

1962 ♦ 2022



# Sixty Years of Making a Positive Impact

Multiplex Global ESG Update 2022/23



# Foreword

The fundamentals of ESG have been embedded in our global business for many years. We have led conversations and actions that have evolved our business and industry, and created significant positive impact for our people, communities and environment.

In our 60th year, our global ESG strategy consolidates those efforts, and challenges us to do more to achieve our purpose; to construct a better future.

We are committed to pursuing actions where the potential for impact is the greatest, and the outcome the most material. That means we will focus on tackling the 'high hanging fruit' — the harder, longer-term actions that will make a real difference.

Right now, we know our greatest opportunity for material impact is in the environment and within that, carbon.

Our industry has a crucial role to play in addressing our global carbon crisis, and if we are going to get serious about carbon, we need to look at embodied carbon.

That's why we have made a global commitment to reducing Scope 1, Scope 2 and Scope 3 emissions, so that we're not just fast tracking the reduction of our own carbon footprint, but supporting our clients and supply chain to do the same.

We are committed to having a meaningful conversation with our clients about the wholistic impact of design and delivery decisions. Our aim is that from 2022, bids will be geared towards our projects being on time, on budget and on carbon.

With that clear global direction, our regions will continue to make specific commitments that support our ESG principles and respond to local needs.

We have a huge opportunity ahead of us. I look forward to seeing our global business continue to collaborate, contribute and outperform — for our people and planet.

**Julia Felmeri**

Global Strategic Director, ESG



# ESG at Multiplex



After 60 years, we have a long history of ESG at Multiplex. ESG is embedded in our business because it is ingrained in our culture, initiated at grass roots and supported by leadership.

Our global ESG strategy consolidates our efforts and sets us on a clear pathway to achieve our purpose, to construct a better future.

**We are driven by vision,  
action and consistency  
of delivery across the  
full spectrum of ESG.**

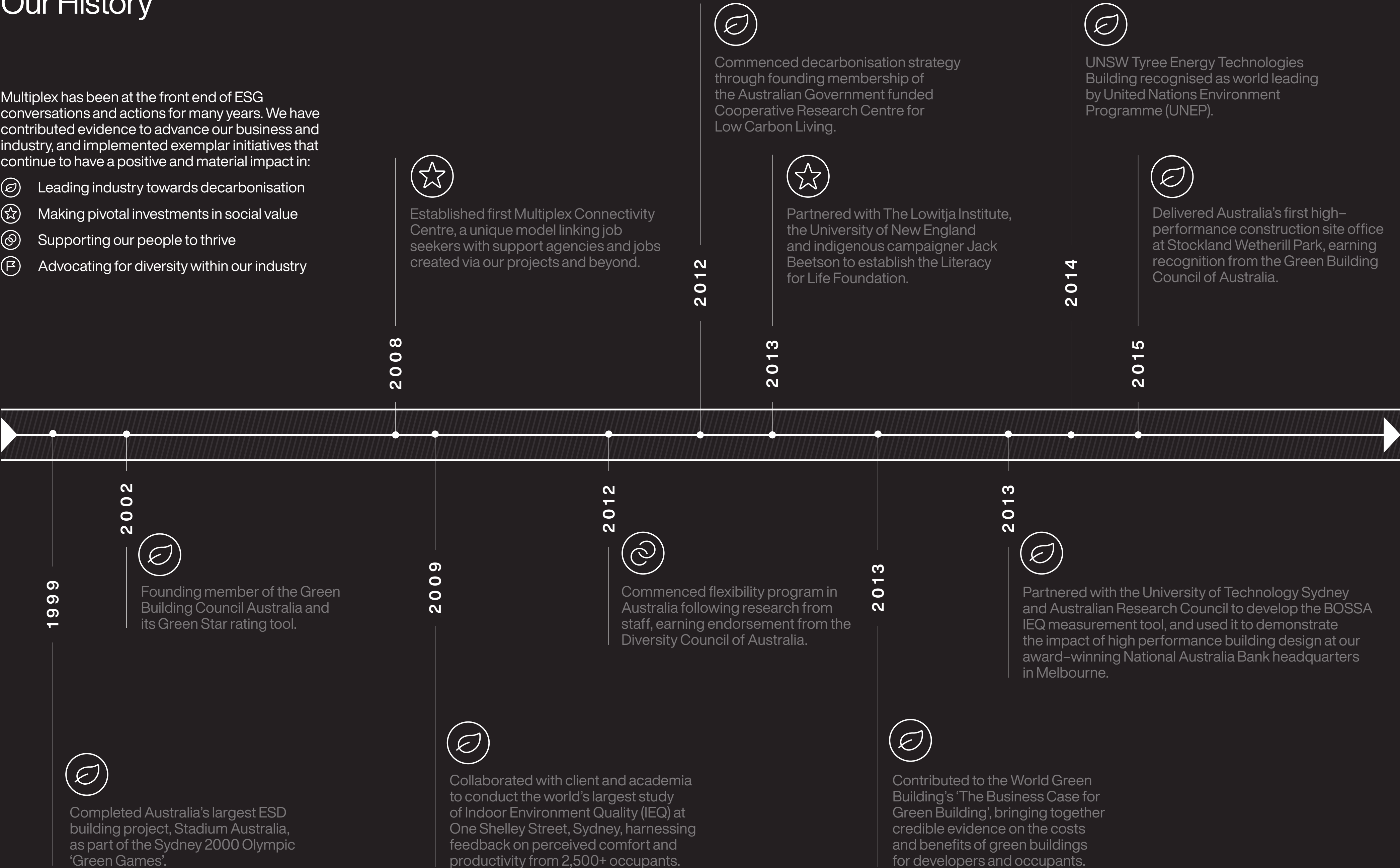


Paragon, Melbourne, Australia

# Our History

Multiplex has been at the front end of ESG conversations and actions for many years. We have contributed evidence to advance our business and industry, and implemented exemplar initiatives that continue to have a positive and material impact in:

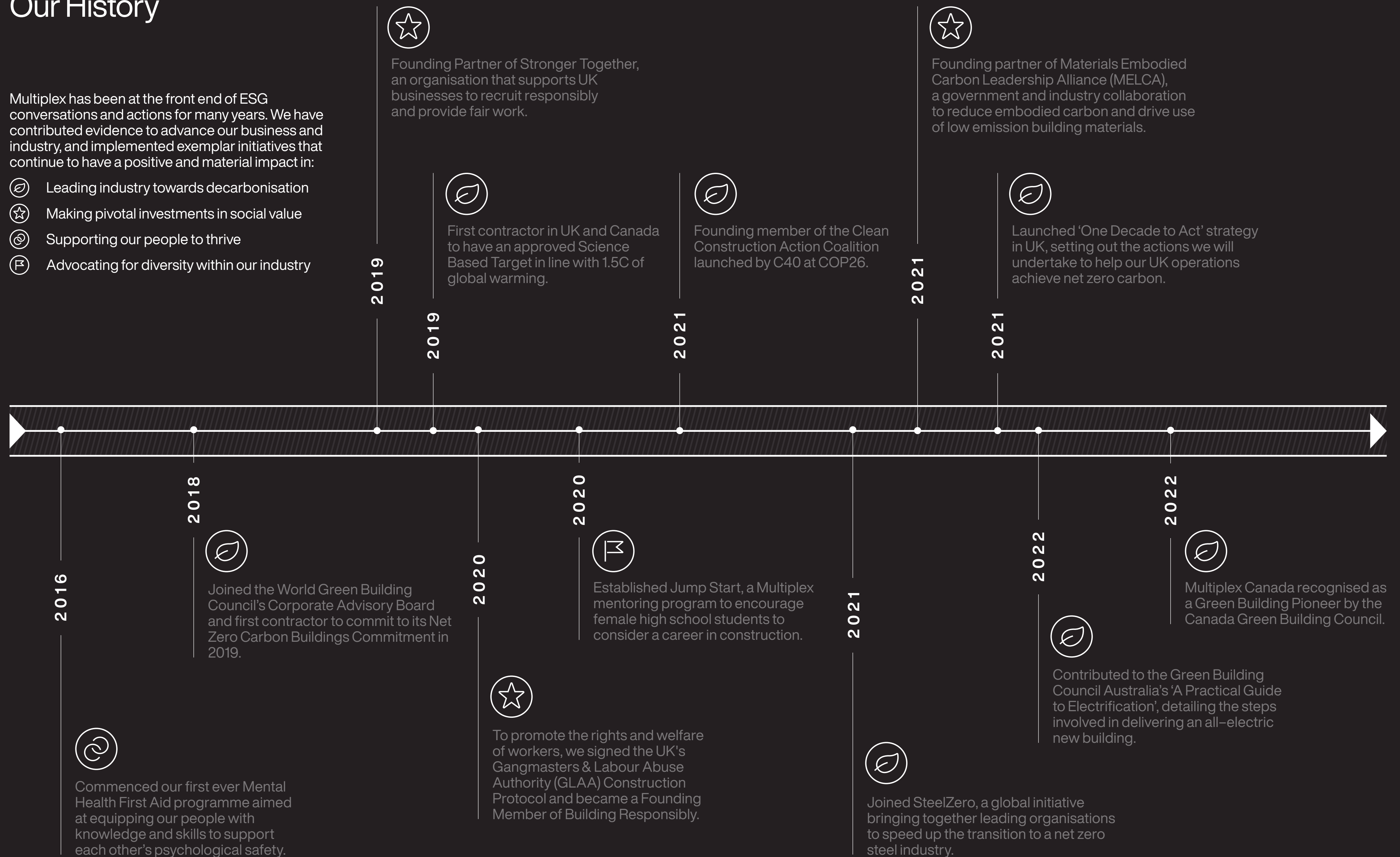
- Leading industry towards decarbonisation
- Making pivotal investments in social value
- Supporting our people to thrive
- Advocating for diversity within our industry



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- ④ Leading industry towards decarbonisation
- ☆ Making pivotal investments in social value
- ④ Supporting our people to thrive
- ④ Advocating for diversity within our industry



# A Clear and Ambitious Way Forward

Our Purpose, Mindset & Values

Our clear purpose and ingrained values drive our ESG efforts now and into the future. They support our people to thrive in tackling the most complex challenges and outperforming in all they do.

We seek to construct a better future through ESG actions that harness opportunities and enable our people, projects, communities and industry to reach their full potential. In practical terms, that means focusing on actions that will deliver the greatest impact and materiality for everybody.

## Our Purpose



To construct  
a better future

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Our Mindset



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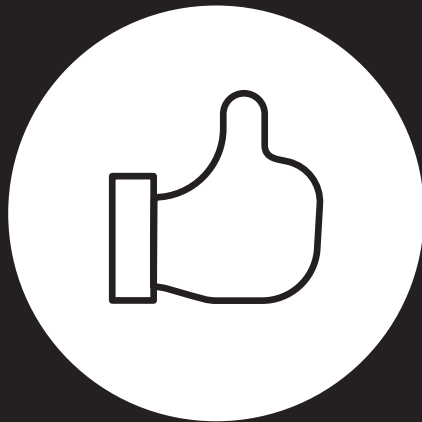
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a better future

## Our Mindset



To outperform in  
everything we do

## Our Values



We keep it real



We care about people



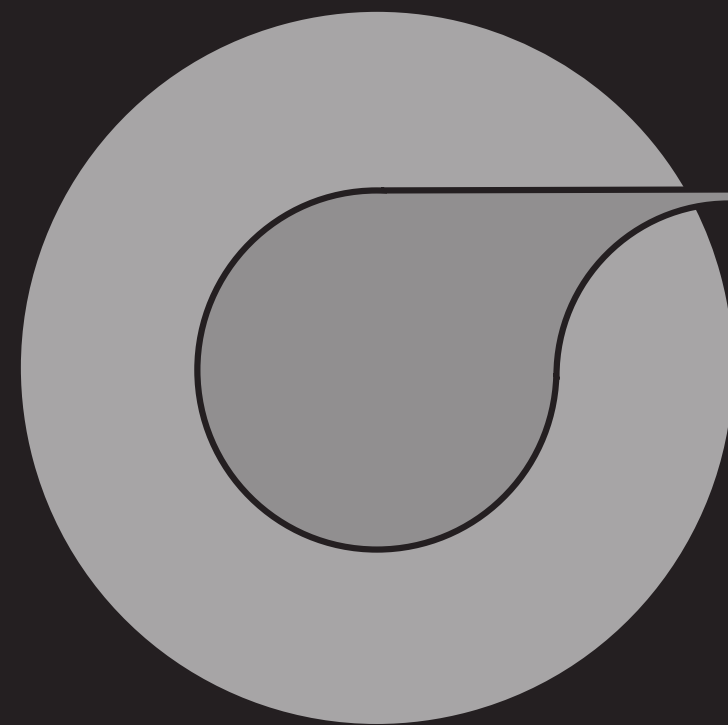
We are collaborative



We have grit

# Our Impact

We Focus on Impact and Materiality



Empower our teams  
to initiate action

Our unique Impact Framework ensures that ESG is 'built in, not bolted on' to our global business.

Underpinning our framework is the belief that:

1. We can outperform in everything we do
2. To be genuine, ESG must be integrated from the bottom up
3. To be sustainable, ESG must make good business sense
4. We can achieve more when we connect with others, and do so early

## Earliest involvement for maximum impact

Following research across hundreds of our projects, we know our greatest opportunity for impact is in the pre-construction phase.

With that in mind, we seek opportunities for early collaboration with our stakeholders, to understand how we can support each other's ESG goals and broaden our collective impact.

We have committed to having an upfront conversation with our clients about how we can value engineer the design and delivery of our projects to have a positive impact on ESG outcomes. We will seek to have those conversations as early as possible.

## Measuring success through impact

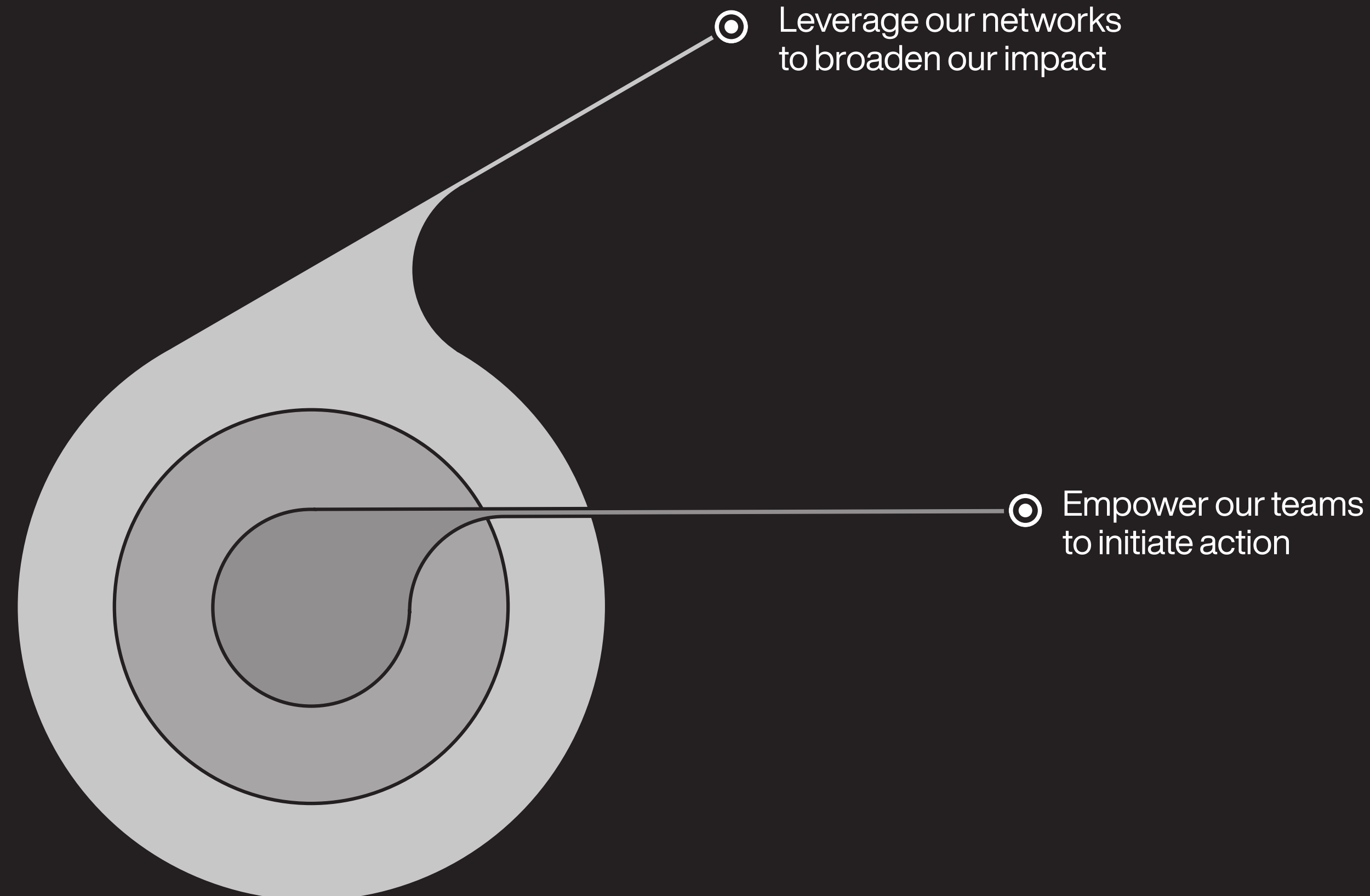
Our focus on impact and materiality also guides how we measure our success.

While we have clear targets to help drive action, we are motivated by the depth and breadth of our impact and the stories behind what we have achieved.

This applies across our business – from how we report on safety to how we measure our employee engagement.

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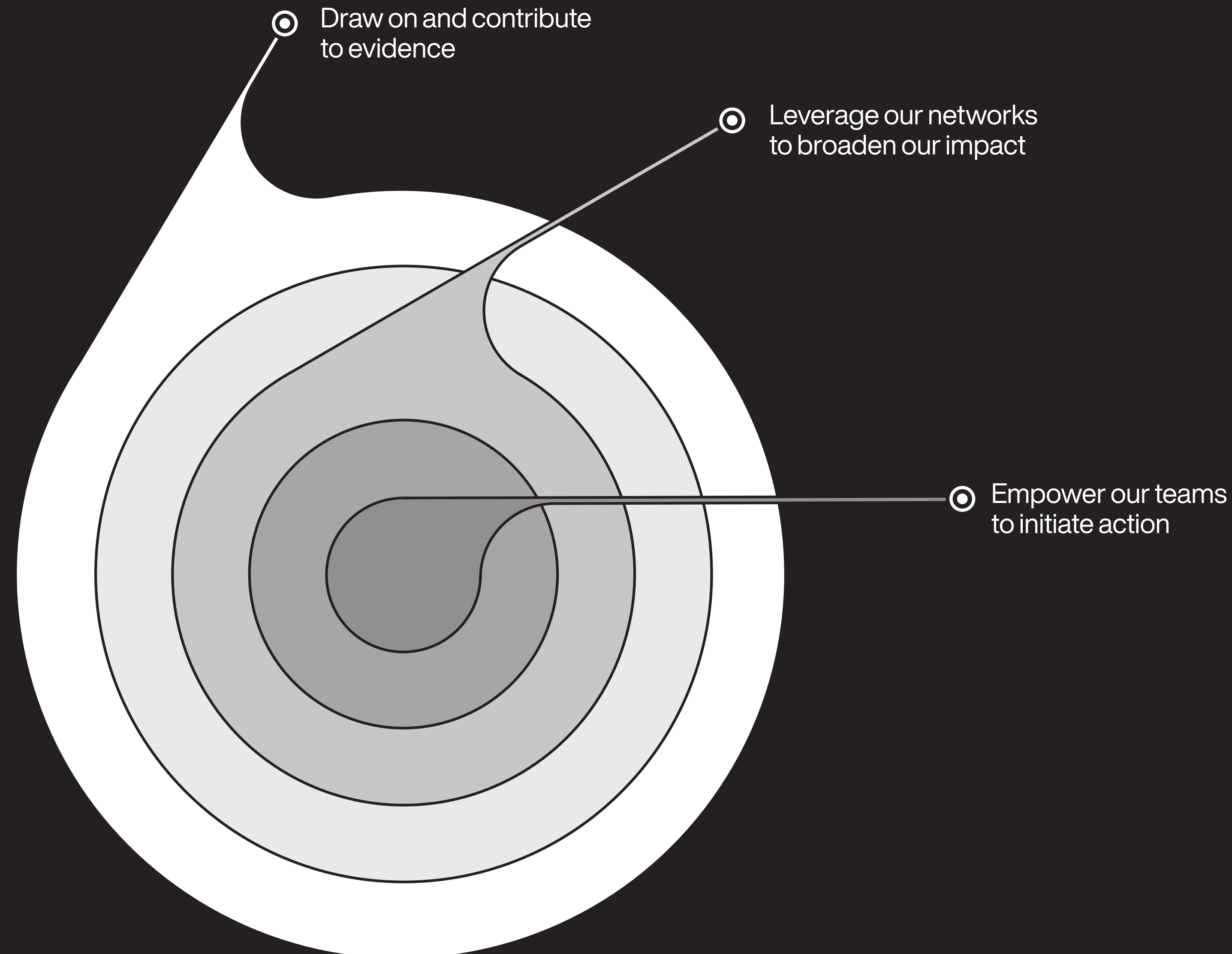
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# Our ESG Principles

With ESG embedded in our global business we focus our efforts on five core principles. Within our core principles, we pursue actions where our opportunity for positive impact is the greatest and the impact of our efforts the most material.



## Environment

Caring for the environment  
Playing our part in the global  
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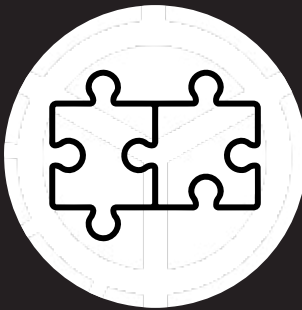
Caring for our people and those around us by:

- Keeping them safe
- Attracting, developing, retaining and rewarding exceptional people



## Communities

Connecting and enriching our communities



## Partnerships

Building rewarding partnerships with our clients and supply chain

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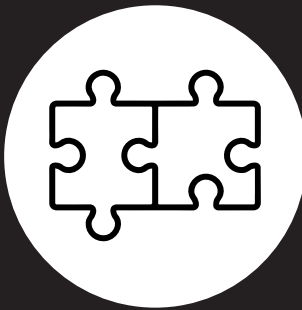
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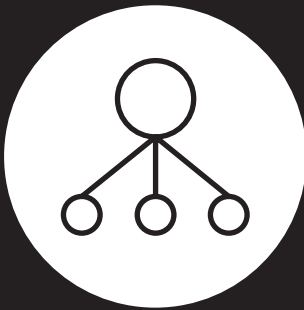
## Communities

Connecting and enriching our communities



## Partnerships

Building rewarding partnerships with our clients and supply chain



## Governance & Operational Excellence

Having sound business practices to manage risks and realise opportunities

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Principle One

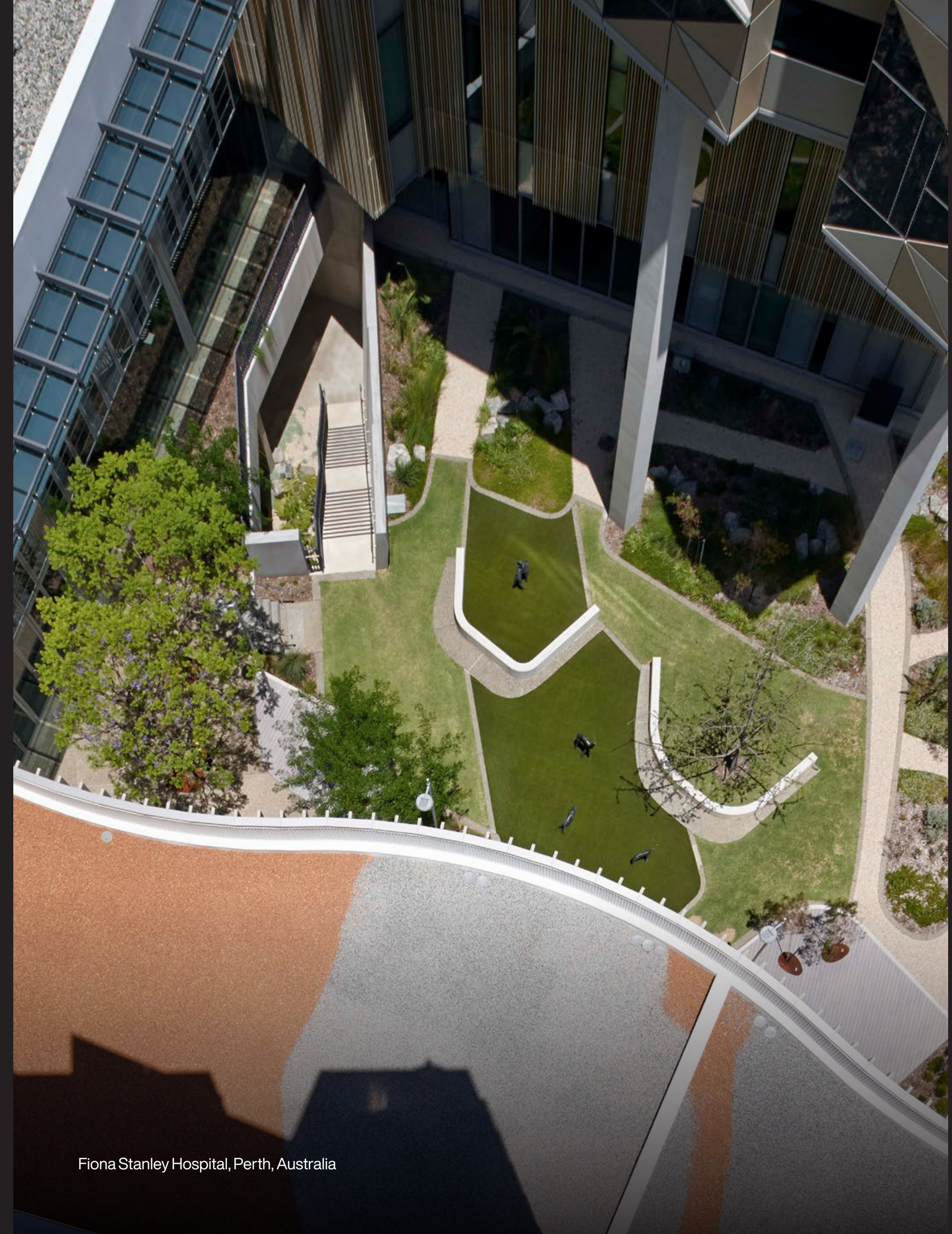
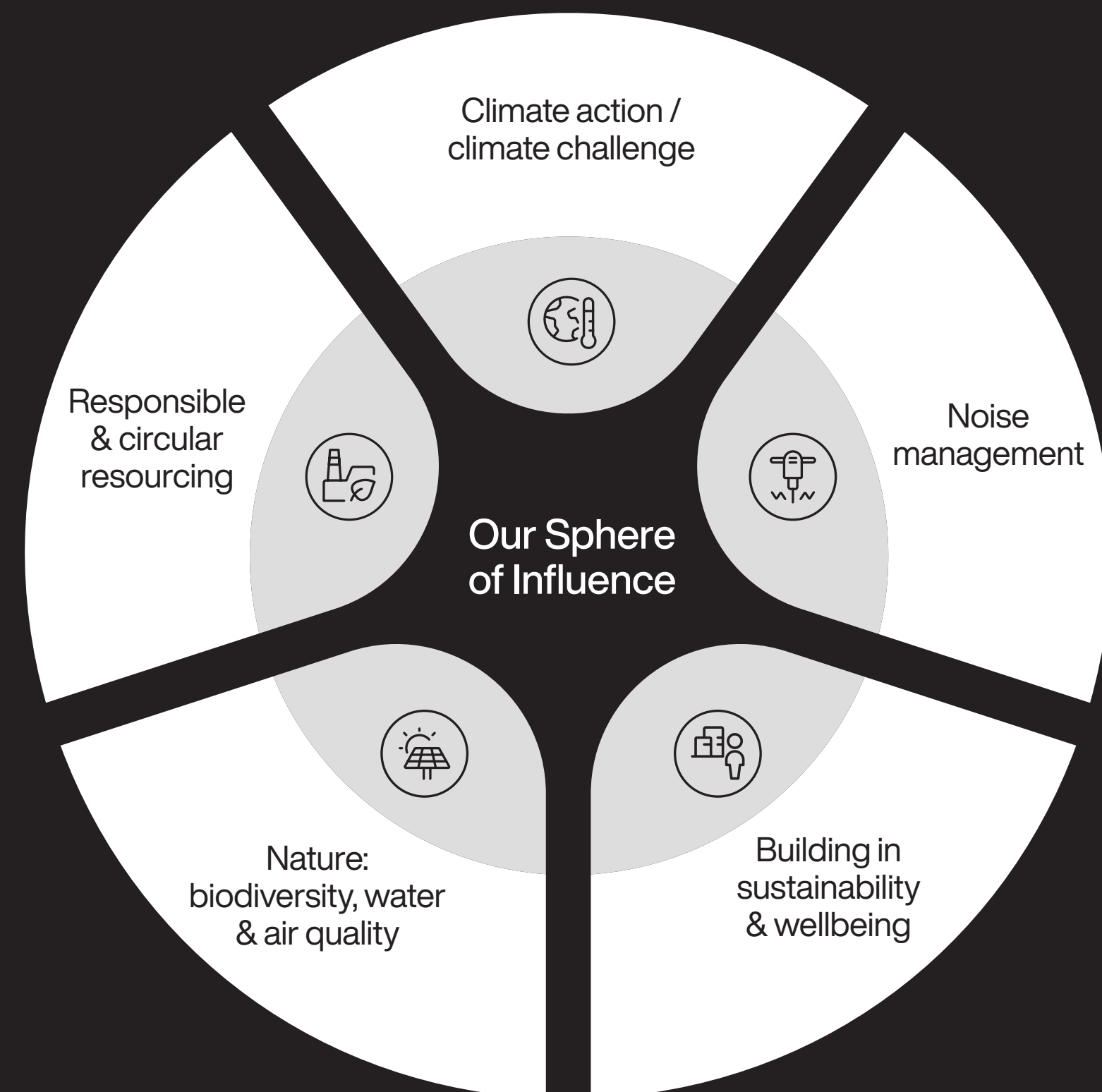
# Environment

Constructing a Better Future

Our operations provide us a close interaction with nature, and our business and industry has a particular role to play across a range of important and inter-connected areas.

We work closely with clients and design teams to drive positive outcomes across all of these areas, and continuously challenge ourselves and our supply chain to improve our delivery methods.

We also understand that these areas are related and mutually reinforcing – the way we approach carbon, for example, will impact on biodiversity and vice versa. Our carbon commitments outline our trajectory towards achieving net zero carbon by 2050; the impact of which will be far reaching.



Fiona Stanley Hospital, Perth, Australia

# Our Carbon Commitment

The Paris Agreement on climate change calls for limiting global temperatures to 1.5 Celsius above industrial era levels. The evidence that the planet is warming is overwhelming.

The world has a responsibility to reach net zero carbon emissions no later than 2050, and our industry must play its part:

- The building and construction sector is responsible for 39% of all carbon emissions in the world
- Operational emissions (from energy used to heat, cool and light buildings) accounts for 28%
- The remaining 11% comes from embodied carbon – emissions associated with materials and construction processes

Driven by impact and materiality, we are focused on two significant opportunities to reduce operational and embodied carbon.

Source: World Green Building Council



Tyree Energy & Technologies Building, Sydney, Australia

01



Supporting our clients to future proof the design of their buildings, to reduce operational emissions from the energy needed to run them.

02



Rethinking the materials and processes used to construct buildings to reduce embodied carbon emissions, and helping our supply chain to do the same.

# The Carbon Challenge

Our 7-year leadership and investment in the Cooperative Research Centre for Low Carbon Living, and the evidence it produced, set us on our global pathway to net zero.

In 2019, we became the first contractor in the world to sign the World Green Building Council's Net Zero Carbon Buildings Commitment. This commits us to only owning and occupying assets that operate at net zero carbon by 2030, as well as advocating for all buildings to be net-zero by 2050.

We have clear goals to reduce our Scope 1, 2 and 3 emissions and support our clients and supply chain to do the same.

Aligned with these global goals, our regions have set specific local strategies to eliminate Scope 1, 2 and 3 emissions. For more information, see our Positive Impact reports for [UK](#) and [Canada](#).

Global Goal 1

## Net zero carbon for buildings we own / lease (scope 1 and 2) — by 2030

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Global Goal 1

## Net zero carbon for sites we control (scope 1 and 2) — by 2030

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Global Goal 1

## Net zero carbon for our value chain (including scope 3) — by 2050 at the latest



## Building the Evidence for Industry to Prioritise Carbon

In 2012, we were instrumental in securing government funding for a Cooperative Research Centre (CRC) for Low Carbon Living, a seven-year research initiative to build an evidence base for carbon reduction in the built environment.

It involved collaboration between industry; Universities across Australia including 100 PhD graduates; federal, state and local government including the CSIRO; and the professional bodies representing consultants, designers and specialists in the built environment, all with the shared aim of transforming Australia into a zero carbon leader.

Multiplex became a founding member of the CRC and our Executive Director Sustainability, Safety & Health Dennis Else became a Board Member and Chair of the Research Advisory Committee. As part of the CRC, we developed evidence-based tools to show clients how to use their projects to maximise their unique value drivers, and to quantify the cost and carbon impacts of their design and delivery decisions.

Our early leadership through the CRC demonstrated the need for our industry to focus on carbon, and reinforced our own decarbonisation journey towards net zero.

150

CRC LCL Projects

6

Low carbon living guides

4

Educational modules

17

Living laboratories

671

Publications, papers, text books & reports

23

Modeling & forecasting tools

# Environment in Action

## Case Studies

### Supporting biodiversity through delivery

In delivering projects, we also recognise our opportunity to enhance biodiversity and increase our contribution to the natural local environment. At 100 Bishopsgate in London, we were able to increase the total area for medium to high value habitat by more than 8 times following construction. Down the road at 22 Bishopsgate, we installed a range of ecologically enhancing features including a 272 sqm green roof, insect hotels, bat boxes, bird boxes and wildlife paving stones.



### A world-leading timber structure for the future

Delivered by Multiplex, the New Academic Building at Murdoch University will be the largest mass timber construction in Western Australia.

The unique structure will span four storeys and comprise of glulam and laminated timber sourced from sustainable suppliers in Australia and Europe. It will be a 6 Star Green Star Ecologically Sustainable Development, as accredited by the Green Building Council of Australia.

In bidding for the project, Multiplex responded to the opportunity to showcase the University's sustainability ethos while providing flexibility for its future learning requirements.

The project demonstrates to industry, and in particular current industry students, the innovation that can be applied to future construction projects.



### Collaborating with supply chain to implement a circular economy approach to waste

In 2021, our UK business diverted approximately 305 cubic metres of temporary protection sheeting from landfill, as part of an ongoing collaboration with our supply chain on closed-loop recycling.

Of the 36,800 sheets distributed to our supply chain across the UK, 96% were collected for closed-loop recycling, resulting in the circular management of 2.4 tonnes of material. The initiative forms part of the UK business' 7-5-3 single-use plastics reduction plan, aimed at eliminating unnecessary single-use plastics across all sites.



### The next wave of low-carbon concrete

In line with our strategy to tackle climate change and specifically carbon, we have partnered with concrete supplier Holcim and structural contractor Form 700 to develop and test new faster-curing low carbon concrete products, delivering significant carbon savings to clients. The mixes contain approximately 40% – 56% less cement than standard concrete, equating to a carbon reduction of around 30% for a typical concrete structure.

The mixes also reach required strength significantly quicker than standard low carbon mixes, saving approximately one day per floor.



We are in a unique position to leverage our global footprint to have a positive impact on the world around us. Globally, we have delivered 123 buildings projects with 174 sustainability ratings.

Principle Two

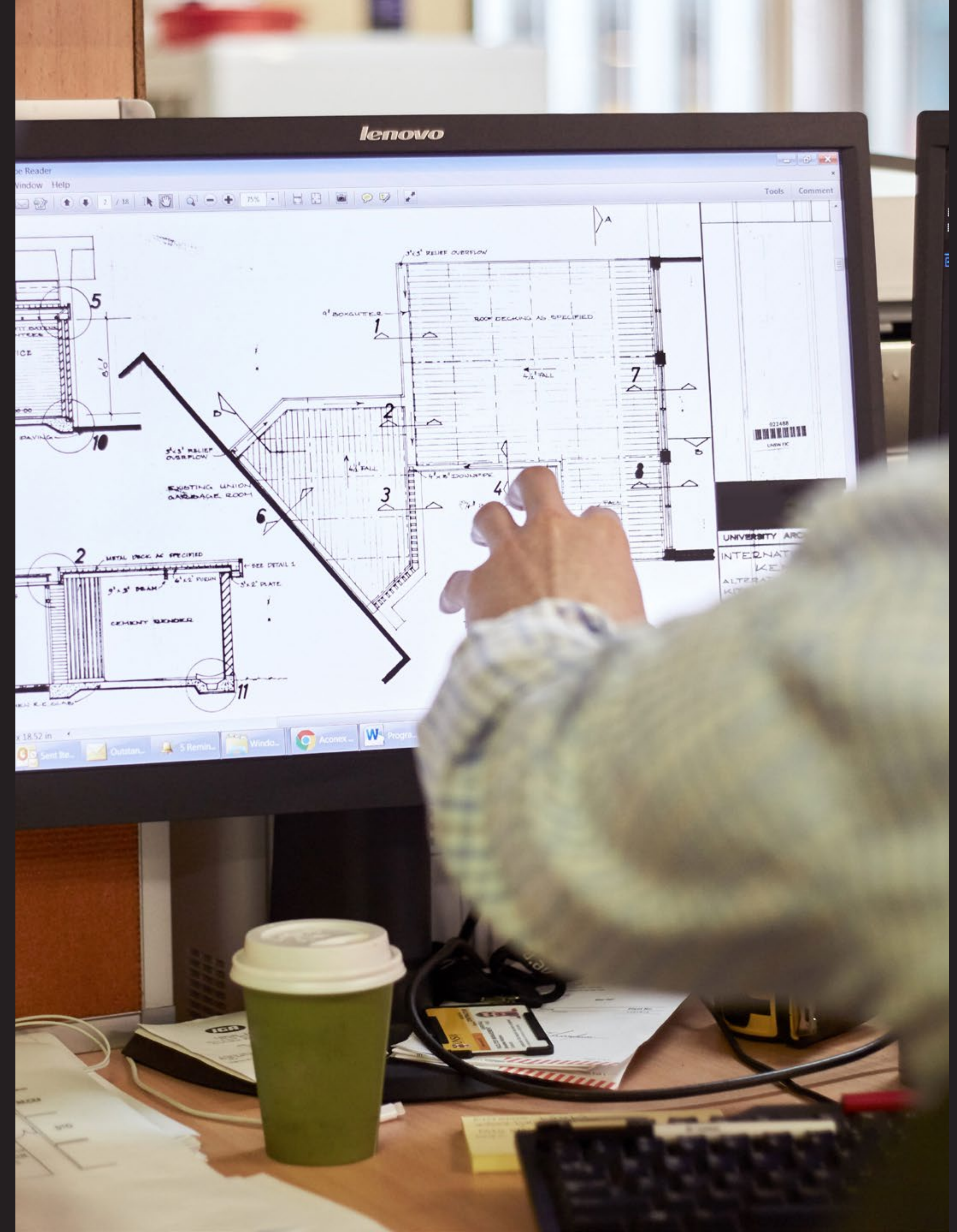
# People

Constructing a Better Future



We genuinely care about people; it is one of our inherent values. We respect, include and look after our people and those around us, and empower and support them to thrive.

While our world and industry constantly evolves, at our core we remain a people focused business.



# Keeping people safe

Multiplex is on a continuous journey to boost safety culture and standards across our business and industry.

For our projects, our robust 'Safer by Design' strategy focuses on eliminating critical risks that will have the greatest consequences. This means working with clients to design out safety risks and design in safety controls in the early stages of projects, because we know we stand to have the most impact when we plan upfront.

For our people, we resource and promote programs to support their physical and mental health – from flexible working programs that are recognised as industry leading, to mental health first aid training that equips our people to support each other.

01



Working with clients to design out safety risks

02



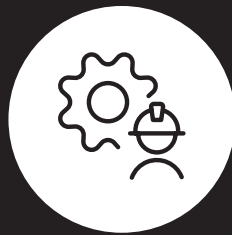
Focusing on eliminating critical risks that will have the greatest consequences



# Attracting, developing, retaining & rewarding exceptional people

We take a holistic approach to engaging, developing and rewarding our people, and support them to be the best they can at work and home. Our success is reflected in the tenure of our staff, which is industry leading.

A key focus is to provide everyone with an equal opportunity to enter, grow and contribute to our industry. We are committed to having a workforce that reflects the diversity of the global communities in which we operate, and a consistent culture of respect and inclusion.



## Flexibility

Our industry leading approach to enabling better work life balance



## Industry Change

Active involvement in working parties to effect industry change



## Diversity & Inclusion

Employee driven Diversity and Inclusion Committee



## Women in Construction

Active members of National Association of Women in Construction (NAWIC)



## Workplace Education

Mandatory education for all our people on Appropriate Workplace Behaviour



## Mental Health First Aiders

Accredited Mental Health First Aiders across the business



## Diversity in Construction

Actively promote diversity through memberships with relevant industry bodies



## Parental Leave & Support

Industry-leading, gender neutral parental leave and support offering



## Wellbeing Strategy

Wellbeing strategy including focus on both physical and mental health



### Embedding flexibility as a cultural norm in our business and industry

We developed our Flexibility program in Australia in 2012, following research and recommendations from a group of staff charged with finding the right solution for our business.

They proposed a ‘flexible flexibility’ approach, where each team would design flexibility solutions to best meet their needs. This approach was piloted at a Sydney project and, following positive feedback and improvements in wellbeing, home life and productivity, was rolled out across our sites.

Our Flexibility program was endorsed by the Diversity Council of Australia, who recognised it as an exemplar approach to embedding organisational change in the areas of diversity and inclusion.

Today, our flexibility solutions vary from project to project with tailored site rosters including ‘flex days’ and rotating Saturdays; early/late start and finishing times; remote working; and job redesign to accommodate different ways of working.

We track our progress through regular feedback from staff. Our most recent Australian Employee Experience Survey showed significant improvements since 2012 across a range of measures including:

## 68%

reported ‘my work schedule allows sufficient flexibility to meet personal/family needs’. Up from 55%.

## 80%

reported ‘I work in a team where flexibility is encouraged’. Up from 50%.

# People in Action

## Case Studies



We focus on eliminating critical risks with robust safety solutions that are high on the hierarchy of control.

### Removing risk through an innovative column jig

In line with our strategy to manage risk through early intervention, our team at 300 George Street in Brisbane devised an innovative solution to installing steel columns without the need for multiple mobile cranes which carry inherent risk.

Typically, prefabricated steel columns arrive on site in a horizontal orientation and are vertically rotated at street level or on deck using multiple cranes. Instead, we collaborated with our steel contractor to devise a simple yet effective column rotator, which could be fixed to delivery trucks and bolted to the columns at the steel yard. Once delivered to site, the column rotator was used as a pivot point with only one crane required to safely rotate the columns ready for installation.

Our innovative solution removed significant risk from site and won a Queensland Master Builders Award for Work Health and Safety Excellence.



### Improving site safety through new crane technology


Multiplex has been an industry partner in the research and development of the Roborigger since 2017.

Developed by Tensa Equipment, Roborigger is an innovative automated lifting device which significantly improves worksite safety by allowing riggers and dogmen to control loads wirelessly from a safe distance.

We carried out the first successful commercial pilot of the Roborigger on our Perth Museum site in early 2019, and have since used it on many sites nationally.

This has helped demonstrate the safety benefits of Roborigger to the wider industry, with Roborigger named the Best Solution to a Work Health and Safety Risk at the WA Health and Safety Excellence Awards.



A photograph of three people, two men and one woman, standing on a rooftop construction site. They are all wearing white hard hats with the Multiplex logo, dark jackets, and high-visibility orange safety vests. The woman in the center is pointing towards a rainbow flag that has the word 'MULTIPLEX' printed across it in large, bold, black letters. The two men are holding the flag, one on each side. They are standing behind a metal safety railing. In the background, a cityscape is visible under a clear sky. The overall tone of the image is professional yet celebratory.

Each year, our teams in Canada, UK and Australia raise a rainbow flag in support of International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) and Pride, making a strong statement for inclusivity in our workplaces and industry.

# Communities



Our community engagement programs have meaningful and long-term impact on the communities in which we work, and the opportunity to make real change motivates our entire business.

With our Impact Framework as a guide, we enable our project teams to connect in ways that have meaning for them. By anchoring our programs in our people and culture, we are ensuring they are genuine and sustainable.

We then look for opportunities to connect with others — be it clients, supply chain, industry or academia — to leverage our teams' success and expand their impact.

While providing flexibility for organic initiatives is core to our approach, where possible we focus efforts across three key areas:

1. **Education**
2. **Employment and upskilling**
3. **Equal opportunities and diversity and inclusion**

# Our community engagement programs have meaningful and long-term impact.





**Collaborating to generate employment and change lives**

**We have been running Multiplex Connectivity Centres across our sites for more than a decade, to upskill local job seekers and connect them with job opportunities on our projects and beyond.**

Our model leverages our ability to collaborate and create shared value. We bring together candidates, job agencies and other support services to create positive, meaningful and lasting impact for all stakeholders.

To date, we have operated 14 Multiplex Connectivity Centres throughout Australia, expanding what was a project initiative in 2008 into a national program that changes lives.

We are also sharing our Connectivity Centre model with our industry and beyond, with the Australian Research Council awarding us one of 10 grants nationally to study how it can be used to address youth unemployment.

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**“Multiplex is providing an innovative and unique approach to CSR unmatched by any other industry player. These centres are an exemplar of social action”**

**Professor Martin Loosemore,**  
University Technology Sydney

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# Communities in Action

## Case Studies



### Learning to read and write changes everything

In 2012 we partnered with The Lowitja Institute, the University of New England and indigenous education campaigner Jack Beetson to establish the Literacy for Life Foundation.

The LFLF works to improve Aboriginal adult literacy across Australia, aiming to strengthen a culture of literacy within communities and open up employment and further education opportunities.

It focuses on empowering communities to be self-sufficient, with local Aboriginal staff recruited and trained to run literacy campaigns in their own communities.

As well as improving literacy, LFLF campaigns create immense flow-on effects with reports of increased school attendance, greater uptake of health services and fewer interactions with the justice systems.

### The Literacy for Life Foundation:



### Championing Neurodiversity in Construction

As part of our commitment to reducing the socio-economic skills gap, we partnered with UK charity ThinkForward to create a neurodiverse work experience program.

The 10-week virtual learning programme was tailored to the students taking part, accommodating preferences for different kinds of learning and interaction.

Students were asked to ‘build their own house’, each week engaging with different Multiplex people to develop their ideas, and hearing from our neurodiverse employees about their careers in construction and the challenges they have overcome.

Following the success of our first two programs, we have committed to running virtual programs every year and have begun piloting an in-person program with a group of students nearby to our One Leadenhall project.

“It was obvious to me how much the young people engaged, developed their understanding and enjoyed participating. It is a big success story”, Sean Porter, Think Forward.



### Widening the Pool for Female Participation

We know from research that to attract more women into construction, we need to educate them early at the point at which they are beginning to consider their future careers. Our Jump Start program enables us to do that in a very grass roots way.

Jump Start was developed by a group of young Multiplex women who wanted to give female school students a first-hand look into what a career in construction really entails. The program includes interactive workshops, panel discussions, site walks and mentoring sessions, and has evolved from a project-based initiative into an Australia-wide program that forms an important part of our overall D&I commitment.

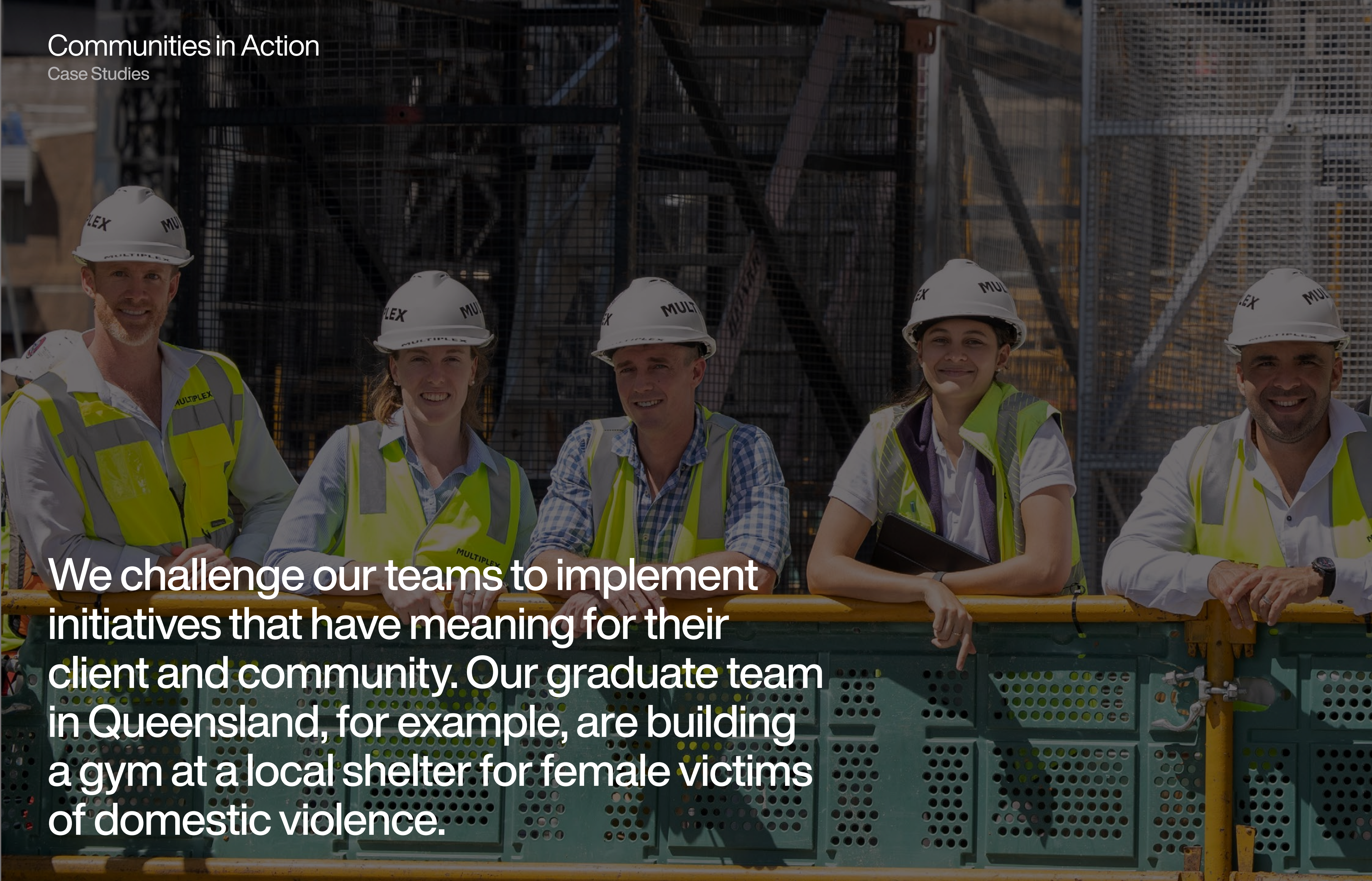
Jump Start works because it is deeply rooted in our people and their experiences, and it continues to be driven by the same group of women that started it.

“As school students we weren’t given an opportunity to learn about the different career options within the built environment. We wanted to give female students a different experience,” Timnit Tessema, Multiplex Project Engineer.



# Communities in Action

## Case Studies

A group of five people, three men and two women, are standing on a construction site. They are all wearing white hard hats with the 'MULTIPLEX' logo and high-visibility yellow safety vests over light-colored shirts. They are leaning on a yellow metal railing. The background shows a complex steel structure of a building under construction. The text is overlaid on the bottom left of the image.

We challenge our teams to implement initiatives that have meaning for their client and community. Our graduate team in Queensland, for example, are building a gym at a local shelter for female victims of domestic violence.

# Partnerships



We build rewarding partnerships with our clients and supply chain with open and early conversations that enable us to realise potential for shared value.

We have long-standing relationships with our suppliers and consultants. We make them part of our team, involve them in project and broader business discussions, and collaborate on existing and future opportunities.

Our partnerships enable us to deliver projects we can be proud of and to excel across all our operations.

**We build rewarding partnerships with our clients and supply chain because we recognise that our success is built on theirs.**



# Partnerships

As part of our Impact Framework, we engage with leading ESG and sustainability organisations to advance discussions and awareness across our industry, and multiply our impact. We have affiliations with:



WORLD  
GREEN  
BUILDING  
COUNCIL



C40  
CITIES



Green Building  
Council Australia



MECLA



LETI



UNSW  
SYDNEY



DIVERSITY  
COUNCIL  
AUSTRALIA



NAWIC  
THE NATIONAL ASSOCIATION OF  
WOMEN IN CONSTRUCTION



SOCIAL VALUE UK



BCO



BUILDING  
RESPONSIBLY



UK  
GBC



stronger  
together  
Responsible recruitment | Fair work | Free from exploitation



Gangmasters &  
Labour Abuse Authority



Women into  
Construction



BUILDUK  
Leading the Construction Industry



accidents don't have to happen



Construction  
Leadership  
Council



CLIMATE GROUP  
STEELZERO



iosh



SUPPLY CHAIN SUSTAINABILITY  
SCHOOL



Building  
Transparency



Achilles



Family  
Friendly  
Workplaces



Workplace  
Gender Equality  
Agency

UK Architects  
Declare Climate  
and Biodiversity  
Emergency



CAGBC | Canada Green  
Building Council

# Governance & Operational Excellence



As a sustainable business, we have sound business practices that both manage risks and realise opportunities.

We balance the discipline and structure required to operate to the highest standards, with the flexibility to continually learn, grow and improve.

Our sound and holistic business practices enable us to continuously outperform.

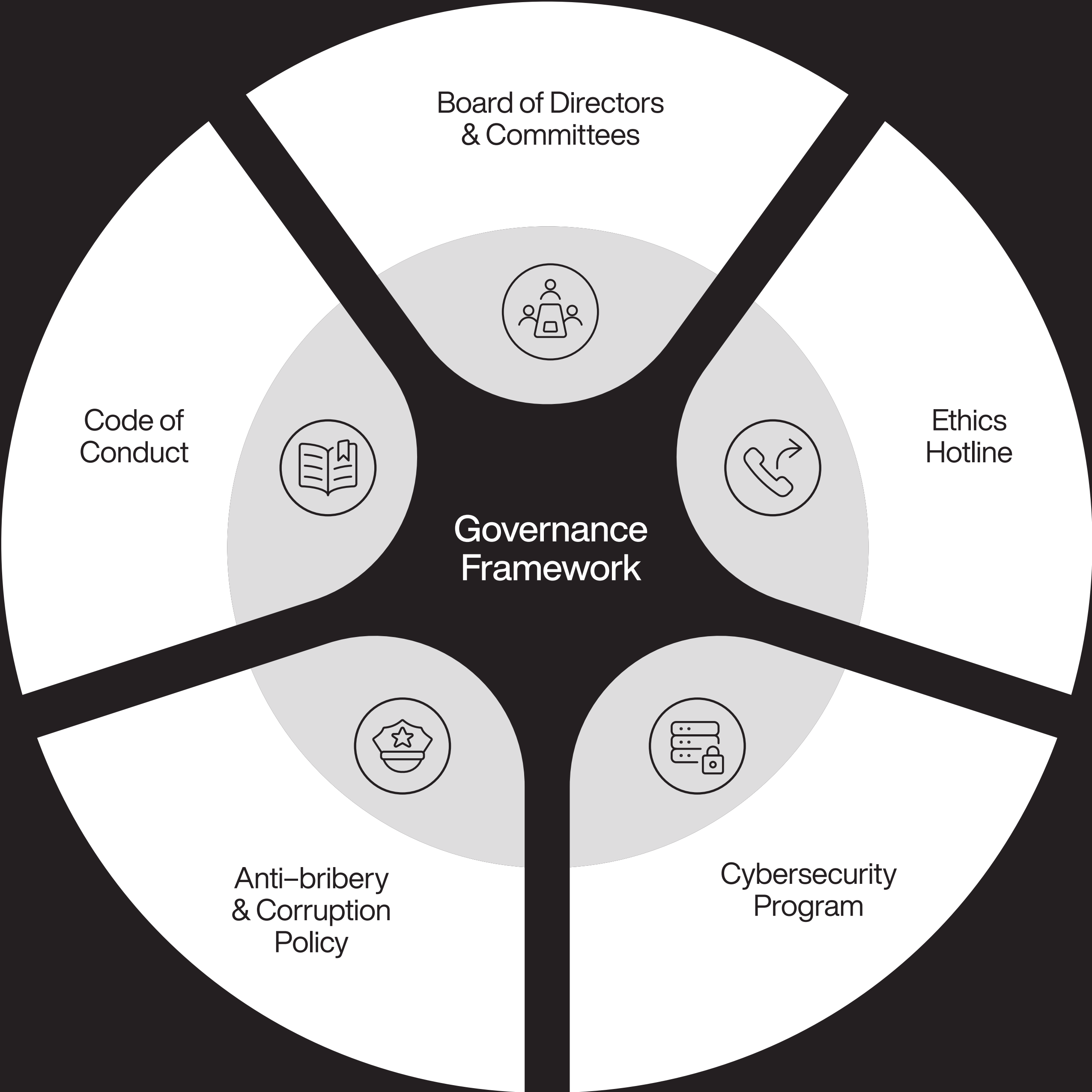


Quay Quarter Tower, Sydney, Australia

# Governance

We have mature operating policies and procedures and report to the Board on all areas including enterprise risk management; health; safety and environment; anti-bribery and corruption; cybersecurity; code of conduct; human rights; and modern slavery.

Our approach to governance is encapsulated in our Multiplex Internal Control Framework and based on the internationally recognised COSO model of internal control.



# Operational Excellence

We seek to achieve operational excellence by being focused, aligned, connected and optimised.

Applying the principles of our Impact Framework, we empower our people to solve problems and realise opportunities that make us safer, greener and more efficient. And we connect with others to ensure we are maximising our operational impact.

We have a mindset that we can outperform in everything we do and consistently challenge ourselves to improve.



For further information on  
ESG at Multiplex, please visit:  
[multiplex.global](https://multiplex.global)

