

# Waste management programme guarantees outstanding sustainable results in CascaiShopping



CascaShopping



198 shops & restaurants



Portugal



Sustainability, Waste Management

## KEY HIGHLIGHTS

- CascaiShopping, the first regional centre developed by Sonae Sierra, has opened in 1991 and it wasn't built according to the rigorous safety, health and environment design standards, implemented only in 1998.
- After some important changes in 2013 that allowed to improve the operation and waste management, the shopping centre's management team kept its effort and commitment in improving the shopping centre recycling rate.
- CascaiShopping receives more than 12 million visits, the 198 shops and the restaurants' operation generates around 1700 tons of waste every year, which means waste management is a heavy and critical operation in this shopping centre.

## SOLUTION

- After a deep study of the operation, the management team implemented some measures that allowed to improve the waste recycling rate and the quality of the service to their visitors, as well as, reduce the operational cost and reduce the safety risks:
  - Distribution of waste areas scattered throughout the technical corridors for being used easily by tenants;
  - Creation of a centralized waste sorting area for the food court and gravitational waste ducts with alarm signalling;
  - Elimination of service stations (areas where cleaning team sorted waste) in the Food Court, and replacement with fixed areas of trays collectors;
  - Implementation of waste sorting equipment in the main waste dock

## KEY NUMBERS

**12 million**  
visits per year

**198**  
shops and restaurants

**€34,800**  
investment, paid back in less  
than 2 years

**+11%**  
improvement in the  
recycling rate

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### Abstract

The large number of customers and the need to comply with a demanding recycling rate was a daily challenge to CascaiShopping management team. On one side, there was the company Sustainability Policy and the continuous improvement strategy. But on the other side, there was a heavy operation: to do the cleaning of the food court and the waste sorting fast and effectively, without disturbing the customers. What a challenge!

After a deep study of the operation, the management team implemented some measures that allowed to improve the waste recycling rate and the quality of the service to their visitors, as well as, reduce the operational cost and reduce the safety risks. Waste management became a more sustainable process.

### Introduction

The management of shopping centres today is increasingly complex. Beyond retail and other services, they have become public gathering places for people of all ages. Every year CascaiShopping receives more than 12 million visits. This, along with the shops and restaurants' operation, generates around 1700 tons of waste every year, which means that the waste management is a heavy and critical operation in this shopping centre.

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CascaShopping has achieved some of the highest waste recycling rates in our portfolio. But the team wanted to do more, and they knew that building a strong waste management strategy could help CascaiShopping to further reduce its environmental impact, lessen disturbances caused to the visitors, as well as, cut waste management costs. They knew that the task would not be easy – but if successful, the results would make it worthwhile.

### Background

CascaShopping was the first regional shopping centre developed by Sonae Sierra. At the time of its initial development (back in 1991), Sonae Sierra did not have the rigorous safety, health and environment design standards in place that it has today. Consequently, the design and layout of the centre did not adequately anticipate the waste infrastructure needs of a building of this nature and size.

Since 1998, Sonae Sierra's environmental design standards have become ever more stringent, meaning that when CascaiShopping did create a waste segregation area some years later, it did not fully meet the requirements we had set for new shopping centres and major expansion and refurbishment projects. In 2013, the shopping centre did some important changes that allowed to improve largely the operation (e.g. reorganization of the waste segregation area, installation of new balers and design of a new waste separation work area).

### Challenge

CascaShopping team still wanted to improve their waste recycling rate and to do that they analysed the weaknesses and the opportunities of the entire waste management process in the centre. They found out per example that the food court's cleaning team was constantly interrupted by visitors to drop the trays, in order to clean up the tables, which delayed their waste sorting process. They also identified that tenants were not managing correctly the waste, specially the cardboard.

Based on the problems found, they self-established the following goals for 2017/2018:

- Increase the participation of tenants in the correct sorting of the waste;
- Decrease the undifferentiated waste component in the food court and optimization of the time of the cleaning service provider in the waste management;
- Improve the clients' overall comfort in the food court; and,
- Local implementation of fine sorting of the undifferentiated waste.

### Solution

All the management team was involved in this project, that evolved over the course of ten months, and the following ideas were implemented:

- **Segmentation of waste areas** scattered throughout the technical corridors for being used easily by tenants. Elaboration of shopping centre maps with identification of waste collection areas, per type of waste (€300 investment);



Shopping centre map with identification of waste collection areas

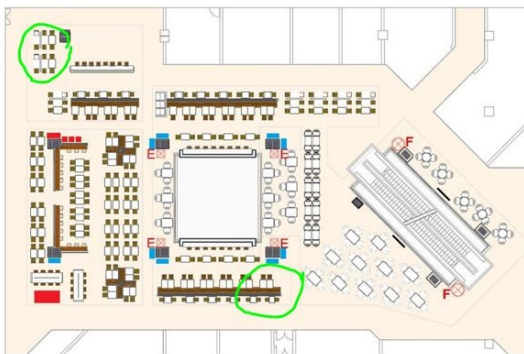
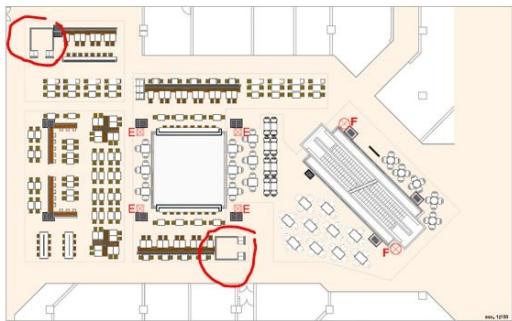
- **Creation of a centralized waste sorting area for food court** (1<sup>st</sup> floor) and gravitational waste ducts to Floor 0 with alarm signalling (€12,000 investment);



Centralized waste sorting area for food court

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- **Elimination of service stations in the food court** and replacement with fixed areas of trays collectors. In the free space, it was installed more furniture (seating places) (€13,000 investment);



Elimination of service stations in Food Court, and replacement by furniture (seating places): before (red) and after (green)

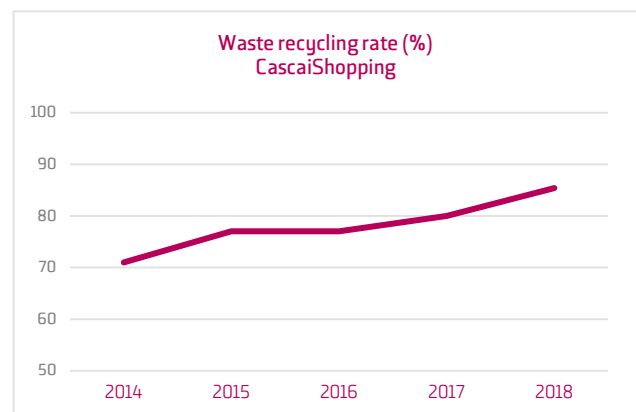
- **Implementation of waste sorting equipment** in the main waste dock (collaboration with the waste provider – EGEO) (€9,500 investment).



With the implementation of these measures, CascaiShopping increased the recycling rate by 11%, when compared with 2016 performance. Besides the positive impact in the environment, this had also an impact on the economics, since there was an increase of 10% in waste costs recovery (from 2016 to 2017).

Another relevant outcome was the increase of the food court floor area in 18 m<sup>2</sup>, resulting in 22 additional seats, thus reducing seating waiting time for clients. On top of that, there was a drastic improvement in the food court's environment, with less smells and less noise with the dishes sorting, elimination of the need to transport full waste containers in front of clients from service stations on days of more traffic.

In terms of service suppliers time, there was a significant optimization of the cleaning team, which avoided the need to hire additional staff for the Cascais Kitchen food court. Finally, in terms of Safety & Health, the improvement in the organization of waste areas in technical corridors, resulted in a greater efficiency in case of emergency evacuation and the automation in the waste container handling reduced the risk of work accidents.



### Closure

With the implementation of this project, CascaiShopping team was able to attain a more sustainable waste management. It increased the efficiency of the waste management process, reduced the operation costs, improved the quality service to clients and reduced the risk level to cleaning and waste management suppliers. This is a perfect example of what Sustainability is, and how shopping centres can integrate it in their management.