

## Green Building Management

Hammerson has engaged effectively with retailers at **Brent Cross Shopping Centre** in north west London to improve environmental performance, particularly around waste management. In 2010, the centre diverted 54% of all managed waste from landfill, equivalent to over £70,000 in landfill tax costs.

### > Situation

Hammerson has a programme underway to engage with all its customers on sustainability which, regarding waste, will lead to an increase in the recycling rates at their managed assets to 75% by 2013.

Brent Cross Shopping Centre opened in 1976, the first major enclosed shopping centre in the UK. Creating a sustainable future is important for Brent Cross, and the team delivers a comprehensive sustainability programme through an ISO 14001 certified Environmental Management System.

In 2009, the centre management team established a green building management group with retailers to:

- Raise environmental awareness amongst retailers and their staff
- Keep retailers abreast of the latest sustainability best practices
- Assess opportunities to improve the environmental performance of retailer operations and the shopping centre as a whole
- Build evidence of successful initiatives and take action to support the centre's sustainability targets.

### > Actions

The green building management group has significantly improved waste performance at Brent Cross. Waste that was previously unsegregated and sent to landfill is now segregated on site by the retailers into various streams, including cardboard, coat hangers, glass, food waste, pallets, paper, polythene, plastic and fluorescent lighting. All landscaping (green) waste is composted and used on site as mulch. Retailers dispose of hazardous waste via their own waste contractors.

A comprehensive Waste Management Plan included initiatives to encourage staff to recycle and raise awareness, as well as providing incentives for participation, such as the opportunity to win one of a number of Green Awards at an annual awards event. A new waste contractor was also introduced to improve recycling performance.

Key to the success of the programme was the introduction of additional recycling facilities back-of-house, giving each store easy access to numerous waste containers. Containers were clearly labelled and coloured for separate waste streams and appropriate storage was allocated

for cardboard. Signage was also improved in service corridors and back-of-house areas.

Several retailers have also introduced additional initiatives to improve their individual performance. For instance, one retailer created a dedicated waste segregation facility within their staff dining area, with recycling bins for food, plastic and aluminium. Another food retailer has introduced recycling bins in store for plastics, papers, coffee grinds and milk jugs.

Following the success of the green building management group at Brent Cross, Hammerson has rolled out similar schemes at five more of its UK shopping centres.

As a further part of Hammerson's efforts to engage with retail occupiers to improve environmental performance, all new leases since July 2007 have included a light green clause. This asks occupiers to measure energy, water and waste, then collaborate with Hammerson to improve performance.



Brent Cross Shopping Centre

"It is easy, as a landlord, to be seen as either meddling in occupier affairs or being too distant. Striking the balance was vital. By using the existing customer intimacy programmes as a starting point, best practice could be easily shared. As a result of sharing ownership of issues, for instance through green building groups, there has been a natural progression to more widely embraced, better green practice as a part of core corporate responsibility objectives."

Paul Edwards, Head of Sustainability at Hammerson

## > Challenges

## > Achievements

## > Benefits

### Retailer participation

How to raise sustainability up the agenda for store managers, particularly in a challenging economic climate where sales-focused operational activities are key?

Monthly green building management group meetings helped to communicate the potential benefits of waste management initiatives to store managers, with many retailer head offices also running their own environmental initiatives. Monitoring and communicating performance also helped to motivate more retailers to act to reduce waste and cut the amount sent to landfill.

### Facilities

How to improve recycling facilities to encourage participation?

The centre management team installed additional recycling containers, making it easier for retail staff to segregate waste. They also improved signage in service corridors and back-of-house areas to encourage participation.

### Retailer awareness

How to raise retailer awareness about the environmental benefits and cost saving opportunities of recycling?

At green building management group meetings, discussions were held with retailers on the financial and environmental benefits of recycling, notably the rising cost of sending waste to landfill. A comprehensive waste protocol was also created and distributed to all retailers to aid with in-store awareness and encourage waste segregation. One-to-one sessions continue to be held with all new store managers to explain this protocol and the importance of waste segregation at Brent Cross. Additional initiatives aim to encourage staff to translate recycling good practice in their own homes to waste minimisation where they work.

In 2010, at Brent Cross:

- 54% of all managed waste was diverted from landfill, up from 44% in 2008
- Some 1,371 tonnes were recycled and 190 tonnes were sent for incineration with energy recovery, diverting 1,561 tonnes from landfill
- Year-on-year reductions were achieved in the amount of waste generated, with 2,905 tonnes in 2010, down from 2,955 tonnes in 2009 and 3,138 tonnes in 2008.

The strong waste management performance continues. For instance, in June 2011, 66% of waste was diverted from landfill, up from 53% in 2010.

## > Financials

The main investment to introduce and run the green building management group at Brent Cross was time, with involvement from Hammerson, the centre management team and the retail store managers.

In 2010, over £70,000 of landfill tax was avoided through recycling and incineration. Any savings generated through the waste management programme are passed on to retail occupiers through the service charge.