

# 2 | RESOURCE USE

We aim to maximise the efficiency of our use of natural resources, reducing waste and re-using it where viable.

## ENVIRONMENTAL DESIGN

We were awarded BREEAM Excellent environmental ratings for Cabot Circus, our major retail-led development in Bristol and for 60 Threadneedle Street, an office scheme in the City of London. Our developments at Highcross, Leicester and 125 Old Broad Street in the City of London, both redevelopment and refurbishment projects, received BREEAM Very Good ratings.

BREEAM ratings:

4

## WATER

Despite some successes in reducing water consumption in our UK shopping centres, we recognise the need to improve our monitoring and measuring across the portfolio, with a view to setting a long-term target to reduce consumption from 2010.

Increase in water consumption in French shopping centres (2007-2008):

↑3.8%

## WASTE

We redirected 73% of waste from landfill at our UK shopping centres, significantly increasing our proportion of waste going to MRF in 2008. In France, we carried out a waste audit for all our assets in 2008, and have adopted a target to reduce waste to landfill by 50% by 2013.

UK shopping centre waste averted from landfill, direct from site:

73%

## We improved monitoring and reporting of waste and water use in both the UK and France.

We aim to maximise the efficiency of our use of natural resources, both in the management of our shopping centre and office buildings, and in our development activities.

We delivered four major development projects in Bristol, Leicester, Paris and London in 2008, completing another (60 Threadneedle Street, an office building in the City of London) in January 2009. As such, development was a major focus of our efforts in resource use in 2008. We achieved BREEAM Excellent environmental ratings for our developments at Cabot Circus, Bristol, and 60 Threadneedle Street, London. Highcross, Leicester and 125 Old Broad Street, London both received BREEAM Very Good ratings. This rating was partly due to the low level of credit awarded by BRE for the use of an existing building (see case study "How to be Excellent" page 25). Both projects took existing buildings and gave them a new lease of life, greatly improving their environmental performance, and avoiding the use of large quantities of energy-intensive raw materials, such as concrete and steel, which would be required for a new-build.

We also achieved targets to work towards high environmental ratings on future development projects: a project to extend Italie 2 shopping centre in Paris include HQE ('Haute Qualité Environnementale') pre-certification studies, and Sustainability Implementation Plans for all projects in design stage in the UK target BREEAM Excellent. The current development programme completes in Autumn 2009 with the opening of Union Square, Aberdeen, and it is unlikely that any major developments will start on site in the medium term. However we will continue to develop the SIPs for future developments, in order to ensure that projects incorporate the latest thinking in this area when economic conditions allow a start on site.

### OBJECTIVES

- To maximise the efficiency of our use of natural resources
- To reduce waste and reuse where viable

#### Performance against targets

**54%** ACHIEVED  
**23%** IN PROGRESS  
**23%** NOT ACHIEVED



### ACHIEVED

- Review waste recycling and develop measurement and reporting of waste data to ensure baseline is known by November 2008, to establish plan for reductions in 2009.
- Increase the proportion of waste diverted from landfill to 60% at managed shopping centres.
- Target an environmental rating for development:
  - BREEAM Excellent in the UK; HQE in France.
- Specify a minimum percentage of recycled materials (including recycled content and process) in the Sustainability Implementation Plan for all developments, based on the WRAP report for Sheffield.
- Implement an Environmental Management System and complete a cycle of external audits on 30% (by number of sites) of the managed portfolio.
- Target Level 3 of the Code for Sustainable Homes on all residential projects.

### IN PROGRESS

- Reduce water consumption in the UK shopping centre portfolio by 10%.
- Specify a minimum percentage of recycled materials (including recycled content and process) in the SIPs for all developments, based on the WRAP report for Sheffield.
- Increase the proportion of waste diverted from landfill to 40% at managed offices.

### NOT ACHIEVED

- Reduce water consumption in the French portfolio by 5%. (Counts as two targets).
- Reduce water consumption in the UK office portfolio by 10%.

UK ●  
 France ●



## CASE STUDY THE QUEENSGATE WASTE WHEEL

The challenges of efficient waste management, including reducing the proportion of waste sent to landfill, have resulted in a range of initiatives. At Queensgate we carried out a detailed assessment of the waste management process and created a retailer information programme in order to encourage recycling.

Firstly, Peterborough Environment City Trust (PECT) was commissioned to complete a waste audit. The aims of the audit were to review current waste management; quantify types of waste produced; identify how improvements could be made by working closely with three retailers; and investigate alternative charging arrangements whereby charges could be attributed to occupiers in proportion to the waste produced. During the audit, we engaged

with retailers and shoppers to identify and recommend options for improving waste management at the centre.

Results achieved during the five-month audit included: a 10% increase in recycling rates; a 20% decrease in waste to landfill; the creation of a network of retailer 'waste champions'; the delivery of accredited waste management training; and the creation of a culture where retailers and centre management recognise the importance of waste management.

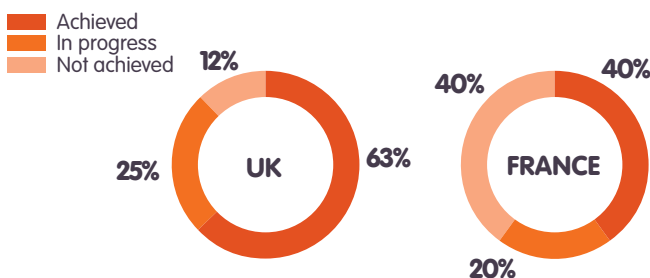
John Lewis, Waitrose, Marks & Spencer, Bhs, Boots and Lush were among the retailers to take part. Yet much of the success of this initiative depended on the support of retail staff on the ground, and the success of centre management in keeping the initiative simple. A colour coding system for waste handling was introduced throughout the waste service areas in the basement of Queensgate and publicity material, including a Queensgate "Recycle Wheel", was produced to encourage retailers to segregate waste in-store. This was backed up with retailer briefings.

Retailers responded very positively to the initiative and welcomed the opportunity to support the centre's environmental objectives. Over the period of the audit, the proportion of waste recycled increased significantly, from 15% in May 2007 to 42% in July 2008.

**"The project gave us a starting point to improve, educating and refocusing the team and helping us do things we hadn't previously considered. Since the project, we have installed recycling facilities with the store and commissioned an environmental audit to understand our biggest environmental impact."**

Bhs, Store Manager, Angela Curchin

We improved monitoring and reporting of waste and water use in both the UK and France. In France, we carried out a waste audit of all our managed assets, as a result of which we adopted a target to reduce waste by 50% on a like-for-like basis by 2013. In the UK, we achieved our targets to reduce our waste to landfill, with 73% reused, recycled or sent to MRF in the shopping centre portfolio, and 81% in the office portfolio. Our performance relating to water use was more mixed. We reduced consumption in the UK and French shopping centre portfolios on a normalised basis. However this figure rose in both office portfolios, reflecting our lower influence over occupier water usage in the managed office portfolio.



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