



**MULTIPLEX**

# Positive Impact

Multiplex teams, working together with our partners and clients, creating net positive impacts for people, communities and the environment from every project we take on.



---

# Contents

p.4

## 2018 Positive Impacts

p.6

## Think Positive, Do Positive

p.8

### Part 1

#### One Vision

- Principles
- Our Business

p.14

### Part 2

#### The World Around Us

- Introduction
- Materiality & Stakeholders
- Mega Trends
- Business Strategy

p.24

### Part 3

#### 2018 Positive Impact: Highlights

- Environmental Emergency
- People and Wellbeing
- Social Value & Community
- Digital and Data

p.38

#### Contact Us

---

# 2018 Positive Impacts

---

**100%**

of Multiplex projects achieved or exceeded their environmental assessment targets

**Over \$90,000**

raised for Skylark, a Toronto-based charity that helps young people and their families with mental health and developmental needs

Our Lost Time Injury  
Frequency Rate is 1.06

**below  
industry  
average**

(this includes all  
personnel working  
on our sites)

Our teams

**volunteered  
640 hours**

of community building time

---

We became a member of CanBIM,

**the Canada  
BIM Council**

We delivered

**946 project site  
orientations**

to our subcontractors

We delivered

**986 toolbox  
talk learning  
sessions**

to our teams

Our completed projects

**diverted nearly  
80% of waste  
from landfill**



---

# Think Positive

# Do Positive

---


Our Canadian business is at the beginning of a very exciting journey, and as President and Managing Director, Ontario, I am immensely proud of the significant advances our teams have made.

At Multiplex, we build large-scale, complex, advanced structures, and each one has direct impacts on the environment, communities and individual lives. Constructing iconic new buildings for great cities like Toronto is never easy. Each of our projects is unique and presents physical and mental challenges – but in overcoming them, they also give us a huge sense of collective pride and achievement.

We have spent the last decade focused on minimizing harm and we have made great headway in safety and sustainability, social value and community. Now we are aiming further. Our target is no longer minimal harm, it is Positive Impact. This means that our goal when we build something new is for the whole process to result in net positive impacts for people and the environment.

The achievements detailed in this Positive Impact report generate genuine optimism for the future.

Terry Olynyk - President and Managing Director, Ontario  
Member of the Canada Green Building Council - Greater Toronto  
Chapter Leadership Board



**“Our goal when we  
build something new is  
for the whole process  
to result in net positive  
impacts for people  
and the environment.”**

**Terry Olynnyk**  
President and Managing Director, Ontario  
Canada



# Part 1

# One Vision





# One Vision

## Four Principles

### Built to outperform

Those words have always stood under our name and they express one clear vision. This is an active vision: it is about what we do today but also where we are aimed at going forward.

Four principles drive our business. By achieving them, we create the capabilities and the culture which define Multiplex and our vision for high performance.

### Built for precision

Precision is the essence of high performance. Precision defines our drive to lead, collaborate and improve our health and safety performance. Precision in the details of the way we design, procure and deliver a job brings ever greater certainty to the time, cost and accuracy of our work. Precision defines the Multiplex way of doing things.

### Built for people

We are creating a high-performance working environment where everyone is included and feels free to give their best. A place where networking and collaboration build collective knowledge and individual careers. A culture where people can develop new ideas, learn from mistakes and grow with each challenge; with leaders who actively coach and support their people. We want our people to take pride in – and feel pride for – the company they are creating.

### Built for positive impact

We create positive impacts on people's wellbeing, on local communities and on the environment, through the projects we deliver. This is an industry-changing capability. We achieve this through using proven, scientific methodologies. This creates sustainable, value-driven, positive outcomes. It also presents our people with a responsibility – to lead. We are building a company that is known for actually doing great things in each of these areas – not just talking about them.

### Built for evolution

We use data and digital technologies as tools to enable rapid, controlled evolution in a high-performance organization. There is no 'revolution' or technology for show. Our evolution is grounded in the realities of delivering complex and challenging projects on a world-scale. Investments are pragmatic, driving systemic changes.

Our Positive Impact Principle is developed with specific reference to the UN Sustainable Development Goals.





---

**“Positive Impact is one of the four principles driving us towards our vision of high performance in the construction industry.”**

**Ashley Muldoon**

CEO

Europe, the Middle East and Canada



# Our Business

---

**Multiplex enjoys global reach and buying power, coupled with a balance sheet and covenant strength which are unique in the construction market. In Brookfield Asset Management we have a powerful and supportive parent, giving us absolute financial stability, excellent governance and valuable global relationships.**

We are a leading global construction company established in Australia in 1962. With over USD\$80 billion in work to date and over 950 completed projects in our 57 years of existence, our 6,800 team members in seven countries across four continents gives us access to extensive resources and expertise around the world. In 2007, we were acquired by Brookfield Asset Management, and brought into the Brookfield family of businesses.

Globally, we are known as an innovative, collaborative, focused and forward-thinking contractor. We are extremely passionate about what we do and our proactive pursuit of excellence coupled with our unwavering commitments to safety, sustainability, integrity and team work, allow us to successfully deliver value-added construction projects for our clients and our communities.

# Globally

---

**56** years of contracting  
**980** completed projects  
**6,800** global employees  
**80** current projects  
**USD\$80bn** of work to date

# Canada

---

**9** years of contracting  
**12** completed projects  
**130+** employees  
**5** current projects  
**USD\$1.1bn** of work to date



# Part 2

# The World Around Us





# The World Around Us

---

**Our response to the complex, interrelated and evolving demands for action on sustainability has been to make Positive Impact a fundamental principle of our culture and credible science the basis for our progress.**

Positive Impact is our application of the 'net positive' concept – the idea that you put more into society, the environment and the economy than you take out. Multiplex projects are not theoretical exercises – they involve real lives, communities and resources – so the potential for good is tangible and immediate in many ways.

To drive the level of positive impacts we want, we need engagement, understanding and motivation across our stakeholder groups. Put simply, the more clarity and engagement we can generate about positive impact, the more we achieve together.

As part of our sustainable business development strategy for 2018, we identified seven core stakeholder groups across four categories. These are displayed on the table overleaf. Throughout 2018, we had ongoing engagement with all of these groups to develop our insights.

The picture that emerges is complex and dynamic, involving local, project-specific, industry and global macro-economic elements. Nonetheless it can be simplified and, given our belief in the need for clarity and communication as the key to cultural and behavioural change, that simplification is critical.


Launching the new Positive Impact principle has been one of our major achievements of 2018. Our focus now is to promote Positive Impact within the Multiplex culture to ensure that everyone who works with us understands where we are aiming and is empowered to play their part.

From the start, Positive Impact will have a clear basis in science, ensuring it is measurable and provides real insight into the practical details of how we work.

**Stephen Smith**

Executive Director - Safety, Health, Environment and Quality  
Europe, the Middle East and Canada





---

**“We want to ensure that we shift from a position of ‘harm reduction’ to Positive Impacts - for our people, our environments and our communities that we operate within.”**

**Stephen Smith**

Executive Director - Safety, Health, Environment and Quality  
Europe, the Middle East and Canada

Member of the World Green Building Council’s Corporate Advisory Board



# Materiality & Stakeholders

---

As part of our strategic work to develop our **Positive Impact principle**, we have developed a materiality matrix that is central to all our business thinking. We will use this baseline matrix to support ongoing risk and materiality assessments, as well as stakeholder engagement.

The materiality matrix illustrates the key social, environmental and economic topics that have significant impacts on Multiplex's ability to deliver value to our stakeholders. In 2018, we reviewed our stakeholder priorities and committed to openness and transparency in this key aspect of our planning.

## Our stakeholders and what matters to them

Stakeholders	Who they are	Stakeholder priorities
Our people and partners	Our staff Our prospective staff	Respect and diversity agenda Culture of care Wellbeing Benefits Purpose Climate change action
	Our supply chain partners	Wellbeing Fair payment Safety performance Quality Workplace environment
	Project partners	Performance quality systems Quality
Building owners and users	Our clients	Performance quality systems Project information Safety Social value Sustainability performance
	The people who use our buildings	Quality Sustainability Workplace environment and facilities
Local communities and municipalities	Local communities	Work/Business opportunities Local environmental impacts
	Municipalities	Social value and opportunities Sustainability performance Safety Local environmental impacts
Brookfield	Our parent company	Quality Sustainability Project performance Project information

# Mega-Trends

**A range of interrelated mega trends shape our business environment and strategic thinking.**

---

## Environmental Emergency

Climate crisis and protection of the environment are the defining existential challenges of our time. To avoid devastating consequences, we must limit global warming to no more than 1.5 degrees Celsius. In 2018, the UN Intergovernmental Panel on Climate Change (IPCC) reported that there are only 12 years left to drastically reduce planetary carbon emissions.

Although 185 countries, including Canada, signed the Paris Agreement in a pledge to make this a reality, the current commitments are not enough and the world is currently set for a catastrophic 3-5 degrees Celsius of average global heating.

However, to treat climate change as a risk of the future would be a mistake, it is already here, with the global climate already one degree Celsius warmer than pre-industrial records. This has manifested itself in a range of increased extreme weather events, which in 2018 included the wildfires in Australia and California, typhoons in Japan, and a global summer heatwave that meant that July and August combined were the hottest on record

in Atlantic Canada. Climate resilience and the ability to anticipate, prepare for, and respond to hazardous disturbances related to climate, is an increasing focus for businesses and countries alike. The tone has shifted – urgent and far-reaching change is now mandated both to prevent the worst version of climate change and to respond to the effects already being experienced.

Over recent years, we have followed the discussions between the Philippines and Canada about the waste we have been shipping to this country in Asia. The solution lies with all of us to eliminate waste at the source. To achieve this we must improve our use of resources, which includes preparing for the single-use plastic ban promised for 2021 as we work towards zero waste.

---

## People and Wellbeing

While climate change operates on a planetary level, a range of long-term issues affecting the fundamental rights and welfare of each individual human are also to the fore. These include everyone's right to be respected, the need for an active approach to diversity and inclusion, and employment that promotes both physical and mental wellbeing.

In 2018, we saw a substantial increase in the focus on mental health across society, particularly within the construction industry which has a well-documented heritage of high pressure and confrontational relationships. In Canada, suicide is the second leading cause of death in the construction industry in men aged 25 to 59, with the highest rates occurring in male workers aged between 40 and 59.



---

# 1.5° Max

---

## Social Value and Community

In the last decade, following the global financial crisis in particular, there has been a steadily growing focus on the need for inclusive growth, quality jobs, living wages and partnerships with community organizations that effectively support the ecosystems that build and sustain communities.

In 2018, the positive power of social value has been explicitly recognized across the world of property development, construction, architecture and design. This is Multiplex's first Sustainability Report in Canada and following one of the seven principles of social value – to be transparent – its purpose is to contribute to social equality, environmental sustainability and wellbeing.

---

## Digital and Data

Construction has been one of the slowest global sectors to feel major impacts from the digital and data transformation that has swept through many other sectors. Baby boomers are retiring and family-owned businesses are being passed down to sons and daughters. The culture of construction is certain to change as tech-savvy millennials take the reins. Technology and innovation will continue to help the construction sector improve productivity.

Complexity in our processes, the variation of challenge in each project, and challenges around the business model itself, have all contributed to that. But the opportunity for digital and data to sweep through construction and disrupt markets is real and now we are seeing the start of that process.

Augmented Reality (AR) is a technology that overlays 3D digital content seamlessly onto the real world, using specialized hardware and software. For example, it can be used to overlay digital building information modeling (BIM) data directly on a construction site to help spatially orient architects, construction workers, and clients. AR BIM data can provide both a preview of what the completed project will look like, as well as operational guidance along the way.

# Our business strategy directly addresses the macro challenges presented by these mega trends and delivers real achievements.

Core Business Strategy	Forces Shaping Our World	Multiplex Achievements
<div>Built to Outperform</div> <div>Focusing on four strategic principles will help us achieve our goal of becoming a high performance organisation and playing our role in society.</div> <div>Built for precision Built for people Built for positive impact Built for evolution</div>	<div>Environmental Crisis</div> <div>People and Wellbeing</div> <div>Social Value and Community</div> <div>Digital and Data</div>	<div>LEED certified projects Construction waste diverted from landfill</div> <div>Better Workplaces Health and safety VBKS (Values Behaviors Knowledge and Systems)</div> <div>Community building</div> <div>Quality Governance Digital construction Big Data</div>



---

**Less than 10% of plastic used in Canada gets recycled. We must prepare for the single-use plastic ban promised for 2021 as part of our work towards zero waste.**

# Part 3

# 2018

# Positive

# Impact:

# Highlights





# Environmental Emergency: a responsibility to act now in line with the latest climate science

## How Multiplex can drive towards Positive Impact

The latest climate science warns us that average global warming must be limited to 1.5°C by the end of the century compared to pre-industrial temperatures. For nations, businesses and communities, this is no easy task, but it is critical.

To help tackle this challenge, we are working to set a science-based target in line with the Science Based Targets initiative, which means setting a carbon footprint reduction target in line with the latest climate science.

Our first step is to improve our carbon analytics so that we can create a 2019 carbon footprint baseline that will allow us to identify solutions to optimize energy efficiency and shrink our carbon footprint.

Our second commitment is to improve our diversion from landfill rates, and to improve analytics to allow implementation of waste minimization measures towards our target of zero waste to landfill.

## What we have achieved so far

Many of our projects target and attain Canada Green Building Council's LEED (Leadership in Energy and Environmental Design) certification, and we have incorporated steps into our business processes to ensure these requirements

are properly managed and successfully delivered. We are proud to be one of a small number of contractors to have successfully delivered a LEED Platinum development in Toronto – the Bay Adelaide East.

Our LEED-certified projects, and the certifications achieved, include:

Project Name	Type	Certification
King's Club	Residential	LEED Silver
University of Toronto Campus One Student Residences	Residential	LEED Silver
Deloitte Headquarters Fit-out	Commercial Interiors	LEED Gold
Bay Adelaide East (Tower and Podium)	Commercial	LEED Platinum

Our waste performance data heavily depends on the types of projects we are working on, the sources of waste and their management routes, and the different phases they are. We have the greatest 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.

In 2018, we tracked the waste that we generated, confirming its disposal route, and achieved an average rate of 79.45% diversion from landfill, which is above the 75% rate required for LEED credits.

---

# What we achieved in 2018

**Our completed projects diverted nearly 80% of waste from landfill**

---

**100% of Multiplex's projects achieved their environmental assessment targets**

---

## Where we are headed

Going forward with our carbon reduction strategy, and using our 2019 carbon footprint baseline, we will be working to set a science-based target.

Our ongoing goal is to deliver buildings that operate at low energy, carbon and cost, which means collaborating closely with our clients and design teams to optimize the use of low-carbon materials and low-energy building systems. New construction projects present the best opportunities to achieve zero carbon performance and create a low carbon building stock for future generations. However, the Canada Green Building Council's Zero Carbon Building Standard estimates that over 80 percent of existing buildings will still be in operation in 2030, and 50 percent will still be in operation in 2050, which means existing buildings also need to be addressed to meet greenhouse gas reduction targets for the building sector.



# People and Wellbeing: positive impacts that can transform people's expectations of a 'job in construction'

---

## How Multiplex can drive towards Positive Impact

We have very high safety standards, but they do not maintain themselves – they need to be driven forward. We also need to be active in further identifying the root cultural issues that determine safety behaviour in our organisation, as well as in promoting the best daily practices.

At the same time, mental health must be addressed with just as much vigour and persistence – arguably more right now – given the scale of the challenge in our industry.

We are also committed to providing the professional training opportunities that give people real and valuable personal development. We need strong action to ensure that diversity and inclusion and a culture of respect are ingrained into our business.

And as we do all these things, we need to make our workspaces – in which our people and partners spend so much of their lives – the most desirable places to work in construction.

---

## What we achieved in 2018

During 2018, Multiplex staff in Canada completed over 620 hours of internal training and over 600 hours of external training. This does not include the 946 site orientations delivered across our projects or the 986 toolbox talks delivered by our subcontractors onsite.

In 2018, we also created a comprehensive Better Workspaces standard to provide clear guidance on how our projects can design their temporary offices in a way that maximises wellbeing. This includes guidelines on areas such as managing air quality, lighting, noise management and access to daylight, helping our teams build wellbeing into our offices.

Multiplex has achieved strong performance improvements in safety over time and in 2018, our Lost Time Injury Frequency Rate remained better than the industry average.



---

# What we achieved in 2018

**Lost Time Injury Frequency Rate 1.06 below industry average (this includes all personnel working on our sites)**

---

**Over 620 hours of internal training and over 600 hours of external training**

---

**986 toolbox talk sessions**

---

**946 project site orientations**

---

**Established a detailed Better Workspaces standard**

---

**Launched our 'Women In Multiplex' networking and mentoring program**

---

---

## Where we are headed

One of our core business principles introduced in 2018 is 'Built for People'. To make that idea a reality, we are creating a high-performance working environment where everyone is included and feels free to give their best; a place where networking and collaboration build collective knowledge and individual careers; a culture where people can develop new ideas, learn from mistakes and grow with each challenge; with leaders who actively coach and support their people. We want our people to take pride in – and feel pride for – the company they are creating. We also aim to further develop our occupational health network as the best in the industry. In all these ways, we will look to achieve credible positive impact on people's lives and wellbeing.



---

**Maria Fernandez Cachafeiro**  
**Senior Sustainability Manager**

Having been a Senior Sustainability Manager in the European business for five years, Maria was selected to ensure continued excellence in the Canadian business



---

**Shawn Hughes**  
**Business Development Coordinator**

Master of all trades – Joined as a Senior Financial Analyst, moved onto the Pre-Construction team and now is our Business Development Coordinator



---

**James Manley**  
**Commercial Director**

Started as a Graduate Quantity Surveyor in our UK office in 2009, he was one of the first people in our Toronto office in 2011 and has been a key member of the team since



---

**Ivony Ahat**  
**Assistant Project Manager**

Promoted to her current role, selected as a delegate for Forge (Multiplex Global outperforming conference)





---

**Rodelyn Delos Santos**  
**Executive Assistant**

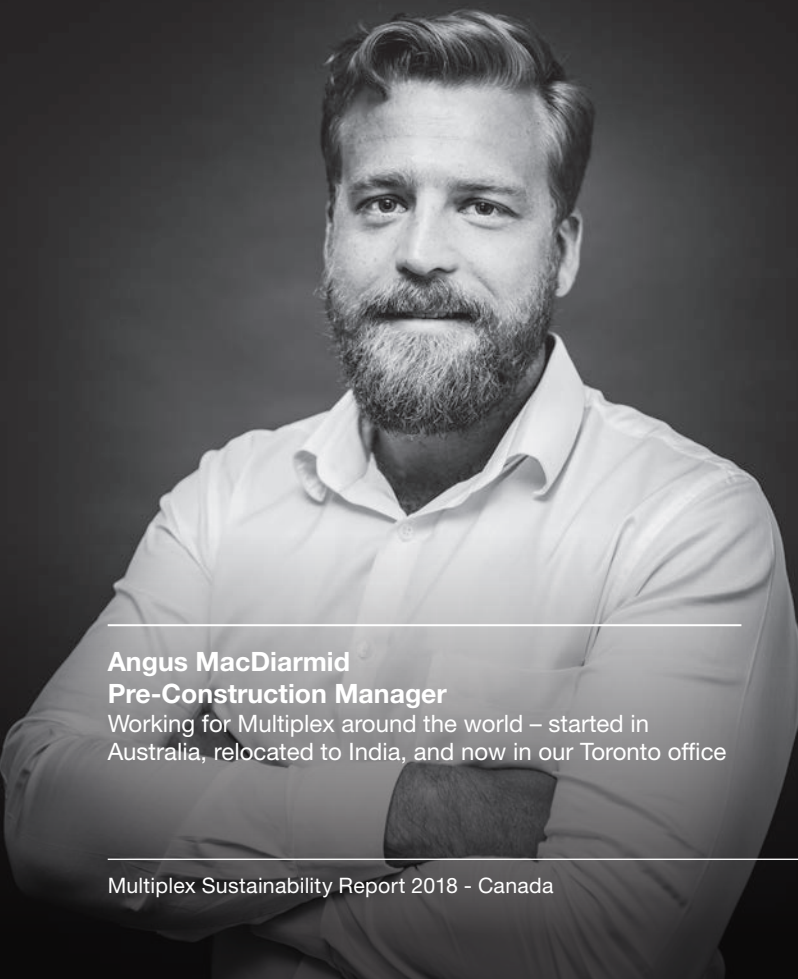
Building People. Supports the entire Multiplex team and exemplifies all our core values



---

**Sinan Copuroglu**  
**Project Coordinator**

LEED Green Associate, WELL AP (Accredited Professional) and PMP (Project Management Professional) – all achieved in one year



---

**Angus MacDiarmid**  
**Pre-Construction Manager**

Working for Multiplex around the world – started in Australia, relocated to India, and now in our Toronto office



---

**Suzana Retsos**  
**Commercial Process Manager**

Community Building Champion, coordinating the teams and events



# Social Value and Community: the power to change lives and the potential to measure value

---

## How Multiplex can drive towards Positive Impact

Multiplex is recognized as a leader in delivering quality and highly effective community engagement activities and outcomes.

In 2018, this included raising over \$90,000 for Skylark through our annual Charity Golf Tournament. Skylark is a leading Toronto-based charity dedicated to building the social, emotional and developmental capacity of children, young people and families to help them realize their full potential. We are privileged to partner with Skylark and proud to support their work in our community.

But the true motivation for our people is not in the numbers – it is in connecting our projects and people with the community surrounding them. By being a responsible contractor, we can have a positive impact by linking the opportunities presented by our projects to the needs of real local communities and changing real people's lives.

By investing in people, supporting business, inspiring our communities and respecting our neighbours we can sustain the energy and commitment necessary to do a great job each time, for each person.

---

## What we achieved in 2018

We take our responsibilities seriously and continuously engage with our stakeholders.

To connect our projects and people with the communities surrounding them, our local Community Building program allows every Toronto-based employee to donate eight hours every year, during their normal working hours, to be part of a non-monetary charitable organization that requires help. This resulted in 640 community building hours volunteered in the course of the year.

In 2018, we also took critical and pioneering steps to develop an effective social value model that allows us to monitor, measure and report on the outcomes we create through each of our projects.

---

# What we achieved in 2018

**640 community building  
volunteering hours**

---

**\$90,000 raised for Skylark**

---

**20 refurbished laptops, keyboards and  
monitors donated to Rockcliffe Middle  
School in Toronto**

---

**150 balls of play dough, over 200  
sandwiches, fruit platters and cookies  
prepared for College-Montrose  
Children's Place (CMCP) annual  
Halloween Party**

---

**70 healthy breakfast packs for  
children attending Maple Leaf Sports  
and Entertainment (MLSE)'s Boy's  
Leadership Camp**

---

---

## Where we are headed

Multiplex is one of the industry's leaders in social value modelling – it is an area of huge potential for our business, clients and communities.

Our work to keep outperforming in the delivery of social value will remain a priority and a differentiator for our business. We have the expertise and resources to deliver results, but also to learn and improve, so with each new project we will seek to maximize the value it creates across the community in new ways.

Our work to establish our Community Building program, alongside our work in the field of data capture, will deliver credible, real-time numbers for ongoing management control and improvement of what we do.

**In 2018 our community building ‘captains’ (volunteers from across our projects) went above and beyond what were already realistic and challenging volunteering targets. By exceeding those targets we made real differences to real lives.**

---

#### Fighting Blindness

One of Multiplex’s community building groups participated in a ‘lunch and learn’ event at the Toronto Reference Library as part of the Foundation Fighting Blindness’s Vision Quest educational programming. Multiplex volunteers helped with a variety of roles for the event, including operating the registration table, hanging signage, welcoming guests and guiding them to their seats, and assisting with food and beverages throughout the presentation.







#### Our 'Army of Salvation' Volunteer Team

Multiplex's Army of Salvation volunteer team joined the team at The Salvation Army in Toronto to assist with the crucial and fulfilling task of unpacking, sorting and packing over 10,000 toy donations received from donors in support of The Salvation Army's annual Toy Mountain toy drive, which normally receives in excess of 170,000 toy donations each year.



#### Our 'Packed for PACT' Volunteer Team

PACT (Participation, Acknowledgment, Commitment and Transformation) is an organization that focuses on building peace and hope in the urban and rural communities. They operate with the belief that it is the community's responsibility to provide the best programs and to create and maintain peaceful and safe environments. Our Packed for PACT volunteer team provided assistance with setting up a garden market and community dinner. They purchased groceries for the communal meal, cooked in the outdoor kitchen, harvested and tended to the gardens, set up the market and helped with the clean-up.



# Digital and Data: technology ‘evolution’ as the enabler of progress in every area of positive impact.

---

## How Multiplex can drive towards Positive Impact

Multiplex is built for evolution. Our business strategy sets out evolution as a core principle alongside Positive Impact. We are distinguishing this goal from the many data ‘revolutions’ promised in the past in construction.

Multiplex’s scale, focus and quality of workbook means we have the capacity to introduce data and digital technologies in a systematic, uniform manner, across every project, involving all of our supply chain and all of our people. Our evolution will be grounded in the realities of delivering complex and challenging projects on a world-scale. We can reach the point in the medium term when every project shares the same digital and data approach and standards – and from there we can move forward to become insight driven.

---

## What we achieved in 2018

BIM (Building Information Modelling) is a vital part of our bidding and delivery process. Building on our robust experience in high-rise, large-scale, complex buildings throughout the Greater Toronto Area, we are leveraging new technologies to build with better accuracy and precision. Embracing BIM implementation and management from the outset enables the various stakeholders, design teams, specialist subcontractors, and other supply chain partners to collaborate more efficiently and effectively to reduce risk, increase certainty of outcome and deliver a higher quality project.

In 2018, Multiplex became a member of CanBIM, Canada’s leading BIM organization, and five of our projects are now using BIM: Bay Adelaide North, Transit City, Junction House, Queensview and St. John’s McNicoll Centre. We produce a BIM Management Plan (BMP) for our BIM-enabled projects that identifies how the project will be executed, monitored, and controlled.

Once completed, our team runs a comprehensive clash report and share the building data with the site team.

As a key element of our holistic digital construction system, in 2018 we introduced a suite of software to bring the digital model effectively onsite for the benefit of our site teams and partners. This software covers systems, delivery, progress checking, quality assurance and a range of other core site functions, empowering us to drive significant improvement and efficiency.

In 2018, our Quality Management System was certified to the ISO 9001:2015 Quality Management System Standard. This certifies that we have established our processes to operate as an integrated and complete system.

---

# What we achieved in 2018

**ISO 9001:2015 certification of our Quality Management System**

---

**Became a member of CanBIM**

---

**Launched our Digital Construction system (Procore)**

---

**Brought the digital model onsite to increase precision across our projects**

---

---

## Where we are headed

Going forward, as projects complete and new projects come on stream, every Multiplex project will be digital, and all our work streams will be supported with digital dashboards.

Learning and refinement will continue throughout as we develop true data-based insights and start to operate within a completely digital environment, supporting substantial improvements across all projects.



# Contact Us

Do you have any questions after reading our Sustainability Report? We welcome your feedback, and would like to answer any queries you may have about our Positive Impact. Our key contacts for each area are listed below:

## Environmental Emergency

**Maria Fernandez Cachafeiro**

Senior Sustainability Manager

E: [maria.cachafeiro@multiplex.global](mailto:maria.cachafeiro@multiplex.global)

## Social Value and Community

**Maria Fernandez Cachafeiro**

Senior Sustainability Manager

E: [maria.cachafeiro@multiplex.global](mailto:maria.cachafeiro@multiplex.global)

## People and Wellbeing

**Mark Nolan**

Senior Safety, Health, Environment  
and Quality Manager

E: [mark.nolan@multiplex.global](mailto:mark.nolan@multiplex.global)

## Digital and Data

**Amal Madanat**

Digital Construction Director

E: [amal.madanat@multiplex.global](mailto:amal.madanat@multiplex.global)





# MULTIPLEX

**Multiplex Construction Canada Ltd**  
200 Wellington St. W, Suite 1600  
Toronto, Ontario M5V 3C7  
Canada

[www.multiplex.global](http://www.multiplex.global)

