

MULTIPLEX

MODERN SLAVERY and HUMAN TRAFFICKING

Transparency Statement 2025

Introduction

In accordance with Section 54 of the UK Modern Slavery Act 2015, businesses are required to publish an annual statement outlining the steps taken to prevent modern slavery and human trafficking within their operations and supply chains. In preparing this statement, we have also taken into account the latest **Home Office Statutory Guidance for Transparency in Supply Chains** updated in March 2025.

At Multiplex, we are fully committed to playing an active role in eradicating modern slavery. We believe in leading by example – through transparency, accountability, and by encouraging the wider industry to uphold the same standards. Since publishing our first Modern Slavery Statement in June 2016, we have continued to share our processes and progress openly.

We uphold strict ethical labour standards and expect full transparency and collaboration from our supply chain partners. A shared commitment to eliminating modern slavery is a fundamental requirement for working with us. Raising awareness remains central to our strategy, and we expect all subcontractors and suppliers to ensure their own supply chains reflect the same high standards of ethics and integrity.

This statement outlines the actions we took during the 2025 financial year to uphold our zero-tolerance approach to modern slavery and human trafficking.



About Multiplex

We are a leading international contractor with a focus on sustainable growth and with operations across the UK, Australia, and Canada. Established in Australia in 1962, we are known for shaping skylines and producing iconic projects around the world.

We have delivered over 1,150 projects with a combined value exceeding US\$130 billion so far, supported by a global workforce of more than 2,600 dedicated professionals. We take immense pride in our people, whose collaboration and expertise drive the consistent application of global best practices across every project we undertake.

In the UK, Multiplex has been at the forefront of delivering some of the most complex and high-profile developments over the past 25 years. While our primary focus remains on prime London markets, we also maintain a presence in Glasgow.

Our purpose is simple yet powerful: **to construct a better future.** We are committed to raising industry standards at every stage of project delivery—through robust quality systems, advanced digital and data capabilities, industry-leading health and safety practices, and the lasting positive impact we create for society, local communities, and the environment. We also strive to be the safest and most desirable workplace in the construction industry. As captured in the “Eight experiences” illustrated below, our mission is for everyone who works with or for us to feel:



We lead and manage a supply chain that is broad, multifaceted, and operates on a global scale. It includes consultants, subcontractors, and suppliers who provide the materials, equipment, and services essential to our operations. We actively collaborate with local authorities, industry associations, non-governmental organisations (NGOs), charities, and our peers across the construction sector to promote a unified approach and implement effective strategies to tackle modern slavery throughout the industry.

Key Achievement in 2025



Became a Living Wage Employer, extending the commitment across our supply chain, to ensure all workers earn a wage that meets basic living needs and contributes to a fairer, more equitable economy.



Increased on-site engagement with subcontractors and workers to promote awareness of modern slavery and available reporting mechanisms, regardless of work location.



Achieved The Mayor of London's Good Work Standard accreditation, demonstrating leadership in employee wellbeing, development, and ethical employment practices.



Strengthened collaboration with industry partners and stakeholders to raise awareness of modern slavery and human rights throughout the supply chain and beyond.



Continued site-wide third-party engagement audits to maintain visibility and accountability across all projects.



Our Policies, Formal Documents and Contracts

At Multiplex, we maintain clear policies and procedures to uphold our standards and promote the highest levels of ethical conduct and social responsibility across all areas of our business and partnerships. These policies are regularly reviewed and updated to ensure continuous improvement and alignment with evolving best practices. All policies are accessible to employees via our internal Intranet.

Our current policies and procedures include:

- **Health and Safety Standards**, which ensure high standards of workplace health and safety for everyone working on our sites.
- **Code of Business Conduct and Ethics**, which reinforces our commitment to the highest ethical standards, requiring all activities to be conducted with honesty, integrity, and full legal compliance.
- **Anti-Bribery and Corruption Policy**, which supports our zero-tolerance stance on bribery and corruption, complementing our Code of Conduct.
- **Whistleblowing Policy**, which provides a confidential mechanism for employees to report suspected wrongdoing or risks related to our operations, with all concerns addressed promptly and confidentially.
- **Anti-Slavery and Human Trafficking Charter for Suppliers and Service Providers**, which defines the expectations and requirements for our suppliers and service providers in supporting our anti-slavery efforts.
- **Anti-Slavery and Human Trafficking Policy**, which outlines our commitment to combating all forms of modern slavery and human trafficking within our operations and supply chain.
- **UK Ethical Labour Principles**, which address key areas of worker vulnerability and serve as our standard on ethical labour, worker rights and welfare.
- **UK Ethical Labour and Modern Slavery Policy**, as our business aim of delivering services of excellent quality and value to our clients goes hand in hand with our human rights and ethical labour practices priorities.
- **Operation of a toll-free reporting hotline**, which enables anonymous reporting of concerns related to unethical practices, including modern slavery.
- **Responsible Sourcing of Materials**, which requires key construction materials to be sourced from certified suppliers, including those accredited by the Programme for the Endorsement of Forest Certification (PEFC), Forest Stewardship Council (FSC), or BES 6001 (BRE Global's Framework Standard for Responsible Sourcing).

Our policies on ethical labour and modern slavery are communicated and enforced through contractual requirements, training, monitoring and escalation processes. Compliance is embedded within supplier contracts, pre qualification, site inductions and ongoing engagement. Adherence is monitored through risk based due diligence, third party audits and worker voice mechanisms. Where non compliance is identified, corrective actions are agreed, tracked and escalated as required, with serious or persistent breaches subject to contractual remedies, including suspension or termination of engagement.

CASE STUDY

Anti-Slavery Day 2025

To mark Anti-Slavery Day in October 2025, our teams came together for a company-wide virtual challenge, racing 1,400 miles from London to the Black Sea in support of Ride for Freedom's Cycle Revolution fundraising challenge. Over the month, we collectively raised **£2,000** to help combat modern slavery and amplify awareness. With this support, Ride for Freedom can continue their work better equipping young people to recognise exploitation and rebuilding confidence with survivors and helping them rediscover freedom through cycling.

Alongside the challenge, we delivered toolbox talks across all projects, sharing a real anonymised case study to educate and engage our workforce. These conversations helped reinforce our commitment to ensuring ethical practices and safeguarding vulnerable individuals within our industry.



Mapping of international Standards to Multiplex's Ethical Labour Management System

At the heart of our approach to ethical labour practices are several important internationally recognised declarations, standards and codes, including but not limited to:

Standard / framework	How it is reflected in our ELMS	Evidence within our system
UN Guiding Principles on Business and Human Rights	Forms the overarching framework for our risk based approach to identifying, preventing, mitigating and remediating adverse human rights impacts, including access to remedy.	Risk based due diligence; senior leadership oversight; grievance and escalation processes; worker voice audits; remediation and close out procedures.
Universal Declaration of Human Rights	Embedded through commitments to dignity, equality, fair treatment and freedom from coercion across operations and supply chain.	Ethical Labour Principles; contractual requirements; site inductions; supplier expectations; grievance mechanisms.
ILO Declaration on Fundamental Principles and Rights at Work	Core labour rights (forced labour, child labour, discrimination, freedom of association) inform policy requirements, audit criteria and training.	Ethical Labour and Modern Slavery Policy; third party audits; worker interviews; training content; right to work verification.
Building Responsibly Worker Welfare Principles	Drives a worker centred approach focused on lived experience, welfare and dignity beyond contractual compliance.	Site engagement audits; worker voice interviews; safeguarding protocols; grievance mechanisms; case study led toolbox talks.
BES 6002 Ethical Labour Sourcing Standard (discontinued)	Informed the original design of our ethical labour and responsible sourcing approach; principles retained following discontinuation.	Legacy responsible sourcing requirements; ethical labour audit scope; supplier due diligence processes.
Dhaka Principles for Migration with Dignity	Shapes our approach to fair recruitment and protection of migrant workers, including transparency and prohibition of exploitative practices.	Recruitment and labour agency oversight; right to work checks; multilingual inductions; focus on worker understanding of terms and rights.
Ethical Trading Initiative (ETI) Base Code	Aligns with expectations on fair pay, working hours, safe conditions and freedom from exploitation.	Living Wage requirements; contractual controls; audit findings and corrective action plans; supply chain engagement.
IHRB – Framework for Dignity in the Built Environment	Reinforces focus on dignity, worker voice and systemic change, informing industry engagement and continuous improvement.	Engagement with IHRB initiatives (BEJTA, LAVA); integration into ESG strategy; pilot projects (e.g. labour agency practices); internal learning shared across teams.

These standards are collectively embedded within the design and operation of our ELMS, ensuring international human rights principles are translated into practical, risk based controls, worker centred engagement and continuous improvement across our operations and supply chain.

Grievances and Whistleblowing

Grievance mechanisms and access to remedy are essential components of our due diligence and management framework, aligned with the [UN Guiding Principles on Business and Human Rights](#). All employees and direct supply chain partners are informed about the Multiplex Reporting Hotline, in accordance with our [Anti-Bribery and Corruption Policy](#).

We actively encourage all workers – whether directly, through representatives, or anonymously – to provide feedback on issues such as working and living conditions, remuneration, and recruitment practices. These channels are part of our broader grievance and reporting systems, designed to support and protect our workforce. All feedback is thoroughly reviewed and addressed appropriately.

Our current mechanisms to report ethical labour concerns are designed to be open and transparent, and accessible. They include:

- Reporting hotlines
- Awareness-raising initiatives such as posters, toolbox talks, inductions and training
- On-site subcontractor meetings
- Drop boxes for anonymous submissions

- Third-party site engagement audits
- Health & Safety Time-Outs

We continue to expand our operational-level grievance mechanisms to ensure that individuals who may be affected by adverse human rights impacts have a clear and accessible way to report concerns and seek remedy.

In 2025:

- **102 ‘findings of concern’** raised through third-party site engagement audits were investigated and fully resolved.
- We were made aware, via word of mouth, of **payment-related concerns** at one of our sites where a subcontractor was not paying the London Living Wage. This was investigated and promptly remedied.
- A subcontractor reported concerns regarding the behaviour of an operative who subsequently reported, along with a colleague, **ongoing abuse, intimidation and coercion** by another colleague. The allegations included physical aggression and weekly demands for money to keep their jobs. The subcontractor proactively completed an investigation and took corrective action, as well as notifying the GLAA and Unseen UK. This grievance was used as a case study for toolbox talks across all sites to increase awareness during Anti-Slavery Week.

CASE STUDY

Site engagement audits with Achilles

In 2025, we continued our partnership with Achilles to conduct biannual site engagement audits across all project locations, interviewing nearly 1,412 workers. Now in its fourth consecutive year, this initiative has significantly enhanced our understanding of the challenges faced by subcontractors and their workforce on-site.

Following each audit cycle, we collaborate closely with our supply chain partners to review findings and strengthen both their processes and those of their subcontractors. The consistent year-on-year reduction in audit findings is a strong indicator of the effectiveness of our implemented mechanisms and the depth of our shared commitment to ethical employment practices.

Year	Findings of concern	Number of workers interviewed	# of findings / workers interviewed	Average number of workers on site per day (exc. weekends)*	Overall % workers interviewed
2022	110	961	0.114	3,374	28%
2023	91	956	0.095	3,877	25%
2024	76	830	0.091	3,943	21%
2025	102	1,412	0.072	4,259	33%

*This figure does not account for churn in our projects and does not represent the total number of workers inducted per year.

Formal Documents and Contracts

Contractual controls are a core component of our ethical labour strategy, underpinned by robust due diligence processes. We ensure that all workers are informed of their rights through site induction, which is available in their preferred language to support clear understanding and accessible communication.

We continuously review and update our standard contract terms to ensure they remain relevant and that obligations related to modern slavery and worker welfare are clearly embedded throughout our supply chain.

All subcontractors, suppliers, agencies, and labour providers are contractually required to comply with our policies and procedures. We also support our supply chain partners in developing and implementing their own systems to identify and manage risks within their operations.

Our goal is to foster long-term, collaborative relationships with our value chain partners – creating a working environment that actively combats modern slavery and promotes ethical labour practices.



CASE STUDY

Becoming a Living Wage Employer and our Mayor of London’s Good Work Standard Accreditation

As part of our core commitment to ethical labour practices and the prevention of labour exploitation, Multiplex were proud to become an accredited **Living Wage Employer**, reinforcing our approach to fair pay across our operations and supply chain. In an industry recognised as high risk for labour vulnerability, paying the Real Living Wage supports workers’ ability to meet basic living costs, and reduces the risk factors associated with poor pay and insecure work.

In parallel, Multiplex achieved accreditation to the **Mayor of London’s Good Work Standard** at Achievement level, providing independent assurance that our employment practices meet a recognised benchmark for good work in London. The accreditation recognises our approach to fair pay and conditions, employee wellbeing, engagement, and skills and progression.

Together, Living Wage accreditation and the Good Work Standard support our objective to promote decent work, strengthen labour standards across our value chain, and demonstrate continuous improvement in how we manage and address modern slavery and labour rights risks.



Governance, Due Diligence and Risk Management

Governance

The highest governance body within our organisation is the European Senior Leadership Team (SLT). Together with the Global Senior Leadership Team, the SLT is responsible for the development, approval, and ongoing review of our strategies, policies, and objectives across economic, environmental, and social domains.

In relation to ethical labour and modern slavery, the SLT – who meet weekly – hold specific responsibilities, including:

- Staying informed on ethical labour issues relevant to our operations.
- Monitoring progress against established goals and targets.
- Integrating ethical labour considerations into business planning and decision-making.
- Reviewing industry trends and assessing their potential impact.

To support this governance structure, Multiplex has a dedicated Environmental, Social, and Governance (ESG) function, comprising our Sustainability and Social Value teams.

Our Social Value team is trained to implement and monitor our Ethical Labour Management System, ensuring alignment with our Ethical Labour Policy and Principles. Their responsibilities include:

- Organising third-party site engagement audits on our sites and supporting the close out of findings of concern raised during these visits .
- Monitoring and reporting the implementation of our ethical labour management system.
- Managing and responding grievances raised by workers in our supply chain.

This integrated approach ensures that ethical labour practices are embedded at every level of our operations – from strategic oversight to on-the-ground implementation.

Due Diligence and Risk Management

We adopt a risk based approach to prioritising modern slavery risks across our operations and supply chain. Enhanced due diligence is triggered by factors such as labour intensive activities, use of agency or migrant labour, audit findings, grievances, or changes in subcontractor arrangements. Audit scope and frequency are reviewed annually and adjusted in response to emerging risks, regulatory developments and previous findings. Insights from audits, worker voice engagement and incident data directly inform our focus areas, controls and action plans for the following year, as noted overleaf.



Key modern slavery risk themes identified in 2025

Risk theme	Why this risk is relevant to Multiplex	How the risk is being mitigated
Payment below London Living Wage and unlawful deductions	Construction supply chains often rely on agency and subcontracted labour, increasing the risk of underpayment, deductions and wage non compliance, particularly where multiple intermediaries are involved.	Contractual Living Wage requirements, third party site engagement audits, worker interviews, targeted investigations, corrective action plans, and escalation to senior leadership, where required.
Lack of written terms and conditions	Workers without clear contracts or translated documentation may be vulnerable to coercion, misinformation or exploitation, particularly migrant or agency workers.	Mandatory written terms verified through audits, multilingual site inductions, toolbox talks, and audit driven remediation with suppliers to improve onboarding and documentation practices.
Right to work and identity verification weaknesses	Inadequate right to work checks can mask identity fraud or exploitation and expose workers to coercion and loss of legal protection.	Standardised right to work checks across UK projects using PPAC 2.0, review through ethical labour audits, and corrective actions where gaps are identified.
Workplace abuse, intimidation and coercion	Construction sites can present power imbalances, creating risk of harassment, intimidation or forced payment demands, particularly for lower paid or isolated workers.	Confidential reporting channels, third party worker voice audits, clear escalation protocols, subcontractor led investigations with oversight, and referral to external authorities and specialist organisations where appropriate.
Limited awareness of modern slavery indicators and reporting mechanisms	Workers and supervisors may not recognise signs of exploitation or know how to raise concerns, reducing early detection.	Mandatory training, site inductions aligned to GLAA best practice, toolbox talks using real anonymised case studies, posters and awareness campaigns, and promotion of anonymous reporting mechanisms.
Ethical labour risks linked to material supply chains	Certain materials and global sourcing routes present heightened labour and human rights risks beyond direct site operations.	Responsible sourcing standards, supplier pre qualification, certification requirements (e.g. FSC, PEFC, BES), and ongoing review of materials against ethical labour frameworks.
Ethical Trading Initiative (ETI) Base Code	Aligns with expectations on fair pay, working hours, safe conditions and freedom from exploitation.	Living Wage requirements; contractual controls; audit findings and corrective action plans; supply chain engagement.
IHRB – Framework for Dignity in the Built Environment	Reinforces focus on dignity, worker voice and systemic change, informing industry engagement and continuous improvement.	Engagement with IHRB initiatives (BEJTA, LAVA); integration into ESG strategy; pilot projects (e.g. labour agency practices); internal learning shared across teams.

An example of how these risks can manifest in practice, and how we respond, has been set previously in the Grievances and Whistleblowing section.

Supply Chain Procurement and Screening

Pre-procurement screening is a critical step in identifying and mitigating supply chain risks. As part of our due diligence, all prospective subcontractors are required to complete a pre-qualification questionnaire (PQQ). In 2025, we updated this questionnaire to ensure it reflected our minimum requirements regarding ethical labour practices. Our refreshed PQQ includes detailed questions on:

- Ethical labour practices
- Human rights compliance
- Modern slavery prevention

Subcontractors must also confirm their alignment with the requirements of our Ethical Labour Management System. As a result, 100% of new subcontractor appointments in 2025 were screened for modern slavery risks.

In addition, identity and Right to Work verification checks are undertaken by Multiplex on every UK project. These checks are designed to detect identity fraud and strengthen our ability to identify indicators of modern slavery at the point of site entry.

Ethical Labour Audits

Our monitoring and auditing approach is risk-led, with a particular focus placed on contextual or legal drivers which are incorporated in our auditing framework and the specific questions we adopt.

As part of our Ethical Labour Management System, we have developed a consolidated audit framework that includes:

- Bi-annual site engagement audits: Conducted by a third-party, Achilles. The scope of these audits includes, for example, awareness of modern slavery and reporting mechanisms, payment and recruitment, and terms and conditions of employment.
- Supply Chain Mapping and Risk Assessment: We have completed a comprehensive mapping of our supply chain to identify areas of elevated risk. Based on this assessment, we have invited key supply chain partners to undergo third-party ethical labour audits. These audits evaluate whether partners have the necessary systems and procedures in place to uphold ethical employment practices.

This structured and proactive approach enables us to identify risks early, engage constructively with partners, and continuously improve labour standards across our operations.

Effectiveness and Learning

Our approach to managing modern slavery risk continues to mature and strengthen. Risk led audits, worker voice engagement and clear escalation routes have proven effective in identifying issues early and supporting timely remediation. However, as the scale of engagement increases, we have identified the need for greater consistency in incident recording and data analysis to better track trends and outcomes. In response, we are strengthening data governance, refining escalation processes and using audit findings to prioritise future focus areas, training and controls across higher risk activities and supply chain partners.

CASE STUDY

Our ESG Strategy update, Constructing a Better Future

In 2025, we published our ESG Strategy and Performance Review, expanding on our 2021 Social Equity Strategy, Leave No One Behind, and setting a clear direction to enhance our impact across ESG areas, including ethical labour.

While we are reinforcing governance of our Ethical Labour Management System to ensure it remains robust and responsive, we are also prioritising improvements in grievance close-out rates and rolling out ethical labour training to site teams. Our unwavering focus remains on fostering a culture where every worker feels respected, valued and supported.

For more details, our ESG Strategy, Constructing a Better Future, is publicly available on our [website](#).



Investigating Modern Slavery Risks

When we receive feedback – whether through external site engagement audits, worker interviews, or other sources such as our anonymous hotline – we act swiftly to investigate any findings. If a subcontractor identifies potential indicators of modern slavery within their operations, we provide support and oversight throughout their investigation process. We recognise that our supply chain partners demonstrate varying levels of maturity, and we tailor our approach to provide the right level of intervention and capacity building.

We follow a risk-based escalation protocol to ensure timely and appropriate action is taken by the relevant teams. The process is as follows:

1. Initial Contact

The first point of contact on every site is the Social Value professional, who is responsible for receiving and documenting the concern.

2. Internal Escalation

The case is referred to the Head of Sustainability & Social Value and the Project Director, who assess the issue and determine the appropriate next steps.

3. Senior Leadership Involvement

If necessary, the matter is escalated to the Senior Leadership Team (SLT) for further review and strategic decision-making.

All reported issues are thoroughly investigated, with actions tracked and reviewed until the grievance is resolved and formally closed out.



Specific and Targeted Training

Training is a cornerstone of our strategy to combat modern slavery, forced labour, and human rights abuses. Raising awareness across our business and supply chain is critical – and we take this responsibility seriously.

We continue to deliver targeted training for employees who have direct contact with supply chain workers, including:

Annual Code of Business Conduct and Ethics Training

This mandatory training includes a dedicated section on modern slavery. In 2025, we achieved a 99% completion rate, reinforcing our commitment to ethical conduct and compliance.

‘Tackling Modern Slavery’ E-Learning Module

This mandatory module is designed for all employees and raises awareness of modern slavery risks specific to the construction sector. It equips staff with the knowledge to identify and respond to potential issues.

Interactive Online Induction for Site Workers

All our workers onsite complete our online induction, which is based on Gangmasters and Labour Abuse Authority (GLAA) best practices. The induction covers:

- UK labour laws
- Workers’ rights and entitlements
- Our grievance mechanisms
- The Modern Slavery Helpline
- A short post-induction questionnaire to reinforce understanding

This training empowers workers with the knowledge to recognise unethical practices and access support when needed, reinforcing our commitment to fair and ethical employment conditions. Additionally, every subcontractor delivers regular toolbox talk to their workforce on modern slavery and ethical labour.

Measuring training effectiveness

The effectiveness of our modern slavery training is monitored through a combination of completion rates, worker engagement and behavioural indicators. Mandatory training completion is tracked annually, while understanding is reinforced through site inductions, toolbox talks and post induction checks.

Training effectiveness is further assessed through changes in reporting behaviour, audit findings and worker voice engagement, including increased awareness of grievance mechanisms and earlier identification of issues through site engagement audits.

Reporting on Key Performance Indicators

In our 2025 Modern Slavery Statement, we reported on several focus areas. The table below details our performance in these areas and our points of action for 2026:

1. Supply chain procurement due diligence

We continued to implement prequalification questionnaires across our supply chain to screen for ethical labour risks with 100% of our supply chain pre-screened in the UK. These questions include the following areas:

- Modern Slavery policy/statement
- Ethical labour practices
- Whistle-blower procedure and grievance mechanisms
- Training
- Due diligence or supplier assessment on subcontractors, agencies or suppliers
- Payment procedures and banding for roles and equal pay monitoring

2. Supply chain operational monitoring

Every quarter, we review the performance of our onsite subcontractors. This process includes assessing their approach to ethical labour management.

Findings are shared with the subcontractor team to recognise good performance, agree targeted improvements, and resolve any non conformances in line with our Ethical Labour Management System.

3. Reporting concerns mechanisms and access to remedy

Throughout 2025, we continued to maintain and strengthen our mechanisms to report modern slavery concerns in line with the UN Guiding Principles. The implementation of our third-party site engagement audits has proved successful, allowing us the opportunity to speak to a larger number of workers and provide them with an additional channel to report concerns.

4. Capacity building for key internal and external stakeholders

As detailed within the next section, we continue to actively engage with internal and external stakeholders to raise the bar within the construction industry, including our clients and supply chain.

Influence, Advocacy and Thought Leadership

At Multiplex, we recognise that addressing modern slavery and promoting ethical labour practices requires industry-wide collaboration. We actively engage with partners, networks, and initiatives that drive positive change across the built environment.



Council on Vertical Urbanism (formerly, Council on Tall Buildings and Urban Habitat)

In October 2025, as part of the Council on Vertical Urbanism’s International Conference held in Toronto, Multiplex presented on “Tackling Modern Slavery in Construction and Development” alongside Kerry Stares, Partner & Director of Responsible Business for Charles Ressel Speechlys. The focus of the presentation was to provide attendees with practical approaches to this complex, challenging and high-risk issue for the construction and development sector globally, as countries around the world are ramping up their regulations on modern slavery.



Institute for Human Rights and Business

In 2025, Multiplex engaged with the Institute for Human Rights and Business (IHRB) through participation in industry led workshops, dialogues and roundtable discussions focused on ethical labour, human rights and just transition considerations. Team members attended IHRB convened sessions as part of their Built Environment Just Transitions Accelerator (BETJA) and shared learning internally to inform ongoing discussion and development of our Ethical Labour Management System.

Collaboration with IHRB supported deeper understanding of emerging best practice, including responsible recruitment, labour agency use and the practical application of human rights due diligence within complex supply chains. Insights from these discussions were used to inform internal review and future areas of focus, supporting continuous improvement rather than one off engagement.



Supply Chain Sustainability School

As a Partner of the Supply Chain Sustainability School, Multiplex contributes to building supply chain capability on topics such as ethical labour and modern slavery. We are active members of the Built Environment Against Slavery (BEAS) group—the UK’s largest anti-slavery collaboration in the built environment. Our Head of Sustainability & Social Value, Maria Fernandez Cachafeiro, currently serves as co-chair of this group. We also use the School’s learning resources and training modules to support the development of both our internal teams and our supply chain partners, helping to build shared understanding and consistent practice across our projects.



World Green Building Council (WGBC)

We support the World Green Building Council’s (WGBC) Global Knowledge Programme and its upcoming Just Transition programme, which aim to prioritise human health and social value in the built environment.

We also continue to contribute to the WGBC’s mission as a Corporate Advisory Board member, helping to shape global thought leadership on sustainability and social impact in the built environment.

Key Action Areas in 2026

To further our commitment, we have identified the following priorities for the year ahead:

1. Strengthen incident escalation and governance

Enhance incident escalation procedures to ensure timely, transparent and accountable responses to concerns related to labour exploitation, supported by updated contractual wording and defined Senior Leadership escalation routes.

2. Improve incident data management and insight

Further develop incident recording and data utilisation through digital dashboards to improve consistency, accountability and oversight, and to better inform risk based decision making.

3. Deepen supply chain capability and risk awareness

Increase focus on supply chain training and engagement to strengthen understanding of modern slavery risks, ethical labour expectations and reporting mechanisms.


4. Embed ethical labour considerations in materials sourcing

Review key materials used across our projects and identify relevant standards, certifications and frameworks that incorporate robust ethical labour and human rights requirements.

5. Labour Agency Vendor Accord (LAVA) pilot

As a result of our engagement with Institute for Human Rights and Business (IHRB) and their Built Environment Just Transition Accelerator (BETJA), Multiplex will pilot the LAVA approach on a live project at 75 London Wall. This pilot will test the application of LAVA in strengthening labour agency standards and responsible recruitment practices, with learning shared back with IHRB to support wider industry adoption.

This statement is published on behalf of Multiplex's UK operations and is available via a prominent link on our website homepage, in accordance with Section 54 of the UK Modern Slavery Act 2015, for the financial year ending 31 December 2025.



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