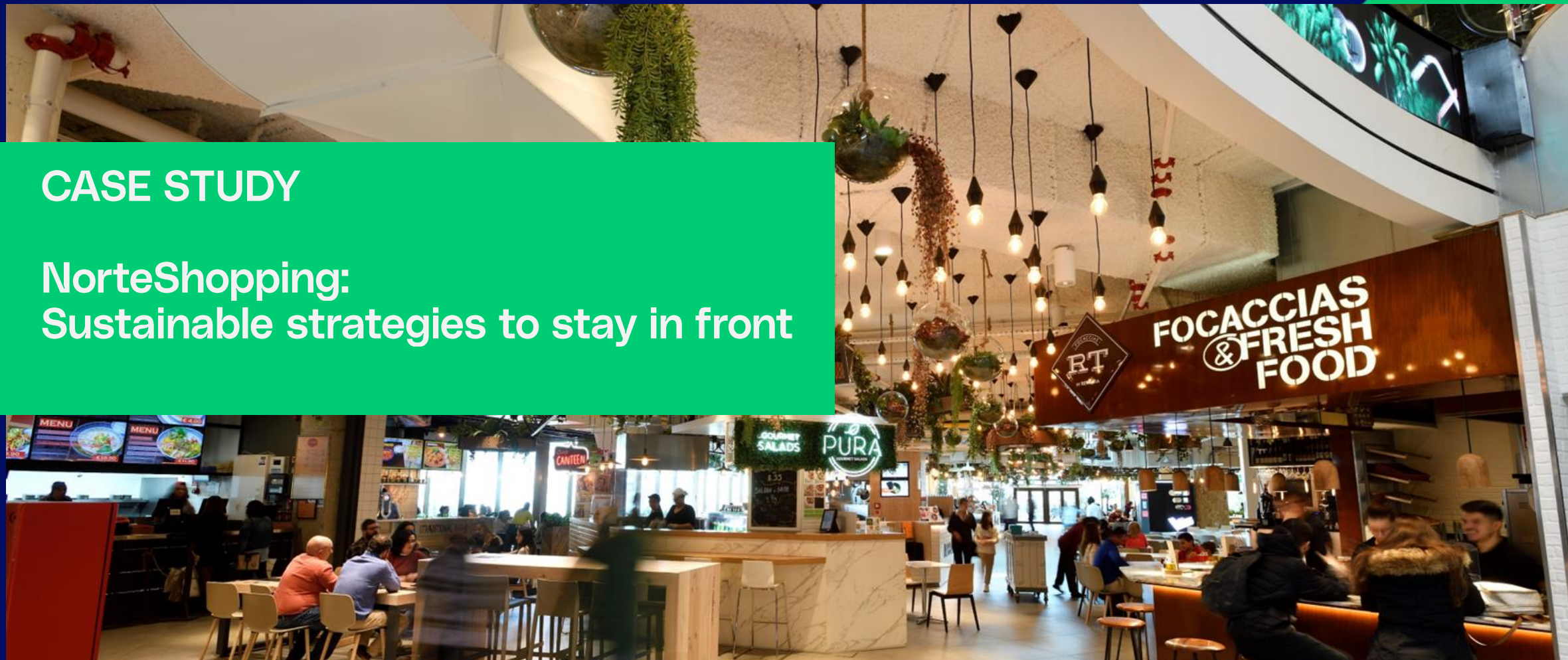


Open mind  
Greater value



## CASE STUDY

### NorteShopping: Sustainable strategies to stay in front



# Case Study | Executive Summary

## NORTESHOPPING: SUSTAINABLE STRATEGIES TO STAY IN FRONT

NorteShopping, a well-established shopping centre located in Matosinhos, Porto, in Portugal, is a flagship Sonae Sierra asset with sustainability in its DNA. Developed by Sonae Sierra, it is jointly owned by the Sierra Prime fund and TIAA Group. As well as being a perennially popular retail and leisure destination, NorteShopping has cemented customer loyalty over the years due to an evolved sustainability strategy in the name of all its stakeholders.



Developed by Sonae Sierra in 1998, NorteShopping was the company's first 'green centre', conceived to meet environmental standards right from the design stage to comply with Sonae Sierra's safety, health and environment requirements.

### Challenge

The key challenge with NorteShopping was to achieve a new sustainability credential without additional investment or improvement measures.

A centre which is already in its third decade, in compliance with our stringent SHEMS, would be able to achieve at least a Good score in BREEAM In-Use certification to cement its sustainability credentials still further.

### Solution

Since the designing and conception phase ambitious safety, health and environmental standards were applied in NorteShopping, the centre was an industry pioneer by applying a certified Safety, Health and Environment Management System.

Using this opportunity to guarantee a BREEAM In-Use certification, we have started by doing a complete assessment to understand how these best-in-class practices would contribute to achieve a good rating.

The team was delighted with the results they could achieve without further improvements. Design options and several management aspects were proved essential to achieve a Very Good rate.

# Case Study | Executive Summary

## NORTESHOPPING: SUSTAINABLE STRATEGIES TO STAY IN FRONT

### Outcome

As well as enabling us to connect more fully with the desires and needs of our stakeholders, **having a SHEMS in place has raised NorteShopping's value, produced concrete savings in terms of both costs and the environment, allowed the centre to achieve a BREEAM Very Good rating without any additional measures, and reinforced its place as a flagship centre in our portfolio.**

### Highlights

- NorteShopping in Porto, Portugal is a flagship retail asset with sustainability in its DNA, currently enjoying its third decade of success.
- Sonae Sierra applies stringent sustainability strategies not only to new developments, but assesses, analyses and improves its own properties and those of its clients through a Safety, Health and Environmental Management System (SHEMS).
- Shopping centres such as NorteShopping benefit from the continuous guidance provided by our full SHEMS. Designed to constantly increase eco-efficiency and prevent environmental impacts SHEMS guaranteed to NorteShopping the achievement of BREEAM In-Use Very Good rating without any additional measures implemented.

### KEY RESULTS

**+17 M**  
visits in 2019

**-29%**  
in electricity  
consumption,  
since 2007

**-9%**  
in water  
consumption,  
since 2007

**48%**  
improvement in  
recycling rate,  
since 2007

**-54%**  
carbon  
emissions, since  
2007

**BREEAM IN-USE**  
**VERY GOOD RATE**

# Abstract

NorteShopping, a well-established shopping centre located in Matosinhos, Porto, in Portugal, is a flagship Sonae Sierra asset with sustainability in its DNA. Developed by Sonae Sierra, it is jointly owned by the Sierra Prime fund and TIAA Group. As well as being a perennially popular retail and leisure destination, NorteShopping has cemented customer loyalty over the years due to an evolved sustainability strategy and stakeholders' engagement.

Protecting the environment and safeguard the health and wellbeing is a commitment that NorteShopping upholds to all its employees, tenants, visitors and service providers, through the implementation of a Safety, Health and Environment Management System (SHEMS), certified in accordance with the **ISO 14001** and **OHSAS 18001 standards**.

The SHEMS sets out the framework by which Sonae Sierra manages impacts and improves its performance in relation to both people's safety and eco-efficiency allowing NorteShopping to achieve best in class sustainability standards and consistently and continuously improve its performance over the last years.

In 2019, when the centre embarked on a journey to achieve BREEAM In-Use certification, having a SHEMS revealed to be a clear advantage to secure a Very Good rating in terms of both Asset Performance and Building Management.



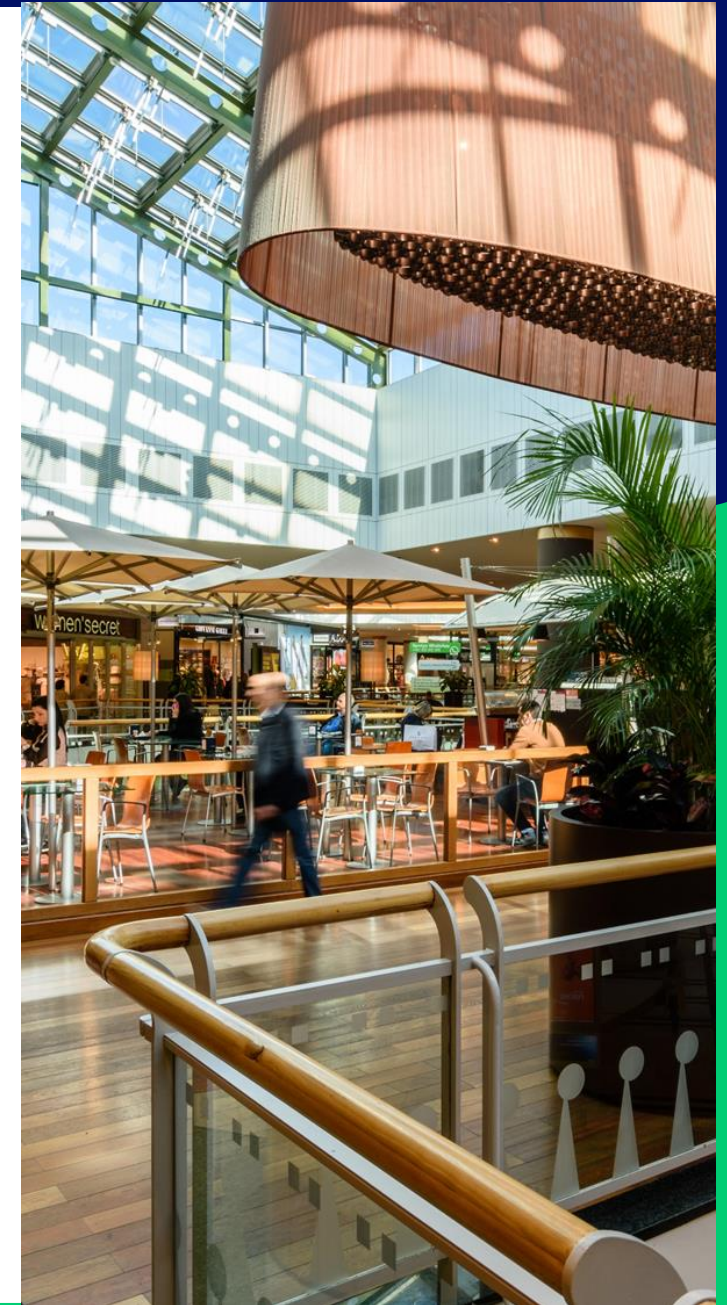
# Introduction

Developed by Sonae Sierra in 1998, NorteShopping was the company's first 'green centre', conceived to meet environmental standards right from the design stage to comply with Sonae Sierra's safety, health and environment requirements.

**During the design stage of new projects, we focus on the main risks, like safety conditions, health and wellbeing, fire protection and emergency response, and environmental aspects, like energy, water, waste, transport and materials, in order to optimise the future buildings' environmental performance and minimise safety and health risks.**

Although this kind of far-sighted planning is taken for granted in our industry today, in the early 1990s it made NorteShopping a shopping centre pioneer. An ongoing responsibility to its environment enabled the centre to achieve ISO Standard 14001:2004 certification in 2005, in a ground-breaking first for the company and the shopping centre industry.

The aim today across our activities is to provide greater alignment between sustainability targets and business goals, through a commitment to long-term innovation that addresses sustainability in real estate development, ownership and management, as well as our professional services business.





## Background

Sonae Sierra has always been at the forefront of the industry in driving the evolution of sustainable practices. Since the 1990s, we have integrated this philosophy into our new developments and standing assets as a cornerstone of our ethos for the built environment.

We have long recognized that the long-term business viability is dependent upon a healthy reserve of natural resources, social cooperation and financial capital. Indeed, we believe that **the economic, environmental and social dimensions of our business performance are inextricably linked.**

We were the first property development, investment and management company to obtain an ISO 14001 certification across its entire business, and we were the first company in our industry in Europe to attain an OHSAS 18001 certification.

This commitment extends to all development projects and operating assets where our partners/clients have agreed to its implementation.

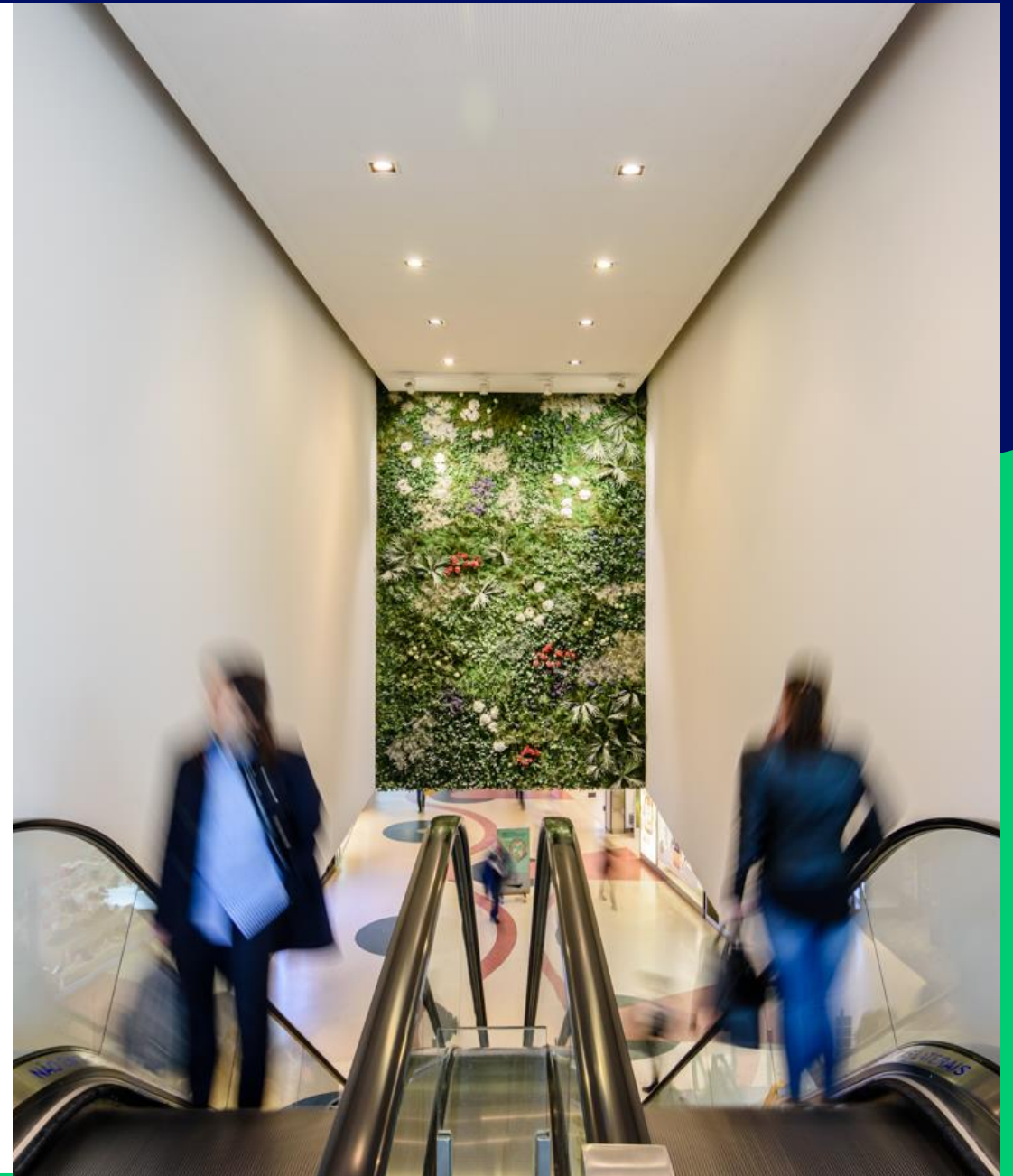
## Challenge

NorteShopping was one of Sonae Sierra's first projects to be conceived with sustainability in mind. Its achievement of **ISO Standard 14001:2004 certification in 2005 created an industry benchmark**, and was also an important milestone in Sonae Sierra's journey as a sustainability pioneer.

But even pioneering projects need to be constantly reassessed, to make sure they are still performing in an optimal way and making the maximum contribution to the sustainability goals we share with our investors, tenants and society as a whole.

**The key challenge with NorteShopping was to achieve a new sustainability credential without additional investment or improvement measures.**

A centre which is already in its third decade, in compliance with our stringent SHEMS, would be able to achieve at least a Good score in BREEAM In-Use certification to cement its sustainability credentials still further.



# Solution

Since the designing and conception phase ambitious safety, health and environmental standards were applied in NorteShopping, the centre was an industry pioneer by applying a certified Safety, Health and Environment Management System.

Shopping centres such as NorteShopping benefit from the continuous guidance provided by our full SHEMS. Designed to constantly increase eco-efficiency and prevent environmental impacts, Safety, Health and Environmental objectives and related actions are established on an annual basis in order to ensure continuous improvement of performance and processes.

For this purpose, the shopping centre's safety and environmental performance is continuously monitored against a range of key indicators (e.g., water, energy, waste and incidents). Data are analyzed in view of the objectives, the identification and management of risks and the enhanced practices and processes. SHEMS implementation ensures the enhancement of the performance of these key indicators.

**Using this opportunity to guarantee a BREEAM In-Use certification, we have started by doing a complete assessment to understand how these best-in-class practices would contribute to achieve a good rating.**





## Solution

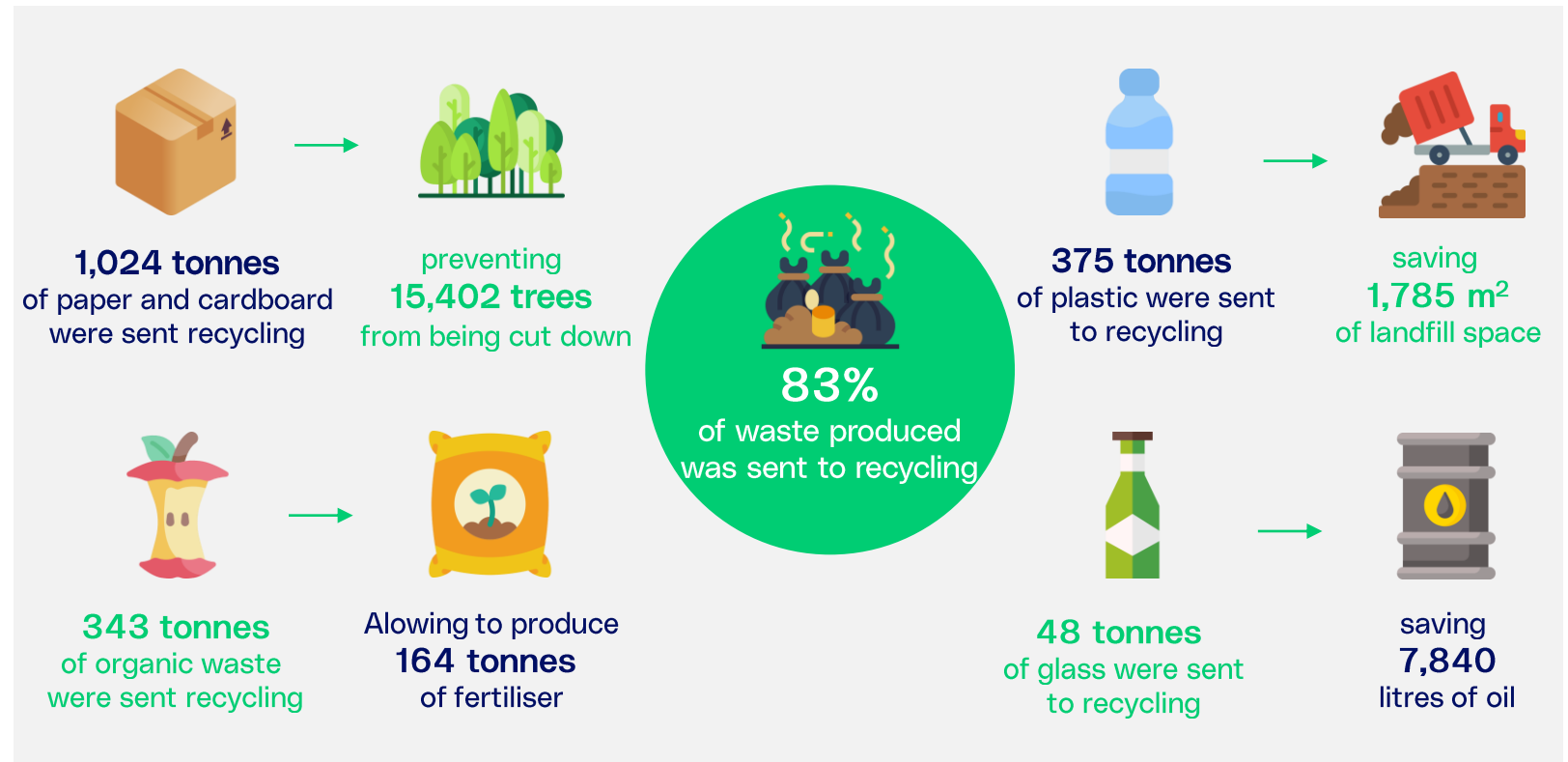
IN 2018, THROUGH SHEMS, NORTESHOPPING ACHIEVED IMPRESSIVE SAFETY, HEALTH AND ENVIRONMENT RESULTS:



<sup>1</sup> Safety Preventive Observation (SPO) methodology focused on people attitudes and behaviours aiming to reduce risks and impacts to people, assets and environment.

# Solution

IN 2018, THROUGH SHEMS, WE ACHIEVED GOOD WASTE MANAGEMENT RESULTS FOR NORTE SHOPPING:



## Solution

Using this opportunity to guarantee a BREEAM In-Use certification, we've started by doing a complete assessment to understand how these best-in-class practices would contribute to achieve a good rating.

### ASSESSMENT CONCLUSIONS | MEASURES IN PLACE CONTRIBUTING TO BREEAM IN-USE RATING:

- **Meetings are held regularly** with employees, tenants and service providers to discuss the environmental issues related to the asset.
- We set **annual targets to improve water and energy use**, an increased recycling rate and reduced CO<sub>2</sub> emissions.
- NorteShopping is distinguished by **Energy Reduction Plans** that include annual budgets for the implementation of energy efficiency measures.
- The building is completely accessible to persons with disabilities.
- **Waste is separated by type**, such as glass, metal, organic materials, wood, plastic, amongst others.
- We **execute monitoring of internal noise levels** and parameters such as temperature, CO and CO<sub>2</sub> levels.
- **Regular inspection and maintenance of all systems** to reduce the risk of Legionella.
- NorteShopping provides bicycle stands, changing rooms, showers and lockers. A public transport network stands within 500m of the building, with a service provided every 15 minutes at peak times.
- The building also has **fire and intruder alarm systems** in place, which are connected to a central service, with 24-hour monitoring.
- 81% of the washbasin taps are low in water consumption, while 10% of the water consumption comes from alternative sources.
- There are hydrocarbon separators inside the car park drainage systems and grease separators in the restaurant drainage systems.



## Solution

The team was delighted with the results they could achieve without further improvements, as design options and several management aspects were proved essential to achieve a **Very Good rate**.

As a result, part 1, Asset Performance, attained a 67.6% score, while part 2, Building Management, scored 62.3%, to both cross the Very Good threshold.

Several key actions contributed most significantly to the rating achieved. In terms of Energy, we recorded high energy efficiency in both parts – with part 1 reaching 64.80%; and part 2 at 80%.



## Conclusion

As well as enabling us to connect more fully with the desires and needs of our stakeholders, having a SHEMS in place has raised NorteShopping's value, produced concrete savings in terms of both costs and the environment, allowed the centre to achieve a **BREEAM Very Good** rating without any additional measures and reinforced its place as a flagship centre in our portfolio.

**By pursuing BREEAM In-Use, the centre's reputation rises still further, bringing it in line with some of the most sustainable assets in the industry.**





[www.sonaesierra.com](http://www.sonaesierra.com)