

MULTIPLEX

Social Equity Strategy 2030

Leave no one behind

**Constructing skylines founded on equity,
participation and inclusive growth**



MULTIPLEX

We care about people

We respect, include and look after our people and those around us, empowering and supporting them to thrive.

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Foreword from our Managing Director

The last 18 months have proven that the **planet** and its **ecosystems** are inherently linked to the balance of our own **social systems**. The link between the damage we are doing to our planet and the effect that has on people and their communities has never been clearer. In support of the UN's Sustainable Development Goals, **Multiplex is committed to enacting the changes** we need to see in the construction industry — putting **human dignity at the heart of our transition to net zero**.

We are actively re-thinking the way we work: from how we mitigate labour exploitation on our sites and engage our workers with green skill opportunities; to how we source raw materials in our steel and concrete supply chains. Ensuring that every part of our operations and extended supply chains help people and the planet thrive is our ultimate goal.


Construction provides employment for 7% of the world's workforce, where the potential to make a positive impact is immense. The causes of social inequity and injustice are deeply rooted within the systems that shape our society, including the built environment. The way in which buildings are designed, constructed, and maintained has a tremendous influence on equity and justice. Vulnerabilities prevail throughout the sector: from wage theft to unsafe workplaces and accommodation; lack of diversity at all levels; excessive hours and pressures on mental health. The status quo needs a seismic shift — and at Multiplex, it is already underway. Our **Social Equity Strategy** sets out the actions we will undertake between now and 2030 in order to improve the working and built environment we create. This will involve advancing our business practices and influencing our peers, clients, and subcontractors to ensure that our projects actively advance social equity.

The built environment will undergo a massive, unprecedented transformation over the next decade as our industry works to scale up action to address the climate crisis and respond effectively to advancing human rights in the workplace.

This is why we believe there is an urgent need to take stock, to pause and ensure a coordinated and well-planned response where social equity is at the heart of our decarbonisation roadmap, in order to redirect our efforts to create a more resilient, healthy and sustainable built environment.

Meaningful and lasting social change can only happen when we work in harmony with our supply chain. That is why a cornerstone of our **Social Equity Strategy** is our engagement with our subcontractors and supply chain on our projects: to empower communities; enhance healthy outcomes; promote labour rights; pay a living wage; tackle poverty; provide job opportunities and improve overall diversity across the board. We are focused on levelling up and promoting cultural and behavioural change beyond our own business. At Multiplex, we are dedicated to both internal and external change. It is not enough to turn inwards and rectify our own issues. As a company, Multiplex vow to promote the cultural and behavioural alterations we are making in our own business in order to kickstart change throughout the wider industry.

This is a critical moment for the built environment and Multiplex must play its role. We will educate, engage and empower — making sure that we maximise our potential for positive socio-environmental impact as a company. Taking this action now is of fundamental importance, not just to our business and our people, but to our planet and the generations yet to come.



“Our decision to **engage** and
act on **advancing social equity**
is based on both **principles**
and **business needs**, built on
what is right, not necessarily
what is easy.”



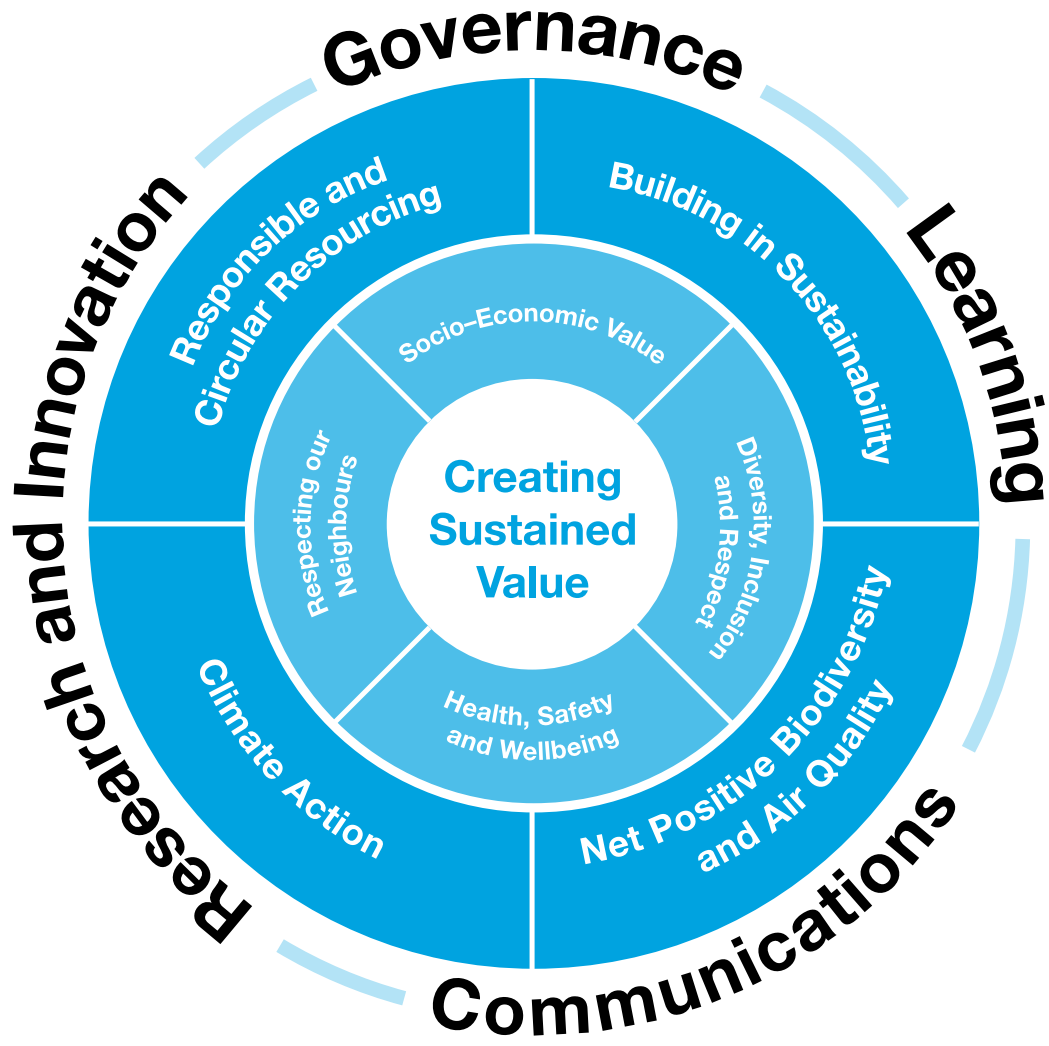
Callum Tuckett
Managing Director | UK

Our Social Equity Strategy is built on what is right, not necessarily what is easy.

We must be impact focused, our actions based on evidence which follows a logical approach where investment drives the right activities, creating the right outcomes and the desired impacts for our people, communities, and supply chain. We have set strategic goals which are based on a number of external factors spanning across government policies and regulations, industry commitments, academic research and best practice benchmarks. They are also based on the learning journey we have been on to date, and the data gathering and research we have carried out:

Pillars	2030 Social Equity Goals
Health, safety and wellbeing	Desirable, safe, and healthy places of work where people are resilient and productive
Diversity, inclusion and respect	Gender pay parity and accelerate ethnic diversity, ensuring representation at all levels of our business
Socio-economic value	Sustainable livelihoods for our supply chain, ensuring equitable employment opportunities and the ethical treatment of workers
Respecting communities	Sustainable partnerships and communities that work for everyone

Achieving these goals will put us in the best possible position to ensure social equity is at the heart of our roadmap to transition to net zero, so that **no one is left behind**.



Social equity and where we stand

We recognise that we are in crisis and the world is on the brink of collapse. Put simply, we cannot proceed in the manner that we have been.

As it stands, the construction industry is responsible for 40% of global emissions.

The overwhelmingly negative impact of the wider industry on emissions gives us an opportunity to make an enormously positive contribution by incorporating key mega trends and emerging stakeholder priorities to ensure that we are well positioned to deal with the complexity of the next phase of social equity challenges, where there exists a deep interdependence between environmental and social systems.

This strategy adopts a socio-environmental lens, drawing on the connections between 'E' and 'S' in ESG, in addition to taking a 'science or evidence based' approach, and using our **four pillars** as the new markers of our direction of travel.

These pillars draw on the concept of 'materiality,' prioritising those topics, risks and opportunities that matter most to Multiplex and its stakeholders: ranging from social value measurement; health; wellbeing; fair employment; modern slavery; diversity and inclusion; the just transition and income inequality. It supports the UN's Sustainable Development Goals (SDGs) to eradicate poverty, reduce inequalities, protect the planet and improve the lives and prospects of everyone, everywhere – to ensure that "no one is left behind." Central to our approach is meeting social needs, tackling climate change and strengthening environmental protection. Our approach is logical, meticulously planned and based on research and stakeholder analysis.

As we head towards net-zero, we need to play our part to ensure no one is left behind.

Pillar 1:

Health, safety, and wellbeing
(page 22)

Pillar 2:

Fairness, inclusion, respect, and solidarity
(page 24)

Pillar 3:

Socio-economic value
(page 26)

Pillar 4:

Respecting our neighbours
(page 32)

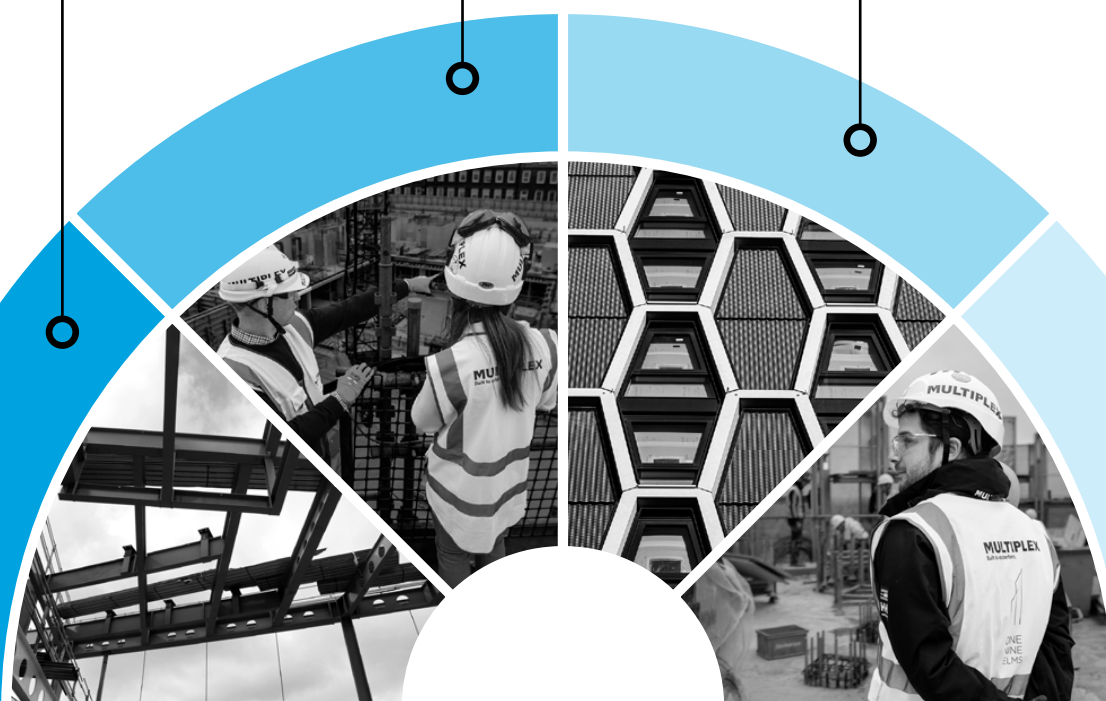


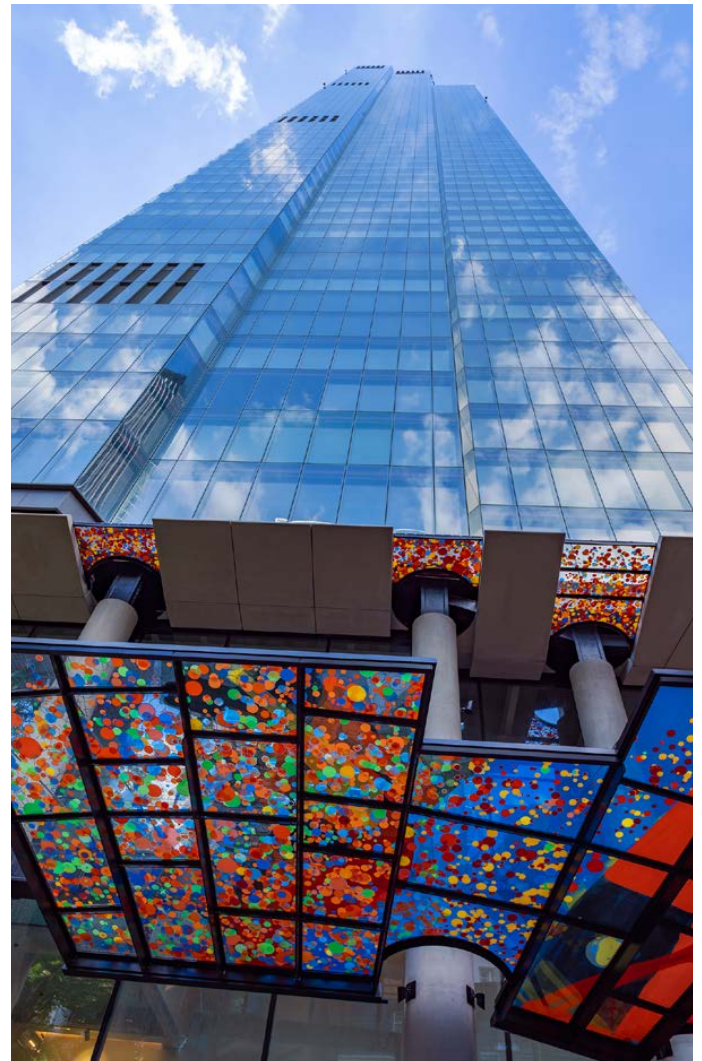


Figure 1: United Nation's Sustainable Development Goals

The construction industry

The construction industry is one of the largest sectors within the UK, employing **3.1 million people**, equating to approximately **8.5%** of the overall UK workforce.

As one of the largest industries, we have considerable scope to lead the way and implement the changes necessary to contribute towards reducing inequality, building more inclusive societies, and contributing to a new model of economic growth.



Our approach

This strategy follows the World Green Building Council ([WGBC](#)) [net zero framework](#) and BS 8950 standard, inclusive of targets and goals which are supported by an action plan for implementation for each of the pillars. We have also referenced other key frameworks for action which provide a directional shift: these include the [WGBC's Health and Wellbeing Framework](#) which marks a welcome advance in raising awareness of the need for action on health for everyone in the context of green buildings; Building Responsibly's [Worker Welfare Principles](#) and related [Guidance notes](#); and the Institute of Human Rights and Business (IHRB)'s [Dignity in the Built Environment Framework](#), connected to international human rights standards and the UN SDGs. To have greater impact, social equity needs to become fully embedded into our organisational strategy, culture, processes, and decision making.

Outcomes

1. Reorient Multiplex social equity approach and priorities to focus on long term value creation based on stakeholder value and systems thinking that incorporates the emerging mega-trends and direction of travel: climate action, new ways of working, social justice, wellbeing, employment opportunities, diversity and inclusion.
2. Provide guidance on how social equity considerations are integrated at a strategic level within Multiplex, to ensure that the intention, direction and key social sustainability priorities of the organisation are achieved.
3. Identify the gaps in data collection required that are most likely to provide robust and relevant insights to inform decision-making.
4. Improve the allocation of resources by devising and defining the roadmap for the 'S' in ESG (Environment, Social, Governance).
5. Redefine roles and responsibilities to match the new priorities at a project level.
6. Leverage appropriate stakeholder engagement and improve alignment with direction of travel.

Why social equity?

Social equity is our commitment to responsibility, justice, and fairness within our operations. This means looking at all our processes, controls, and management systems to understand where inequities lie, to improve social outcomes for people impacted by our operations. Our approach to social equity involves the practice of identifying, monitoring, and managing both the positive and negative social impacts we have on the communities we work with. We have a duty of care to embed social equity into everything we do, to make sure no one is left behind. The concept of social equity covers a number of key material topics, including:

Health and wellbeing:

Mental, social, and physical health

Diversity and inclusion:

Gender, ethnic diversity, empowerment, and representation

Equitable growth:

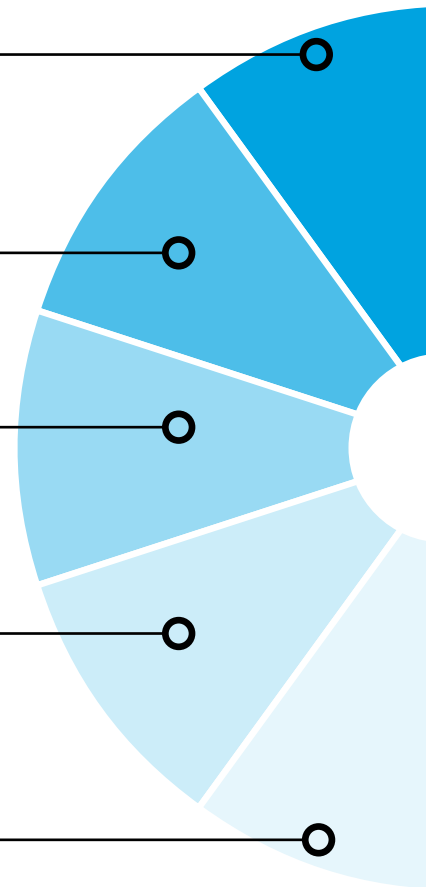
The right to an adequate standard of living for all

Community development:

Empowering and upskilling individuals to effect change

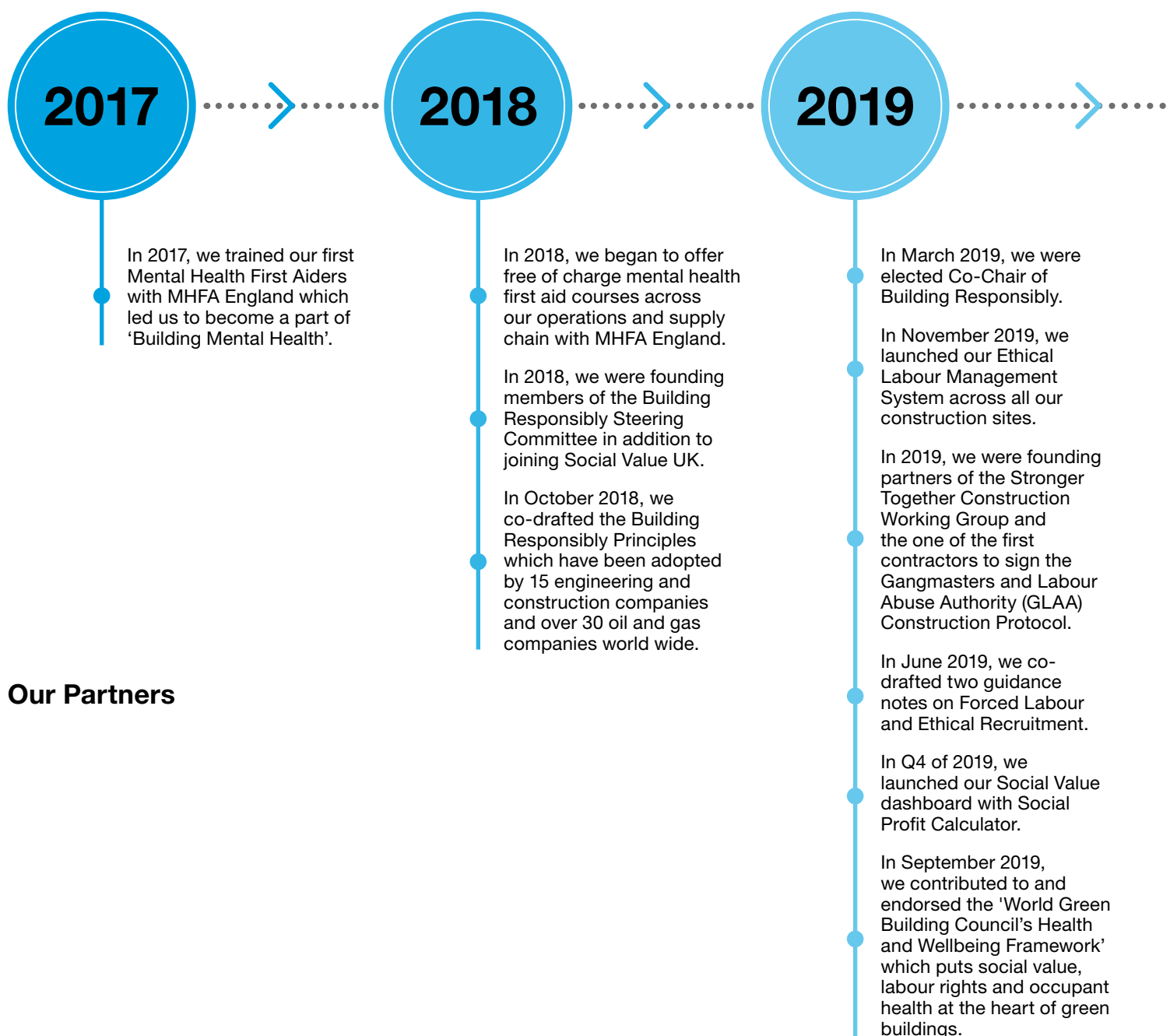
Labour rights :

Working conditions, fair employment, ethical recruitment



Our journey so far

We work closely with recognised industry bodies and third-party experts to educate ourselves, share knowledge and best practice, set targets, and make public commitments to achieving them:



Our Partners

2020

In October 2020, we launched **One life. One team.** culture programme across our sites; founded on occupational health, safety and wellbeing to optimise performance culture, belonging and respect in order to reduce labour churn and improve overall wellbeing.

In November 2020, we were invited to be members of BRE Social Impact Working Group.



2021

In January 2021, we joined the IOSH led invite-only OneWish Committee by signing their terms and conditions to make headway on women's health in construction, driving flexible working, female PPE and women's health policies.

Our Health and Wellbeing Committee was launched in January 2021 to spearhead the wellbeing of our people, with our first wellbeing survey going out in May 2021.

In February 2021, we released business-wide gender targets in order to make headway to close the gender pay gap.

In June 2021, we piloted **Multiplex Flex** on 3 pilot projects and then in October, we formally launched our flexible working programme on live construction sites to promote gender equality, health and wellbeing and productivity.

In November 2021, we are launching our **Social Equity Strategy: Leave no one behind**, setting out the evidence-based actions we will take before 2030 to improve social outcomes as we head towards net-zero.



Context and key emerging megatrends

This section goes into some of the data points and conclusions drawn from internal workshops, our current social data ([please see appendices](#)), key themes from the literature and best practices, serving as the genesis for the development of the [Social Equity Strategy](#).

Sustainable Development Goals (SDGs)

Social sustainability is featured heavily within the UN SDGs and as a business, we have assessed and identified seven goals that are particularly relevant to the social commitments we are focussed on. Our [Social Equity Strategy](#) will address these goals through the implementation of dedicated action plans which sit within our core social equity pillars.



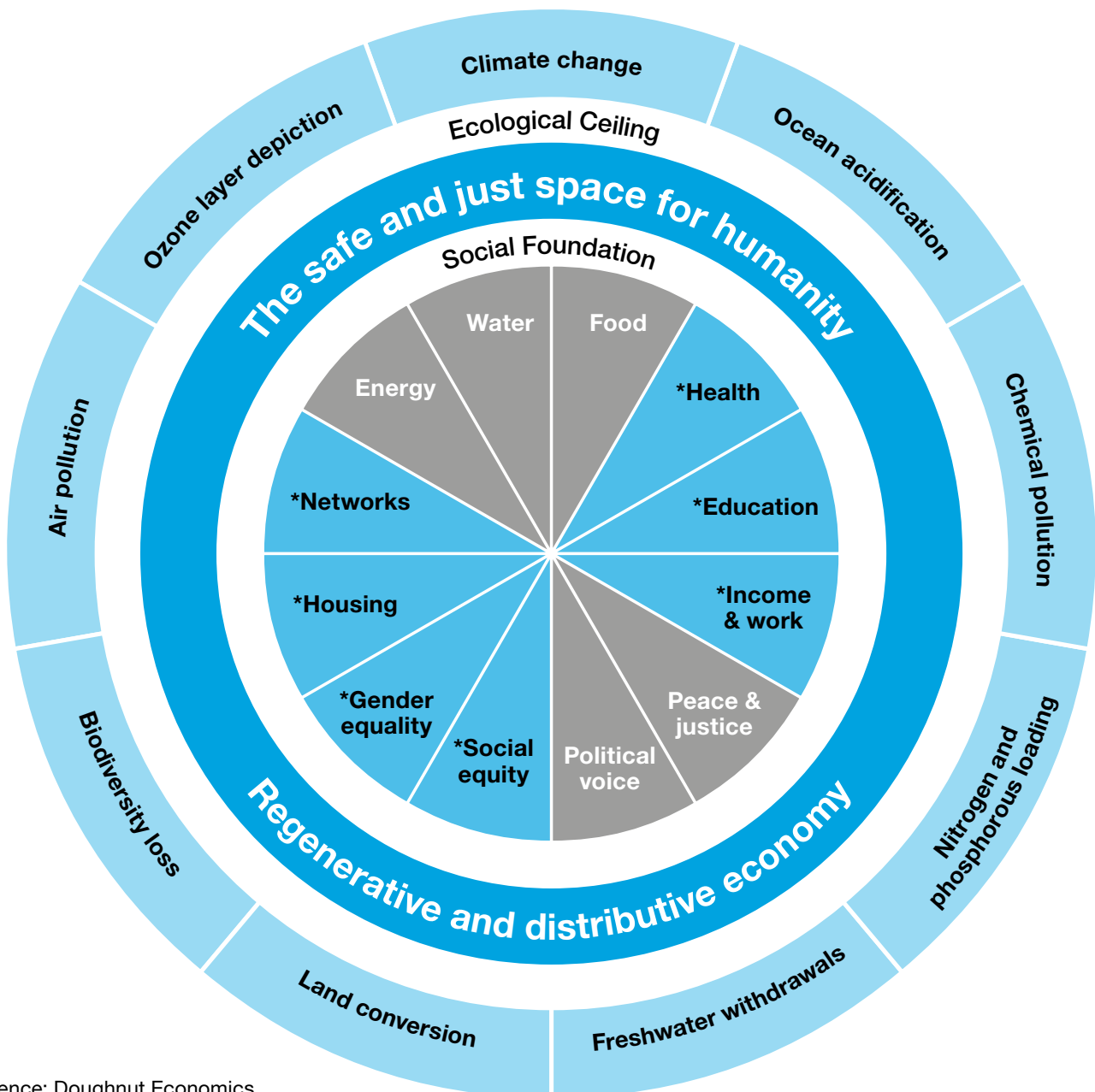
Doughnut economics

Our approach to **Creating Sustained Value** is founded on Kate Raworth's concept of 'Doughnut Economics.' Our objectives and actions are underpinned by the SDGs. This year has shown us the interlink between mega risks and trends where the earth, society and economy are inherently connected, drawing on Kate Raworth and Doughnut Economics as well as other economists and thought leaders Joseph Stiglitz and Mark Carney. Doughnut economics, post-growth and de-growth are alternatives to mainstream conceptions of economic growth that offer valuable insights, enabling us to take a more holistic view to social equity, linking previously siloed thinking on climate change, social justice, worker rights, health and wellbeing, and inclusion. In order for Multiplex to position ourselves for the future of construction, we need to consider the wider socio-environmental risks and potential value to be achieved across the supply chain and markets as we move towards 'net zero'. This means taking a systems approach.

“Today we have economies that need to **grow, whether or not they make us **thrive**: what we need are economies that make us thrive, whether or not they grow.”**

Kate Raworth

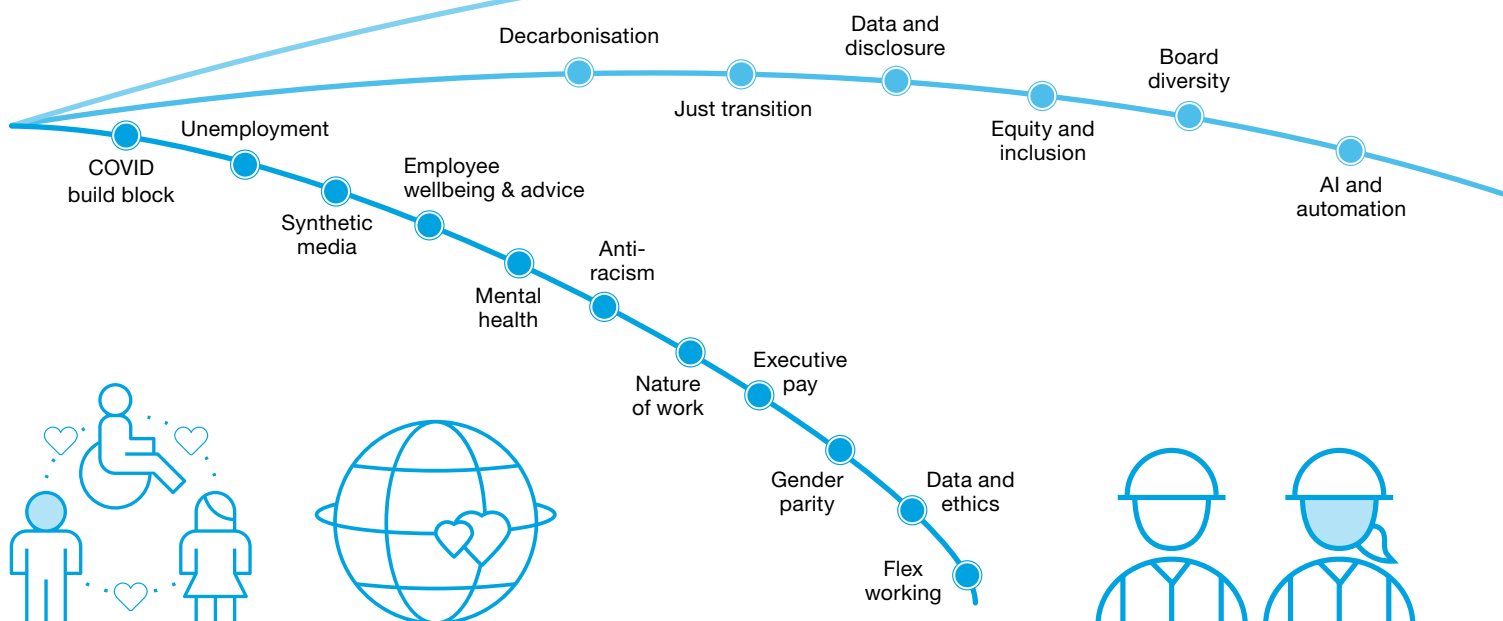
Economist and Founder of Doughnut Economics



Reference: Doughnut Economics

*Key focus areas our Social Equity Strategy draws on

Megatrends



1-3 years

The pandemic has exposed underlying disparities in healthcare, education, financial stability, and technology, disproportionately affecting certain groups and countries with impacts on unemployment and mental health. In the 1-3 years space, the Government's COVID Build Back Better plan¹ will focus on innovation, skills, AI and the Ten Point Plan for a Green Industrial Revolution with commitments to level up the whole of the UK, supporting the transition to net zero (infrastructure, skills, innovation, net zero jobs, fair trade).

More broadly, there is also a focus on diversity and inclusion with a particular light shed on structural racism and racial justice. Global protest movements including those concerning the fate of George Floyd, and the Bristol and London statue protests have highlighted the deep rooted issues we are long overdue in tackling as an industry and society. This has been supported by concerted efforts in the gender parity space, with a spotlight board focusing on diversity and women in leadership, in order to close the gender pay gap for good.

Data fraud, privacy, and cyber risks have increasingly become a national security concern, with human rights taking shape in the tech space.

With home working and AI machine learning becoming more mature technologies, the potential to amplify these risks grows. Socio-economic disparities have also been exposed during the pandemic, leading to a threat of social cohesion and fractures which may undermine an inclusive recovery.²

Technology adoption and remote working have accelerated the Fourth Industrial Revolution, expanding the digitalisation of human interaction, e-commerce, online education, and flexible working.³ These shifts will transform society long after the pandemic, and promise huge benefits such as the ability to telework, improving female participation in the workforce as well as raising the profile of mental health and wellbeing in addition to amplifying the employee voice.

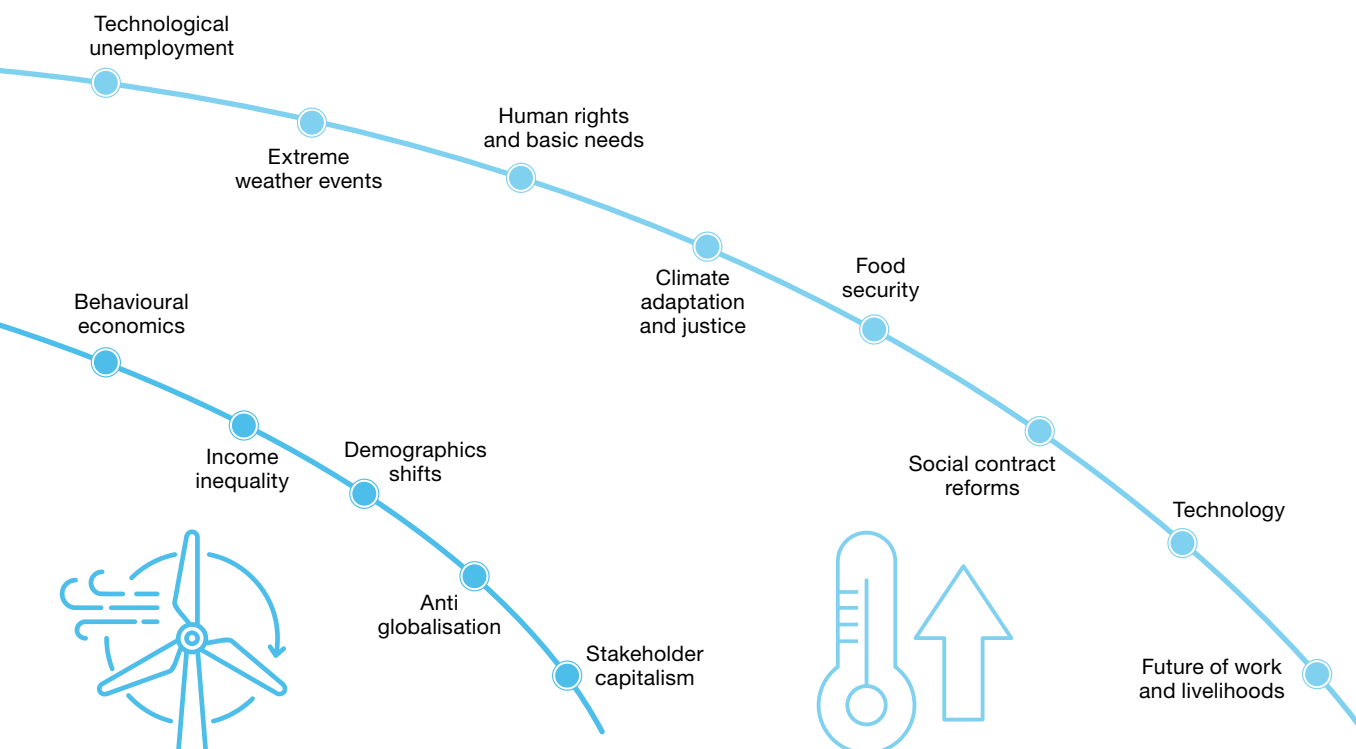
"As we emerge from the COVID crisis, we will need broad support for a revitalisation of our economies and societies built on a sustainable, equitable vision for our future. That will be critical to equip our world to take on the climate and inequality challenges that lie ahead."

David Waskow, 2020

1. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/969275/PfG_Final_print_Plan_for_Growth_Print.pdf

2. <https://www.consultancy.uk/news/26793/the-top-global-risks-facing-the-world-in-2021-and-beyond>

3. https://crisis-response.com/Articles/601393/Global_Risks_Report.aspx



3-10 years

Decarbonisation continues to be the focus of the FTSE 100 in the 3-10 years' timeframe, led by government legislation, COP26, climate action task forces, and the Science Based Targets initiative (SBTi) commitments that have been signed by companies, with over 20% of them having set approved science-based targets. This means that social inclusion to support a just and fair transition is key, creating high quality 'green job' opportunities in line with the Build Back Better plans to transition to a low carbon economy.

The move towards stakeholder capitalism, data and disclosure reporting has been actively supported by Larry Fink, the CEO of BlackRock. Assessing sustainability risks requires that investors have access to consistent, high-quality, and material public information with an increased alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB), and Global Real Estate Sustainability Benchmark (GRESB), which covers a broader set of material sustainability factors.

The construction skills gap and the emerging ageing workforce demographics is putting pressure on the industry to look at diverse talent pipelines. This is being exacerbated by Brexit and potential labour and skills shortages, particularly in logistics.

"Development of net-zero strategies centred around social justice and human rights will become the new marker of sustainable business leadership."

Mary Robinson, 2019

First Female President of Ireland and former UN High Commissioner for Human Rights

10 year plus

Among the highest likelihood risks of the next ten years are extreme weather, climate action failure, and human-led environmental damage, as well as digital power concentration, digital inequality, and cybersecurity failure. Infectious diseases, livelihood crises, and extreme weather (bushfires and floods) events are the top clear and present dangers as the World Economic Forum 2021⁴ report shows. From January to November 2020, investors in mutual funds and ETFs invested \$288 billion globally in sustainable assets, a 96% increase over the whole of 2019⁵ – supporting the climate transition and the potential for investment opportunities, accelerating capital towards companies better prepared to address climate risk.

Technological displacement could affect long term job security in some skilled areas, as highlighted by Yuval Harari – so meaningful employment to support communities displaced by AI will become a focus area, with the intention to create a new generation of 'green jobs and skills'.

"There is no company whose business model won't be profoundly affected by the transition to a net zero economy – one that emits no more carbon dioxide than it removes from the atmosphere by 2050, the scientifically-established threshold necessary to keep global warming well below 2°C. As the transition accelerates, companies with a well-articulated long-term strategy, and a clear plan to address the transition to net zero, will distinguish themselves with their stakeholders – with customers, policymakers, employees, and shareholders – by inspiring confidence that they can navigate this global transformation."

Larry Fink, 2021
Black Rock CEO

4. <https://www.weforum.org/reports/the-global-risks-report-2021>

5. <https://www.blackrock.com/corporate/investor-relations/larry-fink-ceo-letter>

Our Social Equity Management Framework

We have developed a framework that sets out how we manage our actions – our **Social Equity Management Framework**. We have designed the framework to help us to:

- Develop targets that are founded on context, materiality, best practices, data and regulatory obligations
- Empower our workforce and collaborate with our clients and supply chain to help us meet our targets
- Establish practical and effective actions for our projects
- Track our performance against our targets and adapt our actions, where required

- Our **Social Equity Management Framework** incorporates the key principles of:
 - » BS 8950 Social Value Standard
 - » Institute for Human Rights and Business (IHRB) Principles for Dignity in the Built Environment Framework
 - » World Green Building Council's Net Zero Carbon Buildings Commitment
 - » Task Force for Climate-Related Financial Disclosures (TCFD)

All activities will feed into the **Social Profit Calculator**, which is our approved software tool for monitoring, measuring, and reporting on the social value that we create as a result of our projects.

80 Charlotte Street
Delivering Derwent London's
first net-zero carbon building

Multiplex's Social Equity Management Framework

	Aim	Actions include
Leadership and governance	Define the role of Multiplex's Board and management teams in setting and delivering social equity as a business strategically	<ul style="list-style-type: none"> • Operate the following Human Rights, Health and Wellbeing and People Committees and the Women's Network to help identify and manage social equity risks and opportunities • Appoint responsible person for Social Equity in the Executive Management team • Implement systems and processes that help ensure Multiplex meets its social equity strategy • Embed social objectives and key results within our leaders' personal objectives
Risks and opportunities	Maintain oversight of all social equity risks and opportunities and their impacts relevant to Multiplex's operations, and use this information to inform our management frameworks, commitments, targets, and actions	<ul style="list-style-type: none"> • Continually identify and evaluate our social risks, opportunities, and impacts • Communicate these risks and opportunities to the relevant stakeholders to help ensure our social equity action plans take into consideration social risks, and optimises opportunities
Commitments, Data and Targets	Measure our social impact in line with globally recognised standards and set goals that can lead Multiplex to enhance social equity in our operations and supply chain	<ul style="list-style-type: none"> • Set milestone targets that will enable Multiplex to become a net positive impact business • Measure our social value using Social Profit Calculator in accordance with Social Value UK and BS8950 Standards captured • Commit to industry goals that will drive the just transition and the S in 'ESG'
Actions	Set practical and effective actions and milestones for our projects to ensure we meet our targets	<ul style="list-style-type: none"> • Set actions to be undertaken by Multiplex at every RIBA Plan of Work Stage of a project that will help us to achieve our targets • Map out the evolution of those actions until 2030 (see Section "Actions" for our action plans)
Disclosure and verification	Report accurate data that demonstrates progress against our targets	<ul style="list-style-type: none"> • Disclose our corporate-level and project-level social value data against our targets annually in our ESG Report • Use the Social Profit Calculator to report progress against our targets annually in our ESG Report
Advocacy	Influence and champion entities beyond our direct control to raise awareness about the imminent social challenges in human rights, promoting inclusive growth and propagating the "just transition"	<ul style="list-style-type: none"> • Actively engage with our clients, consultants, design teams, and relevant industry groups on social equity and our pillars • Participate in, and contribute to, industry-wide task-groups that are helping to advance the 'S' in 'ESG'

Our social value measurement

As a principal contractor delivering real estate assets for our clients, the majority of our activities take place on each construction project we work on.

We are a project-focused business, so we account for the social value associated with each of our projects over the lifecycle of the buildings we deliver. Our project social value accounting feeds into our organisational social value

accounting using the [Social Profit Calculator](#), which means that maximising social return at project-level influences our results at company-level. The below table illustrates our current data collection, these data points have helped to yield our predicted targets into 2030, normalised to our predicted yearly financial forecast. This means that, if revenues increase, our targets by default will also increase, and similarly the same is implied in the reverse.

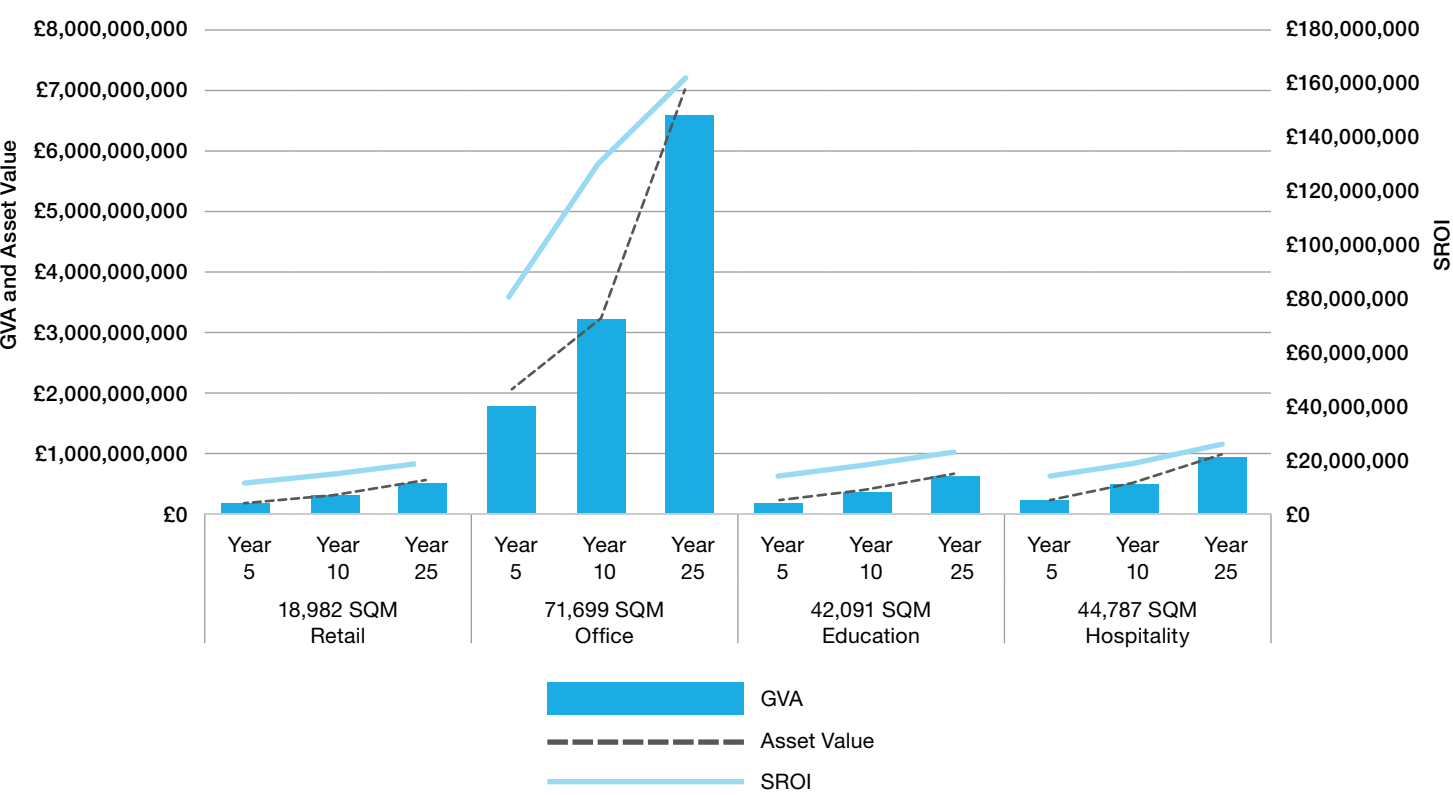
	2018	2019	2020	2021*
Apprentices (new and existing)	67	118	68	32
Jobs created	228	288	132	180
Volunteering hours	2889	4508	1819	1015
No. business engagements/workshops	30	62	22	15
Diversity and Inclusion events	6	37	14	8
Workplace training	1394	952	222	238
Work experience placements	63	111	61	255
Local procurement	–	£322.9m	£348.8m	–
Educational engagement events	288	387	63	33
Charitable works/ fundraising	£327.4k	£198.7k	£76.6k	£79.6k
	2018	2019	2020	2021
GVA (Gross Value Added)	–	£1,374,282,213	£2,501,415,484	–
LM3 Local Multiplier – Measuring Local Economic Impact	–	£1,302,284,124	£705,329,535	–
SROI (Social Return on Investment)	–	£30,956,958	£453,261,322	–

*2021 data is not to year end, but to the end of November.

Future Impact Forecast

Through the use of the Social Profit Calculator, an independent software accredited by Social Value UK, we can actively demonstrate the positive impact we will create within the communities where we work and that not only will what we do benefit the community during the construction elements, but we can clearly demonstrate that our initiatives yield financial, economic, and social return long after we're gone.

We really can make a difference.



The above graph is a forecast of the benefit that will be created as a result of four of our newest projects. It shows GVA (gross value added), Asset Value, and SROI (social return on investment):

GVA

This is the economic benefit of employment throughout the construction phase of works, and also includes three rounds of spending; the income of the organisation, how much the organisation has spent locally, and how much of that local spend is then re-spent within the area by employees and suppliers. Together this shows the amount of value added back into the local economy.

Asset Value

This is the continued economic impact that the end use of the building will yield over a 25 year period.

SROI

This includes fiscal savings to the government, economic benefit to HMRC through tax, national insurance and increased earnings through employment, skills and improved education; and finally the improved social wellbeing created through jobs, apprenticeships, work placements, qualifications, education support and school and community engagement etc.

Our actions

Overview of actions

Our goals and targets are based on the learning journey we have been on to date, and the extensive data gathering and research we have carried out. Our social return on investment data shows us which of our activities contribute to the greatest impact in the communities in which we operate, and which

ones we have the greatest influence over. Our targets are also based on a number of factors spanning across government policies and regulations, industry commitments, academic research and mega-trends, and industry best practice benchmarks, including:

Key stakeholder groups

Relevant international and government legislation

- UK Modern Slavery Act
- BEIS Labour Sourcing Regulations
- Build Back Better Plan
- TOMS Framework
- 10 Point Plan
- Gender Pay Act
- Social Value Act
- Flexible Working Act
- Health and Safety at Work Act
- Net Zero and the Carbon Budget
- COVID recovery
- The London Plan
- CLC Skills Plan for green construction skills
- Construction 2025 Plan
- EU Just Transition Mechanism
- EU Taxonomy
- EU Directive in 2021 for mandatory human rights and environmental due diligence
- UN treaty on human rights due diligence
- The UNFCCC Gender Action plan

Investors

- Major investors like BlackRock, Aviva Investors and AXA Investment Managers driving ESG in investments
- GRESB indices led by Blackrock
- HIGG index
- Principles for Responsible Investment

Clients

- Grosvenor focus on fair employment, D&I, net zero, Supply Chain School via their Supply Chain Charter
- Aviva are founding partners of the Corporate Human Rights Benchmark (CHRB)
- British Land focus on net-zero, employment, wellbeing, local charter, local businesses, social value

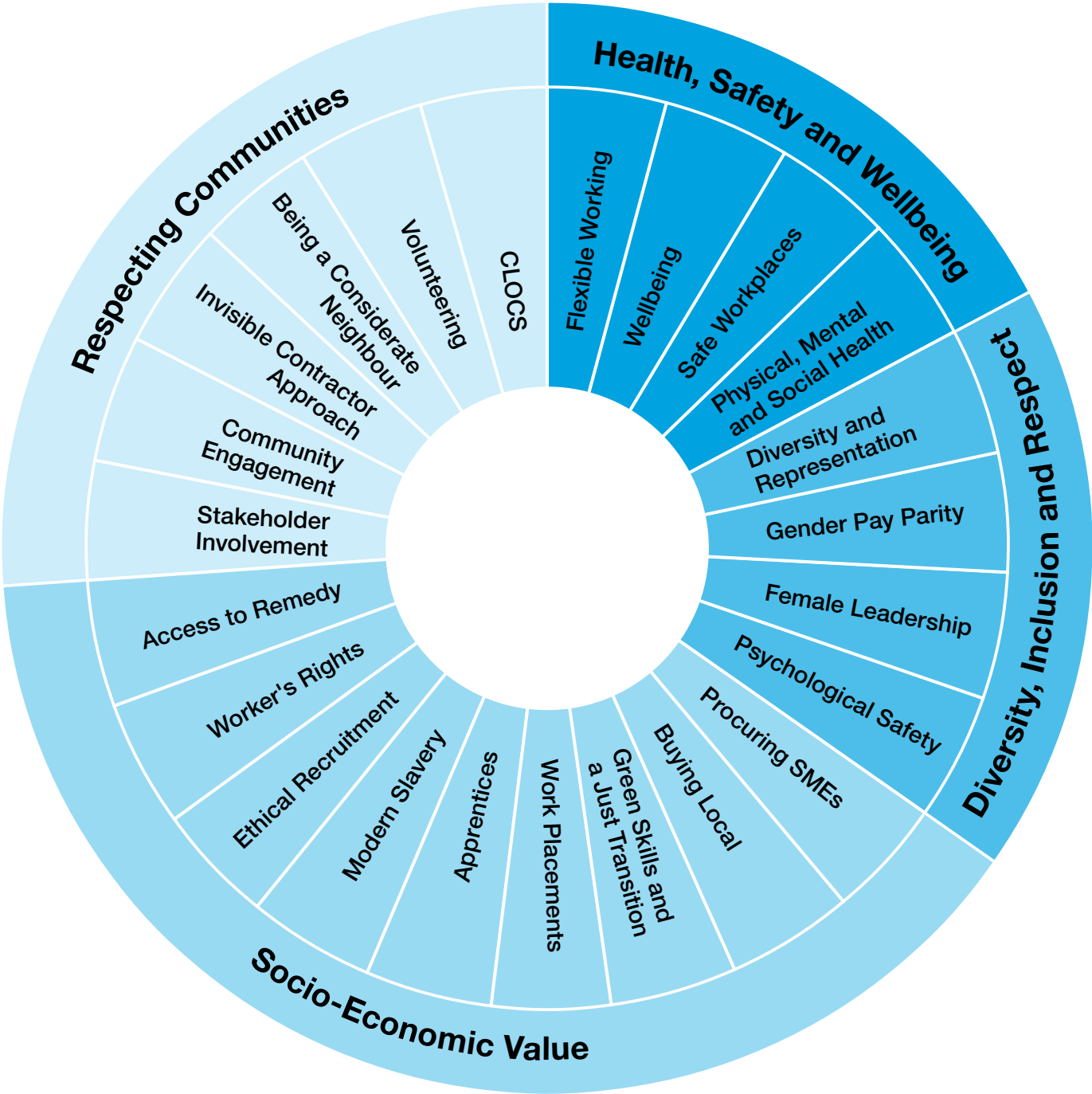
Industry groups and civil society groups

- ILO Climate Action for Jobs Initiative
- IMF: 'greener, smarter and fairer' COVID recovery, emphasising financial inclusion and women's empowerment
- [Supply Chain School People Matter Charter](#)

Standards and frameworks

- [Building Responsibly Principles](#)
- World Green Building Council's [Health and Wellbeing Framework](#)
- Building Responsibly's [Worker Welfare Principles](#) and related [Guidance notes](#); and
- IHRB's [Dignity in the Built Environment Framework](#)
- UKGBC Just Transition Working Group
- BREEAM Social Impact Standard Working Group
- BS8950 Social Value Standard
- The LEED Social Equity Credits
- The [WELL Feature Organizational Transparency](#) promotes "transparency in organizations through adherence to and disclosure of equitable and inclusive social and business practices."
- The [Living Building Challenge 4.0 Imperative-18: Inclusion](#) addresses "diversity in hiring and access to training."

Our Pillars and their Sub-Themes

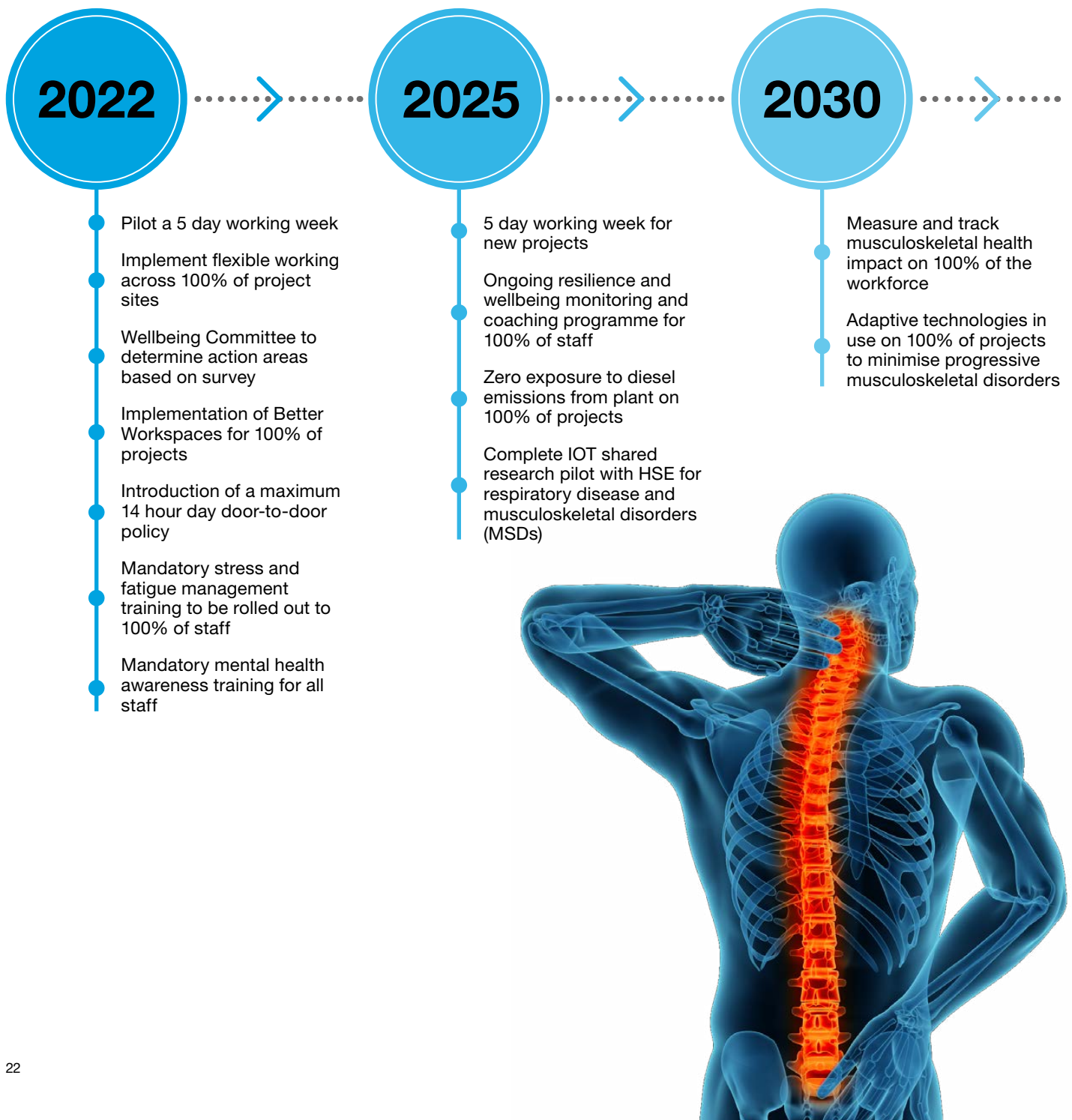




Pillar 1: Health, safety, and wellbeing

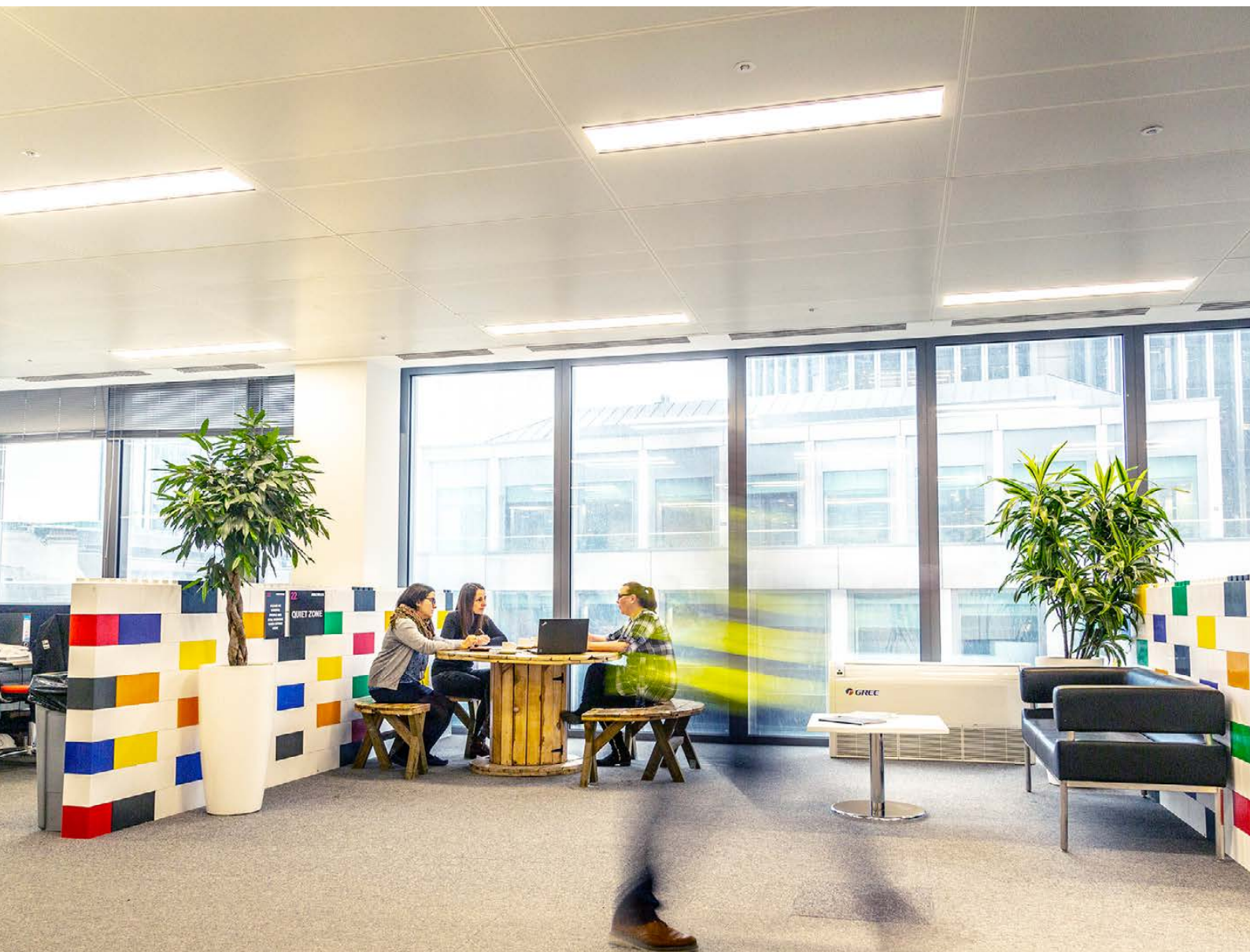
Desirable, safe, and healthy places of work where people are resilient and productive

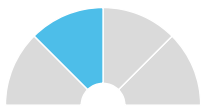
Our vision is to create the safest and the most desirable workplaces in our industry. We are committed to providing a culture where health and wellbeing shares equal status with safety. We will safeguard our workforce from occupational ill health and potential safety risks through eliminating hazards wherever possible, embracing new technology, consulting with stakeholders, and educating our people.



To achieve this we plan to:

- Work with our project teams and supply chain to implement and evolve our 'One life. One team.' programme, whilst continually improving our occupational health and safety management systems and approach to ensure critical risks to people are identified and controlled to prevent harm.
- Pilot and embed the 5 day working week by working with clients and our project teams to challenge inefficient working and design construction programmes that support greater work life balance and overall wellbeing.
- Wellbeing committee to consult with our staff and project workforce to develop, deliver and evolve Multiplex's wellbeing strategy.
- Implement flexible working across all our projects and train all our current and new line managers on the process to embed equitable working hours across our operations.
- Eliminate the use of diesel on our projects to negate the risk of occupational cancers caused by exhaust emissions.
- Implement the Better Workspaces Standard on all our projects and further develop it to include aspects on psychological safety, diversity and inclusion.
- Develop a training programme on stress and fatigue to increase self-awareness and self-care.
- Collaborate on a research project with the HSE on maximising opportunities to utilise developments in technology as a shield for respiratory disease and musculoskeletal disorders.





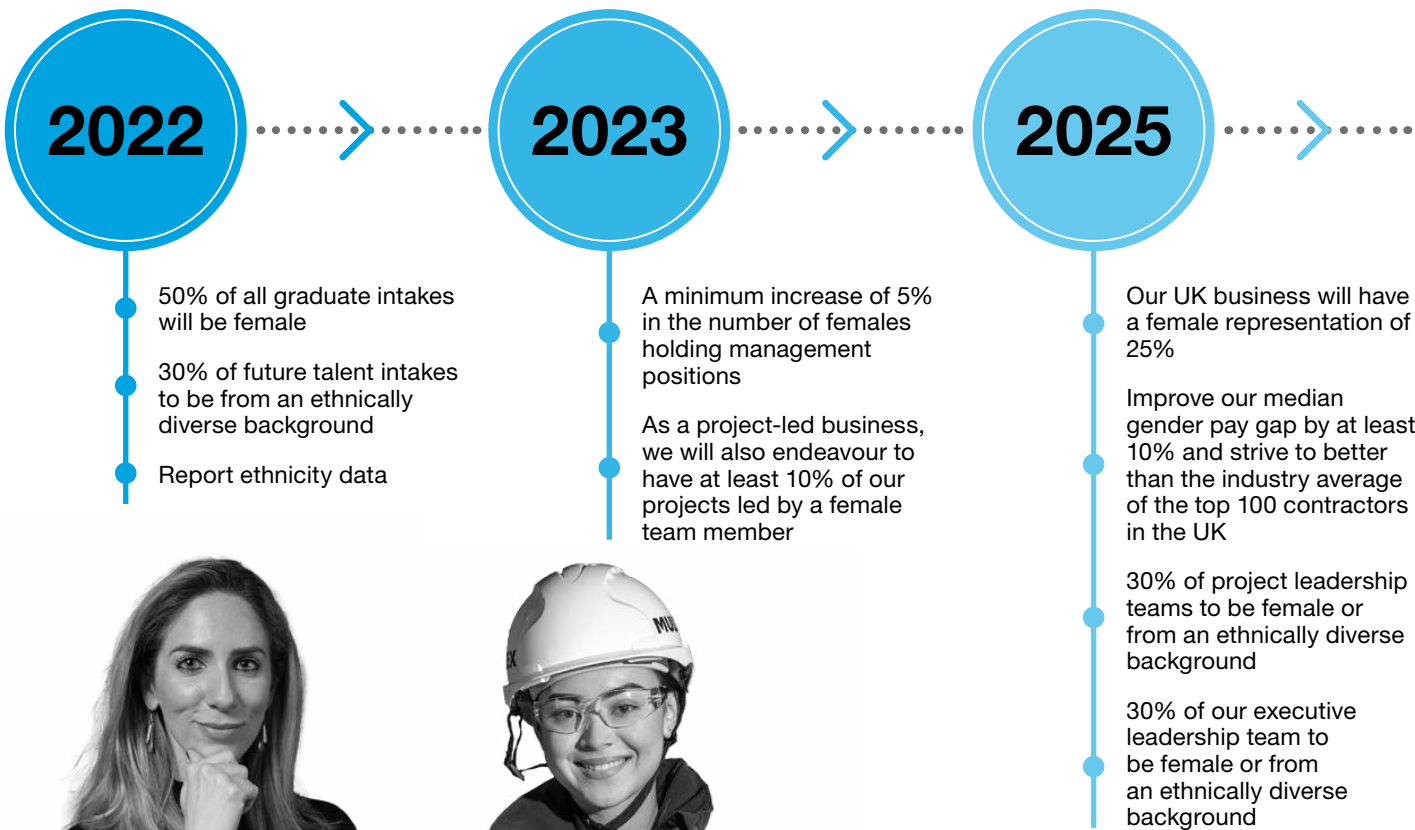
Pillar 2: Diversity, inclusion, and respect

Gender pay parity and accelerate ethnic diversity, ensuring representation at all levels of our business

We know systemic change is required in our industry to tackle bias and unfair systems and processes, to break down historic and rigid barriers in order to drive gender equity and improve ethnic diversity. Our approach is founded on looking at other sectors who have made successful headway, in order to critically assess how systemic racism, gender inequality and biases are being reproduced directly or indirectly in our people systems and processes.

Currently women make up **15%** of the overall workforce, with **only 1%** of site-based roles taken by women

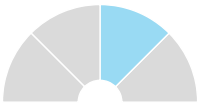
This has led to higher than average gender pay gap. Multiplex are on the journey to addressing our gender pay gap, particularly for women in middle management and senior roles, our key decision makers, where the gap is highest (in the third and fourth pay quartiles). Our approach is focused on mainstreaming and normalising flexible working to structurally tackle long hour inflexible work culture which negatively penalises carers, the majority of which are women aged between 45-54. Similarly, we need to work towards examining our people systems, to firstly improve ethnicity reporting, to then understand the actions we need to take to drive anti-racism at all levels.



To achieve this we plan to:

- Revise our attraction strategies to ensure inclusivity is reflected in our collateral and communication, both internally and externally.
- Develop a specific Anti-Racism Policy and escalation process for implementation at site level, including section on micro inequities/discrete racism examples and language expectations in the workplace.
- Advertise our graduate schemes in a broader range of universities as determined by the [WhatUni](#) university diversity rating index.
- Introduce a diverse mentorship scheme supported by coaching and targeted learning for managers of people
- Roll out flexible working across 100% of projects to attract and re-train women. By supporting the redistribution of intra-household caring responsibilities through adopting part time roles, more women will be encouraged to return to work – 73% of part time roles are currently occupied by women. This number speaks for itself, and illustrates the need for our industry to adapt accordingly. Our research shows that flexible working is one of the highest-ranked initiatives to break down structural barriers around working hours in order to attract and retain women.
- Implement a Returners Programme to help support women who have taken extended pauses or breaks in their career return to employment and thereby increase the representation of senior women.
- In every client bid we will propose specific diversity and inclusion targets and project specific action plans.
- Across the business we are working to create clarity for our people around our pay structures. In addition to our usual pay review cycle, we will closely review our female talent throughout the year to guarantee parity from day one.
- Advertise flexible roles to attract more gender diverse talent, particularly for mid and senior roles where our gender pay gap is highest. Introduce a Women's Health Policy to address gender biases around sick leave and the menopause, periods and miscarriages in order to drive psychological safety.
- Support subcontractors and share knowledge on how to apply for any available government led schemes (eg. Kickstarter) to improve socio-economic diversity and youth employment, as well as making connections and creating inroads to other available organisations and looking at our existing channels to seek more diverse candidates.
- Amend our **Better Workspaces Standard** to incorporate a gender inclusive lens when considering site design and minimum standards around toilet cabins and amenities.
- Review our social media strategy to attract diverse candidates.
- Sign the [Race at Work Charter](#) and work towards embedding their principles in our operations and partner with industry groups including Black Professionals in Construction (BPIC).
- Partner with the **Supply Chain School** to conduct fairness, inclusion and respect training for our employees and supply chain.





Pillar 3: Socio-economic value

Sustainable livelihoods for our supply chain, ensuring equitable employment opportunities and the ethical treatment of workers

We care about the people who bring our buildings to life. We believe they should be able to earn a living wage in a safe and respected environment – this is a driving factor in our transition to net-zero. This pillar focuses on apprentices, work experience / work ready placements, new entrant jobs, and procuring socially, and seeks to target risks relating to labour exploitation, human rights and modern slavery in order to promote fair and ethical labour practices. Labour is essential for construction, and Multiplex is committed to ensuring legal, fair and decent treatment of our workers by meeting employment standards, as detailed in our Ethical Labour and Modern Slavery Policy and our Method Statements. Our approach is composed of our [Multiplex Ethical Labour Principles](#), and is designed to be mutually reinforcing:



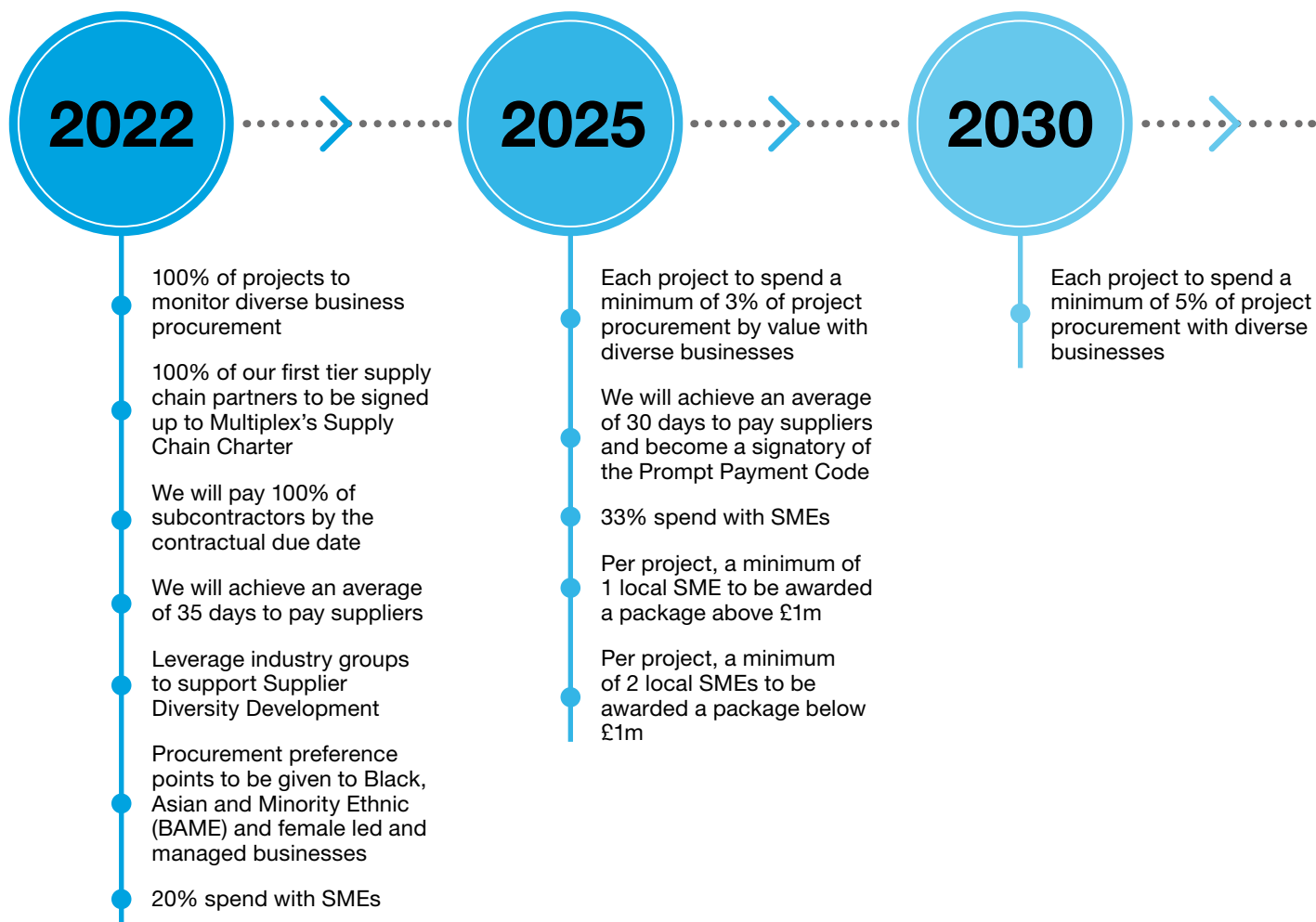
In Europe, construction is ranked as the second industry most at risk of modern slavery. The industry harbours many forms of exploitation, and is challenged by its fragmented supply chains, complex procurement processes and high demand for migrant labour. At Multiplex, the majority of our employees are employed on permanent contracts. We have prioritised key business areas in the UK based on our analysis of evolving risk in the sector, worker contract types, the level of skill involved in the work, wages, and our visibility of labour churn and agencies. Our social auditing will focus on higher risk trades, focusing on agency workers in our distribution and logistics operations as well as workers in security and cleaning roles. Our ethical audit program for suppliers will focus on these priority areas, which includes a review of the supplier's management systems to ensure they are adhering to the Building Responsibly Principles, UN Guiding Principles on Human Rights and the ETI Base Code, which are the foundations of [Multiplex's Ethical Labour Principles](#).

We know that workers who are not paid a decent wage and who are unable to achieve a decent standard of living will not be efficient, productive or engaged, leading to health, safety and quality issues. Anyone living in poverty is likely to look for alternative forms of income which brings potential risks of modern slavery, including working excessive hours with less pay and overtime.

At Multiplex, we have an opportunity to maximise our impact using our purchasing power to generate social value far above what we spend. This is essential to improving the livelihoods of local communities, and multiplying the gains for local businesses, SMEs and Social Enterprises. When you consider that thousands of people are working with Multiplex and across our supply chain, our spending decisions are a significant agent for social change. How we invest provides incentives and signals to our supply chain, allowing us to exert a positive influence on an industry wide level.

This pillar comprises the following action areas: social procurement, equitable employment and ethical treatment of labour, each with targets reinforced in our Supply Chain Charter:

Social procurement

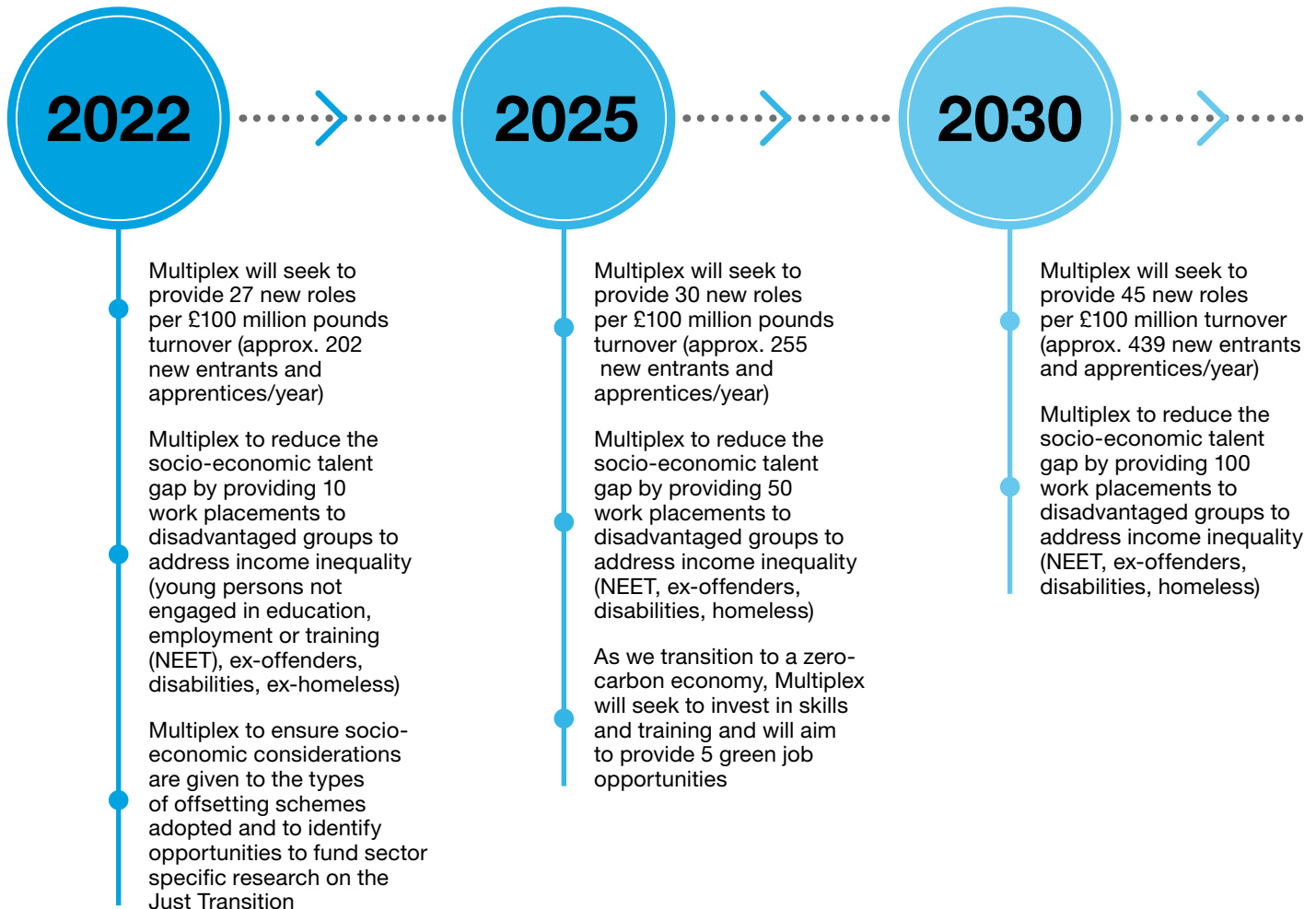


To achieve this we plan to:

- In every client bid we will propose social value stretch targets and measures above and beyond any Section 106 requirements, which will enable the project to achieve a greater social return on investment over the life cycle of the project.
- Embed equitable procurement and supplier diversity initiatives to support female or BAME owned businesses and commit to practices designed to improve opportunities for more diverse businesses employed in our supply chain.
- Review and update our Social Value and Community Method Statements to include additional sections on social procurement, ethical labour practices and improving socio-economic diversity.
- Establish a supplier diversity development programme to support capacity building for those smaller, more diverse or socially orientated businesses who lack administration resources or formal 'business infrastructure' to compete.
- Review our supplier procurement process to make it easier for smaller, local and more diverse businesses to tender work for Multiplex by removing barriers to entry.
- Collaborate with our supply chain to create more opportunities for 'business-business' networking, project events and 'meet-the-buyers' supply chain initiatives.
- Review our payment cycle processes and establish internal checks and controls to manage any discrepancies so that delays are mitigated.
- Train our commercial management teams in embedding social procurement at the source, which will drive accountability and equity in our purchasing decisions.
- Conduct subcontractor social audits to review employment practices, human rights, diversity and inclusion and equity.
- Partner with local business networks and groups to advertise work packages.
- Operate and update our current social value dashboard on all our projects to review progress against our targets.
- Become signatories of the [Prompt Payment Code](#).



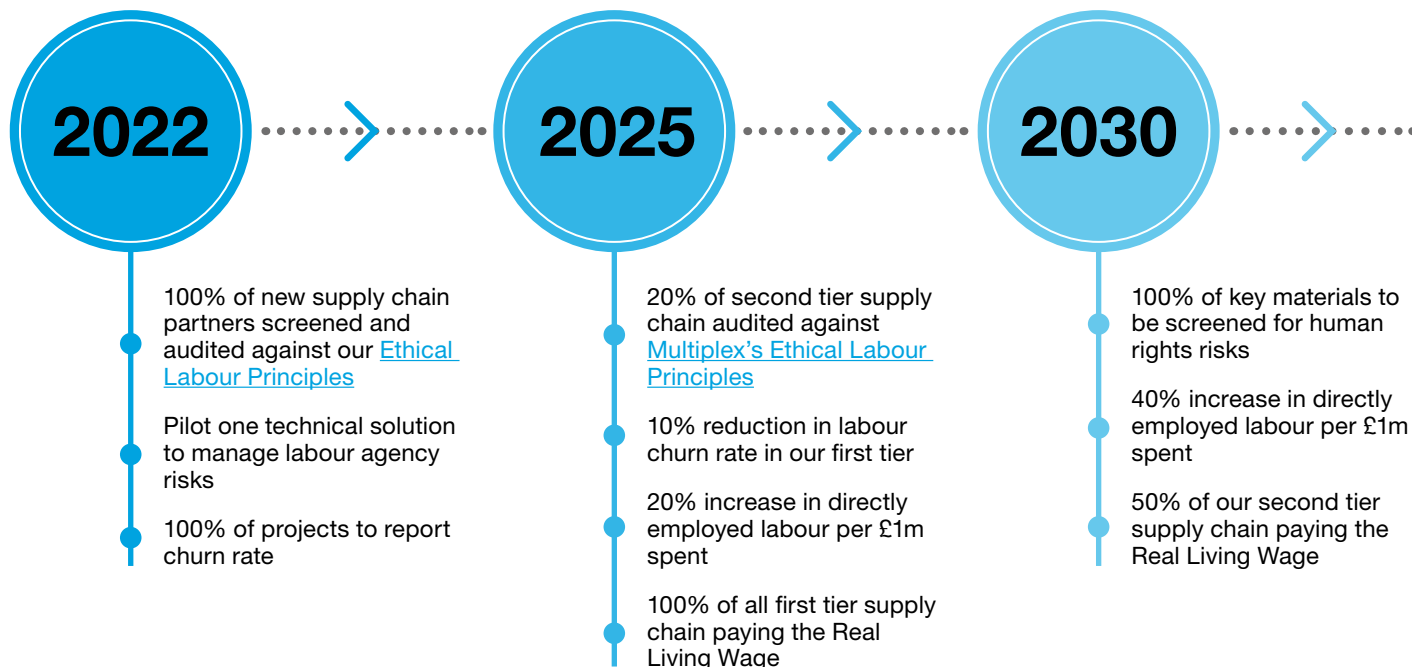
Equitable employment



To achieve this we plan to:

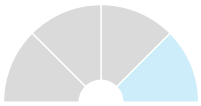
- In every client bid we will propose social value stretch targets and measures above and beyond any Section 106 requirements that will enable the project to achieve greater social return on investment over the life cycle of the project and deliver maximum impact.
- Offer support and training to our subcontractors to develop their understanding of socio-economic value and its great importance within the industry and implement this into all their practices.
- Educate and encourage our project teams to embed socio-economic value into the centre of all operational aspects of the business.
- Report against our Multiplex KPIs and subcontractor KPIs, reflecting our strategic priorities including work placements offered, apprentice roles created, new entrant jobs created, careers fairs attended and school engagements delivered, which will feed into our monthly project dashboards.
- Partner with local job brokerage agencies and supporting organisations to proactively support subcontractors on our projects to employ locally, create new opportunities, and target candidates from diverse and disadvantaged backgrounds.
- Develop a network directory of local employment partners and supporting organisations.
- Collaborate with the UK Green Building Council's Just Transition working group (and/or other industry groups) to help draft and establish a pathway to ensure a fair and equitable transition towards net-zero, ensuring that green skills and socio-economic considerations are included.
- Develop a consolidated list of jobs for the future which will explore options for green skills placements and opportunities.
- Establish a shortlist of socio-ethical offsetting companies to ensure all our offsets include social considerations.
- Leverage our industry peers to promote more equitable job placement opportunities for apprentices and NEET groups to enable a more coordinated regional response.

Ethical treatment of labour



To achieve this we plan to:

- Implement our ethical labour management system across all our sites, inclusive of more rigorous pre-qualification questions, worker interviews, social audits (inclusive of pay audits) and worker representative committee meetings, and training.
- Propose, in every client bid, specific ethical labour measures to mitigate modern slavery risks inclusive of setting up Passport Authentication Check (PpAC) onsite to perform ID and Right to Work checks to identify fraudulent documents and potentially detect cases of human trafficking and modern slavery.
- Measure our progress by reviewing subcontractor performance ethical labour dashboard monthly to enable real time monitoring of issues.
- Operate an Ethical Labour Dashboard on every project to track and remediate grievances, measure churn and identify risks particularly around the payment of the living wage.
- Reduce the use of agency labour by collecting subcontractor churn data on every project in order to work to reduce churn rates and the reliance on agency labour, where labour exploitation and modern slavery risks are greatest. This will include the collaborating with our supply chain to determine solutions as well as trialling performance-based contracting with conditionality to reduce agency labour by prioritising and incentivising direct labour models.
- Work with our industry peers at Stronger Together to audit our high risk subcontractor trades and share findings to determine future action areas to focus on collectively.
- Require subcontractors to conduct their own training and due diligence.
- Pilot a technical solution to reduce labour churn and identify labour agency and 3rd party provider risks associated with umbrella agencies.
- Develop a labour provider charter to tackle specific labour and umbrella agency risks to focus attention on driving [Multiplex's Ethical Labour Principles](#) beyond our first tier where we know there are gaps and greater risks of pay discrepancies and modern slavery.
- Pilot the Modern Slavery Performance Declaration (MPDs) with key and relevant supply chain members (steel, aluminium etc).
- Amend our Better Workspaces standard to incorporate a worker centric site design and minimum standards sound safety communication on site.
- Consult with the supply chain and trial the Responsible Steel Sourcing Standard and continue to implement standards with human rights obligations including PEFC, FSC, BES 6001 as detailed in our Materials Sourcing Strategy.
- Improve site-based grievance mechanisms to encourage worker feedback.
- Review our current data methodology with the Social Profit Calculator to ensure we are establishing consistency or reporting in ethical labour and modern slavery indicators.
- Run campaigns and toolbox talks on anti-slavery day to increase awareness in our supply chain.
- Work with the Institute for Human Rights and Business to pilot the dignity for design framework on a live construction project.
- Work with the UK Government Department for Business, Energy and Industrial Strategy (BEIS) discuss labour market challenges and opportunities, providing insights and commentary to the government on key emerging themes affecting labour in construction relating to labour shortages, labour exploitation associated with recruitment and the lack of regulatory frameworks for agencies.
- Review opportunities for English language lessons to support foreign workers to understand site instructions, training and their working rights as well as helping non-British workers to feel valued and welcomed on Multiplex sites.
- Ensure our subcontractors have mental health first aiders in their organisations and build this into site setup and induction processes .
- Subscribe to the principles of the [Real Living Wage Foundation](#) and audit our subcontractors against these principles.



Pillar 4: Respecting communities

Sustainable partnerships and communities that work for everyone

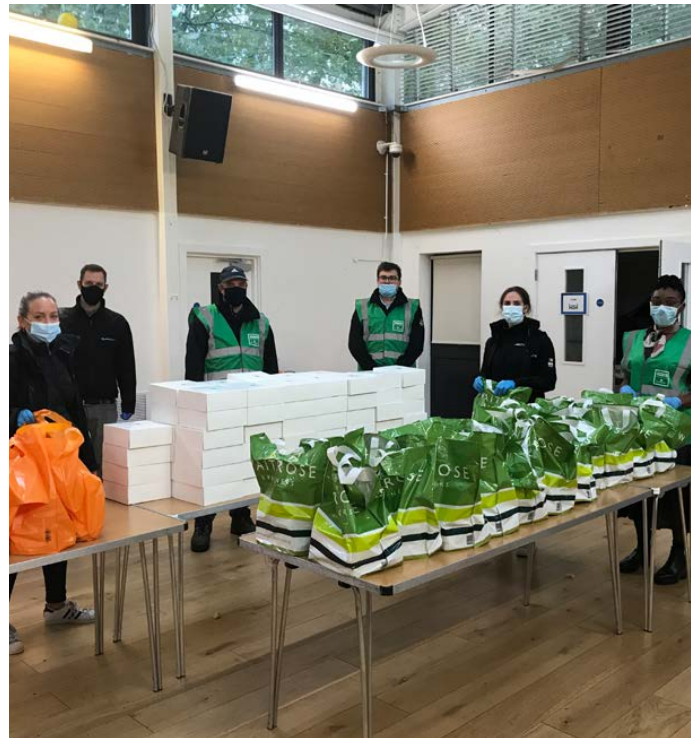
We care about the impact we have on the communities we work in. Critical to our approach is providing long term value to communities and improving local quality of life. Our goals aim to integrate human dignity into our projects, by developing relationships, involving and enabling active participation by local communities. Multiplex are proud to be a responsible contractor, and our projects are open and inclusive to everybody through the various engagements that we undertake with local schools, colleges, universities, charitable organisations and local community groups. To truly integrate human dignity into our targets we have considered access to adequate infrastructure, public space, transportation, and employment opportunities as well as mitigating disruption to local communities during the construction process. In practice, this means informing, involving and consulting the communities in which we operate, to ensure inclusive and meaningful engagement.

To achieve this we plan to:

- Involving our project teams and supply chain to organise company charity events.
- Centralise charity funding to work with our key charities so that our impact is not diluted whilst maintaining local support for regional based charities.
- Create a consolidated list of volunteering partners available to all our projects to see opportunities available.
- Formally launch and update our volunteering policy to encourage and support staff engagement with charitable work and local community groups.
- Improve our internal project audits to ensure all projects are responding to neighbourhood complaints and grievances in a timely manner.
- Sign all projects up to CLOCS and work with project teams to develop a strategy to improve their CCS scores.
- Encourage and promote open channels of communication for the community, not just with Multiplex but with subcontractors.
- Continue to roll out CCS accreditation across our projects and work with our project teams to maximise these scores to scale up more social and environmental outcomes.

2022 onwards

- 100% of projects to carry out initial community engagement within 6 weeks of contract award
- 100% of projects to develop and implement a site-specific Stakeholder Engagement Strategy within 6 weeks of contract award
- All complaints, queries, and compliments to be closed out within 48hrs
- 100% of projects to achieve a CCS score of 45 during the project lifecycle
- 100% of London based supply chain partners to be registered with CLOCS
- 100% of projects to contribute to a minimum of 200 volunteering hours per annum
- 100% of projects to contribute £10k worth of charitable fundraising per annum





An ESG mind-set shift: how we will get there

Educate, Engage, Empower

Focusing not just on our own business, but on our sphere of influence is the basis for our 'ESG' culture change programme – **Educate, Engage, Empower** – ensuring we use our position as a market leader in the construction industry to maximise the positive impact we create by championing cultural and behavioural change with our people, clients and our supply chain. Taking this action now is of fundamental importance not just to our business, but to our planet and the generations to come.

Educate:

Education is fundamental to creating a more equitable system. We are on a continuous journey to educate ourselves about social equity and the role construction can play in reducing inequality and exploitation, working closely with our communities, civil society, independent industry bodies and experts.

We will **Educate** by:

a) Setting public commitments

- We have publicly committed to our social equity targets, the [Building Responsibly Principles](#) and we are reviewing our progress against these.

b) Educating our people

- Teaching them about social equity, the role of the construction industry, and the actions they can take in their day-to-day work to create a fairer future.

c) Sending market signals

- We are sending clear signals to the market through our commitments and involvement with industry bodies, such as Building Responsibly, SteelZero and Stronger Together, IHRB, WGBC, the GLAA and BEIS.

d) Setting clear supply chain requirements

- We are developing a Supply Chain Charter that clearly sets out what we require of our subcontractors, suppliers and agencies.

e) Up-skilling our supply chain

- We will undertake one-to-one workshops with our supply chain to help them set social targets and develop plans to become more socially responsible in line with our four [Social Equity Pillars](#).

Engage:

We are using our position as a leading global contractor to engage beyond our own workforce — including within our supply chain, our clients and the wider industry. By taking a leadership role we can maximise the positive impact we create within our sphere of influence by taking focused, co-ordinated action based on the most material social issues. We aim to collaborate effectively, in order to develop and deliver practical solutions that achieve our social equity goals and add tangible value to our projects.

We will **Engage** by:

Providing stretched project level targets based on £ value social return on investment optimised offerings to our clients:

- A key feature of our [Social Equity Strategy](#) is to develop scenario analyses going above the section 106 targets to provide stretched targets and local return on investment options for our clients.
- Providing support for our supply chain.
- We undertake workshops with our supply chain to help them develop plans to improve their labour practices, recruitment strategies and apprenticeship targets.
- Bringing our stakeholders on our journey.
- We have undertaken a preliminary assessment of the actions we require from the clients, consultants, and supply chain we work with to help us achieve our goals. We have identified these actions across each RIBA Stage of Work on a project, as shown below. These actions signal a point in a project where collaboration is required.

Empower:

Empowerment starts with our own people, and through early client engagement and close collaboration with our supply chain, we are empowering others to join us on the journey to a greener, fairer and smarter future. We are actively helping them to drive social impact and devise innovative solutions through doing so ourselves. We aim to share our social value and carbon data to improve transparency and visibility of our successes and areas for improvement. We have [one decade](#) to disrupt the existing construction model to embed equity and eliminate carbon emissions – we will achieve this by working together.

We will **Empower** by:

a) Transparently reporting our social value data

- We publicly report our social value data annually, and we share this information with our supply chain.

b) Advocating for positive impact

- We advocate for social equity in various ways, such as publicly available webinars and sector-group initiatives including [Supply Chain Sustainability School](#), [Stronger Together](#), [Building Responsibly](#) and the [World Green Building Council](#).

Implementing the Social Equity Framework across the RIBA stages

0 - 1 Business Case Forecast		2 - 4 Design and Specification Forecast			2 - 4 Procurement Strategy			5 - 6 Project Evaluation		7 User Impact
Forecast social value based on outline budget, location and duration.		Forecast based on designs, detailed costs, location & duration. Map wider outcomes. Develop a project specific social equity strategy. Introduce Operational Asset Value.			KPIs & Targets defined. Embed the social equity strategy within the procurement documentation. Provide the framework for monitoring, evaluation and reporting progress.			Finalise KPIs & Targets. Monitor, evaluate & report on the social impact delivered during the contract.		Monitor, evaluate & report social impact and user experience.
Strategic Definition	Preparation & Brief	Concept Design	Developed Design	Technical Design	Production Information	Tender: Documentation	Tender: Action	Construction	Handover & Close Out	In Use
					Pre-construction					

Outcomes and Benefits

1. Embed social equity plan into the business case & feasibility proposals.
2. Help to understand how it can be achieved at procurement & post procurement.
3. Early options appraisal based on the IHRB Principles for Dignity in the Built Environment.

1. Detailed forecast of social outcomes that can be achieved through the project and build social equity into the detailed options presented for the client.
2. Develop a social equity strategy that includes KPI stretch targets which can be embedded in the procurement process.
3. Understanding the long term and wider social, economic and environmental impacts of the project in relation to the SDGs and the IHRB Principles for Dignity in the Built Environment.
4. Engage with local supply chain to identify package specific targets, in line with wider social equity plan, to create additional social value.
5. Understand the scope for additional social value stretch targets through early engagement.
6. Understand the scope to expand inclusion and accessibility, regardless of age, ability, race, gender and other factors.
7. Unlock positive impact on physical and mental health and the realisation of all human rights and the protection of human dignity.

1. Client understands the impact that will be created from the project and has set realistic social equity targets.
2. Social equity is incorporated into procurement documentation so tenders can be weighted towards social outcomes.
3. Contractor understands the client's requirements and has committed to the KPIs at procurement stage.

1. Client can monitor social equity commitments on monthly, quarterly and annual basis.
2. Enable decision making through the contract phase where targets are not achieved.
3. Use of project level dashboard reporting.
4. Create opportunities for additional impact as the project progresses.
5. Evaluate the project at hand over to understand successes and lessons learnt.
6. Build social equity KPIs into the FM contract based on the business case.

1. Ongoing periodical data collection to understand benefits realisation.
2. Use actual data to forecast the wider benefits achieved.

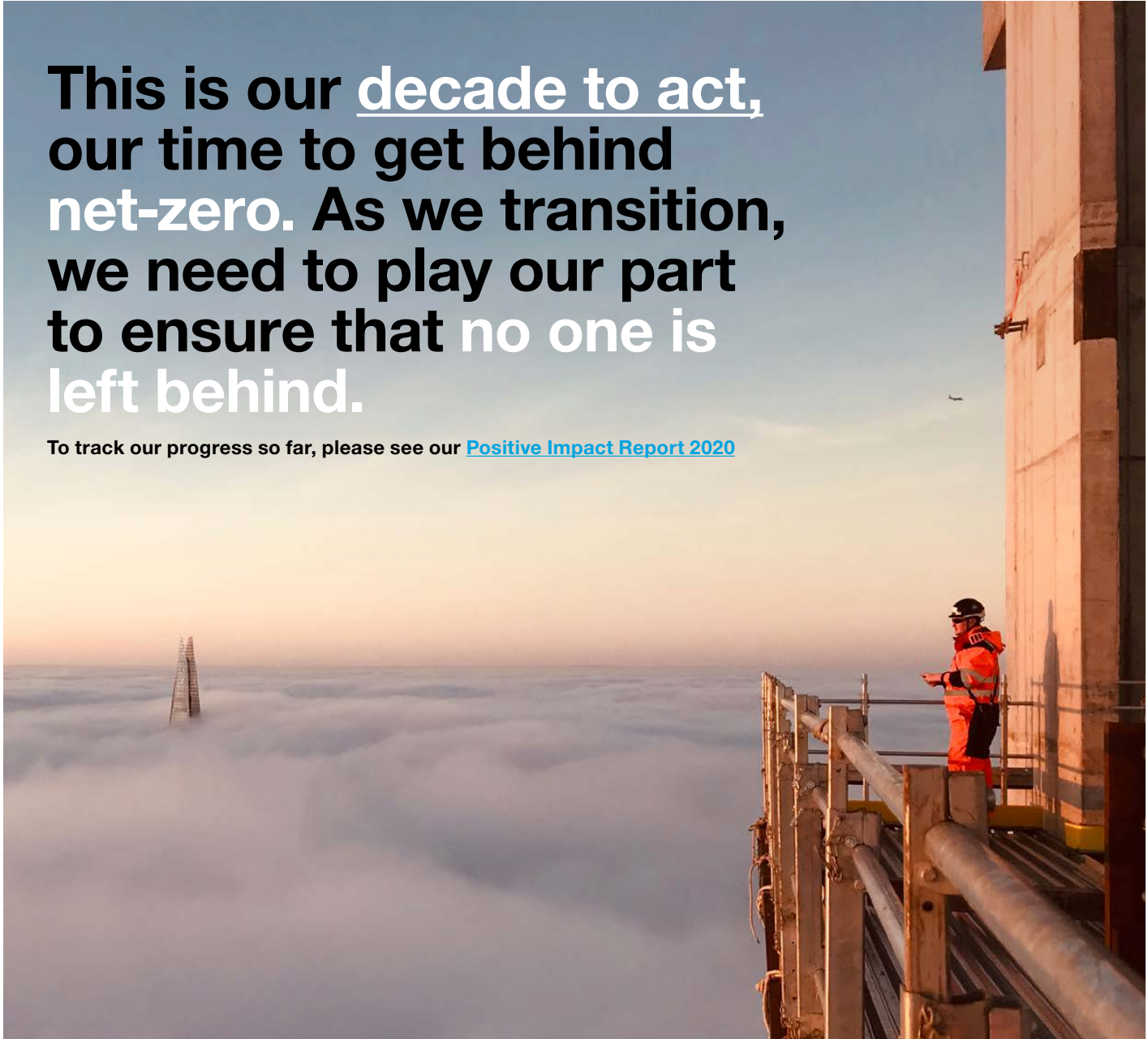


What's next?

An integrated socio-environmental approach to climate change is required before 2030 to create a fairer future, where no one is left behind.

Our [Social Equity Strategy](#) sets out the actions we will take, but our first focus must be to champion the major cultural and behavioural changes which will be needed to carry them out. This includes not just within our own business, but throughout our supply chain, our clients and wider industry stakeholders.

Our [Educate, Engage, Empower](#) strategy lays out the mechanics of our 'ESG' cultural change programme. It will include socio-environmental training and communications; changes to our processes and systems; business improvement programmes; governance arrangements; capacity building; digital tools while intentionally instilling values-based leadership, amongst other innovations.



**This is our decade to act,
our time to get behind
net-zero. As we transition,
we need to play our part
to ensure that no one is
left behind.**

To track our progress so far, please see our [Positive Impact Report 2020](#)



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