



**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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# Contents

p.4

## **Our Business**

p.6

### **Part 1**

## **One Vision**

- 2018 Positive Impacts
- Think Positive, Do Positive
- Principles

p.14

### **Part 2**

## **The World Around Us**

- Introduction
- Materiality & Stakeholders
- Mega-Trends
- Business Strategy

p.24

### **Part 3**

## **2018 Positive Impact: Highlights**

- Environmental Emergency
- People and Wellbeing
- Social Value & Community
- Trust and Ethics
- Digital and Data

# 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.



# Globally

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

# Middle East

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**21** years of contracting  
**55** completed projects  
**950** employees  
**7** current projects  
**\$6.8bn** of work to date

# Part 1

# One Vision





# 2018 Positive Impacts

## Climate Change

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Developed  
**‘Nearly Net-Zero Energy Guidelines’**  
for site offices

**Reduced 4,219 tons**  
of Carbon Emissions (equivalent  
34.2 acres of forest conserved to  
cropland in one year)

**Installed 153kWp  
of solar PV**  
on our projects

**Achieved 100%  
of our KPI’s**  
across all our projects

Corporate Board member at the  
**Emirates Green  
Building Council**

## Social Sustainability

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**Trained over  
24,845 workers**  
on their rights and  
grievance mechanism

**Held 4,993 worker  
interviews**

Achieved an average close-out of  
worker related grievances of  
**81% in a month and  
100% over 2 months**

Promoted Ethical Recruitment  
drive based on  
**‘Employer Pay’s  
Principle’**

**Raised AED 380,000**  
towards Charity



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## Modern Slavery

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### Led our industry

Elected as Vice Chair of Building Responsibly, leading our industry in field of worker rights and welfare

### Supported our partners

Our dedicated worker welfare officers have provided our supply chain partners free expert training on combating modern slavery

### Co-drafted welfare principles

We created global Building Responsibly principles for worker rights and welfare, adopted by six construction and 20 oil and gas companies worldwide

### Due diligence

We have tried and tested our due diligence tools, sharing these with our peers, as well as supporting the ILO, the Business and Human Rights Resource Centre (BHRRC) and Institute for Human Rights and Business (IHRB) by providing key insights ethical recruitment, wage payment, providing commentary on various papers; raising the bar for our sector

## Accident Frequency Rate

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**0.005**

**per 100,000 man hours -  
60% improvement over  
3 years**

## Digital

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**In 2018, our safety, health, environment, quality and wellbeing (SHEQW) team transitioned all reports onto digital dashboards, as well as developing a database as part of our digital journey**

# Think Positive

# Do Positive

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**At Multiplex, we aim to achieve beyond building for compliance by building for performance. Our goal is to outperform our previous year's impact on climate change, modern slavery, health and wellbeing, development, and digitalisation. We recognise that we operate in semi-urban densely populated areas, and therefore need to mitigate dust, noise and the impact on our neighbours.**

**We build large-scale, complex structures that have direct impacts on local areas and communities. We've spent the last decades focused on minimising the harm of impacts and, through our hard work, we have achieved significant success in safety, sustainability, and social value. We understand that each of our projects is unique and presents its own set of challenges. We bring a focus on air quality, using solar power and biofuels to mitigate our impact, and ensuring that neighbours can operate 'business as usual'.**

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

**We also understand the need to take a clear stance that acknowledges and accepts our responsibilities and work towards creating a positive impact.**


**James Grljusich**  
**General Manager**

**Nick Petricola**  
**General Manager**

A black and white portrait of James Grljusich, a man with short dark hair, smiling. He is wearing a light-colored button-down shirt under a dark blazer.

**“Our sustainability commitment goes beyond project delivery. From planning, design and construction, we continue to consider and include sustainability within every aspect of our business.”**

**James Grljusich**  
General Manager

A black and white portrait of Nick Petricola, a man with dark hair, smiling. He is wearing a light-colored button-down shirt under a dark blazer.

**“We are proud to be on the journey to be a net positive business. Despite regional complexities, we continue to lead and promote best practices in the field of workers’ rights and welfare. As founding members of Building Responsibly we have co-drafted the Worker Welfare Principles.”**

**Nick Petricola**  
General Manager



# 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.







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**“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.

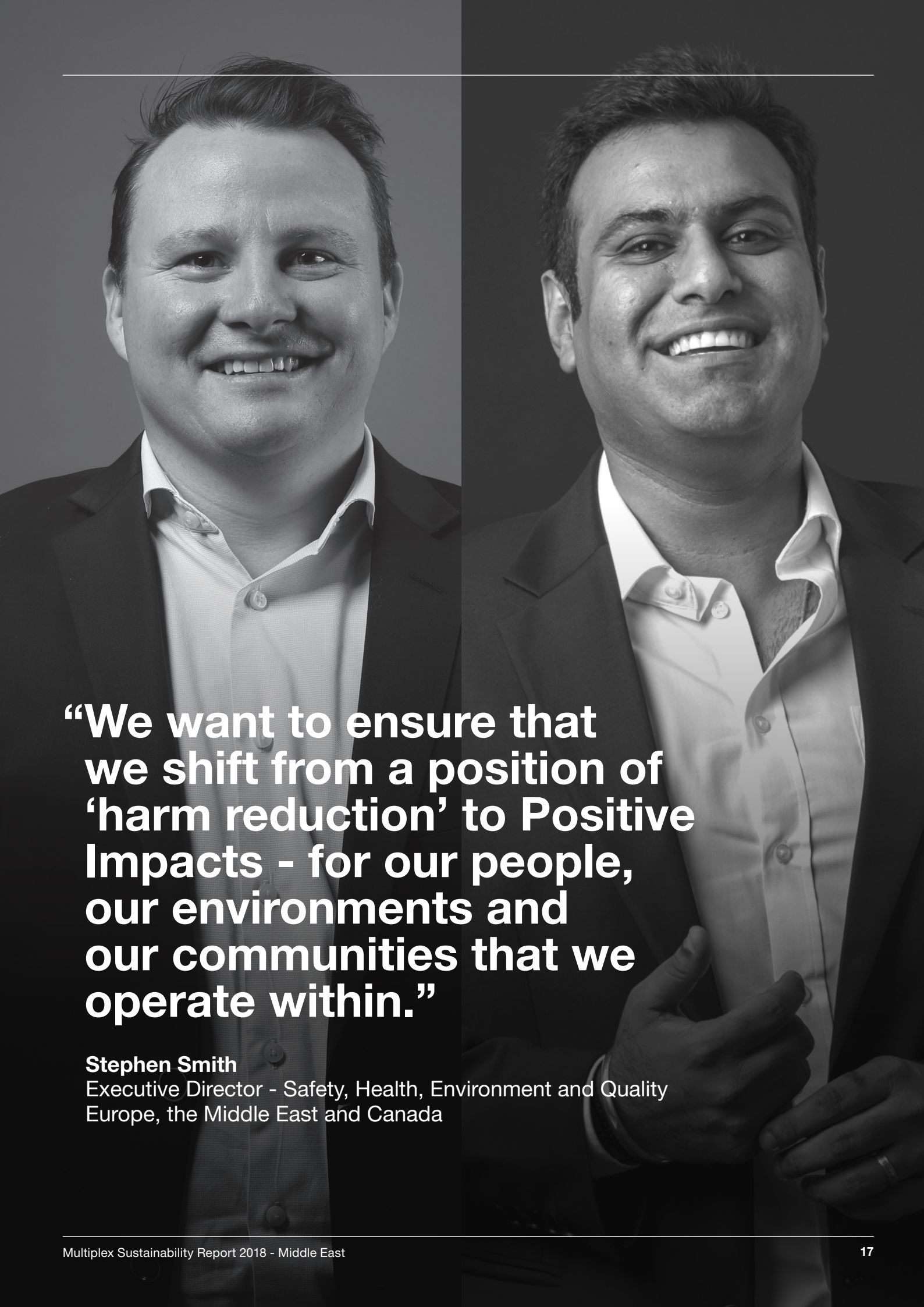
Going forward we want to gain further traction for Positive Impact within our Multiplex culture, so that everyone associated with us understands where we are aiming and is enabled to play their part.

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** (left photo)  
Executive Director - Safety, Health, Environment and Quality  
Europe, the Middle East and Canada

**Tushant Suri** (right photo)  
Head of Sustainability  
(Environment & Social)





**“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

# Materiality & Stakeholders

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**We understand the evolving demands for making a positive impact – a fundamental principle of our culture. At Multiplex, we ensure credible science is the basis for our progress.**

**Positive impact expresses the idea of working beyond net-zero and delivering a legacy to each community we work in. Multiplex projects involve real lives, communities and resources, which means the potential for good is tangible and immediate in many ways.**

**To drive the level of positive impacts that we want, we need engagement, understanding, collaboration and motivation across our stakeholder groups.**

**In 2018, we launched the positive impact principle. The net positive movement is fundamentally about focusing on our greatest impacts and our largest areas of future potential.**

**We want our positive impact to be grounded in science-based recordings, real measures and insight into the practical details. Positive impact will move forward based on precise engineering and credible science-based metrics from across the business.**

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**“During 2018 we have taken bold steps towards tackling some of the biggest environmental and social challenges of recent times. We have made a commitment to science based targets allowing us to amplify our positive impact and to move beyond net-carbon zero buildings.”**

**Tushant Suri**  
Head of Sustainability  
(Environment & Social)

As part of our strategic work to develop **Positive Impact as a core business principle**, we have developed a materiality matrix. Moving 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 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	Purpose Climate change action Culture of wellbeing Culture of respect
	Our supply chain partners	Fair and timely payment Culture of collaboration Safety performance Quality Workplace Welfare and wellbeing
	Project partners	Performance quality systems
Building owners and users	Our clients	Occupational health and safety Project information and transparency Sustainability performance Worker welfare and rights Performance quality systems
	The people who use our buildings	Workplace environment and facilities Quality Health and wellbeing Sustainability
Local communities and authorities	Local communities	Business opportunities Local environmental impact
	Local authorities	Sustainable performance Alignment with regional vision and ambitions Safety Environmental impact
Brookfield	Our parent company	Quality Project performance Project information

# 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 accordance with COP24 and the UN Intergovernmental Panel on Climate Change (IPCC) Report 2018.

In 2018, the IPCC reported there are only 12 years left to drastically reduce planetary carbon emissions before irreversible damage. Although 195 countries signed the Paris Agreement in a pledge to make this a reality, there is still substantial work to be done and opportunities to reverse the effects for future generations.

It would be a mistake to treat climate change as a future issue. The effects are 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, and the Middle East being exposed to the risk of temperature's rising beyond the habitable zones. 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 and ambition has shifted. Urgent and far-reaching change is now required both to mitigate the worst effects of climate change and to respond to the effects we are already experiencing.

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## People and Wellbeing

While climate change is a global issue, many of the long-term issues also affect the fundamental rights and welfare of each individual on our sites.

The construction sector in the Gulf sees high temperatures combined with high humidity. This, coupled with the physical nature of construction works, means that construction workers are vulnerable to serious heat-related health risks, including fatal heat stroke.

In 2018, we continued to develop measures with which to assess and mitigate the impact that the climate in the region has on our people.

We are focused on building for performance; taking the extra steps beyond building for compliance so that our projects leave a positive impact on its occupants and the local community for the future to come.



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## Social Value and Community

We recognise the importance that all workers are provided with inclusive growth, quality jobs and a high standard of accommodation, taking into account the regional complexities of the Middle East. Construction has a significant role to play in mitigating labour exploitation and improving standards in the area. Following the financial crisis of the last decade, there has been a steadily growing focus on the need for growth and partnerships with community organisations that effectively support the ecosystems that build and sustain communities.

Expo 2020 Dubai has cast the world's eye on the treatment on construction workers in the United Arab Emirates. In October 2018, Expo 2020 Dubai released its Worker Welfare Policy evidencing the UAE's commitment at government level to the health, safety, welfare, security and dignity of workers.

A commitment of this nature provides a platform for the improvement of worker welfare region-wide.

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## Digital and Data

Construction has been one of the slowest global sectors to incorporate digital technologies into their existing workflow. Complexity in our processes, the variation in each project and challenges around the business model itself have all contributed to a lack of digital adoption. Despite this, the opportunity for digital and data to sweep through construction and disrupt markets is real and now we are seeing the start of data-based decision making, access to real-time data, and the use of smart sensors and technology to transition towards operational excellence.

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## Trust and Ethics

In 2018, the construction industry faced significant challenges across the Middle East. On a corporate level, the idea has taken hold in investor circles 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. Simultaneously, construction is challenged by immediate issues such as labour vulnerabilities where it must show itself as ethical and capable of concerted and decisive action.

In 2018, we also saw the release of the Artificial Intelligence Principle and Ethics Toolkit. The advancement and innovation in data management exposes users, people and communities to potential risks. It resulted in the widespread adoption of commonly agreed policies and standards regarding the use of artificial intelligence and its dangers. This is in line with Dubai's Smart City vision that not only boosts innovation but delivers human benefit in an ethical manner.

# 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
<p>Built to Outperform</p> <p>Focusing on four strategic principles will help us achieve our goal of becoming a high performance organisation and playing our role in society.</p> <p>Built for precision Built for people Built for positive impact Built for evolution</p>	<p>Environmental Emergency</p>	<p>LEED, Estidama and Dubai Green Building Regulations and Specifications adopted for all project in Dubai</p>
		<p>Establishing Nearly Net-Zero Energy site office guidelines</p>
		<p>Committing to partially power its site activities via onsite renewable energy technologies</p>
	<p>People and Wellbeing</p>	<p>Mental health workshops Heat stress management Releasing worker welfare principles Constructive leadership programmes Site amenities guidelines</p>
	<p>Society and Community</p>	<p>Fair payment Ethical recruitment - the adoption of the employer pays principle Taqdeer Labour Welfare Award</p>
	<p>Trust and Ethics</p>	<p>Modern slavery and human rights Governance Quality Accredited to ISO 9001, 40001 and 450001 International Standards</p>
	<p>Digital and Data</p>	<p>Digital construction Big data</p>







# Part 3

# 2018

# Positive

# Impact:

# Highlights







# Environmental Emergency: a responsibility to act now in line with the latest climate science

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“We have been on a journey this year to take enhanced steps to measure our embodied carbon in addition to influencing the operational carbon emissions, to reduce the life cycle emissions of the buildings we construct. Our leadership supports our approach to tackle climate change, using quantifiable metrics and science to back our decisions.”

**Yohaán Cama**  
Sustainability Manager

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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 reduce the impact of climate change. To help tackle this challenge, Multiplex has been working towards reducing its direct carbon emissions and influencing its indirect emissions through extensive stakeholder engagement.

We plan to collaborate with regional developers during building design stage for buildings to perform in accordance with Nearly Net Zero Energy guidelines (published by Emirates Green Building Council in 2017). This contributes towards the development of assets in alignment with UAE 2030 & 2050 vision and regional aspirations.

Being a part of the Net-Zero Energy Task Force (facilitated by Emirates Green Building Council), we are working towards influencing the business case associated with Nearly Net-Zero Energy Buildings.

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## What we achieved in 2018

Multiplex site offices are now powered by solar hybrid systems, which include Tesla batteries to operate at zero carbon during night time operations. In collaboration with the regional energy experts in 2018, we developed a calibrated real-time energy model. We also drafted our Nearly Net-Zero site office guidelines which focus on minimising the impact of our operations on the community and environment we operate in.

We understand the impact of the existing building stock carbon levels in developed cities, the potential opportunities associated with building retrofit and its impact on the triple bottom line (Environmental, Economic and Social).

In alignment with our core value to outperform, we successfully delivered LEED Platinum and Estidama 3 Pearl rating for Neighbourhood One Residence – the first residential building in UAE to be accredited to these standards.



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# What we achieved in 2018

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**100% target for sustainability rating compliance for our projects**

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**Accredited to the ISO 14001:2015 Environmental Management System**

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**91,874 kWh of electricity for construction via onsite solar PV installations**

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**190kWp capacity Tesla battery installed for night-time operations**

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**18.6 million litres of water treated via our onsite waste water treatment system**

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**4,219 ton reduction in carbon emission over previous year's baseline**

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**Drafted the Multiplex Nearly Net-Zero Energy Office Guidelines**

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## Where we are headed

We are committing to the Science Based Targets initiative in 2019. This will reduce our scope 1 and scope 2 emissions by 51% and 68% respectively, to align with limiting climate change to 1.5°C. This will be catalysed by better collaboration with the regional SMEs focusing on clean energy and sustainable power.

Our ongoing goal is to deliver buildings that operate at low energy, carbon – both embodied and operational – and cost, collaborating closely with our clients. We are creating a program 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. In addition, we are working with multiple ESCOs to focus on adopting a life-cycle approach, improving the carbon performance of our projects and delivering beyond legislative and contractual obligations.

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

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"Having worked with Multiplex for more than 2 decades, our culture of care reflects our ethos. There is a definitive sense of camaraderie –where everyone feels supported and I feel proud to have been a part of the company's growth."

**Cheryl Gonsalves**  
HR Manager - Visa Operations

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## How Multiplex can drive towards Positive Impact

We understand that our high standards must be maintained and 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.

We acknowledge the positive impact of constructive leadership on the motivation of people and the culture of organisations and, as a result, on individual performance and organisational effectiveness. We also need to provide professional training opportunities that give people real and valuable personal development.

Additionally, we are focusing on improving the sense of wellbeing and comfort at our accommodation facilities provided by the business, with an intent of creating a positive impact beyond the workplace and better understanding the impact of buildings on the wellbeing of the occupants.

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## What we achieved in 2018

Multiplex has achieved strong performance improvements in Safety over time and in 2018, against the backdrop of a full order book, we further improved on our Accident Frequency Rate. This represented a historic positive trend from 0.014 to 0.005 over the last three years.

Another first for us was recorded in 2018, where we improved our onsite amenities – including drinking water stations, rest area, canteen/food quality areas and hygiene facilities – for more than 10,000 workers during the summer season to achieve zero heat stress cases. We are committed to improving the infrastructure for migrant workers in the Middle East.

Our priority is the health and wellbeing of our people. In 2018, we promoted a healthy lifestyle through numerous Multiplex-organised events each year including cricket, football, volleyball, long-distance running and badminton competitions, in addition to conducting several mental health workshops by internal and external experts across the business.

Our 12-month global English program continues to further enhance the written and verbal skills our non-native English-speaking employees. This not only builds our team members' English skills but also helps to strengthen confidence and leadership abilities.

To focus on creating a positive impact on our indirect workers (employed by our subcontractors), Multiplex has implemented and monitored the implementation of its worker welfare principles by validating the wage payment system statement for its workers, conducting subcontractor accommodation inspections and audits to ensure fair treatment of our workers.

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## **Where we are headed**

Another of our core business principles introduced in 2018 is 'built for people'. To align with this idea, 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. We are creating 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 a credible positive impact on people's lives and wellbeing. In addition, we are consistently working with industry experts and global NGOs to improve the condition of migrant workers in the UAE.

# **What we achieved in 2018**

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**Zero Heat Stress medically treated cases**

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**Accident Frequent Rate reduced by 60% over last 3 years, achieving 0.005 in 2018**

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**Adopted the ISO 45001 standard for our safety**

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**Began design for our People's Accommodation focusing on indoor air quality and comfort**

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**Resolved 339 grievances**

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**Interviewed 4,993 workers to empower them against abuse of human rights**

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**Conducted 49 accommodation inspections and solved 100% of the 56 accommodation grievances raised**

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**Mejorin John**  
Head of Department - Occupational Health & Safety



**Kate Boeck**  
Legal Counsel



**Priya Gopinadhan**  
Welfare Officer



**Emma McKain**  
HR & Learning Partner





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**April Joy Mercene**  
Quantity Surveyor



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**Mostyn Higgs**  
Construction Manager



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**George Haddad**  
Head of Department (MEP)



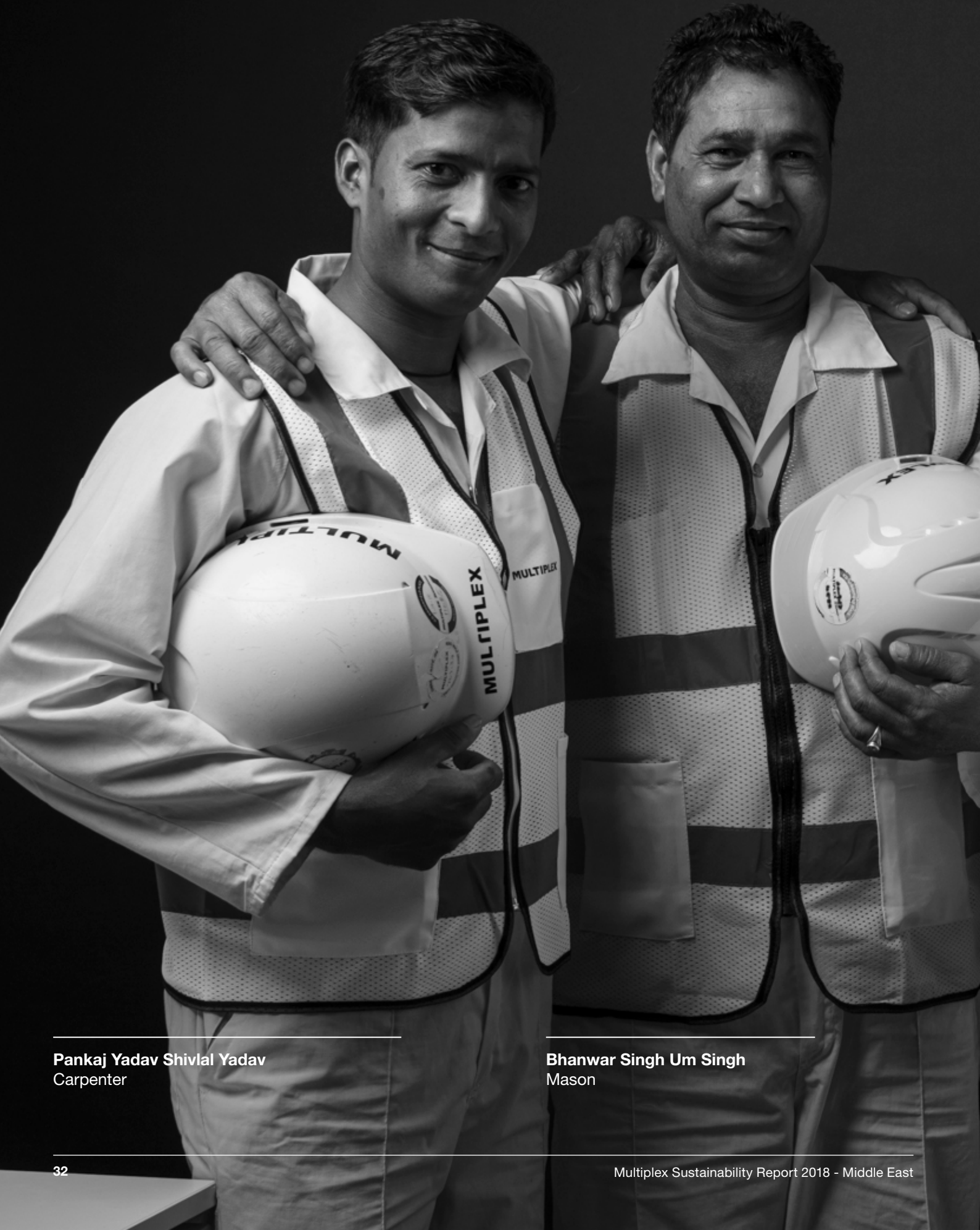
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**Ahmed Almarzooqi**  
Occupational Health & Safety Officer



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Our Taqdeer Awards 2018 Winners



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**Pankaj Yadav Shivlal Yadav**  
Carpenter

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**Bhanwar Singh Um Singh**  
Mason





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**Pappu Ram Girdhari Lal**  
Mason

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**Elavarasan Chinnasamy Chinnasamy**  
Scaffolder

# Social Value and Community: the power to change lives and the potential to measure value

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“As a construction company, our workers are everything. Without them, we cannot build. We recognise that their voices need to be heard and so we have implemented a worker welfare management system which helps us to identify and resolve grievances such as living and working conditions, employment standards, and recruitment practices.”

**Louis Linde**  
Executive Director - Projects

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## How Multiplex can drive towards Positive Impact

Multiplex is recognised as a leader delivering quality and highly effective community engagement activities and outcomes. Over the last eight years, Multiplex has influenced the education of 120 individuals its Workers Education Fun Program, raised AED 380,000 for local charities and consistently gone above and beyond our targets and project deliverables. This body of practical expertise is a key asset.

Our motivation for social value is about linking the opportunities presented by the organisation into the needs of real local communities and the change we can have on real 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 deliver inspiring projects each time, for each person in the local community.

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## What we achieved in 2018

2018 has been a milestone year for the business in multiple ways. We conducted both Multiplex Middle East's and the region's first 'Employer Pays' recruitment drive in October 2018.

The constant development of the system has enabled us to foster a better working and living environment for workers. Our efforts this year have focused on ethical recruitment, fair employment contracts, as well as ensuring timely wage payment across our subcontracting chain to verify our actions. The system has been third-party certified by a leading human rights consultant.

In 2018, Multiplex co-developed the Building Responsibly Principles (Appendix 4) which have been subsequently endorsed by ten construction companies as well as members from the oil and gas industry. These principles were raised at the Contractor Safety Leadership Forum held by Shell on Wednesday 3 October 2018 to discuss and sign the statement of support by companies including Shell, Chiyoda Corporation, AkerSolutions and Subsea 7. The statement also expressed the companies' intentions to assess the principles against company practices and integrate them into engagement with contractors. As vice-chair of 'Building Responsibly', Multiplex has been leading on quarterly calls with IPEICA, Shell and the IOGP, sharing our learnings from the GCC with the oil and gas community.

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## Where we are headed

Multiplex is one of the industry's leaders in social value modelling. We see this as an area of huge potential for our business, people, 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. Our work to keep 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.

# What we achieved in 2018

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**Adopted 'Employer Pay's Principle' to support debt-free requirement**

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**Funded secondary & tertiary education of 120 Multiplex Worker's Children**

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**97% of wage payment issues resolved**

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**Educated 24,845 on their rights, legislation & welfare**

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**677 hours volunteered**

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**Over 15 social initiatives**

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**Awarded a four-star rating at the Taqdeer Awards**

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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.

Our Annual Workers ‘Gift Giving’



Supported various charity causes such as Ignite Pink is Punk initiative- an annual swim/run event that raises money for breast cancer awareness





Holds regular blood donation drives in collaboration with Latifa Hospital in Dubai



Participated in Dubai Chamber of Commerce's Give and Gain Volunteering days

Collaborated with the local NGO - Iftar Fridge Initiative







Hosted project site walks for university students



Joined panel discussions at Dubai Chamber of Commerce during the World Green Building Week 2018





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Annual labour party 2018



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Project site walk for university students



# 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 – backed by the stability of our parent company Brookfield – gives us the opportunity to be a trusted leader in the construction sector. By working with the clear vision of high performance and driving the details of our business strategy, we can demonstrate our positive impact on the local community. By investing time and energy in key human rights issues as they emerge, we can collaborate with our supply chain and peers to deliver real progress. On the critical issues of diversity and inclusion, we can show progress and engagement right across our business.

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### What we achieved in 2018

All our projects were audited on labour practices, and over 30 supply chain members attended modern slavery training delivered in collaboration with the Emirates Green Building Council.

In 2018, 100% of our staff members completed Multiplex's Code of Business Conduct and Ethics training embedding our core values and our expectations of how our employees are to conduct themselves as part of the Multiplex family. The key focus of our training includes:


- Promoting a good working culture
- Operating to the highest ethical standards
- Encouraging reporting of any potential issues or violations
- Maintaining a robust and transparent financial system

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### Where we are headed

We are focusing on our investments into human rights, modern slavery and the right to data privacy, having set up a committee to address these issues. 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 understand that construction is a complex industry, and we have a responsibility to do more.

We also know that it needs to evolve to deliver the levels of trust that diverse stakeholders needs. We believe in a science-based approach and change on a cultural level as key to this process. We also understand that the digital revolution will continue, presenting challenges as well as opportunities for us to both stay relevant while protecting and promoting human rights. As a business, 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, supplier's communities.



**“Working ethically, transparently and in line with our code of conduct is essential to our operations. We hold our supply chain and partners to the same scrutiny, where our dealings are founded on strong due diligence.”**

**Scott Williams**  
Commercial Director

**Derek Lynch**  
Commercial Director

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

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## How Multiplex can drive towards Positive Impact

Our business strategy sets out evolution as a core principle alongside positive impact. Multiplex’s scale, focus and quality of workbook means we can now introduce data and digital technologies in a systematic manner across every project, involving all of our supply chain and all of our 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, our Quality Management System was certified to the ISO 9001:2015 Quality Management System Standard, which includes the establishment of our organisation’s processes to operate as an integrated and complete system.

To delivery high complexity projects on time and within budget, it is important that our designs are developed with precision. This has led to us mandating BIM across all project in 2019. Our approach to BIM implementation and management from the outset enables the various stakeholders, design team, specialist subcontractors, and other supply chain partners, to work in collaboration and use BIM more efficiently in order to reduce risk, increase certainty of outcomes and deliver a quality project.

Our SHEQW reports have now been successfully transitioned to dashboards. This has allowed us to build a database that enables the business to make scientifically-informed decisions and predict the trend to create a positive impact on the projects, community and people.

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## Where we are headed

Going forward, 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.





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**“Built for evolution means transforming the way we build. Our early implementation of tools like BIM & dashboard reporting across our business will enable us to enhance operational efficiencies, our delivery methods; adding further value to our clients.”**

**Petar Mladenovic**  
Director





# MULTIPLEX

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