



**MULTIPLEX**

# Positive Impact

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



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If you stand at the foot of 22 Bishopsgate in London and look up nearly 300 metres at the City's dominant new tower, you will see a project being delivered by some of the world's best construction teams – working over five million hours safely to date – to create not only the most advanced office building around, but the first WELL building in Europe on this scale. We are generating 22 new apprenticeships, bringing 302 new entrants into construction, engaging 1,274 pupils and students, as well as being rated 'Exceptional' by the Considerate Constructors Scheme and raising nearly a quarter of a million pounds for charity. When you experience this, the potential of our Positive Impact idea really comes alive.

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# Part 1

# One Vision





# 2018 Positive Impacts

## Environmental Emergency

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**1 of 178**

companies worldwide to set their carbon emissions reduction targets in line with climate science

**Over 3,500**

tonnes CO<sub>2</sub>e avoided by switching our electricity supplies to green tariffs

**100%**

of Multiplex projects achieved or exceeded their environmental assessment targets

**Over 200,000**

cubic metres of waste diverted from landfill

## Investor in Wildlife

joined an exclusive group of businesses by becoming an investor in Wildlife with the London Wildlife Trust

## Social Value

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**3x**

ahead of target for local people employed

Achieved 57% against a target of 20% of local people employed

**3x**

ahead of target for money raised for charity

Achieved £327,474 against a target of £100,000

**2.5x**

ahead of target for educational engagements

Achieved 105 against a target of 40 educational engagements

**7x**

ahead of target for community engagements

Achieved 288 against a target of 40 community engagements



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Our reach: In Europe in 2018 we employed 920 people on 19 projects, with a supply chain spend of £800 million.

## Human Rights

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### Led our industry

Worked with UK Government and our industry to develop the industry-wide approach and signed up to the GLAA construction protocol to combat modern slavery

### Co-drafted the global Building Responsibly Principles

for worker rights and welfare, adopted by 6 construction companies and 20 Oil and Gas companies worldwide

# 300+

**staff members participated in our Respect Campaign and Diversity & Inclusion workshops**

## Health & Safety

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# 1:12

**ratio of mental health first aiders to total number of staff**

# 0.05

**reduced our Accident Frequency Rate**

Continuing a 5-year downward trend (against an industry average of 0.31)

## Professional Development

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# 12%

**of staff embarked on our new professional development programmes**

120 Multiplex people engaged in our new Aspire and Inspire courses

# 105

**apprenticeships created across our projects**

## Digital

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# 100%

**of new projects go digital**

## Award-winning

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# 50 Awards

**across 19 projects**

# One Vision

# Four Principles

## Built to outperform

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

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

## Built for precision

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

## Built for people

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

## Built for positive impact

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

## Built for evolution

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

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







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

**Ashley Muldoon**  
CEO  
Europe, the Middle East and Canada



# Part 2

# The World Around Us





# The World Around Us

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**Our response to complex, interrelated and evolving demands for addressing key global environmental, health and welfare concerns is to make Positive Impact a fundamental principle of our culture and credible science the basis for our progress.**

Positive Impact is our expression of the net positive idea that you do more good than harm as a business. Multiplex projects are not paper, let alone digital exercises; real lives, communities and resources are involved - so the potential for good is tangible and immediate in so many ways.

But we recognise that in order to drive the level of positive impacts that we want, we need engagement, understanding and motivation across our stakeholder groups. Put simply, the more clarity and buy-in to the concepts we can generate, the more we can do together.

As part of our sustainable business development strategy in 2018, we have identified seven core stakeholder groups which fall into four categories. Throughout 2018 we have had ongoing engagement with all of these groups in order to develop our insights into materiality.

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

In 2018 we launched the Positive Impact principle for Multiplex. The Net Positive movement is fundamentally about focusing on our greatest impacts and our largest areas of future potential.

Going forward we want to gain further traction for Positive Impact within our Multiplex culture, so that everyone associated with us understands where we are aiming and is enabled to play their part.

For our Positive Impact principle to be a success we need to ensure that our approach is collaborative, credible, science-based and evidence-backed. We are ambitious, nothing less will do.

**Stephen Smith**

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

**Dr Eva Gkenakou**

Sustainability Director  
Europe





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

**Stephen Smith**

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

# Our Business

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

We build large-scale, complex and advanced structures and they have direct impacts on the environment, communities and individual lives. We've spent the last decade focused on minimising the harm of impacts and by hard work, we have made great headway in safety and sustainability, social value and community.

Construction of iconic new buildings for great cities is never easy. Each of our projects is unique and presents physical and mental challenges - but in overcoming them, they also give us a huge sense of collective pride and achievement.

In 2018, major issues we faced included climate change, human rights, the inclusive economy, supply chain sustainability and inclusive cultures. For businesses, the demand for savvy digital leadership and 'ecosystems thinking' grew, while the mood around climate change became sharper and far more urgent.

In the face of these challenges, we see the need to take a clear and positive stance that accepts our responsibilities and gets things done.

We believe that when we build something new, the whole process should result in net positive impacts for the environment in which we live, for society and for the wellbeing of the people involved.

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**Positive Impact is about real projects and real lives.**

Targeting Positive Impact is not something we have done lightly. We are passionate about precision - we deal in scientific facts and we will judge progress by results. So it is a matter of great pride that the work of our people in 2018 has allowed us to make so much progress. We were one of only 22 UK-headquartered companies to sign up to Science Based Targets on carbon, we led in tackling modern slavery in construction, we created a complete set of detailed guidelines for Better Workspaces for our own staff and we exceeded our social value targets by a long way, in project after project.



# Globally

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

# Europe

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**19** years of contracting  
**47** completed projects  
**920** employees  
**19** current projects  
**\$11.9bn** of work to date



# Mega-Trends

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

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## Environmental Emergency

Climate crisis and protection of the environment are the defining existential challenges of our time. To avoid devastating consequences, we need to limit global warming to no more than 1.5 degrees Celsius. In 2018, the UN Intergovernmental Panel on Climate Change (IPCC) reported that there are only 12 years left to drastically reduce planetary carbon emissions. Although 185 countries ratified the Paris Agreement in a pledge to make this a reality, the current commitments are not enough and the world is currently set for a catastrophic 3-5 degrees Celsius of average global heating.

However, to treat climate change as a risk of the future would be a mistake, it is already here, with the global climate already 1 degree Celsius warmer than pre-industrial records. This has manifested itself in a range of increased extreme weather events that in 2018 included the wildfires in Australia and California, the “Beast from the East” in the UK and typhoons in Japan. Climate resilience, the ability to anticipate, prepare, and respond to hazardous disturbances related to climate, is now becoming an increasing focus for businesses and countries alike.

The tone has shifted; urgent and far-reaching change is now mandated both to prevent the worst version of climate change and to respond to the effects already being experienced.

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## People and Wellbeing

While climate change operates on a planetary level, a range of long-term issues affecting the fundamental rights and welfare of each individual human are also to the fore.

These include one’s rights to respect and the need for an active approach to diversity and inclusion and also for employment that promotes people’s wellbeing in every physical and mental sense.

In 2018, we saw a substantial increase in the focus on mental health across society and in the construction industry in particular. Construction has a well-documented heritage of high pressure and confrontational relationships; in 2018 this was increasingly highlighted within the context of poor mental health and suicide rates within the industry.

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## Social Value and Community

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

In 2018 the positive power of social value has been explicitly recognised by government and across the world of property development, construction, architecture and design. Significantly, during 2018 substantive collaborations got underway aimed at effectively measuring social value so that we can have objective metrics in this complex but incredibly valuable area of action.

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# 1.5° Max

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## Trust and Ethics

Trust is fundamental for interpersonal relationships as well as business ones. On a political level, the breakdown in trust is evident in the ongoing Brexit situation and the furore around data privacy. On an industry level, construction in 2018 was rocked by business failures and a whole business model with systemic problems.

On a corporate level, the idea has taken hold in investor circles as much as in the realms of activism, that businesses need to show they are fulfilling a useful and active role within society, delivering for their full range of stakeholders and not just their shareholders. And all the while, construction is challenged by immediate issues like modern slavery to show itself ethical and capable of concerted and decisive action. In 2018 we also saw the convergence of the UN Guiding Principles with the Zero Draft which pushed the scope of corporate responsibility to take appropriate action for human rights due diligence far further down supply chains.

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## Digital and Data

Construction has been one of the slowest global sectors to feel major impacts from the digital and data transformation that have swept through most other sectors. Complexity in our processes, the variation of challenge in each project and challenges around the business model itself have all contributed to that. But the opportunity for digital and data to sweep through construction and disrupt markets is real and now we are seeing the start of that process.

# Materiality & Stakeholders

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As part of our strategic work to develop **Positive Impact as a core business principle**, we have developed a materiality matrix. This matrix is therefore central to all our business thinking. Going forward we will be able to use this baseline matrix to support ongoing risk and materiality assessments and stakeholder engagements.

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



## Our stakeholders and what matters to them

Stakeholders	Who they are	Stakeholder priorities
Our people and partners	Our staff Our prospective staff	Financial performance Health, safety, sustainability and social value performance Project performance Purpose Quality performance Remuneration & benefits Respect, diversity and culture of care Wellbeing Workplace environment
	Our supply chain partners	Business and employment opportunities Fair payment Financial performance Health, safety, sustainability and social value performance Project information Project performance Quality performance Wellbeing Workplace environment
	Project partners	Health, safety, sustainability and social value performance Project information Project performance Quality performance
Building owners and users	Our clients	Financial performance Health, safety, sustainability and social value performance Project information Project performance Quality performance
	The people who use our buildings	Health, safety, sustainability and social value performance Project information Quality performance Workplace/home environment
Local communities and authorities	Local communities	Business and employment opportunities Health, safety, sustainability and social value performance Project information Project performance
	Local authorities	Health, safety and sustainability performance Project information Project performance
Our owner Brookfield	Our owner Brookfield	Financial performance Health, safety, sustainability and social value performance Project information Project performance Quality performance

# Working with our supply chain in 2018

**We place great value on the quality and commitment of our supply chain partners. They are by nature a diverse group including multi-nationals, SMEs, social enterprises and individual experts. The construction materials we use are sourced from around the globe and we seek to assure the integrity of the organisations within our direct and indirect supply chains to ensure that they share and maintain our values, qualities and ethical standards.**

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## Improving on-boarding

We continue to develop our supplier on-boarding, validation and accreditation process through our online 'Supply Network' supplier database. The initial pre-qualification process aligns with the construction industry standard (PAS91) and includes our specific corporate due diligence processes. We are members of Build UK and in collaboration with other member organisations are working to achieve a Common Assessment Standard (CAS) for the pre-qualification and validation of our supply chain. The CAS, when implemented will be adopted by Build UK members enabling the majority of the pre-qualification criteria to be assessed by accredited third parties, thus reducing duplication within the supply chain. Using technology to import common data through Application Programme Interfaces (APIs) will greatly improve efficiencies and streamline the process.

Our on-boarding processes ensure that there is a declaration and supporting evidence in respect of Anti Bribery and Corruption Act 2010, the General Data Protection Regulations 2018 and Modern Slavery Act 2015.

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## Improving collaboration

We hold Supply Chain Collaboration Hubs, the message we share is that we want to be world class and deliver a net positive impact for everyone involved (i.e. best value to our clients, best relationship with supply chain, best environment for our people and have a positive impact to society) in order to:

- Identify frustrations and address them and align our processes
- Know Our Supply Chain and their strengths and goals better
- Share knowledge and value journeys together
- Feel trust and honesty flowing between us
- Be accessible and available to Our Supply Chain
- Be their contractor of choice
- Work together
- Be better at getting better

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## Improving performance

We continually evaluate Our Supply Chain not only through supplier validation and B2Bs, but also with regular performance reporting on each project. This is undertaken via a dedicated module within our Supply Network database. This enables us to provide feedback to our projects and our supply chain on the KPIs within our performance assessment covering a diverse range of topics. We drive improvement through engagement, agreeing improvement plans and investing in our relationships. This promotes open honest discussion as we seek to capture and share the lessons learned and to deliver a consistent standard.

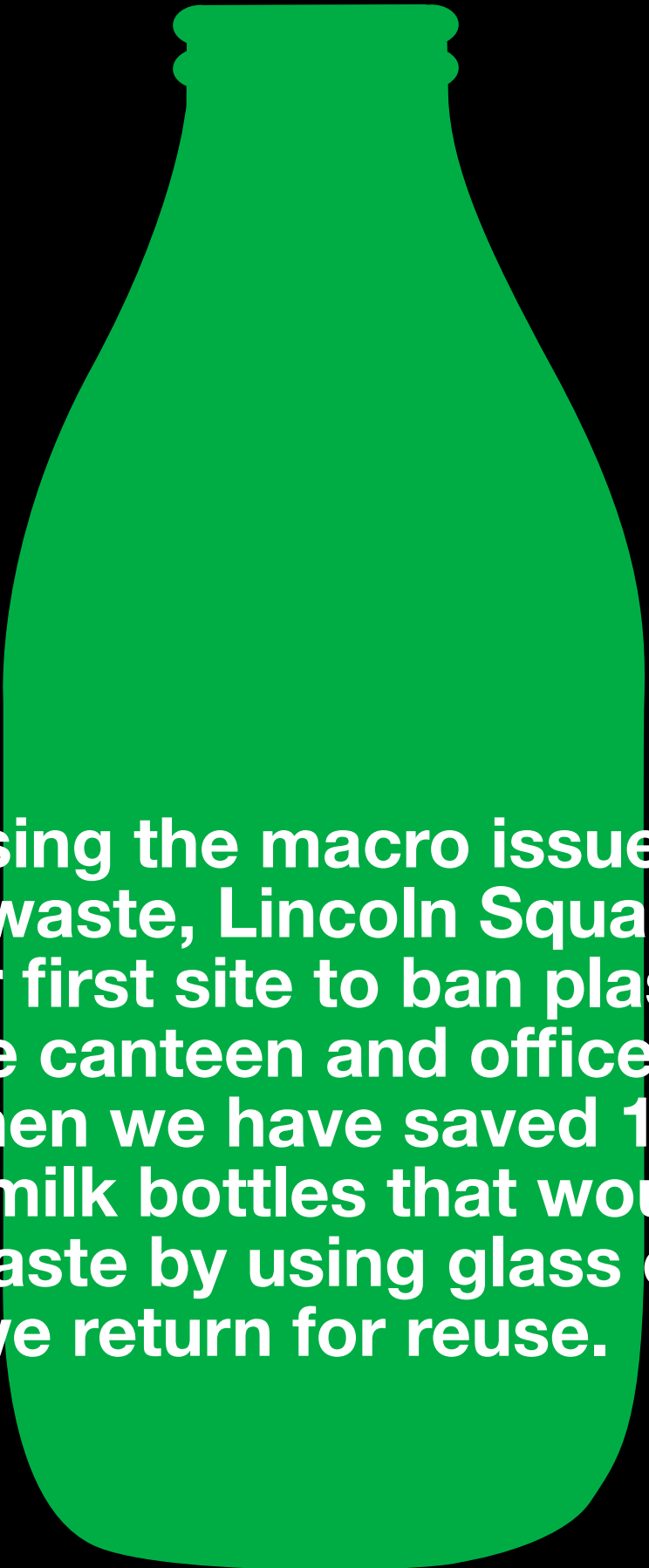
To further evaluate the capabilities within Our Supply Chain we also undertake 'capacity profiling', understanding their current and future secured workload, evaluating their resources, their growth aspirations together with past and current financial key indicators and the relevant skills, knowledge and experience to undertake the prescribed works. The capacity profiles provide us with a dashboard that enables us to maximize certainty, clarity and efficiency when evaluating our supply chain.

**Our 2018 supply chain spend represents an ongoing opportunity to seed further positive impacts.**



# Our business strategy directly addresses the macro challenges and empowers practical positive impacts in our projects.

Core Business Strategy	Forces Shaping Our World	Multiplex Achievements
<div>Built to Outperform</div> <div>Focusing on four strategic principles will help us achieve our goal of becoming a high performance organisation and playing our role in society.</div> <div>Built for precision Built for people Built for positive impact Built for evolution</div>	<div>Environmental Emergency</div> <div>People and Wellbeing</div> <div>Society and Community</div> <div>Trust and Ethics</div> <div>Digital and Data</div>	<div>Science Based Targets Renewable Energy Outperformed on BREEAM Investors in Wildlife Launch of Better Workspaces</div> <div>Aspire &amp; Inspire Leadership Programmes Mental Health First Aiders H&amp;S Behaviours Programme Leading AFR rates</div> <div>Social Value Delivery Social Value Modelling Fair Payment Terms</div> <div>Modern Slavery Respect ODI Quality Governance</div> <div>Digital Construction Digital Dashboards</div>



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**Addressing the macro issue of plastic waste, Lincoln Square was our first site to ban plastics from the canteen and offices. Since then we have saved 1,500 plastic milk bottles that would go to waste by using glass ones which we return for reuse.**

# Part 3

# 2018

# Positive

# Impact:

# Highlights







# Environmental Emergency: a responsibility to act now

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## How Multiplex can drive towards Positive Impact

The latest climate science stipulates that average global warming must be limited to 1.5°C by the end of the century compared to pre-industrial temperatures. For nations, businesses and communities, this is no easy task, but it is critical. To help tackle this challenge, we can set a Science-Based Target, which is a carbon footprint target in line with the latest climate science - and we can do so for our direct and indirect emissions.

Our first commitment is to reduce our direct emissions 30% by 2030 from a 2017 base year. We are accelerating progress against this by changing the way we buy electricity. We aim to switch to 100% renewable electricity tariffs by 2020.

Our second commitment on indirect emissions is to have key suppliers representing 95% of emissions from purchased goods set a science-based emission reduction target by 2023. We plan to work closely with our subcontractors to help them understand their carbon footprint and develop a target in line with climate science. Together we can identify solutions to optimise energy efficiency and shrink our collective carbon footprint.

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## What we achieved in 2018

In August 2018, we made a public commitment to reduce our carbon emissions in line with the Science Based Targets Initiative protocol – a joint initiative between the World Resources Institute (WRI), the World Wide Fund for Nature (WWF), the United Nations Global Compact (UNGC) and the Carbon Disclosure Project (CDP) that aims to set practical guidelines for achieving Paris goals. Following a rigorous external review, our targets have now been approved by the Science Based Targets Initiative. By the end of 2018 we were one of 178 companies across the world to achieve that, one of only 9 construction companies worldwide and one of only 22 UK-based organisations.

In 2018, we held internal stakeholder consultations amongst the heads of every department, including procurement, design, technical and Multiplex plant and equipment, to incorporate their insight into our carbon strategies. We also delivered training on our Science Based Targets and our plan to achieve them to our people across the business.

In 2018, we created a comprehensive supply chain engagement plan to help us achieve our indirect carbon goals and set out the timetable for 2019 activities.

During the year, 100% of our projects have achieved their environmental assessment standards including 6 BREEAM Excellent.

In 2018 we rolled out our programme to switch to 100% renewable energy and by the end of the year we had achieved this on 70% of the electricity used on Multiplex projects. In 2018 we diverted 98.9% of the construction phase waste from landfill, 98.5% of demolition waste and reused 95% of the excavation phase waste, bettering our targets of 98%, 98% and 80% respectively. We also became an investor in wildlife with the London Wildlife Trust.

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## Where we are headed

Going forward with our direct carbon reduction strategy, we aim to switch to 100% renewable electricity tariffs by 2020. In order to achieve our indirect carbon targets, we plan to work closely with our subcontractors to help them understand their carbon footprint and develop a target in line with climate science. Together we can identify solutions to optimise energy efficiency and shrink our collective carbon footprint.

Our ongoing goal is to deliver buildings that operate at low energy, carbon and cost, so we are going to collaborate closely with our clients and design teams to optimise the use of low-carbon materials and low-energy building systems. We are creating a programme to help us engage with our clients and design teams, so we can raise awareness of low carbon in construction and spark opportunities for collaboration in this space. At all times, our solid, science-based approach will ensure that what we achieve is credible.

# Achievements

**1 of 178 companies worldwide to set their carbon emissions reduction targets in line with climate science**

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**Over 3,500 tonnes CO<sub>2</sub>e avoided by switching our electricity supplies to green tariffs**

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**100% of Multiplex projects achieved or exceeded their environmental assessment targets**

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**Over 200,000 cubic metres of waste diverted from landfill – enough to fill Centre Court at Wimbledon 2.5x over**

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**Better Workspaces - Implemented a pioneering sustainability and wellbeing standard for our temporary facilities**

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**Joined an exclusive group of businesses by becoming an Investor in Wildlife with the London Wildlife Trust**

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Behind our public commitment to eliminate our contribution to the climate crisis are hundreds of hours of analysis, calculation, reporting and strategic thinking across our business. The commitment is one we can deliver.

A large, stylized graphic of the word 'Net' is positioned on the right side of the page. The letter 'N' is green, while the letters 'et' are white. The 'e' is particularly large and rounded, with a thick stroke. The graphic is set against a black background.

# Net



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Enro

Carbon

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

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## How Multiplex can drive towards Positive Impact

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

At the same time, we need to acknowledge that mental health needs addressing with just as much vigour and persistence - arguably more right now, given the scale of the problem in our industry.

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

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

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## What we achieved in 2018

In Autumn 2018 we launched our signature management development programmes, Aspire - a 12-month development journey and Inspire an 18-month development programme for leaders with 45 colleagues from departments across our business in the first cohorts. During 2018 Multiplex trained and set up our comprehensive network of mental health first aiders so that we have at least one on every project and office across the UK in partnership with the Mental Health First Aid UK and Build UK.

And in 2018 we created a comprehensive set of Better Workspaces standards and assessed 100% of current projects, enabling us to baseline our current performance and understand the performance gap of our current accommodation.

Multiplex has achieved strong performance improvements in safety over time and in 2018, against the backdrop of a very full orderbook, we further improved on our Accident Frequency Rate. This represented a historic positive trend from 0.12 to 0.05 accidents per 100,000 hours worked over the last 5 years.

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## **Where we are headed**

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

# **Achievements**

**Further improved our Accident Frequency Rate**

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**Move forward on safety from 18001 IOS to 45001 ISO certification**

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**Reviewed and further developed a detailed 5-year Health and Safety Improvement Plan**

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**Commenced work to better understand the cultural basis for safety performance**

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**Launched state-of-the art professional management development programmes**

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**Created complete network of trained mental health first aiders**

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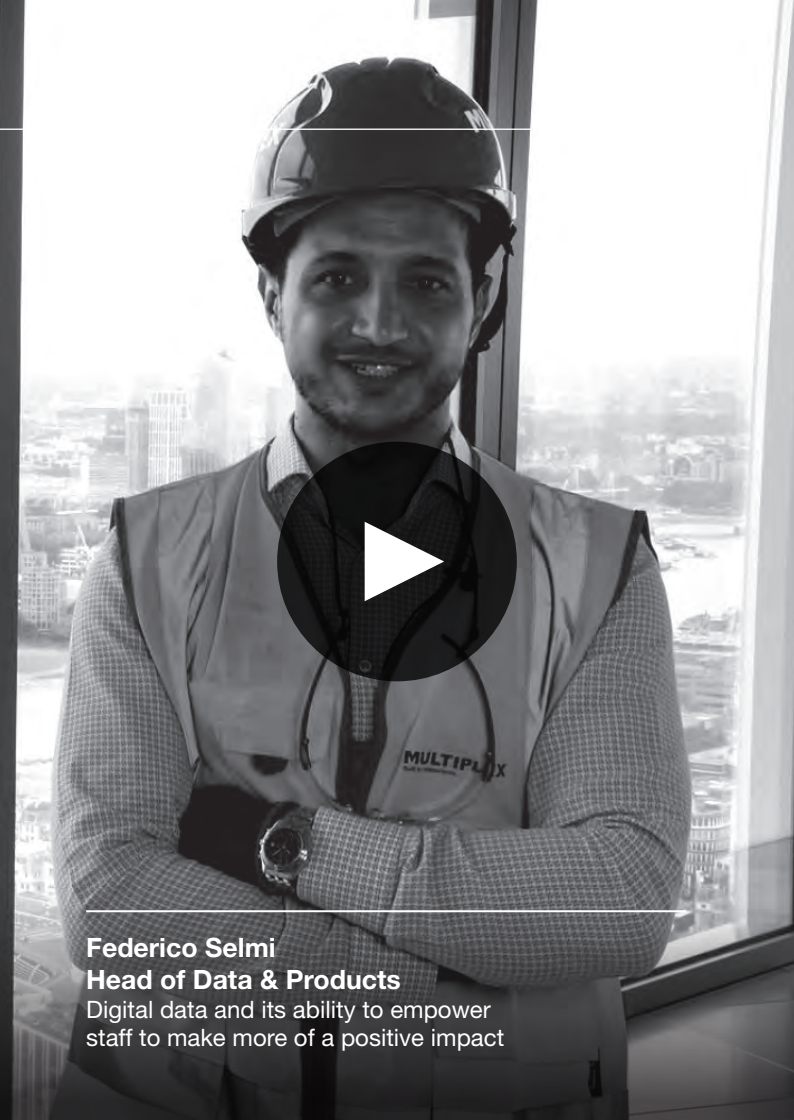
**Active sponsor of Women Into Construction nationwide**

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**Claire Scrimgeour**  
**Mental Health & Behavioural Change Advisor**  
Mental health awareness



**Federico Selmi**  
**Head of Data & Products**  
Digital data and its ability to empower staff to make more of a positive impact



**Luciana Campos**  
**Social Value and Community Manager**  
Local jobs and local neighbours



**Paul Serkis**  
**Project Director**  
Health and safety on our sites





**Georgina Grafakou**  
**Sustainability Manager**  
Single use plastic elimination



**Jessica Verdon**  
**Social Sustainability Manager**  
Human Rights



**Pavan Juttla**  
**Sustainability Manager**  
Science Based Targets



**Sam Martin-Simons**  
**Graduate Construction Manager**  
Better workspaces for everyone



# Social Value and Community: the power to change lives

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## How Multiplex can drive towards Positive Impact

Multiplex is recognised as a leader delivering quality and highly-effective social value and community engagement activities and outcomes.

Over the last eight years, Multiplex have delivered 1,243 new entrant jobs for local people, engaged over 10,000 school pupils to build aspiration and address the construction skills gap, raised £2.5 million for local charities and good causes and consistently gone above and beyond our targets and project deliverables. This body of practical expertise is a key asset.

But the true motivation for our Social Value and Community specialists across our business isn't numbers or the outcomes we generate - it is about linking the opportunities presented by our projects into the needs of local communities and the change we can have on people's lives.

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

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## What we achieved in 2018

Multiplex Social Value and Community Managers are consistently rated very highly for the energy and expertise they bring to their work everyday. These experts sit at the heart of a proven model for community engagement. Our approach is a systematic way of investing in people, supporting business, inspiring our community and respecting our neighbours. We take our responsibilities seriously and continuously engage with our stakeholders.

In 2018 this powerful model outperformed against all our key metrics and once again, this is 'outperformance' pure and simple - going above and beyond what were realistic and challenging targets. In exceeding those targets we made real differences to real lives.

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

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## Where we are headed

Multiplex is one of the industry's leaders in social value modelling; we see it as an area of huge potential for our business, clients and communities. Our science-based approach across the whole of our Positive Impact strategy dictates that we get the details of any metrics right and achieve the transparency, quality and reliability which we all need to rely on.

Our work to keep on outperforming in the delivery of social value will continue to be a priority and differentiator for our business. We have the expertise and resources to deliver results - and to learn and improve and so, with each project we will look to maximise the value across all areas of measurement. Our work to establish the Seven Principles of Social Value, alongside our work in the field of data capture, will aim to deliver credible, real time numbers for ongoing management control and improvement of what we do.

# Achievements

**Target 20% local people employed:  
achieved 57% living within 15 miles  
of our sites**

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**Target 56 educational engagements:  
achieved 105**

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**Target 56 community engagements:  
achieved 288**

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**100% of live sites have social value  
and community engagement plans**

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**100% of projects achieved 9/10  
Community Considerate Contractor  
Score**

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**Commitment to seven principles of  
social value**

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**Pioneer member of Social Value UK  
and Social Value International**

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In 2018 **our social value and community team outperformed against all our key metrics** and once again, this is 'outperformance' pure and simple - going above and beyond what were realistic and challenging targets. In exceeding those targets we made real differences to real lives.



2x ahead of target for educational engagements. Achieved 105 against a target of 56 educational engagements







Achieved 57% against a target of 20% of local people employed



13% local procurement and 11% SME spend with a total social enterprise spend of £250,122



# Trust and Ethics: actively using our advantages of financial stability and strong governance to do good things

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## How Multiplex can drive towards Positive Impact

Our ownership model and the financial stability and absolute requirement for strong governance systems that come with that, give us the opportunity to be a leader on trust in the construction sector. By working with the clear vision of high performance driving the details of our business strategy, we can demonstrate our value to society. By investing time and energy in key human rights issues as they emerge we can collaborate with our supply chain and peers to get real progress quickly. And on the critical issues of diversity and inclusion, we can show real progress and engagement right across our business.

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## What we achieved in 2018

In the summer of 2018, Multiplex commissioned an internationally recognised consultancy to deliver an internal diversity and inclusion audit, which led to the development of our own programme in this field: Multiplex Respect. We went on to deliver 15 Multiplex Respect workshops across the business, with the participation of more than 300 individuals. Using both the outputs of the Respect workshops and the findings of a benchmarking report we commissioned from Ernst & Young, we then created the Multiplex Respect Committee of over 20 members, ranging from different demographics and experiences.

In 2018 we became signatories of the GLAA (Gangmasters Labour Abuse Authority) construction protocol aimed at eradicating slavery and labour exploitation in the building industry. 20% of our projects were audited on Labour practices, 30 supply chain members attended modern slavery training and we co-drafted the Building Responsibly Principles, which are designed to set the bar for worker welfare in construction.

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“Multiplex now serves as vice-chair of BR and has been an active and inspirational participant for other companies. Multiplex led a coalition of peer companies through BR to establish a common global baseline for the treatment of workers—the BR Principles. Multiplex has been integral in creating the tools and guidance necessary to integrate the Principles across the value chain. Multiplex has been a driving voice in the emerging movement of construction and engineering companies committed to addressing worker welfare rights.”

**Peter Nestor**

Director Human Rights  
BSR Secretariat of Building Responsibly



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## Where we are headed

With the rise of the rights agenda, bolstered by the burgeoning refugee crisis, widening inequality, global supply chains, political uncertainty and disturbing data hacks, we know our path is clear. We know very well that construction is a complex, competitive and tough industry, but we have a responsibility to do more. We also know that it needs to evolve to deliver the levels of trust that diverse stakeholders require. We do not believe in paper promises - we believe in a science-based approach and change on a cultural level as key to this process.

We also believe that the digital revolution will continue, presenting a myriad of challenges but also opportunities for us to both stay relevant whilst protecting and promoting human rights. We know we have to take action, working with our partners to embrace change, strengthen our approach, to ensure we have a positive impact on our clients, colleagues, suppliers and communities.

# Achievements

**Commissioned and delivered against Third Party Diversity and Inclusion Audit**

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**Set up a Diversity and Inclusion model, led by a Respect Committee to drive progress**

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**Signed up to GLAA construction protocol to combat modern slavery**

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**We have conducted labour practice audits on 20% of our sites in partnership with Achilles**

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**Sponsored Stronger Together Construction working group on modern slavery**

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**Delivered basket of measures across projects to address modern slavery**

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**Co-drafted the global Building Responsibly Principles for worker rights and welfare adopted by 6 construction companies and 20 Oil and Gas companies**

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**Launched our global Human Rights committee and regional Modern Slavery Committee**

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# In November 2018, our Respect workshops directly involved one in three of our people







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

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## How Multiplex can drive towards Positive Impact

Multiplex is built for evolution. Our business strategy sets out Evolution as a core principle alongside Positive Impact. We’re distinguishing this goal from the many data ‘revolutions’ promised in the past in construction. Multiplex’s scale, focus and quality of workbook means we can now introduce data and digital technologies in a systematic, uniform manner, across every project, involving all of our supply chain and people.

Our evolution will be grounded in the realities of delivering complex and challenging projects on a world-scale. We can reach the point in the medium term when every project shares the same digital and data approach and standards - and from then we can move forward to become insight driven.

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## What we achieved in 2018

In 2018 we launched our Big Data programme to bring a single source of truth to all of our projects and to develop digital dashboards capable of bringing accurate data together for programme teams in real time. The first dashboards have achieved their first targets of reducing reporting time by 60%.

In 2018 we launched our Digital Construction programme which aims to provide the strongest possible foundation for digital innovation. We also committed to managing all new projects using a model-first approach to design and construction. We have identified minimum data requirements for all models that are simple for consultants and subcontractors to understand and which align with industry standards. This means that every building component within the model carries a standard set of data, giving us a precise understanding of design, which inevitably leads to improved decision making and less waste from on-site problem solving.

Following initial trials on 3 incubator projects, Digital Construction went live in 2018 across 3 trailblazer projects: The Broadway, University of Glasgow and Auriens Chelsea.

At the end of 2018 it was announced that all Multiplex projects going forward would be delivered as full digital construction projects.

As a key element of our holistic digital construction programme we introduced a suite of software to bring the digital model effectively onsite, for the benefit of our site teams and partners in programme delivery, progress checking, quality assurance and a range of core site functions where we can drive significant improvement and efficiency.



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## **Where we are headed**

Going forward, as projects complete and new projects come on stream, all Multiplex projects will be digital projects and all our workstreams will be supported with digital dashboards. Learning and refinement will go on throughout and we will begin to be able to develop true data based insights and operate within a complete digital environment, supporting substantial improvements across the board, on every programme.

# **Achievements**

**Launched our Big Data programme**

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**Developed first digital dashboards**

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**Invested in experienced digital managers across all new projects**

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**Launched our Digital Construction programme**

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**Announced all new projects to be full digital construction projects**

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**Launched first three Digital Trailblazer projects**

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



**“Built for evolution is a credible, organised and comprehensive evolution of our entire business to bring digital technologies into daily practice on every project.”**

**Tom Loader**  
Head of Digital Construction  
Europe, the Middle East and Canada



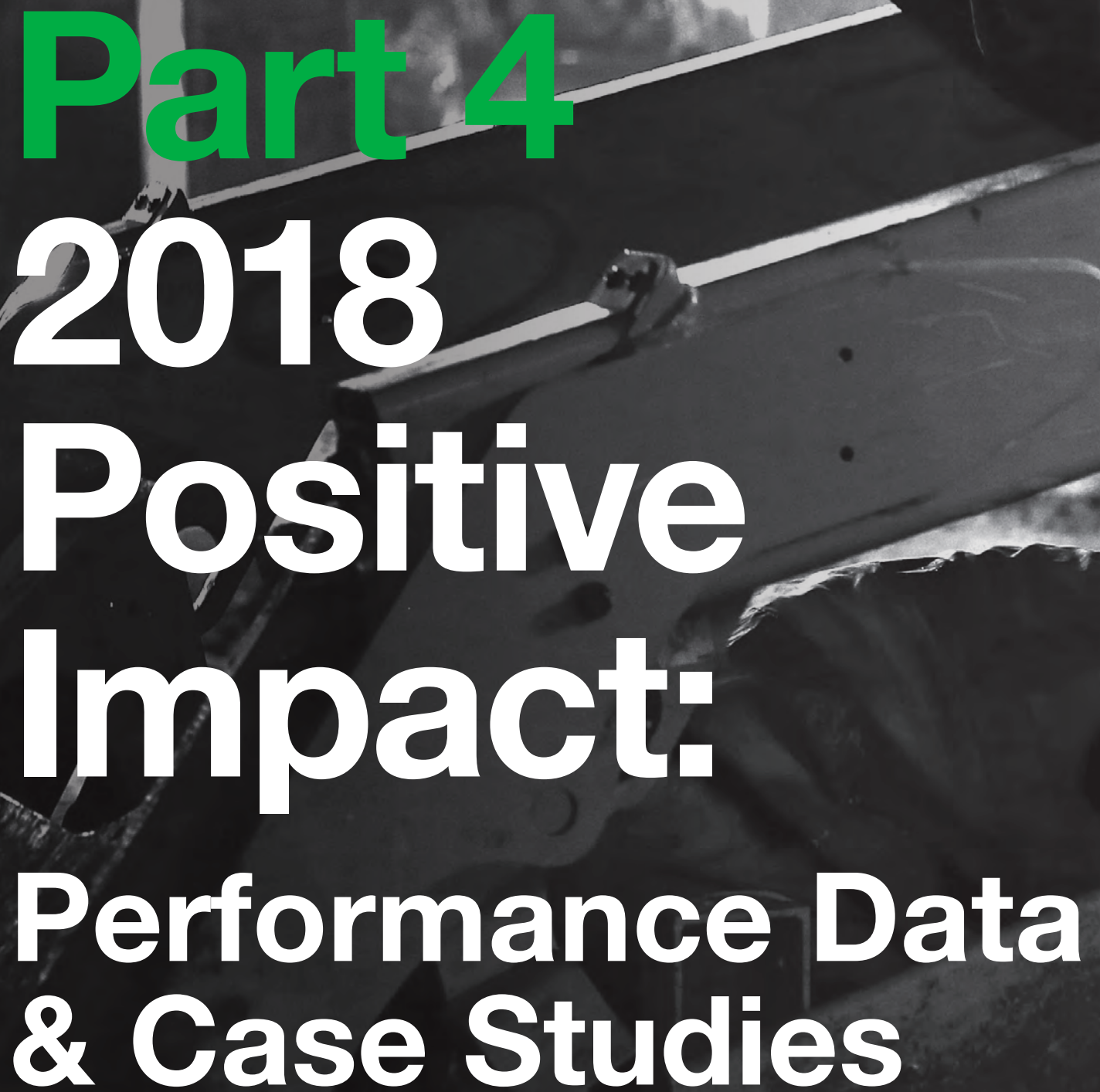
From 2018, all new Multiplex construction programmes will be driven by fully co-ordinated digital models that include the workflows of all our consultant and supply chain partners

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Minimum data standards now apply for all new projects - this includes standardised data tagging for every component on the project







# Part 4

# 2018

# Positive

# Impact:

# Performance Data

# & Case Studies





# Environmental Emergency: taking action





**“In 2018 our substantive response to the environmental crisis is helping to move our whole industry forward.”**

**Dr Eva Gkenakou**  
Sustainability Director  
Europe

# Environmental Emergency

In the past few months, understanding and awareness of environmental issues have rapidly increased in society. This has coincided with some key milestones in the work we are carrying out at Multiplex in changing and improving our approach in order to address those issues that are within our reach. These momentous achievements show our approach can, and does, have a significant positive impact on global environmental, societal and economic concerns as defined by the UN Sustainable Development Goals. We are proud that positively tackling these challenges puts us at the forefront of sustainable contracting.

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## Our approach is positively influencing and benefiting:

- Building developments, which amounts to billions worth of built assets in sensitive areas of London and Scotland
  - 1,000+ employees, through our work on wellbeing, sustainability, life-long learning initiatives, and diversity and inclusion
  - Supply chain, which includes thousands of people. The fact that the business spent over £800m with our supply chain partners last year shows the difference our work on our strategy for our developments can make in the market
  - Multiplex's people, clients and design teams, by inspiring them to create buildings that operate at low energy, carbon, waste, water and cost for their lifetime as well as contributing to better air quality and a biodiverse environment that people can enjoy
- More specifically, we have developed and launched an ambitious and holistic Net Positive Sustainability Strategy, which aims to be restorative. This means that we aim to not only eliminate our environmental footprint but also leave a net positive legacy locally and globally.

**Our Net Positive Strategy: The five areas where  
Multiplex can make the most Positive Impacts**

Why	What	How
<p><b>Strong reasons driving urgent action in our business</b></p> <hr/> <p><b>Healthy planet</b> <b>Happy people</b> <b>Strong business</b></p>	<p><b>FIVE areas in which this business can create substantial Positive Impacts</b></p> <hr/> <p><b>Net positive carbon</b></p> <hr/> <p><b>Zero waste and circular economy</b></p> <hr/> <p><b>Responsible supply chain free from modern slavery</b></p> <hr/> <p><b>Building in wellbeing and sustainability</b></p> <hr/> <p><b>Net positive biodiversity and air quality</b></p>	<p><b>What do we need to excel in to achieve our goals?</b></p> <hr/> <p><b>Governance</b></p> <hr/> <p><b>Learning</b></p> <hr/> <p><b>Communications</b></p> <hr/> <p><b>Research and innovation</b></p>



# Our Net Positive Strategy

The net positive sustainability strategy addresses the five pillars where we can most effectively drive improvements through our work and operations.

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We have defined clear objectives and targets around those five pillars of the strategy and metrics through 34 KPIs and we have embedded those into the projects' Sustainability Management Plans that cover stages from Concept through to Operation.

We monitor progress using online platforms that create board-level and project-level reports that are fit for the future such as BRE's SmartSite, online task and project management software tools and others, as well as through other means such as site checks, inspections and system audits. The business board regularly receives reports and information on the strategy progress as well as insights on risks and opportunities and relevant recommendations for policy and strategy.

The insights and recommendations primarily come from our well-established Sustainability Working Groups that each take ownership for an area of the strategy. These Working Groups contain experts in each of the fields from the Sustainability team, as well as support from other disciplines within the business, including Design, Commercial, Operational and Digital teams.

Our Working Groups continue to drive best practice and innovation within each of the pillars and are always looking for ways to further integrate the principles of sustainability within the Multiplex approach. This covers due diligence mechanisms and compliance with legal as well as other stakeholder requirements and expectations. To respond to those we have developed and implementing comprehensive stakeholder engagement plans and this report is part of that. This environmental management system is certified and audited externally by Lloyds Register to the highest global standard, ISO14001:2015.

The following sections of our report will give an insight into our work and our best practice examples within each area of our strategy, and the performance and achievements we have seen in 2018.

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# Net Positive Carbon



We are conscious that the built environment is responsible for 40% of the carbon emissions and therefore plays a key role in the climate crisis.

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

As a responsible business, we have been tracking our carbon and energy footprint for several years so that we can continually identify and implement improvements. In 2018, we took a different stance; we now aim to eliminate our carbon footprint and go even further through using carbon sequestration, to reach net positive carbon.

Our CEO Ashley Muldoon co-signed the Net zero-carbon targets support letter to the Prime Minister in 2019, as a culmination of the systematic work we have carried out to date as part of our long term net positive carbon emissions aim.

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## Aiming for net zero carbon emissions through Science Based Targets

We are one of a handful of built environment businesses in the UK to officially set carbon targets against recognised global thresholds.

In August 2018 we made a public commitment to reduce our carbon emissions in line with the Science Based Targets initiative (SBTi) protocol – a joint initiative program between the World Resources Institute (WRI), the World Wide Fund for Nature (WWF), the United Nations Global Compact (UNGC) and the Carbon Disclosure Project (CDP) that aims to combat dangerous climate change. Following a rigorous external review, our targets have now been approved by the Science Based Targets initiative.

We are currently targeting a 55% reduction in direct carbon emissions by 2030, and to accelerate this we are also targeting 100% renewable electricity use for every Multiplex site in Europe by 2020. We also aim to support our supply chain partners to set their own carbon targets and reduction strategies. To achieve this, we will work closely with our clients, design teams and our supply chain to optimise the use of low-carbon construction materials and processes, and help deliver buildings that operate at low energy, carbon and cost.

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Our commitment to reducing our carbon footprint is a part of Multiplex Europe's proactive leadership in tackling climate change.

**“Congratulations to Multiplex Construction on having their emissions reduction targets validated by the Science Based Targets initiative. By setting targets that align with global efforts to prevent the most dangerous effects of global warming, Multiplex are future-proofing their operations and priming themselves to thrive during the transition to a zero-carbon future.”**

**Alberto Carrillo Pineda**  
Director  
Science Based Targets and  
Renewable Energy at CDP

# Climate Change Adaptation and Resilience

We created the Multiplex carbon footprint calculator in line with the Greenhouse Gas Protocol, a globally recognised framework for carbon accounting.

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## Calculating our carbon footprint

We collect energy and carbon information on all our projects and input this into our tool. This includes the carbon emitted during the manufacture and transportation of our building materials, through to the energy used onsite and during occupation of the buildings we deliver.

In the following table our carbon footprint for 2018 is shown. Since 2017 our indirect carbon emissions have reduced by almost 9% for every £100,000 spent on construction. This is mostly due to an improvement in the projected energy performance of the buildings we deliver.

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## Supporting our supply chain and clients towards net zero carbon emissions

We created a comprehensive supply chain engagement plan to help us achieve our goals. As part of this, we hosted a Supply Chain Collaboration Hub in February 2019, which was attended by over 100 business leaders from our supply chain partner organisations. We raised awareness of the Science Based Targets initiative and invited them to join us on our carbon journey. We received positive responses from our network, and we are undertaking a series of one-to-one workshops in 2019 to build the capacity of our supply chain in setting science-based targets.

We want to deliver buildings that operate at low energy, carbon and cost, so we aim to collaborate closely with our clients and design teams to optimise the use of low-carbon materials and low-energy building systems. We are creating a programme to help us engage with our clients and design teams, so we can raise awareness of low carbon in construction and spark opportunities for collaboration in this space.

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## Climate risk, adaptation and resilience

Climate change can pose numerous risks to our people on our sites, our business resilience and the value of the developments we deliver, so we incorporate climate adaptation and resilience into the design and construction of the buildings we deliver. For example, the measures taken include: energy models of the developments take into account extreme events that happen more often as the global heating increases, so is more insulation added to help the building maintain the desired temperature, anti-flood studies are carried out and measures taken through the design, measures to limit solar gains applied through the design of the building's facades and materials. Throughout this report we demonstrate our approach to such risks in line with the recommendations of the Task-Force on Climate-Related Financial Disclosures (TCFD). Our approach includes governance, strategy, risk assessment and management and finally, metrics and targets.



# Data

We record electricity, fuel, transport, waste and material information on all our sites and we use this information to calculate our total carbon footprint inventory. Our carbon inventory follows the Greenhouse Gas Protocol Corporate Standard and has been consolidated based on financial control. The unit used is CO<sub>2</sub>e (carbon dioxide equivalent). We have taken a market-based approach to determine the carbon footprint of our electricity consumption using the UK Environmental Agency's Embodied Carbon calculator

to determine the embodied carbon of our building materials. We used the Energy Performance Certificates of the buildings we completed each year to forecast operational carbon emissions. We applied an emission uplift factor of 85% as recommended by Innovate UK to address the widely-recognised gap between designed energy consumption and actual energy consumption. We assumed a building's lifetime lasts 60 years and we accounted for the UK government's emissions projection for electricity over this timeframe.

## Calculating our carbon footprint

Scope	Sources of Carbon	2017 tonnes carbon	2017 tonnes carbon per £100k spend	2018 tonnes carbon	2018 tonnes carbon per £100k spend
<b>Scope 1</b>	Purchased fuel and gas	879	0.08	2,045	0.19
<b>Scope 2</b>	Purchased electricity	2,509	0.23	3,866	0.37
<b>Scope 3</b>	Embodied carbon and subcontractor fuel	168,654	15.18	178,289	16.86
	T+D of Multiplex electricity and WTT for all fuel	1,890	0.17	1,496	0.14
	Material deliveries to site	1,672	0.15	2,606	0.25
	Waste generated on site	1,435	0.13	1,322	0.12
	Business travel	1,939	0.17	1,965	0.19
	Employee commuting	469	0.04	415	0.04
	Gas and electricity not bought by Multiplex	1,189	0.11	1,098	0.10
	Projected completed building-use	61,804	5.56	21,474	2.03
	End-of-life treatment of completed buildings	843	0.08	238	0.02
	Scope 3 Total	239,895	21.59	208,904	19.75

## Onsite energy use by source

We report fuel, gas and electricity on all our sites and we require our subcontractors to report this information too. We use the UK government's carbon conversion factors to calculate the associated carbon footprint.

Year	Electricity (kWh)	Natural Gas (kWh)	Diesel Oil (Litres)	Petrol (litres)	LPG (litres)
2012	2,176,637	0	527,040	0	470
2013	2,606,601	0	350,276	7	3,177
2014	1,913,474	57	693,984	63	683
2015	4,197,088	9,555	1,188,638	90	859
2016	8,764,532	43,214	902,250	330	3,227
2017	15,871,577	53,528	1,519,126	821	8,334
2018	17,581,603	7,087,096	1,074,468	10	670

## Embodied carbon of projects completed in 2018

We record electricity, fuel, transport, waste and material information and we use this information to complete the UK Environment Agency's Embodied Carbon Calculator for our buildings.

Project Type	Project	Building Embodied Carbon (tCO <sub>2</sub> e / m <sup>2</sup> )	WRAP Industry Average (tCO <sub>2</sub> e / m <sup>2</sup> )
Residential – new	One Blackfriars	0.57	0.9
Residential – new with retained façade	Centre Point	0.4	0.7

## Review of 2018 targets

<b>Net Positive Carbon</b>	Achieve net zero carbon by 2050	Adopt Science Based Targets and register with SBTi	Registration with SBTi by the end of 2018	<b>Outperformed</b> The company was registered with the SBTi in August 2018 and were notified our targets had been approved in December 2018.
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**Over 3,500 tonnes  
CO<sub>2</sub>e avoided by  
switching our  
electricity supplies  
to green tariffs**



# Zero Waste and Circular Economy

The built environment accounts for approximately 40% of all waste. Our long term goal at Multiplex is to deliver Zero Waste construction projects that are part of a Circular Economy. In 2018 we made a conscious effort to scale up some of the circular economy achievements on projects by embedding the principles to the daily business practices.

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For this reason, our stringent procedures target reductions in potential waste at the design stage and at the source, before reusing and recycling where available and diverting any remaining waste from landfill sites.

All of our projects conduct design out waste workshops with our clients, our designers and construction teams, cascading the resulting ideas and actions throughout the project and down to our supply chain. To record and manage results from this process, and to monitor and reduce waste produced by our projects, we implement a Resource Management Plan at the outset of each project. Our online system for tracking environmental key performance indicators (KPIs), metrics, enables us to easily monitor waste quantities and to track it from source to its end destination, while storing all waste duty of care documentation in one place and allowing us to maintain compliance.

In 2018, as part of our efforts to drive change in this area we joined forces with the UK Green Building Council and other member organizations and the wider industry to develop practical guidance, to enable construction businesses to implement circular economy principles more widely. We are proud to have co-created guidance to provide construction clients and project teams with the commercial information they require to drive circular principles forward.

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## Towards Zero waste and the Circular Economy for materials

In 2018 we diverted from landfill 98.9% of the construction phase waste, 98.5% of demolition waste and reused 95% of the excavation phase waste, bettering our targets of 98%, 98% and 80% respectively. Within the year our waste performance depends heavily on the types of projects we have on our workbook, the sources of waste and their management routes, and the different phases they are in. We understand as a business that we have the most influence over construction waste, which is mostly recovered and then recycled via off-site recycling depots. Our detailed waste management performance data is in the next data section.

In a circular economy, materials that leave our sites as waste can come back as part of a construction material or product. In order to maximise the procurement of materials with high recycled content we have been monitoring the recycled content of key construction materials since 2015. This enables us to understand the recycled content of the materials used on our projects, affording us the opportunity

to identify and promote the use of materials with high recycled content i.e. steel reinforcement and plasterboard, where high levels of recycled content are already achievable and some building elements made of concrete. A table representing recycled content levels of key building materials, as a percentage of the overall quantity, on Multiplex projects between 2016 and 2018, has been presented in the next data section.

From these figures we can see that during 2018 nearly 25% of the content of our key building materials came from recycled sources.



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## The award-winning ClosedLoop

An example is our collaboration with Protec to create ClosedLoop for plastic protection used on projects. This award-winning scheme ensures the material is recycled and comes back to other Multiplex sites. The resulting material has a 30% lower carbon footprint and thousands of tonnes of material enter this circular economy process rather than landfill. It has won the Recycling Excellence Award at the National Recycling Awards 2019.

## Wood as a force for good

Over 138 tonnes of wood have been successfully reused and recycled through Community Wood Recycling (CWR) and 73 tonnes of CO<sub>2</sub> saved. This network of social enterprises collects and reuses waste wood from our construction sites in the most environmentally beneficial way by repurposing and recycling rather than incinerating and sending to landfill, while whilst also creating jobs and training opportunities for disadvantaged groups such as the long-term unemployed and those undergoing rehabilitation.

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## Towards zero single-use plastics

Multiplex used the 'beat plastic pollution' theme on World Environment Day 2018 to organise a competition for harnessing ideas from Multiplex people and supply chains on how to remove single-use plastics from our construction operations. This was coupled with an expert talk by prominent speaker Jon Khoo from Interface on the challenges of plastics in construction industry and Interface's journey of sustainably integrating previously ocean-bound plastics.

These successful engagement and communication initiatives kick started a number of successful projects, both internally and in collaboration with our supply chain. For example at 48 Carey Street – a high-end residential development in central London – the project team banned all avoidable single-use plastic items from the canteen, offices and welfare. These initiatives ranged from replacing single-use plastic milk bottles with glass containers, banning plastic cutlery from the canteen and replacing them with wooden or steel alternatives and conducting spot checks on welfare personal care products supplied by Multiplex for micro-beads. The initiative was recognised by Considerate Constructors Scheme and the project achieved a gold award.

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Building upon the knowledge gained at 48 Carey Street and other projects, Multiplex has now pledged to remove single-use plastics from its offices, construction facilities and sites and work with the supply chain to drive the same approach.

**“As a first step, we are taking 15 simple-yet-effective measures by the end of the year to tackle plastic waste across our operations.”**

**Dr Eva Gkenakou**  
Sustainability Director  
Europe

## Towards zero wasted water

Our zero waste and circular economy approach extends to water use. All our sites use mains water and we keep monthly records of our consumption. We publish our performance onsite to raise awareness and encourage our workforce to use water efficiently. Our sites implement best practice to save water at high usage areas such as push taps and other water-saving features in our welfare facilities rainwater harvesting, and closed-loop water commissioning systems.

As a result, our water usage onsite, per each £100,000 spent on construction, has reduced by almost 40% in the past five years. This saving is equivalent to 31 Olympic-sized swimming pools of water. Our total annual water usage since 2011 is in the next data section.

# Data

## Volume of Non-Hazardous Waste by Disposal Route (m<sup>3</sup>/£100K spend)

Year	2014	2015	2016	2017	2018
Reused	5.6	6.9	1.4	17.8	11.7
Recycled	20	10.8	5.3	3.7	1.9
Recovered	24.7	52.3	20.5	8.1	6.4
Landfilled	0.6	1.6	0.7	0.1	0.1

## Volume and Percentage of Recycled Content for Key Materials (2018)

The information in the table above is taken from our Metrics Environmental Reporting system, based on Smartwaste. The recycled content figures are taken from independent sources that include Supplier Materials Data Sheets, Environmental Product Declarations and Industry Group Statements

	Concrete (including in-situ and pre-cast concrete)		Structural Steel		Rebar	
	Material Used (m <sup>3</sup> )	Recycled Content (m <sup>3</sup> )	Material Used (m <sup>3</sup> )	Recycled Content (m <sup>3</sup> )	Material Used (m <sup>3</sup> )	Recycled Content (m <sup>3</sup> )
Totals	72449	11611	1093	357	980	925
Average % of recycled content by material type	Concrete (including in situ and pre-cast concrete)	16%	Structural Steel	33%	Rebar	94%



## Hazardous Waste Produced

Year	2014	2015	2016	2017	2018
Volume Produced (m³)	206	734	411	1,213	1,379
% diverted from landfill	29	25	21	20	69

## Hazardous Waste Generated per £100K spend (m³/£100K)

Hazardous waste reporting covers excavation, construction and demolition phase

Year	2014	2015	2016	2017	2018
m³/£100K	0.05	0.15	0.03	0.11	0.16

Plasterboard		Concrete Blocks		Insulation	
Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)	Material Used (m³)	Recycled Content (m³)
9244	8269	4698	2060	4970	1002
Plaster- board	89%	Blocks	44%	Insulation	20%

## Recycled Content 2016-2018

Recycled Content	2016 (%)	2017 (%)	2018 (%)
Bricks	N/A	N/A	4
Blocks	20	36.62	43.84
Concrete	15	14.67	16.03
Steel	13	12.4	32.71
Rebar	94	92.88	94.48
Glass	N/A	N/A	2.83
Insulation	26.2	33.03	20.16
Plasterboard	89	89.55	89.45

## Onsite water consumption

We record water consumption on all our sites.

Year	m <sup>3</sup> /£100K spend
2011	22
2012	8
2013	19
2014	9
2015	9
2016	9
2017	10
2018	12

## Onsite groundwater or trade effluent discharged to public sewer

We measure the discharge volume of groundwater and trade effluent on all our sites and report this information to the water regulatory body, Thames Water, where applicable

Year	m <sup>3</sup>
2016	662
2017	3,854
2018	101,622

## Our Goals: Review of 2018 targets

Positive Impact long-term goal	Key areas	2018 Target	2018 KPI	2018 Progress
Zero Waste / Circular Economy	Reduce waste generated on sites	Improve information to allow measurement of reduction	Improved analytics	<b>Ongoing</b> Work has been carried out to improve the levels of mixed construction and demolition waste on each of the projects through better reporting practices and granularity of information from our waste management contractors. We also now have information on waste streams and volumes per subcontractor type which will allow us to specify maximum waste efficiency benchmarks within a 'Supply Chain Charter' going forward
	Zero waste to landfill	Improve or at least maintain diversion from landfill	Divert from landfill at least 97% of construction and demolition phase and 80% of excavation phase non-hazardous waste	<b>Outperformed</b> <ul style="list-style-type: none"> <li>· 98.3% construction waste diverted from landfill</li> <li>· 99.4% demolition waste diverted from landfill</li> <li>· 97.1% excavation waste diverted from landfill</li> <li>· 84.29% reused excavation waste</li> </ul>
	Drive demand for circular economy materials	Identify opportunities for the use of materials with high recycled content	% of recycled content in key materials	<b>Complete</b> <ul style="list-style-type: none"> <li>· Concrete (including in situ and pre-cast concrete) 16%</li> <li>· Structural Steel 33%</li> <li>· Rebar 94%</li> <li>· Plasterboard 89%</li> <li>· Blocks 44%</li> <li>· Insulation 20%</li> </ul>
	Zero Pollution Incidents	Continue to implement pollution prevention plans on all sites	No of pollution incidents per year	<b>Outperformed</b> Zero pollution incidents where a receptor was polluted
	Reduce water use	Improve information to allow measurement of reduction	Improved analytics	<b>Progressed</b> We have established a joint exercise with the procurement team to engage a utilities broker to procure MPX temporary and permanent supplies. As part of this exercise we are reviewing the ability of these brokers to help us with the analytics of our water



# Responsible supply chains free from modern slavery

As a leading principal contractor in construction, we hold significant influencing power for specification and procurement. Those decisions can influence the local communities within which we work as well as those affected by our supply chains globally.

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Being a responsible contractor means sourcing materials from suppliers and manufacturers who can demonstrate that they are aligned to our sustainability aims and vision. This concerns the social, environmental and economic impacts associated with materials extraction, processing, transport, use and disposal. We communicate our requirements and expectations from an early stage and measure their embedment throughout the design, procurement, and construction through questionnaires, contractual obligations, tendering meetings and interviews, pre-start agreements and live reporting of the evidence of compliance and certification. In 2018 we focussed on raising awareness on our responsible sourcing aims within the supply chain and improving collaboration for achieving them. We are also improving our due diligence mechanisms on the procurement of services and key materials. How we do this in regards to social value and human rights, including modern slavery considerations is described in those sections of the report.

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## Supply chain collaboration hub and sustainability networks

Effective engagement with our supply chain is integral to meeting the objectives of responsible sourcing. In 2018, following on from our successful Supply Chain Collaboration Hub the previous year, we established the sustainability networks. These networks are specific to each of our sustainability pillars and focus on enabling best practice and innovation through our supply chain partners, not only on Multiplex projects, but also across the industry.

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“Multiplex, together with fellow sponsors Saint-Gobain, Unibail-Rodamco-Westfield and Willmott Dixon, have shown leadership in continuing with their support of Stronger Together’s Construction Sector Programme. They have been proactive in supporting content development in order to build capability not only in their own business, but also in their supply chain through the provision of free resources and training. Multiplex have shown that with effort and focus, practical measures can be taken to address the very real risks of Modern Slavery which are present throughout the Construction Sector today.”

**Pamela Zielinski**  
Stronger Together  
Construction Programme Manager

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# Between 2014-2018 our data shows that 98% to 100% of our key construction materials came from certified sustainable sources.

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## Responsible sourcing of materials

We work with supply chain partners that can guarantee the sourcing of materials, and that the manufacture of their products is at the lowest environmental cost. Also that apply ethical and financially-viable business practices, including investing in their communities. We collect evidence of those practices through using schemes such as Forest Stewardship Certification, the Programme for Endorsement of Forest Certification, Environmental Product Declarations, ISO14001 Environmental Management Systems certifications, BES6001 Responsible Sourcing of Construction Materials certification.

We have collected information on the responsible sourcing of materials performance of our supply chain at Multiplex since 2014. An analysis of the 2014 – 2018 data indicates that 98% to 100% of the key construction materials on our sites comes from certified sustainable sources. This represents an improvement when compared with 2014 – 2017's figure of 97% to 100%. The overall increase in certified, responsibly-sourced materials is due to an increase in the responsible sourcing of bricks (1.31%) and glass (0.83%) when compared with previous years. This offsets a slight decrease in the responsible sourcing of insulation (0.17%) during the same reporting period.

This continuous improvement gives us confidence that we can influence our combined environmental impact through driving demand for environmental and responsible sourcing certification which improves conditions for millions within our local communities and global supply chains. We have been able to provide added value to our clients and their developments through the continued drive to better performance. Going forward we will assess our ability to expand the materials we report on to again increase our impact as well as monitor our influence in providing opportunities to improve levels of responsible sourcing across our supply chain.

A table showing the percentage of responsibly sourced materials used by volume from 2014 to 2018 is provided in the next data section.

# Data

## Responsible supply chains data

The information in the table below is taken from our Metrics Environmental Reporting system, based on Smartwaste. The materials certifications are either independent certified ISO 14001 Management Systems, BES 6001 certifications, CARES, Eco-Reinforcement and FSC or PEFC for timber.

Key Material Type	Total Volumes 2014-2018 (m³)	2016 Total Certified (%)	2017 Total Certified (%)	2018 Total Certified (%)	2014 – 2018 Total Certified (%)
Aggregate	17808	100	99.93	100	99.9
Brick	5080	100	85.99	100	98.9
Concrete (insitu and pre-cast)	516417	100	99.65	100	99.8
Concrete Blocks	21944.15	91	100	100	98.8
Glass	12084	97.58	99.89	99.83	98.8
Insulation	22755	100	99.55	99.83	99.8
Plasterboard & Plaster	28216	100	100	100	100
Steel Rebar	12081	100	100	100	100
Structural Steel	22135	100	100	100	100
Timber	86324	100	100	100	100
Total Volumes and Average %	744844	99.8	99.7	99.9	99.8





**Our goal is exactly  
what it says in the  
name – ‘Better  
Workspaces’  
for everyone**

# Building in Wellbeing and Sustainability



An holistic approach for a Net Positive impact dictates that wellbeing and sustainability outcomes are built-in every aspect of our work.

## Better Workspaces – An holistic practical standard for temporary construction facilities

Over 140 million workdays are lost each year to sickness in the UK and construction is a high-risk industry for health and wellbeing issues. Construction-wide, site offices and welfare are often of low quality – a contributing factor to poor health and wellbeing. To address this challenge, we have pioneered a practical and holistic internal rating system called Better Workspaces, which aims to raise the standard of the temporary facilities on all our construction sites, regardless of size.

Better Workspaces ensures that we look after everyone working on our building projects, as much as the building end-users. The business has made the minimum requirements, called Better Workspace level, a minimum standard across all projects. It sets out the requirements for site facilities and gives practical suggestions on how to achieve that. To achieve the higher rating, the Inspirational Workspace, the site needs to go beyond the minimum by implementing an even more ambitious set series of ideas. The practical suggestions allow designing-in wellbeing to the highest standards of access, comfort, air and water quality, energy and water efficiency, noise, waste and single use plastics elimination, nutrition, fitness and diversity and inclusion.

With the learnings from delivering WELL through our principal contractor role and the information we accumulated

through the research, the trial, the input from our sustainability, health & safety, branding and office managers and by using the relevant recommendations from our company sustainability, health and safety strategies, as well as diversity and inclusion considerations we compiled Better Workspaces. We embedded it in the business process for the setup of all new projects, provided training on its content and use and then pre-assessed all our existing sites.

A demonstrable improvement resulted with a better connection with nature, cleaner air and healthier food.

The standard will continue to evolve to meet the wellbeing needs of our people. We plan to routinely re-test through comfort surveys and re-audit annually to ensure we are getting it right, as well as revising the standard to capture new findings from global research. It is already affecting a rapid positive impact on the daily lives of thousands across our subcontractors' staff and our managers. It is imperative that the industry moves to address the poor wellbeing statistics in construction workers, and we believe the practical and holistic nature of the standard can be applied to drive improvement across the industry and have a positive impact on society, enabling industry-wide workers to be their best selves, highly productive and proud of their work.

## Buildings certified to the highest global standards for wellbeing and sustainability

All our projects that target sustainable building certifications such as BREEAM (Building Research Establishment Environmental Assessment Method), the Code for Sustainable Homes (CfSH), and LEED (Leadership in Energy and Environmental Design), either meet or exceed their targets.

A detailed breakdown of the array of residential and commercial environmental assessment certifications that we have delivered in 2018, can be found in the next Data section.



Better Workspaces aims to transform expectations  
around construction site offices





# Data

## Sustainable Building Certificates

Building-in Wellbeing and Sustainability

100% of our projects have achieved or exceeded their environmental assessments targets.

## Sustainable Building Certificates

Project	Type	Environmental Assessment Certification	Requirement Achieved
15 Bishopsgate	Commercial	BREEAM 2014 Office	Excellent
		BREEAM 2014 Retail	Excellent
75-89 Oxford Street	Commercial	BREEAM 2011	Excellent
London Wall Place	Commercial	BREEAM 2014 (Building 1)	Excellent
		BREEAM 2014 (Building 2)	Excellent
Principal Place Commercial	Commercial	BREEAM 2011	Excellent
White Collar Factory	Mixed Use	BREEAM for Domestic Refurbishment 2012 (Building 5)	Very Good
		Code for Sustainable Homes 2010 (Building 6)	Level 4

## Review of 2018 targets

<b>Building in Wellbeing and Sustainable Design</b>	Improve within own business	Roll out offices standard internally	All project offices assessed against the standard by end of 2018	<b>Out performed</b> 100% of projects were assessed against the new Better Workspaces standard, enabling us to baseline our current performance and understand the performance gap of our current accommodation. This will also inform future changes to the standard
	Contribute to global knowledge	Help disseminate best practices through strategic partnership or participation in conferences	No of dissemination instances /events	<b>Progressed</b> <ul style="list-style-type: none"> <li>· Supported the Stronger Together GLAA Protocol</li> <li>· Supported the UKGBC (Rating Tool Forum, Circular Economy Working Group)</li> <li>· Took part in the BRE BREEAM committee</li> <li>· Were a member of the cross-industry Temporary Electrics Working Group</li> <li>· Presented to Constructing Excellence</li> <li>· Sustainability Talks - World Environment Day, Biophilic Design and Embodied Carbon</li> <li>· Hosted the International Well Building Institute WELL Version2 Roadshow</li> </ul>

# Net Positive Biodiversity and Air Quality

Biodiversity is another word for the web of life. It is a cumulative term for describing the number, variety and variability for all species of animals and plants and the places they live and thrive. The ecosystems on earth are humanity's life support. A decline in biodiversity has been noted in the past few decades and this trend is now accelerating with unprecedented speed, threatening the human wellbeing.

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## Net Positive Biodiversity

The decision to promote biodiversity as a part of our strategy is further demonstrated by our participation to the BIG (Biodiversity Interest Group) Challenge, CIRIA's industry-wide biodiversity initiative encouraging construction teams to ensure long-term awareness and protection of local biodiversity, since 2012.

As part of our biodiversity strategy to increase our contribution to the natural local environment, Multiplex has contributed with a multitude of biodiversity enhancements throughout 2018, including a collaboration with Arup and the University of Glasgow to look at the impact of biodiverse green screens on flooding resilience and air quality. Part of a wider initiative called the 'Smart Campus', the project – the first of its kind in Scotland – is evaluating how well green screens compare to traditional methods in trapping particulate pollution and slowing down rainfall runoff. Initial findings have shown substantial improvements in both air quality and water management.

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“Our research aims to find opportunities to integrate the natural environment into the built environment in the form of urban greening and vertical greening systems. We hope that the research will have implications for the way that we design, construct and operate urban infrastructure to the shared benefit of people and planet. We're extremely grateful to Multiplex for supporting our research to date and look forward to our continued work with them.”

**Neil Jackson**  
PhD Student  
University of Glasgow

To support this, at the end of 2018 Multiplex also made the decision to become an Investor in Wildlife with the London Wildlife Trust and this is an investment in biodiversity and our futures too.



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At Multiplex we have made it one of our strategy aims to protect and enhance biodiversity. We are enhancing the biodiversity of our projects through permanent and temporary measures.

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## Protecting land and water

The land and water table are both carefully protected on our sites, as demonstrated by the fact that we have had no water pollution incidents within the 2018 reporting period. We are careful not to contaminate any run-off water or the water table, which we have achieved through the careful planning of our storage areas, and effective response procedures.

All water requiring management during our construction activities, such as groundwater, concrete washout and commissioning flushing, is pre-treated through settlement tanks and pH tested before being discharged into sewers in accordance with discharge permits conditions obtained from the local sewerage undertaker.

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## Air quality

Air quality is a real concern in many of the locations where we operate and as such we are taking extra measures to improve the impact our operations can have on the local air quality. We take our impact seriously and this is reflected by the inclusion of air quality as a defined section in our strategy onwards.

We implement control measures to mitigate any potential negative impacts on air quality, and have been increasing our efforts to reduce emissions. We are pleased to say that all Multiplex sites have been audited by enforcing authorities, and are 100% compliant with the Greater London Authority (GLA), Non Road Mobile Machinery (NRMM), Low Emission Zone (LEZ) targets. We are even pushing those sites falling outside of the regulatory zone to comply with GLA's requirements to contribute to air quality in the communities where we operate. We actively check and label all NRMM, and monitor compliance through regular inspections.

We have continued our support for and participated in National Clean Air Day on 28 June, coordinated by the Global Action Plan, to implement training and awareness across all sites in a collaborative effort to push the clean air agenda to our employees and the public, showcasing our achievements in this area.

# Data

## Review of 2018 targets

Net Positive Biodiversity and Air Quality	Enhance biodiversity onsite	Install permanent and temporary features on site	Number of improvements on projects	Complete 11 improvements on projects
	Enhance biodiversity offsite	Volunteer on biodiversity related initiatives	Number of hours volunteered	Complete 200 hours volunteered



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**Over 200  
volunteering  
hours spent  
on biodiversity  
initiatives**





# People and Wellbeing: resetting expectations

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**“In 2018, I was  
successful in  
completing my  
training to become  
one of 74 mental  
health first aiders  
across the Multiplex  
business.”**

**Jonina Nooitgedacht**  
Social Value & Community Coordinator

# Health: ongoing planning and improvement

In 2018 we signed off a detailed five-year Health and Safety Improvement Plan. To ensure that health is fully addressed, we have also created an independent Health Improvement Plan.

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## Creating a comprehensive Mental Health Awareness programme

We have a minimum of 1 mental health first aider (MHFA) on every project and office in the UK. The mental health first aid training is carried out in house by our Mental Health First Aid England (MHFA) certified trainer.

The mental health first aiders are trained to spot the signs and symptoms of mental ill health and provide help on a first aid basis. The training also teaches the individual how to recognise crucial warning signs of mental ill health and feel confident to guide someone to appropriate support. Embedding MHFA training into our organisation will encourage people to talk more freely about mental health, reducing the stigma and creating a positive culture. In 2018 we had 74 MHFA working on our projects and at HO with over 40 interventions taking place.

Building Mental Health is an initiative set up by a number of major contractors, to

standardise the mental health message throughout the construction industry. We have been involved with the initiative since it started, and are rolling out the mental health awareness training recommended.

The training is sponsored and certificated through CITB and incorporates Mental Health First Aid training as well as tool box conversations and awareness training for managers.

We also have 15 managers trained on our 'First on the scene' trauma training course which means we have a pool of managers who are able to attend a project or head office if there is a major incident. The training focuses on initial support for the project management team and anyone affected / involved in the incident.

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## Introducing our Building Health and Wellbeing calendar

We have created a new building health and wellbeing calendar to promote health and wellbeing across the business. This includes monthly occupational health topics including mental health awareness. Our health and wellbeing calendar is promoted across the sites and offices by our Occupational Health advisor and Duradiamond occupational nurses.

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# We have a minimum of one mental health first aider (MHFA) on every project and office in the UK



## Data

### Review of 2018 targets

Objective	Target	Status
Introduce further Mental Health management program based on the new Building Mental Health Model	3 Train the Trainer 'Start the conversation' Deliver 45 minute 'Start the Conversation' to all projects Deliver 'Performance in Mind' to all MPX staff Train in-house MHFA trainer	Completed Commenced and ongoing Commenced and ongoing Completed



# Safety

**As a market-leading construction company, everyone involved in our operations is the key to our success. That is why our vision is to create the safest and most desirable places to work in construction where everyone is safe, valued, consulted, engaged and respected. In achieving this we will form highly-motivated, high-performing teams who will deliver a great product and be rewarded by the experience both personally and professionally.**

## Accident Frequency Rate

2018 saw the continuing decrease in our accident frequency rate to 0.05 reportable accidents per 100,000 hours worked. This is significantly below the industry average of circa 0.31. Our minor accident AFR also continues to remain very low at 1.05.

## Values, Behaviours, Knowledge and Systems

We recognise that measuring health and safety performance at the workplace provides an important opportunity to gather data to drive health and safety planning improvements. As such we undertake monthly surveys of the workforce going about their tasks, and measure the following metrics:

- The understanding of our company values, including the value of 'care', our commitment to the safety, health and wellbeing of the people we work with.
- Observation of the exhibited behaviours of those undertaking the work to measure against the expected behaviours set out in our code of conduct.

- The knowledge level of the workforce in relation to their competence and hazards and risks associated with the work they are undertaking.

- The level of compliance and understanding of the agreed safe system of work.

The results are published on our digital dashboards on a monthly basis which illustrate the level of expected response against the actual feedback, allowing us to target improvement areas within our strategy.

## Monthly awareness surveys across projects to drive safety planning and performance improvement

In order to establish how well our performance reflects the four key elements of our approach, we undertake a series of surveys across all projects on a monthly basis. The charts in the achievements targets and data section illustrate the level of awareness of the elements and an assessment of whether work is being carried out in a reflective manner. This has enabled us to identify future programs to assist in our ongoing aim of continually improving our performance.

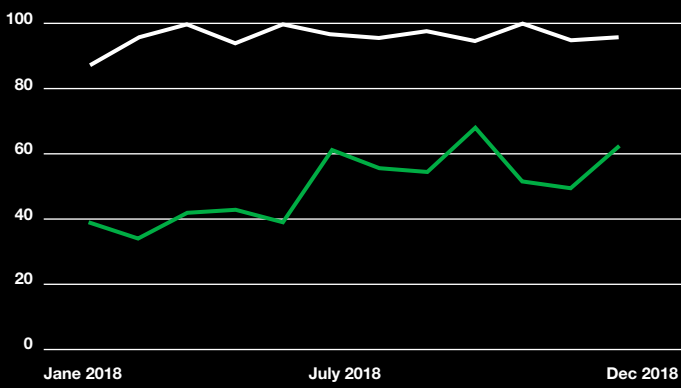
## Executive Health and Safety plan

Corporate governance of occupational health and safety is essential to our success. We implement Executive Health and Safety Plans across our European operations. The plan aligns with the ISO 45001:2018 standard and provides a framework for the effective governance and management of occupational health and safety matters to drive outperformance.

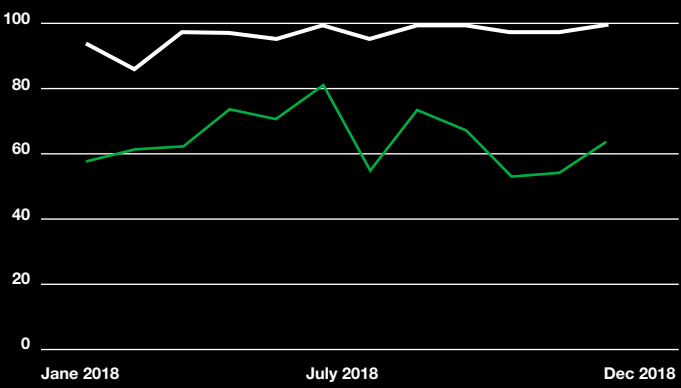
The plan follows the Plan, Do, Check, Act (PDCA) model advocated by ISO 45001:2018 Standard and ensures reporting of key risk management indicators within our arrangements that is regularly monitored for exceptions by senior leaders and upwardly reported via the executive level leadership to the board for review.

# Data

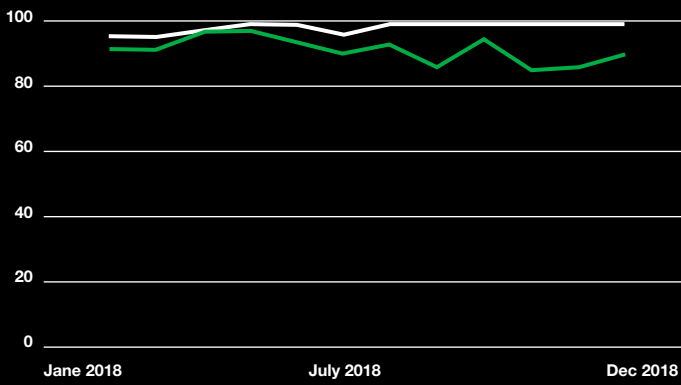
Values Awareness



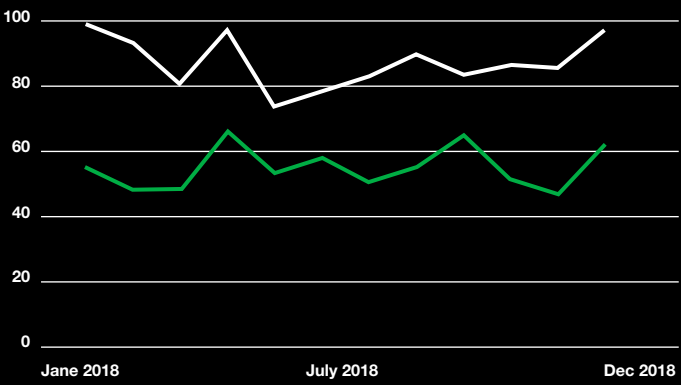
System Awareness



Knowledge Awareness



Behaviour Awareness



Planned

Actual %

## Accident Frequency Rate 2014-2018

Year	Reportable Accidents		AFR	Minor Accidents	AFR
	Specified	Over 7 Day			
2014	6	2	0.12	123	1.85
2015	6	3	0.14	118	1.83
2016	11	11	0.14	213	1.42
2017	11	14	0.11	255	1.08
2018	3	7	0.05	194	1.05

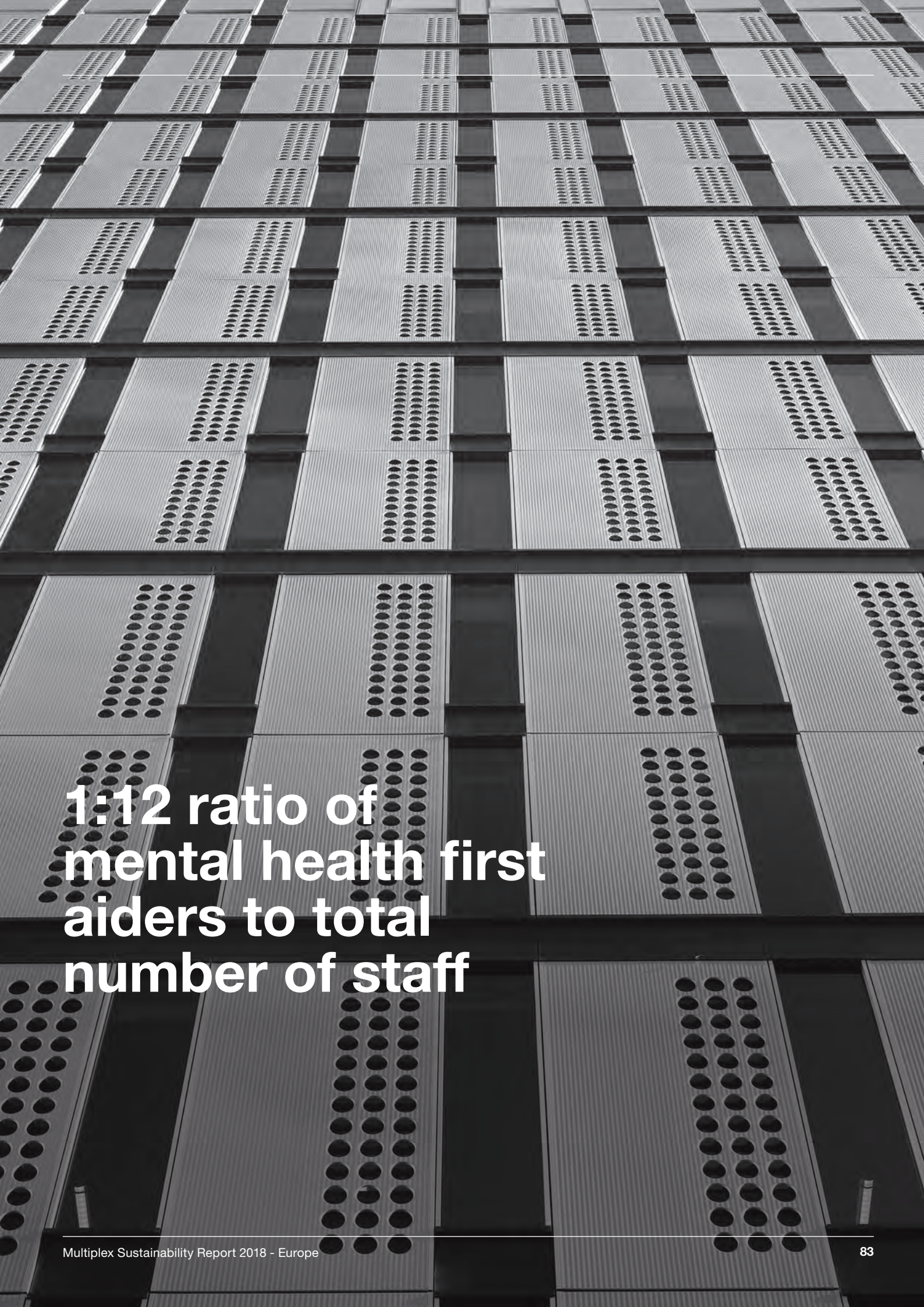
## Review of 2018 targets

Objective	Target	Status
Reduce AFR by 10% from 2017	0.13	0.05

## Review of 2018 targets

Objective	Target	Status
Introduce revised H & S behaviour programme	Engage JMJ to undertake development of new program in conjunction with Multiplex H & S Committee	Completed
Hold a Multiplex Supply Chain H & S engagement conference/ event	One event in the year	Completed
Establish status of Company Values, Behaviours, Knowledge and Systems	Each project to undertake a minimum of 5 VBKS assessments per month	Dashboards developed and presented at monthly management meeting





**1:12 ratio of  
mental health first  
aiders to total  
number of staff**



**2018 saw the continuing decrease in our accident frequency rate to 0.05 reportable accidents per 100,000 hours worked. This is significantly below the industry average of circa 0.31.**



0.05

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0.5

**reportable accidents per  
100,000 hours worked**

# Professional and management development for our people

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In 2018, 120 of our people set off on our bespoke new learning and development journeys for aspiring and experienced leaders.

The delivery of a high performance culture capable of maximising positive impacts, requires great people operating in an environment which helps each one to deliver their best. In 2018 Multiplex took action. Our learning and development team worked with recognised external experts and providers to develop two complete development programmes, each of which aims to provide a comprehensive, high-quality set of structured learning through workshops, self study, business simulations, 1:1 coaching, group projects and feedback mechanisms. The programmes both introduce external experts from within the construction industry and beyond and are mapped to

Apprenticeship Standards and primarily funded using our Apprenticeship Levy.

Aspire is a 12-month development programme for aspiring leaders and upon successful completion candidates will receive a Level 3 in Leadership and Management from the Institute of Leadership and Management.

Inspire is an 18-month development programme for established leaders. Successful completion candidates results in a Level 5 in Leadership and Management from the Institute of Leadership and Management.

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“Inspire is not ‘training’ on the old model. During their 18-month learning journey our people will learn high-level negotiating skills from people who train hostage negotiators. They will discuss the psychology of marginal gains with sports performance coaches at a world-class sports institute and talk ‘disruption’ with people who have disrupted their sectors. Inspire aims to open our people’s minds to a wider world of business thinking.”

**Chris Knapp**

Head of Aspire and Inspire programmes



**“In 2018, 120 people set off on bespoke development journeys - more than one in ten of our people and more than twice the 5% industry target. I am one of them.”**

**Joshua Davies**  
Sustainability Manager  
DAMAC Tower & One Nine Elms





# Social Value and Community: Transforming lives

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**“When Multiplex takes on a construction project, it delivers measurable value back for society and the local community. This happens by design, deep expertise and major investment. But what motivates our people is not the metrics or business advantage - it is the real lives that they impact.”**

**Caron Dunlop**

Head of Community Engagement and Social Value  
Europe

# Our Social Value and Community Strategy: the four areas where Multiplex can make the most Positive Impacts

Why	What	How
<p><b>Strong reasons driving urgent action in our business</b></p> <hr/> <p>Opportunities for local people</p> <p>Prosperity for local communities</p> <p>Pride we take in the legacy Multiplex projects create</p>	<p><b>Four areas in which this business can create substantial Positive Impacts</b></p> <hr/> <p>Investing in people</p> <hr/> <p>Supporting business</p> <hr/> <p>Inspiring the community</p> <hr/> <p>Respecting our neighbours</p>	<p><b>What do we need to excel in to achieve our goals?</b></p> <hr/> <p>Provide local employment, support new entrants, apprentices and graduates, deliver training and development outcomes</p> <hr/> <p>Break down barriers for local businesses, engage with SMEs, provide opportunities for social enterprises, build capacity within our supply chain</p> <hr/> <p>Engage with schools, colleges and universities, deliver work experience, work with community groups, organise charity and volunteering programmes</p> <hr/> <p>Connect with our neighbours, communicate our activities, act responsibly, be open and transparent</p>

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# Investing in People

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## Employing local people: creating positive impacts on the communities where we work

Employing local people has a massive impact on local communities. It also makes great business sense. Reducing the time people travel to and from work minimises our environmental impacts as well as providing more productive, happier, healthier people onsite.

## Supporting the future of construction with apprenticeships

The construction industry is facing a skills shortage across the board, and Multiplex recognises the importance of attracting and supporting apprentices into the industry as the future workforce, managers and leaders of construction. We work with our supply chain and partners to deliver a wide range of apprenticeship opportunities, including traditional trade apprenticeships, modern apprenticeships and graduate apprenticeships.

Multiplex have launched an Apprenticeship Committee at the University of Glasgow project, a forum that gives apprentices a platform to feedback their experiences. It aims to make sure that we are informed about how best we can support and direct our apprenticeship offering and make sure that apprentices can actively help shape their roles.

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## Promoting Women in Construction

Multiplex work hard to support a diverse workforce and make a positive impact on the gender imbalance that exists in the construction industry. In 2018, our Community and Social Value team have hosted a number of engagements aimed at promoting the sector as a positive career option for everyone. We have arranged site visits for female engineering students from the University of Glasgow's FemEng society, and collaborated with Women in the Built Environment (WiBE) on an event at Ark Putney Academy, encouraging girls from years 7 to 13 to discuss gender stereotypes within the construction industry and learn about the career opportunities available to women.

## Joseph Kremis: 11-week placement at 22 Bishopsgate

Joseph, a 3rd year civil engineering student joined the 22 Bishopsgate project for an 11-week summer placement.

"The experience has been fantastic. It has really deepened my understanding of construction and it has been great to be involved in one of the top construction projects, not just in the UK, but in the world. I was very pleased when I joined and they told me I was coming to 22 Bishopsgate.

This is my first high rise experience and the scale is immense, but an important lesson I have learned from the package managers I have worked with is that whether you are working on a project worth £6m or £600m, the problems you encounter and the solutions they require are very similar.

It only took a few weeks before I felt like I was really making a contribution to the team, not just shadowing them."

"There are many positives about this placement. If I had to pick the most vital ones, perhaps it would be the support as well as the drive within the company to perform at the highest level. There wasn't any instance where I would feel as I am not developing, which ensured for my outstanding experience. The most difficult thing about the placement? Possibly the end of it! I wish I could stay here for longer, as I have highly enjoyed it."

**Julia Leonczyk**  
Summer Placement Intern  
University of Glasgow project



# Data

Figures based on operatives and staff coming to work at Multiplex from January 2018 to January 2019

Project	0 – 5 miles	5 – 10 miles	10 – 15 miles
<b>22 Bishopsgate</b>	61%	9%	9%
<b>100 Bishopsgate</b>	31%	15%	18%
<b>80 Charlotte Street</b>	31%	15%	18%
<b>DAMAC Tower</b>	6%	13%	24%
<b>Marble Arch Place</b>	8%	25%	35%
<b>One Nine Elms</b>	1%	3%	14%
<b>University of Glasgow</b>	20%	28%	14%

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## 2018 headlines

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# 228

### New entrants

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# 138

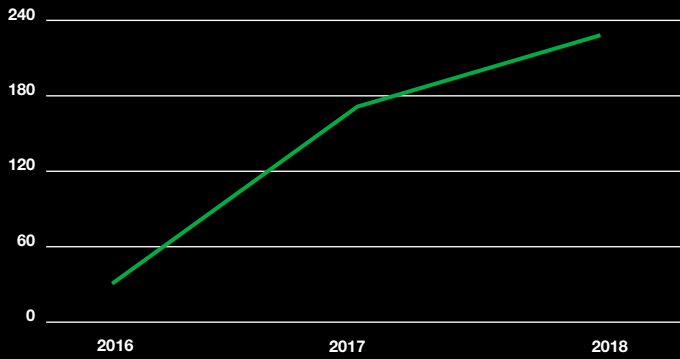
### Apprentices, trainees and graduates

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# 1,394

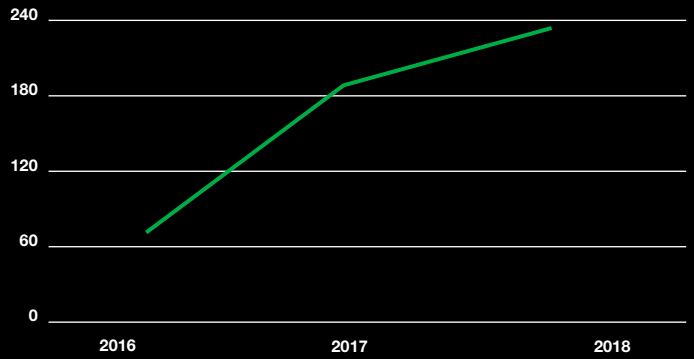
### Training outcomes

## New Entrants Jobs Created



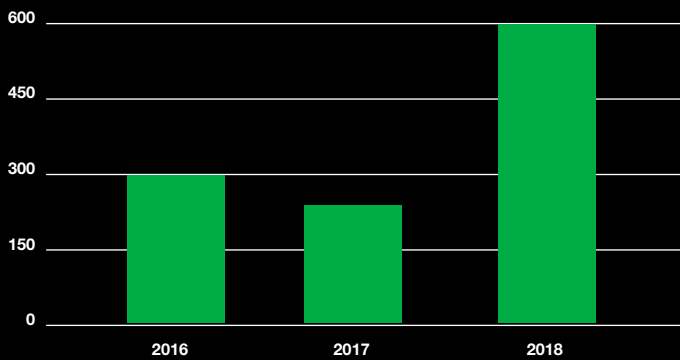
Year	2016	2017	2018
New Entrants	92	190	228

## Number of Females Working on Our Projects



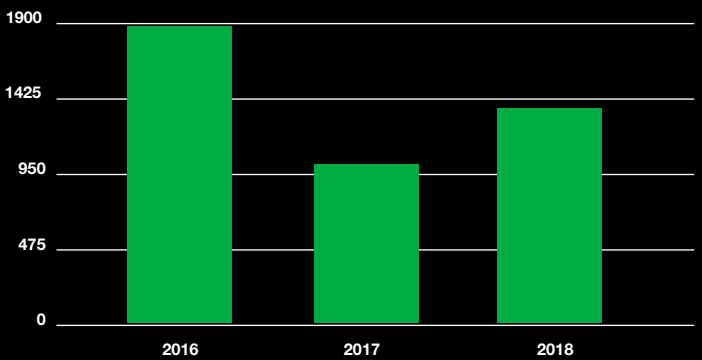
Year	2016	2017	2018
New Entrants	49	88	104

## Local Labour



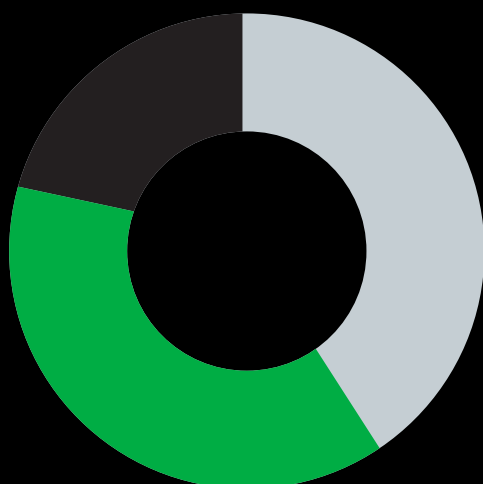
Year	2016	2017	2018
Local Labour	297	227	596

## Training Outcomes



Year	2016	2017	2018
Training Outcomes	1877	1061	1394

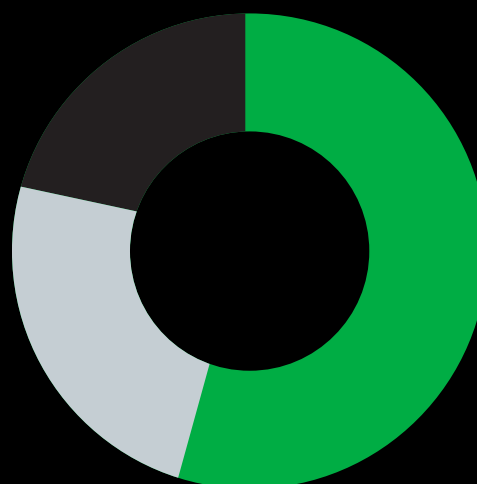
## Work Experience Hours



■ 2016 ■ 2017 ■ 2018

Year	2016	2017	2018
Work Experience	10,181	4,955	9,287

## Pupils & Students Engaged



■ 2016 ■ 2017 ■ 2018

Year	2016	2017	2018
Pupils & Students Engaged	1,406	1,513	3,728

## Review of 2018 targets

	Aspect	KPI	Target	Achieved
Investing in People	Maximise opportunities for Local Employment	% local people employment on site	20% local people employed	Outperformed – 57% of people live within 15 miles of our sites
		% apprentice hours worked on site	3% of all site hours for apprentices	Achieved - 3.5% of all site hours for apprentices
		Hard-to-reach groups employed onsite	113 jobs offered to new entrants	Outperformed – 228 new entrants employed
	Training and Development	Number of learning outcomes offered onsite	Learning outcomes offered to all new entrants	Outperformed – 1,394 training outcomes delivered



# Supporting Business

Responsible and sustainable procurement is essential to delivering economic benefits to the communities we work with. Incorporating local business into our supply chain is the greatest driver of social value and we are committed to providing opportunities for local small- and medium-sized enterprises (SMEs) and social enterprises on our projects.

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## Connecting with local businesses

The Broadway project attended the East London Meet the Buyer to support Multiplex's commitment to sharing economic benefits with small and medium-sized enterprises (SMEs) and social enterprises.

Local procurement and the procurement of SMEs is a significant focus for Multiplex and events like these help break down the barriers local SMEs can often face to becoming part of a main contractors supply chain.

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## Backing second chances with Street & Arrow

Formed by Police Scotland's Violence Reduction Unit, Street and Arrow is a social enterprise that supports people with convictions to get back into the workplace by placing them on an innovative training and employment programme. During that time trainees are paired with a mentor who can help them master everything from basic employment skills like turning up to work on time through to debt management and relationship issues.

**"Street & Arrow are delighted to partner Multiplex at the University of Glasgow site which not only provides the opportunity for our trainees to have some responsibility in feeding the workforce, but also to have a front row seat where they can see everything associated with being involved in such a huge operation."**

**Sergeant Dario D'Andrea**  
Police Scotland



**“Our projects generate economic growth for the local community. By working with local businesses and building capacity within our supply chain we create Social Value.”**

**Kieran Ronnie**  
Social Value & Community Manager

## Data

### 2018 headlines

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13%

### Local procurement

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11%

### SME spend

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£250,122

### Social enterprise spend

## Review of 2018 targets

	Aspect	KPI	Target	Achieved
<b>Supporting Business</b>	Maximise opportunities for SMEs	% SMEs procured work packages	10% of SME contract by value	Outperformed – 11% of work packages let to SMEs
		Number of events aimed at engaging SMEs	Minimum 2 events per project	Achieved
		Number of capacity building events for SMEs	Minimum 2 events per project	Achieved



# Inspiring the community

Multiplex are proud to be a responsible contractor, delivering landmark projects for the communities we work in. Our projects are open and inclusive through our engagement with schools, colleges, universities, community groups and charities.

Multiplex appreciates the potential positive impacts construction projects can bring to a community and it is our aim to deliver on those benefits.

Our legacy is present in the lives of every local community we operate in, through creating pathways to employment via work placements, designing innovative educational programmes that inspire and challenging students and volunteering and supporting local good causes and initiatives.

**“Your passion for the project and what you do shines through and there isn’t anyone who could fail to go away enthused by what they have seen which is exactly what Open Doors is all about. It was great to see project progress and it is going to be an incredible project once it is finished. I can’t wait to come back next year!”**

**Jo Fautley**  
Deputy CEO  
Build UK

## Glasgow students solve real world problems through technology

Multiplex launched the GUSTS Campus Challenge with the Glasgow University Sustainable Technologies Society. Four groups of students from a range of disciplines including electronic & electrical engineering, economics and humanities were assigned a specific project scope to research and present findings on:

- A photovoltaic energy proposal for the Research Hub roof
- An energy model for the Learning & Teaching Hub
- Research the potential impact and solutions of Smart Campus on the University of Glasgow infrastructure to serve the new campus development.

Each group was mentored by a project staff member and included collaboration with supply chain, design consultants and the client. Following the programme, a group have received funding to pilot their room booking technology in the University of Glasgow library.

## University of Glasgow team delivers Santa Sacks at Christmas

Multiplex supported the Santa Sacks Appeal, to provide food and warm clothing to the disadvantaged and elderly around Glasgow.

## Carlton Primary School visit 80 Charlotte Street

With the industry facing a skills shortage, it is vital that we introduce children to the world of construction, opening the doors to the wide range of careers and pathways in the industry. The 80 Charlotte Street project invited 22 of its Year 6 students to site. The children were given a presentation about Multiplex with some interactive workshops guessing how many activities it takes to build a world-class building.

## 80 Charlotte team works with American International Church to support the homeless

We have developed a partnership with the American International Church that provides free food and shelter to the homeless and most vulnerable. Our staff and supply chain have donated time and food to the project, serving breakfast, clearing up bedding and spending time with the guests. “I have been beyond impressed with Multiplex’s commitment to serving the communities that they are working in”; Jonathan Miller, American International Church.



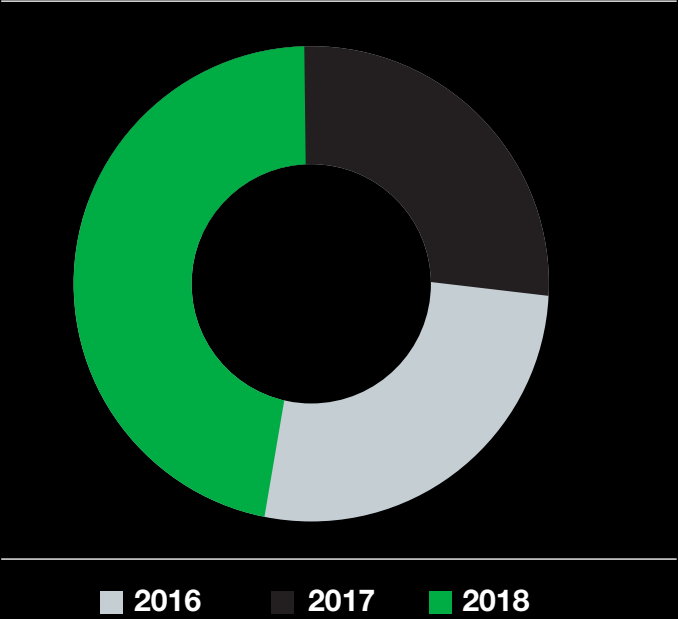
**“At 22 Bishopsgate,  
we created 22 new  
apprenticeships, brought  
302 new entrants into  
construction, engaged  
1274 pupils and students  
and raised £246,781 for  
various charities.”**

**Amy Dawson**  
Social Value & Community Manager

# Data

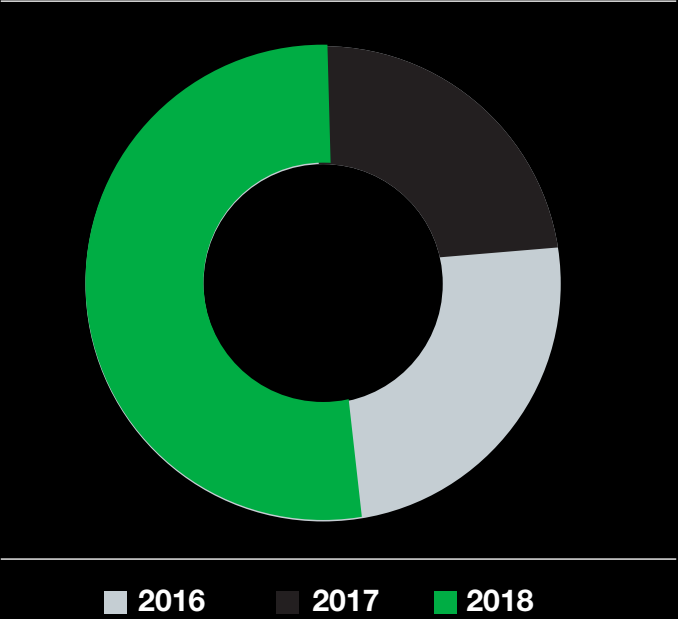
## Historic Progression

### Number of Community Events



Year	2016	2017	2018
Community Events	167	167	288

### Charity Total (£)



Year	2016	2017	2018
Charity Total (£)	146,196	158,194	327,474

## Review of 2018 targets

	Aspect	KPI	Target	Achieved
<b>Inspiring Community</b>	Local Community Cohesion	Number of School engagements Number of Further Education engagements	1 x primary school and 1 x secondary school engagement per annum Host 2 x student site visits	Outperformed - 105 school and student engagements held throughout the year. Outperformed - 3728 young people engaged
		Work Experience places offered for young people	Encourage project team and supply chain to offer a number of placements for young people	Outperformed – 9287 work experience hours were delivered across our projects
		Charitable donations	Allocated amount to raise for corporate charity	Outperformed – 100% of projects raised funds for corporate charities – £327,474 raised
		Time allowed for volunteering	Minimum of 500 hours volunteering time per project	2694 hours of volunteering



# Being a responsible neighbour



Building and maintaining good, positive relationships with our neighbours is essential to the successful delivery of our projects. We deliver large-scale construction projects and appreciate it is our responsibility to minimise disruption to the lives of those who live and work close to our sites. We develop a comprehensive, site-specific neighbourhood liaison strategy for each project. For us, communication is key to fostering open, transparent relationships with local stakeholders. Sharing information, keeping neighbours informed and demonstrating our commitment to delivering for local communities is at the heart of everything we do.

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## Committing fully to the Considerate Constructors Scheme

At Multiplex we continue to maintain our relationship with the Considerate Constructors Scheme, ensuring all of our projects are registered for the duration of construction, with the national initiative with the objective of improving the image of construction. The Scheme allows us to assess how we manage our relationships with the general public, the interface with our teams and the environment, as well as the communities in which we work.

Our business wide CCS Working Group continues to ensure that we share best practice, that each project has an experienced CCS Champion, and that they receive the support needed to continue achieving exceptional levels of performance.

2018 was another successful year for us in the National Site Awards at the CCS a total of 14 awards across the business and a Most Considerate Site Runner Up too!

- CCS Awards Total – 14
- Most Considerate Site Runner Up – One Blackfriars
- Gold – 1
- Silver – 4
- Bronze – 9

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# 14 CCS awards in 2018

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## CCS average scores well in excess of industry average

Our performance over the year was also extremely positive with an average of 43.5 out of 50 across the business, 44 in London and 40.5 in Scotland. These are improvements not only on our performance in the previous year (42.8) but we are consistently outperforming the industry average which stood at 36.1 for 2018. (Data taken from BRE Smartwaste).

Multiplex UK Wide – 43.5 (14 sites registered and scored).

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## 29 CCS Best Practice Hub entries in 2018

Our ongoing focus on best practice and ways to embed innovation across our sites and within our supply chain has again been recognised by the Scheme itself with 29 Multiplex initiatives being published on the scheme's Best Practice Hub in the year. This has included our work on reducing single-use plastic on our sites, our focus on the wellbeing of our staff and our subcontractors; and all of our work engaging and educating the next generation of the construction industry.

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## Local site impacts

Many of our projects are within heavily-populated areas, and we therefore have rigorous plans and procedures in place on every site to predict and monitor noise, dust and vibration, thereby ensuring they are design out as much as possible through our construction methodologies and managed proactively and appropriately where that is not possible. All projects also implement local engagement and communication plans to ensure everyone is kept up to date regarding foreseeable and unforeseeable remove occurrences.

# Data

## 2018 headlines

**£327,474 - raised for charity**

**2,694 - hours volunteered**

**288 - community events**

### Review of 2018 targets

	Aspect	KPI	Target	Achieved
<b>Inspiring Community</b>	Local community cohesion	Running community events	Host 4 community events per annum	Outperformed - 288 community events hosted
<b>Respecting our Neighbours</b>	Meetings	1 x quarterly review meeting per project	Review progress against targets quarterly	Achieved
	Policies	Review of policies	Review targets and policies annually	Achieved
	Audits	Review progress	6 monthly project audits	Achieved
	CCS Score	9/10 as a minimum on each visit	9/10 as a minimum on each visit	Achieved
<b>Site Management</b>	Good site management	Community Engagement Management Plan	A community engagement plan and positive community impacts on every project	Achieved – 100% of relevant sites have community engagement plans



**In 2018 our  
One Blackfriars  
project won National  
Site Runner Up at  
the Considerate  
Constructors  
Scheme Awards**





# Trust and Ethics: acting like a leader

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**“Despite being labelled as severely dyslexic at school and learning how to read and write in a prison cell aged 16, I am the first member of my family to go to university and get a 1st class honours and Multiplex had a big part to play in this achievement. I’m delighted to have been involved in developing the Respect initiative.”**

**Bruno Tampo**  
Employee Communications Manager

# Action and positive impact on the big issues of human rights, diversity and inclusion

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## Human Rights and Modern Slavery

Multiplex is committed to respecting internationally recognised human rights and the United Nations (UN) Guiding Principles on Business and Human Rights as a basis for dialogue and action. Over the last year, Multiplex has been working actively to promote best practice in the field of workers' rights and welfare in the construction industry. Multiplex is cognisant of the contextual challenges faced in the construction industry within which we operate, posing a significant risk to our business. Despite these challenges, Multiplex firmly believes in supporting and protecting the rights, safety, security and welfare of all workers across our sites, taking an active role to improve working conditions, employment standards, recruitment practices, data protection as well as worker voice and representation. We have been actively working with local governments, industry bodies, NGOs and our peers to contribute to the creation of a common approach and effective measures across the industry.

## Launch of our Global Human Rights Committee

The Global Human Rights Committee was launched in November 2018, serving as our latest development to ensure we are engaging the breadth of Multiplex disciplines. We also formed the UK Modern Slavery Committee, to further attune our efforts and effectively manage our emerging risks. Both committees meet on a quarterly basis, ensuring that we are taking a consistent approach across our operations with delegation of key activities to members.

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## Modern Slavery Training

We have taken active steps to encourage our supply chain to attend modern slavery-specific training via Stronger Together, 30 members from our supply chain have attended these in 2018. In the current digital age, Multiplex recognises that vast amounts of information are processed every second.

## Marking Anti-Slavery Day across our business

Anti-Slavery Day took place in the UK on Thursday 18th October 2018, as a day to raise awareness of modern slavery and the role governments, businesses, charities and individuals can play to address the issue. In total 335 people from right across our business and supply chain took part in the workshops and presentations which we organised to mark the event.

## Collective action, partnerships and influence

In addition to the work in our own supply chains and operations, we continue to prioritise collaborations, which we view as essential given the extent and systemic nature of modern slavery and labour exploitation.

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## Signatories of the Construction Protocol launched by the Gangmasters and Labour Abuse Authority

In July 2018, Multiplex signed the Construction Protocol to tackle labour exploitation and protect vulnerable workers by sharing information and intelligence, raising awareness in supply chains, and maintaining momentum within the construction industry.

## Creation of Diversity and Inclusion 'Respect Committee'

Using both the outputs of the Respect workshops and the findings of the EY report, we decided to create the Multiplex Respect Committee, to oversee the support and delivery of those actions required to attract and retain a diverse and talented workforce, and give them the opportunity to fulfil their potential within an inclusive work environment.





**“In 2018 we co-drafted the global Building Responsibly Principles for worker rights and welfare which were then adopted by 6 construction companies and 20 oil and gas companies worldwide.”**

**Jessica Verdon**  
Social Sustainability Manager



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## **Apprenticeship Programme: change and empowerment**

15 apprentices from a diverse pool of talent have been employed, 50% have gone on to further NVQs with Multiplex and are set to join our new temporary services division in the summer of 2019, where they will have the opportunity to explore, improve and specialise in highly-skilled and valued areas of the construction industry.

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## **Anti Bribery and Corruption**

To ensure we have robust procedures in place for preventing bribery and corruption, regular training has been provided for staff. Project teams have appointed ABC officers and the company undertakes regular audits of policies, procedures and counterparties.

All Multiplex operations have been analysed for their risk of corruption and all are committed to their duty to combat and prevent bribery and corruption. Annual training is delivered to all staff and compliance with company ABC policies and procedures is a condition for employment and here there have been no reported incidents.

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## **Data Protection and Privacy**

In the current digital age, Multiplex recognises that vast amounts of information are processed every second. In 2018, we have taken stronger measures to ensure that we have sufficient controls in place, where data protection is treated as a fundamental human right. We recognise that we have a duty to ensure that our peoples' personal data is protected, implementing necessary firewalls and corrective action. This year we have rolled out mandatory training on data privacy and protection, designing our training to go beyond legal compliance towards best practice.



**335 people from  
Multiplex and  
our Supply Chain  
took part in our  
Anti-Slavery Day  
Campaign**



A black and white photograph of a man with short dark hair and a light beard, looking directly at the camera. He is gesturing with both hands, palms facing forward, with fingers slightly spread. The background is dark.

# Digital and Data: setting the standard

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**“The achievement of so many of our goals for positive impact depend on the quality and accessibility of the data involved. In 2018 we made the investments necessary to announce that from this point forward, all our projects will now be digital projects, collecting and delivering data to uniform standards, involving all of our supply chain and consultancy partners.”**

**Federico Selmi**

Head of Data & Products

Europe, the Middle East and Canada



# Big Data: moving towards a data-driven organisation

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**In 2018 Multiplex introduced and resourced our Big Data programme to deliver a range of practical benefits to the way we organise and run our business and client projects.**

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## **Project delivery analytics and dashboards**

Peace of mind through shared project delivery analytics.

## **A pulse on current operations from wherever you are**

Multiplex delivers information through instant insights rather than monthly progress reports. We make these simple yet powerful progress reports accessible to anyone within your organisation, ensuring clear communication at all times.

## **Make more informed decisions and interactions**

Graphical representations offer a more engaging way to understand data than raw information. We use industry leading data visualisation techniques to allow you to quickly analyse the situation onsite by displaying important metrics through easy-to-understand graphics.

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## **Increased client engagement**

Our core value of collaboration means that we believe in working openly and transparently. Real-time sharing of project progress data keeps our clients more informed and engaged, resulting in faster feedback and a more collaborative approach to solution discovery.

## **Desktop, tablet and mobile platforms**

We understand the importance of mobile platforms in the digital age. Multiplex provides access to project delivery analytics on desktop, tablet and mobile to deliver constant updates, anytime and anywhere.

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## Establishing a minimum digital standard for all new projects

In 2018 we mandated a Minimum Digital Standard for all of our projects, regardless of client requirements. This standard implements a “model first” approach across all of our jobs, which puts the building information models (BIM) central to project delivery. This allows us to intricately understand and manage the details of our project designs, and interrogate the implications of change and provides us with the tools to make more informed decisions faster, and allows us to test solutions in a virtual environment in a safe and cost-effective manner. This inevitably leads to a reduction in risk and waste associated with on-site problem solving and rework.

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## Collecting accurate data to integrate into our dashboards and better design

Our intention is simple: to know the ‘what’, ‘where’, and ‘by whom’ of every building component that we are responsible for. The feedback from our supply chain so far has shown that our minimum data requirements are easy for consultants and subcontractors to understand and clearly communicated in our BIM Execution Plan – a short, practical document written in accessible language. Our digital deliverables are also tied into all subcontractor and consultant agreements, using our own amended version of the CIC BIM Protocol, and supplier capability to deliver the BIM requirements is assessed thoroughly during the procurement process using our capability assessment form. As part of each subcontractor’s tender response, we require sample files that demonstrate an understanding of the required level of geometry and information detail, as well as the technical skill to deliver those requirements for each relevant stage of the project. If a supplier lacks the in-house capability to deliver BIM as required, Multiplex has a list of capable preferred BIM consultants who will integrate with, and upskill, the supplier organization upon appointment.

By standardising our minimum requirements, we have also been able to establish a stronger process for data management. This, in turn, has allowed us to develop more innovative solutions, such as automatic dashboarding for project performance analysis, and virtual mock-ups.

Our project teams can freely access information at all times because all models and drawings are available to site staff on their phones and tablets, which reduces the time taken to locate specific information when required. It also improves productivity and reduces the risk of inaccurate information reaching the construction site, and as a result considerably reduces the waste that results from rework and inefficiencies.

# Multiplex Minimum Digital Standard in detail

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## 1) The model first approach

In 2018 Multiplex internally mandated the use of BIM and digital construction on all new projects, regardless of client requirement. We have adopted a “model first” approach to construction, making the Building Information Models central to project delivery. They are used to understand design, impact of change, and complex aspects of construction.

## 2) Minimum data requirements

The business identified minimum data requirements for all models that are simple for consultants and sub-contractors to understand and deliver and align with industry standards such as Uniclass 2015. This means that every building component within the model carries a standard set of data for a precise understanding of design which inevitably leads to improved decision making.

These four simple data requirements are:

- Project Name
- Project ID
- Supplier Code
- Uniclass 2015 Code

## 3) The virtual mock up

We delivered our first virtual mock up in 2018 on the One Nine Elms project in Vauxhall, London. To identify and resolve construction, installation and maintenance issues in a virtual environment, a full LOD 400 model was developed for one apartment and part of a common front of house corridor

that had previously been earmarked for a physical mockup. This exercise explored soft clashes such as door swings, maintainable and replaceable equipment, space requirements for the operation of equipment, as well as the hard clashes traditionally identified using BIM. Issues were identified during this exercise that otherwise may only have been picked up during construction, causing potential delays to the project programme and unnecessary wastage.

The virtual mock up proved to be so successful that it has now been deemed as best practice by Multiplex and will form part of our digital process for all projects moving forwards.

## 4) Improved design management

In 2018 we began to establish metrics for automatic digital dashboarding, which will allow real time access to design information, allowing faster and more intelligent decision making on site. Dashboards are due to go live in Q2 of 2019.

## 5) Improved quality

Our project teams are able to access the right information at the right time because all models and drawings are available to site staff on their phones and tablets, reducing the time taken to locate information when required. Although it is still early in the roll out of this, we anticipate an increase in productivity and reduced risk of inaccurate information reaching the construction site.

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## 6) Improved planning

Across all new projects from Q4 of 2019 onwards the model is being linked to a Level 2 programme within Synchro to produce a high level view of progress and upcoming works.

## 7) The digital manager

In 2018 we renamed our BIM team to the Digital Construction Team, better defining their scope and responsibilities. All projects from Q3 of 2018 have a dedicated Digital Construction Manager to manage the models and digital construction platforms, define and audit processes in the BIM Execution Plan and support the project team.

## 8) Digital skills training

In Q3 of 2018 we began delivering standardised training to all staff in Navisworks Freedom and Synchro Open Viewer, our nominated project model viewer platforms. They are trained using their own hardware and their own project models, breaking down all barriers to interacting with our project models.

## 9) Simple, clear instructions

We have developed a plan for 2019 in which our BIM Execution Plan will be refreshed and simplified, based on existing industry standards. Our BIM and digital requirements will be written in to all subcontractor and supplier agreements using plain and accessible language.



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**100% of all  
new projects  
are now digital  
projects**



# Part 5

# 2019

# Positive

# Impact

# Targets



## Net Positive Sustainability Strategy Targets 2019-2020

Positive Impact Sustainability Strategy Pillar	Key areas	Target for 2019	Performance Indicator
<b>Zero Waste and Circular Economy</b>	Reduce waste generated on sites	Improve information to allow measurement of reduction and focus on known large waste streams and plastics	<ol style="list-style-type: none"> <li>1. Reduce % of waste recorded as "Mixed"</li> <li>2. Record number of interventions for plastic and packaging waste reduction</li> <li>3. Develop a strategy to reduce single use plastics from sites and offices</li> <li>4. Launch "MPXChange" an internal material exchange platform</li> </ol>
	Zero waste to landfill	Improve or at least maintain diversion from landfill	<ol style="list-style-type: none"> <li>1. Divert from landfill at least 98% of construction and demolition phase and 80% of excavation phase non-hazardous waste to be reused (onsite or offsite)</li> </ol>
	Drive demand for circular economy materials	Identify opportunities for the use of materials with high recycled content	<ol style="list-style-type: none"> <li>1. Record % of recycled content in key materials</li> <li>2. Record number of interventions on projects and their outcome</li> <li>3. Research whether we can have a policy for a % minimum of recycled content per material</li> </ol>
<b>Net Positive Carbon</b>	Achieve net positive carbon by 2050	Finalise and roll out of carbon and energy reduction plan	<ol style="list-style-type: none"> <li>1. Work towards 100% renewable electricity by 2020</li> <li>2. Roll out staff/ subcontractor/client engagement plans for carbon reduction</li> </ol>
	Improve water efficiency	Implement water saving measures on every project	Record at least 1 intervention per applicable project and its outcome
<b>100% responsible Supply Chains free from Modern Slavery</b>	Only procure certified key materials including timber	Engage with supply chain to identify opportunities and improve	<ol style="list-style-type: none"> <li>1. Record number of interventions on projects and their outcome</li> <li>2. Research whether we can have a minimum standard for key material certification such as BES 6001 and EPDs, and reused materials</li> </ol>
	Reduce risk of labour exploitation within own business	Introduce response protocol	<ol style="list-style-type: none"> <li>1. Develop and agree project response protocol</li> <li>2. Develop training for protocol</li> <li>3. Roll out training (sites, corporate)</li> </ol>
	Reduce risk of labour exploitation in global supply chains	Increase due diligence on Tier 1 suppliers	<ol style="list-style-type: none"> <li>1. Review outcomes from 2018 due diligence checks and develop and implement recommendations</li> <li>2. Increase scope of due diligence checks</li> </ol>

<b>Building-in Wellbeing and Sustainability</b>	Improve within own business	Roll out Better Workspaces standard internally and rate all project offices	<ol style="list-style-type: none"> <li>1. Finalise and launch company standard</li> <li>2. Develop and launch awareness campaign</li> <li>3. Develop and launch targeted training</li> <li>4. Review 2018 baseline data on existing offices and suggest improvement actions to close gap on current workspaces</li> <li>5. Implement minimum level on all new offices</li> </ol>
	Zero Pollution Incidents	Continue to implement pollution prevention plans on all sites	<ol style="list-style-type: none"> <li>1. Implement trend analysis</li> <li>2. Implement measures to reduce reoccurrence</li> </ol>
	Zero COSHH sites	Develop and implement process to eliminate the use of COSHH on site where possible	<ol style="list-style-type: none"> <li>1. Create joint Sustainability/ H&amp;S paper with recommendations to improve current process</li> </ol>
	Achieve targets for sustainable building certifications	Aim to achieve or improve the ratings of sustainability and wellbeing certifications	<ol style="list-style-type: none"> <li>1. Number of projects achieving their target</li> <li>2. Record any lessons learned</li> </ol>
<b>Net Positive Biodiversity and Air Quality</b>	Enhance biodiversity onsite	Install permanent and temporary features on site	<ol style="list-style-type: none"> <li>1. Work with our new partner – London Wildlife Trust – to develop strategy on biodiversity improvements across MPX</li> <li>2. Track number of project improvements</li> <li>3. Develop recording methods for % net gain</li> </ol>
	Enhance biodiversity offsite	Volunteer on biodiversity related initiatives	<ol style="list-style-type: none"> <li>1. Increase hours volunteered against 2017 and 2018 levels</li> </ol>
	Positive impact on local air quality	Select cleaner plant, equipment and transport	<ol style="list-style-type: none"> <li>1. Continue implementation of NRMM requirements and meet CAZ levels across all sites where possible</li> <li>2. Collaborate with supply chain to promote greener transport alternatives and record interventions and their outcome</li> </ol>



## Health & Safety Strategy Targets 2019-2020

Objective	Target
Mental Health management programme based on the new Building Mental Health Model	<p>We will continue to run MHFA in house to ensure all projects and offices are fully covered by MHFA. Let's Start the Conversation TBTs to be completed by all MPX employees and disseminated to our subcontractors</p> <p>We will continue to target senior management to ensure all managers with 4 reports or more attend the With Performance in Mind training</p> <p>Expert Events and Insights Videos are planned to promote mental health awareness as well as a module to be included in the Aspire and Inspire management training</p>
Measure the effectiveness of managing occupational health risks in our construction operations	Introduce Health Intervention Tours (HIT) on all projects. Report interventions by type on a monthly basis via the Infoexchange digital reporting portal to provide dashboard metrics to the board
Combat exposure to occupational cancer risks by improving awareness and standards of operation on our projects in collaboration with our sustainability team partners in reducing diesel emissions, harmful dusts and other carcinogens	Pledge our support of the IOSH 'No Time To Lose' campaign to tackle occupational cancers and incorporate this into our occupational health strategy
Industry-leading workforce engagement on every Multiplex project	<p>Regular company-wide engagement tours on every project involving every Multiplex project staff member producing feedback and agreed actions on relevant project matters</p> <p>Feedback and suggestions captured through digital media for response within one hour</p> <p>Supervisors interviewed by project director within 7 days of induction on site</p> <p>Co-ordinated 'stand-down' events and forums on all projects to share key project messages and give recognition to those outperforming in safety and health</p>

Objective	Target
Consistent health and safety standards across our projects.	Defined health and safety operating standards agreed in collaboration with our supply chain, providing clarity of expectations whilst avoiding 'over-prescription'
Collate Agile Metrics – data which facilitates informed operational and strategic decisions.	Revised reporting and data criteria for occupational health and safety and real-time availability of information through digital dashboards
Improve knowledge sharing between projects in relation to health and safety.	Pledge our support of the IOSH 'No Time To Lose' campaign to tackle occupational cancers and incorporate this into our occupational health strategy
Industry-leading workforce engagement on every Multiplex project.	Implement 'high risk' review forums where planning specific high-risk operations on projects in collaboration with our sub-contractors and Multiplex peers from other projects

## Communities and Social Value Strategy Targets 2019-2020

Theme	Long Term Goals	Key Areas	Target 2019
<b>Investing in people</b>	Measuring our impact	<ul style="list-style-type: none"> <li>- Create social value model</li> <li>- Digitise our tracking and measurement</li> </ul>	<ul style="list-style-type: none"> <li>- Improve reporting and tracking of inputs, outputs and impacts</li> </ul>
	Measuring our impact	<ul style="list-style-type: none"> <li>- Local people employment on site</li> <li>- Apprentice hours worked on site</li> <li>- Hard to reach groups employed onsite</li> </ul>	<ul style="list-style-type: none"> <li>- 20% local people employed</li> <li>- 3% of all site hours for apprentices</li> <li>- 10% of jobs offered to new entrants</li> </ul>
<b>Supporting Business</b>	Maximise opportunities for social enterprises	<ul style="list-style-type: none"> <li>- Social enterprises invited to tender</li> <li>- Events aimed at engaging social enterprises</li> </ul>	<ul style="list-style-type: none"> <li>- Identify 2 relevant opportunities for social enterprise</li> <li>- Host social enterprise engagements</li> </ul>
	Build social value capacity in our supply chain	<ul style="list-style-type: none"> <li>- Capacity building events and workshop</li> </ul>	<ul style="list-style-type: none"> <li>- Engage the supply chain with quarterly workshops and up-dates</li> </ul>
	Improve our supply chain performance	<ul style="list-style-type: none"> <li>- Coach our supply chain on 'why' social value and community engagement is the right thing to do</li> <li>- Focus on improving performance across all projects</li> </ul>	<ul style="list-style-type: none"> <li>- 80% supply chain social value and community score to be 'Excellent'</li> </ul>
<b>Inspiring Community</b>	Improve the image of construction	<ul style="list-style-type: none"> <li>- Engage school pupils through innovative and informative initiatives and programmes</li> <li>- Provide opportunities for work experience, taster days and workshops</li> <li>- Provide opportunities for local community volunteering for our project teams</li> </ul>	<ul style="list-style-type: none"> <li>- Roll our Schools Programme throughout Multiplex</li> <li>- Create work experience tool-kit</li> <li>- 4 minimum work placements per project per year</li> <li>- 500 hours volunteering time delivered per project per year</li> </ul>
<b>Respect Our Neighbours</b>	Keep connected to our neighbours	<ul style="list-style-type: none"> <li>- Provide regular updates on construction activity</li> <li>- Promote open and transparent communication</li> <li>- Digitise and improve complaint handling procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance communication and updates of notice boards, newsletters and public information</li> <li>- Improve reporting and close out of complaints</li> </ul>

## Trust and Ethics Strategy Targets 2019-2020

Theme	Target for 2019	Performance indicator
<b>Diversity and Inclusion</b>	Launch the Diversity and Inclusion Committee and identify priority areas for 2020	Develop a Respect Committee governed by a terms of reference with working groups to address the findings of the Ernest and Young commissioned benchmarking report
	Launch Multiplex Respect to the wider business	Develop a communications plan to improve awareness of diversity and inclusion and the strategy of the Respect Committee
	Host a diversity and inclusion event	Hold a panel discussion with engagement from our employees and wider industry to share common challenges and approaches
<b>Human Rights</b>	Develop an Ethical Labour Management System	Develop subcontractor auditing and worker engagement tools and checklists to roll out on project sites to manage labour rights risks
	Modern Slavery Train the Trainers	Build the capacity of 3 trainers to roll out Stronger Together Modern Slavery Training
	Data Privacy Training	70% of completion rates on e-learning data privacy module

## Digital Construction Strategy Targets 2019-2020

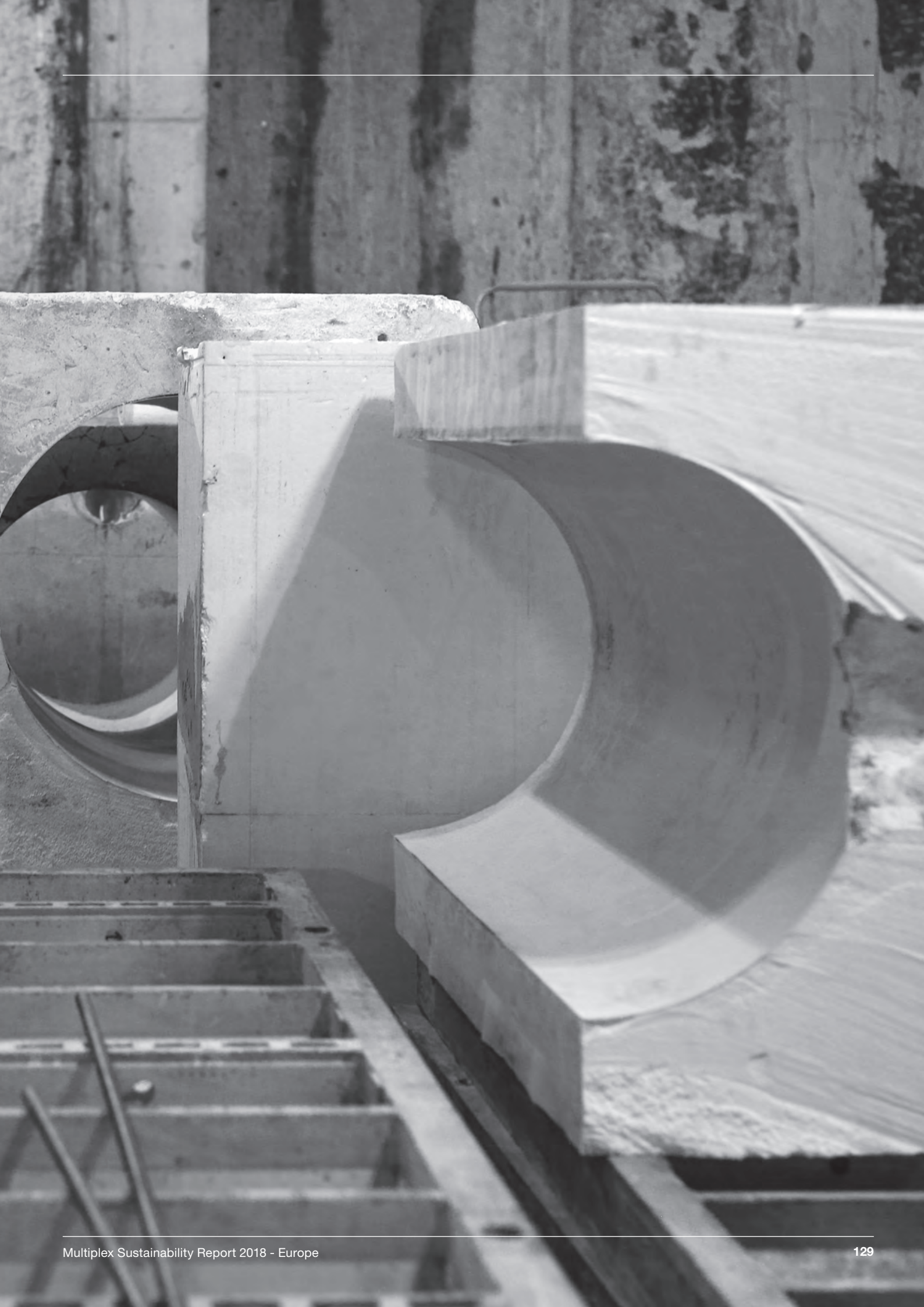
Theme	Target for 2019	Performance indicator
<b>Digital Construction</b>	Improve BIM modelling adoption on sites	100% increase in model usage on projects
	Harness data collection	80% data completeness on all projects started in 2018/19
	Increase capacity and digital training	350 operational staff trained in 2019



# Part 6

# GRI, SDG and TCFD Data





## Task Force on Climate-related Financial Disclosures (TCFD)

We regularly report and disclose our performance in relation to our environmental impact through our annual Sustainability Reports. This year we are following the recommendations in line with the Task Force on Climate-related Financial Disclosures (TCFD) as outlined below. This will also be supplemented by a summary disclosure in our Annual Report which will be published in early 2020.

Governance	Disclose the organisation's governance around climate-related risks and opportunities
<b>Describe the board's oversight of climate related risks and opportunities</b>	Our Board of Directors is the highest governance body which decides on economic, social and environmental matters, such as climate change. In Europe the organisation is led by the Operations Director and the Commercial and Finance Director. Multiplex has an in-house team of sustainability professionals led, in Europe, by Sustainability Director Dr Eva Gkenakou and across the business regions of Europe, Middle East and Canada by the SHEQ Executive Director Steve Smith. This in-house Sustainability Team assesses, monitors and submits recommendations to the Board of Directors regarding the management of climate related risks and opportunities.
<b>Describe management's role in assessing and managing climate related risks and opportunities</b>	Andrew Ridley-Barker, Operations Director for Multiplex Europe, has overall accountability for sustainability, which includes carbon, energy and climate-related risks. He is supported in this role by Sustainability Director, Dr Eva Gkenakou, who provides all Executive Directors, through the Executive Director Committee, with the technical knowledge to be able to effectively assess and manage climate-related risks and opportunities. This is supported by six monthly Management Reviews in line with our ISO 14001 certified Environmental Management System.

<b>Strategy</b>	<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</p>
<p><b>Describe the climate related risks and opportunities the organisation has identified over the short, medium, and long term</b></p>	<p>The business has identified climate related risks and opportunities spanning products and services, supply chain, adaptation and mitigation activities, investment in research and development and operations, as follows:</p> <p>Risks</p> <ul style="list-style-type: none"> <li>• Increased severe weather events and extreme temperatures</li> <li>• Increased energy prices for Multiplex's operations.</li> <li>• Increased carbon-emissions taxation.</li> <li>• Regulations over construction products</li> <li>• Raw material scarcity.</li> <li>• Increased product prices due to energy prices increases.</li> <li>• Requirement to transition to lower carbon technologies and methodologies</li> <li>• Increased water scarcity.</li> <li>• Increased emissions-related reporting obligations</li> <li>• Greater scrutiny on climate related action</li> <li>• Exposure to litigation</li> <li>• Construction being seen as lagging behind in tackling climate change</li> <li>• Insufficient research and development into low-carbon and climate-resilient technologies across the industry.</li> <li>• As the occurrence of extreme weather events increase, site and office working conditions can become unproductive.</li> <li>• Unexpected changes to the business portfolio can negatively affect Multiplex's low-carbon strategy.</li> </ul> <p>Opportunities</p> <ul style="list-style-type: none"> <li>• Investors and property developers will increasingly seek low-carbon building designs.</li> <li>• Use of zero-carbon renewable energy can be cheaper and with more price stability</li> <li>• Use of materials with lower whole life carbon and water which be cheaper or less likely to be subject to price increases</li> <li>• Use of recycling and materials that come from recycled sources and circular economy processes will make the raw material less scarce.</li> <li>• Explore and implement new initiatives for climate adaptation and mitigation.</li> <li>• Investment in low-carbon and climate-resilient products and services.</li> <li>• Opportunities for innovation.</li> </ul>



Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.
<p><b>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning</b></p>	<p>The business has identified the impacts of climate-related risks and opportunities spanning products and services, supply chain, adaptation and mitigation activities, investment in research and development and operations, as follows:</p> <p>Risks:</p> <ul style="list-style-type: none"> <li>Increased severe weather events and extreme temperatures can negatively affect the construction programme of a construction project. In turn, this affects the quality of the service that Multiplex delivers, and impacts both operational and financial planning.</li> <li>Projects becoming obsolete due to not considering climate change effectively.</li> <li>Increases in resource scarcity across the supply chain can cause a building material to become unfeasibly costly and/or unavailable on the market. On an industry-wide scale, this will eradicate the value created within that supply chain. With respect to Multiplex's business, this will impact our operations and financial planning.</li> <li>As regulating bodies and property developers increase emissions disclosure requirements, the business may not have sufficient resources required to keep up-to-date with the disclosure requirements and/or maintain compliance. This could lead to litigation, greater scrutiny and/or a negative impact on our reputation.</li> <li>Construction projects are shorter in duration than the return on investment of adaptation and mitigation activities. In this way, the cost of adaptation and mitigation activities can impact the business' financial planning.</li> <li>Insufficient research and development into low-carbon and climate-resilient technologies can make it unachievable for Multiplex to implement climate adaption and mitigation measures. This could hinder the business from advancing towards a low-carbon and climate-resilient built environment.</li> <li>Unexpected changes to the business portfolio can negatively affect Multiplex's low-carbon strategy and climate-resilience measures. For example, significant business growth can prevent Multiplex from achieving emission reduction targets.</li> </ul> <p>Opportunities:</p> <ul style="list-style-type: none"> <li>As investors and property developers become increasingly aware of climate-related risks, they will become more likely to seek low-carbon building designs. This creates an opportunity for Multiplex to help deliver low-carbon buildings and participate in the journey to a low-carbon built environment. This in turn also drives a positive shift in consumer preferences for a sustainable built environment.</li> <li>Financial gains from increasing energy efficiency.</li> <li>The journey to zero carbon and climate resilience is a collaborative effort that requires the whole supply chain. This creates opportunities for collaboration, which can lead to industry-wide changes of positive impact. For example, Multiplex has called over 100 of its supply chain business leaders to action. We have delivered webinars and workshops to support our supply chain on: measuring carbon footprint, setting science-based targets and building the business case to gain support from the Board. Multiplex is taking the initiative to engage with the supply chain on tackling climate change and setting science-based targets. We ask our suppliers to engage with their own suppliers, so in the long-term, we can positively influence a wide network of the construction industry.</li> <li>As the business seeks adaptation and mitigation activities, there is an opportunity to explore and implement new initiatives that help Multiplex to lead in the industry. An example of this is our target switch to 100% renewable electricity tariffs by 2020 for our direct electricity consumption. If we get this right, by 2025 we would have saved the equivalent of the carbon footprint of half the households in the City of London.</li> </ul>

<b>Strategy</b>	<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.</p>
	<ul style="list-style-type: none"> <li>• There is scope in the short-, mid- and long-term for investment in low-carbon and climate-resilient products and services. As the climate issue becomes increasingly critical, new products and services have an opportunity to prosper in an emerging market, within which Multiplex could invest in.</li> <li>• The challenge posed by climate change creates opportunities for innovation. This can increase innovative-thinking amongst the workforce and improve overall productivity.</li> <li>• Efforts to mitigate climate change can help drive a circular economy. For example, Multiplex has implemented a closed-loop recycling scheme for plastic temporary protection on the Principal Tower project. This has saved 7.2 tonnes of plastic waste as well as 30% carbon emissions. This is helping to drive a truly circular economy.</li> </ul>
<b>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</b>	<p>Multiplex has set a science-based target which has been scrutinised and approved by the global protocol, the Science Based Targets initiative. This gives us confidence that our carbon goals are aligned with the 2°C scenario as a minimum. We are taking this one step further by looking to increase the level of our ambition. This is through re-aligning our science-based target with the 1.5°C scenario.</p> <p>Our science-based targets are:</p> <ul style="list-style-type: none"> <li>• Reduce our direct emissions 30% by 2030</li> <li>• 95% of our supply chain to set a science-based target by 2023</li> </ul> <p>To help us achieve our target of reducing direct emissions 30% by 2030, we are aiming to switch to renewable electricity tariffs by 2020. This is a switch to offsite renewables, which is currently a viable option in the UK energy market. A potential risk to our climate-related strategy is if the renewable energy market stops being a viable option for Multiplex – whether due to cost, availability or technical access. To mitigate this risk, we are also focussing attention to energy efficiency measures. We have integrated energy management into our overarching Environmental Management System to help drive efficiencies. We are continually exploring and implementing initiatives to advance energy efficiencies.</p> <p>To help achieve our target of having 95% of our supply chain set science-based targets by 2023, we are rolling out a supply chain engagement programme. We aim to support our supply chain in the following key areas:</p> <ul style="list-style-type: none"> <li>• Measuring and reporting carbon footprint</li> <li>• Building the business case to get internal buy-in</li> <li>• Setting ambitious science-based carbon targets</li> </ul> <p>We called over 100 of our supply chain business leaders to action in February 2019 to help tackle the climate and carbon issue. If we can help 95% of our suppliers to set science-based targets, we will be providing them with a mechanism to tackle their own direct emissions. In turn, this tackles a significant proportion of our total carbon footprint. This will help us to transition our business and those of our supply chain to a low-carbon economy.</p> <p>We have identified that the following climate-related risks and opportunities have the potential to impact our carbon strategies described above.</p> <p>Opportunity 1: Investors and property developers may become increasingly aware of climate-related risks and thus more likely to seek low-carbon building designs. This will enable us to specify low-carbon materials and systems to our supply chain, which in turn will make a science-based target more achievable and thus more feasible to commit to.</p>

<b>Strategy</b>	<p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.</p>
<b>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</b>	<p>Opportunity 2: The journey to zero carbon and climate resilience is a collaborative effort that requires the whole supply chain. We rely on effective collaboration to help us engage with suppliers on setting science-based targets.</p> <p>Opportunity 3: Financial gains from increasing energy efficiency can help the business to drive energy reductions on direct emissions.</p> <p>Risk 1: Long-term increases in resource scarcity across the supply chain and insufficient research and development into low-carbon and climate-resilient technologies across the industry can cause low-carbon solutions less viable for the supply chain. This could deter suppliers from setting ambitious carbon targets. To make our strategies more resilient, we are aiming to engage with our clients and design teams on specifying low-carbon buildings. This can have a trickle-effect across the supply chain involved in certain buildings, and as consumers become more aware of sustainable building options, clients should be providing sustainable solutions more.</p>

<b>Risk Management</b>	<p>Disclose how the organisation identifies, assesses, and manages climate-related risks.</p>
<p><b>Describe the processes for identifying, assessing, and managing climate related risks and how they are integrated into the organisation's overall risk management</b></p>	<p>Multiplex has an overarching approach to achieve and sustain an effective management system through a Risk and Governance Framework and Controls; thus increasing confidence that our processes and systems will mitigate climate-related risks to acceptable levels, deliver minimum standards across the business for operational control and reliable information that is being monitored and evaluated for compliance and to support its improvement.</p> <p>Our management systems include climate-related risk. Our processes and assurance controls are required provide consistency in the delivery of construction management services and operations. It ensures completion of service on time, to the client's specification, to the budget and in compliance with the applicable statutory, regulatory and internal governance requirements.</p> <p>This framework allows Multiplex to take appropriate actions to address climate-related risks identified as being associated with company's strategic direction that:</p> <ul style="list-style-type: none"> <li>• Contributes to achieving the environmental, health &amp; safety and quality policy and objectives</li> <li>• Organises programme compliance, financial, climate-related risk management, and operational performance reporting such that the Board of Directors receives the information it requires to assess business and project success and acknowledgment that we comply with the requirements set by the business, the client and professional, statutory and regulatory bodies</li> <li>• Brings the responsibility of governance down to the level of roles, responsibilities, reporting lines, and communications that contribute to the management system and developing and implementation processes</li> <li>• Sustains governance and risk management by creating a feedback loop in which board of directors can identify and action operational and performance risks, changes in internal and external factors, and requirements of the client and the relevant interested parties to ensure the continually suitability of our governance framework, ,management systems and its processes</li> </ul> <p>The three main drivers that intensify the need for improved governance, management systems and its processes within Multiplex are the sustainability of the business, sectoral complexity and climate change. Therefore risk &amp; opportunity awareness and mitigation through management systems, their effectiveness and the opportunity to improve in a structured approach is vital to Multiplex's operations as per the following governance model:</p> <ul style="list-style-type: none"> <li>• Climate Risk Identification</li> <li>• Impact Evaluation</li> <li>• Response and Mitigation</li> <li>• Controls and Checks</li> <li>• Outcome Evaluation and Improvement</li> </ul> <p>Multiplex has full procedures in place to ensure, in the event of an incident, business continuity across all our operations and those of our subcontractors. The Business Continuity Plan forms part of the Multiplex Crisis Management and Emergency Management Plans.</p> <p>We have a framework that allows us to build up resilience within the business enabling an effective response that safeguards the interests of all key stakeholders, as well as protecting reputation, brand and value-creating activities.</p>



Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.
<p><b>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</b></p>	<p>We understand the metrics that are required for our business and external stakeholders to understand our climate-related risks and opportunities. To that end, throughout this report, we disclose a diverse range of consumption and intensity metrics that cover the pillars our Net Positive Sustainability Strategy; energy, carbon, water, waste, biodiversity, responsible sourcing, recycled content etc.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>• Total energy consumed by source</li> <li>• Total fuel consumed by source</li> <li>• Embodied Carbon by Material Type</li> <li>• Recycled Content by Material Type</li> <li>• Total water consumed and discharged</li> <li>• Waste Diverted from Landfill</li> <li>• Hazardous Waste Produced</li> <li>• Sustainable Building Certification</li> </ul> <p>The above metrics and their relative targets can be found in this report along with trending made possible through comparative data from previous years.</p> <p>As is apparent from both our Highlights Report and our Materiality and Stakeholders section, the ‘Environmental Emergency’, which focuses heavily on climate-related risk, is intrinsically linked with the strategic direction of the business and that of our stakeholders.</p> <p>Our science-based targets, as with our other strategic targets, are fully endorsed by our CEO and Executive Board who are fully accountable for our performance as a business.</p>
<p><b>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</b></p>	<p>A detailed data report for performance related to Scope 1, Scope 2 and Scope 3 can be found earlier in this 2018 Positive Impact report.</p> <p>Our Scopes are reported in line with the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard.</p>
<p><b>Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets</b></p>	<p>Following on from a thorough review of our Scope 1, 2 and 3 emissions and improvements to our calculation methodology we developed new, science-based targets, to ensure our carbon reduction targets are aligned with the 2oC scenario.</p> <p>The Science Based Target initiative (SBTi) have reviewed and validated our targets as of February 2019, which are outlined below:</p> <p>“Multiplex Construction Europe commits to reduce absolute Scope 1 and 2 GHG emissions 55% by 2030 from a 2017 base-year. The company also commits that key suppliers representing 95% of emissions from purchased goods will set a science-based emission reduction target by 2023.”</p> <p>We also have energy specific targets for each site based on historic and industry data, these are measured in kWh/m<sup>2</sup> and kWh/£100k, as well as fuel use in litres/£100k.</p>

## Global Reporting Initiative (GRI) and Sustainable Development Goals (SDG)

GRI 102: GENERAL DISCLOSURES 2016			SDG goals and targets reference
102: Organisational profile			
102-1	Name of the organisation	Multiplex Construction Europe Ltd.	N/A
102-2	Activities, brands, products, and services	<a href="https://www.multiplex.global/company/regions/europe/about/">https://www.multiplex.global/company/regions/europe/about/</a>	N/A
102-3	Location of headquarters	99 Bishopsgate, 2nd Floor, London, EC2M 3XD, United Kingdom	N/A
102-4	Location of operations	<a href="https://www.multiplex.global/company/regions/europe/office-locations/">https://www.multiplex.global/company/regions/europe/office-locations/</a>	N/A
102-5	Ownership and legal form	p.14	N/A
102-6	Markets served	<a href="https://www.multiplex.global/company/regions/europe/about/">https://www.multiplex.global/company/regions/europe/about/</a>	N/A
102-7	Scale of the organisation	<a href="https://www.multiplex.global/company/regions/europe/about/">https://www.multiplex.global/company/regions/europe/about/</a>	N/A
102-8	Information on employees and other workers	p.84 <a href="https://www.multiplex.global/company/regions/europe/key-contacts/">https://www.multiplex.global/company/regions/europe/key- contacts/</a>	N/A
102-9	Supply chain	p.20-21	N/A
102-10	Significant changes to the organisation and its supply chain	Not reported	N/A
102-11	Precautionary Principle or approach	p.16-17	N/A
102-12	External initiatives	p.36,37, 59, 64, 72, 91, 96, 100, 105, 110	17
102-13	Membership of associations	Social Value UK, BCO, Building Responsibly, UKGBC, Stronger Together, GLAA Protocol, Women into Construction, BuildUK, Ciria, Rospa, WICE Awards, the 5% Club, Counsel on Tall Buildings and Habitat, IOSH	N/A

102: Strategy			
102-14	Statement from senior decision-maker	p.8-9	16.6, 16.7
102-15	Key impacts, risks and opportunities	p.16-19	N/A
102: Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	p.8-9 and <a href="https://3zt0kb2y7cm937csd513ok8u-wpengine.netdna-ssl.com/wp-content/uploads/2016/01/MPX-CODE-OF-BUSINESS-CONDUCT-AND-ETHICS.pdf">https://3zt0kb2y7cm937csd513ok8u-wpengine.netdna-ssl.com/wp-content/uploads/2016/01/MPX-CODE-OF-BUSINESS-CONDUCT-AND-ETHICS.pdf</a>	16.3, 16.5, 16.6
102-17	Mechanisms for advice and concerns about ethics	<a href="https://www.multiplex.global/uk-hr-po-018-ethics-hotline/">https://www.multiplex.global/uk-hr-po-018-ethics-hotline/</a>	16.3
102: Governance			
102-18	Governance structure	<a href="https://www.multiplex.global/company/regions/europe/key-contacts/">https://www.multiplex.global/company/regions/europe/key-contacts/</a>	16.6
102-19	Delegating authority	p.10-11	N/A
102-20	Executive-level responsibility for economic, environmental, and social topics	p.10-11	N/A
102-22	Composition of the highest governance body and its committees	p.97, 80, 89, 108	16.6
102-23	Chair of the highest governance body	<a href="https://www.multiplex.global/company/regions/europe/key-contacts/">https://www.multiplex.global/company/regions/europe/key-contacts/</a>	16.6
102-26	Role of highest governance body in setting purpose, values, and strategy	p.8-9	16.7
102-27	Collective knowledge of highest governance body	p.8-9	16.6

GRI 102: GENERAL DISCLOSURES CONTINUED			SDG goals and targets reference
102: Stakeholder engagement			
102-40	List of stakeholder groups	p.18-19	17
102-41	Collective bargaining agreements	Multiplex respects all collective bargaining agreements Multiplex does not collect this information from employees	N/A
102-42	Identifying and selecting stakeholders	p.18-19	17,16.7
102-43	Approach to stakeholder engagement	p.18-19	17,16.7
102-44	Key topics and concerns raised	p.19	17,16.7
102: Reporting practice			
102-45	Entities included in the consolidated financial statements	Annual Report and Financial Statement December 2018	N/A
102-46	Defining report content and topic boundaries	p.19, 22	N/A
102-47	List of material topics	p.19	N/A
102-48	Restatement of information	p.6-7	N/A
102-49	Changes in reporting	None	N/A
102-50	Reporting period	January 2018 - December 2018	N/A
102-51	Date of most recent report	Oct 2018 (reporting on Jan 2017- December 2017)	N/A
102-52	Reporting cycle	Annual	N/A
102-53	Contact point for questions regarding the report	Stephen Smith Executive Director - Europe, the Middle East and Canada stephen.smith@multiplex.global	N/A
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards Core Option	N/A
102-55	GRI content index	p.137-142	N/A
102-56	External assurance	This report has not been externally assured	N/A



GRI 103: MANAGEMENT APPROACH			SDG goals and targets reference
103-1	Explanation of the material topic and its boundary	p.19, 22	N/A
103-2	The management approach and its components	p.19, 22 Further information on grievance mechanisms captured in ISO 45001, 9001, 14001 and our Modern Slavery Statement 2018, Ethics Hotline	N/A
103-3	Evaluation of the management approach	p.29, 50, 116 Modern Slavery Statement 2018 & ISO 45001, 9001, 14001 certified management systems	N/A

GRI 200: ECONOMIC			SDG goals and targets reference
201: Economic performance			
201-1	Direct economic value generated and distributed	Annual Report and Financial Statement December 2018	8.1, 8.2, 8.3
203: Indirect economic impacts			
203-2	Significant indirect economic impacts	p.6-7,21,88-107	1.4, 8.5, 8.6
204: Procurement practices - Not reported			
205: Anti-corruption			
205-2	Communication and training about anti-corruption policies and procedures	p.20, 112	16.4, 16.5, 16.6

GRI 300: ENVIRONMENTAL			SDG goals and targets reference
300: Materials			
301-1	Materials used by weight or volume	p.60-62 & 66	12.2
302: Energy			
302-1	Energy consumption within the organisation	p.55-57	7.2
302-2	Energy consumption outside of the organisation	p.55	7.2
302-3	Energy intensity	p.56	7.3
303: Water			
303-1	Water withdrawal by source	p.62	6.4, 6.6
305: Emissions			
305-1	Direct (Scope 1) GHG emissions	p.55	12.6, 13.1, 13.2
305-2	Energy (Scope 2) GHG emissions	p.55	12.6, 13.1, 13.2
305-3	Other indirect (Scope 3) GHG emissions	p.55	12.6, 13.1, 13.2
305-4	GHG emissions intensity	p.55	13.1, 13.2
305-5	Reduction of GHG emissions	p.55	13.2
306: Effluent and waste			
306-2	Waste by type and disposal method	p.60	11.6, 12.4, 12.5, 12.6, 12.8

GRI 400: SOCIAL			SDG goals and targets reference
401: Employment			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Annual Report and Financial Statement December 2018	8.3, 8.5, 8.8
403: Occupational health and safety			
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	p.82	3.9, 3.d, 8.8
404: Training and education			
404-1	Average hours of training per year per employee	Not reported	4.4, 4.7
405: Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees	Gender Pay Gap Report 2018	10.2, 10.3, 4.5, 5.1, 5.5, 5.c
406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	Not reported	5.1, 8.5, 10.3, 16.b
412: Human Rights Assessment			
412-1	Operations that have been subject to human rights reviews or impact assessments	p.38-41 & p.108-113 Modern Slavery Statement 2018	8.7, 8.8, 16.2
413: Local communities			
413-1	Operations with local community engagement, impact assessments, and development programs	p.34-37 & p.88-107	8.3, 15.6, 11.1, 11.3, 1.4
414: Supplier social assessment			
414-1	New suppliers that were screened using social criteria	p.20	8.3





We have considered the impact of printing this report. On this basis we have taken the following measures:

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- Used OXO bio-degradable films to minimise plastic waste
- Ensured excess ink is recycled to make a form of fuel



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