



**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, being delivered by some of the world's best construction teams, working together more than five million hours safely to date, to create something that is not only the most advanced office building around, but the first WELL building in Europe on this scale, creating 22 new apprenticeships, bringing 302 new entrants into construction, engaging 1274 pupils and students, rated Exceptional by the Considerate Construction Scheme and raising nearly a quarter of a million pounds for charity, well then 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.





A black and white portrait of Ashley Muldoon, a middle-aged man with a shaved head, wearing a dark suit jacket over a light-colored shirt. He is looking directly at the camera with a slight smile. The background is a solid dark grey.

**“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.

over 4

£

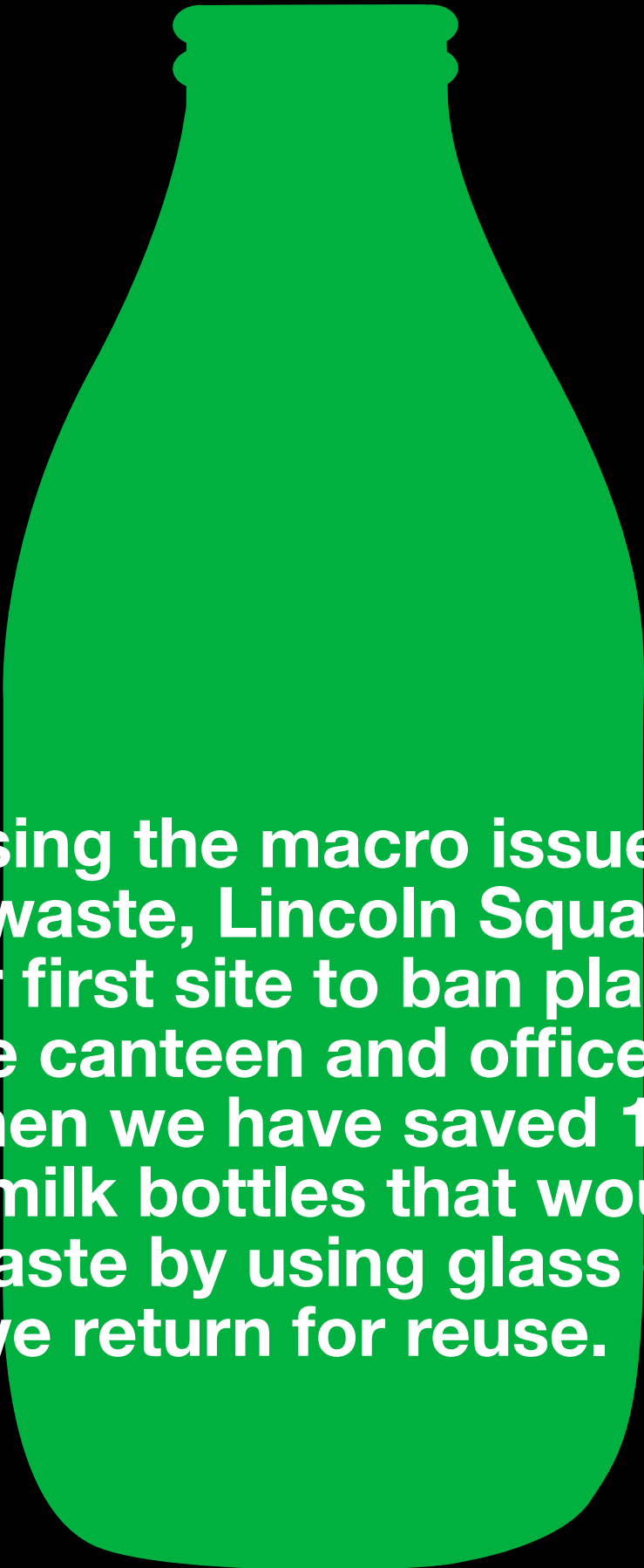
**our 2018 supply  
chain spend  
represents  
an ongoing  
opportunity to  
seed further  
positive impacts.**



# 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**



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.



# 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.

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







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

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Achieved 288 against a target of 56 community engagements

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

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# 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 Responsibility 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 Responsibility



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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 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**

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**“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













# MULTIPLEX

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