

Modern Slavery and Human Trafficking Transparency Statement 2020

Update on COVID-19

The UK Modern Slavery Act 2015 (the 'Act') requires businesses to state the actions they have taken during the financial year to ensure modern slavery is not taking place in their operations and supply chains. In our last statement, we explained why we delayed the publishing of our 2019 statement due to unprecedented operational pressures, the prioritisation of response plans for business continuity, and resource constraints during the furlough period presented by COVID-19. Whilst it is clear these challenges have continued into 2021, now more than ever, Multiplex's response to the risks of modern slavery and labour exploitation are essential to prioritising the health, safety, wellbeing and rights of all workers in our operations.

The pandemic has not affected everyone equally. In particular, the pandemic has shed light on the hardest hit in our supply chain, exposing income polarities, worker vulnerabilities, and extensive inequalities within our industry. Given this, our focus this year has been to ensure all workers across our sites are treated ethically, putting critical items like health and safety, wellbeing, wages, job security, and fair payment practices at the core of our approach whilst we have been navigating these uncertain times.

This is our fifth Modern Slavery Statement. We published our first Modern Slavery Statement in June 2016, and since then we have continued to take steps to tackle modern slavery in our business and supply chain.

Introduction

We are fully committed to playing our part in eradicating modern slavery and supporting ethical labour practices. We firmly support transparency and collaboration to eliminate the risks of modern slavery.

As highlighted in our previous statement, throughout 2020 Multiplex has taken a leading role during the current COVID-19 pandemic, establishing a COVID-19 Emergency Working Group that has enacted our Crisis Management & Business Continuity Plans across the regions in which we operate.

In March 2020, we actively led the Building Responsibly COVID-19 worker roundtable to share our approach to protecting human rights during the pandemic alongside key stakeholders from the engineering and oil and gas sectors, as well as Humanity United. Following the roundtable, Multiplex contributed towards the drafting and publishing of guidance note '[Respecting Worker Welfare during COVID-19](#)' to help construction and engineering firms navigate the risks presented by the pandemic.

About Multiplex

Multiplex is a leading international contractor with a focus on sustainable growth and a presence in the UK, Canada, the Middle East, Australia and India. We have been bringing large-scale, complex structures to life for over 50 years.

Established in Australia in 1962, our work to date comprises more than 1000 projects with a combined value in excess of US\$86 billion. Multiplex entered the United Kingdom in 1999, becoming a UK-registered company in 2016 based in London. We employ over 4,000 people around the world and our current global workbook has a value of over £14 billion.

Our supply chain is complex, extensive and global. It comprises consultants, subcontractors and suppliers delivering materials, equipment and services.

We actively work with local governments, industry bodies, non-governmental organisations (NGOs) and our construction peers to establish a common approach and implement effective measures to tackle modern slavery across the construction industry. In 2020, we have begun to make critical links between the climate crisis, inclusion, modern slavery, health and wellbeing utilizing our strategic relationships with the World Green Building Council to ensure social equity and in particular the rights of workers are maintained in the built environment.

As a business, Multiplex respects and supports the dignity, wellbeing and human rights of our employees, the workers in our direct and extended supply chain, the communities in which we operate and those affected by our operations. We publish this Modern Slavery Statement on behalf of our operations in the UK, the Middle East and Canada. Since publishing our first statement in 2016, we have gained greater insight into the trends and risks relating to modern slavery and labour exploitation, which has led to continual developments in our approach, process, and management systems - all underpinned by the [Building Responsibly Principles](#). During 2020 our key focus areas have been:

Key focus areas in 2020

- Supporting Building Responsibly and our industry's response to COVID-19 via sharing practices related to health and safety, ethical off hiring, and facilitating local transfers of workers in the Gulf;
- Revamping our site inductions in the UK to include greater emphasis on labour rights and grievance mechanisms;
- Driving and supporting stakeholder collaboration workshops and sessions to increase awareness; and
- Advocating and building our engagement with Building Responsibly, Stronger Together, the World Green Building Council, the Department for Business, Energy and Industrial Strategy, and the Institute for Human Rights and Business.

Our Policies, Formal Documents and Contracts

At Multiplex, we continue to maintain policies and procedures to set out minimum requirements and promote the highest standards of ethical behavior and social responsibility.

These policies and procedures are regularly reviewed and amended (where required) to ensure we continually improve. These policies and procedures include:

- [Anti-Slavery and Human Trafficking Policy](#), which sets out our commitment to combatting all forms of modern slavery and human trafficking within our business and supply chain
- [Anti-Slavery and Human Trafficking Charter for Suppliers and Service Providers](#), which sets out the requirements for our suppliers and service providers
- [Code of Business Conduct and Ethics](#)
- [Anti-Bribery and Corruption Policy](#)
- Operation of a toll-free reporting hotline
- Validation of the right to work of all employees and construction workers
- Implementation of high standards of health and safety in the workplace for all employees and construction workers on our sites
- The requirement in the UK for key construction materials to be responsibly sourced from suppliers holding certificates such as the Programme for the Endorsement of Forest Certification (PEFC) and the Forest Stewardship Council (FSC) for timber, or BES 6001 (BRE Global's Framework Standard for Responsible Sourcing of Construction Materials)

CASE STUDY | UNITED KINGDOM

Encouraging our supply chain to sign the Gangmasters and Labour Abuse Authority (GLAA) Construction Protocol and developing a questionnaire

As reported in our 2019 statement, we encouraged our supply chain to sign the GLAA Construction Protocol. To further our commitment to tackling labour exploitation and protecting vulnerable workers, in 2020, we used our leverage alongside The Careys Group our supply chain partner, to work with the GLAA to develop a joint questionnaire and survey to issue to the GLAA Construction Protocol in order to better understand the risks, training gaps and tools required to support our industry. The results are yet to be collected and analysed, this is to be completed in 2021 in order to assist in developing the GLAA's strategic approach and the prioritising of action areas.

CASE STUDY | UNITED KINGDOM

Marking Anti-Slavery Day with a joint blog with Stronger Together

Multiplex have continued to learn and share approach to ethical labour practices with our industry and peers, and in 2020 we contributed to a [blog to mark Anti-Slavery day with Stronger Together](#).

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

- The United Nations (UN) Guiding Principles on Business and Human Rights
- The Universal Declaration of Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- Building Responsibly Principles
- BES 6002 Ethical Labour Sourcing Standard
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- The Dhaka Principles
- The Base Code of the Ethical Trading Initiative (ETI)

Grievances and Whistle-blowing

Grievance mechanisms and access to remedy are essential components of Multiplex's due diligence and management system controls. While the nature of the grievance mechanisms available may differ from region to region, all of our employees and direct supply chain partners are provided with information on the Multiplex Reporting Hotline in accordance with our Ethics Hotline Policy. All workers are encouraged to submit feedback either directly, through their representatives, or anonymously on issues such as working and living conditions, pay, and recruitment processes, as part of our grievance and reporting mechanisms. This feedback is investigated and resolved as appropriate.

Multiplex continues to operate its regional and bespoke operational-level grievance mechanisms to provide actual or potential victims of adverse human rights impacts with an easy and accessible way to report risks and initiate remedy. Last year in the UK, 10 grievances were investigated and successfully closed out; and in the Middle East, 542 grievances were resolved, with an average rate of 95.2% of grievances closed and redressed per month. Our grievance mechanisms are designed to be open and transparent and in line with the UN Guiding Principles. They currently include:

- Reporting hotlines
- Raising awareness via posters, toolbox talks, inductions and training
- Worker representative meetings

- Drop boxes
- Interviews and focus groups
- Audits

Formal Documents and Contracts

Contractual controls are an essential component of our ethical labour approach, supported by robust due diligence. We continue to educate our people on their employment rights, duties and benefits by ensuring all employees have employment contracts and associated documents (such as working visas) with easy access to Multiplex's policy and procedures, which are hosted on our intranet. We continue to review our standard contract terms to ensure they are relevant and that obligations in relation to modern slavery and worker welfare are embedded within our supply chain. In the UK, we have expanded our contract terms to include updated versions of our [Ethical Labour and Modern Slavery Policy Statement](#) and [Ethical Labour Principles](#).

Multiplex requires compliance (through contractual agreements) with our policies and procedures relating to modern slavery and worker welfare from all subcontractors, suppliers, agencies and labour providers. We continue to work with and assist our supply chain to implement their own equivalent policies, procedures and systems to identify and manage their own supply chain risks. We aim to foster long-term relationships with our value chain partners, creating a working environment conducive to tackling modern slavery and promoting ethical labour practices.

CASE STUDY | GLOBAL

Multiplex led the Building Responsibly COVID-19 worker response workshop

Collaboration is essential to achieve best practice in the field of workers' welfare and rights. In 2019, we were [elected Co-Chair of the Steering Committee](#) for Building Responsibly, using our voice in 2020 to champion and facilitate a 'worker-centric' virtual roundtable to support the sharing and dissemination of practical information during the COVID-19 pandemic. The roundtable covered a range of topics including; how to ensure safe and healthy living and working conditions, access to healthcare, respect for wage and benefit agreements, and ethical recruitment challenges.

Following the roundtable, Multiplex contributed towards the drafting and publishing of the guidance note ['Respecting Worker Welfare during COVID-19'](#), which has subsequently been reviewed, informed and endorsed by multiple external stakeholders from the human rights community, engineering and construction industry, and members from the oil and gas sector.

Governance, Due Diligence and Risk Management

Governance

We continued to operate our Global Human Rights Committee throughout 2020. Governed by a terms of reference, the Committee reports to our Executive Board and is made up of representatives from human resources, health and safety, quality, sustainability, commercial, and legal, from across Multiplex's UK, Canadian and Middle Eastern operations. The Committee met twice during 2020, and has been overseeing Multiplex's human rights approach and operational risk management systems.

In 2020, the Committee led the updates on COVID-19, Brexit labour shortages, the global campaign on International Human Rights Day, and disseminated key learnings around specific supplier issues relating to wage payment, with a view to sharing experiences and pooling knowledge to respond to and tackle labour exploitation.

Specifically in the Middle East, Multiplex continues to employ a regional team of ethical labour specialists to enforce, monitor and implement the Welfare Management System to manage and address all labour related issues captured by our Policy and Principles. They play a critical role in responding to and managing grievances raised by workers in our supply chain, as well as conducting site inspections, accommodation inspections and ethical audits.

Due Diligence and Risk Management

Supply Chain Procurement and Screening

Pre-procurement screening is critical to assessing supply chain risks. We expect our supply chain to embrace our values and support the Multiplex approach to sustainability and being an ethical contractor. In 2020, we continued to implement our pre-qualification questionnaire, which includes questions on modern slavery, human rights and worker welfare, and requires confirmation that subcontractors subscribe to our business ethics for health and safety, environmental and social sustainability requirements. This means in the UK that 100% of all new subcontractor appointments have been screened for modern slavery risks. In the Middle East, we continue to conduct due diligence, with 100% of our subcontractors being screened for risks relating to our Worker Welfare Principles via our procurement team. In 2020, all of our UK projects conducted identity checks to detect cases of identity fraud or potential victims of modern slavery. We identified 7 cases of fraudulent documentation, immediately relaying our findings to the police and following our modern slavery escalation chart which is based on the [UK Home Office Guidance](#).

Supply Chain Monitoring and Audits

Across all our regions our monitoring and auditing approach is risk-led, with a particular focus placed on contextual or legal drivers which are incorporated in our auditing framework and the specific questions we adopt. This year our auditing regime targeted our Middle East and UK operations, where we have continued to conduct audits on our key supply chain partners working on our projects.

Whilst our Middle East operations have declined significantly this year with projects coming to an end, they continue to face specific regional challenges and risks. To meet these challenges, we continually improve our bespoke Welfare Management System (WMS), designed in accordance with the 'Plan-Do-Check-Act' model, which is implemented by dedicated ethical labour specialists. This year, the focus of our team has been to respond to the pandemic in an ethical way, ensuring our workers are protected by continuing to work across all live projects by consulting workers, conducting audits, interviews, inspections, training and capacity building with our supply chain. Due to 'in-person' restrictions and social distancing requirements, less physical audits and interviews were able to take place in 2020. Nonetheless, we conducted 23 subcontractor audits and 39 accommodation inspections with our key suppliers and subcontractors. The outputs of these findings have been used to develop a database that houses information to support our monthly dashboard reporting, as well as steering specific future developments and process improvements.

CASE STUDY | GLOBAL

The Institute for Human Rights and Business's (IHRB) and International Human Rights Day

To celebrate International Human Rights Day, Multiplex hosted the Institute for Human Rights and Business by broadcasting a talk across all our regions; relaying insights on social equity, climate change, inclusion and worker wellbeing in light of the launch of the [Principles for Dignity in the Built Environment](#). Multiplex was actively involved in beginning stages of the development of the Principles, supporting the IHRB's work on advancing dignity in the built environment to ensure that human rights standards are upheld, focusing on the cross-cutting principles of transparency, accountability, participation and non-discrimination.

These dashboards have helped us to identify and mitigate high-risk grievances, as well as seek out trends relating to:

- Forced labour
- Labour exploitation
- Poor working and living conditions
- Poor terms of employment
- Timesheet calculations
- Wage payment issues or deductions
- Detained passports
- Poor recruitment practices
- Coronavirus concerns

Ethical Labour Audits

As reported in 2019, we conducted pilots of our ethical audit process to ensure the ethical labour auditing regime was fit for purpose in the UK. Opportunities for improvement were identified with our auditing process and with the subcontractor who participated in the audit. In 2020, we have consolidated our audit framework, improved the resourcing, governance and procedural aspects by rolling out a more harmonised approach with our quality, procurement and H&S teams. COVID-19 has impacted our audit plan, however we have still been able to conduct 11 project audits and 44 supply chain and subcontractor audits. The scope of audits included the assessment of working conditions to ensure they are aligned with H&S requirements and [UK Ethical Labour Principles](#), including any relevant UK Government COVID-19 Guidance.

CASE STUDY | UNITED KINGDOM

Revamping our online site induction videos

To mark the launch of our new health and safety 'One life. One team.' culture change programme, we revamped our online inductions, where we strengthened the labour practices section in order to tackle labour exploitation across construction sites. The online induction covers workers' rights, union information, employment terms, working hours, payslip information and grievance mechanisms as well as the details of the Modern Slavery Helpline.

CASE STUDY | UNITED KINGDOM

Construction Roundtables with the UK Government Department for Business, Energy and Industrial Strategy (BEIS)

Throughout 2020, Multiplex has been actively involved in the BEIS Construction Industry Roundtables to discuss labour market challenges and opportunities, providing insights and commentary to the government on key emerging themes affecting labour in construction. The topics covered include:

- COVID-19 and its impact on Modern Slavery in the Construction Industry and wider economy
- Impact of Brexit (Deal / no Deal) on the Construction Industry and labour shortages
- Labour supply into the Construction Industry with a focus on the recruitment sector and agencies
- The introduction of the Single Enforcement Body (SEB) and related progress
- Future Partnership opportunities

Recruitment Agent Due Diligence in the Middle East

Migrant workers account for 90% of the workforce in the Middle East, and recruitment between South Asia, Southeast Asia and the Middle East continues to be a key challenge for Multiplex and the wider industry. We are committed to our ethical recruitment processes and systems, however due to reduced project operations we have not been recruiting workers from our sourcing countries for over 18 months. Given these changes in our Middle East operations, we have focused our attention on working with our peers at [Building Responsibly](#) to support workers with local transfers and employment opportunities to other reputable companies, with the hope to provide income security and reduce the potential cycle of exploitation repeating itself due to returning to their countries of origin where they may face additional recruitment costs if/when seeking new employment. A total of 59 workers were transferred and obtained re-employment as a result of this approach, avoiding the potential risks of debt bondage and in-country exploitation.

Investigating Modern Slavery Risks

When we receive intelligence through ethical audits, our worker interviews, or from other sources such as NGOs or media reports, we immediately investigate. Where our subcontractors identify possible indicators of modern slavery within their own operations, we support and monitor their investigations.

We have a risk-based escalation protocol, which means in all cases appropriate response action is taken by the relevant region and team. One risk we monitor particularly closely is wages being paid on time and in full; forming the basis of our 'early warning indicator' and response process. Where wage payment issues are identified, we work with our supply chain partners to remediate the situation in a timely manner.

Another significant risk to our business operations in the UK includes fraudulent documentation and right- to-work checks. As reported in our 2019 statement, Multiplex has identity scanners across all of our UK sites. This year we have identified 7 cases of fraudulent documentation, with 2 cases leading to further subcontractor due diligence, worker interviews, mandatory Stronger Together Training, tool box talks and capacity building.

Specific and Targeted Training

Training is a fundamental component of our strategy. It is critical to raising the profile of modern slavery, forced labour and human rights risks within our business and our supply chain. Due to COVID-19 our training programme has been impacted with key delivery staff on furlough and 'in-person' restrictions, however, where possible we continued to run targeted training for our employees in our business who have direct contact with workers in our supply chains, including:

- Mandatory training for employees on our policies and procedures and their roles via our annual Code of Business Conduct and Ethics Training in the UK which includes a section on Modern Slavery with a 99% (792 employees) completion rate. We also have our e-learning training module 'Tackling Modern Slavery' which raises awareness of the risks of modern slavery in construction and is founded on video content from the Chartered Institute of Building (CIOB). In 2020, we continued to deliver this module to our UK employees, with 44 employees taking part.
- Fair employment conditions are a vital for delivering ethical labour practices. In 2020, we worked with our H&S team to develop an industry leading interactive online induction which was rolled out across all of our UK construction sites, leading to over 18000 workers being inducted. The induction content was founded on GLAA best practices, to empower workers on our sites with knowledge on their rights and remediation processes. This includes references to the UK labour laws, our grievance mechanisms and the Modern Slavery Hotline with a small questionnaire afterward.
- In Canada we have included details relating to modern slavery and our protocols in the SHEQ new starters orientation. The training covers the modern slavery statement, the role of the human rights committee and a talk given by [Matt Friedman](#) from the Mekong Club to raise awareness on specific risks in Canada.

CASE STUDY | UNITED KINGDOM

Stronger Together training delivered for subcontractors

Multiplex is a founding member of Stronger Together and the Chartered Institute of Building's joint construction programme, which aims to combat modern slavery, particularly hidden forced labour, human trafficking and other third party exploitation of workers. In 2020, we have strengthened our contract terms which requires all new subcontractors to attend Stronger Together construction specific training. This change has led to 12 more of our suppliers and subcontractors receiving certified training on the risks and potential steps to be taken to safeguard the rights of construction workers, building on last year's figure of 47.

CASE STUDY | MIDDLE EAST

Sharing best practices by leading a worker welfare 'COVID-19 Industry Group'

In April 2020, Multiplex convened a COVID-19 virtual working group in the UAE to primarily support knowledge sharing amongst key contractors, clients, consultants and subcontractors with a primary objective to safeguard the health and wellbeing of vulnerable migrant workers. Key topics around quarantining, establishing isolation zones, the use of PPE, transportation strategies whilst maintaining social distancing, staggered shift times, thermal screening, accommodation, transport, wage payment and general worker safeguarding were discussed leading to a harmonized industry led response and the sharing of regional best practices.

Reporting on Key Performance Indicators

In our 2019 Modern Slavery Statement, we committed to report on several focus areas. The table below details our performance in these areas and our points of action in 2020:

1. Supply chain procurement due diligence

- Multiplex continued to implement pre-qualification questionnaires across our supply chain to screen for ethical labour risks with 100% of our supply chain pre-screened in the UK and Middle East.

2. Supply chain operational monitoring

- Recognising the limitations of pre-qualification questions, during 2020 Multiplex continued to identify and implement region-specific tools (including audits, worker surveys and worker representative committee meetings) to support the identification and remediation of any issues regarding modern slavery and labour exploitation.
- In the UK, due to COVID-19 staff being on furlough and social distancing constraints we had to pause our original auditing framework and worker interviews. Worker representative committee meetings continued across our projects led by our H&S teams, maintaining worker voice and enabling grievances to be raised.
- In the Middle East, we continued to implement our Welfare Management System (WMS) in a reduced capacity due to COVID-19 and reduced business operations. This has led to 23 labour audits, 1808 workers being interviewed against our Worker Welfare Principles, 17 accommodation inspections and 230 worker representative committee meetings. In December 2020, our WMS won the [HSE Initiative of the Year at the Construction Week Awards](#) for its innovative approach.

3. The monthly review of analytics to capture high risk areas of the business

- In the Middle East, Multiplex continues to capture 12 key performance indicators. The dashboard is reviewed on a monthly basis with project teams, steering proactive decision-making relating to subcontractor performance against our Worker Welfare Principles and project level KPIs.
- We have further refined and resourced our UK Ethical Labour Management System which has enabled us to make steps to develop a live project level dashboard which captures 6 key indicators across all our UK sites to go live in 2021. Getting our dashboards live is a focus going into 2021 with COVID-19 and BREXIT induced uncertainty that we think will have an impact on workers across our sites.

4. Grievance mechanisms and access to remedy

- We continue to maintain and strengthen our grievance mechanisms in line with the UN Guiding Principles, which have proven successful in the early detection of subcontractor malpractice, COVID-19 issues, wage payment and forced labour risks in particular.

5. Capacity building for key internal and external stakeholders

- As detailed earlier in the statement, Multiplex is a member of the Stronger Together Construction Working Group, which delivers specific training to our subcontractors – the training is now embedded in our standard contract terms for all new projects to adhere to, leading 12 subcontractors being trained in 2020.
- In the Middle East, we continue to implement subcontractor management training on ethical labour practices, which in 2020, has been delivered to 42 subcontractor management staff (totaling 91.3% trained across all our projects).

Influence, advocacy and thought leadership



Building Responsibly

Multiplex maintains its position as Co-Chair of Building Responsibly. In 2020 we led a COVID-19 worker welfare virtual roundtable during the pandemic which led to the drafting of the guidance note [‘Respecting Worker Welfare during COVID-19’](#)



Stronger Together

Multiplex continues to be a programme sponsor of the Stronger Together Construction Working Group, which provides a platform to share resources and supplies free modern slavery training for our supply chain and employees. In 2020, 12 additional members of our supply chain attended Stronger Together interactive workshops across the UK. We also have three certified Stronger Together in-house trainers to deliver [construction specific modern slavery training](#).



Gangmasters &
Labour Abuse Authority

Gangmasters and Labour Abuse Authority (GLAA) Construction Protocol

In July 2018, Multiplex signed the [GLAA Construction Protocol](#) to help tackle labour exploitation. In 2019, we continued to support the GLAA by encouraging 1000 of our supply chain to sign the protocol and this year we have built our online induction to capture some of the themes of GLAA construction protocol materials. This protocol aims to protect vulnerable workers through sharing information and intelligence, raising awareness in supply chains, and maintaining momentum within the construction industry. We have also widely adopted their tools in our induction materials.



Department for
Business, Energy
& Industrial Strategy

Department for Business, Energy and Industrial Strategy (BEIS)

Throughout 2020, Multiplex has been actively involved in the [BEIS](#) Construction Industry Roundtables to discuss labour market challenges and opportunities, providing insights and commentary to the government to help shape the future of our sector.



Institute for Human Rights and Business (IHRB)

Multiplex is an active supporter of the IHRB's Framework for Dignity in the Built Environment. We hosted them in London in November 2019 to help develop the [Principles for Dignity in the Built Environment](#) and will continue to propagate their work to embed human rights in the built environment.



World Green Building Council (WGBC)

Multiplex is an active supporter of the [WGBC's Health and Wellbeing Framework](#) and its focus on social equity, inclusion and worker rights throughout the construction life cycle. Throughout 2020 we have provided technical support, thought leadership and commentary on the framework as well as sharing our approach to workers' rights, social justice and wellbeing on several panel discussions. Multiplex is also a Corporate Advisory Board member of the WGBC.



International Institute of Risk and Safety Management (IIRSM)

Multiplex's pioneering work on heat stress management and human rights in the Middle East has been externally recognised by the [International Institute of Risk and Safety Management](#) at an awards ceremony in London.

Next Steps

We are committed to the highest ethical standards and will continue to review the effectiveness of our policies, procedures and training to improve our ability to detect, mitigate and reduce the risks of modern slavery and human trafficking within our business and supply chain.

Our work on modern slavery cannot stand still. We will continue to assess, develop and improve our approach to modern slavery and broader forms of exploitation in the regions where we operate.

For 2021/22, we have identified the following key actions:

1. Review the governance and resourcing of our Ethical Labour Management Systems for Multiplex UK;
2. As a result of COVID-19 disruptions we will need to refresh and re-scope our supply chain auditing and due diligence assessments, this will be a priority;
3. Launch our UK Ethical Labour Dashboard to enable data collection, using this data to improve our site-based controls;
4. Revise our UK management processes to reflect recent changes due to BREXIT and a workers 'Right to Work'; and
5. Continue to leverage our influence by supporting industry efforts through our network with the Institute for Human Rights and Business, Building Responsibly and the World Green Building Council to promote greater awareness of the synergies between modern slavery, human rights, climate action and inclusive growth.

Multiplex publishes this statement on behalf of its operations in the UK, the Middle East and Canada, in accordance with section 54 of the UK Modern Slavery Act 2015, for the financial year ending December 31, 2020.

A handwritten signature in black ink, appearing to read "John Flecker".

John Flecker
Chief Executive Officer, Multiplex
June 2021