have the ability to build aspiration in young people, and to provide positive careers opportunities for future generations.

Multiplex understands the impact of connecting to communities and creating social value. We are committed to go above and beyond our client and stakeholder expectations.

Our core business values centre on care, collaboration, integrity and outperformance, and we have embedded community policies, procedures and key performance measures into all our projects to create social value as we build.

Our commitments focus on supporting the local workforce, developing apprenticeships or accredited trainee frameworks, building capacity within our supply chain and engaging with small to medium sized enterprises, while also engaging local communities by getting involved in, and benefiting from the economic opportunities that construction projects bring.



**SOCIAL VALUE
ADDED
£437m**

(JANUARY 2015-DECEMBER 2017)

Outcomes based on a social value report created by the Social Value Portal

Our Focus



Investing in people

- Employing local people
- Supporting new entrants into the construction sector
- Employing apprentices
- Providing opportunities for learning and development
- Providing work experience opportunities

Supporting business

- Breaking down barriers for local businesses
- Providing opportunities for small and medium enterprises
- Providing opportunities for social enterprises and supported businesses
- Creating social value and community benefit capacity building workshops for the supply chain

Inspiring communities

- Creating engaging programmes for school pupils and students
- Providing volunteering and mentoring support
- Fundraising for charities and good causes
- Engaging local community groups

Respecting our neighbours

- Connecting with local neighbours
- Keeping everyone informed with regular communication
- Understanding concerns
- Working together to find best solutions

Positive Partnerships are Key to Our Success

We have been successfully managing our community engagement strategy for a number of years at local, regional and international levels. The key to our success lies around the partnerships we have established with external agencies, local councils, our supply chain and our clients.

Working collaboratively has let us develop a robust set of systems and processes that get results and have the power to change people's lives.

These partnerships drive our strategy and allow us to reach out to local communities, connecting directly with people who benefit from our local engagement.



Department for Work and Pensions



We have published a **Best Practice Guide** which outlines our approach to community engagement for our project teams and supply chain. This sets out our systems and processes, and the various programmes we run throughout the year.

Project Spotlights



Royal Hospital for Sick Children and Department of Clinical Neurosciences, Edinburgh

- 60 new entrant jobs
- 128 apprenticeships
- 6,446 work experience hours
- 683 school pupils engaged
- £110,100 raised and donated to local charities



Bluechip Financial Headquarters, London

- 631 local people employed
- 42 apprenticeships
- 6,329 hours volunteered
- 25 community events
- £10,000 raised for charity



Centre Point, London

- 32 apprenticeships
- 1,362 hours volunteered
- 596 pupils engaged
- 57 community events
- £45,800 raised for charity



One Blackfriars, London

- 76 new entrants employed
- 74 local people employed
- 37 apprenticeships
- 312 hours volunteered
- 1,830 hours of work experience
- 110 community events



Royal Albert Dock, London

- 243 local people employed
- 110 hours volunteered
- 811 school pupils engaged
- 46 community events
- £15,000 raised for charity



22 Bishopsgate, London

- 142 new entrant jobs
- 97 local people employed
- 972 hours volunteered
- 2,333 work experience hours
- 940 school pupils engaged
- £64,245 raised for charity

Assessing our Social and Economic Impacts

As a responsible contractor Multiplex is serious about fully assessing the social and economic impacts of our projects.

In 2017 we began working with the Social Value Portal to understand the added value our engagement with local communities has. We were part of the UK Green Building Council task force that created 'Delivering Social Value in New Developments' guidance and we are currently working with Build UK and other main contractors to create guidelines for delivering social value in construction.



Creating a Social Value Model

We are developing a bespoke Multiplex social value model. This will allow us to fully assess the economic and social impacts our projects.

We have created a robust methodology and allocated financial proxy values to activities such as engaging with school pupils, volunteering our time, delivering work experience and creating opportunities for local jobs and skills.

The output from the social value model will ultimately demonstrate the added value we bring to local communities. This will provide us with the tools and data to allow us to maximise our impacts and focus our strategy on where we can make the biggest difference for the communities we work in.

Investing in People



The construction sector contributes over £90bn to the UK economy, and employs 2.3m people each year. As the sixth largest source of employment in the UK, the sector has a major role to play in generating positive economic benefits for local communities.

We understand the importance of having local people on all our projects. We strive to create an inclusive environment where everyone has the opportunity to flourish. We develop bright futures for the people in our local communities, our employees, and for those that work on our projects via our supply chain.

We are committed to employing local people, providing training and offering opportunities for people to progress in their careers.

We work with our supply chain to encourage them to adopt our approach to investing in people by setting targets and key performance indicators as part of our tender process. We facilitate engagements and workshops with our external partners and stakeholders, and regularly review outcomes and performance.

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As a responsible contractor, Multiplex is committed to making a difference in our communities by investing in people local to our projects and making valuable contributions to the local economy.

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Supporting People into Work

A key part of our project delivery is to support local economic regeneration, by helping local people gain access to job opportunities. We work closely with external partners and stakeholders to link local people looking for work with opportunities presented by our projects.

At the tender stage our supply chain is required to complete an employment and skills method statement that outlines their approach to complying with our commitment to investing in local people. Through our supply chain we provide new entrant jobs, pre-employment training, apprenticeships, and work experience programmes.



Work Experience Placement Leads to Positive Future for Natasha

Natasha Robinson was unsure about the direction she wanted her career to go in. At school she was steered in the direction of hairdressing and media. Natasha knew she needed to find something more suited to her skills and interests.

She found her way onto a Construction Youth Trust programme where she joined a 6 week 'get into construction' pre-apprenticeship programme.

As part of this programme Natasha was given the opportunity to undertake a 2 week work placement on a Multiplex project with their supply chain partner Emtec and has never looked back since.

On completion of the work experience Natasha performed so well that Emtec were delighted to offer her a full time position. That was over a year ago.

Natasha said, 'This opportunity has given me a greater opportunity in life and has made a massive difference to me and my family. Before I got this job I was working in a coffee shop and only really earned enough to pay my rent. Now I'm with Emtec I'm learning lots, gaining new skills and qualifications, I've been able to take driving lessons and have now passed my test, I've got a passport, I'm planning a holiday and saving for a new car. This would never have been possible before.'

Natasha added, 'I'm working towards my Level 4 site management and then I will go on to get my CSCS Level 5 qualification. I'm feeling really positive about my future and now have a great opportunity to get out and explore the world.'

'This opportunity has given me a greater opportunity in life and has made a massive difference to me and my family.'

Future Talent



Local school pupils get a chance to learn more about a career in construction on a visit to our 100 Bishopsgate project

With shortages of skilled labour, an aging population in the construction sector and a negative perception about the industry among educational professionals, young people and their parents, bringing new people into the sector is critical. This makes sure the construction sector has the pool of skilled and trained workforce required to manage demand for future projects.

Multiplex is committed to developing future talent within the construction sector, and consequently we invest heavily in our graduate, apprenticeship and development programmes. We also work closely with our supply chain, encouraging them to adopt our approach to attracting future talent.

We are also committed to creating apprenticeship opportunities for all our projects, and investing in our young people. We run an annual apprenticeship programme, and currently have 15 young apprentices employed in mechanical and electrical engineering and carpentry.

Over the last three years Multiplex and our supply chain have provided 138 young people with new apprenticeships opportunities on our projects. We work hand-in-hand with our supply chain, and offer them support in recruiting, training and developing young people.

The people we invest in today are the workforce of the tomorrow – it is essential that we get it right.

Our Achievements 2015-2017

INVESTING IN PEOPLE

762 local people
employed
across our projects

66 graduate
opportunities
created

307 apprentices
employed

337 new entrant jobs
created on our
projects

Supporting Business



Connecting with our supply chain forms a key part of our sustainable procurement strategy

Multiplex is committed to sustainable procurement on all our projects, and understands the importance of having a diverse supply chain. We recognise there can be many barriers for SMEs, supported businesses and social enterprises, in accessing opportunities on large scale projects.

Our community team works with a range of local stakeholders to breakdown those barriers, and to encourage and engage the supply chain. We support our commercial and procurement teams to present available opportunities to the local marketplace.

We provide local businesses with access to opportunities through proactive means including advertising opportunities, attending procurement events and workshops, and working in partnership with local council's economic development departments.

On each of our projects we create a local procurement strategy which our supply chain supports as part of their project delivery.

Our approach to supporting local businesses includes:

- Hosting and attending meet-the-buyer events
- Running capacity building workshops
- Running "How to do business with Multiplex" tendering workshops
- Identifying relevant opportunities
- Providing coaching and guidance

Capacity Building Workshop

Michael Hoare, BIM Manager, delivered a capacity building workshop for the supply chain and SMEs at the Royal Hospital for Sick Children and Department for Clinical Neurosciences project in Edinburgh. Fourteen attendees were given an introduction to BIM for the construction industry and Multiplex, information on standards, guidance and external accreditation, and how to implement BIM in their business.



Meet the Buyer Events

Many of our projects have a variety of social impact targets and these form part of the Section 106 planning obligations. A key component of these obligation is around supporting and engaging with local businesses and small to medium enterprises (SMEs).

SMEs and local businesses often struggle to secure places on large scale projects so Meet the Buyer events are a great way of breaking down barriers. They make direct connections for local businesses and help them to identify relevant opportunities that match their skills and capacities.

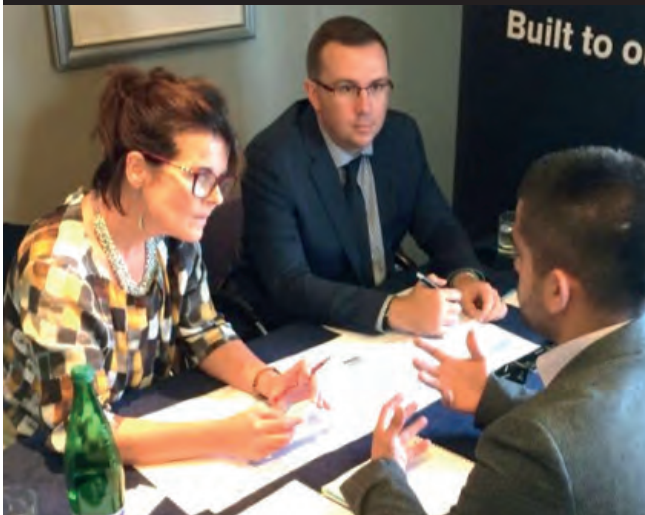
Local procurement and engagement with SMEs is a significant focus for Multiplex, and we see events where we can connect our supply chain with local businesses as a great way of meeting the Section 106 planning obligations.

Our community and commercial teams regularly attend Meet the Buyer events throughout the UK and in 2017 we hosted a bespoke Multiplex meet-the-buyer event in the City of London.

Eleven of our supply chain partners were in attendance as 'Buyers', while 28 SMEs and Social Enterprises specialising in various trades attended the event.

////////////////////////////////////
"What a great spread of contractors... fantastic outcome with all the contractors I met."

James Standing – Speedy Services
////////////////////////////////////



Our Achievements 2015-2017

SUPPORTING BUSINESS

933 work packages let to SMEs

14 Social Enterprise opportunities created

295 local businesses gaining access to contracts on our projects

12 meet the buyer events and engagements hosted

Social Enterprise Secured a University of Glasgow Contract, Getting Young People into Work

GTS is the only social enterprise operating in Scotland's private security industry. The enterprise was set up by the former golf professional Chris Thewlis in 2012 as a not-for-profit organisation. Chris had been working part-time in the security industry while at university, and it was then that he identified a gap in training and development opportunities being offered by the companies he worked for.

Since 2012 GTS has gone from strength to strength, developing a solid client base providing security services in the public and private sector. They are part of the Security Industry Authority (SIA) approved contractor scheme, are Contractors Health and safety Assessment Scheme (CHAS) registered, and ISO 9001 certified.

GTS are the national Security partner for The Prince's Trust "Get into Security" programme, through which they have provided training to around 300 young people looking to gain sustainable employment and opportunities to develop their careers in the private security industry.

Getting an opportunity to work on the University of Glasgow project has had a positive impact on the GTS not-for-profit business model. Multiplex has been their first client in the construction sector, and with this contract allowing them to expand their business and enter a new market.

As part of the contract with Multiplex, GTS has provided six young people from the "Get into Security" programme with full-time jobs.



'Get into Security' trainees now working on the University of Glasgow project

“Overall, working with Multiplex has been fantastic for our business and this contract gives us a solid base on which to build our enterprise. The procurement process was relatively straightforward and the Multiplex team provided help and support from the beginning to the end of contract negotiations.”

Chris Thewlis – Director, GTS Solutions

Inspiring Communities



Multiplex works hard every day to make great things happen for the people and communities that surround our projects. We are driven to support and inspire everyone by engaging with local groups, building aspiration in young people through our educational programmes, raising funds for local charities and good causes and volunteering our time to help out with local initiatives.

Fostering a lasting legacy for our projects lies at the heart of everything we do – not because we have to but because we want to. Engaging our local communities helps to create a sense of pride and achievement among our project teams and it generates a positive future for our communities, our partners, our clients, supply chain, and our extended stakeholders.

Our focus is on strengthening local communities, giving back and positively contributing to society as we build.

Our Achievements 2015-2017

INSPIRING COMMUNITIES

5,333

school pupils learned about construction

96 schools engaged with our projects

229

people gained valuable work experience on our projects

49,073

hours of work experience offered to young people pursuing a career in construction

Engaging Young People Through Innovative Educational Programmes



Pupils from Notre Dame Secondary School participate in the Multiplex Independent Learning Programme

Our educational programmes are designed to give students and pupils real insight into the world of construction, while developing softer skills such as confidence building, communication, presentation and team working. As part of the programme, we offer employability workshops that focus on interview techniques, CV preparation, seeking employment, and applying for jobs.

As well as programmes for secondary school pupils, we also have similar ones for university and college students, and for younger pupils. We offer mentoring programmes, career development sessions and a vast array of management and project events, created to support young people on in their journey through the construction sector.

Summer placements get hands on experience

Multiplex hosted five summer placements at the University of Glasgow Campus Development project to give construction students a hands-on experience. As well as visiting the site, where the students witnessed pile excavations, the inside of one of the three concrete cores and concrete being poured, they were allocated specific construction related tasks and challenges.

Julia Leonczyk, Reece Donnelly and Chris Tong are all studying Civil Engineering. Julia worked with the BIM Manager on clash detection and configuring BIM models, Reece was site based working with the Project Engineer setting out for the project, while Chris was focused on the environmental and sustainability elements of the build.

David Leyden conducted research on the social impacts and outcomes of the campus development and Andrew Stephen undertook a project determining the security of Multiplex IT systems.



Work Experience

Work experience is a great opportunity for young people interested in exploring the options of a career in construction. A short term work placement gives a young person a taste of what it is like to work in the industry, and allows them to assess if working in construction is the right fit for them.

Work experience placements are offered to school pupils, students or unemployed people. Each placement is supervised for the programme's duration, and generally lasts from one to four weeks.

We work in partnership with the Construction Youth Trust, Women Into Construction, St Mungo's, the Prince's Trust and the Construction Industry Training Board (CITB), and local colleges and universities.

Over the last three years we have supported 229 people and provided 49,073 hours of work experience across our projects.



A Unique Learning Experience

The overall aim of the Independent Learning Programme (ILP) is to encourage and inspire young people within the local community to prepare to take their first steps into the world of work. We work with local schools to undertake research in areas related to construction, and to gain an overall better understanding of the construction process.

The 12 week programme includes students being allocated a mentor, visiting sites and participating in classroom-based activities. The student then complete a final presentation which is delivered to a panel of judges made up of representatives from the client group, industry experts, and professional bodies.



Early Careers Workshops

The Early Careers Workshop offers young learners an opportunity to learn about what jobs are needed on a construction site, and what skills they need to do these jobs. Working in conjunction with the school, we will bring a selection of people from the site to talk with young people. This is a highly interactive workshop that young people and teachers can get a great deal from.

Charity Fundraising

We encourage and support a culture of giving and volunteerism among our employees around the world.

All our employees are encouraged to participate in community activities and fundraising, and many of our executives hold leadership positions on the boards and capital campaigns of major charities and public institutions, including hospitals and universities.

All our projects have a fundraising target and a nominated charity to support on an annual basis. Over the last three years we have raised £877,031.

Our project teams have ran, walked, climbed, baked, jumped, swam, danced, golfed and cycled all around the UK, to raise funds for our nominated charities Chickenshed and Willow Foundation. In addition to this we work with St Mungo's, the Duke of Edinburgh Awards, Sick Kids Friends Foundation, Maggie's and Glasgow City Mission.



Charity Ceilidh Raises £19,000

The Multiplex Scotland team organised a charity ceilidh for Glasgow City Mission and the Willow Foundation. This event was attended by the wider project team and supply chain, and raised £19,000 to be split between charities.

Glasgow City Mission provides help and support to vulnerable adults and children, by fighting against poverty and disadvantage in Glasgow. Willow Foundation is the only national charity working with seriously ill young adults aged 16 to 40 to experience uplifting and unforgettable Special Days.

There was a traditional ceilidh and address to the haggis with Grant Campbell (CEO Glasgow City Mission) and Fiona Brown (Willow Foundation) speaking about each charity's important work.



Christmas Cheer for DAMAC Tower Neighbours

The DAMAC Tower team chose to donate the total cost of a Christmas dinner to the residents and employees at Graham House. On the day over 70 people were served a hearty Christmas lunch with all the trimmings, and a great day was had by all.

The team also arranged and paid for some much needed cleaning for an external walkway covering at the hostel. A metal grill overhanging the pavement collected a lot of rubbish and grime that was threatening to drop onto passers-by below.

Monica Greghart, Lead Manager at Graham House, said: "A very big thanks for the cleaning work carried out yesterday, it looks so much better."



70 people enjoyed a hearty Christmas lunch, and a great day was had by all.

Respecting our Neighbours



Museum of London Archaeology public engagement is a great way for us to connect with our local communities

Multiplex understands that establishing and maintaining good relations with our closest neighbours is critical to the successful delivery of our construction projects. We are committed to being a good neighbour, and to minimising disruption to the local community as we build.

Fostering good relationships with our neighbours is embedded in our culture of outperformance. This includes creating a legacy for the communities in which we work, mitigating disruption as far as we possibly can, creating a sense of pride and achievement among our project teams, and creating a positive future for our partners, clients, and wider supply chain networks.

Our approach is simple, straightforward and is focused on open and transparent communication. We connect with our local stakeholders, keeping everyone informed of site activities, communicating with our workforce, and sharing information at the right time to all interested parties.

Connected to Our Neighbours



Our Achievements 2015-2017

RESPECTING OUR NEIGHBOURS

431

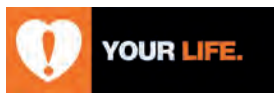
community events and engagements connecting with nearest neighbours

14,430

hours of volunteering time donated by our project teams to support local community programmes and initiatives

£877,031.98

Funds raised and donated to local charities and good causes



Health & Safety - Building a Culture of Care

Our continued high level of health and safety performance is the result of our ongoing implementation of a robust strategy based on four key elements:

- Our company values, including our commitment to ensuring everyone's safety and wellbeing
- Documented management systems, which are third party certificated by Lloyds Register to BS OHSAS 18001
- The "It's your life!" behaviour programmes, based on a documented health and safety code of conduct which sets out commitments for workers, supervisors and managers at all levels across Multiplex, and also for our subcontractors
- Access to competent health and safety advice, through a team of chartered health and safety professionals, and a wide range of information sources

Our commitment to health and safety is demonstrated through our Chief Executive Officer issuing a signed health and safety policy, which includes the identification of health and safety responsibilities, and acknowledges that there is no function within Multiplex with greater importance than health and safety. It is our ultimate objective that every person working on Multiplex projects, or anyone who could be affected by our activities, do not suffer any injury or ill health. We now have targeted a net improvement in the health of our workforce, through the implementation of both an extensive occupational health program and a health awareness campaign.

To ensure consistency in our delivery of health and safety, management systems which have been externally certificated by United Kingdom Accreditation Service (UKAS)-accredited Lloyds Register to BS OHSAS 18001:2007 are implemented across the business. This implementation is monitored through a wide variety of means, including auditing by qualified internal auditors. Meanwhile, annual management reviews are undertaken by the senior management, to establish the effectiveness of the management systems, and identify opportunities for improvement.

We understand and take on responsibilities as a principal contractor, ensuring we maintain high standards of health and safety performance. We maintain certification with Safety Schemes in Procurement (SSIP) which confirms that as a principal contractor we meet the core criteria for competence as set out in industry good practice. The health and safety executive "recognises any client wishing to procure the services of a business which has achieved SSIP certification can be confident that a reasonable and robust judgement has been made". We also set high



standards in our subcontractor procurement processes, requiring all subcontractors to also hold SSIP certification.

As part of our desire to push boundaries on health and safety, we have introduced a number of programs including:

- Seeking independent scrutiny of our management arrangements, their implementation and effectiveness through DEKRA consultants, with the aim of becoming a high-reliability organisation
- Engaging with the Greenwich University Fire Safety Engineering Group, to challenge accepted norms with regards to emergency response and evacuation
- Engaging with unions to ensure working conditions and health and safety concerns are properly discussed; a number of our projects include union convenors as part of our management teams

To assist in our health and safety objectives, Multiplex has introduced a health and safety committee, formed of representatives from across the business. This committee works with senior management and the health and safety team, to assist in identifying and developing improvements for health and safety arrangements and company performance. Working groups set up through the health and safety committee have assisted the development and implementation of specific initiatives.

Improving Occupational Health

Our aim is for everyone's health to be improved through their work with Multiplex.

Multiplex employs the services of an occupational health practitioner, who supports a team of occupational health nurses to ensure all those working with Multiplex are not exposed to risks that may cause ill health and diseases. Additionally each project has an occupational health champion, while a Multiplex occupational health working group meets monthly to assist in driving forward our occupational health programme. An extensive mental health awareness and support programme has been introduced for the benefit of all employees and subcontractor personnel, and Multiplex is committed to delivering the "Building Mental Health" program with 5% of Multiplex employees trained to be mental health first aiders.

A series of health awareness campaigns are run throughout the year. In November an alcohol awareness event across the whole business provided an opportunity to help people understand the effects of alcohol on their abilities to complete simple tasks, and also dietary information in relation to alcohol. This provided a fun environment for delivering an important message.



Reducing Risk Through Design

To ensure the buildings we build are suitable for end users, we oversee an extensive process for ensuring risks are eliminated in the design stage whenever possible. Where risks cannot be designed out, suitable mitigations are identified and incorporated into the build process, and arrangements for the building's subsequent management. We employ a consultant team to assist with responsibilities of the principal designers.

Health and Safety Training

Training is a key element of competence, and as such we have a comprehensive training program for our management teams. The key training courses include:

- The Site Management Safety Training Scheme (SMSTS), in which our directors and senior managers attend a five-day course which is accredited by CITB/Construction Skills, with two day refresher courses attended every four years
- A safety leadership programme for directors and senior managers
- IRCA qualified lead auditors and IIAI qualified accident investigators

Health and safety training forms part of our annual appraisal process, where training requirements are discussed and considered within the context of job functions.

Mental Health First Aider Stickers

The Occupational Health Team have issued out the below stickers to be worn on hard hats. If you see someone wearing these stickers, you can trust that they have received the relevant training to support you and provide advice where necessary.

GOLD

A Mental Health First Aider



SILVER

Mental Health Supporter – someone you can talk to who can keep you safe



BRONZE

Completed the 'Let's Start the Conversation' training



The following programme has been rolled out in 2018 across the business.



Duradiamond
Building Healthy Business

Health Promotion Calendar 2018

<p>January</p> <p>One Inch Challenge Healthy Eating</p> 	<p>February</p> <p>Exercise Blood Pressure</p> 	<p>March</p> <p>Smoking Awareness Prostate Cancer Ovarian Cancer</p> 
<p>April</p> <p>Bowel Cancer World Health Day</p> 	<p>May</p> <p>Mental Health Respiratory Awareness</p> 	<p>June</p> <p>Sun, Skin and Hydration Hot Weather Working</p> 
<p>July</p> <p>Fatigue Shift working</p> 	<p>August</p> <p>Work Life Balance Stress Awareness</p> 	<p>September</p> <p>Flu Noise Awareness</p> 
<p>October</p> <p>Breast Cancer Testicular Cancer</p> 	<p>November</p> <p>MSK Back Pain</p> 	<p>December</p> <p>Cold Weather Working HAVS</p> 

The topics shown act as a guide for each month throughout 2018. There may be additional themes covered that are not mentioned here.



Investing in Our People's Potential

In 2017 we invested in over 17,000 hours of training, which includes our investment into the health and safety, sustainability and other personal and professional development of our employees. We also have implemented a new platform that provides access to digital learning. We recognise the value of investing in and developing our people's capabilities, and know that our business reputation is built on this. We believe in growing our people, and we offer a mix of formal training courses and professional development opportunities, while also encouraging coaching, learning through collaboration, and on-the-job learning opportunities.



Digitalising Our Learning Experience

Technology is increasingly changing the way people learn, and in 2017 Multiplex invested in Workday Learning as our new Learning Management System. We have built in-house e-learning courses meeting our specific needs, and the Workday Learning system will allow us to co-ordinate all learning and development activity in-house.

In the first four weeks after launching Workday Learning, over 650 of our UK employees accessed e-learning. We are focused on growing our digital proposition for our employee development and recognise that this is invaluable for new employees to our business. We have taken the approach of “co-creation” with learning activities, building workshops and developing e-learning courses with specialists in our business and applying best practice external expertise.



Learning and Development activities have included:

- Our Graduate development with targeted capability-driven activity over two years
- 360 degree feedback for leaders and people managers, unlocking self-awareness and applying coaching support to improve personal effectiveness
- Education in mental health first aid, which enables designated employees and people managers to identify signs of workplace stress, and to understand where to find and provide support
- The new joiner induction which ensures our new employees understand about our business and values, and have the opportunity to meet with members of our Senior Leadership Team
- Providing new hire employees a buddy to support them in navigating the business
- Targeted management training workshops including those focused on giving and receiving feedback and constructive conversations.
- Ongoing support for continued professional development, assisting professionals in attaining memberships and qualifications from professional bodies
- Investing in early career apprentices

In addition, all employees receive regular performance coaching from their line manager to reinforce learning and provide in-the-moment learning:

- Total learner hours: 17,050
- Male = 14,501;
- Female = 2,549;
- Manager and Director = 10,395;
- Employee = 3,660;
- Graduate and early careers = 2,995

Learner hours are defined as actual hours which would have otherwise been spent working.

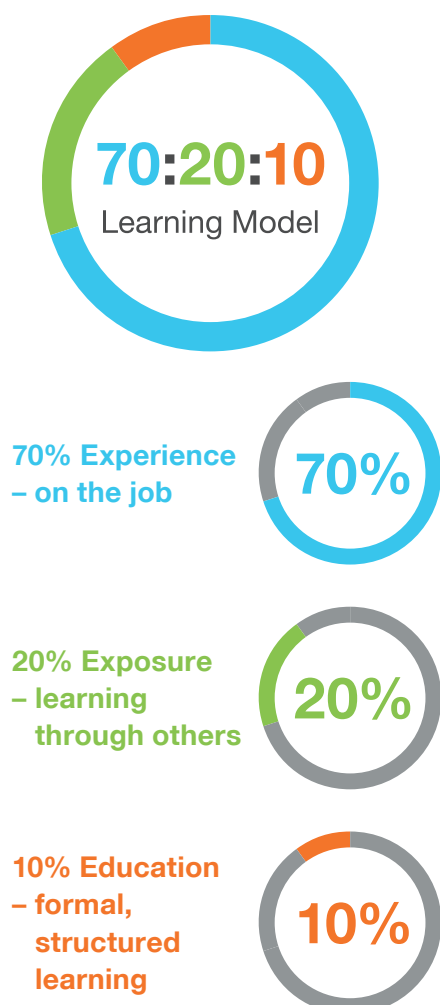
Looking Forwards On Learning

In 2017 we significantly increased our internal resources in learning and development, to demonstrate our commitment to encouraging the development of our people. This has enabled us to deploy Workday Learning, and in 2018 it will enable us to develop our offerings using co-creation practices which include:

- Redeveloping our Graduate Development programme which includes best in class approaches to learning content, and approaches taken in learning
- Developing the capabilities of our managers
- Being committed to using the Apprenticeship Levy to support skills growth
- Developing learning which is focused on improving our discipline and function capability

The 70:20:10 Learning Model

Our learning is designed around current best practice learning principles.



The 5% Club

We continue to be proud members of the 5% Club, a campaign focused on creating momentum behind the recruitment of apprentices and graduates into the UK workforce. We are committed to the aim of ensuring that 5% or more of our UK workforce are apprentices, graduates or sponsored students on structured development over the next five years.

Supporting Collaboration

We advocate an approach to people development which is based on collaboration. We encourage teams to share knowledge, experiences and views which drives improved performance and team-working.

For example, when planning a workshop on the 'unconscious bias' theme, we engaged with our charity partners Chickenshed Theatre Company and our employees across different business disciplines. This ensured the workshop was relevant, effective, and encouraged early-adopters and learning ambassadors.

Our new joiner induction e-learning courses have been built with feedback from employees across the business. This sharing of knowledge enables us to build on lessons learned from experience.

We Listen

There is a strong link between high levels of employee engagement, and organizational and business success.

We know that seeking out our people's opinions and fostering healthy debate will help us deliver our sustainable growth. We undertake an employee engagement survey every two years, asking employees for their perceptions and opinions about a variety of topics regarding our work environment and practices. In addition, our annual performance review process fosters meaningful conversations about past and present performance, potential and personal growth.

Our Benefits

Our employees are able to access a range of benefits from which they can select during the year. These include:

- Dental cover
- Private medical insurance
- Non-contributory pension (5%)
- Income protection cover
- Cycle to work scheme
- Childcare vouchers
- Health checks
- Discounted gym membership
- Life assurance
- Critical illness cover
- Interest free season ticket loan



Unconscious Bias Training – Working with the Chickenshed Theatre Company

We have partnered with the Chickenshed Theatre Company, our charity partner, to co-create unconscious bias training. This included developing training content devised by Chickenshed and Multiplex employees, which was then delivered to a range of people across our business. The format included experiential learning approaches which explored themes of bias with Chickenshed ambassadors. Feedback for the event included: **“A great way to open your mind to diverse training style”** and **“the young ambassador my group worked with was truly excellent”**.

International Women's Day Inclusion Workshop

We marked International Women's Day by engaging in an interactive, discussion-based workshop, led by members of the Senior Leadership Team. The primary goals were to consider how to retain and attract more women into Multiplex, and to determine factors that influence the broader diversity agenda in construction.

Feedback included: **“I valued being able to speak to those directly who can facilitate change”** and **“I enjoyed engaging with others in different roles and hearing honest opinions”**.



OUR GOALS

Sustainability Goals

Review of 2017 Targets

	ASPECT	KPI	TARGET	PERFORMANCE IN 2017
Waste	Waste diversion	% total volume diverted from landfill	Divert a minimum of 97% of non-hazardous construction and demolition waste from landfill	98% diverted from landfill
			Reuse a minimum of 80% of non-hazardous excavation material onsite or offsite	87% reused on or off-site
	Waste prevention	Design-out-waste workshops on projects	Encourage, promote and track waste prevention innovations through “Design out Waste” workshops and our ideas register	Completed on all projects
Materials	Timber	% of certified timber and timber products onsite	Demonstrate 100% compliance with the UK government timber procurement policy	100% timber certified
	Recycled content (RC) of materials	% RC	Promote materials with high RC	Promoted on all projects
			Record actual % RC	Recorded and reported
Water	Site water usage	Monitor and report monthly	Set, monitor and report performance against targets	Achieved on all projects
			Promote water use reduction measures and rainwater harvesting	Promoted on all projects
Biodiversity	Biodiversity	Net gain in biodiversity of species	Protect biodiversity through implementing the project-specific ecological recommendations	All projects have implemented the ecological recommendations
			Install permanent and/or temporary ecology features where possible	Installed where possible – City of London Innovation award for hoarding installation
			Take part in CIRIA's BIG Challenge and submit a case study annually where possible	Case studies of enhancements submitted to CIRIA's Big Challenge
Energy and Carbon	Site energy usage	Monitor and report monthly	Set, monitor and report performance against target	Achieved on all projects
			Promote energy saving measures	Promoted on all projects and new procedure produced
	Temporary site accommodation	Energy efficiency	Request a minimum of a 'B' energy rating (or equivalent) for temporary site accommodation	Achieved where relevant
	Business travel	Mileage	Promote sustainable transport and record business travel	Promoted on all projects
	Transport of materials and waste	Mileage	Record mileage of construction materials and waste	Achieved on all projects
	Embodied carbon	Tonnes of Carbon	Record the embodied carbon of projects with a view of reducing it in future developments	Achieved on all projects

...Continued

	ASPECT	KPI	TARGET	PERFORMANCE IN 2017
Site Management	Good site management	Environmental Sustainability Management Plan	Develop a project-specific Environmental Sustainability Management Plan and implement good environmental practice on every project	Completed and audited on all projects
		CCS Environment score	CCS Environment 'Achieve a CCS score of at least "Exceptional – 9/10" for Environment'	Average of 9 achieved
		Number of significant pollution incidents	Cause zero pollution incidents	No pollution incidents
Value Chain	Supply chain practices	Inclusion of sustainability clauses in contracts	Cascade sustainability requirements to the supply chain	Achieved on all projects
		% environmental score	Produce the environmental scorecard and league table for subcontractors to drive improvement	Achieved on all projects
Governance	Targets	Review of progress	Review progress against targets monthly	Achieved on all projects
	Policies	Review of policies	Review progress against targets monthly	Achieved
	Reporting	Company reporting	Report company performance in accordance with the global reporting standard GRI	Achieved
Training	Training	Toolbox talks per month	Workforce to receive environmental toolbox talks at least monthly	Achieved on all projects
		Environmental training standards	All site managers to be trained to recognised environmental training course equivalent to the Site Environmental Awareness Training Scheme (SEATS)	Achieved on all projects
			All staff to receive project-specific Environmental Responsibilities training	Achieved on all projects
			All workforce to hold a valid CSCS card	Achieved on all projects
Recognition	External recognition	Number of recognitions	All projects to seek external feedback and endorsements	Achieved

Future Targets

2018 Targets

LONG TERM GOAL	KEY AREAS	TARGET FOR 2018
Zero Waste / Circular Economy	Reduce waste generated on sites	Improve analytics
	Zero waste to landfill	Diversion from landfill at least 98%
	Drive demand for circular economy materials	Promote materials with high recycled content
Zero Pollution Incidents	Prevent environmental pollution incidents	Implement pollution prevention plan on all sites
Climate Change Action	Reduce carbon	Adopt Science Based Targets
	Reduce water use	Improve analytics on water use
Sourcing Responsibly	Only buy certified timber	Develop/Improve checks during procurement
	Promote certified key materials including timber	Engage with supply chain to optimise opportunities and improve
Improving Wellbeing and Productivity	Improve within own business	Roll out offices initiative internally
	Contribute to global knowledge	Help disseminate best practices
Net Positive Biodiversity	Enhance biodiversity onsite	Install permanent and temporary features on site
	Enhance biodiversity offsite	Volunteer on biodiversity related initiatives
Reduce Risk of Modern Slavery	Reduce risk within own business	Run Tackling Modern Slavery related training
	Reduce risk in global supply chains	Assess risk in supply chains

Community Goals

Review of 2017 Targets

	ASPECT	KPI	TARGET	PERFORMANCE IN 2017
Investing in People	Maximise opportunities for Local Employment	% local people employment on site	20% local people employed	Ongoing – 475 local people employed
		% Apprentice hours worked on site	3% of all site hours for apprentices	Ongoing – 110 apprentices
		% Hard to reach groups employed onsite	10% of jobs offered to new entrants	Ongoing – 201 new entrants employed
	Training and Development	No. of learning outcomes offered onsite	100% learning outcome offered to all new entrants	Ongoing – 833 training outcomes delivered
Supporting Business	Maximise opportunities for SMEs	% SMEs invited to tender	50% of packages to be offered to SMEs	Ongoing – 42% of packages were let to SMEs
		% SMEs procured work packages	10% of SME contract by value	Achieved – 50% of work packages let to local SMEs
		No. of events aimed at engaging SMEs	Minimum two events per project	Ongoing – 8 events arranged for engaging SMEs
		No. of capacity building events for SMEs	Minimum two events per project	Ongoing – 6 events arranged for building capacity within SMEs
Inspiring Community	Local Community Cohesion	No. of School engagements No. of Further Education engagements	1x primary school and 1x secondary school engagement per annum Host 2x student site visits	Achieved – 46 school and student engagements held throughout the year. 1779 young people engaged
		Work experience places offered for young people	Encourage project team and supply chain to offer a number of placements for young people	Achieved – 3000 work experience hours were delivered across our projects
		Charitable donations	Allocated amount to raise for corporate charity	Achieved – 100% of projects raised funds for corporate charities
		Time allowed for volunteering	Minimum of 500 hours volunteering time per project	Ongoing – 4064 hours of volunteering
		Running community events	Host four community events per annum	Achieved – 234 community events hosted
Governance	Meetings	Quarterly review meeting per project	Review progress against targets quarterly	Ongoing
	Policies	Review of policies	Review targets and policies annually	Achieved
	Reporting	Company reporting	Report company performance using the GRI criteria	Ongoing
	Audits	Review progress	Six monthly project audits	Achieved – six monthly audits now in place

...Continued

	ASPECT	KPI	TARGET	PERFORMANCE IN 2017
Site Management	Good site management	Community Engagement Management Plan	A community engagement plan and positive community impacts on every project	Achieved – 100% of relevant sites have community engagement plans
Supply chain	Employment and Skills targets	Inclusion of community benefit clauses and KPI's cascaded down to supply chain	A community engagement plan and positive community impacts on every project	Achieved – all tenders now include community method statement
		Employment and Skills Plan	A community engagement plan and positive community impacts on every project	Achieved – community team monthly meetings with supply chain
		Quarterly scorecard	Community scorecard and league table for supply chain	Not progressed
Recognition and Awards	External recognition	Number of recognitions	Seek external feedback and endorsements	Ongoing

Targets and achievements based on relevant projects only

Future Targets

2018 Targets

LONG TERM GOALS	KEY AREAS	TARGET FOR 2018
Measuring our impact	Create social value model Digitize our tracking and measurement	Improve reporting and tracking of inputs, outputs and impacts
Maximise opportunities for disadvantaged groups	Local people employment on-site Apprentice hours worked on-site Hard to reach groups employed onsite	20% local people employed 3% of all site hours for apprentices 10% of jobs offered to new entrants
Maximise opportunities for local businesses	Local businesses invited to tender Events aimed at engaging local businesses	20% local businesses invited to tender Host two Meet the Buyer events
Maximise opportunities for social enterprises	Social enterprises invited to tender Events aimed at engaging social enterprises	Identify relevant opportunities for social enterprise Host two Social Enterprise engagements
Build Social Value capacity in our supply chain	Capacity building events and workshop	Engage the supply chain with quarterly workshops and updates
Improve the image of construction	Engage school pupils through innovative and informative initiatives and programmes	Deliver two engagements to primary and secondary school pupils per project
Keep connected to our neighbours	Provide regular updates on construction activity Promote open and transparent communication	Enhance communication and updates of notice boards, newsletters and public information

Health and Safety Goals

Review of 2017 Targets

TARGET	PERFORMANCE IN 2017
Reduced accident frequency rate by 10%	Exceeded at 0.11
SMSTS and SSSTS training	Achieved outcome of all delivery staff holding a current certificate
Permit to work compliance	99% achieved
Health and safety behaviour training	Achieved through 100% attendance of site induction
Method Statements	99% achieved
Project health and safety meetings	100% achieved through attendance by Multiplex senior management
Health and Wellbeing	Continue to perform beyond the CBH standard
Considerate contractor scheme	100% participation by projects

Future Targets

2018 Targets

	TARGET FOR 2018
Reduce Accident Frequency Rate by a further 10%	Target 0.13
Complete research project on emergency evacuation and deliver open workshops	Publish research paper and attend a minimum of two events to communicate findings
Mental health programme	Deliver Building Mental Health program to all projects and Head Office
Health and safety behaviour programme	Introduce reviewed and updated "It's your life!" program to all projects and Head Office
Supply chain engagement	Hold a subcontractor health and safety conference with key subcontractors
Considerate Constructors Scheme	All projects to achieve a minimum of 40 points

APPENDIX – OUR NUMBERS

Sustainable Building Certifications

Environmental Assessment Certifications Achieved in 2017 by Assessment Type and Achieved Rating

Project	Type	Environmental Assessment Certification	Requirement Achieved
98 Fetter Lane	Commercial	BREEAM 2011	Excellent
Burlington Gate	Mixed Use	BREEAM 2011 (Ground floor)	Very Good
		Code for Sustainable Homes 2010 (Upper floors)	Level 4
Garden Halls	Student Accommodation	BREEAM 2011	Excellent
Holland Park Villas	Residential	Code for Sustainable Homes 2009	Level 4
Verde SW1	Commercial	BREEAM 2008 Offices	Excellent
White Collar Factory	Mixed Use	BREEAM 2014 (Building 1)	Outstanding
		LEED 2009 (Building 1)	Platinum
		BREEAM 2011 (Buildings 2-5)	Very Good

*Note that where multiple Code for Sustainable Homes (CfSH) assessments have been completed for individual residences, the data has been aggregated per development.

Waste

We have broken down the information into three different graphs that show our waste by types and management routes, the total hazardous waste produced, and the hazardous waste produced per £100,000 spent annually from 2014 to 2017.

Weight of Non-Hazardous Waste by Disposal Route (m³/£100K spend)

Year	2014	2015	2016	2017
Reused	5.6	6.9	1.4	17.8
Recycled	20	10.8	5.3	3.7
Recovered	24.7	52.3	20.5	8.1
Landfilled	0.6	1.6	0.7	0.1

Hazardous Waste

Hazardous Waste Produced

Year	2014	2015	2016	2017
Volumed Produced (m³)	206	734	411	1,213
% diverted from landfill	29	25	21	20

Hazardous Waste Generated per £100K spend (m³/£100K)

Year	2014	2015	2016	2017
m³/£100K	0.05	0.15	0.03	0.11

Hazardous waste reporting covers excavation, construction and demolition phase

Responsible Sourcing of Materials

Volume and Percentage of Recycled Content for Key Materials (2014 to 2017)

	Concrete (including in-situ and pre-cast concrete)		Structural Steel		Rebar		Plasterboard		Concrete Blocks		Insulation	
	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)
Totals	332,909	50,126	78,548	9,739	27,983	26,720	16,018	14,345	29,768	10,744	8,360	3,070
Average % of recycled content by material type	Concrete (including in situ and pre-cast concrete)	15%	Structural Steel	12%	Rebar	95%	Plaster-board	90%	Blocks	36%	Insulation	37%

*Note: Total volumes are final volumes installed upon completion of works

Responsible Sourcing Certifications by Key Materials (2014 to 2017)

Key Material Type	Total (m³)	Certified (%)
Brick	2,336	97.6
Aggregate	16,987	100
Structural Steel	20,809	100
Structural Rebar	40,132	99.8
Plasterboard & Plaster	18,172	100
Glass	6,895	97.9
Timber	77,727	100
Insulation	14,156	100
Concrete (insitu and pre-cast)	430,649	99.8
Concrete Blocks	17,460	98.5
Total Volumes and Average %	645,323	99.4

Carbon

Carbon Emissions by Fuel Source

	2016	2016	2017	2017
	tCO ₂ e	tCO ₂ e/£100K spend	tCO ₂ e	tCO ₂ e/£100K spend
Fuel purchased by Multiplex	933	0.09	871	0.08
Natural Gas purchased by Multiplex	2	0.000	8	0.001
Electricity purchased by Multiplex	2,043	0.20	2,509	0.23
Indirect Sources*	287,937	28.5	270,847	24.4

*We used the Energy Performance Certificates of the buildings we completed each year to deduce projected operational carbon emissions.

Energy & Fuel Usage by Source (Direct and Indirect Use)

Year	Electricity (kWh)	Natural Gas (kWh)	Diesel Oil (Litres)	Petrol (litres)	LPG (litres)
2012	2,176,637	0	527,040	0	470
2013	2,606,601	0	350,276	7	3,177
2014	1,913,474	57	693,984	63	683
2015	4,197,088	9,555	1,188,638	90	859
2016	8,764,532	43,214	902,250	330	3,227
2017	15,871,577	53,528	1,519,126	821	8,334

Construction Phase Embodied Carbon

Project Type	Project	Building Embodied Carbon (tCO ₂ e/m ²)
Commercial - New	Oxford Street	1.0
Office - New	15 Bishopsgate	0.7
Office - New	London Wall Place	0.6
Office - New	Old Street Yard	0.5
Residential - New	Burlington Gate	0.5
Residential - New	Holland Park Villas	0.2
Office - New	Principal Place Commercial	0.7

tCO₂e = Tonnes Carbon Dioxide Equivalent

Water Use and Total Volume of Water Discharged

Portable Water Use

Year	m ³ /£100K spend
2011	22
2012	8
2013	19
2014	9
2015	9
2016	9
2017	10

Total Volume of Groundwater or Trade Effluent Discharged to Public Sewer

Year	m ³
2016	662
2017	3,854

Legal

During 2017 the Royal Borough of Kensington and Chelsea Council brought legal proceedings against a Multiplex project for noise audible at the site boundary, resulting in a prosecution under Sections 60(8) and 74(1) of the Control of Pollution Act, 1974 for working out of agreed hours. This resulted in a total fine of £500. The lessons learnt from these occurrences have been communicated throughout the business, and further mitigation measures were put in place to prevent reoccurrence.

There have been no non-monetary sanctions brought about against Multiplex.

Accident Frequency Rate

2015	Reportable Accidents 0.14 Specified = 6 Over 7 Day = 3	Minor Accidents 1.83 118 minor accidents
2016	Reportable Accidents 0.15 Specified = 11 Over 7 Day = 13	Minor Accidents 1.40 220 minor accidents
2017	Reportable Accidents 0.11 Specified = 11 Over 7 Day = 14	Minor Accidents 1.34 295 minor accidents

Body Parts Affected by Accidents

	2015	2016	2017
Head	11	22	28
Back/neck	8	16	17
Abdomen, chest, hip	16	5	3
Eye	1	26	19
Arm	8	24	63
Hand	40	72	117
Leg	22	42	42
Foot	12	13	41

Labour Practices and Decent Work

Total workforce by employment contract (permanent and temporary) broken down by gender

	Number of Employees	% of Employees
Fixed Term	37	4%
Female	8	1%
Male	29	3%
Permanent	967	96%
Female	185	18%
Male	782	78%
Grand Total	1004	100%

...Continued

Employment type (full time and part time) broken down by gender.

	Number of Employees	% of Employees
Full Time	993	99%
Female	186	19%
Male	807	80%
Permanent	11	1%
Female	7	1%
Male	4	0%
Grand Total	1004	100%

Total number and rate of new employee hires and employee turnover by age group, gender and region

Leavers by gender

	Number of Employees	% of Employees
Female	51	21.69%
Male	170	78.31%
Grand Total	221	100.00%

Starters by gender

	Number of Employees	% of Employees
Female	51	20.90%
Male	193	79.10%
Grand Total	244	100.00%

Leavers by age group

	Number of Employees	% of Employees
A <25	36	10.84%
B 25-30	40	21.08%
C 30-35	37	17.47%
D 35-40	35	18.07%
E 40-45	36	16.27%
F 50-55	15	6.63%
G 55-60	9	3.61%
H 60+	13	6.02%
Grand Total	221	100.00%

Starters by age group

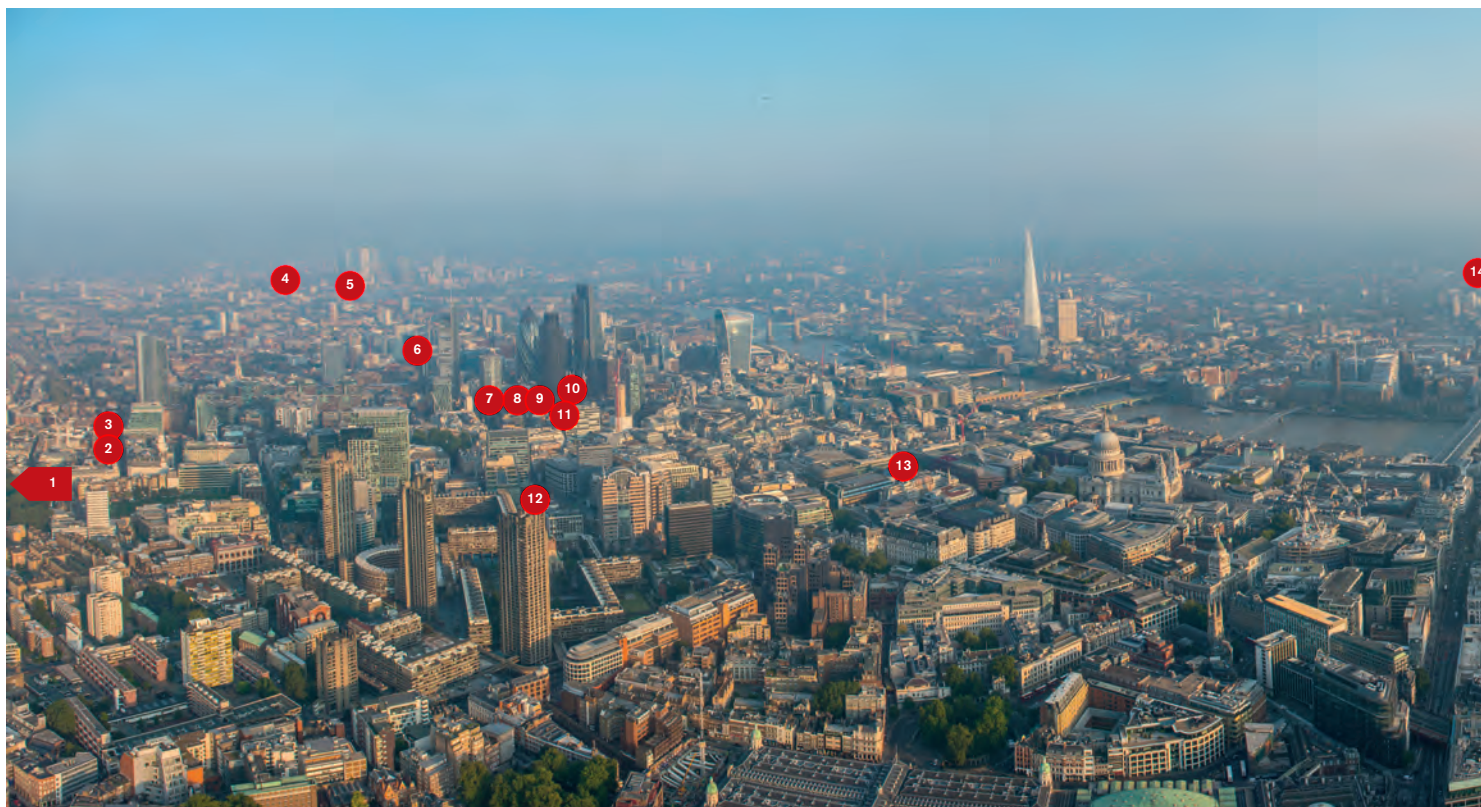
	Number of Employees	% of Employees
A <25	59	24.18%
B 25-30	41	16.80%
C 30-35	48	19.67%
D 35-40	21	8.61%
E 40-45	33	13.52%
F 50-55	18	7.38%
G 55-60	14	5.74%
H 60+	10	4.10%
Grand Total	244	100.00%

Employees

Employees by gender and age group

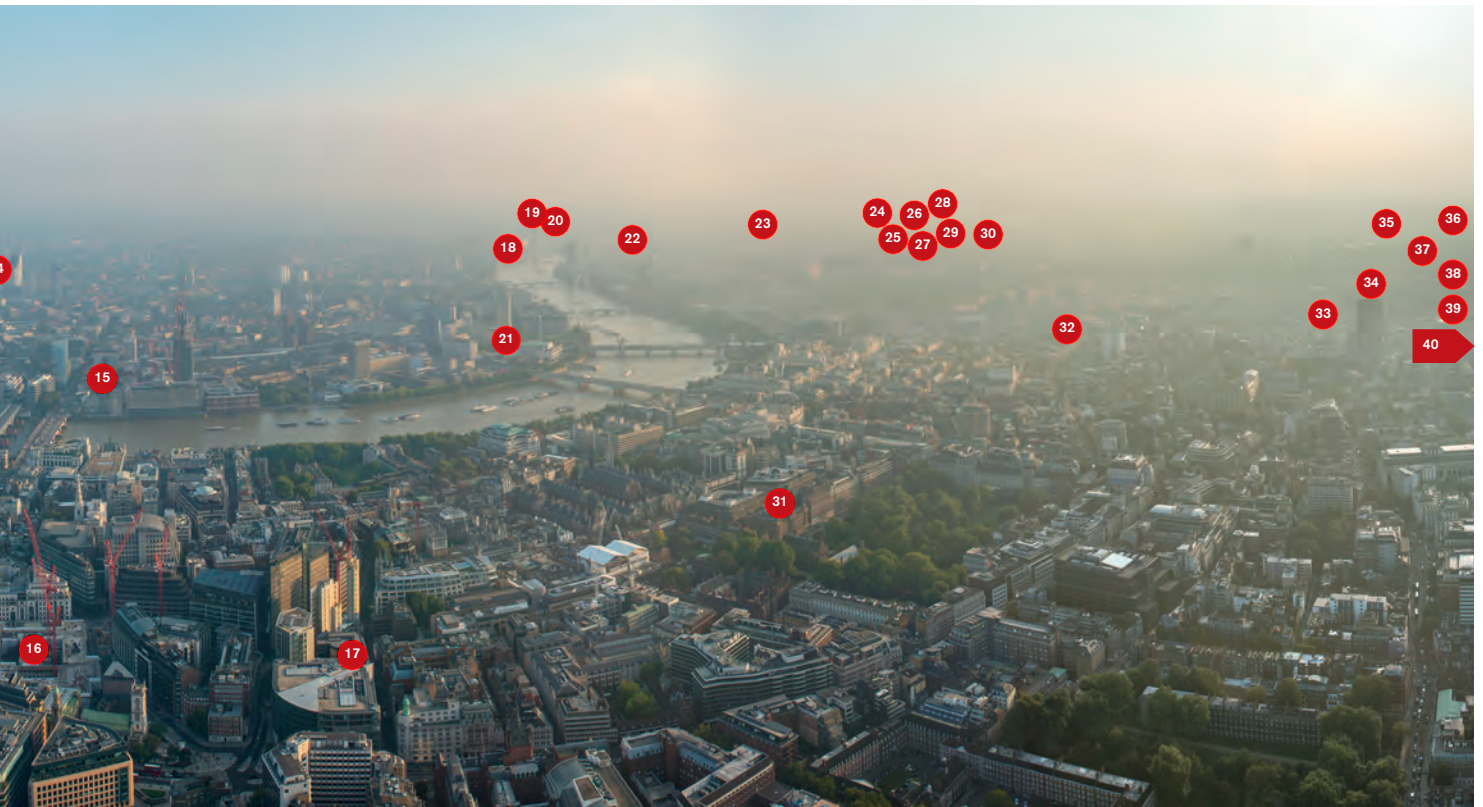
	Female	Male	Grand Total
A <25	19	62	81
B 25-30	63	148	211
C 30-35	56	144	200
D 35-40	26	103	129
E 40-45	16	178	194
F 50-55	7	83	90
G 55-60	5	55	60
H 60+	1	38	39
Grand Total	193	811	1004

	Female	Male	Grand Total
A <25	23.46%	76.54%	100.00%
B 25-30	29.86%	70.14%	100.00%
C 30-35	28.00%	72.00%	100.00%
D 35-40	20.16%	79.84%	100.00%
E 40-45	8.25%	91.75%	100.00%
F 50-55	7.78%	92.22%	100.00%
G 55-60	8.33%	91.67%	100.00%
H 60+	2.56%	97.44%	100.00%
Grand Total	19.22%	80.78%	100.00%



Multiplex Construction Europe Projects

- | | | |
|--------------------------------|------------------------------|-------------------------------|
| 1. White Collar Factory | 11. 15 Bishopsgate | 20. One Nine Elms |
| 2. Principal Place | 12. London Wall Place | 21. DAMAC Tower |
| 3. Principal Tower | 13. 125 Wood Street | 22. Verde SW1 |
| 4. Royal Albert Dock | 14. Strata SE1 | 23. Chelsea FC |
| 5. West India Quays | 15. One Blackfriars | 24. The Glebe |
| 6. Aldgate Tower | 16. LDP | 25. Manresa Road |
| 7. 100 Bishopsgate | 17. 98 Fetter Lane | 26. Eaton Place |
| 8. 15 St Helen's Place | 18. Sentinel Point | 27. Lateral Apartments |
| 9. 5-7 St Helen's Place | 19. The Tower - | 28. The Wellesley |
| 10. 22 Bishopsgate | One St George Wharf | 29. 199 Knightsbridge |



Projects out of frame

- | | |
|----------------------------------|---|
| 30. Holland Park Villas | 40. University of London - The Garden Halls |
| 31. 48 Carey Street | 41. Thames Edge |
| 32. LSQ London | 42. Wembley National Stadium |
| 33. Burlington Gate | 43. University of Reading |
| 34. Centre Point | 44. University of Kent |
| 35. 20 Grosvenor Square | 45. University of Glasgow |
| 36. Marble Arch Place | 46. Peterborough City Hospital |
| 37. 73 Brook Street | 47. Eden Shopping Centre |
| 38. 73 - 89 Oxford Street | 48. The Queen Elizabeth University Hospital
& Royal Hospital for Children, Glasgow |
| 39. 80 Charlotte Street | 49. City Park 1, Aberdeen |
| | 50. Royal Hospital for Sick Children
& Department for Clinical Neurosciences, Edinburgh |
| | 51. Langley Park Hotel |

London Wall Place
(Photo credit: Spacehub Ltd.)

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