MULTIPLEX





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Safety, Health, Sustainability and Quality (SHEQ) forms a core element of our business delivery. We build a culture of care, protect the future as we build it and deliver high standards in everything that we do.

MULTIPLEX

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WELCOME TO THE LATEST EDITION OF OUR CORPORATE SOCIAL RESPONSIBILITY REPORT With the world's population expected to increase by 2.4 billion people to 9.7 billion in 2050, there is increasing demand on society to reduce the strain on communities, resources and the environment. As a global construction company, Multiplex recognises the need to address these demands and operate in the most responsible manner possible.

CO

To do this we actively look to decrease our impact on the environment, improve our local communities, develop social integration and ensure that all our employees and our supply chain work in a healthy, safe and fair environment.

Our approach is focused on being a good corporate citizen. Multiplex is committed to providing sustainable futures for everyone we work with. We understand that the way in which we do business has the power to impact on the lives of our people, our clients, our supply chain and the communities in which we operate.

Our business aim of delivering buildings of excellent quality and value for our clients aligns with our corporate social responsibility. We share our innovative best practice techniques with our supply chain and stakeholders.

Since our last CSR report in 2013 we have reflected on the responsibilities that are material to our business and have developed our core corporate policies and governance structure. This report has been compiled in accordance with G4 Global Reporting Initiative (GRI) guidelines. We have made significant progress in meeting the targets set out in 2014 and our achievements in that time include; an increased level of staff training and development, a low accident frequency rate by industry standards, building capacity, educating and training our supply chain, supporting young people by providing valuable work experience in the sector, supporting local labour on our projects, addressing the gender imbalance, and developing our future talent through our graduate programme.

Our corporate responsibility and goals for the future are firmly placed on safety, investing in people, supporting businesses, protecting the environment and inspiring communities where we work.

We continue to embed responsible business practices into everything we do. The energy and commitment of our people is phenomenal and it is their drive and enthusiasm that makes it all happen. This report showcases the best of what we do and highlights the impacts of our work since our last report.

I'm immensely proud of the contributions our business makes to sustainable developments and the work we do to shape the construction sector. I look forward to meeting the future challenges within the sector, confident in the knowledge that we have the people, systems and processes in place to meet global demands.

Ross Ballingall Managing Director – Europe

OUR CORPORATE PROFILE

Outperforming for Over 50 Years

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

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

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

It also speaks volumes to the quality of our people. Many staff members have been part of the team for decades. With almost 4,000 people globally, clients benefit from our depth of knowledge and expertise, and our ability to draw on shared experience and the world's best practice.

Health and safety is always our number one priority. We challenge our people to identify and respond to health and safety issues before they even step onsite. By collaborating with project stakeholders early we seek to eliminate, not just manage, risk.

We are immensely proud of our business and our team, and the strong relationships we have with our clients. We look forward to delivering more iconic projects all over the world and have every confidence that we will be outperforming for many years to come. Established in the UK in 1999, Multiplex Construction Europe Ltd has gone from strength to strength and gained an enviable reputation as a contractor that delivers.

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

UK STATS

17 YEARS OPERATING IN THE UK

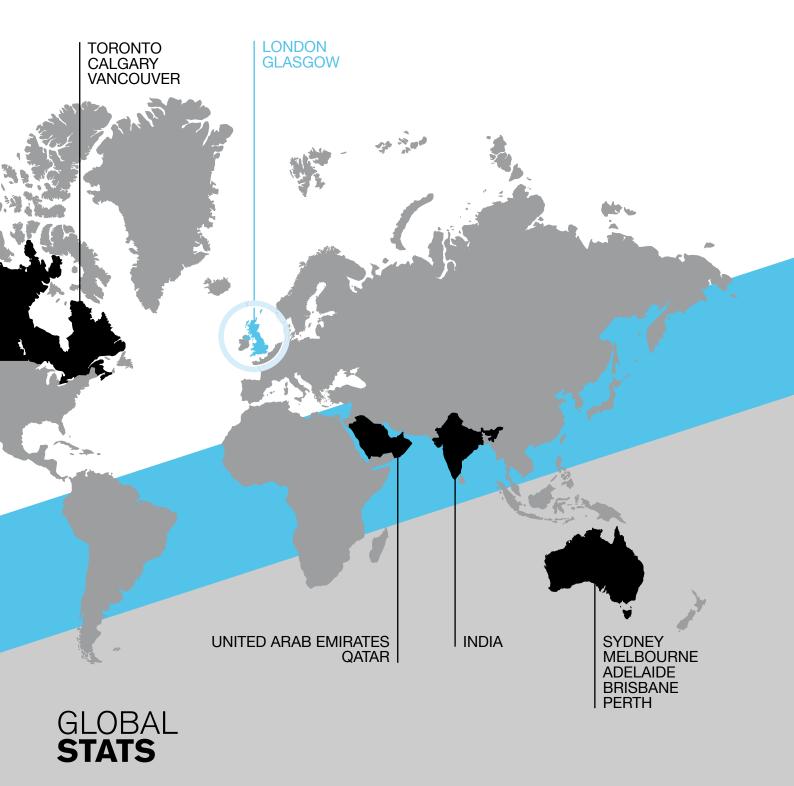
> 986 UK EMPLOYEES

26 COMPLETED PROJECTS

> 31 CURRENT PROJECTS

£6.7b BILLION WORKBOOK TO DATE

ONSTRUCTION



54 YEARS OF

YEARS OF CONTRACTING HERITAGE

3,600+ EMPLOYEES AROUND THE GLOBE 889 COMPLETED PROJECTS

96 CURRENT PROJECTS 53 BILLION WORKBOOK TO DATE

OUR COMMITMENT TO CSR

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

We understand that the way in which we do business has the power to impact on the lives of our people, our clients, our supply chain and the communities in which we operate.

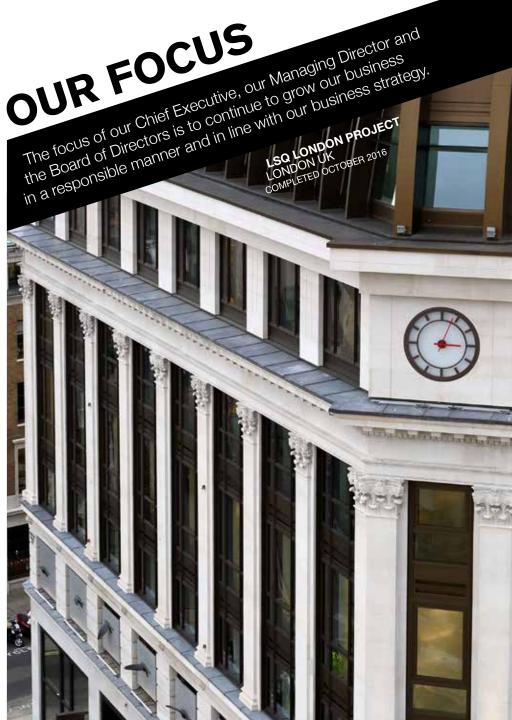
Our approach is focused on being a good corporate citizen. We achieve this by supporting the safety and wellbeing of those that work for us and by having care and respect for the environment in which we do business.

Our corporate responsibility is firmly based on investing in people, supporting businesses, protecting the environment and inspiring communities.

MEGA TRENDS ARE SHAPING OUR WORLD

The pace of change around the globe impacts on what we do and how we do it. The mega trends that are shaping our futures need to recognised, understood and considered today to help us plan for a sustainable future. Demographic, social and climate changes, along with increasing scarcity of resources, makes acting responsibly critical to our continued future.

The way the built environment is designed and developed shapes the way we live, move and work. We are committed to developing policies, business practices and services that drive change and shape our future.



The pace of change around the globe impacts on what we do and how we do it. The mega trends that are shaping our futures need to be recognised, understood and considered today to help us plan for a sustainable future.

OUR KEY APPROACH TO CSR



INVESTING IN PEOPLE

- Promote the safety, health and wellbeing of our employees
- Encourage a diverse and inclusive workplace where everyone can be their best self
- Train and develop our team



PROTECTING OUR WORLD

- Design-in sustainability as early as possible
- Collaborate with our supply chain to ensure they commit to and uphold our policies
- Prevent and mitigate any potential adverse effects of our operations and provide enhancements where possible



SUPPORTING BUSINESS

- Support small to medium sized enterprises to gain access to our supply chain
- Build capacity and share best practice throughout our supply chain
- Create a long-term sustainable business for everyone



INSPIRING COMMUNITY

- Link the opportunities presented by our projects to the needs of the communities where we work
- Provide employment and learning opportunities for young people, school leavers, graduates and those furthest removed from the labour market

OUR GOVERNANCE STRUCTURE

Our Board of Directors is the highest governance body which decides on economic, environmental and social matters. The Chair of the Board of Directors is our Chief Executive Officer and the Board members are: our Managing Director, the Construction Director, Legal Director, Chief Financial Officer and the company Commercial Director.

To support our significant growth, the business has introduced an Executive Board that is responsible for the implementation of the policies. It consists of Executive Directors for Engineering, Projects, HR, Safety, Health, Environment, Quality and Commercial. This Executive Board is complemented by four Operations Directors that act as peer reviewers and report directly to the company Managing Director, bolstering our operational performance.

Certain members of the Board and the Executive Board are nominated "sponsors" of disciplines such as Health & Safety, Communities and Sustainability to facilitate a mutually supportive culture and opportunities for optimising the performance of the business in those disciplines.

We have introduced an internal communication and information system called ProFinda, where our staff can submit suggestions, innovations and lessons learned that are then reviewed by multi-disciplinary committees and eventually by the Board, contributing to our continual improvement.

REPORTING

Due to the evolving nature of our corporate responsibility, we are reporting against a set of performance indicators, which we believe are important to our stakeholders. We are employing the International Reporting Standard of the Global Reporting Initiative (GRI).

Our report is in accordance with the core criteria of the GRI G4 Guidelines, as well as the GRI construction and real estate sector guidance. We published our first CSR report in 2009, and committed to publish reports biennially. The statistics contained in our 2011 report detailed the progress we made from 2009. Unless otherwise specified, this report contains statistics for 2014, 2015 and 2016.

In 2009 we undertook a review to identify environmental and social issues that are of the highest concern to our stakeholders. The areas that were highlighted from that review are:

- Environmental sustainability
- Health and safety
- Local communities
- Our people
- Diversity and inclusion

Our commitment to addressing those topics is demonstrated throughout our CSR report.



DELIVERING TO HIGH STANDARDS

The right approach in managing quality on our projects will provide certainty in delivery, reduce costs, improve programmes, and, in doing so, deliver to our client expectations and maintain a sustainable business.

We take pride in everything we do and are committed to delivering the highest quality on our projects. We engage closely with all stakeholders to understand their requirements and objectives, then work with designers and the subcontractors to ensure these are met and exceeded.

To inspire every person within Multiplex to 'Get It Right' we have produced a Practice Overview for Construction Quality for our projects.

CALL STREET

CONSIDERATE CONSTRUCTORS SCHEME

One of the most robust ways of assessing how well we manage our interface with the public, operatives, environment and the communities we work in is our registration with the Considerate Constructors Scheme (CCS). This is a national initiative to improve the image of construction.

An independent CCS assessor conducts a site audit based on a checklist which contains five sections each containing a number of bold 'compliance' questions, and a number of non-bold 'beyond compliance' questions. Each section of the checklist is scored out of 10 points, with a score of 5 indicating compliance.

CCS SCORE

Year	Average Multiplex CCS score	Industry average CCS score
2014	40	35
2015	41	35
2016	42	35

We have created a CCS working group to ensure that we are sharing best practice among our projects and that each project has the support they need to achieve this target. All compliance questions must be satisfactorily addressed for the site to achieve compliance in that section. Sites are not only assessed for compliance, but also to identify measures taken which are above and beyond these requirements, and addressing the non-bolded questions on the checklist may result in a higher score.

The five sections of the audit are:

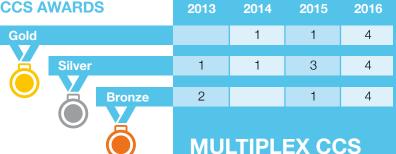
- Workforce
- Environment
- Safety
- Community
- Appearance

CONSTRUCTION QUALITY MANAGEMENT PRACTICE OVERVIEW

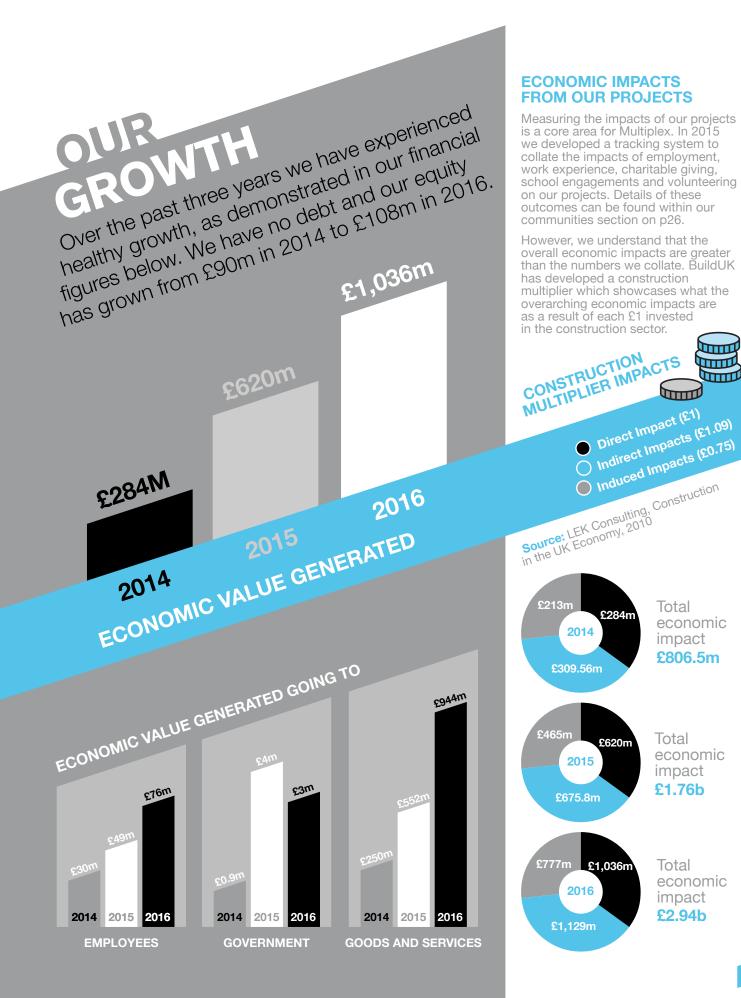
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STAKEHOLDER ENGAGEMENT

We engage with our stakeholders in various ways. Our stakeholders include our parent company, our employees, clients, government, industry bodies, our supply chain, our communities, plus many more that are of strategic relevance to Multiplex. To assess the level of engagement with our staff, we carry out regular surveys.



SCORE TARGET: 40 OUT OF 50 FOR ALL PROJECTS MINIMUM



COMMITTED TO CSR AT QUEEN ELIZABETH UNIVERSITY HOSPITAL AND ROYAL HOSPITAL FOR SICK CHILDREN

As part of our development at the Queen Elizabeth University Hospital we embarked upon a comprehensive Corporate Social Responsibility (CSR) strategy. Our core values of care and respect for the location, the local community and the environment were critical to the successful delivery and client satisfaction of this iconic project.

There was great emphasis placed on building stakeholder relationships and we adopted a collaborative approach to ensure that we not only delivered on the design and construction of the project but that stakeholders were engaged during the build phase and that there was a lasting legacy at the end of the project.

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The CSR strategy involved sustainable design and build, new entrant jobs, apprenticeships, lifelong learning, engaging with schools, colleges and universities, providing economic benefit for SMEs and social enterprises, involvement of local residents, running charitable and good deed works, developing sustainable business practices and adopting a responsible approach to environmental issues.

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Our core values of care and respect for the location, the local community and the environment were critical to the successful delivery of this iconic project and the achievement of client satisfaction.

PROJECT SPOTLIGHT QUEEN ELIZABETH **UNIVERSITY HOSPITAL** AND ROYAL HOSPITAL FOR SICK CHILDREN

This project is a prime example of how doing the right things can have a major impact on people, business and the economy.

Some highlights include:

- MIPIM Award for Best Healthcare Development
- Highly Commended
- CCS Gold Award
- We created 525 jobs, including 120 apprenticeships
- 220 young people with a work experience placement
 6,000 life-long learning and training opportunities for existing employees
- 64% of the available work packages at the site were let to local SMEs
- We engaged with over 2,000 local businesses.
- **£520,000** was raised for charity
- **1,800** hours of staff time volunteered **BREEAM** Excellent
- Best practice case study published by Zero Waste Scotland on waste prevention achievements
- Achieved over 30% of recycled content of construction materials

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100% OF OUR PEOPLE **UNDERGO ANNUAL** ANTIBRIBERY AND CORRUPTION (ABC) TRAINING

ANTIBRIBERY AND CORRUPTION (ABC)

To ensure we have robust procedures in place to prevent bribery and corruption regular training is provided for staff. Project teams have an company undertakes regular audits of its policies, procedures and

100% - All companies within the and corruption

100% - Annual training is delivered

ZERO TOLERANCE APPROACH TO SLAVERY AND HUMAN TRAFFICKING

approach to all forms of modern slavery and human trafficking within its business and supply chain. We are committed to acting ethically and with integrity in all of our business dealings and relationships. We are at the beginning of our anti-slavery and human trafficking journey and have begun implementing and enforcing effective systems and and human trafficking does not take place in our business.

We have created a Modern Slavery Act our supply chain. We have trained our staff and developed an action plan anti-slavery and human trafficking

We are committed to acting ethically and with integrity in all of our business dealings and relationships.

STRATEGIC MEMBERSHIPS

Multiplex works closely with a number of external organisations and bodies that have an interest in driving good governance and best practice in the construction sector.







OUR WORLD

The Multiplex culture provides the foundation of our commitment to the environment.

We are committed to protecting the future as we build it. This can be seen in the projects we build, our involvement in the communities where we operate and the initiatives we have undertaken in employee safety and wellbeing.

We have a large in-house sustainability team who are experienced in environmental risk management and adding value to each stage of our projects. Sustainability has become an integral aspect of our business and is supported by the third party ISO14001certified Environmental Management System that we operate. We operate according to the 'precautionary principle' on all our projects. This means that we take action if any of our activities has a suspected risk to the public or the environment. We achieve this by assessing all potential risks and opportunities at an early stage and recording them and our strategies on our project-specific Environmental Sustainability Management Plans.

The people of Multiplex are integral in supporting the business to achieve its goals and sustainability is no different. We have published a summary of the practices and systems we use in our Environmental Sustainability Practice Overview (see below).

The Multiplex culture, which is built on high standards of corporate social responsibility, provides the foundation of our commitment to the environment, the communities where we work, and society as a whole – as well as adding value for our clients.

DISSEMINATING BEST PRACTICE - JOINING FORCES WITH THE INDUSTRY

Underlining our commitment to sustainable development, Multiplex has become a Gold Leaf member of the UK Green Building Council. We remain an active member of CIRIA (Construction Industry Research and Information Association) where we often fund projects and contribute to key sustainability publications such as the Minimising Risk Through Responsible Sourcing handbook, the 4th edition of the Environmental Good Practice Guide and the 1st edition of the Fit-out Environmental Good Practice On Site Guide. We are also active members of Build UK and signed up to the Build UK Resource Efficiency Commitment. Our participation in the Energy Savings Opportunity Scheme, the Carbon Reduction Commitment Energy Efficiency Scheme and the Carbon Disclosure Project further demonstrates our openness and drive to improve our environmental performance.



HOSTING THE LAUNCH OF THE GUIDE CO-EDITED WITH CIRIA "ENVIRONMENTAL GOOD PRACTICE ON SITE-4TH EDITION" IN 2015



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BREEAM, CODE FOR SUSTAINABLE HOMES AND LEED

Many of our projects target and attain BREEAM (Building Research Establishment Environmental Assessment Method), Code for Sustainable Homes (CfSH) and LEED (Leadership in Energy and Environmental Design) certification. We have incorporated steps into our business processes to ensure these requirements are properly managed and successfully delivered. These projects, and the certifications achieved, include:



125 WOOD STREET LONDON UK BREEAM OFFICES EXCELLENT COMPLETED IN 2014

PROJECT	TYPE	CERTIFICATION TARGETED	RATING TARGETED	CERTIFICATION STATUS
100 Bishopsgate and	Commercial	BREEAM 2014	Excellent	Ongoing
15 St. Helen's Place	Commercial	BREEAM 2014	Excellent	Ongoing
125 Wood Street	Commercial refurbishment	BREEAM 2008 Offices	Excellent	Completed
15 Dishananata	Commercial	BREEAM 2014 Office	Excellent	Ongoing
15 Bishopsgate	Commercial	BREEAM 2014 Retail	Excellent	Ongoing
22 Bishopsgate	Commercial	BREEAM 2014	Excellent	Ongoing
73 Brook Street	Commercial	BREEAM 2014	Very good	Ongoing
73-89 Oxford Street	Commercial	BREEAM 2011	Excellent	Ongoing
		BREEAM 2011	Excellent	Ongoing
80 Charlotte Street	Mixed Use	LEED 2009 (80 Charlotte St)	Gold	Ongoing
	111000 0000	ECO HOMES 2006	Excellent	Ongoing
00 E 11 I		(65 & 67-69 Withfield St)		
98 Fetter Lane	Commercial	BREEAM 2011	Excellent	Ongoing
Aldgate Tower	Commercial	BREEAM 2008 Offices	Excellent	Completed
Burlington Cata	Mixed Use	BREEAM 2011 (Ground floor)	Very good	Ongoing
Burlington Gate	Wiked Use	Code for Sustainable Homes 2010 (Upper floors)	Level 4	Ongoing
		BREEAM 2011 (Retail Units)	Very good	Ongoing
		BREEAM for Domestic Refurbishment	, 0	
Centre Point	Mixed Use	2012 (Centre Point Tower)	Excellent	Ongoing
		Code for Sustainable Homes 2010	Level 4	Ongoing
		(White Lion House)	201014	Ongoing
The Garden Halls	Student accommodation	BREEAM 2011	Excellent	Completed
Holland Park Villas	Residential	Code for Sustainable Homes 2009	Level 4	Ongoing
Tonalio Funt Villao	. isolaton itidi	BREEAM 2014 (Building 1)	Excellent	Ongoing
London Wall Place	Commercial	BREEAM 2014 (Building 2)	Excellent	Ongoing
LSQ London	Commercial	BREEAM 2011	Excellent	Completed
Log London	Cinema and Retail	BREEAM 2014	Excellent	Ongoing
Marble Arch Place	Office	BREEAM 2014	Excellent	Ongoing
Marbie / Torr 1 acc	Residential	Code for Sustainable Homes 2010	Level 4	Ongoing
		BREEAM 2011 (Hotel)	Excellent	Ongoing
		BREEAM 2011 (Retail Units)	Very good	Ongoing
One Blackfriars	Mixed Use	Code for Sustainable Homes 2010		
		(Tower)	Level 4	Ongoing
Principal Place	Commercial	BREEAM 2011	Excellent	Ongoing
Commercial				
Principal Place Residential	Residential	Code for Sustainable Homes 2010	Level 4	Ongoing
Royal Hospital for Sick Children & Department of Clinical Neurosciences, Edinburgh	Healthcare	BREEAM 2011	Very good	Ongoing
Queen Elizabeth University Hospital & Hospital for Sick Children, Glasgow	Healthcare	BREEAM 2008 Healthcare	Excellent	Completed
Queen Elizabeth University Hospital & Hospital for Sick Children, Glasgow - Laboratories	Healthcare	BREEAM 2008 Bespoke	Excellent	Completed
The Glebe	Residential	ECO HOMES 2006	Very good	Ongoing
		Code for Sustainable Homes 2010	Level 4	Ongoing
University of Reading	Student accommodation	BREEAM 2008 Multi-residential	Excellent	Completed
Turing College	Student accommodation	BREEAM 2008 Multi-residential	Excellent	Completed
Verde SW1	Commercial	BREEAM 2008 Bespoke (Hub) BREEAM 2008 Offices	Very good	Completed
verde SW1	Commercial		Excellent Outstanding	Ongoing
		BREEAM 2014 (Building 1) BREEAM 2011 (Building 1)	Excellent	Ongoing Ongoing
		LEED 2009 (Building 1)	Platinum	Ongoing
	N.C	BREEAM 2011 (Buildings 2-4)	Very good	Ongoing
Old Street Yard	Mixed Use	BREEAM for Domestic Refurbishment		
		2012 (Building 5)	Very good	Ongoing
		Code for Sustainable Homes 2010 (Building 6)	Very good	Ongoing
		Code for Sustainable Homes 2010 (Building 1)	Level 4	Ongoing
The Stage	Mixed Use	BREEAM 2014 (Building 2)	Excellent	Ongoing
		BREEAM 2014 (Building 3)	Excellent	Ongoing
48 Carey Street	Residential	Code for Sustainable Homes (2010)	Level 4	Ongoing
London Development Project	Commercial	BREEAM 2011	Excellent	Ongoing
	Hotel			Ongoing
One Nine Elms	Retail	BREEAM 2011	Very good	Ongoing
	Residential	Code for Sustainable Homes 2010	Level 4	Ongoing
City Park 1 (Aberdeen)	Commercial	BREEAM 2011	Very good	Completed

PROJECT SPOTLIGHT USING WASTE AS A RESOURCE AT VERDE SW1

The Eland House redevelopment. Verde SW1comprised the closedloop refurbishment of a large scale (26,117m² floorspace), 1990s central London office building. The philosophy of the project was optimised materials, streamlined resource use and maximised waste efficiency: in other words a Circular Economy.

100 CIWM

VERDE SW1 LONDON UK

COMPLETED IN 2016

Sustainability and Resource Awards

Within the Multiplex Sustainability Team we knew we had an opportunity: Our Client, Tishman Speyer, are forward thinking and environmentally focused they named the project Verde SW1 giving title to the ingrained agenda they demanded. Our goal at Multiplex was to deliver this throughout: Now we've realised this, our opportunity is to develop upon these achievements, both within the business and the sector.

So what drove our processes? When charged with demolition or refurbishment we've come to see all non-hazardous materials as valuable. We're used to achieving waste 'diversion from landfill' rates of >95%; at Verde SW1 we were in the business of not considering 'surplus' materials as a waste at all: Give them another life and they are an asset.

Sustainability and Resource Awards Winner 2016



The resource efficiency plan that we implemented on the project had the following notable outcomes:

- the retention of the main building structure minimises waste and carbon saving 11,000 tonnes CO₂e
- recycling of 340 tonnes of facade glass directly into glass products, unlike the usual practice of crushing glass for aggregate production, saving 227 tonnes CO₂e
- 9,853m³ metals reused/recycled
- · 440kg office waste recycled
- 99.6% demolition waste diverted from landfill
- 98.7% construction waste diverted from landfill (target of 95%)
- Out of 29,305m³ waste generated, only 165.7m³ was landfilled; most was reused/recycled
- New facade: aluminium with 85% recycled content and glass with 24% recycled content
- Reinforcement and galvanized steel: 90% and 95% recycled products respectively
- · Six diverse green roofs with planted bed to retain irrigation rainwater
- On-site energy use: 1,213kg CO_e / £100K spend below the threshold of 2,000kg CO,e per £100k
- On site water use: 10m³ per £100K spend below the threshold of 20m³ per £100K

Avoidable waste is a cause of unnecessary costs. time and environmental impacts, and our goal at Multiplex is to deliver zero waste construction projects.

The construction sector consigns a significant proportion of all material deliveries directly to the waste sector due to over-ordering or damage from poor storage.

implementing a procedure for reducing waste at the design stage and at source, before diverting any remaining waste from landfill sites in accordance with the waste hierarchy of prevention, reduction, reuse, recycling, recovery of energy and lastly disposal. This eliminates reduces the project's carbon footprint and minimises the impact of traffic. It also contributes to the high Considerate Constructors Scheme scores which are necessary for BREEAM and Code for Sustainable Homes.

All Multiplex projects conduct Design Out Waste workshops with their design teams, cascading the resultant ideas and actions throughout the project and to our supply chain. To record and manage the outcomes from the manage the outcomes from the Design Out Waste process, and to



Table 1. Percentage of Waste Diverted from LandfillFor the past four years we have met or exceeded our minimum target of 95%
diversion of waste from landfill



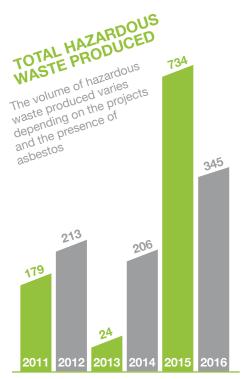
monitor and reduce waste produced on our projects, we implement a site waste management plan at the outset of each project. Waste generation targets are established for each project and these often reflect the BREEAM waste targets. All waste levels are monitored regularly using our online Metrics system. Using Metrics we collect, check the validity of, and maintain relevant records for all waste (including hazardous).

At Multiplex, we have also set a target of a minimum of 95% reuse and recovery of non-hazardous construction and demolition waste and 80% for non-hazardous excavation material. For 2014, 2015 and 2016 we exceeded our minimum waste diversion targets, as shown in Table 1, above.

The variation of the sources of waste and their management routes reflects the variety of the types of projects we undertake and the different phases they are in, as the majority of the construction waste is recovered and then recycled via off-site recycling depots whereas waste from demolition are mostly directly recycled.

Table 2. Waste by type and management route





Hazardous Waste produced (m³)



RESPONSIBLE SOURCING

We source materials from sustainable sources and ethical suppliers, striving to utilise materials that contribute to comprehensive sourcing procedure includes:

- building elements and construction responsible sources that are certified to a recognised standard such as FSC, PEFC, BES6001 and ISO14001
- Ensuring that our supply chains conduct ethical and financially viable business practices, including investing in their communities

Energy use on Multiplex sites by energy source

Year	Electricity (kWh)	Natural Gas (kWh)	Diesel Oil (litres)	Petrol (litres)	LPG (litres)
2011	1,316,988	2,552	880,971	170	5,462
2012	2,176,637	0	527,040	0	470
2013	2,606,601	0	350,276	107	3,177
2014	1,913,474	57	693,984	63	683
2015	4,197,088	9,565	1,188,638	90	859
2016	8,764,532	43,214	902,250	330	3,227

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- energy, carbon and waste footprints, and where possible, materials that
- Using our logistics teams and Metrics platform to check and record onsite spot-checks of deliveries to

recording the quantities and certifications of the key construction materials being brought to our sites by our subcontractors. The information we have compiled from years 2014, 2015 and 2016 shows that these key construction materials on our sites are 96-100% certified to be from sustainable sources.

SITE CARBON EMISSIONS AND EMBODIED CARBON

For our site activities we use energy efficient plant, equipment and lighting, such as LED, as well as light and motion sensors and timers to minimise Energy targets are set on a project-by-project basis and all usage is monitored. Carbon emissions are calculated using Change conversion factors and published monthly on our environmental information boards across all sites.

While carbon emissions from site energy have generally reduced since 2011, 2015 has seen a rise. This can be attributed to the number of our projects entering energy-intensive phases. Our energy use on site per £100,000 construction spend has reduced by 60% since 2011, saving 31,500 tonnes of CO_2e in carbon emissions. Carbon emissions from site energy consumption (tonnes of carbon per £100,000 spent)

1.0

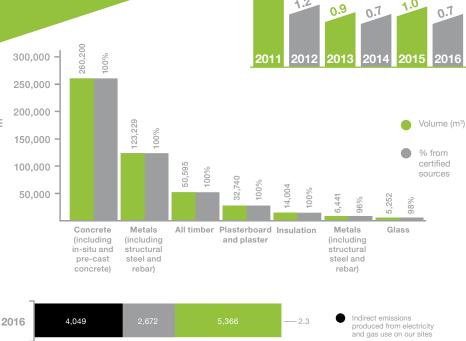
EMISSIONS SOURCES

Multiplex does not directly produce any carbon emissions because our providing their own fuel and managing

Volume of construction materials from certified, sustainable sources (2014-2016)

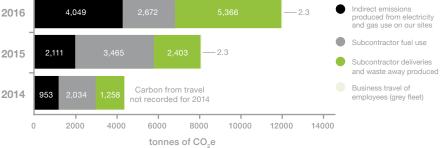
Indirect carbon emissions from

site-related activities



2.1

1.2



TRANSPORT AND EMBODIED CARBON

The manufacture and transport of construction materials is a significant contributor to the UK's CO_2 emissions. As a means of raising awareness we monitor and record transport data regarding deliveries of materials to our projects as well as that of waste that is taken away. This data includes the mode of transport used, as well as the distance from factory gate to site for materials and the distance to the waste management facility for waste.

The data is collated on our online Metrics platform, which calculates the transport energy usage and the carbon output. Subcontractors are required to consider construction methods, delivery routes and methods with the aim of optimising routes and loads to minimise mileage. All sites produce green travel plans to help reduce traffic emissions from staff, operatives and visitors. Sustainable transport information is given to all operatives during site induction and cycle parking provisions are given on all sites.

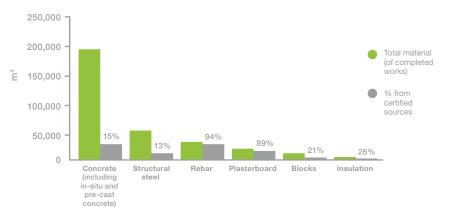


On all our projects, we collect and collate information from our supply chain regarding the embodied carbon of materials. We combine this information with the transport-related carbon emissions we record and the carbon emissions onsite to calculate the total carbon footprint of the buildings we build, using the "Environment Agency Embodied Carbon Calculator for Construction". This information is passed on to our clients and to our project teams to allow them to identify opportunities to reduce the total embodied carbon in the future.

This can be done through local procurement, for example, or by choosing materials with a high recycled content. For this reason, recycled content usage is another area where we have tracked our performance since 2015.

19

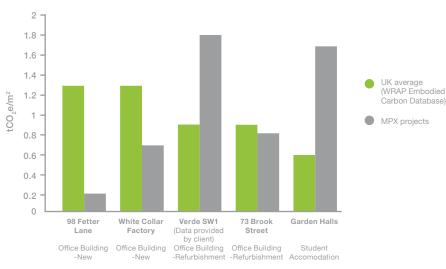
Recycled content of materials used on our projects in 2015 and 2016





THE GARDEN HALLS LONDON UK COMPLETED IN 2016

Embodied Carbon of completed projects

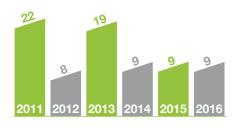


WATER USE

As a responsible contractor, we set targets and record water usage on our sites to ensure it is managed efficiently and reduced wherever possible. All sites use mains water and we employ best practice, including water recycling and rainwater harvesting. We publish performance results on our sites to raise awareness, and although we have seen significant reductions over the past years, we always look for new ways to save water. Our water usage on site per £100,000 construction spend has reduced by 60% since 2011, saving the equivalent of 121 Olympic-sized swimming pools of water and ca £540,000 of extra costs on water bills.

Total Water consumed onsite

Water use m³/£100,000 spend



POLLUTION PREVENTION AND CONTROL

It is important that we monitor and control all emissions to air, water and land. The majority of our projects are within heavily populated areas, and we therefore have rigorous procedures in place on every site to monitor noise, dust and vibration to ensure they are managed appropriately. All projects have a 'Complaints and Compliments' procedure in place to ensure that any issues are quickly communicated to the project team and addressed as soon as possible.

AIR QUALITY

All Multiplex sites are now compliant with the Greater London Authority (GLA) Non Road Mobile Machinery (NRMM) Low Emission Zone (LEZ) targets, including those sites that fall outside of the zone. We actively monitor and label all NRMM on our sites and ensure our projects are compliant with the scheme through regular inspections.



BIODIVERSITY



We make every effort to protect and enhance biodiversity on our sites with the simultaneous aim of achieving credits for BREEAM and Code for Sustainable Homes. The decision to promote biodiversity on our sites is further demonstrated by our joining the BIG (Biodiversity Interest Group) Challenge, CIRIA's industry-wide biodiversity initiative, with the objective of making a contribution to our natural environment. Multiplex was one of the first companies to sign-up to this initiative, which involves implementing permanent or temporary biodiversity enhancements on sites and developments. Projects include planting trees, installing bird and bat boxes, building bug hotels, developing programmes with schools, and building gardens for charities. Further to this, we aim to restore any ecological features that may have been moved due to the construction activities. Many of our projects include permanent biodiversity improvements for the finished building, such as green and brown roofs.

WATER DISCHARGES

The land and water table are both carefully protected on our sites, as demonstrated by the fact that we had no significant pollution incidents within the reporting period of 2014-2015. We are careful not to contaminate any

run-off water or the water table, which we achieve through careful planning of our storage areas and appropriate bunding. Any water generated by our construction activities, such as concrete washout and commissioning flushing, is pre-treated through settlement tanks and pH tested before being discharged into the sewers, as per the discharge license conditions obtained from the local sewerage undertaker.



An example of biodiversityenhancing measures we have undertaken onsite can be seen at Langley Park Hotel, which involved the conversion of two listed buildings into a luxury hotel. These measures included:



- The topsoil excavated for the construction of the external swimming pool was stockpiled for reuse as landscaping material towards the end of the project
- The topsoil stockpiles were naturally vegetated to improve their stability and aesthetics, and as an additional control measure to deal with silt run-off and dust
- A tree protection plan implemented onsite included fencing and labelling protected trees to prevent damage
- A Sustainable Urban Drainage System (SUDS) was installed onsite, in addition to a settlement tank for groundwater management
- Logs and brush piles were used to create two small habitats for the local fauna

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

The Multiplex training policy ensures site personnel are given appropriate training and ongoing professional development, giving everyone the chance to upskill and improve. Across our projects this involves:

- All employees, including site staff and subcontractors, attending a company induction with projectspecific policies, delivered by a member of our site team
- Environmental Toolbox Talks being delivered to the workforce at least monthly

 Managers undergoing environmental training, such as the environmental good practice on site course from CIRIA or the Site Environmental Awareness Training

ENVIRONMENTAL

TRAINING

 All site operatives having CSCS cards (which now include environmental risks)

Scheme (SEATS-CITB)

- The Sustainability Manager running environmental awareness campaigns as part of the monthly Sustainability Meetings
- BREEAM/Code for Sustainable Homes Awareness courses
- Pollution prevention and response training
- Spill kit training
- Training on company procedures and environmental responsibilities

An engaged, trained and informed workforce reduces project risk, increases respect for the local community and delivers higher quality results.



SUSTAINABILITY ENGAGEMENT ON SITE

Every Multiplex project holds a Sustainability Week at least once per year to promote and embed environmental good practice, workforce wellbeing and community initiatives. This also provides an opportunity for us to engage with the client and subcontractors, and to build relationships with local organisations, residents and regulators.

PROJECT SPOTLIGHT

SUSTAINABILITY ENGAGEMENT AT PRINCIPAL PLACE

Principal Place is a commercial and residential project just north of Liverpool Street Station in London. The project team there hosted a Sustainability Week which included the following initiatives:

- The Museum of London Archaeology gave a presentation to operatives and local residents about the site's history
- Each subcontractor developed a lasting sustainability initiative aimed at improving their performance on the site. These left a positive legacy and included reusing plasterboard waste as sound-proofing and making scaffold boards from recycled plastic. A workshop was organised to help subcontractors create strategies for implementing these initiatives

PRINCIPAL PLACE LONDON UK COMPLETION IN 2017

- A barbecue was held for all 500 site personnel by a local catering charity, which employs and trains the long-term unemployed. Campaign stalls at the barbecue promoted local recycling charities and employment services
- An interactive breakfast event was held where our Sustainability Managers engaged with site operatives to provide an education on sustainability. This included promoting a healthy lifestyle by handing out fruit smoothies
- The Project Directors of both the commercial and the residential building projects delivered a motivational 'Toolbox Talk' message to site operatives, demonstrating how the principles conveyed throughout Sustainability Week can be applied

NUON COLLAR FACTORY LONDON, UK SPOTLIGHT

White Collar Factory is located within the heart of London's Tech City on the corner of the Old Street Roundabout.

The project is a commercial development that will provide 16 floors of office space, designed for multiple tenancies with communal areas including café, roof top running track, terrace and enhanced open space for public realm at Old Street Yard.

A healthy workplace for the 21st century

High ceilings - improved comfort level, enabling better ventilation and more daylight

Concrete Core Cooling embedded chilled water pipes in the slab transform the structure into a radiant cooling source

12 TRAINING OPPORTUNITIES FOR LOCAL YOUNG PEOPLE

40 SCHOOL PUPILS ENGAGED

1.6 MILLION HOURS WORKED

20%

BY COST OF ALL MATERIALS USED CAME FROM RECYCLED SOURCES

99.6% CONSTRUCTION WASTE **DIVERTED FROM LANDFILL**

AWARDS & **COLLABORATIONS**

Windows that open gives users control of their environment

Flexible occupation future proofing the building for changing needs of tenants

Stays cool, stays warm use of exposed concrete minimises carbon footprint

6,500 HOURS OF WORK EXPERIENCE FOR YOUNG PEOPLE

£10k RAISED FOR CHARITY

14,588m³ OF SUSTAINABLY SOURCED MATERIALS

30%

REDUCTION IN EMBODIED CARBON DURING CONSTRUCTION, COMPARED TO STAGE D CALCULATIONS

99.2%

EXCAVATION WASTE **DIVERTED FROM LANDFILL**

Highly commended new offices development around our site

Considerate Constructors S exceptional site score of 43/50 <u>Sche</u>me

Showcased in the Green Sky Thinking Week 2015 'The journey of an idea' presentation, with Arup, Derwent London and AHMM with Arup, Derwent conduct Featured in the UK-GBC's briefing 'Health, Wellbeing & Productivity in Offices. Juide for... Design and Build teams





OUR COMMUNITIES Committed to building a better world

Making a contribution to communities around the world is something that Multiplex is committed to deliver as part of our global business. We have learned over the years that construction projects are not simply about bricks and mortar, but that they have the ability to literally change people's lives. They build aspiration in young people, shape communities and create a positive economic impact long after we've handed over the keys.

Our business culture is embedded in fostering a legacy for the communities where we work, creating a sense of pride and achievement among our project teams, and creating a positive future for our partners, clients and wider supply chain networks.

Best Practice Guide

We have published a guide on our approach to community engagement for our project teams and supply chain. This sets out our systems, processes and the programmes we run throughout the year.



Multiplex is committed to go above and beyond our client and stakeholder expectations. We have embedded within our core business strategy a number of community-based key performance indicators that our projects deliver on.

This includes a commitment to supporting the local workforce, developing apprenticeship or accredited trainee frameworks, capacity building and engaging with small to medium sized enterprises. We also run planned engagement programmes for a wide range of educational establishments including primary and secondary schools, further and

We continually seek to meet or exceed employment laws, offering competitive wages to employees, no zero hours contracts, providing safe work environments, and implementing age-appropriate and non-discriminatory recruitment practices. We support diversity in the workplace, training, development programmes and learning opportunities for young people, school pupils, students and graduates.



With support from Multiplex, Patricia Ballantyne took a two year, Patricia Ballantyne took a two year, part-time HND in Quantity Surveying. The course allowed Patricia to earn while she was learning how to become a QS. She attended college one day a week and was so successful in her final year project presentation that she was able to move into the third year of a Quantity Surveying Degree. Patricia is now in her final year and working as an assistant QS.

Patricia said, 'I really love my job and working within the construction sector. Being part of a team is fantastic and the support I have had from my colleagues has really helped me to succeed with my college work. Now that I'm almost qualified I'm getting a great deal of exposure to the job and I'm running my own packages on the project.'



- Employing local labour
- Employing apprentices
- Providing learning and development
- Providing work experience for young people



- Engaging schools, pupils and students
- Volunteering and mentoring support

2015-2016

ACHIEVEMENTS

242

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£743,826 RAISED FOR CHARITY

COMMUNITY EVENTS

SCHOOLS

ENGAGED

- Opportunities for SMEs
- Opportunities for Social Enterprises
- Engaging local businesses
- Capacity building workshops and training

POSITIVE PARTNERSHIPS ARE THE KEY TO OUR SUCCESS

We have been successfully managing corporate social responsibility programmes for a number of years now at local, regional and international level. The key to our success is the partnerships we have established with external agencies, local councils, our supply chain and our clients. Working collaboratively has allowed us to develop a robust set of systems and processes that get results and have the power to change people's lives.

These partnerships and systems drive our strategy and allow us to go beyond reporting anecdotally, but to be accountable and gather hard facts and accurate data about our impacts on the communities where we work.

UR DARTNERSHIPS

 Raising funds for charities and good causes

HOURS VOLUNTEERING

WORK EXPERIENCE PLACEMENTS

158

42,983

WORK EXPERIENCE

2,498

PUPILS AND STUDENTS

ENGAGED

HOURS

 Engaging local community groups

> CAPITAL CITY PARTNERSHIP



Department for Work & Pensions









COMMUNITY **ENGAGEMENT IN ACTION**

Investing in People, Supporting Business, Inspiring Community

Community Projects, Initiatives and Programmes

School Engagements

- Early careers workshops
- Independent learning programme
- Introduction to construction
- Bespoke school visits
- Preparing for the world of work - employability, interview skills and mentoring
- Environmental projects
- Art projects

Work Experience Placements

- Graduate placements
- Pre-employment experience
- Pre-apprenticeship training
- Senior pupils access to construction

Community Events

- Cycle safety
- CLOCS, FORS
- Meet the supplier
- Meet the buyer
- Site visits
- Workshops, networking, collaboration

Charity and Volunteering

- Charity committees on all projects
- Nominated annual charity events
 - Sporting and entertainment events
 - Environmental initiatives
 - Mentoring and educational initiatives

On average, 500,000 cycle journeys and over 6,000,000 journeys on foot are made each day in London.

Due to the increased number of fatalities in recent years resulting from a collision with construction vehicles, the team provided toolbox talks to the entire workforce in groups, explaining the safety measures installed on vehicles coming in and out of the site, and how this is monitored in accordance with FORS (Fleet Operator **Recognition Scheme) and CLOCS** (Construction Logistics and Cyclist Safety).

PROJECT SPOTLIGHT 22 BISHOPSGATE LONDON UK workforce with knowledge on how to stay safe around vehicles, i.e. refraining from placing themselves in one of many blind spots, they also learn how to keep others safe and raise awareness.

> FORS is a national accreditation scheme which encompasses safety, fuel efficiency, vehicle emissions and improved operation; whereas CLOCS (founded by Transport for London) focuses on bringing together the construction logistics industry to revolutionise the management of work related road risk and embed a road safety culture across the industry.

Both schemes are supported heavily at 22 Bishopsgate and in addition to conducting toolbox talks to our workforce, we actively participate in the regular FORS and CLOCS conferences and information update sessions.









FORS AND CLOCS **TOOLBOX TALKS 22 BISHOPSGATE** LONDON UK

22 Bishopsgate is situated in a heavily pedestrianised and populated area of the City of London.





The Royal Hospital for Sick Children & Department of Clinical Neurosciences, Edinburgh £150m, Autumn 2017

- 35 apprentice opportunities created to date
- 205 new entrant jobs created to date
- 1633 training outcomes delivered to date
- 56 community activities hosted to date
- £95,000 raised for local charity



London Wall Place, London £220m, Summer 2017

- 25,600 work experience hours delivered to date
- 151 school pupils engaged in learning opportunity
- £14k raised for charity
- 180 hours of volunteering



Queen Elizabeth University Hospital & Hospital for Sick Children, Glasgow £575m, Complete

- 120 apprentice opportunities created
- 524 new entrant jobs
- 64% available work packages were let to SMEs
- 840 hours of work experience delivered
- 1800 students and pupils engaged
- £420k raised for local charity



Centre Point, London £150m, Spring 2017

- 7 apprentice opportunities created to date
- 33 new entrant jobs created to date
- 21 educational engagements
- 444 pupils and students engaged in learning programme
- 41 community activities hosted to date



The Garden Halls, London £65m, Autumn 2016

- 6 apprentice opportunities created
- 840 hours of work experience
- 363 hours of volunteering time
- 10 community events hosted
- £7,500 raised for local charity



One Blackfriars, London £142m, Winter 2017

- 13 apprentice opportunities created to date
- 62 new entrant jobs created to date
- 73 Community activities hosted to date
- £11,625 raised for charity

CHARITY FUNDRAISING

The Multiplex team are committed to supporting local charities and good causes as part of what they do every day. Each project has a target and a nominated charity to support on an annual basis and **over the last two years we have raised and donated** £781,370.

Our teams have run, walked, climbed, eaten, jumped, swam, danced, golfed and cycled all around the UK to raise funds for our nominated charities Chickenshed and Willow Foundation.

Other charities that we work with include Duke of Edinburgh, CCLASP, Sick Kids Foundation and Glasgow Children's Charity.



"With the support of Multiplex we were able to set up Chickenshed Kensington and Chelsea in 2011, when they signed up to be one of our Founding Corporate Partners. This new venture enables us to further demonstrate the importance and power of inclusivity and to extend our impact across Greater London. This is particularly valuable within a Borough that is widely known for its wealth, despite areas of significant disadvantage.

Over the past five years Multiplex's support has continued to grow and last year through a programme of employee engagement, which involved staff fundraising on our behalf they raised almost £190,000

CHICKENSHED

CHARITY

£781,370

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in support of our work both in Kensington and Chelsea and at our base in North London. In this time Multiplex have become fantastic ambassadors for our work in sharing what we do. They encourage donations from their wide networks of contractors and stakeholders and actively encouraging their employees and stakeholders to attend Chickenshed fundraising events such as our annual Gala, and our shows, to find out more about what we do."

Ruth O'Malley, Corporate Manager, Chickenshed







childran with Cancer ('Levkaamia Advice ('Sopert' Per Perents



WORK EXPERIENCE

Work experience is a great opportunity for young people interested in exploring a career in construction. This programme gives young people a taste of the industry to allow them to assess if they are on the right career path.

Work experience placements are offered to school pupils, students or unemployed people.

Each placement is supervised for the duration of the programme. In the past two years we have supported 158 young people and provided 42,983 hours of work experience.



42,983 HOURS WORK EXPERIENCE DELIVERED



158 WORK EXPERIENCE PLACEMENTS



SCHOOLS ENGAGED

PROJECT SPOTLIGHT

22 BISHOPSGAT

The team at the 22 Bishopsgate Project have supported a number of work experience opportunities for young people who are interested in getting into construction.

Simav Ahmad, Westminster Kingsway School and Winta Bereket, Westminster Kingsway College took a two week work placement on the project. The students spent time within the design, production, engineering, and temporary works teams to get a clear understanding of what each function delivered and how the departments interface with each other.

Amy Dawson, Community Engagement Manager at 22 Bishopsgate with a young learner on a planned work experience placement at the project.

SCHOOL ENGAGEMENT

With shortages of skilled labour, an aging population within the sector. and a negative perception of the industry among educational professionals, young people and their parents, bringing new people into the sector is critical for our continued growth.

By investing in our young people today we are securing the workforce of tomorrow. Multiplex understands the importance of showcasing to school pupils all that the construction industry has to offer in terms of a robust career path, excellent pay and conditions, training and development.

MULTIPLEX

We work with the pupils and teachers to develop and suppor extra curricular activity fun and friendly manne

MULTIPLEX

ENGAGING YOUNG PEOPLE

Multiplex offers young learners the opportunity to get involved in our projects and learn all about working in the construction sector and the routes of entry.

We work with the pupils and teachers to develop and support extra curricular activity in a fun and friendly manner. Our educational programmes are designed to give pupils a real insight into the world of construction as well as develop softer skills such as confidence building, communications, presentation and team working. They prepare young people for the world of work and as part of our engagement we offer a number of programmes including; art projects, employability workshops, interview techniques, CV preparation, careers advice, building challenges, safety awareness and mentoring.

GET INTO CONSTRUCTION

Carlton Primary School, London

Multiplex staff from the Charlotte Street project hosted a school assembly for 120 students in years 4 and 5 (aged 8-10) at Carlton Primary School. Kentish Town, London.

> The purpose of the event was to challenge perceptions about working in the construction sector and to encourage young people to consider a career

PROJECT SPOTLIGHT CHARLOTTE STREET LONDON UK into groups and each group had several a variety of topics including health and safety, jobs and qualifications needed to work in construction, pre-construction and demolition, as well as, site set-up and logistics.

> One of the key perceptions to be challenged on the day was that job in construction are just for boys. At the end of the event all students correctly indicated that construction is not just for boys and that there are many opportunities for girls to work in the sector too. The pupils also discovered that there was a vast array of different types of jobs, skills and career opportunities in the sector. A big thumbs up from all the pupils and teachers that took part in the event.

PROJECT SPOTLIGHT



EARLY CAREERS WORKSHOP

Multiplex held an Early Careers event at their Royal Hospital for Sick Children & Department of Clinical Neuroscience project to introduce the primary school children to the wide range of career options relating to the construction industry. 160 children pupils from Primary 5 to Primary 7 met with the Multiplex team.

Multiplex attended the Morpeth Secondary School & Sixth Form Careers Advice Day

establishments across the UK and

engaged 2498 young learners.

The event allowed the children to gain an insight into the world of work, and aimed to demonstrate the wide variety of jobs that are available within the sector.

The primary school children visited each stall in small groups and were given short introductions to all the types of jobs that were present with a number of interactive activities including wearing PPE such as hard hats and high visibility jackets, operating a model tower crane and applying bandages in case of an injury. They were also able to ask questions about the skills they needed for their work, what they liked most about their job, and what they wanted to be when they were in primary school.

The event was enjoyed by all of the participants and received positive feedback from the primary school pupils, with one pupil saying it was "the best thing he had done at Liberton".

to a wide range of career options and companies from various industries.

The aim of the event was to show the diversity available following the

Amy Dawson, Community Liaison Manager and Andrew MacLean, Graduate Engineer represented the pupils had regarding a career in construction and why we find our wor rewarding. The pupils came prepared with a number of questions such as "what skills do you need to work in construction?", 'why did you want to work in the construction industry?', "what do you like best about working They outlined the wide range of including marketing, design, planning and quantity surveying, liaison, engineering, and project management. The pupils were introduced to a career sector many had previously not considered, with some pupils now 'inspired towards a career in construction'.



HEALTH AND SAFETY Our health and safety management

Our successful health and safety performance is due to the ongoing implementation of a robust strategy built around four key elements:

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

COMPETENCE

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

We also set high standards in our subcontractor procurement processes. We require that all subcontractors also hold SSIP certification.

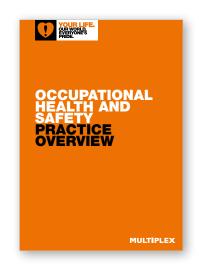
TRAINING

Training is a key element of competence and we have a comprehensive training programme for our management teams. Key training courses include:

 Site Management Safety Training Scheme (SMSTS). Our directors and senior managers attend a five day course which is accredited by CITB/Construction Skills. Two day refresher courses are attended every four years

- Safety Leadership Programme for directors and senior managers
- IRCA qualified lead auditors and IIAI qualified accident investigators

Health and Safety training forms part of the annual appraisal process where training requirements are discussed and considered in the context of job functions.



Health and Safety on our sites is our top priority. We have published a guide on our approach to health and safety for our project teams and supply chain. This sets out our systems, processes and details programmes that we run throughout the year.



Our behavioural campaigns are promoted throughout all our sites

PERFORMANCE

Our combined accident frequency rate (AFR) for reportable accidents over seven days in 2015 was 0.14 based on 25 projects and 0.15 in 2016 based on 25 projects. For both years we were below the industry AFR average of 0.44. The table below highlights our performance over 3 years and showcases our commitment to be at the leading edge of health and safety performance within the construction sector.

The occupational disease rate on our sites is zero. For our staff our lost day rate as a result of incidents is also zero. We have a detailed system in place for reporting and recording incidents onsite. Currently we record the accident and minor accident frequency rate as well as the type of injury.

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AWARDS

Our excellent health and safety records have earned us multiple awards from the British Safety Council and the Royal Society for the Prevention of Accidents.

ACCIDENT FREQUENCY



it's your life!

Our 'It's your life!' programme has continued to be developed and delivered through an introduction incorporated into project inductions, followed up with workshops which are delivered by both Multiplex and subcontractor management. The theme remains consistent, focusing on people's perception and appetite for risk and acknowledging that everyone is different. The dangers of not behaving in a manner appropriate to a major construction project can have serious consequences to individuals, their co-workers and the public. Everyone working on our projects commits to behaving in a manner that reflects our Health & Safety Code of Conduct.

	PE	ERFORMANCE (AFR)
2014	REPORTABLE ACCIDENTS 0.12 AFR Specified = 6 Over 3 Days = 2	MINOR ACCIDENTS 1.85 AFR 125 minor accidents
2015	REPORTABLE ACCIDENTS 0.14 AFR Specified = 6 Over 3 Days = 3	MINOR ACCIDENTS 1.83 AFR 118 minor accidents
2016	REPORTABLE ACCIDENTS 0.15 AFR Specified = 11 Over 3 Days = 13	MINOR ACCIDENTS 1.40 AFR 220 minor accidents

TYPE OF FIRST AID ATTENDANCE

	2014	2015	2016
• He	ad 13	11	22
Back/Ne	<mark>ck</mark> 12	8	16
Abdomen, Chest, H	lip 5	16	5
E	ye 2	1	26
A	rm 14	8	24
Ha	nd 42	40	72
L	eg 25	22	42
Fc	ot 12	12	13

TEMPORARY WORKS

Temporary works can have a major impact on the health and safety of our employees and subcontractors if not undertaken in line with the correct standards of design and construction. We have a comprehensive temporary works management system which is third party certificated to ISO 9001:2008 and is based upon BS 5975, the code of practice for temporary works procedures and the permissible stress design of falsework.

CDM COORDINATION

Our CDM coordination business continues to grow with both internal commissions and external projects. We are delighted to be providing CDM coordination services for internal and external clients on major schemes.

Our approach is unique in that it is based on:

- a close understanding of professional design processes
- a desire to act as a proactive facilitator for the design team to identify and eliminate, or reduce as far as possible, hazards in design and where possible, to add value to design



OUR PEOPLE

We spent 17,959 hours on the structured training and professional development of all our employees between 2014 and 2016.

OUR FOCUS ON DEVELOPING PEOPLE

Our business is built on the skill and capability of our people. We support our people to reach their full potential by helping them recognise their development areas and action them. We recognise that the most effective learning happens through a combination of on-the-job development, learning through others and formal training. Therefore we foster learning opportunities in all these areas.

Initiatives include:

- A two year Graduate Development Programme - structured training and mentoring
- A 360 Feedback Programme for Leaders - this assists our people in gaining a greater self-awareness and to enhance their personal effectiveness as a leader
- A focused approach to providing challenging learning opportunities for people on-the-job and through involvement in CSR initiatives or other business improvement activities such as working groups and best practice initiatives
- A series of training modules, designed Liane Edward Scott Design Manager, Edinburgh around core technical and behavioural competencies

Design

- We leverage internal expertise by having staff run training (such as our safety leadership program), in addition to training run by external consultants with specific expertise
- Helping staff to gain accreditations and memberships of professional bodies and ongoing CPD through the Roval Institution of Chartered Surveyors, Institution of Civil Engineers, and the Chartered Institute of Building
- Encouraging a mentor and buddy system
- We offer summer placement and undergraduate development programmes to give university students the opportunity of valuable work experience
- We run an apprentice programme to develop site managers of the future with trades skills

Our Graduate Programme is based on the 70:20:10 learning model. 70:20:10 Learning Model **70% Experience** 70% - on the job 20% Exposure 20% - learning through others **10% Education** – formal, structured

learning

LONDON WALL PLACE

LONDON UK



OUR GRADUATE PROGRAMME

The Multiplex Graduate Programme is unlike any other. We develop our graduates into leaders by giving them the opportunity to make the learning and career choices that suit them.

ENTREPRENEURIAL THINKING

Our graduates will have the chance to have a say and put their ideas forward - we are always looking for creativity and innovation in order to outperform for our clients.

EMPOWERED LEADERSHIP

From day one our graduates will be adding value to your our projects, contributing to the team and given responsibility to look after their own areas of work.

EMPLOYEE-DRIVEN DEVELOPMENT

We will give our graduates a variety of learning opportunities as part of the programme but they will also get the chance to work on a personalised learning plan with their line managers based on individual strengths and weaknesses, career aspirations, our values and our graduate learning framework.

EXPERIENTIAL CAREER PATHS

We don't dictate the career path for our graduates, we will give them flexibility across disciplines.

years of the graduate scheme at Multiplex, I'm impressed with quite how far I have come. From very early on I was given responsibility and accountability for packages of work, meaning I was responsible for managing tendering to design development and delivery onsite to final account settlements, building up to bigger packages up to bigger packages of works as the trust between my line manager and I grew.

To think that two years ago I was fresh out of University with minimal experience in the industr (i.e. a summer placement with Multiplex in 2013) is rather a well balanced mix of personal development, a management team keen to see me thrive and structured development courses throughout the scheme – negotiation skills, problem solving, decision making and increasing personal effectiveness to name a few."

Ryan Palmer

THE 5% CLUB

We are a proud member of The 5% Club, a campaign focused on creating momentum behind the recruitment of apprentices and graduates into the UK workforce. By joining the club, we have committed to the aim of ensuring that 5% of our UK workforce are apprentices, graduates or sponsored students on structured programmes

within the next five years.

FOSTERING **OUTPERFORMANCE**

excellence through encouraging a proactive approach and entrepreneurial thinking at all levels. We strongly across regions and the sharing of ideas and learning across our businesses

encourage the sharing of successes and challenges from each project, and people are encouraged to be creative in us to push boundaries and make better

ProFinda

ProFinda is an online tool where the United Kingdom, Middle East, and exceed client expectations, share best practice and learn from each other.

WE LISTEN

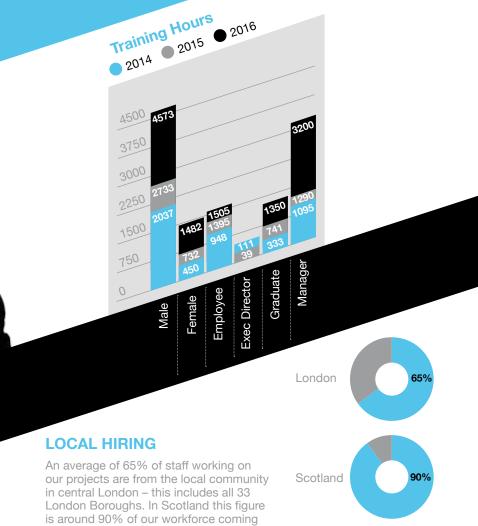
levels of employee engagement in an organisation and business success.

We know that seeking the opinions of our people and fostering healthy debate will help us deliver our sustainable growth strategy. We survey every two years, asking employees for their perceptions and opinions on a variety of topics regarding our work environment and practices. In addition, our annual performance review expectations about future career

OUR CULTURE

Our company values of care, integrity are reflected in everything we do. We recruit our people and manage performance and development in line with these values. These values are also reflected in our Code of Conduct, which all staff subscribe to. The code describes our business ethics and practices, the rules of our work environment, our regulatory compliance obligations, our anti-money laundering anti-corruption policies.

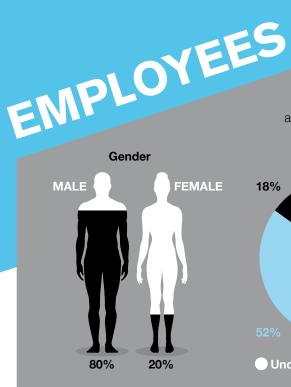
Locally Employed



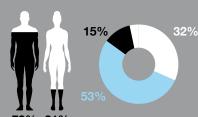
Leigh Jamieson Senior Quantity Surveyor, Glasgow

is around 90% of our workforce coming from the local area.

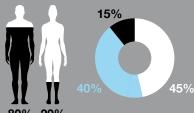
Women make up 20% of our workforce - higher than the industry average of 12%



2015 31/12/2015 – 745



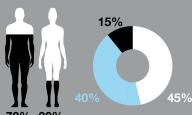
79% 21% NEW STARTS 16/17 2016 - 2017 - 336



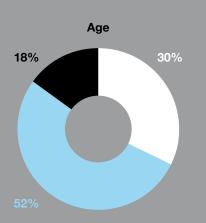
80% 20%

LEAVERS 16/17

2016 - 2017 – 101





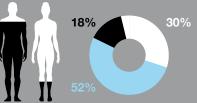


as at 31st December 2016

86

● Under 30 ● 30-50 ● 50+

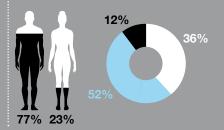
2014 31/12/2014 – 413



80% 20%

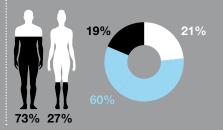
NEW STARTS 15/16

2015 - 2016 (29/02/16) - 608



LEAVERS 15/16

2015 - 2016 (29/02/16) - 127





- Private medical insurance
- Non-contributory pension at 5%
- Income protection cover up to 75% of basic salary
- Cycle to work scheme
- Childcare vouchers
- Health checks
- Discounted gym membership
- Free physiotherapy
- Private travel cover
- Death in service at four times basic salary
- Critical illness cover
- Interest free season ticket loan

OUR GOALS

PROGRESS AGAINST TARGETS

Since our 2013 report we have made progress on a number of our key performance indicators, specifically around environmental performance,health and safety and working within our local communities.

ACTIVITY	TARGET 2015/16	ACHIEVED 2015/16	STATUS
	Accident frequency rate of 2.20 for all accident book entries	Accident frequency rate of 1.40	100%
HEALTH AND SAFETY	100% of managers and supervisors have current SMSTS and SSSTS certificates	100% of managers and supervisors have current certificates	100%
(See pages 33–34)	100% attendance at 'It's Your Life' Behavioural Safety Programme	100% attendance at 'It's Your Life' Behavioural Safety Programme	100%
	95% of construction waste to be diverted from landfill	98% of construction waste diverted from landfill	100%
	80% of demolition waste to be diverted from landfill	98% of demolition waste diverted from landfill	100%
	50% of excavation waste to be diverted from landfill	97% of excavation waste was diverted from landfill	100%
ENVIRONMENT (See pages 14-21)	Waste minimisation ideas register to be issued every two years	The waste minimisation register is updated and a design-out waste workshop is carried out on every project	100%
(000 pageo 11 21)	Record % reduction of packaging waste in comparable projects	Being achieved on a number of projects – work in progress	In progress
	Record m ³ of material reused onsite		75%
	Record % of recycled content in materials by cost	We record the % of the recycled content of major construction materials	100%
	Monitor and record construction site energy and water consumption	Energy use and waster consumption are monitored monthly	100%
COMMUNITY (See pages 24–31)	Make a positive difference to communities where we work with project-specific targeted initiatives	100% of projects have undertaken project-specific initiatives to support the communities where we work	100%
CHARITIES (See page 28)	We will support and fundraise for our nominated charities and aspire to increase the amount raised	100% of projects have fundraising target for nominated charities	100%

60% DROP IN ENERGY AND WATER USE **100%** OF MANAGERS AND SUPERVISORS HAVE CURRENT SMSTS AND SSSTS CERTIFICATES 100% OF PROJECTS HAVE A FUNDRAISING TARGET FOR NOMINATED CHARITIES

KEY PERFORMANCE INDICATORS 2017

Our approach and commitment to Corporate Social Responsibility has evolved over the last two years and we have increased our target areas to align more fully with our strategic objectives.

КРІ	AREA	MEASUREMENT
	Accident frequency rate per 100,000 hours worked to be reduced by 10%	Accident frequency rate of 0.14 per 100,000 hours worked
	SMSTS and SSSTS Training	100% managers and supervisors trained with current certificates
HEALTH AND	Permits to work	100% compliance for all staff and operatives
SAFETY	Safety behavioural training – It's Your Life	100% attendance
	Method statements	100% checked and signed off
	Project health and safety meetings	Director attendance at all meetings
	Health and wellbeing	Achieve performance beyond compliance
	Considerate contractors scheme	Promotional events, workshops and campaigns





ENVIRONMENTAL SUSTAINABILITY TARGETS 2017/18

	ASPECT	KPI	TARGET
		% total volume diverted	Divert a minimum of 97% of non-hazardous construction and demolition waste from landfill
WASTE	Waste diversion	from landfill	Reuse a minimum of 80% of non-hazardous excavation material onsite or offsite
	Waste prevention	Design-out-waste workshops on projects	Encourage, promote and track waste prevention innovations through Design-out-waste workshops and our ideas register
	Timber	% of certified timber and timber products onsite	Demonstrate 100% compliance with the UK government timber procurement policy
MATERIALS	Recycled content (RC) of materials	% RC	Promote materials with high RC Record actual % RC
			Set, monitor and report performance against targets
WATER	Site water usage	Monitor and report monthly	Promote water use reduction measures and rainwater harvesting
			Protect biodiversity through implementing the project-specific ecological recommendations
BIODIVERSITY	Biodiversity	Net gain in biodiversity of species	Install permanent and/or temporary ecology features where possible
			Take part in CIRIA's BIG Challenge and submit a case study annually where possible
	Site energy usage	Monitor and report monthly	Set, monitor and report performance against target
	one energy usage	Monitor and report monting	Promote energy saving measures
	Temporary site accommodation	Energy efficiency	Request a minimum of a 'B' energy rating (or equivalent) for temporary site accommodation
ENERGY AND CARBON	Business travel	Mileage	Promote sustainable transport and record business travel
CARBON	Transport of materials and waste	Mileage	Record mileage of construction materials and waste
	Business travel	Tonnes of carbon	Record the embodied carbon of projects with a view of reducing it in future developments
0175		Environmental Sustainability Management Plan	Develop a project-specific Environmental Sustainability Management Plan and implement good environmental practice on every project
SITE MANAGEMENT	Good site management	CCS Environment score	Achieve a CCS score of at least "Exceptional-9/10" for Environment
		Number of significant pollution incidents	Cause zero pollution incidents
VALUE CHAIN	Supply chain practices	Inclusion of sustainability clauses in contracts	Cascade sustainability requirements to the supply chain
	Cappy chain practices	% environmental score	Produce the environmental scorecard and league table for subcontractors to drive improvement
	Targets	Review of progress	Review progress against targets monthly
	Policies	Review of policies	Review targets and policies annually
GOVERNANCE	Reporting	Company reporting	Report company performance in accordance with the global reporting standard GRI
		Toolbox talks per month	Workforce to receive environmental toolbox talks at least monthly
TRAINING	Training		All site managers to be trained to recognised environmental training course equivalent to SEATS
		Environmental Training standards	All staff to receive the project-specific Environmental Responsibilities training
			All workforce to hold a valid CSCS card
RECOGNITION	External recognition	Number of recognitions	All projects to seek external feedback and endorsements

COMMUNITY TARGETS 2017/18

	ASPECT	KPI	TARGET
		% Local people employment onsite	20% local people employed
	Maximise opportunities	% Apprentice hours worked onsite	3% of all site hours for apprentices
INVESTING IN PEOPLE	for local employment	% Disadvantaged groups employed onsite	10% of jobs offered to new entrants
PEOPLE	Training and development	No. of learning outcomes offered onsite	100% learning outcome offered to all new entrants
		% SMEs invited to tender	50% SMEs invited to tender
SUPPORTING	Maximise opportunities for SMEs and social	% Local SME procured work packages	10% of Local SME contract by value
BUSINESS	enterprises	No. of events aimed at engaging SMEs	Minimum 2 events per project
		No. of capacity building events for SMEs	Minimum 2 events per project
		No. of School engagements No. of Further education engagements	1 x primary school and 1 x secondary school engagement per annum Host 2 x student site visits
INSPIRING COMMUNITY	Local community cohesion	Work experience places offered for young people	Encourage project team and supply chain to offer a number of work placements for young people
		Charitable donations	Allocated amount to raise for corporate charity
		Time allowed for volunteering	Minimum of 500 hours volunteering time per project
		Running community events	Host 4 community events per annum
NEIGHBOURHOOD LIAISON	Being a good neighbour	Create neighbourhood liaison strategy No. of newsletters No. of residents meetings Complaints and compliment log Hotline number	To be determined by employers and local planning requirements
	Meetings	Quarterly review meeting	Review progress against targets quarterly
	Policies	Review of policies	Review targets and policies annually
GOVERNANCE	Reporting	Company reporting	Report company performance using the G4 Global Reporting Initiative criteria
	Audits	Review progress	6 monthly project audits
SITE MANAGEMENT	Good site management	Community engagement management plan	Create a community engagement management plan
SUPPLY CHAIN	Employment	Inclusion of community benefit clauses and KPI's cascaded down to supply chain	Project specific targets
	and skills targets	Employment and skills plan	Review monthly
RECOGNITION AND AWARDS	External recognition	No. of recognitions	Seek external feedback and endorsements and submit one award application per project

OUR AWARDS

The Queen Elizabeth University Hospital and the Royal Hospital for Children, Glasgow

2016 Gold Award

National Considerate Constructors Scheme

2016 Best Healthcare Development

2016 ROSPA Trophy & Highly Commended in Construction Sector The Royal Society for the Prevention of Accidents

2015 Shortlisted: Major building project of the year

2015 Gold Award The Royal Society for the Prevention of Accidents

2014 Workforce Involvement in Health and Safety Trophy The Royal Society for the Prevention of Accidents

2014 Highly Commended: Construction Commercial Sector Award

The Royal Society for the Prevention of Accidents

2014 Gold Award (Adults & Children) National Considerate Constructors Scheme

2013 Finalist: Best Achievement in Construction Safety and Health Practitioner/Institution of Occupational Safety & Health Awards

2013 Dave Jordan Commended for Laboratories struction Manage

2013 Performance Beyond Compliance (Adults & Children) National Considerate Constructors Scheme

2013 Gold Award

Healthy Working Lives

2013 Gold Award The Royal Society for the Prevention of Accidents 2013 Best Supplier Engagement Initiative of the

Year Award Government Opportunities (GO) Awards Scotland 2013 Silver Award (Laboratories) National Considerate

2013 Bronze Award (Adults & Children)

2012 Silver Award (Laboratories) National Considerate Constructors Scheme

2012 Finalist Future Projects

2012 Silver Award Healthy Working Lives

CURRENTS 2012 Gold Award The Hoyal Society for the Prevention of Accidents

2012 Sustainability and CSR Initiative of the Year Award Government Opportunities (GO) Awards Scotland

2012 Team of the Year Award Finalist Government Opportunities (GO) Awards Scotland 2011 Performance Beyond Compliance

National Considerate Constructors 2011 Partnership Working Award Glasgow Regeneration Agency

2011 Gold Award The Royal Society for the Prevention of Accidents

2011 Shortlisted: Waste and Resources Vision in Business for the Environment in Scotland (VIBES) 2011 Bronze Award

2011 Finalist: Sustainability and CSR Initiative of the Year Award Government Opportunities (GO) Awards Scotland 2011 Finalist: Excellence in Resource Management Award

cottish Waste & Resources Awards

The Garden Halls

2016 Silver Award Considerate Constructors Scheme 2015 Performance Beyond Compliance

White Collar Factory

2016 Architectural Highly Commended 2016 Best Contractor to Deliver Road Safety Club Peloton Awards

The Glebe

2016 Finalist: Temporary Works Building Category

2015 Performance Beyond Compliance Considerate Constructors Sche 2015 Silver Award

al Society for the Prevention of Accidents 2014 Performance Beyond Compliance National Considerate Constructors Scheme

22 Bishopsgate

2016 Gold Award City of London Considerate Contractor Scheme

Centre Point

2016 Gold Award National Considerate Constructors Scheme

100 Bishopsgate

2016 Finalist Ground Engineering Awards 2016 Silver Award National Considerate Constructors Scheme 2015 Performance Beyond Compliance National Considerate Constructors Scheme

2013 Bronze Award National Considerate Constructors Scheme (City of London)

2012 Silver Award National Considerate Constructors Scheme

2012 Gold Award

The Royal Society for the Prevention of Accidents 2011 Gold Award

City of London Considerate Contractor Scheme 2011 Performance Beyond Compliance

2011 Gold Level, Shell & Core Development LEED US Green Building Council

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

2016 Gold Award ny Working Lives

2016 Corporate Social Responsibility Award Scottish Business Awards

2016 Commended in the Construction Industry The Royal Society for the Prevention of Accidents

2016 Finalist: Sustaining Procurement

2015 Performance Beyond Compliance hal Considerate Cor

Burlington Gate

2016 Bronze Award Considerate Constructors Scheme 2015 Performance Beyond Compliance National Considerate Constructors Scheme

Principal Place (Commercial)

2016 Bronze Award National Considerate Constructors Scheme 2015 Performance Beyond Compliance

2015 Gold Award oval Society for the Prevention of Accidents

Principal Place (Residential)

2016 Bronze Award Constructors Scheme

Holland Park Villas

2016 Silver Award Vational Considerate Constructors Scheme 2015 Performance Beyond Compliance National Considerate Co

One Blackfriars

2016 Gold Award

nal Considerate Constructors Scheme 2016 Most Considerate National Site - Runner Up 2015 Performance Bevond Compliance ational Considerate Constructors Scheme

London Wall Place

2016 Gold Award siderate Contractor Scheme

2016 Bronze Award

National Considerate Constructors Scheme 2015 Performance Beyond Compliance National Considerate Constructors Scheme

2015 Gold Award

City of London Considerate Contractor Scheme 2015 Silver Award

The Royal Society for the Prevention of Accidents 2015 Silver Award

National Considerate Constructors Scheme 2015 Achievement for consistently scoring high for site visits National Considerate Constructors Scheme

Peterborough City Hospital

2012 Bronze Award

2011 Shortlisted: Construction Manager of the year

2011 Silver Award onsiderate Constructors Scheme 2011 Silver Award

The Royal Society for the Prevention of Accidents

2011 Shortlisted Best Healthcare Project (Greater Peterborough Health Investment Plan) Partnership Bulletin Award

2010 Winner: Best Commercial/ Community Development Project, in recognition of high standards of design, construction and workmanship for Peterborough City Hospital Peterborough Design and Construction Awards in association with Peterborough City Council and Local Authority Building Control Authority Building Control

2010 Performance Beyond Compliance

2010 Silver Award (Peterborough Mental Health Unit Health Unit & Intensive Care Centre) National Considerate Constructors Scheme

2010 Silver Award (Peterborough Acute Hospital)

2009 Bronze Award

University of Kent

2014 Performance Beyond Compliance al Considerate Constructors Scheme

MPLETED 2014 Silver Award The Royal Society for the Prevention of Accidents

2013 Phil George commended for The Wellesley CIOB Construction Manager of the Year Awards 2013 Gold Award

The Royal Society for the Prevention of Accidents 2012 Highly Commended for New Small Hotel, Construction & Design UK International Hotel Awards

2012 Gold Award The Royal Society for the Prevention of Accidents

The Pinnacle

2012 Gold Award The Royal Society for the Prevention of Accidents 2011 Gold Award National Considerate Constructors Scheme

2011 Gold Award The Royal Society for the Prevention of Accidents 2010 Gold Award City of London considerate Contractors Scheme

Wembley National Stadium

2008 Winner Best Fire Engineering Solution Built-In Quality Award

The Tower – One St George Wharf

2013 Finalist: Construction Recycler of the Year National Recycling Award

2013 Environmental & Architectural Heritage Gold Award Green Apple

2013 Gold Award The Royal Society for the Prevention of Accidents 2013 Gold Award

nal Considerate Constructors Scheme 2013 Shortlisted Building Category City of London Sustainable City Awards

2012 Gold Award The Royal Society for the Prevention of Accidents

University of Reading

2015 Gold Award ociety for the Prevention of Accidents 2015 Bronze Award

2014 Gold Award

- ociety for the Prevention of Accidents 2013 Gold Award
- The Royal Society for the Prevention of Accidents

125 Wood Street

2015 Gold Award

oyal Society for the Prevention of Accidents 2014 Performance Beyond Compliance

2014 Gold Award

Royal Society for the Prevention of Accidents 2013 Performance Beyond Compliance National Considerate Constructors Scheme

98 Fetter Lane

2016 Gold Award siderate Contractor Scheme 2016 Silver Award

2015 Performance Beyond Compliance

2012 Supreme Award in the Multi Storey Category NHBC Pride in the Job awards

2012 Silver Award National Considerate Constructors Scheme

199 Knightsbridge

2006 Winner Best Large Residential Project Built-In Quality Award

2006 Winner Residential Development of the Year 2006 Best Landscaped Development Highly

Commended National Homebuilder Design Awards

Eaton Place

2008 Highly Commended Small Site Award City of Westminster Considerate Builders Scheme

2007 Site of the Year City of Westminster Considerate Builders Scheme

Eden Shopping Centre

2009 Bronze Award (High Wycombe Town Centre Extension) National Considerate Constructors Scheme

Strata <u>SE</u>

2011 Best Sustainability Project (for the recognition of their high standards of construction and workmanship) LDSA - London District Surveyors Association

2011 Gold Award

National Considerate Constructors Scheme

2011 Regeneration Runner-Up The Royal Institution of Chartered Surveyors

- **2011 Highly commended for Resource Conservation** City of London Sustainable City Awards 2011 Highly commended for Sustainable Building
- City of London Sustainable City Award 2011 Shortlisted Institution of Civil Engineers (ICE) London Civil Engineering Awards

2011 Building Services Association of Consultancy and Engineering (ACE) Engineering Excellence

2011 Sustainability Sector of Building & Construction Green Apple

Multiplex Construction Europe Ltd.

2015 Safety Award with Merit British Safety Council

National Recycling Awards

with Merit

2014 Safety Award British Safety Council

2013 Safety Award v British Safety Council ith Merit

en Hero - Helping others to help

Green Apple

2012 Safety Award with Distinction British Safety Council

(Multiplex Green Initiative for) for the Built Environment & Green Apple

2011 Safety Award with Distinction British Safety Council

2010 3 Bronze Awards: Awarded to Principal Contractor – Multiplex Construction Europe Ltd, Developer – Brookfield Europe & Subcontractor Bourne Steel Structural Steel Design Awards

2010 Overall Winner Concrete Society Awards 2010 Bronze Award National Considerate Constructors Scheme

Aldgate Tower

2015 Gold Award National Considerate Constructors Scheme 2015 Gold Award

ociety for the Prevention of Accidents 2014 Performance Beyond Compliance National Considerate Constructors Scheme

2014 Gold Award The Royal Society for the Prevention of Accidents

2014 Silver Award National Considerate Constructors Scheme 2013 Performance Beyond Compliance National Considerate Constructors Scheme

5-7 St Helen's Place

2016 Gold Award

National Considerate Constructors Scheme 2015 Silver Award National Considerate Constructors Scheme

2015 Gold Award The Royal Society for the Prevention of Accidents 2014 Performance Beyond Compliance

National Considerate Constructors Scheme 2014 Finalist Ground Engineering Awards

2014 Gold Award The Royal Society for the Prevention of Accidents 2013 Performance Beyond Compliance National Considerate Constructors

2013 Gold Award The Royal Society for the Prevention of Accidents

Verde SW1

2016 Most Sustainable Construction and Demolition Project Chartered Institution of Wastes Management

2015 Performance Beyond Compliance National Considerate Constructors Scheme

2016 Construction Recycler of the Year Finalist National Recycling Awards

43

LSQ London 2016 Green Apple Award for the Built Environment & Architectural Heritage The Green Organisation

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Indicators by Aspects		
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EC2		Due to nature of our activities this is not
EC3		considered material to our organisation
EC4		None
MARKET PRESENCE		
EC5 EC6	37 34	Not gender specific
INDIRECT ECONOMIC IMP. EC7	11,25	Evoloin cignificant infractructure
	11,20	 Explain significant infrastructure investments made by the reporting organisation in relation to the following: Affordable and social housing; Preservation and restoration of historic assets; Publicly accessible open/recreation space; and Community education and health facilities. Reporting organisations should distinguish between voluntary investment and mandatory investment (i.e. obligations associated with building rights allocation or planning permission).
EC8	11,25	or planning permission).
PROCUREMENT PRACTIC		
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EN34		Numerical data not captured		

SOCIAL

LABOUR PRACTICES AND DECENT WORK			
LA1 LA2 LA3	36-37 37		
LABOUR/MANAGEMENT RE	LATIONS		
LA4		Typical notice period 4-12 weeks	
OCCUPATIONAL HEALTH A			
LA5 LA6 LA7 LA8	32-33 32-33 32-33 32-33		
TRAINING AND EDUCATIO	N OECD		
LA9 LA10 LA11	36 34-35 34-35		
DIVERSITY AND EQUAL OF	PORTUNITY		
LA12	37		
EQUAL REMUNERATION F	OR WOMEN A	AND MEN	
LA13		Data to be published in our next report	
SUPPLIER ASSESSMENT F	OR LABOUR	PRACTICES	
LA14 LA15		Data to be published in our next report Data to be published in our next report	
LABOUR PRACTICES GRIEVANCE MECHANISMS OECD			
LA16		Data to be published in our next report	

GRI General Standard Disclosures	Pages	Comments
HUMAN RIGHTS OECD/L	INGC continue	d
SECURITY PRACTICES		
HR7		None
INDIGENOUS RIGHTS		
HR8 HR9		Not considered material for our organisation
SUPPLIER HUMAN RIGHT	S ASSESSMEI	NT
HR10 HR11		Data to be published in our next report Data to be published in our next report
HUMAN RIGHTS GRIEVAN	CE MECHANIS	SMS
HR12		None
SOCIETY		
LOCAL COMMUNITIES OF	CD/UNGC 24-31	
SO1 SO2	24-31	
ANTI-CORRUPTION OECD	/UNGC	
SO3	13	
SO4 SO5	13	None
PUBLIC POLICY OECD/UN	IGC	
SO6		None
ANTI-COMPETITIVE BEHA	VIOUR OECD	
ANTI-COMPETITIVE BEHA	VIOUR OECD	None
		None
SO7		None None
SO7 ANTI-COMPETITIVE BEHA	VIOUR OECD	None
SO7 ANTI-COMPETITIVE BEHA SO8	VIOUR OECD	None
SO7 ANTI-COMPETITIVE BEHAN SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS	VIOUR OECD FOR IMPACTS 14-31	None ON SOCIETY OECD 100% S ON SOCIETY OECD
SO7 ANTI-COMPETITIVE BEHAN SO8 SUPPLIER ASSESSMENT SO9 SO10	VIOUR OECD FOR IMPACTS 14-31	None ON SOCIETY OECD 100%
SO7 ANTI-COMPETITIVE BEHAN SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT	None ON SOCIETY OECD 100% S ON SOCIETY OECD
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT	None ON SOCIETY OECD 100% S ON SOCIETY OECD None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT	None ON SOCIETY OECD 100% S ON SOCIETY OECD None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33	None ON SOCIETY OECD 100% S ON SOCIETY OECD None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE PR3	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33	None ON SOCIETY OECD 100% S ON SOCIETY OECD None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33 -ABELLING	None ON SOCIETY OECD 100% S ON SOCIETY OECD None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE I PR3 PR4	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33 ABELLING 15	None ON SOCIETY OECD 100% S ON SOCIETY OECD None D 100% None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE PR3 PR4 PR5 MARKETING COMMUNICA PR6	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33 ABELLING 15	None ON SOCIETY OECD 100% S ON SOCIETY OECD None D 100% None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE PR3 PR4 PR5 MARKETING COMMUNICA	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33 ABELLING 15	None ON SOCIETY OECD 100% S ON SOCIETY OECD None 100% None None None None
SO7 ANTI-COMPETITIVE BEHA SO8 SUPPLIER ASSESSMENT SO9 SO10 GRIEVANCE MECHANISMS SO11 PRODUCT RESPONSIBIL CUSTOMER HEALTH AND PR1 PR2 PRODUCT AND SERVICE PR3 PR4 PR5 MARKETING COMMUNICA PR6	VIOUR OECD FOR IMPACTS 14-31 S FOR IMPACT SAFETY OECD SAFETY OECC 33 ABELLING 15	None ON SOCIETY OECD 100% S ON SOCIETY OECD None 100% None None None None None None

None

HUMAN RIGHTS OECD/UNGC			
INVESTMENT			
HR1 HR2		None Data to be published in our next report	
NON-DISCRIMINATION OF			
HR3		None	
FREEDOM OF ASSOCIATIC			
HR4		None	
CHILD LABOUR OECD/UNGC			
HR5		None	
FORCED OR COMPULSORY LABOUR OECD/UNGC			
HR6		None	



PR9



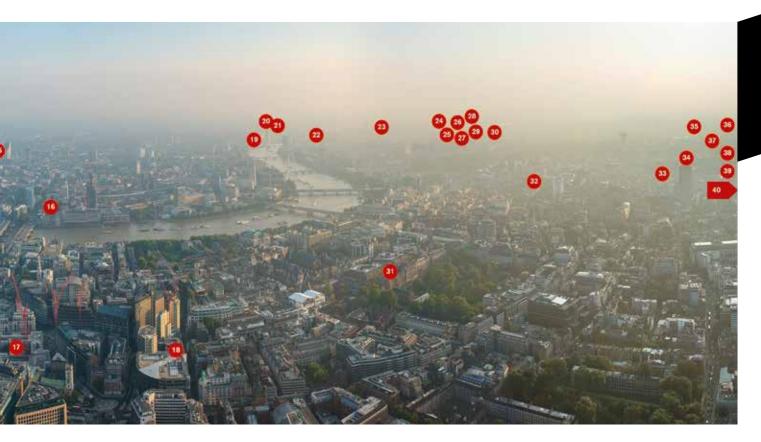


- White Collar Factory 1.
- 2. The Stage
- 3. Principal Place Commercial
- 4. Principal Place Residential
- 5. Royal Albert Dock
- 6. West India Quays
- 7. Aldgate Tower
- 8. 100 Bishopsgate
- 9. 15 St Helen's Place
- 10. 5-7 St Helen's Place
- 11. 22 Bishopsgate
- 12. 15 Bishopsgate
- 13. London Wall Place

- 14. 125 Wood Street
- 15. Strata SE1
- 16. One Blackfriars
- 17. LDP
- 18. 98 Fetter Lane
- 19. Sentinel Point
- 20. The Tower -One St George Wharf
- 21. One Nine Elms
- 22. Verde SW1
- 23. Chelsea FC
- 25. Manresa Road
- 26. Eaton Place

- 27. Lateral Apartments
- 28. The Wellesley
- 29. 199 Knightsbridge
- 30. Holland Park Villas
- 31. 48 Carey Street
- 32. LSQ London
- 33. Burlington Gate
- 34. Centre Point
- 35. 20 Grosvenor Square
- 36. Marble Arch Place
- 37. 73 Brook Street
- 38. 73 89 Oxford Street
- 39. 80 Charlotte Street

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Projects out of frame

- 40. The Garden Halls
- 41. Thames Edge
- 42. Wembley National Stadium
- 43. University of Reading
- 44. University of Kent
- 45. Peterborough City Hospital
- 46. Eden Shopping Centre
- 47. The Queen Elizabeth University Hospital & Royal Hospital for Children, Glasgow
- 48. City Park 1, Aberdeen

- 49. Royal Hospital for Sick Children & Department for Clinical Neurosciences, Edinburgh
 50. Langlau Park Listel
- 50. Langley Park Hotel

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